

# AWF

## AUSTRALIAN WORKPLACE EQUALITY INDEX 2014

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**Goldman  
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## Our greatest asset is what makes us different.

Goldman Sachs is a proud supporter of Pride in Diversity.

At Goldman Sachs, we know that without the best people, we cannot be the best firm. We aim to hire, retain and motivate men and women from many backgrounds who can offer fresh perspectives. Our Office of Global Leadership and Diversity (GLD) helps carry out this mission through numerous partnerships, including one with the firm's Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Network. Some of their efforts and achievements include educating colleagues on issues of sexual orientation and gender identity, supporting professional development, and promoting mentorship. These efforts serve to foster a strong sense of community and illustrate the belief that our success depends on having people who reflect the diversity of the communities and cultures in which we operate.

# A FEW WORDS FROM OUR 2014 AWEI PUBLICATION SPONSOR AND 2014 EMPLOYER OF THE YEAR



We are honoured to be the sponsor of the Australian Workplace Equality Index (AWEI) annual benchmarking publication for the fourth consecutive year. We would like to extend our congratulations to all the organisations and their Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) networks that took part in the 2014 AWEI. As a founding member of Pride in Diversity, we are grateful for the

support and opportunities we have benefited from and hope this publication provides useful insights to further advance the work across Australia on LGBTI inclusion.

At Goldman Sachs, we are committed to ensuring we offer an inclusive workplace that embraces all forms of diversity. As a firm, we believe people have the right to a welcoming, respectful workplace where employees can bring their whole selves to work. We believe clients' best interests can only be served if organisations fully utilise the insights, talents and judgements of a diverse talent pool.

This year, we were extremely proud to be ranked first place as the 2014 AWEI Employer of the Year for LGBTI inclusion. It is very gratifying to know that the dedication of our senior leadership, GLaM (Gays, Lesbians and Mates) Network and Human Capital Management team has been recognised. We are also grateful for the sharing of best practices across the Pride in Diversity member organisations that has helped us to learn and grow.

We are delighted to see continued progress being made across Australia with regard to LGBTI inclusion and we look forward to building on our success with Pride in Diversity and those who support the national benchmark for LGBTI inclusion.

**Simon Rothery**  
**CEO Goldman Sachs Australia and New Zealand**



## A FEW WORDS FROM OUR PRIDE IN DIVERSITY PATRON, THE HON. MICHAEL KIRBY\*

## A FEW WORDS FROM PRIDE IN DIVERSITY DIRECTOR, DAWN HOUGH



It has been a pleasure once again to be present at the AWEI Annual Business Luncheon and Awards Celebration in May. I take great pleasure in being able to attend this award celebration year on year to witness the work that employers are doing to ensure that their workplaces are equitable and

inclusive for all of their employees, including those who are lesbian, gay, bisexual, transgender or of intersex status.

International Day Against Homophobia and Transphobia is a reminder to us all that many people still suffer enormously due to their orientation, gender identity or intersex status. Equally at this time, it is worthwhile taking a moment to consider our own workplaces. Sometimes we sit in the safety of our inclusive cliques or within areas such as HR or Diversity that openly seek to create a culture of inclusivity, but we need to look beyond these safe spaces to areas of our organisation that may not present themselves as safe or inclusive for others.

Both direct and indirect discrimination, overt and covert bullying and harassment exist, even within the most acclaimed workplaces and it would be somewhat naive of us to assume it doesn't. We must not become complacent as we celebrate our successes. We need to at times scrutinise the depth and breadth of our work to ensure that we are indeed reaching beyond the areas that typically embrace the culture we seek to create.

That being said, I congratulate the employers and individuals who not only received awards but perhaps are starting for the first time to acknowledge the importance of incorporating LGBTI inclusion into their diversity initiatives. I look forward to presenting the awards for the 2015 winners next year.

A handwritten signature in dark ink, appearing to read 'Michael Kirby'.

The Hon. Michael Kirby AC CMG  
Patron  
Pride in Diversity



It gives me great pleasure to once again present the Australian Workplace Equality Index Benchmarking Publication in recognition of outstanding achievement and practice in the area of LGBTI Workplace Inclusion.

This year we extended the Top 10 Employer List to a Top 20 Employer List and introduced for the first time *Gold, Silver, Bronze* and *Participating Employer Tiers*. This tiered structure allows organisations active in this space to receive recognition for the work that they have completed even if they do not make the Top Employer Listing. It also provides all participating organisations with additional levels of benchmarking analysis.

Participation in the AWEI continues to grow year on year and the shift in practice that this instrument is both driving and measuring is nothing short of remarkable. In four short years, we have seen the number of submissions for the full benchmarking instrument rise by 82%, individual award nominations rise by 275% and employee survey participation rise from 770 in 2012 to 5,663, an increase of 735%.

The entry point to the Top Employer's lists has also been on steep incline. In 2011 we announced a Top 10 Employers List with the entry point to the Top 10 being 68. This year, the entry point to the Top 10 was 121; a 78% increase from Year 1. The entry point into the Bronze Tier this year equals that of the Top 10 list in 2011. The entry point to the Silver Tier this year is higher than that of the Top 10 list last year.

We hope that this publication provides you with data by which all participants can benchmark their achievements along with insights into some of the initiatives of our Top Employers 2014.

Once again, we extend our thanks to Goldman Sachs and Williams Lea who have sponsored the printing and distribution of this publication.

We would also like to thank Helen Conway for producing the analysis of the employee survey data and the compilation of the survey report.

Should you like more information on the AWEI, please do not hesitate to contact the Pride in Diversity office on (02) 9206.2139.

Dawn Hough  
Director  
Pride in Diversity

\*Taken from the 2014 AWEI Awards Luncheon Program.

# ABOUT THE AWEI

## HISTORY


The Australian Workplace Equality Index originally drew from the rich experience, expertise and methodology of the Diversity Champions Workplace Equality Index published by Stonewall in the UK. The Australian Index was officially launched in November 2010 at Australian Federal Police Headquarters in Canberra acknowledging the AFP's early support of Pride in Diversity as a Foundation Member and their sponsorship support of the Index's initial development. This allowed Pride in Diversity to work closely with Stonewall UK to ensure a localised starting point targeting mid-level practice within the current Australian context. The methodology utilised by the Index was academically scrutinised by Academic Advisor Dr. Raymond Trau resulting in high praise for its rigour and objectivity.

The AWEI now stands as the definitive national benchmark on LGBTI workplace inclusion and comprises the largest and only national employee survey designed to gauge the overall impact of inclusion initiatives on organisational culture as well as identifying and non-identifying employees. The Index drives best practice in Australia and sets a comparative benchmark for Australian employers across all sectors. For this reason alone, the Index has to be comprehensive and rigorous. The work compiled annually by employers submitting for the Index is a testament to the importance of LGBTI inclusion with their current D&I initiatives.

Employer participation in the Index and the optional employee survey has grown annually since its launch in 2010 and in 2014 moved from celebrating Top 10 Employers to Australia's Top 20 Employers alongside small employers and individuals, acknowledged for their contribution to LGBTI Workplace Inclusion.

## HOW REFLECTIVE ARE TOP EMPLOYERS OF BEST PRACTICE WITHIN AUSTRALIA?

While many awards nomination processes boast a much quicker and less cumbersome submission process, the AWEI is extremely comprehensive and evidence based and therefore does take some time to complete. Employers are asked a series of very specific questions in relation to areas that directly impact inclusion or the perception thereof and are required to provide evidence for all responses. Evidence may entail a detailed description of a process or alternatively copies of supporting documentation to validate responses. This ensures that all employers are measured on not only the same criteria but allows employers the flexibility in their approach to meeting that criteria provided sufficient evidence is supplied.



**WHILE AWARDS ARE A NICE END-RESULT TO THE INDEX, THE REAL INTENT OF THE INDEX IS TO GAUGE, MONITOR AND MOVE AUSTRALIAN PRACTICE CLOSER TO INTERNATIONAL BEST PRACTICE.**

As the Index is used for benchmarking purposes, its necessary rigour and submission process provides an accurate gauge as to the level of inclusivity currently being worked on within the submitting employer organisation. Already, within the four years of its life, the Index has witnessed a significant shift in practice and as a result was re-aligned in 2014 to not only match the level of practice currently within Australia but to once again shift it to the next level. The current AWEI measures practice in terms of:

- Inclusive Policy and Practice (30 points)
- Inclusive Culture and Visibility (60 points)
- Staff Awareness Training and Development (30 points)
- Monitoring (10 points)
- Supplier Diversity (15 points)
- Community Engagement (30 points)
- Inclusion beyond (10 points)
- Additional work not covered within the Index (10 points)
- Participation in optional employee survey (5 points)

# HOW ARE AWEI SUBMISSIONS ASSESSED?

The assessment process is rigorous. For the full benchmarking instrument, the following applies:

- Each submission is marked in isolation on separate scoresheets by two members of the Pride in Diversity team using a comprehensive rubric identifying the evidence required for every question to warrant a point.
- Once the submission has gone through the two individual marking processes, a 'score comparison' sheet is completed identifying any questions for which the two markers disagree a point value based on the evidence supplied.
- Once this sheet has been completed, the two scorers meet to walk through each of the questions identified, searching for any additional supporting evidence before agreeing a score. This process is repeated until all score values have been investigated and agreed. Where clarification is needed, the Employer is contacted for further details. Highest ranking employers within the Top 10 will often undergo three individual markings, comparisons and an agreement meeting.
- Once all submissions have undergone the two individual markings, score comparisons and meetings to agree final outcome for each question, the scores for each question within the submission are entered into a spreadsheet. The spreadsheet tallies section scores and finally produces a leader table.
- From the leader table a benchmark for good practice is gauged and the minimum score criteria are set for Bronze, Silver and Gold Status Employers.
- Data is then collected for industry, sector and overall benchmarking.

In regard to individual assessments (Small Employer, Champion, Executive Leadership and Innovation Awards):

- Each submission gets an initial assessment against point criteria by four members of the Pride in Diversity team, in isolation.
- Each marker will then compile a summary sheet for their marking along with recommendations and reasons for their support of that nomination (listing unique contributions and impact).
- The four individually marked sheets for each nomination are then tallied into an overall count sheet that averages the individual marks given for each assessment and identifies the Top 2-3 contenders for the award by both point value and individual marker nominations.
- The four markers then meet to discuss and argue the overall winner for each submission based on evidence and impact provided within the submission.
- All four markers must agree the final winner for the award to be given.
- Receipt of a nomination does not guarantee that an award will be given that year. Minimum criteria needs to be met.

For more information on the AWEI, please contact Pride in Diversity Director, Dawn Hough on (02) 9206 2136.

# 2014 EMPLOYEE TIER RECOGNITION

Employers participating in the full benchmarking instrument are provided with the following Employer Status Recognitions (valid for one year only):

## AWEI 2014 EMPLOYER STATUS RECOGNITION



### AWEI Participating Employer awarded to:

Employer organisations that participated in the AWEI for the identified year. These organisations are currently working on LGBTI inclusion initiatives and have submitted evidence of work being implemented (or started) within the assessed year.

In alphabetical order:

- ACCC
- Attorney General's Department
- Aurecon
- Department Immigration & Border Protection
- Dutiful Daughters
- Echo Entertainment
- Fair Work Ombudsman
- HSBC
- Key Assets
- 5 x Not-for Publication.



### AWEI Bronze Status/Active Employer awarded to:

Organisations that have provided sufficient evidence of work in this space to be considered active in LGBTI workplace inclusion. To be awarded Bronze Status, employers must achieve a **minimum score** set by current practice for Bronze status and show a considerable amount of activity in this area. **This recognition is significant and should not be underestimated in comparison.**

In alphabetical order:

- Alcoa
- Deakin University
- Detusche Bank
- JP Morgan
- Telstra
- UnitingCare Ageing
- 1 x Not-for-Publication



### AWEI Silver Status Employer awarded to:

Organisations that have undertaken a significant amount of work in the area of LGBTI inclusion and are currently very active in this space. To achieve Silver Status recognition, employers must achieve a **minimum score** set by current practice for Silver status **and** achieve a comparative ranking of 11 through to 20 within the Index (Employers that meet one but not both criteria will be awarded Bronze Tier Status).

- Herbert Smith Freehills (12)
- Chevron (13)
- NAB (=14)
- Macquarie BFS (=14)
- Children & Young People's Mental Health (16)
- American Express (17)
- EY (18)
- Macquarie University (19)
- Gilbert + Tobin (=20)
- Australian Red Cross Blood Service (=20)



### AWEI Gold Tier Employer awarded to:

Employers of choice for LGBTI employees. These employers have been highly active in LGBTI workplace inclusion within the identified year and have achieved significant results in LGBTI workplace inclusion. To achieve Gold Status recognition, employers must achieve a **minimum score** set by current practice for Gold status **and** achieve a comparative ranking of 1 through to 10 within the Index (Employers that meet one but not both criteria will be awarded Silver Tier Status). Employer of the Year is also issued with an additional version of this logo indicating their Number 1 Employer Status.

- Goldman Sachs (1)
- Curtin University (2)
- Westpac (3)
- Commonwealth Bank of Australia (4)
- ANZ (5)
- Australian Federal Police (=6)
- IBM (=6)
- The University of Western Australia (8)
- Lend Lease (9)
- KPMG (=10)
- Accenture (=10)



# TOP 20 EMPLOYERS 2014

Rank	2014 Top 20 Employers	No. of Yrs in Top Employer List*
<b>1</b>	<b>Goldman Sachs</b>	<b>4</b>
<b>2</b>	<b>Curtin University</b>	<b>3</b>
<b>3</b>	<b>Westpac</b>	<b>2</b>
<b>4</b>	<b>Commonwealth Bank of Australia</b>	<b>1</b>
<b>5</b>	<b>ANZ</b>	<b>1</b>
<b>= 6</b>	<b>Australian Federal Police</b>	<b>3</b>
	<b>IBM</b>	<b>4</b> 
<b>8</b>	<b>The University of Western Australia</b>	<b>4</b>
<b>9</b>	<b>Lend Lease</b>	<b>3</b>
<b>=10</b>	<b>KPMG</b>	<b>4</b>
	<b>Accenture</b>	<b>4</b> 

\*Top Employer List – Top 10 from 2011-2013 , Top 20 from 2014



# TOP 20 EMPLOYERS 2014

Rank	2014 Top 20 Employers	No. of Yrs in Top Employers List*
<b>12</b>	<b>Herbert Smith Freehills</b>	<b>1</b>
<b>13</b>	<b>Chevron</b>	<b>3</b>
<b>=14</b>	<b>National Australia Bank</b>	<b>1</b>
	<b>Macquarie Banking &amp; Financial Services</b>	<b>1</b>
<b>16</b>	<b>Children &amp; Young People's Mental Health</b>	<b>1</b>
<b>17</b>	<b>American Express</b>	<b>1</b>
<b>18</b>	<b>EY</b>	<b>1</b>
<b>19</b>	<b>Macquarie University</b>	<b>3</b>
<b>=20</b>	<b>Gilbert + Tobin</b>	<b>1</b>
	<b>Australian Red Cross Blood Service</b>	<b>1</b>

\*Top Employer List – Top 10 from 2011-2013 , Top 20 from 2014

# OTHER AWARD WINNERS 2014

## **LGBTI EMPLOYEE NETWORK OF THE YEAR**

Australian Federal Police - GLLO

## **HIGHEST RANKING UNIVERSITY**

Curtin University

## **HIGHEST RANKING PUBLIC SECTOR ORGANISATION**

Australian Federal Police

## **ACHIEVEMENT AWARD FOR MOST IMPROVED**

Herbert Smith Freehills

## **INNOVATION AWARD FOR LGBTI INCLUSION**

American Express (Shop Small - LGBTI Campaign)

## **SMALL EMPLOYER AWARD**

Youth Action NSW

## **HIGHEST RANKING NOT-FOR-PROFIT/CHARITY**

Australian Red Cross Blood Service

## **EXECUTIVE LEADERSHIP AWARD**

Tony Wood, Herbert Smith Freehills

## **LGBTI INCLUSION CHAMPION AWARD:**

Joint Winners:

Squadron Leader Vince Chong, RAAF, Department of Defence

Sally Webster, Curtin University

## **LGBTI REGIONAL INCLUSION CHAMPION**

Flight Sergeant Ronald Kelly, RAAF, Department of Defence

# WHAT OUR AWARD WINNERS SAY

## GOLDMAN SACHS (EMPLOYER OF THE YEAR)



**David Watts, Managing Director, Securities Division. GLaM Network Sponsor and LGBTI MD Ally**

*2014 Employer of the Year, Ranked No. 1*

This year, we were extremely honoured to be ranked first place as the 2014 AWEI Employer of the Year for LGBTI inclusion. For me personally, having our efforts acknowledged with this award is very gratifying and a fitting tribute to the hard work of our senior leadership, GLaM (Gays, Lesbians and Mates) Network and Human Capital Management team. Equally, we are grateful for our relationship with Pride in Diversity and its members who we have partnered with to develop LGBTI diversity best practices.

We believe that a person's background and identity, including gender and sexual orientation, should not impact their potential to succeed. This philosophy is key to creating a successful business that will attract a diverse range of the best talent. I have no doubt that the work of Pride in Diversity has resulted in Goldman Sachs being a more inclusive organisation from an LGBTI perspective and more generally. The AWEI benchmark challenges us to be better people, working at a better company.

We are proud to be a Pride in Diversity foundation member and AWEI participant since its inauguration and look forward to continuing to be part of the advancement of LGBTI inclusion across Australia.

## CURTIN UNIVERSITY



**Professor Deborah Terry, Vice Chancellor**

*2014 Top 10 Employer, Ranked No. 2 & Highest Ranking University*

I was delighted that Curtin University was recognised as a Top 10 employer and Highest Ranking University for the second year running. I was also thrilled to see Sally Webster recognised as an LGBTI Diversity

Champion for her dedication to promote and imbed LGBTI inclusion and support at Curtin.

Curtin respects and values the diversity of its students, staff, and community and is committed to creating a safe environment free from discrimination and harassment. The University is proud of its efforts to foster a culture that is inclusive of sexual and gender diversity and looks forward to celebrating its awards during the Pride month celebrations later in the year.

## WESTPAC



**Brad Cooper, Chief Executive, BT Financial Group and Executive Sponsor, GLOBAL**

*2014 Top 10 Employer, Ranked No. 3*

Westpac Group are once again extremely proud to be recognised as a Top 10 employer in the AWEI. Our ranking at 3<sup>rd</sup> place is testament to the hard work we have put in to mainstream LGBTI inclusion throughout our business.

As the Executive Sponsor of GLOBAL, Westpac Group's Employee Action Group for LGBTI employees and allies, I was pleased to see this recognition for our long-standing commitment to inclusion. We continue to advance Westpac Group's vision of being one of the world's great companies for diversity and flexibility.

## COMMONWEALTH BANK OF AUSTRALIA

**Ian Narev, CEO**



*Top 10 Employer, Ranked No. 4*

We are working hard at the Commonwealth Bank Group to embrace the opportunities of the future. We know that to do that, we need to reflect the diversity of our people, customers and the communities we serve. Through the launch of our LGBTI communities and allies network, Unity, the profile of our LGBTI colleagues has grown significantly across every area of our business over the past year. We are pleased with the progress we have made and are delighted to be recognised in the Top 10 of the 2014 Australian Workplace Equality Index. But the work does not stop here. We will continue to create a workplace where our people feel comfortable in sharing their whole selves at work and are able to give their best.

## ANZ

**Mike Smith, Chief Executive Officer**



*2014 Top 10 Employer, Ranked No. 5*

Building a vibrant, diverse and inclusive workplace is an important part of ANZ's commitment to respecting our staff, our customers and the communities in which we live and work.

We want to make sure that everyone feels safe to be who they are at work, regardless of their gender identity or sexual orientation so having a deep culture of respect for all people and communities is fundamental to our success at ANZ.

I also believe it is incumbent on business leaders to do more to improve diversity in their workplaces because harnessing the skills, insights and experiences of a diverse workforce will help to open up new markets and business opportunities.

# WHAT OUR AWARD WINNERS SAY

## AUSTRALIAN FEDERAL POLICE



**Mr Andrew Wood , Chief Operating Officer,  
Chair AFP Diversity Council**

*2014 Top 10 Employer, Ranked No. Joint 6, Highest Ranking Public Sector & LGBTI Employee Network Group of the Year - GLLO*

The AFP has a long-standing commitment to delivering workplace inclusion initiatives for priority diversity groups. The AFP's success in inclusion and equality for LGBTI employees

is largely attributable to an active network of dedicated and appropriately trained employees, along with a coordinated and collaborative workforce diversity program which promotes the inclusion, respect, and value of the differences we all bring to the workplace. The AFP core value of 'Fairness' requires AFP members to respect people for their individuality and for their differences. Our members apply this core value internally with colleagues as well as externally when serving the Australian community. The AFP is acutely aware that as a national law enforcement agency, we are uniquely positioned to influence change. Receiving three AWEI awards in 2014 provides recognition that the AFP as a whole is evolving from mere compliance to actively creating a more supportive, inclusive, and diverse workforce, which in turn results in a more inclusive, relevant, and responsive community program. These awards send a clear message to the LGBTI community that the AFP is aware of, and sensitive to, the needs of the community. We believe this will further enhance communication between members of the LGBTI community and the AFP.

## IBM AUSTRALIA



**Rob Lee, Managing Director, IBM New Zealand and Executive Sponsor for LGBTI Inclusion, IBM Australia and New Zealand**

*2014 Top 10 Employer, Ranked No. Joint 6*

IBM is very proud to be an inclusive workplace, where difference is expected, respected and encouraged and diversity of thought is fundamentally important to our competitive success.

We are delighted to again be named a Top 10 Employer in the Australian Workplace Equality Index. IBM has been recognised as an employer of choice for LGBTI employees since the inception of the index, a testament to both our enduring commitment to LGBTI inclusion and the hard work of the EAGLE network and its allies in ensuring our LGBTI community is valued and empowered.

## UNIVERSITY OF WESTERN AUSTRALIA



**Professor Dawn Freshwater, Senior Deputy Vice-Chancellor and Executive Sponsor, UWA Ally Initiative**

*2014 Top 10 Employer, Ranked No. 8*

We are delighted at the continued recognition of the University as a Top 10 Employer. It is a core aspiration of the University that we graduate students who are well placed to be the leaders of their chosen path.

In essence, we are providing our students with a broad educational experience that positions them to be citizens of the globe, intellectually and emotionally comfortable with difference. For this and many other reasons it is vital we continue to focus on creating an inclusive campus where students and staff can be themselves and realise their full potential. Homophobia, transphobia and ignorance of the rights of others have no place in such a culture.

## LEND LEASE



**Tarun Gupta, Chief Executive Officer, Property Australia**

*2014 Top 10 Employer, Ranked No. 9*

We are delighted Lend Lease has been recognised as a Top Employer for LGBTI inclusion in the 2014 Pride in Diversity AWEI for the third year running. We believe that diversity of experience, diversity of thought

and a collaborative environment leads to innovation. Lend Lease offers a workplace where people can bring their whole self to work and we are committed to continue to grow and sustain this working environment. Our partnership with Pride in Diversity has led us to continue to improve our LGBTI inclusion practices.

In 2013, we implemented the Lend Lease Ally Program which has been responsible for a significant increase in awareness and support for LGBTI diversity in the business. I am excited about the opportunity to build on this success as we strive to further embed diversity both within our organisation and our industry.

# WHAT OUR AWARD WINNERS SAY

## KPMG



**Gary Wingrove, CEO**

*2014 Top 10 Employer, Ranked No. Joint 10*

KPMG is a founding member of Pride in Diversity and has proudly participated in the AWEI Diversity Index since its inception. This year marks our fourth year in the Top 10 and we are delighted to be awarded Gold Employer Status.

The AWEI Index is a rigorous assessment of not only our performance, but our policies and daily practice in making our workplace welcoming and inclusive of LGBTI people. We are serious about building a diverse and inclusive workplace. This year we have included attainment of Top 10 status in the AWEI Index as a benchmark in our firm's strategy.

We understand that although the right policies are important in establishing an inclusive workplace, they are not enough. A truly inclusive workplace also needs cultural change. The benefits of our diverse and inclusive workplace means we are more productive, flexible and innovative, providing better business solutions to our clients and attracting the best people to our business.

## ACCENTURE

**Jack Percy, Chairman and Managing Director**



*2014 Top 10 Employer, Ranked No. Joint 10*

We are very pleased to be recognised for Accenture's demonstrated commitment to inclusion and diversity. Providing a positive, inclusive and safe work environment where individual differences are honoured and valued is part of the way we do business.

Respect for the individual is one of Accenture's core values. By living this value and leveraging the power of diversity our people feel supported and can perform to the best of their ability and, as a result, we can provide first-class service to our clients.

We are proud of our continuing recognition from the AWEI, but more so of the positive impact that award winners and entrants, together, are making on the communities in which we work and live.

## 2014 LGBTI EMPLOYEE NETWORK OF THE YEAR

### AUSTRALIAN FEDERAL POLICE – GLLO



**Assistant Commissioner Justine Saunders, National Manager Policy & Governance and GLLO Network Mentor**

The AFP is very proud to have received the 'Highest Performing Employee Network of the Year' award. The key factors which contributed to the success of the AFP's Gay and Lesbian Liaison Officer (GLLO) network included the dedication and passion of members, a dual internal workforce and external community focus, a collaborative, nation-wide effort, and the willingness of the GLLOs to provide support to members of the other AFP priority diversity groups. The AFP's GLLO network commenced in 1996 and over the years has grown in size to over 245 members. The AFP GLLO network is an inclusive network whereby employees do not have to identify as LGBTI to be a member. This provides an opportunity for all employees to be involved in reducing the prejudice and discrimination experienced by the LGBTI community and celebrating the diversity that thrives within the Australian community.

## 2014 ACHIEVEMENT AWARD FOR MOST IMPROVED HERBERT SMITH FREEHILLS



**Jason Ricketts, Managing Partner**

Herbert Smith Freehills launched our Australian LGBT network in March 2013. We were proud of this new network and excited by the success of our launch. However, we could not have anticipated the impact that this network would have on the culture of our firm over such a short period of time. While the membership of our network is far higher than we expected, for us, success is measured by the evidence we see of greater inclusion around the firm. We were delighted to be awarded the most improved organisation for LGBTI inclusion at the 2014 AWEI awards – it's affirming and encouraging to receive this kind of external recognition. We are grateful for the assistance we received from Pride in Diversity as well as many other leading organisations for LGBTI inclusion, who generously shared the benefit of their experiences with us.

# WHAT OUR AWARD WINNERS SAY

## 2014 INNOVATION AWARD AMERICAN EXPRESS



**Melanie Cochrane, Senior Vice President & General Manager, Global Merchant Services, JAPA**

From launching GLOBE, the American Express Australia LGBTI network in 2013, to being recognised as a Top 20 employer of choice for LGBTI employees the following year, is phenomenal. To then receive an

Innovation Award for our Shop Small campaign is simply overwhelming!

The American Express Shop Small campaign allowed us to tread new ground, and through a grass root effort connect with merchants in Sydney's LGBTI community. We thanked them for warmly welcoming American Express and their ongoing commitment to driving inclusion among their community of customers. This was largely achieved through a series of innovative point of purchase signage that was splashed throughout suburbs of Potts Point, Darlinghurst and Newtown.

American Express is proud to be a leader in diversity and inclusion. We believe that diversity inspires new ways of thinking, drives innovation and allows us to better connect with our customers.

I'm proud of the GLOBE team for highlighting the importance of individuality and for establishing an incredible base of support right across the company.

## 2014 HIGHEST RANKING NOT-FOR-PROFIT/CHARITY AUSTRALIAN RED CROSS BLOOD SERVICE



**Jennifer Williams, Chief Executive**

We were thrilled that the Blood Service was recognised as a Top-20 employer and highest ranking Not-for-profit employer for LGBTI employees.

We've been working hard to ensure that we create the kind of workplace that values people for their ability to the job, regardless of who they are.

Our LGBTI employee network, GLOW, continues to go from strength to strength and is a critical part of our active support for the inclusion of colleagues who are lesbian, gay, bi, trans or intersex. It's also a way to engage straight Allies in our workplace inclusion efforts.

Ultimately, our aim is to ensure that everyone is treated with respect at the Blood Service because it is part of our values and that everyone understands and celebrates diversity in whatever form it presents itself.

I'd like to thank members of our Diversity Steering Committee and our GLOW employee network members who are leading our work here. I am very proud of this achievement and the work we are doing.

## SMALL EMPLOYER OF THE YEAR YOUTH ACTION

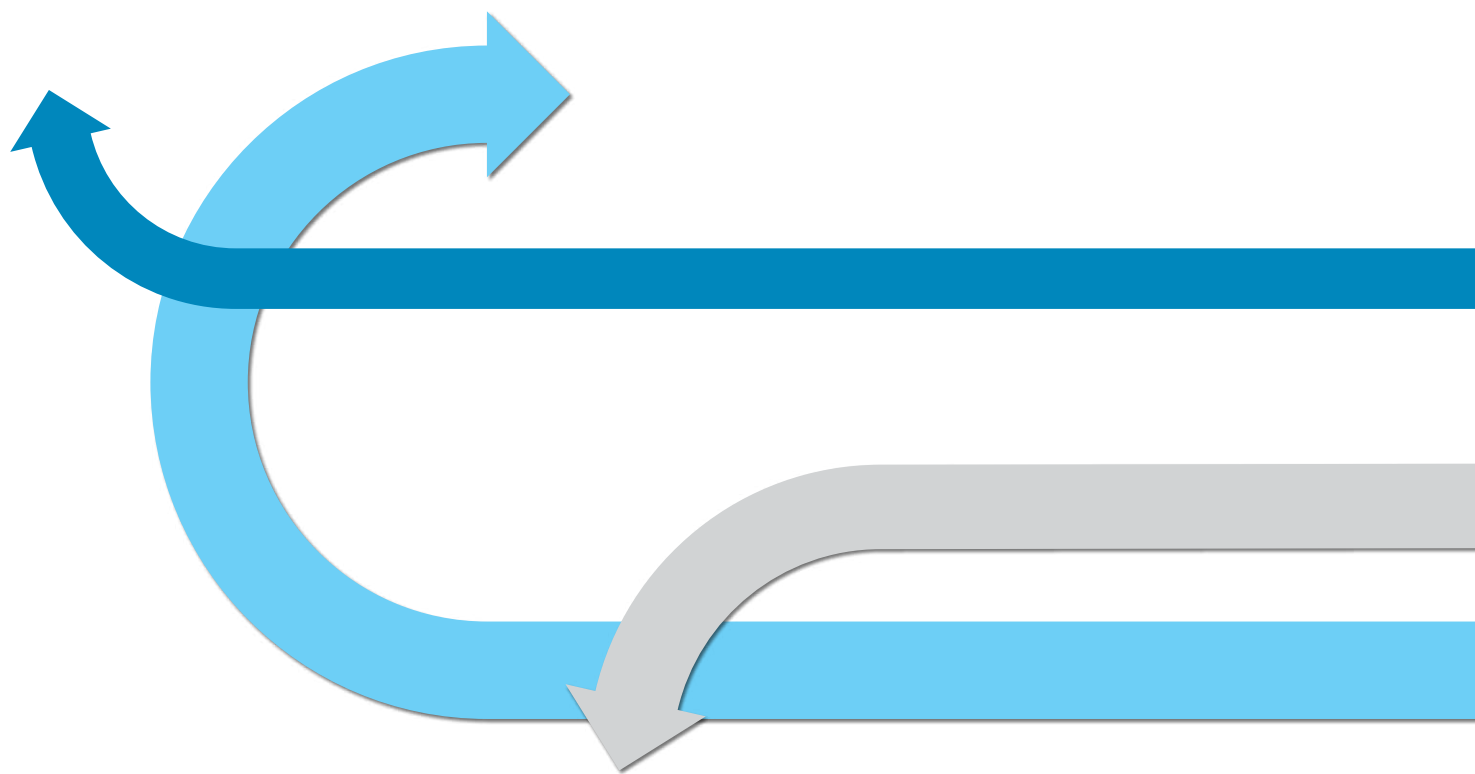


**Emily Jones, Managing Director**

Providing a workplace that is not only inclusive, but supportive of LGBT employees is not even a choice to make, particularly in the not-for-profit sector. We spend hours of work dedicated to supporting the communities we live in, so it makes sense to support our hard-working staff in ways that matter to them.

Being recognised as Small Employer of the Year is something Youth Action is immensely proud of. Too often, as a peak body, we witness the disadvantaged members of the LGBT community face. Providing a safe space to do work we love doing, and to encourage others to do the same, means we're doing our part in fighting this discrimination.





# AUSTRALIAN WORKPLACE EQUALITY INDEX 2014 BENCHMARKING DATA



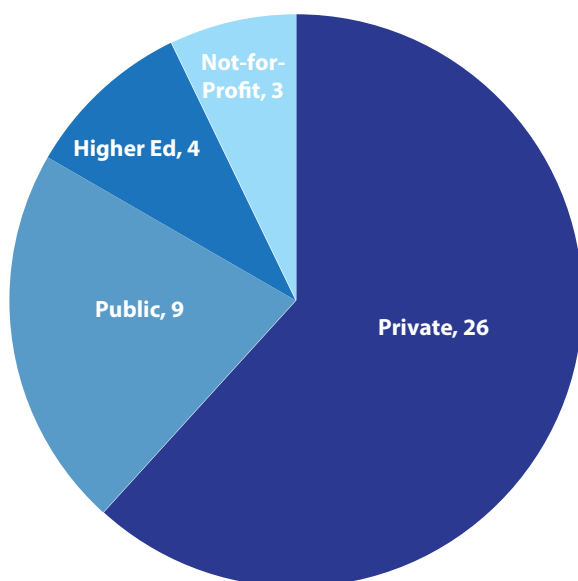
# OVERVIEW

## PARTICIPATION

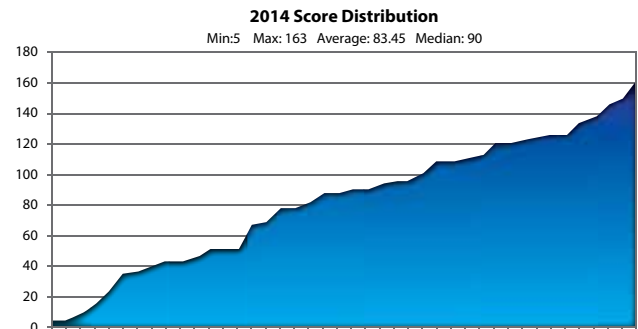
In comparison to last year, overall submissions to the full 2014 benchmarking instrument (measuring practice in the 2013 year) increased by 16.7% to 42 Employers (> 50 Employees) and the Employee Survey increased its participation rate by 87% to 5,663 validated responses. Participation was made up of private sector employers (n26), public sector employers (9), Universities (4) and Not-for-Profit/Charities (3).

As with all years, submissions came from both Pride in Diversity member and non-member organisations. The Private sector once again provided the highest number of submissions. The largest industry sector representation came from Banking and Financial Services (n10) followed by Professional Services (n7). The Top 20 employer list was dominated by the Private Sector with only two Public Sector employers and one Not-for-Profit. Although numbers were considerably smaller, Higher Education achieved the highest average score within a sector.

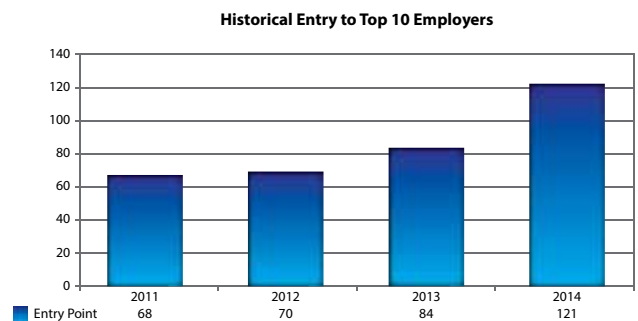
## PARTICIPATION BY SECTOR



## 2014 SCORE DISTRIBUTION



## HISTORIC TOP 10 ENTRY POINT



# EMPLOYER TIERS

While the overall employer score achieved will allow a year-on-year comparison for employers to establish improvements or changes in their LGBTI inclusion initiatives, employer tiers are a comparative gauge of how an employer's LGBTI inclusion initiatives compare to other submitting organisations within the assessed year.

Typically Top 10 Employers fall within the Gold Tier, Top 20 Employers fall within the Silver Tier and Bronze Employers are employers very active and closely competitive to Silver Tier employers for that year. All employers must achieve a minimum score to be awarded an Employer Tier. Silver and Gold Tier employers must achieve both a minimum score and a Top 20 / Top 10 placement. If only one of these criteria is met, the employer will drop to the previous tier ranking.

For consistency and tracking, employer tiers have been backdated to year 1 of the index: 2011

Entry	2011	2012	2013	2014
<b>Bronze</b>	45	50	50	68
<b>Silver</b>	56	60	65	91
<b>Gold</b>	68	70	84	121

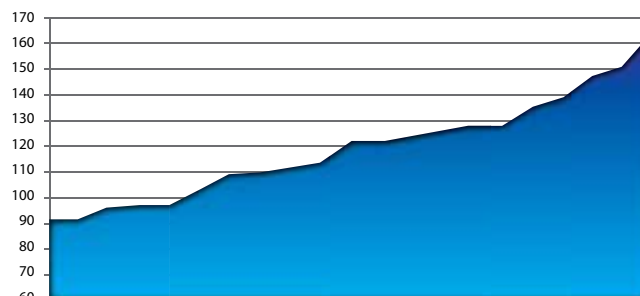
2014 Employer Tier Detail as follows:

Entry	Entry Point	Median	Average
<b>Participating Employers</b>	5	37.5	32.9
<b>Bronze</b>	68	79	79.4
<b>Silver</b>	91	99.5	101.4
<b>Gold</b>	121	127	134.9

## TOP EMPLOYERS BY SECTOR/INDUSTRY:

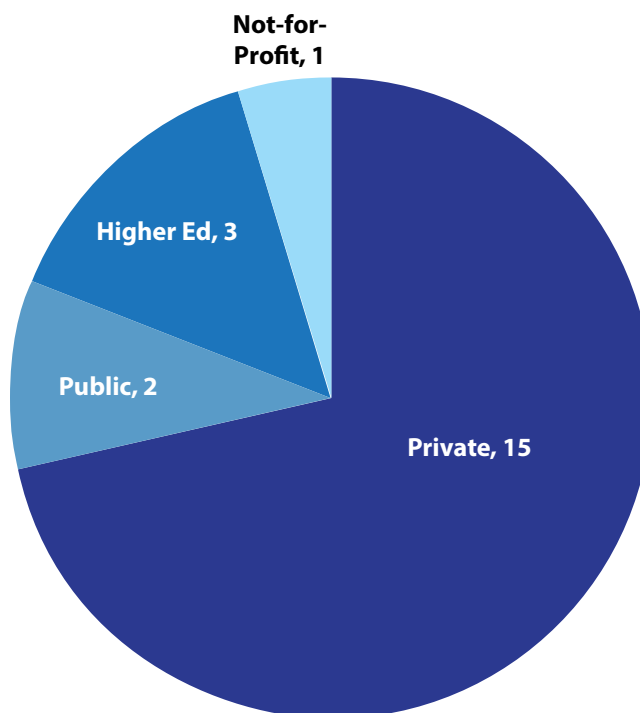
Top 5 Banking/ Financial Services	Top Professional Services	Top Universities
1. Goldman Sachs	1. KPMG and Accenture	1. Curtin University
2. Westpac	2. Ernst & Young	2. University of Western Australia
3. CBA		3. Macquarie University
4. ANZ		
5. NAB and Macquarie Banking & Financial Services		

## 2014 TOP 20 EMPLOYERS DISTRIBUTION



## TOP 20 BY SECTOR

Tie 20th place, 21 employers



# SECTION 1: POLICY AND PRACTICE

# SECTION 2: CULTURE & VISIBILITY

Section 1 of the AWEI sets out the foundational piece of work for LGBTI workplace inclusion and the key starting point for any organisation starting to incorporate LGBTI inclusion into their diversity initiatives for the first time. HR and Diversity professionals typically provide to the content of this section.

The section is worth 30 of the 200 point allocation and has been broken down into the following areas:

1. Strategic approach to LGBTI Diversity
2. LGBTI Accountability
3. LGBTI Inclusive Policies and Benefits
4. Discrimination or Human Rights Complaints
5. LGBTI related bullying/harassment or grievance procedures

## SECTION 1: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	29.0	1.0	19.7	21.0
Public Sector	24.0	1.0	13.2	13.0
Higher Education	30.0	21.0	26.3	27.0
NFP/Charity	22.0	14.0	18.7	20.0

## SECTION 1: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	30.0	1.0	18.9	20.5
Top 20	30.0	17.0	24.8	26.0
Gold Tier	30.0	24.0	27.0	27.0
Silver Tier	27.0	17.0	22.0	21.5
Bronze Tier	21.0	14.0	18.9	19.0
Participating Employer Tier	18.0	1.0	10.1	11.0

## SECTION 1: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	29.0	7.0	22.2	24.0
Professional Services	29.0	11.0	20.0	18.0

Section 2 of the AWEI focuses on the culture of an organisation for LGBTI employees as well as the visibility and support of inclusion initiatives. Typically the LGBTI employee network and HR / Diversity contribute to this section of the index.

The section is worth 60 of the 200 point allocation and has been broken down into the following areas:

1. LGBTI Employee Networks / Resource Groups
2. Executive Sponsorship & Support
3. Ally Engagement
4. Visibility of Internal Inclusion

## SECTION 2: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	57.0	0.0	35.8	41.0
Public Sector	52.0	2.0	20.6	21.0
Higher Education	52.0	27.0	39.5	39.5
NFP/Charity	45.0	23.0	33.7	33.0

## SECTION 2: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	57.0	0.0	32.8	36.5
Top 20	57.0	34.0	46.1	46.0
Gold Tier	57.0	34.0	48.5	50.0
Silver Tier	50.0	37.0	43.3	43.5
Bronze Tier	44.0	22.0	32.0	33.0
Participating Employer Tier	24.0	0.0	13.1	18.0

## SECTION 2: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	57.0	1.0	42.6	46.5
Professional Services	49.0	20.0	35.0	39.0

## SECTION 3: STAFF DEVELOPMENT & TRAINING

Section 3 looks at staff development and training. The first part of this section looks at general LGBTI awareness/inclusion training, something that the majority of submitting organisations do. The remainder of this section looks at some of the leading edge practices in this area; specifically the accountabilities of managers and leaders in terms of inclusion and LGBTI specific career development opportunities and talent tracking.

The section is worth 30 of the 200 point allocation and has been broken down into the following sections:

1. LGBTI Inclusion / Awareness Training and its content
2. Manager / Leadership Competencies & Accountability for Inclusion
3. LGBTI Specific career development

### SECTION 3: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	22.0	0.0	11.2	12.5
Public Sector	19.0	1.0	8.3	8.0
Higher Education	18.0	8.0	13.0	13.0
NFP/Charity	15.0	6.0	10.0	9.0

### SECTION 3: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	22.0	0.0	10.7	11.0
Top 20	22.0	9.0	16.0	17.0
Gold Tier	22.0	14.0	18.5	18.0
Silver Tier	19.0	9.0	13.5	12.5
Bronze Tier	15.0	4.0	9.4	8.0
Participating Employer Tier	9.0	0.0	3.4	1.5

### SECTION 3: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	22.0	0.0	13.2	14.0
Professional Services	21.0	2.0	12.9	13.0

## SECTION 4: MONITORING

Section 4 looks at the collection and analysis of LGBTI related employee data. Diversity demographics are often collected as part of Engagement Surveys or internal cultural surveys. Some organisations develop independent diversity surveys specifically designed to focus on diversity demographics, generally an 'opt-in' survey that can be conducted at an appropriate time of the year. Several organisations have self-selection diversity demographics accessible via their confidential HR / employee records (HR Online etc).

This section typically looks at where this information is collected (if at all), the language that is used for data collection and any analysis and actions undertaken as a result of that collection.

The section is worth 10 of the 200 point allocation and is considered a leading edge area of LGBTI inclusion.

1. Monitoring (Data Collection Points)
2. Analysis of data collected

### SECTION 4: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	8.0	0.0	2.1	2.0
Public Sector	3.0	0.0	0.6	0.0
Higher Education	7.0	3.0	4.5	4.0
NFP/Charity	2.0	0.0	0.7	0.0

### SECTION 4: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	8.0	0.0	1.9	1.5
Top 20	8.0	0.0	2.9	3.0
Gold Tier	8.0	0.0	3.4	3.0
Silver Tier	7.0	0.0	2.4	2.0
Bronze Tier	6.0	0.0	2.1	2.0
Participating Employer Tier	1.0	0.0	0.3	0.0

### SECTION 4: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	8.0	0.0	2.9	2.0
Professional Services	3.0	0.0	1.7	2.0

## SECTION 5: SUPPLIER POLICIES

Section 5 looks at Supplier Policies and is considered a leading edge area of LGBTI Inclusion practice.

The section is worth 15 of the 200 point allocation and has been broken down into the following areas and while not broken down into distinct sections, covers:

- Diversity coverage within formal supplier documentation
- Diversity training provided or requested of suppliers / partner organisations
- Monitoring and adherence of supplier diversity accountabilities

### SECTION 5: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	11.0	0.0	2.8	2.0
Public Sector	3.0	0.0	0.7	0.0
Higher Education	9.0	0.0	3.0	1.5
NFP/Charity	6.0	0.0	2.0	0.0

### SECTION 5: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	11.0	0.0	2.3	1.0
Top 20	11.0	0.0	3.6	3.0
Gold Tier	11.0	0.0	5.4	6.0
Silver Tier	7.0	0.0	1.5	0.5
Bronze Tier	3.0	0.0	1.0	0.0
Participating Employer Tier	6.0	0.0	1.1	0.0

### SECTION 5: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	11.0	0.0	3.5	2.0
Professional Services	6.0	0.0	2.4	2.0

## SECTION 6: COMMUNITY ENGAGEMENT

Section 6 looks at community engagement and external awareness / promotion of an organisations LGBTI workplace inclusivity. This section, worth 30 of the 200 points is broken down into the following:

- Support of LGBTI Community Groups, Charities and Events
- External promotion of LGBTI inclusivity
- Specific offerings targeting the LGBTI community from your organisation, NFP, government department/agency or university.

### SECTION 6: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	26.0	0.0	12.0	12.5
Public Sector	20.0	0.0	6.9	5.0
Higher Education	25.0	4.0	13.3	12.0
NFP/Charity	19.0	3.0	10.0	8.0

### SECTION 6: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	26.0	0.0	10.9	9.0
Top 20	26.0	5.0	16.5	17.0
Gold Tier	26.0	12.0	19.1	19.1
Silver Tier	20.0	5.0	13.1	13.5
Bronze Tier	19.0	4.0	10.1	9.0
Participating Employer Tier	9.0	0.0	2.9	3.0

### SECTION 6: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	26.0	0.0	14.6	15.0
Professional Services	19.0	1.0	13.3	16.0

# SECTION 7: COMMUNITY ENGAGEMENT

# SECTION 8: ADDITIONAL INFORMATION

Section 7 of the index looks at the impact of organisations LGBTI inclusion initiatives beyond its immediate employee base. This can include work that the Australian organisation has contributed to globally, public or organisational stands on issues that impact LGBTI people, the opening up of training to people outside the organisation or innovative products or initiatives not covered elsewhere in the submission.

Section 7 is worth 10 of the 200 points.

## SECTION 7: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	8.0	0.0	2.2	2.0
Public Sector	5.0	0.0	0.9	0.0
Higher Education	7.0	1.0	3.5	3.0
NFP/Charity	1.0	0.0	0.3	0.0

## SECTION 7: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	8.0	0.0	1.9	1.0
Top 20	8.0	0.0	3.1	3.0
Gold Tier	8.0	1.0	4.0	4.0
Silver Tier	4.0	0.0	2.0	1.5
Bronze Tier	3.0	0.0	1.7	2.0
Participating Employer Tier	1.0	0.0	0.1	0.0

## SECTION 7: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	8.0	0.0	3.6	3.0
Professional Services	4.0	0.0	1.4	1.0

Section 8 of the Index allows employers to present additional information on initiatives not covered elsewhere within the index. Points may also be allocated here for work over and above the expectations of the index in a given area.

This section is worth 10 of the 200 points.

## SECTION 8: SECTOR BENCHMARKING

	Max	Min	Average	Median
Private Sector	4.0	0.0	0.8	0.0
Public Sector	3.0	0.0	0.6	0.0
Higher Education	7.0	0.0	2.0	0.5
NFP/Charity	1.0	0.0	0.3	0.0

## SECTION 8: EMPLOYER TIER BENCHMARKING

	Max	Min	Average	Median
All Employers	7.0	0.0	0.9	0.0
Top 20	7.0	0.0	1.3	1.0
Gold Tier	7.0	0.0	2.3	2.0
Silver Tier	1.0	0.0	0.3	0.0
Bronze Tier	1.0	0.0	0.4	0.0
Participating Employer Tier	1.0	0.0	0.3	0.0

## SECTION 8: INDUSTRY BENCHMARKING

- Must receive a minimum of 5 industry submissions for industry benchmarking.

	Max	Min	Average	Median
Banking & Financial Services	4.0	0.0	1.3	1.0
Professional Services	5.0	0.0	3.0	2.0

# SECTION 9: SURVEY PARTICIPATION

Section 9 outlines participation in the optional AWEI employee survey; open to all employees of AWEI participating organisations.

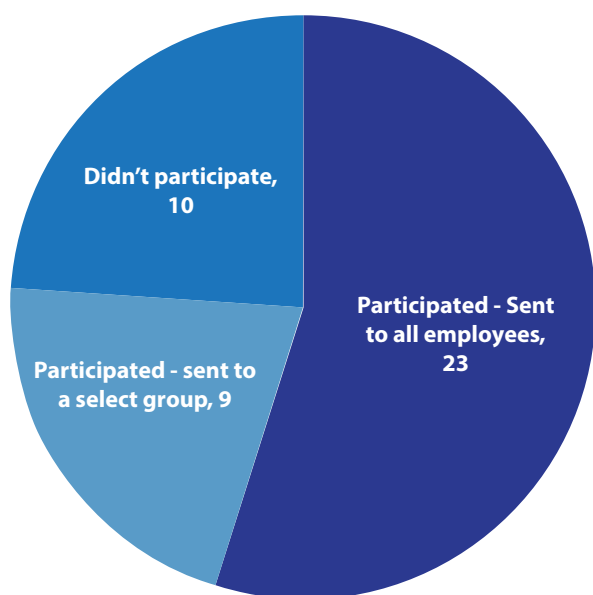
While the AWEI provides feedback at an organisational level in terms of its initiatives and possible areas of future focus; the optional employee survey balances the picture by providing insight into the lived experience of your LGBTI employees, and the views of your employees in relation to LGBTI initiatives in general.

The two, hand-in-hand provide a powerful picture to those actively engaged in, or working on these initiatives. The analysis of the employee survey across all submissions has been provided in the following section of this document.

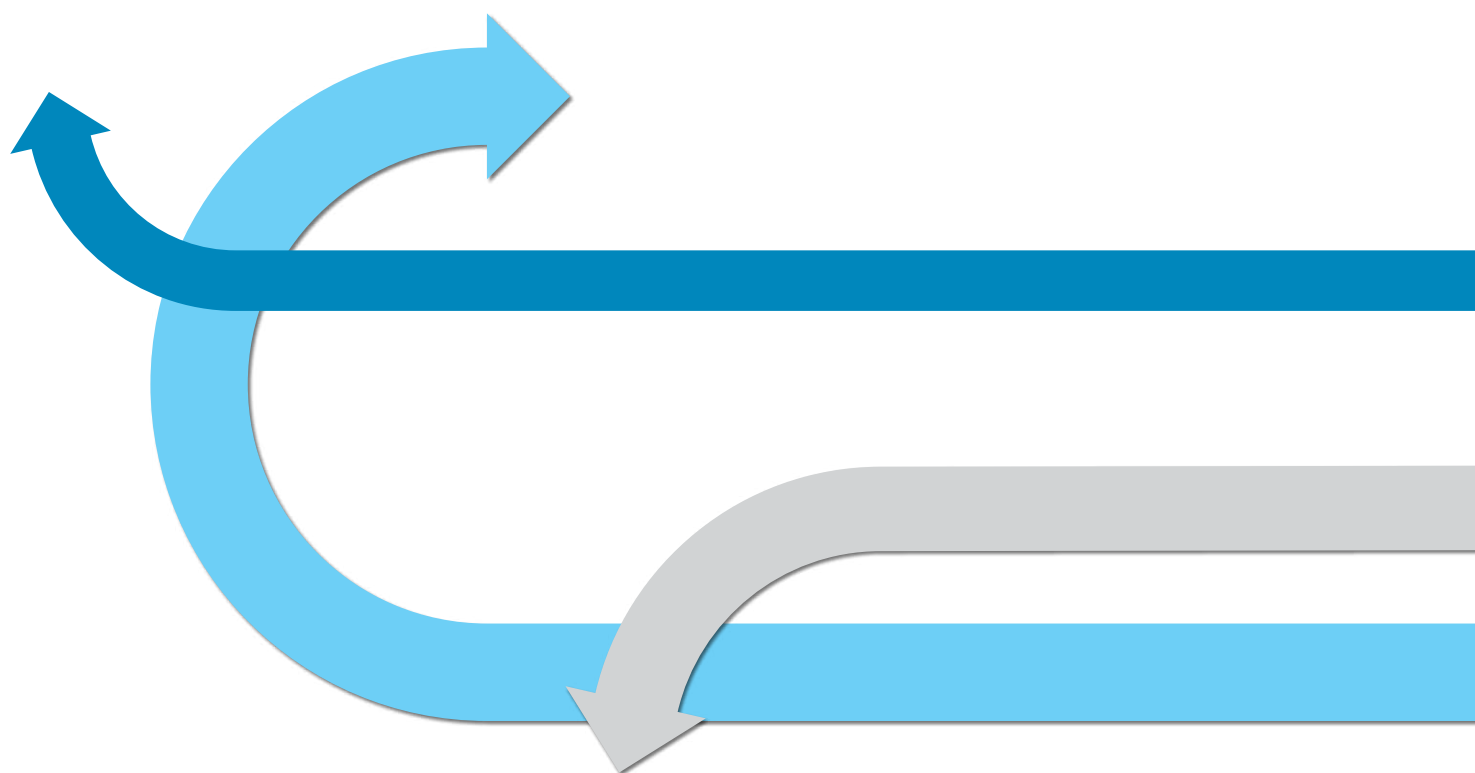
This section is worth 5 of the 200 points.

The following chart represents the number of employers that participated within the survey.

## Survey Participation







# AUSTRALIAN WORKPLACE EQUALITY INDEX 2014 EMPLOYEE SURVEY ANALYSIS

*With thanks to Helen Conway for producing the analysis of the employee survey data and the compilation of the survey report.*

# EXECUTIVE SUMMARY

This section summarises the results of the optional employee survey conducted as part of the annual Australian Workplace Equality Index (AWEI). We thank all those organisations who distributed the survey invitation to employees. The numbers participating have risen dramatically over the past few years, providing us with a wealth of both quantitative and qualitative data for analysis and benchmarking purposes. This year, 5,663 participants completed the survey, an 87% increase on last year's completion figures of 3,026.

The survey is open to all employees, regardless of sexual orientation. Heterosexual employees comprised 73.2% of respondents. Their responses provide us with a comparison between perceived levels of awareness and support for LGBTI inclusion and the responses provided LGBTI (n=1,349) with their lived experience. Intersex employees totalled 0.4% of respondents, transgender employees 1.1% of respondents, and those of non-heterosexual orientation 25.3% of respondents.

Responses were also analysed according to whether the participant worked at a Top 10 organisation (n=2,532) to assess whether their lived experiences differed from those in other organisations (n=3,111). Responses were further broken down into those from the leaders of Top 10 organisations (n=155) versus non-Top 10, to ascertain whether the success of an organisation's workplace diversity practices stem, in part, from top down commitment and belief in their value.

Concurring with findings from previous surveys, there was general acceptance and belief in the importance of LGBTI inclusion, although it was unsurprisingly higher amongst LGBTI respondents (90% vs 82%) than amongst non-LGBTI respondents. CEOs and leadership teams were also strongly in favour of inclusion, to a slightly higher degree than LGBTI employees (92%).

There were other pronounced differences in perception between LGBTI respondents and non-LGBTI. Compared to LGBTI respondents, non-LGBTI employees felt that their organisation:

- Understood the business case for LGBTI inclusion (57.1% vs 40.3%)
- Communicated inclusion (68.3% vs 59.3%)
- Should do less communication / training on inclusion (43.9% vs 68.5%)

These results demonstrate that broader perception is not necessarily reflected in the lived experiences of those who may personally experience a negative impact. This is reinforced by the fact that far more LGBTI respondents had witnessed or been made aware of negative commentary (31.1% v 5.3%) or were aware of more serious bullying or harassment (12.6% vs 3.8%). Only 71.3% of LGBTI respondents were confident that their managers/ team leaders would address bullying or harassment, compared to 80.8% of non-LGBTI respondents.

## AGE

The younger demographics were more in favour of inclusion, with 93% of all respondents aged 18-24 personally supportive, decreasing to 88% of 55-64 year olds.

Amongst LGBTI respondents, those aged 25-44 were far more likely to:

- Feel that an inclusive culture was important to their level of engagement
- Place an importance on out role models
- Find inclusion initiatives an influence in deciding where to work.

Lived experiences amongst LGBTI respondents differed across the age groups. Younger respondents were more likely have personally experienced negative commentary during the previous year, cited by 12% of 18-24 year olds, decreasing to 10% amongst 25-34 year olds and then dropping to 3% amongst 55-64 year olds. Whilst no 55-64 year olds reported gay jokes having a negative impact on their work experience, this was almost 10% amongst those under 35.

A startling 13% of 18-24 year olds would not report being bullied or harassed at work, with most citing the reason that they do not wish to out themselves to people they are not currently out to (52%). This age bracket was the least open about sexual orientation, selecting a number of reasons, the most common being "Don't want to be labelled" (37.5%), followed by "Unsure of repercussions" (35%).

## GAY MEN & LESBIAN/ GAY WOMEN

An LGBTI inclusive culture was an influencing factor for 80.3% of gay men when deciding whether to join an organisation, compared to only 74.9% of lesbian/ gay women. Indeed, gay men's perceptions on several indicators were much more positive than those of lesbians/ gay women. Gay men were more likely to believe that:

- Their organisation communicates inclusion (62.3% vs 52%)
- Senior leaders support inclusion (80% vs 71%)
- Managers support inclusion (76.4% vs 66.3%)
- Managers would address bullying or harassment (73.5% vs 61.8%)

Gay men were more aware than lesbians of diversity initiatives (65.5% v 53.1%) and where to go for more information (70.9% v 61.8%), which may suggest why they score more positively on the above indicators. More gay men (60.9%) feel that inclusion initiatives have had a positive influence on how they feel about their orientation, compared to 48.8% of lesbian/ gay women.

## BISEXUALS

Only 27% of bisexuals are open about their orientation at work, compared to 81% of gay men and 76% of lesbian/ gay women. Some reasons for why this is indicate that openness about orientation was particularly not an issue for bisexuals currently in opposite or other sex relationships.

Only 64.4% of bisexuals believe that an LGBTI inclusive culture is important and are less likely (57%) to use it as an influencing factor on whether to join an organisation. One-half of bisexuals indicated that LGBTI inclusion initiatives have had no impact on how they feel about their orientation, with only one-third indicating they had had a positive impact.

# EXECUTIVE SUMMARY

## TRANSGENDER

Transgender employees fare the worst on many factors. The percentage indicating a lack of confidence in senior leaders and managers is more than double that of any other group. Also much higher is the percentage which does *not* believe their organisation genuinely supports LGBTI inclusion (22.2%). Fewer than half (49.1%) believe that their organisation communicates LGBTI inclusion and only 57.4% know where to go for more information.

Whilst gay men have a higher tolerance to gay jokes and innuendo, with 9.8% indicating they are 'harmless fun' or there are 'more important things to focus on' (compared to 5.5% of lesbian/ gay women), only 1.9% of transgender employees selected either of these options. Transgender employees were far more aware of negative comments (33.4%), with only 55.5% believing that managers would address bullying.

## INTERSEX

LGBTI inclusion initiatives are far less important to intersex employees, with less than one-third believing that they benefit intersex people. Whilst an organisation's track record in diversity would influence most LGBT employees, it would only influence 31.6% of intersex employees.

Two-thirds of intersex employees feel that they do not have to hide a large part of who they are, with a further 17% neither 'agreeing nor disagreeing', suggesting that only a small percentage of intersex employees suffer discrimination or harassment at work because of it. This is borne out by the very small percentage who have heard negative commentary or been bullied about intersex issues.

## LEADERSHIP

There were large differences in the beliefs that senior leadership held about their organisations' support for inclusion initiatives, compared to employees'. For example, 90.4% of senior leaders agree that their organisations 'genuinely support' LGBTI inclusion, compared to only 79.8% of employees. This rises to 95.3%, when the responses of senior leaders of Top 10 organisations are highlighted. Also, 72.2% of leaders believe their organisation communicates LGBTI inclusion (and 85.4% for Top 10 leaders), but only 64.5% of employees agree with this.

There are also stark contrasts between how senior leadership perceive their inclusion initiatives, and how they are perceived by those indicating they are LGBTI. For example, almost two-thirds (65.8%) of senior leadership believe that people within their organisations understand the business case for LGBTI inclusion, whereas only 40.3% of LGBTI employees believe that.

Of note is the tolerance towards gay jokes or innuendo. Only 2.1% of senior leaders believe these to be 'harmless fun' or that there are 'more important things to focus on', whereas 9.2% of other employees selected either of these two options, which is very similar to the 9.1% of LGBTI employees who also selected them.

## MANAGERIAL INFLUENCE

Perhaps unsurprisingly, if a respondent believes that their manager supports LGBTI inclusion, they are far more likely to be 'out' to their manager (80%), in stark contrast to only 45% of respondents who are 'out' if they feel their manager does not support inclusion.

Whilst the majority of those out in each group did not believe that being out had affected their relationship with their manager (Q34), many felt that it had. Gay men were more likely than lesbians and bisexuals to indicate that this change had been for the better rather than for the worse.

There were varying levels of confidence that a manager would address homophobic behaviour in a team, with 81.3% of gay men having confidence, compared to 76.1% of bisexuals and only 72.7% of lesbian/ gay women.

Most LGBTI respondents (81.9%) indicated that they would report homophobic bullying. For those who indicated that they would *not* report it, the most commonly selected response amongst bisexuals was that "it would mean 'outing' myself to people I am not currently out to" (43%). The most commonly selected response amongst gay men was that "it would make things worse within my team" (41%), whilst the most common response amongst lesbians was that they did not think "it would be taken seriously" (40%).

## TOP 10 ORGANISATIONS

There are clear differences in responses between those at Top 10 organisations and the others, across both senior leadership level and amongst LGBTI employees. Senior leadership support and endorsement of LGBTI inclusion initiatives are strong indicators of a positive impact on most LGBTI employees. For example, 91.2% of LGBTI employees believe that their Top 10 organisation 'genuinely supports' inclusion, versus only 68.4% in non-Top 10 organisations. 84.9% in a Top 10 believe that their senior leaders support inclusion, versus 71.3% in non-Top 10.

Responses from LGBTI employees in Top 10 organisations were markedly different than from LGBTI employees in non-Top 10 organisations, indicating the positive impact on inclusion initiatives. However, there were some areas for concern that are highlighted below.

Only a small 8.7% of LGBTI employees at Top 10 organisations are *not* aware of inclusion initiatives, with 79.3% being aware. This contrasts with 32.9% not being aware at non-Top 10 organisations, and only 47.9% being aware. 84.1% of LGBTI employees in Top 10 organisations know where to go to get more information on LGBTI inclusion, compared to only 56% in non-Top 10. Indeed, only 1.8% of Top 10 senior leaders indicated that they did *not* know where to get more information, compared to 8.6% of leaders in other organisations.

LGBTI employees at Top 10 organisations reported:

- Lower levels of negative comments (12.8% vs 18.1%)
- Lower levels of awareness of bullying (5.6% vs 6.6%)
- More confidence in managers to address bullying or harassment (75.5% v 68.2%).

Inclusion initiatives have had a much more positive impact on how LGB employees feel about their orientation at Top 10 organisations versus non-Top 10, particularly so for lesbian/ gay women (62%).

# EXECUTIVE SUMMARY

Gay men working at Top 10 organisations are more likely to be out to their managers than those at non-Top 10 (85% vs 79%), although this is reversed for lesbian/ gay women (81% vs 77%).

When asked whether gay jokes or innuendo have had a negative impact within the past year, 81.2% of lesbians indicated that they have not. However, this figure rose to 91.3% at Top 10 organisations, the highest across all groups. 79% of lesbian/ gay women claimed that they had 'never' considered leaving a non-Top 10 organisation due to negative commentary, which rose to 89% (the highest) at Top 10 organisations. Fewer lesbians at Top 10 organisations (10.1%) expended energy hiding their orientation than at non-Top-10 organisations (12.6%). These indicators suggest that lesbian/ gay women are faring much better at Top 10 organisations.

On some indicators bisexual employees fared worse at Top 10 organisations. For example, whilst bisexuals are more likely to be out to their managers at Top 10 organisations (32% vs 23%), a significantly higher percentage claimed that it had made the relationship worse (12.7% vs 5.7%). In addition, bisexuals at Top 10 organisations were:

- Less confident that their manager would address homophobic behaviour (65.6% vs 81.3%)
- More likely to have experienced negative gay commentary or jokes (14.3% vs 7.2%)
- More likely to feel that gay jokes and innuendo have had a negative impact on their day to day work experience (15.1% vs 4.8%).

On the whole, however, 42.6% of bisexuals at Top 10 organisations claimed that inclusion initiatives had had a positive impact on how they feel about their orientation, compared to only 28% at non-Top 10, and the initiatives were the reason for 13.1% of bisexuals to come out at a Top 10 organisation, compared to only 2.5% at non-Top 10.

On many indicators, transgender employees fared worse at Top 10 organisations.

Over one-third of employees at Top 10 organisations reported a negative day to day work experience due to attitudes towards transgender people (compared to 15% at non-Top 10 organisations). Transgender people do regard LGBTI inclusion initiatives as important to their level of engagement and an organisation active in this space would be a strong influence on their decision to join an organisation. However, only one-third at a Top 10 believes that their organisation's initiatives benefit transgender people (compared to one-half at non-Top 10). Less than 50% believes that their organisation is supportive of them as a transgender employee and there is thus a low level of loyalty to an organisation.

These figures suggest that, whilst the Top 10 organisations' LGBTI inclusion initiatives are having a very positive impact on the day to day experiences of gay men and, in particular, lesbian/ gay women, they need to be expanded to ensure full inclusion across the diversity spectrum.

## DEMOGRAPHICS

5,663 employees participated in the survey. The following demographic data have been provided for those who responded. Please note, these do not include 'Prefer not to respond' and 'None of these' selections, or skipped questions.

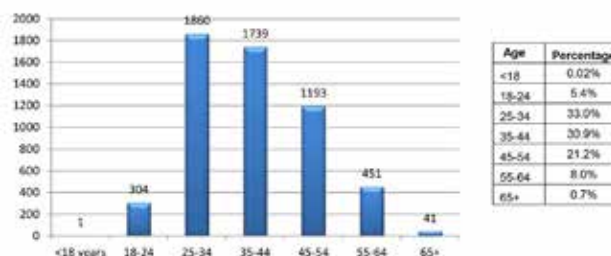
State	Responses	Percentage
NSW	2,007	35.7%
ACT	1,250	22.2%
VIC	932	16.6%
WA	682	12.1%
QLD	398	7.1%
SA	150	2.7%
TAS	48	0.9%
NT	43	0.8%
New Zealand*	21	0.4%
Asia Pacific (not Australia)*	29	0.5%

\*Included within individual employer reports

A similar percentage responded from the public sector as from the private sector (46.3% vs 46.8%).

Sector	Responses	Percentage
Private	2,627	46.8%
Public (Govt Department / Agency)	2,598	46.3%
Higher Education	322	5.7%
Not-for-Profit / Charity	69	1.2%

The above factors were not taken into account during the analysis. However, data were analysed according to age group, as well as by sexual orientation, gender identity and intersex status, as per the breakdowns below.



# EXECUTIVE SUMMARY

Dimension Selected	Responses	Percentage*
Heterosexual / Opposite or Other Sex Attracted	3,683	73.2%
Same Sex Attracted, identify as Male	800	15.9%
Same Sex Attracted, identify as Female	273	5.4%
Bisexual	203	4.0%
Transgender	54	1.1%
Intersex	19	0.4%

\* Percentages are of the total who selected a dimension (n=5,290). The total figure does not include those who did not answer the question or preferred not to respond.

Note that the numbers of transgender and intersex employees are small but the data have been included to give a voice to those who responded.

## CEO, EXECUTIVE AND SENIOR LEADERSHIP

Data were also analysed according to respondents' position in the organisation. Responses from those who indicated they were at C-level and Senior Leadership Team (SLT) level (n=355) were analysed against all other respondents (from middle management down).

Whilst 46% of all respondents came from the public sector, only 24% of this executive and senior leadership were, with 64% from the private sector. This level also tended to be older than the general age group spread, with 89% aged between 35 and 64.

## TOP 10 ORGANISATIONS

Data were analysed according to whether respondents were from a Top 10 organisation (n=2,532) to assess whether their day-to-day lived experiences differed from those in other organisations (n=3,111).

Finally, the CEO, Executive and SLT data were further broken down into the leaders of Top 10 organisations (n=155) versus non-Top 10, to ascertain whether the success of an organisation's workplace diversity practices stem, in part, from top down commitment and belief in their value.

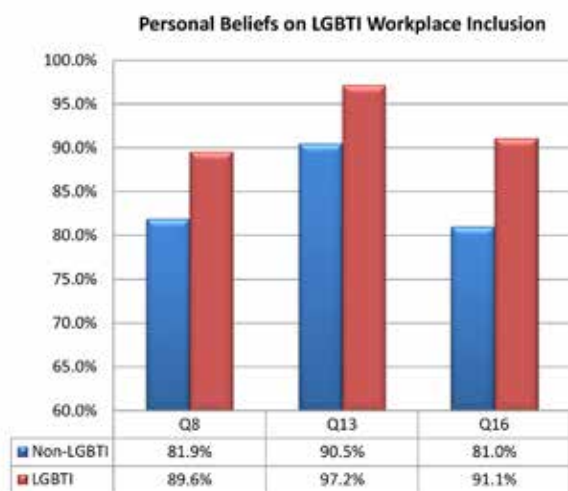
# DETAILED ANALYSIS PERSONAL SUPPORT FOR LGBTI INCLUSION INITIATIVES

The following questions assessed respondents' personal beliefs on LGBTI inclusion in the workplace, regardless of organisational initiatives or policies.

Survey Que. No.	Survey Question	Data selection for chart
<b>Q8</b>	How important do you personally believe LGBTI inclusion initiatives are to an organisation?	Very important/ Important
<b>Q13</b>	"I personally support LGBTI workplace inclusion."	Strongly agree/ Agree
<b>Q16</b>	"I personally would like to see more LGBTI employees comfortable enough to be themselves."	Strongly agree/ Agree

## LGBTI V NON-LGBTI RESPONDENTS

Unsurprisingly, a belief in the importance of LGBTI inclusion (Q8) was higher amongst LGBTI respondents than amongst non-LGBTI (89.6% vs 81.9%). Personal support for inclusion (Q13) was very high amongst LGBTI respondents (97.2%) although it was still high amongst non-LGBTI respondents (90.5%). However, non-LGBTI respondents were less enthusiastic in wishing to see more LGBTI employees comfortable to be themselves (81% v 91.1%).

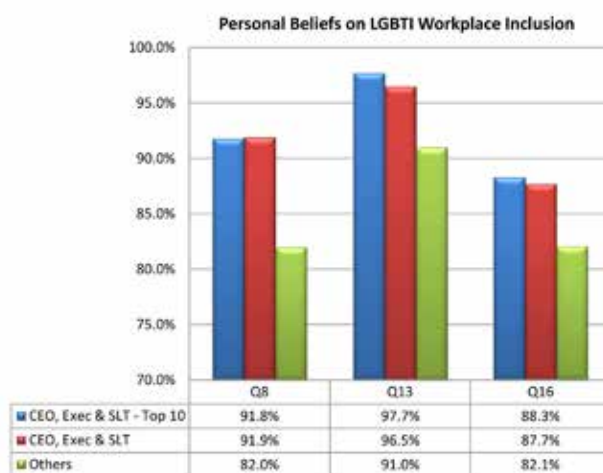


## AGE GROUP

The younger demographic tended to be more in favour of LGBTI inclusion, with 93% of respondents aged 18-24 personally supportive, decreasing to 88% of 55-64 year olds. However, the differences were more marked when responses were broken down into 'strongly agree' and 'agree', where 80% of those aged 18-24 'strongly agreed' that they supported LGBTI workplace inclusion (Q13) against only 62% of those aged 55-64 in strong agreement. This trend (of older respondents avoiding the 'extreme' response categories) was seen across most statements, with younger respondents more willing to indicate 'strong' agreement or disagreement.

## LEADERSHIP

There is little difference between Top 10 leaders and non-Top 10 leaders, in terms of their personal beliefs, but the chart below shows there is a gap between beliefs of leaders and the rest of their employees ('Others').



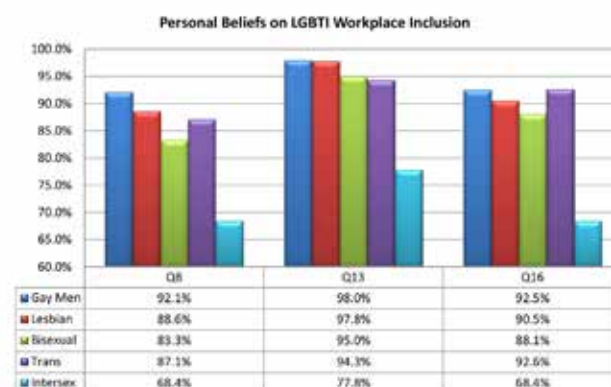
## LGBTI

The LGBTI figures were broken down into their individual categories (lesbian women, gay men, bisexuals, transgender and intersex employees) to establish if there were differences in beliefs.

Personal belief and support for inclusion is highest across all statements for gay men. Almost all lesbians personally support LGBTI inclusion (97.8%) but are slightly less in favour of workplace inclusion initiatives than gay men (88.6% vs 92.1%).

Bisexual employees are less in favour of workplace initiatives (83.3%) whilst intersex employees are much less so (68.4%).

Whether an LGBTI employee works at a Top 10 organisation or not does not affect how strongly they support these statements.





# ORGANISATIONAL SUPPORT FOR LGBTI INCLUSION INITIATIVES

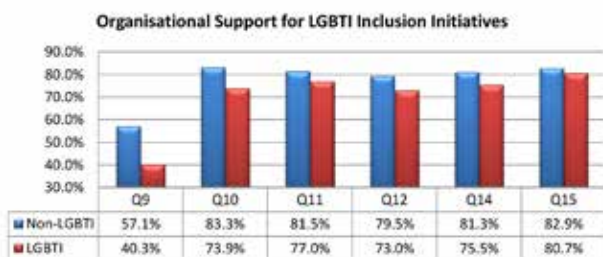
Aside from personal views, respondents were asked their perceptions of the level of organisational support for LGBTI inclusion initiatives in their own workplace.

Survey Question No.	Survey Question	Data selection for chart
Q9	To what extent do you believe people within your organisation understand the business case for LGBTI inclusion?	Large / moderate extent
Q10	To what extent do you believe your organisation genuinely supports LGBTI inclusion?	Large/ moderate extent
Q11	"I feel confident that senior leaders within this organisation support LGBTI workplace inclusion."	Strongly agree/ Agree
Q12	"I feel confident that managers / team leaders within this organisation support LGBTI workplace inclusion."	Strongly agree/ Agree
Q14	"LGBTI employees could comfortably be themselves within this organisation."	Strongly agree/ Agree
Q15	"The majority of people within my immediate work area would be comfortable with, and supportive of, people being open about their sexual orientation, gender identity or intersex status at work".	Strongly agree/ Agree

## LGBTI V NON-LGBTI RESPONDENTS

Non-LGBTI respondents typically felt that their organisations were more supportive of inclusion initiatives than LGBTI respondents. The greatest difference between the two groups was that 57.1% of non-LGBTI respondents felt that the organisation understood the business case for LGBTI inclusion, whereas only 40.3% of LGBTI respondents agreed with this.

Some of the strongest differences came from the percentages disagreeing with these statements. For example, 3.3% of non-LGBTI respondents disagreed that senior leadership supported LGBTI inclusion (Q11), whereas the percentage of LGBTI respondents disagreeing was more than double (6.7%). These percentages rose to 4.1% and 7.9%, respectively, when participants were asked whether they felt managers/ team leaders supported inclusion (Q12).

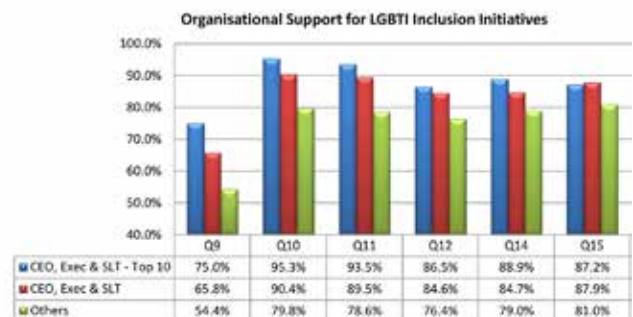


## AGE GROUP

As with previous data, once responses were aggregated between 'agree' and 'strongly agree' there were few differences in views on organisational support when viewed by age group; however, younger age groups were more likely to select the 'strongly agree' option.

## LEADERSHIP

There were large differences in the beliefs that senior leadership held about their organisations' support for inclusion initiatives, compared to employees'. For example, 90.4% of senior leaders agree that their organisations 'genuinely support' LGBTI inclusion, compared to only 79.8% of employees. This rises to 95.3%, when the responses of senior leaders of Top 10 organisations are highlighted.



Of particular note is the difference in responses in questions 11 and 12, which gauge confidence in senior leadership support of LGBTI inclusion (Q11) versus confidence in manager/ team leader support (Q12).

Whilst senior leaders are more inclined to back themselves (93.5% and 86.5%, Top 10 and Non-Top 10, respectively), they are less likely to have confidence in their managers (86.5% and 84.6%). In particular, only 41.8% of senior leaders in Top 10 organisations 'strongly agree' that they have confidence in their managers; this falls to only 34.5% of senior managers in non-Top 10 organisations.

Employees have slightly less confidence in managers/ team leaders than in senior leaders (76.4% vs 78.6%).



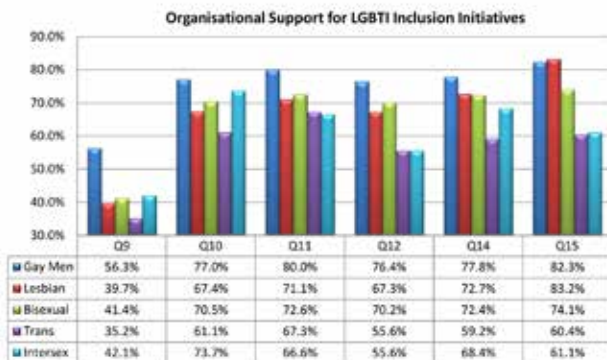
# ORGANISATIONAL SUPPORT FOR LGBTI INCLUSION INITIATIVES

## LGBTI

The following data highlights very real contrasts between how senior leadership perceive their inclusion initiatives, and how they are perceived by those indicating they are LGBTI. For example, almost two-thirds (65.8%) of senior leadership believe that people within their organisations understand the business case for LGBTI inclusion (Q9), whereas only 40.3% of LGBTI employees believe that, with the lowest level of agreement being amongst transgender and lesbian employees (35.2% and 39.7%, respectively).

There is a significant difference between responses from gay men and lesbians, with 80% of gay men believing senior leaders support inclusion, versus 71% for lesbians (Q11), and 76.4% of gay men believing managers support it, versus 66.3% for lesbians (Q12).

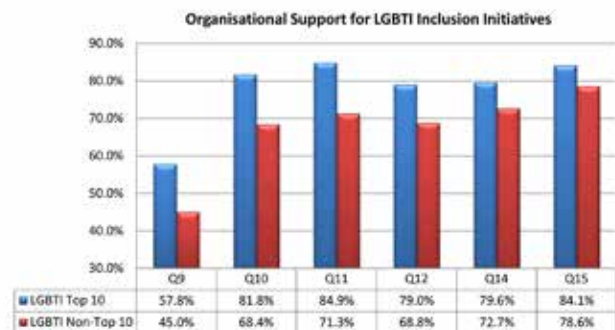
The numbers are much lower for both transgender and intersex employees on a number of indicators; the percentages of transgender and intersex employees indicating a lack of confidence in senior leaders and managers are more than double those of any other group. More than one-fifth of transgender employees (22.2%) do *not* believe that their organisation genuinely supports LGBTI inclusion (Q10), which is much higher than for the other groups.



## TOP 10 LGBTI

The responses to these indicators from LGBTI employees in Top 10 organisations were markedly different than from LGBTI employees in non-Top 10 organisations.

For example, 91.2% of LGBTI employees believe that their Top 10 organisation 'genuinely supports' inclusion, versus only 68.4% in non-Top 10 organisations. Again, there is a big difference when analysing whether they believe senior leaders support inclusion (84.9% in Top 10 vs 71.3% in non-Top 10). This is particularly apparent when disaggregating the 'strongly agree' and 'agree' responses, with 46.1% 'strongly agreeing' in the Top 10 but only 25.7% 'strongly agreeing' in non-Top 10, a pattern replicated for managers/ team leaders (Q12).



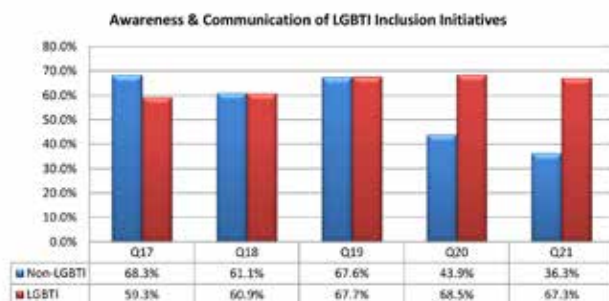
# AWARENESS & COMMUNICATION OF LGBTI INCLUSION INITIATIVES

Participants were asked to indicate their level of awareness of any LGBTI inclusion initiatives in their workplace, and how well information is communicated, as well as how much of an influence a successful track record in LGBTI diversity would be to them as a potential employee.

Survey Question No.	Survey Question	Data selection for chart
Q17	To what extent do you believe your organisation communicates LGBTI inclusion?	Large / moderate extent
Q18	To what extent are you aware of any diversity initiatives or programs within your organisation that focus on LGBTI inclusion?	Large/ moderate extent
Q19	"I know where to go for more information on LGBTI inclusion within this organisation."	Strongly agree/ Agree
Q20	Do you believe your organisation should do less or more communicating/ training in the area of LGBTI workplace inclusion?	Much/ somewhat more
Q21	To what extent would an organisation's track record in LGBTI diversity (and equally other areas of diversity) influence your decision to join an organisation?	Large/ moderate extent

## LGBTI V NON-LGBTI RESPONDENTS

Perhaps unsurprisingly, LGBTI respondents felt that their organisations do not communicate inclusion to the same extent as non-LGBTI respondents do (59.3% v 68.3%). The other big differences between the two groups were that LGBTI respondents felt there should be more communication/ training on inclusion (68.5% v 43.9%), and that non-LGBTI respondents would be much less influenced by an organisation's track record in diversity (despite the question highlighting a more encompassing definition of diversity than simply LGBTI).



## AGE GROUP

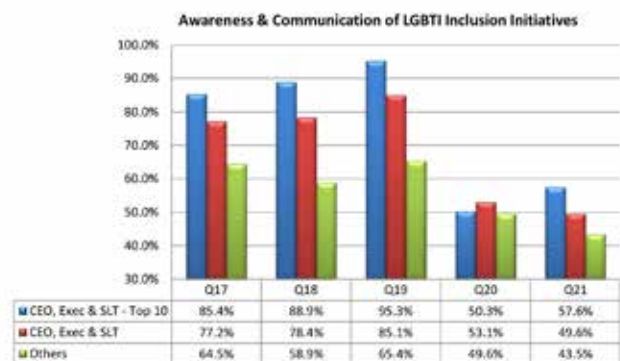
There were few differences in views amongst age groups, except that the younger demographic believed that their organisation should do more communication/ training (Q20), with 64% of 18-35 year olds believing there should be 'much more' or 'somewhat more' and only 45% of over 45 year olds selecting these options.

The older an employee, the less likely a track record would be in influencing their decision to join an organisation.

## LEADERSHIP

The following data are particularly interesting as they highlight the disparity between what senior leaders believe is the case against the views of other employees. For example, 72.2% of leaders believe their organisation communicates LGBTI inclusion (and 85.4% for Top 10 leaders), but only 64.5% of employees agree with this (Q17).

Only 1.8% of senior leaders in Top 10 organisations indicated that they did *not* know 'where to go for more information on LGBTI inclusion', compared to 8.6% of leaders in other organisations.



# AWARENESS & COMMUNICATION OF LGBTI INCLUSION INITIATIVES

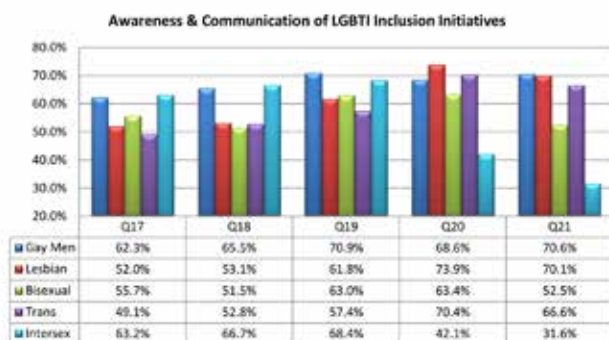
## LGBTI

LGBTI groups displayed quite differing views on awareness and communication. For example, 62.3% of gay men believed their organisation communicated inclusion (Q17), compared to 52% of lesbians. Over one-quarter (25.8%) of lesbians felt that their organisation did not communicate inclusion, which is quite at odds with the belief of senior leaders, above.

Again, gay men were much more aware than lesbians of diversity initiatives (65.5% vs 53.1%) and where to go for more information (70.9% vs 61.8%).

Fewer than half of transgender employees (49.1%) believed that their organisation communicated LGBTI inclusion and only 57.4% knew where to go for more information.

When asked whether their organisation should do more communication/ training in LGBTI inclusion, very few LGBT employees selected 'much less' or 'somewhat less', whereas 21.1% of intersex employees indicated they believed it should be less (Q20). And whilst an organisation's track record in diversity would influence most LGBT employees, it would only influence 31.6% of intersex employees (Q21).



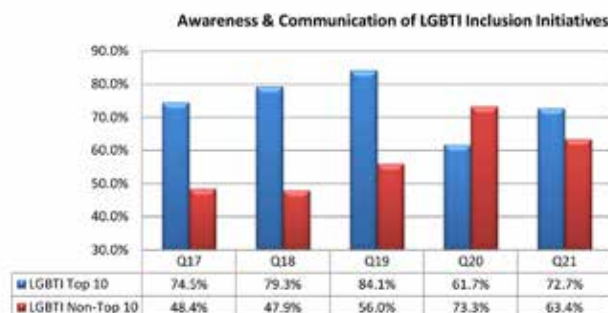
## TOP 10 LGBTI

The experiences of LGBTI employees at Top 10 organisations are in stark contrast to their counterparts at non-Top 10 organisations.

Despite 72.4% of senior leaders in non-Top 10 organisations believing they communicate LGBTI inclusion (see above), only 48.4% of LGBTI employees in these same organisations believe the same (Q17). Whilst the percentage is also lower for employees in the Top 10 organisations, the difference is much less, with 85.4% of leaders believing they communicate inclusion, and 74.5% of employees agreeing.

Almost one-third (32.9%) of all LGBTI employees in non-Top 10 organisations indicate that they are not aware of inclusion initiatives, with only 47.9% agreeing, compared to 79.3% in the Top 10 (and a small 8.7% not being aware). The figures are similar when ascertaining whether LGBTI employees know where to go for more information (Q19), with 84.1% in Top 10 organisations indicating that they do, compared to only 56% in non-Top 10 organisations.

This lack of awareness is borne out with 73.3% in non-Top 10 organisations believing there should be more communication/ training, compared to 61.7% in the Top 10.



# BULLYING AND HARASSMENT IN THE WORKPLACE

Participants were asked to indicate their level of awareness of any LGBTI inclusion initiatives in their workplace, and how well information is communicated, as well as how much of an influence a successful track record in LGBTI diversity would be to them as a potential employee.

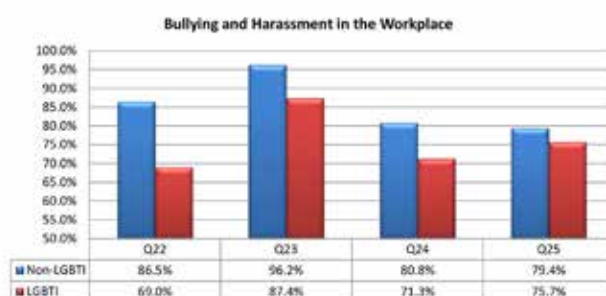
Survey Question No.	Survey Question	Data selection for chart
Q22	To what extent within the last 12 months (current employer only) have you personally witnessed (or been made aware of) negative commentary or jokes targeting LGBTI people at work?	Little extent / Not at all*
Q23	To what extent within the last 12 months (current employer only) have you personally witnessed or been made aware of more serious LGBTI employee bullying / harassment at work?	Little extent / Not at all*
Q24	"I feel confident that managers/ team leaders within this organisation would address bullying/ harassment of LGBTI employees (including constant innuendo/ gay jokes)."	Strongly agree/ Agree
Q25	In relation to gay jokes or innuendo within the workplace, please select the statement that most closely represents your view.	Totally/ Unacceptable

\* Note the charts for Q22 & Q23 display the two categories at the 'disagree' end of the scale

## LGBTI V NON-LGBTI RESPONDENTS

There was a large difference between the number of LGBTI employees and non-LGBTI employees (69% vs 86.5%) indicating that they had *not* witnessed or been made aware of negative commentary (Q22). Whilst the numbers indicating they were *not* aware of more serious bullying or harassment (Q23) were higher, there was still a big difference between the two groups (87.4% vs 96.2%).

Only 71.3% of LGBTI respondents were confident that their managers/ team leaders would address bullying or harassment (Q24), compared to 80.8% of non-LGBTI respondents. However, when asked their views of gay jokes or innuendo in the workplace (Q24), fewer LGBTI respondents than non-LGBTI indicated that it was 'unacceptable' (75.7% vs 79.4%). Other response options available for this question were 'indifferent', 'harmless fun' and 'more important things to focus on'. 9.1% of LGBTI respondents indicated they thought it was either of the latter two options, compared to 7.7% of non-LGBTI respondents.



## AGE GROUP

Younger employees were much more likely to have witnessed negative commentary (Q22), with 12.2% of 18-24 year olds indicating they were aware of it to a 'large' and 'moderate extent'; this steadily decreased across the older age brackets. However, there were few differences across the age groups when it came to being aware of more serious bullying or harassment (Q23). Whilst the older age groups were less aware of bullying, they were more likely to find gay jokes or innuendo unacceptable (79.9% of 55-64 vs 72.7% of 18-24), with 12.5% of 18-24 year olds believing them to be 'harmless fun' or that there are 'more important things to focus on'.

## LEADERSHIP

Senior leaders of organisations were less aware of negative comments or bullying than were other employees. In particular, employees had less confidence that managers would address bullying or harassment (77%) than leaders had (85.7%). There were few differences between the views of senior leaders of Top 10 organisations and non-Top 10.

Of note is the tolerance towards gay jokes or innuendo (Q25). Only 2.1% of senior leaders believe these to be 'harmless fun' or that there are 'more important things to focus on', whereas 9.2% of other employees selected either of these two options, which is very similar to the 9.1% of LGBTI employees who also selected them.

# BULLYING AND HARASSMENT IN THE WORKPLACE

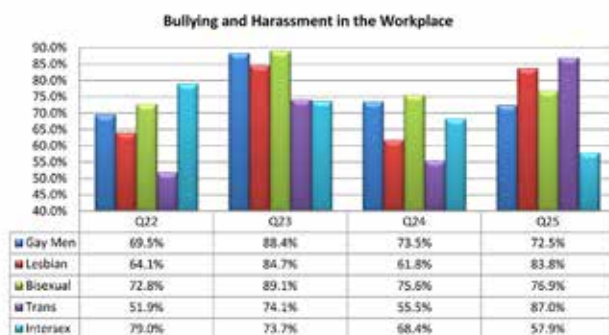
## LGBTI

Whilst LGBTI employees were far more aware of negative comments and bullying than non-LGBTI respondents, those who are transgender reported far higher awareness, with 33.4% indicating awareness to a 'large' or 'moderate extent'.

Gay men were the most confident (73.5%) that managers would address bullying or harassment (Q24), with lesbian women much less confident (61.8%) and transgender the least (55.5%). Gay men also had a much higher tolerance to gay jokes and innuendo (9.8% 'harmless fun' or 'more important things to focus on') than lesbians (5.5%). Only 1.9% of transgender employees selected either of these options.

## TOP 10 LGBTI

LGBTI employees at non-Top 10 organisations reported higher levels of negative comments (18.1% v 12.8%) and higher levels of awareness of bullying (6.6% v 5.6%). Employees at Top 10 organisations reported having more confidence in managers to address bullying or harassment (75.5% v 68.2%).



# LESBIAN, GAY, BISEXUAL EMPLOYEES : LIVED EXPERIENCE

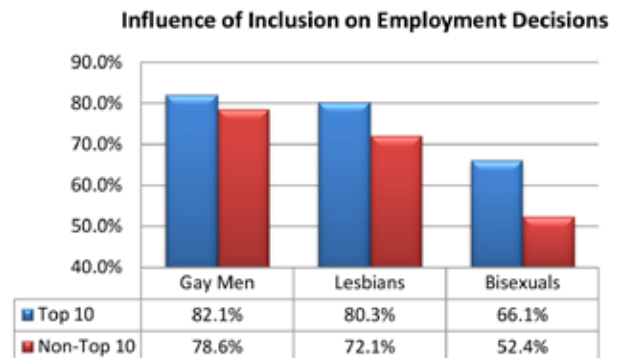
Participants who identified as a gay man, lesbian/ gay woman, or bisexual were asked a series of questions about their perception of LGBTI inclusion initiatives as well as their lived experiences in their current workplace.

Survey Question No.	Survey Question	Data selection for chart
Q45	How important is an LGBTI inclusive culture to your level of engagement?	Very/ Somewhat important
Q48	"An organisation active in LGBTI inclusion would influence my decision to join them as an employee."	Very/ Somewhat important
Q46	How important do you believe openly out role models are to an LGBTI inclusive culture?	Strongly agree/ Agree
Q47	In relation to the impact of LGBTI workplace inclusion initiatives on your personally, select all statements that apply.	

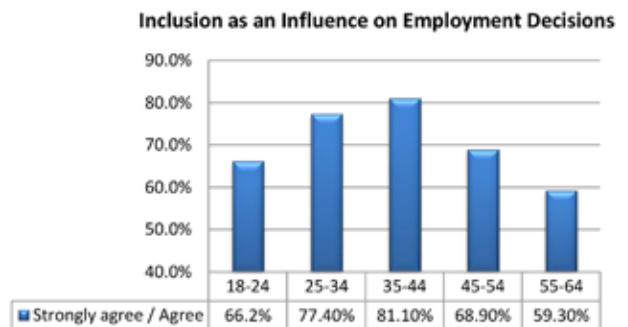
Whilst most LGB employees believe openly out role models are important (Q46), there were differences between the groups as to how important an LGBTI inclusive culture is, with approximately 84% of gay men and lesbian women believing it to be important (Q45) but only 64.4% of bisexuals. Similarly, bisexuals were less likely (57%) to be influenced to join an organisation for its inclusive culture. This was also less of an influence for lesbians (74.9%) as it was for gay men (80.3%).



Whether or not an employee worked at a Top 10 organisation did not significantly impact on responses about the importance of inclusion to engagement levels (Q45) or 'out' role models (Q46). However, there were differences seen in Q48, which ascertained how much of an influence an organisation's inclusion initiatives would be on employment decisions. This was much higher at Top 10 organisations across all three groups, particularly so for lesbians and bisexuals, suggesting that these initiatives have been a positive influence for these employees.



These same statements were also perceived quite differently across age groups. Those aged 25-44 were far more likely to feel an inclusive culture was important to their level of engagement, were far more likely to place an importance on out role models, and more likely to find inclusion initiatives an influence in deciding where to work.





# LESBIAN, GAY, BISEXUAL EMPLOYEES : LIVED EXPERIENCE

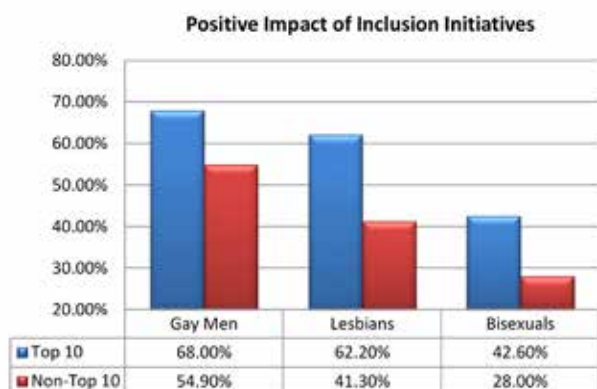
Survey Question No.	Survey Question
<b>Q47</b>	<p>In relation to the impact of LGBTI workplace inclusion initiatives on you personally, select all statements that apply.</p> <p>"LGBTI Workplace inclusion initiatives:</p> <ul style="list-style-type: none"> <li>• Have had a positive impact on how I feel about my orientation</li> <li>• Have not had any impact on how I feel about my orientation</li> <li>• Are responsible for me coming out at work</li> <li>• Have had a negative impact on how I feel about my orientation</li> <li>• Have made me somewhat more self-conscious</li> <li>• Make me feel uncomfortable"</li> </ul>

Only a very small percentage of respondents indicated that inclusion initiatives have had a negative impact on them, although a slightly higher percentage indicated this was the case amongst younger demographics (for example, 2% of 35-44 year olds vs 0% of 55-64 year olds).

Around 7% of respondents indicate that the initiatives are responsible for them coming out at work but double that figure indicate that the initiatives have either made them more self-conscious or feel uncomfortable, particularly in the 24-44 year age brackets.

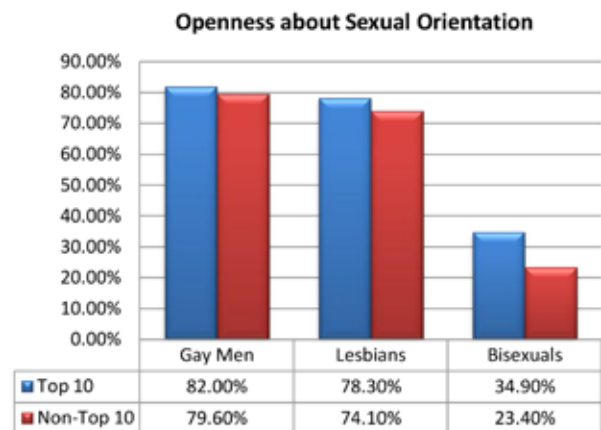
Gay men view the initiatives most positively (61%), followed by lesbians at 49% and bisexuals at 33% (almost one-half of bisexuals (46%) indicate that they have had no impact).

The most obvious differences across responses are around how those from Top 10 organisations view the impact of the initiatives against those from non-Top 10 organisations, particularly the positive impact. This is most strongly felt amongst lesbians, with 62% at Top 10 organisations indicating that the initiatives have had a positive impact on how they feel about their orientation, against only 41% at non-Top 10 organisations. The variances are also large across gay men and bisexuals (see chart, below).



Survey Question No.	Survey Question	Data selection for chart
<b>Q29</b>	To what extent are you open about your sexual orientation at work?	Completely / moderate extent
<b>Q44</b>	"I expend a lot of energy hiding this aspect of myself to fit in within my immediate work environment."	Strongly agree/ Agree
<b>Q31</b>	Are you out to your manager?	Yes
<b>Q34</b>	Do you believe that being out at work would change (or has changed) your relationship with your manager?	Yes (for the better) & Yes (for the worse)
<b>Q33</b>	"I believe my manager supports LGBTI inclusion."	Strongly agree/ Agree

Gay men and lesbians are more open about their sexual orientation within their workplaces (81% and 76%, respectively), which is in stark contrast to the 27% of bisexuals who are open about their orientation (Q29). Some comments tendered suggest that openness about orientation is particularly not an issue for bisexuals who are currently in different sex relationships. Those working at Top 10 organisations are more likely to be open about their sexual orientation than those at non-Top 10 organisations.

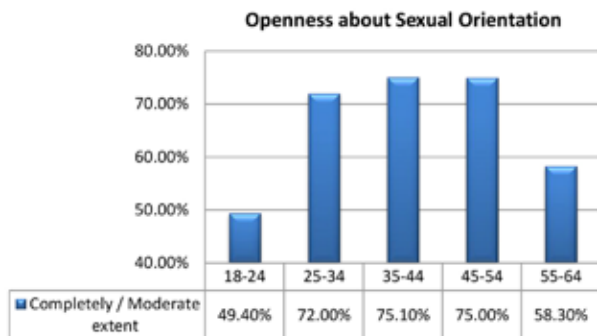


The youngest demographic was the least open about sexual orientation, selecting a number of reasons, the most common being "Don't want to be labelled" (37.5%), followed by "Unsure of repercussions" (35%).

The older 55-64 age bracket also had a lower number of people open about their sexual orientation at work, with the most commonly cited reason also being "Don't want to be labelled" (39%). With both these groups, a common reason offered was that it was irrelevant at work and "nobody's business".



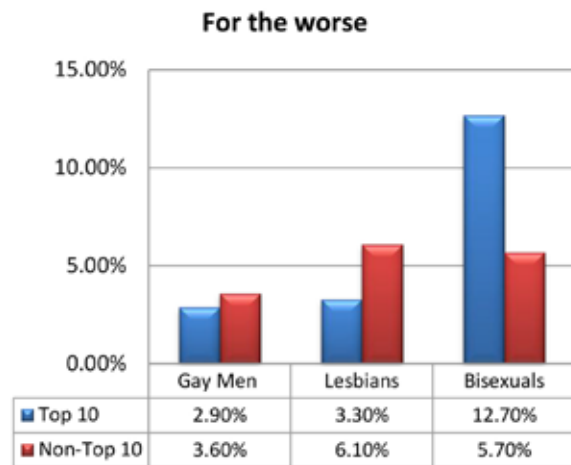
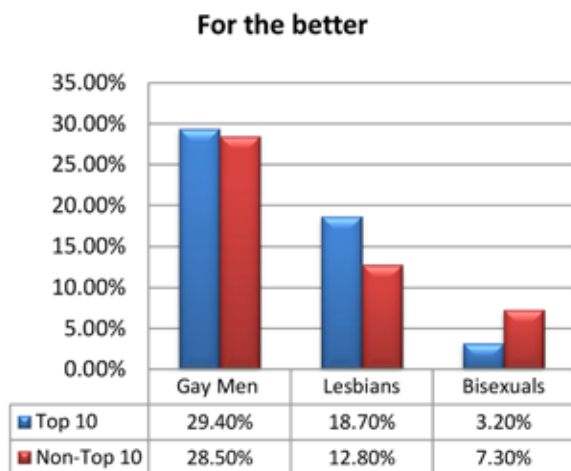
# LESBIAN, GAY, BISEXUAL EMPLOYEES : LIVED EXPERIENCE



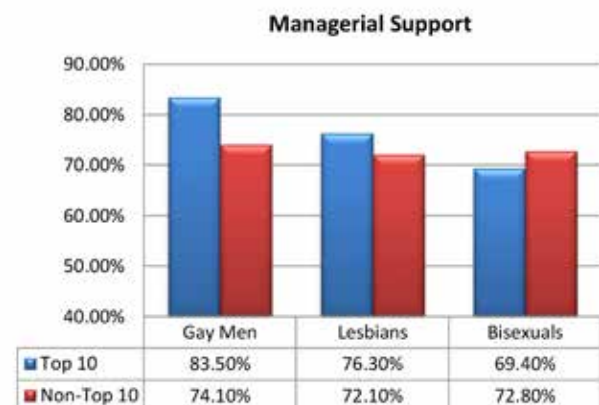
Whilst most respondents indicated that they did not expend a lot of energy hiding their orientation at work, approximately 10% of respondents 'agreed' or 'strongly agreed'. This was felt slightly more amongst lesbians (11.8%) than amongst gay men (9.9%) or bisexuals (9.6%). Fewer lesbians at Top 10 organisations expended this energy (10.1%) than at non-Top-10 organisations (12.6%).

Gay men working at Top 10 organisations are more likely to be out to their managers (Q31) than those at non-Top 10 (85% vs 79%) whereas more lesbians are out to their managers at non-Top 10 organisations than at Top 10 (81% vs 77%). And whilst bisexuals are much less likely to be out to their manager than gay men or lesbians, the numbers are higher at a Top 10 organisation (32% vs 23%).

Whilst the majority of those out in each group did not believe that it had affected their relationship with their manager (Q34), many felt that it had. Gay men were more likely than lesbians and bisexuals to indicate that this change had been for the better rather than for the worse. There was little difference for this group whether working for a Top 10 organisation or a non-Top 10; however, there was a difference for lesbians, with a larger percentage feeling their relationship with their managers had fared worse at a non-Top 10 organisation, and bisexuals, with a larger percentage faring worse at Top 10 organisations.



Gay men were slightly more likely to believe that their manager supported LGBTI inclusion (78% vs 74% for lesbians and 72% for bisexuals). These figures were higher for Top 10 organisations than non-Top 10, except for bisexuals.



Perhaps unsurprisingly, if a respondent believed that their manager supported LGBTI inclusion (Q33), they were far more likely to be 'out' to their manager (80%), in stark contrast to only 45% of respondents who were 'out' if they felt their manager did not support inclusion.

# LESBIAN, GAY, BISEXUAL EMPLOYEES : LIVED EXPERIENCE

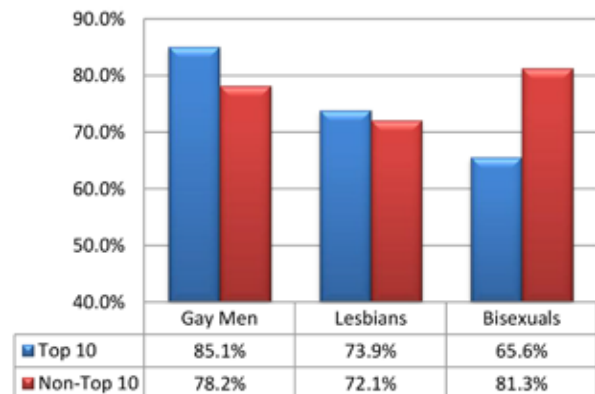
Survey Question No.	Survey Question	Data selection for chart
<b>Q38</b>	"Constant gay jokes / commentary / innuendo in any workplace would make me seriously consider leaving an organisation."	Large / moderate extent
<b>Q40</b>	"I would personally report being homophobically bullied or harassed at work."	Strongly agree/ Agree
<b>Q35</b>	"I feel confident that my manager would address homophobic behaviour within my work team."	Strongly agree/ Agree

Whilst over half of gay men and lesbians (57% and 64%, respectively) would, to a large or moderate extent, consider leaving an organisation due to constant gay jokes (Q38), only 48% of bisexuals would. Almost 20% of gay men and lesbians indicated that gay jokes would 'not at all' be a factor in considering leaving an organisation.

Most would report being homophobically bullied or harassed at work. Whilst the percentage of bisexuals indicating they would was lower than for gay men and lesbians (76% vs 83%), this may be due to a much lower number of bisexuals being 'out' at work. When asked why they would not report bullying, the most commonly selected response amongst bisexuals was that "it would mean 'outing' myself to people I am not currently out to" (43%). The most commonly selected response amongst gay men was that "it would make things worse within my team" (41%), whilst the most common response amongst lesbians was that they did not think "it would be taken seriously" (40%).

Despite the fact that most respondents would report bullying, there were varying levels of belief that their manager would address homophobic behaviour in a team (Q35). There were large differences between the perception of gay men, lesbians and bisexuals. And whilst gay men at Top 10 organisations believed this much more strongly than at non-Top 10 organisations, a much smaller variance was seen amongst lesbians and was inverted amongst bisexuals (see chart, below).

**Manager Addressing Homophobic Behaviour**



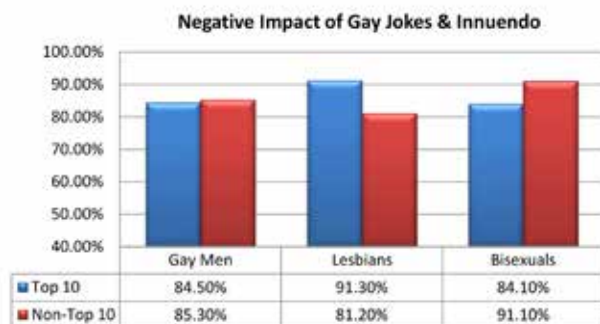
The older demographics were less likely to look for other employment as a result of gay commentary but more likely to report homophobic bullying at work. A startling 13% of 18-24 year olds would not report being bullied or harassed at work, with most citing the reason that they do not wish to out themselves to people they are not currently out to (52%).

A number of questions asked respondents about their recent experiences at their current place of employment.

Survey Question No.	Survey Question	Data selection for chart
<b>Q36</b>	To what extent have you personally experienced negative gay commentary or jokes at your current place of employment within the last year?	Little extent / Not at all
<b>Q37</b>	"Gay jokes / commentary / innuendo have had a negative impact on my day to day work experience at my current place of employment, within the last year."	Little extent / Not at all
<b>Q39</b>	Have you ever considered leaving your current place of employment as a result of homophobic bullying, harassment or constant innuendo directly related to your orientation?	Rarely / Never

Whilst around 80% of respondents had not personally experienced negative gay commentary in the previous year (Q36), there were differences between the groups when asked if gay commentary had had a negative impact in the previous twelve months. The chart below shows the percentages selecting 'little' or 'no' negative impact and it demonstrates that lesbians have felt the most impact at non-Top 10 organisations (81%) but the least at Top 10 organisations (91%), indicating that they benefit from strong inclusion initiatives. Once again, bisexuals fared worse at Top 10 organisations.

# LESBIAN, GAY, BISEXUAL EMPLOYEES : LIVED EXPERIENCE



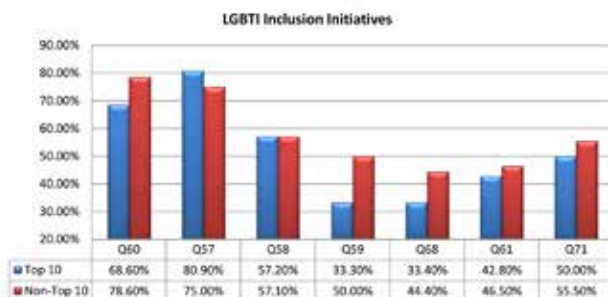
Very few respondents indicated that they were currently looking for another job as a result of homophobic bullying or harassment in their current workplace. Again, the differences between Top 10 organisations and non-Top 10 were felt the most strongly amongst lesbians, with only 79% saying they had 'never' considered leaving at a non-Top 10 organisation which rose to 89% (the highest) at Top 10 organisations.

There were wide differences in responses across the age groups for questions 36 and 37, about personal experience of gay jokes and innuendo. Twelve per cent of 18-24 year olds claimed to have personally experience negative commentary during the previous year, decreasing to 10% amongst 25-34 year olds and then dropping to 3% amongst 55-64 year olds. Whilst no 55-64 year olds reported gay jokes having a negative impact on their work experience, this was almost 10% amongst those under 35.

# TRANSGENDER EMPLOYEES : LIVED EXPERIENCE

A total of 54 transgender employees completed the survey, with 23 working at Top 10 organisations and the remaining 31 at non-Top 10 organisations. The results are presented in the following section, although it is to be noted that the sample sizes are relatively small.

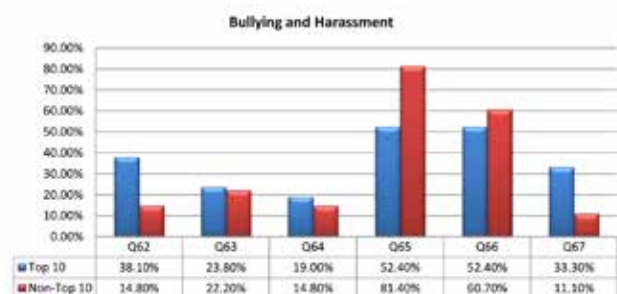
Survey Question No.	Survey Question	Data selection for chart
Q60	How important are LGBTI inclusion initiatives to your level of engagement?	Very / Important
Q57	"An organisation active in LGBTI inclusion would influence my decision to join them as an employee"?	Strongly/ Agree
Q58	To what extent are you aware of inclusion or transition policies for transgender people within your current workplace?	Large/ Moderate extent
Q59	To what extent do you believe that LGBTI inclusion initiatives within your current workplace benefit transgender employees?	Large/ Moderate extent
Q68	"My level of loyalty towards the organisation I currently work for has increased due to the respect they have for transgender employees"?	Strongly/ Agree
Q61	"I believe that my organisation is fully supportive of me as a transgender employee"	Strongly/ Agree
Q71	To what extent would you recommend your current organisation as a place in which Transgender people could comfortably work?	Large/ Moderate extent



This chart clearly demonstrates that, on most indicators, the non-Top 10 organisations are outperforming the Top 10 organisations regarding transgender inclusion.

Transgender people do regard LGBTI inclusion initiatives as important to their level of engagement and an organisation active in this space would be a strong influence on their decision to join an organisation. However, the lived experience demonstrates a disconnection with this. Only one-third at Top 10 organisations believe that their initiatives benefit transgender people (compared to one-half at non-Top 10). Less than 50% believe that their organisation is supportive of them as a transgender employee and there is thus a low level of loyalty to an organisation based on their initiatives.

Survey Question No.	Survey Question	Data selection for chart
Q62	To what extent have attitudes towards transgender people had a negative impact on your day to day work experience within your current place of work within the last year?	Large/ Moderate extent
Q63	"I have personally been the target of inappropriate and offensive commentary in relation to being transgender at my current place of work within the last year"?	Strongly/ Agree
Q64	"I have been personally bullied or harassed for being transgender at my current place of work within the last year"?	Strongly/ Agree
Q65	"I would personally report being bullied or harassed for being transgender at work."	Strongly/ Agree
Q66	"I feel confident that my current manager would address transphobic behaviour within the workplace"?	Strongly/ Agree
Q67	"I have considered leaving my current place of work due to the way I have been treated by others (as a transgender person) within the last year"?	Strongly/ Agree



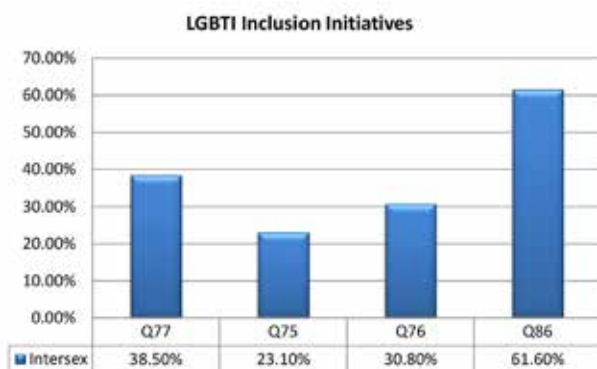
Over one-third of employees at Top 10 organisations reported a negative day to day work experience due to attitudes towards transgender people (compared to 15% at non-Top 10 organisations). Whilst over 80% of transgender employees (at non-Top 10 organisations) would report bullying and harassment, only 61% feel confident that their current manager would address the behaviour.

However, only 11% have considered leaving the organisation due to the way they have been treated. This rises to one-third of employees when analysing those working at Top 10 organisations, where there is less willingness to report bullying (52%) and less confidence in managers (52%) to address transphobic behaviour.

# INTERSEX EMPLOYEES : LIVED EXPERIENCE

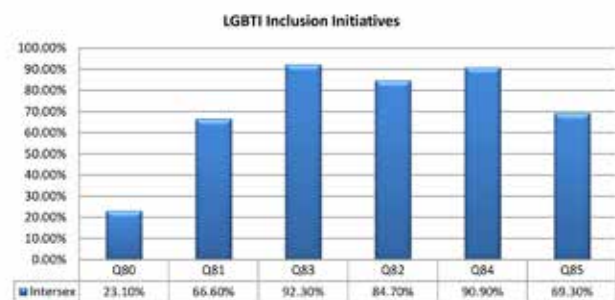
A total of 19 intersex employees completed the survey, with six from Top 10 organisations and 13 from non-Top 10. Due to these small sample sizes, the results have not been broken down into these two groups.

Survey Question No.	Survey Question	Data selection for chart
<b>Q77</b>	How important are LGBTI inclusion initiatives to your level of engagement?	Very / Important
<b>Q75</b>	"An organisation active in LGBTI inclusion would influence my decision to join them as an employee"?	Strongly/ Agree
<b>Q76</b>	To what extent do you believe that LGBTI inclusion initiatives within your current workplace benefit intersex employees?	Large/ Moderate extent
<b>Q86</b>	To what extent would you recommend your current employer as a place in which openly intersex people could comfortably work?	Large/ Moderate extent



Inclusion initiatives are far less important to intersex employees, particularly as an influencing factor in whether to join an organisation (Q75). Less than one-third believes that inclusion initiatives benefit intersex people (Q76) but just over three-fifths (62%) would recommend their organisation as a place for intersex people to comfortably work (Q86).

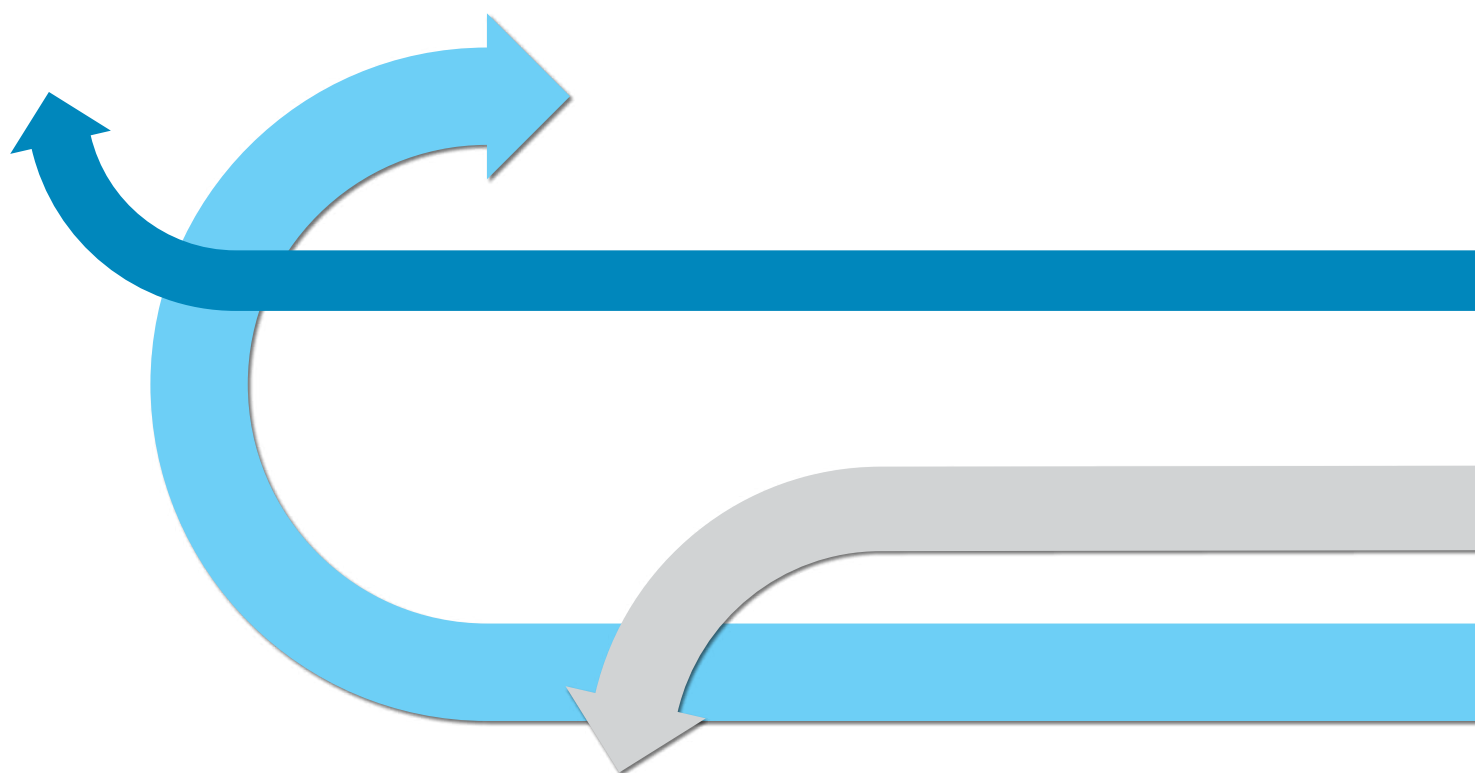
Survey Question No.	Survey Question	Data selection for chart
<b>Q80</b>	"I feel comfortable identifying as an intersex person at work."	Strongly/ Agree
<b>Q81</b>	"I feel I have to hide a large part of who I am at work."	Disagree / Not at all
<b>Q83</b>	"Attitudes towards intersex people had a negative impact on your day to day work experience within your current place of work within the last year."	Little extent / Not at all
<b>Q82</b>	To what extent do you hear (or have been the target of) negative commentary or jokes about intersex people at your current place of work within the last year?	Little extent / Not at all
<b>Q84</b>	"I have felt personally bullied or harassed for being intersex within my current place of work within the last year."	Little extent / Not at all
<b>Q85</b>	"I would report being bullied or harassed for being intersex at work."	Strongly/ Agree



Whilst only 23% feel comfortable identifying as intersex at work (Q80), the majority (54%) indicate they neither 'agree nor disagree' with this. And whilst two-thirds do not feel they have to hide a large part of who they are, a further 17% neither 'agree nor disagree', suggesting that only a small percentage of intersex employees suffer discrimination or harassment at work because of it. This is borne out by the very small percentage who have heard negative commentary or been bullied about intersex issues.

# AWARE

## AUSTRALIAN WORKPLACE EQUALITY INDEX 2014



## PROFILED INITIATIVES OF 2014 AWARD WINNERS

*Award winners have been invited to profile a particular aspect of their LGBTI Inclusion practice.*





### TRAINING AND DEVELOPMENT

Diversity and Inclusion (D&I) training is a key focus at Goldman Sachs and all employees are required to participate in 2 hours D&I training per year. D&I training covers the full diversity spectrum with specific focus on LGBTI. Goldman Sachs' flagship LGBTI program is 'Out in the Open: Sexual Orientation in the Workplace' which provides insights into the workplace experiences of LGBTI professionals and guidance on inclusive behaviours that foster acceptance.

Many of our general diversity training programs such 'Diversity Dialogue' also incorporate content focused on LGBTI issues. 'Diversity Dialogue' highlights dimensions of difference that are protected by the law such as sexual orientation as well as LGBTI related quotes and their appropriateness. We also have a number of eLearning and webcasts that are LGBTI focused. We aim to record diversity events so employees have the flexibility of participating at their desk at a later date.

In addition to more formalised training, there are a variety of diversity events and information sessions open to all employees. For example, in November 2013, LGBTI networks in Asia Pacific organised 12 events in celebration of 'Pride Month'. Australia hosted LGBTI rights campaigner and Australian Rules Football (AFL) player, Jason Ball, and his straight ally Brock McLean, in a discussion about homophobia in sport, bringing your whole self to work and the importance of LGBTI allies. Earlier in the year, Goldman Sachs also welcomed Martina Navratilova who talked about being an advocate for the LGBTI community and women and the event was hosted by the sponsor of the Asia Ex-Japan LGBTI Network.

With regard to lessons learnt, whilst we offer an extensive amount of training and have healthy participation rates, there are inevitably some employees who attend less training than others.

We are therefore starting to be more targeted in our approach. One example, as part of a broader focus on managerial skills, is mandating 'Out in the Open' for all Vice Presidents and Managing Directors. In addition, for those divisions where the appetite for training is lower, we are looking to run division-specific sessions hosted by MD Allies, leaders across the various businesses who support and sponsor LGBTI inclusion.

With this in mind, in 2013 we also worked with our MD Allies, to deliver straight-to-straight MD Ally roundtable sessions. In advance of the sessions, the GLaM (Gays, Lesbians and Mates) Network provided support to the MD Allies to hold sessions on LGBTI inclusivity. The conversation focused on what each of us can do to help everyone feel included and the feedback was a worthwhile supplement to responses received in the Pride in Diversity survey.





### EXECUTIVE SUPPORT AND VISIBILITY OF LGBTI INCLUSION

Following the launch of Curtin's Ally Program in 2006, the university's executives have played an active role in the strength and growth of our network and training program. From being responsible for the university's *Diverse Sexuality and Gender Identity Inclusion Strategy* to organising lunches for the Ally Network to meet, socialise and be recognised for their ongoing contribution.

In 2013, we saw significant visible statements to staff, students and the community from executives. Our Ally Champion, Val Raubenheimer, spearheaded marking last year's awards by having billboards designed and placed at the major intersections outside campus. Jill Downie, Deputy Vice Chancellor, Education (DVCE) organised recognition in national media of our awards. We were also delighted to have our acting Vice Chancellor (VC), DVCE, Dean of Teaching & Learning in Science & Engineering, and Chief Financial Officer, sign up to be Allies after undertaking Ally training.

Not long after, a video highlighting the importance of LGBTI support and inclusion was released by our acting VC, Colin Stirling, and Curtin had its own rainbow art installation painted at the heart of the campus to celebrate Pride month. Curtin was also the first University to sponsor Pride WA and participated in the Pride Parade.

The University is proud of its efforts to foster a culture that is inclusive of sexual and gender diversity and will continue to build on our achievements to date by continuing progress to our *Diverse Sexuality and Gender Identity Inclusion Strategy*.







### ENGAGING ALLIES IN YOUR ORGANISATION'S LGBTI STRATEGY

Kristina Bennett has never been one to stand by and do nothing. As Chair of Westpac Group's LGBTI Employee Action Group, GLOBAL, she tells an important story about why she was motivated to join GLOBAL back in 2012 "a gay colleague of mine told me that I made it easier for him to bring his whole self to work". Her passion for diversity and LGBTI inclusion has lead Kristina to volunteer countless hours to progressing Westpac Group's LGBTI strategy, like many other non-LGBTI allies who have joined GLOBAL.

At the time, the Employee Action Group actually changed its name from GLOBE to GLOBAL to incorporate non-LGBTI allies, and took this opportunity to launch a campaign called "Will you be my Ally?" This helped to tap into the many people who have family members, friends or colleagues who identify as LGBTI, or are otherwise just passionate about equality. Allies play an important role in talking to other non-LGBTI allies about why LGBTI inclusion is so important at work, calling out bad behaviour and promoting an inclusive culture for all.

Whenever we run our LGBTI Inclusive Language training for Westpac teams, we explain how important the role of allies is and encourage them to join GLOBAL. This training includes role-play scenarios of non-inclusive language in the workplace, and the sorts of responses that allies could use to call this out.

Allies sit alongside LGBTI identifying employees on the GLOBAL Executive Committee. Senior allies have also been critical to our success and recognition as a Top 3 AWEI employer. Not only is our Executive Sponsor, Brad Cooper, a passionate ally, but so are many other senior leaders in the organisation. A number of these senior allies participated in a special video we put together for IDAHOT in 2014, in which they talked about Westpac Group's zero tolerance for homophobic and transphobic behaviour. Now, around 50% of GLOBAL members are allies. There is a strong representation of allies at our events, and most importantly, our allies feel empowered to make a difference in their own workplace.

If your organisation is forming its own LGBTI employee network or strategy, we'd be happy to talk about it and share our experiences. Email us at [GLOBAL@westpac.com.au](mailto:GLOBAL@westpac.com.au)



### YOU CAN BE YOU - ACTIVATING UNITY CHAMPIONS

At CommBank, you can be you. In 2013, CommBank launched the 'You can be you' awareness campaign to promote the bank's diversity and inclusion strategy. The campaign aims to ensure everyone feels safe and comfortable to be themselves at work through education and awareness. 'You can be you' generated a significant amount of exposure for CommBank's diversity and inclusion strategy reaching 52,000 employees in over 1,000 locations across Australia and the globe. CommBank were thrilled with the reach of the 'You can be you' campaign, and even more thrilled with the interest in Unity, CommBank's LGBTI employee network. This was the start of something big!

Unity didn't want to lose the momentum the 'You can be you' campaign had created, so they started knocking on the doors of their leaders. During 2012, the Unity steering committee met with leadership teams across the Group to raise awareness of LGBTI workplace inclusion. It wasn't easy getting some of these doors to open, and some didn't open at first, so the committee went where the appetite was. At the same time, it was quickly recognised that education and structure had to be put in place to properly harness the groundswell and network of supporters. The Unity Steering Committee developed a face-to-face learning and e-learn solution to equip their people to become Champions to:

**Be informed** – use appropriate language and terms, key contacts.

**Be mindful** – of colleagues and what they may or may not know, and the questions you ask others.

**Be visible** – share stories on internal social media channel or in team meetings.

**Be heard** – share newsletters with their own local distribution networks, encourage others to be allies.

**Be involved** – listen out for more about LGBTI dates of significance and think about how they can promote/support in their business unit.

The Unity Steering Committee is mindful to make sure their colleagues in remote locations have the same opportunity to engage and feel part of the network. So, CommBank is making ground in regional Australia. It hasn't been easy to get a foothold on a branch network with over 1,000 locations, but CommBank are tackling this challenge head-on. They recognise that LGBTI workplace inclusion is not Sydney centric and equal attention needs to be given to their people across the country in a sustainable and relevant way. A 40 person strong State Champion Network has been set-up to support the roll out of Unity initiatives, and raise awareness of LGBTI workplace issues. Some State Champions established their own local Unity steering committees, who manage LGBTI inclusion for their geographic location or business unit. Champion teams operate independently of the main Unity Steering Committee, and help cascade and coordinate events to the local teams. Empowering the State Champions was the key to its success, making sure they managed their own meetings, provide development

opportunities, and encourage them to run their own initiatives - so they're relevant and meaningful to their location and community.

Many people don't know that CommBank have a presence in the United Kingdom, United States, Indonesia, China, India, Vietnam and New Zealand. With such a broad global footprint, the Unity Steering Committee set out on expanding their reach internationally. Before embarking on the global LGBTI workplace inclusion agenda, they researched ways to better understand the cultural differences of the countries they operate in e.g. attending webinars and teleconferences on LGBTI issues specific to that country. Unity has made strong progress at Auckland Savings Bank (ASB), a CommBank subsidiary, in New Zealand. After encouragement from Unity's executive sponsors and meetings with the Unity Steering Committee, ASB have launched their own chapter of Unity. ASB are the first bank to sign up to become accredited with Rainbow Tick in New Zealand, and have become the main sponsor of the New Zealand gay rugby club who will attend the Bingham Cup in August 2014.

CommBank have made great inroads to supporting LGBTI employees through their holistic approach to implementing a champion network. It is difficult to measure the impact of diversity initiatives in a relatively short period, though CommBank have experienced two successes. The first is the increase in employees who felt comfortable to disclose they are LGBTI in the most recent engagement survey. The second is the doubling of network membership over 2013. CommBank knows that these successes are an outcome of Unity's work to create an environment where their employees feel safe at work; re-affirms the importance of workplace diversity initiatives; and that the culture of CommBank is changing to become more inclusive. CommBank are pleased with their achievements over 2013, though they know that there is a lot more work to do internally and within the market, to ensure everyone feels safe and accepted at work.



### BUILDING AN EFFECTIVE NETWORK

At ANZ, we believe in the inherent strength of a vibrant, diverse and inclusive workforce where the backgrounds, perspectives and life experiences of our people help us to innovate, make better decisions for our business and forge strong connections with all our customers. The ANZ Pride Network is an important part of making an inclusive workforce at ANZ a reality.

Formed in 2007, the network was re-launched in 2013 with a clear mandate, vision and strategy for working towards a workplace where LGBTI employees feel comfortable to bring their whole selves to work. The ANZ Pride Network is now seen as an example across the Bank of what can be achieved by a dedicated and driven employee network with visible executive sponsorship and people committed to making a difference. However, success didn't come overnight- we've had to work hard to build the strength of our network and to establish our brand both within ANZ and in the broader community. Here's how we did it:

#### Gain sponsorship

We worked with our Corporate Sustainability and Diversity Committee to gain sponsorship from the top. Our Group CEO, Mike Smith and our Chief Risk Officer and Executive Sponsor, Nigel Williams truly advocate our agenda. They don't just see LGBTI inclusion as a 'nice thing to do' - they see it as a business imperative in helping our customers and people progress. This enabled us to secure the inaugural Principal Partnership for the Sydney Gay and Lesbian Mardi Gras for 2014 and beyond.

#### Provide a clear licence to operate

Utilising our results from the AWEI and our annual engagement survey, we were able to establish a clear business case for the development of an LGBTI agenda, and a network to drive it. From day one we have been focussed on driving an agenda based on diversity, inclusion and respect - we're not about pushing product; we're about people feeling comfortable to be themselves at work and in the community.

#### Build your leadership team

It takes courage, perseverance and dedication to deliver an ambitious agenda alongside your day job. We established a leadership team with the right mix of passion, skills and experience, and the professional and personal networks to achieve our goals. As a global organisation, we also ensured we had the right representation across different countries.

#### Set a clear agenda

We worked closely with our Corporate Sustainability and Diversity Committee to develop the LGBTI inclusion agenda for ANZ, ensuring we had sponsorship at the highest levels. Utilising AWEI and engagement survey results, and through consultation with the business, we developed a clear agenda and assigned roles and responsibilities to the right people in our leadership team to get the work done.

### Engage the community - inside and out

We work closely with teams across HR, Communications, Marketing and our extensive retail network to ensure we not only continue to engage our people and celebrate our progress, but to make sure we work with community organisations to further LGBTI inclusion beyond our own backyard.

### Turn strategy into action

We turn strategy into action by remaining accountable to our Executive Sponsor and the Corporate Sustainability & Diversity Committee. We report quarterly on our progress, and the ANZ Pride Network leadership team meets bi-monthly to ensure we stay on track, share our experiences, and celebrate our successes. It is only through our actions that we can create sustained change- we encourage all organisations to join us in reaching our goals of diversity, inclusion and respect in the community.





# AUSTRALIAN FEDERAL POLICE – GLLO

**RANKED JOINT NO. 6, HIGHEST RANKING PUBLIC SECTOR  
& LGBTI NETWORK GROUP OF THE YEAR**



## NETWORK GROUP OF THE YEAR

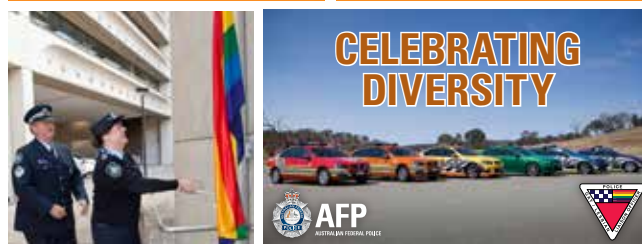
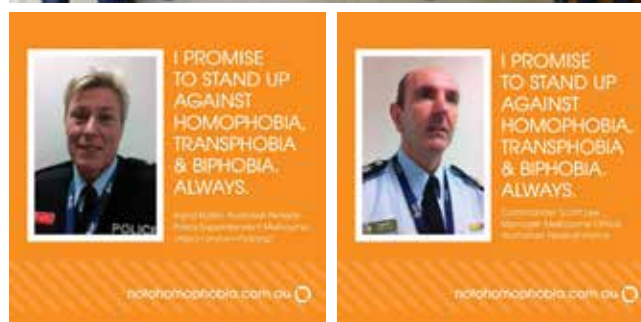
The AFP GLLO network (Gay & Lesbian Liaison Officers) was set up in 1996 and is widely recognised both within the AFP and the LGBTI community. The GLLO Network not only **achieved 100% in the LGBTI employee network section** of the AWEI but provided exceptional documentation to support the contribution of the network above and beyond the expectations of the index within the 2013 calendar year. This well established network not only promotes the AFP as an employer of choice that embraces diversity, supporting LGBTI employees within the agency, but provides an essential link between the AFP and LGBTI communities externally.

The GLLO network stood out for:

- an exceptionally strong three year strategic plan aligned to the overarching AFP diversity plan clearly articulating business strategy objectives, performance criteria, measures and outcomes
- a GLLO Executive and Chair that has clearly defined roles and accountabilities; rotated and voted in every two years for sustainability
- formal six monthly reporting of progress against targets to AFP diversity council
- monthly meetings of the GLLO executive to track progress of objectives and actions all of which are built into formal minutes for tracking, reported against and then shared on the GLLO intranet pages
- Comprehensive terms of reference for not only the GLLO Executive but all employees who come on board as GLLOs
- A two day GLLO training program (before someone can be a GLLO) covering LGBTI awareness, terminology, sensitivities, films, personal stories, speakers panels
- Significant visibility of GLLO members: clothing, pins, wristbands ... just to name a view
- Internal intranet page and external facebook page for the promotion of the 'no to homophobia' campaign and general awareness raising
- Celebration of significant community days
- Significant internal and external events
- External awareness raising ie. Wear it Purple morning tea held by GLLOs at Melbourne airport which invited members from external agencies including Victoria Police and Airport Management
- Strong support by senior uniformed AFP members of the No to Homophobia campaign
- Flying of the Rainbow flag at AFP headquarters for the first time, May 17, 2013 along with a barbeque breakfast

- Marching at the Sydney Gay & Lesbian Mardi Gras in uniform
- Promotion of rainbow AFP cars
- Participation in community mental health forums discussing LGBTI community issues
- GLLOs provide support at other AFP diversity events, such as the Unity Cup (CALD community event) held in Melbourne and national NAIDOC Week events

Pride in Diversity would like to congratulate the AFP GLLO Network for achieving LGBTI Employee Network of the Year, 2014.





### REVERSE MENTORING

Mentoring is deeply embedded in the culture of IBM. IBM Australia's LGBTI Reverse Mentoring initiative has leveraged this and seen a radical transformation in traditional mentoring practices, from older counterparts imparting wisdom, experience and skills, to recognising that diverse constituencies have equally compelling experiences and knowledge to share.

First introduced in a cross-generational context, IBM's Reverse Mentoring program initially allowed graduates to share knowledge on technologies, tools and trends with senior IBMers. More recently, an analysis of employee survey response data revealed that IBMers strongly believe that executive support is essential for LGBTI inclusion. This insight prompted the IBM LGBTI Business Resource Group, EAGLE, to launch an LGBTI Reverse Mentoring program.

The LGBTI Reverse Mentoring program equips executives with knowledge and understanding of LGBTI workplace experiences and challenges while enhancing the profile of the EAGLE network and affording LGBTI employees exposure to key leaders.

Meeting quarterly, volunteer members of EAGLE use a "Cost of Thinking Twice" education pack to discuss LGBTI workplace matters and explore how the senior executive mentee can actively enhance the LGBTI climate in IBM. Following the program, the mentees are encouraged to raise LGBTI and diversity related topics in their management meetings and participate in EAGLE networking events.

To date, 17 senior IBM leaders and 19 mentees from the EAGLE network have been involved in the program. One such senior leader is Andrew Stevens, Managing Director of IBM Australia and New Zealand.

"It's one thing to create an environment that is inclusive, it's another thing to fully understand the experience of your employees who are part of the LGBTI community," says Andrew Stevens.

"I value this program as it provides me an opportunity to check and re-evaluate our policy and culture, ensures I continually explore new areas of diversity and provides an opportunity to help develop the diverse talent within our organisation."

Reverse Mentoring was the genesis of IBM's suite of ally initiatives, which included training for IBM's 100 most senior managers and an ally network open to all employees and managers. IBM New Zealand Managing Director, Rob Lee, is Executive Sponsor for LGBTI Inclusion and believes that engaging allies at all levels of the organisation has been a key catalyst in driving change within IBM.

"To broaden awareness of the importance of LGBTI inclusion and allow employees to show their support for our LGBTI community, an Allies for LGBTI Inclusion Network was created during Pride Month in 2013 and in 2014 IBM launched an online ally certification program. In conjunction with Reverse Mentoring, these initiatives have helped us to create a strong and visible network of allies in IBM who champion equality and inclusion within their teams," says Rob Lee.

“

**Reverse Mentoring  
has been met by  
extraordinary success  
in helping senior  
executives understand  
the challenges faced  
by LGBTI employees in  
the workplace.**

”

- Rob Lee  
Managing Director, IBM New Zealand  
and Executive Sponsor for LGBTI Inclusion





# THE UNIVERSITY OF WESTERN AUSTRALIA

RANKED NO. 8



UWA is extremely proud to have been named as a Top 10 Employer for the fourth consecutive year. A particular initiative in 2013 of which we are very proud was partnering with WA Equal Opportunity Commission to host, on campus, the inaugural and public Isabelle Lake Memorial Lecture. The lecture was to celebrate the life and contribution of a young trans activist, Isabelle Lake, who had died the year before at the age of 21. After transitioning at age 19 Isabelle had resumed her studies at UWA with a passion and intellect not ignited in her previous life. Isabelle also became passionate about working with others in a similar situation through the WA Freedom Centre and the Equal Opportunity Commission's Gender Project. Her optimism, courage and energy provided a positive role model to others and she left an indelible impression on many.

This partnership, which the University has repeated in 2014, is one way that this visible and historic Western Australian institution can model inclusivity to the broader communities in which it operates. We see this as part of our social responsibility. We are aware that our positive inclusion of those with diverse sexualities and gender identities makes the campus a great place to work and study. We also recognise that by making the campus a welcoming place for a predominantly young student cohort, we are modelling inclusivity to those who will be tomorrow's employers and leaders.

The University's reputation for LGBTI inclusion has been strengthened by our visible success in the AWEI awards, and because we have had a campus wide Ally program for over a

decade. We are finding that prospective university students from across WA are making contact with UWA to discuss their planned transition, be it at UWA or one of the other WA universities, and to discuss how they can raise this topic if they intend to enrol in a university Hall of Residence.

The AWEI survey results indicate that young people are the least likely to be out at work about their sexual or gender identity. We believe that we can contribute to changing this statistic, by encouraging our students and staff to be proud of their identity and not leave it in the car park when they come on campus to study or work. We believe that all AWEI winners will make a difference in this way.

### LGBTI ALLY PROGRAM

Lend Leases' vision is to **create the best places**. When it comes to our people, we are committed to encouraging diversity in thought, experience and creating an inclusive workplace to be their best.

To achieve our vision, we need a culture and environment that embraces and respects difference, and where we attract, retain and enable our people to perform. In 2013, to grow and sustain a diverse and inclusive workplace our LGBTI Employee Resource Group (ERG) developed and launched our **LGBTI Ally Program**.

**Our approach** was to develop a program that would create greater awareness and engage more of our people in LGBTI diversity and inclusion activities. Initially Sydney based, once the word got out, our people from around Australia jumped at the opportunity to be allies. Tools and resources for the registered allies were developed, plus a branding campaign featuring our people and leaders. These include factsheets on what it means to be an ally; what to do if someone comes to an ally needing assistance or support relating to LGBTI issues; and, Lunch & Learn information sessions on LGBTI inclusion in the workplace delivered by our ERG volunteers and based on content by Pride in Diversity.

**Our success** was due to the fantastic support from our leadership team and LGBTI ERG Executive Sponsor, Tony Brennan. Tony was instrumental in engaging senior leaders' involvement in our ally program including our Group CEO and Managing Director, Steve McCann and all members of our Global Leadership Team. *"I am delighted to be the Executive Sponsor for Lend Leases' LGBTI Ally Program which is strengthening the voice of our LGBTI employees and creating an inclusive workplace for us all."* Tony Brennan.

By being creative our team was able to deliver a high impact program on a small budget. The outcome was a 300-strong network established within a couple of weeks and a successful launch event with an inspirational talk by Shelly Argent, President of PFLAG (Parents and Friends of Lesbians and Gays).

**Our commitment** is to continue to grow and sustain a diverse and inclusive workplace where our people can bring their whole self to work, and we can tap into their diverse experiences, unique value and diverse thinking. Pushing boundaries and embracing the value of difference lies at the heart of our past achievements, and our success in the future.



*Pictured clockwise from top left: Shelly Argent; Andrea Quesnel; Martin Hunt; Jason Burubu, Martin Hunt and Tony Brennan, Sonia Higgins, Kate Poulton and Ken Noonan*



*Lend Lease - Darling Quarter Façade, Sydney, Australia*



KPMG is one of the world's leading professional services networks. It comprises over 155,000 people in member firms in 155 countries. In Australia, KPMG has over 5,000 people, including over 380 partners, with offices around the country.

A specific LGBTI strategy has been in place since 2006 and has evolved year-on-year. Our LGBTI strategy is a component of the firm's Diversity & Inclusion Strategy, which supports the broader KPMG strategic plan. This year we introduced specific diversity and inclusion goals into the KPMG strategic plan, including retaining our ranking in the Top 10 Employers in the AWEI Index.

Early in our strategy development, we focused on establishing policies that were inclusive not only in their intent, but also in their language. This included specific reference to LGBTI employees, especially in parental and carer leave. These policies were reviewed by our LGBTI network (KGEN). Good policies are essential, but we aim for an inclusive environment where our people, regardless of sexual orientation or gender identity, are attracted to the firm, are comfortable in its environment, and grow and develop to add value to the firm and its clients.

At KPMG our leaders play a critical role in bringing our Diversity & Inclusion Strategy to life. In FY14, we included a specific measurable diversity and inclusion goal for our Partners. This goal requires them to demonstrate leadership that supports diversity and inclusion, including monitoring the diversity of their teams. It is accompanied by a Leadership Behaviour Guide.

In addition, some non-HR senior employees have specific LGBTI development goals. These include active participation in the management and growth of KGEN.

Equal opportunity requires not only a change in policies, but also a change of heart, and for some a completely different way of doing business. The hard part is changing mindsets and behaviour. Through cultural change programs and by making diversity and inclusion part of performance evaluation we are making positive changes towards building a dynamic firm where diversity of thought and an inclusive culture are the norm.



# HERBERT SMITH FREEHILLS

RANKED NO. 12



## LAUNCH OF HERBERT SMITH FREEHILLS' LGBT NETWORK

We officially launched our LGBT network in March 2013 at a function in our Melbourne office. We were delighted that the Hon. Michael Kirby AO CMG had agreed to be one of our principal speakers on the night. Mr Kirby began a trend for us that evening. He very candidly spoke about some of the challenges he had faced personally, and his speech was entertaining, engaging and thought provoking. The impact that Mr Kirby and our other speakers had that night demonstrated for us the power of storytelling as a way to connect with an audience and help build awareness of the challenges our LGBTI employees might face.

Since then, we have invited more prominent LGBT Australians to share their stories with our staff. In November we invited Lieutenant Colonel Cate McGregor, the Chief of Army's speechwriter, to speak at an event in Sydney. People speak of this event as the best they have ever attended at our firm. Cate harnessed her exceptional skill as an orator to very generously share with us her story of transitioning and the pain and conflict she had suffered for decades prior. We imagine there were many people in the audience that evening who had previously not given much, if any, thought to the experiences of transgender people. Cate opened our eyes to the particular challenges faced by transgender people and caused us to reflect on how we could support our own transgender employees. We felt that this was more impactful than any formal training we could have delivered on transgender identity because Cate's story was personal and real and the audience empathised with the emotions she conveyed.

We have held similar events across our Australian offices featuring people including Jason Ball and "Skip" a former SAS soldier. In our experience, these events have been very successful in building engagement with our LGBT employees and allies and raising awareness of critical LGBT issues.



### TRANSITIONING POLICIES & PROTOCOLS

At NAB we celebrated our 2<sup>nd</sup> year of having a formal employee group, Pride@NAB, which supports our purpose of ensuring all our LGBTI employees feel safe and included in the workplace. The organisation is proud that 1,000 of its employees are members of Pride@NAB (comprising both LGBTI and straight allies) who supports its initiatives and activities.

In 2013, NAB formally introduced a protocol for its front line bankers on how we manage and assist customers who are transitioning or have transitioned their gender. This is the first policy to assist transition amongst Australia's retail banking community and has received support from the LGBTI community and media. NAB believes this policy is important in its enduring purpose of doing the right thing; helping our people, customers and communities realise their potential. Outside of the policy, NAB also supports its employees with tips and suggestions of how we assist colleagues and customers transition, some of which are:

- On an employee's first day after transition, have a team member(s) meet them for coffee to ease them into their first day. This is just a gesture which may assist the individual feel at ease
- Ensure we acknowledge employees and/or customers who transition. Don't just walk past. Just let them know that we see/acknowledge them
- Put yourself in their shoes!
- The workplace needs to be a safe place and organisations have policies which guide this. Remember, we all need to abide by these policies as employees!
- If you don't understand or need clarification on how

you address the individual, just ask. Most employees and customers will be more than happy to answer.

# CHILDREN & YOUNG PEOPLE'S MENTAL HEALTH

RANKED NO. 16



Children and Young People's Mental Health (CYPMH), is predominantly a service for young people 12-25 years with mental health problems. In addition, CYPMH incorporates headspace Gosford, as well as teams which support mothers in the perinatal period and families with complex Mental Health and/or Drug and Alcohol issues, as well as a promotion, prevention and early intervention service. CYPMH sits within the broader Central Coast Mental Health Service, Central Coast Local Health District.

In 2012 Children and Young People's Mental (CYPMH) identified Diversity in the workplace as an important area of focus, in particular the inclusion of employees who identify as lesbian, gay, bisexual, transgender or intersex (LGBTI) in the workplace. This was in recognition that there was no designated diversity strategy across CCLHD and that the inclusion and acceptance of diversity is paramount to both employee and client wellbeing. There are many people who identify as LGBTI in the workforce, as well as a high number of young people who identify as LGBTI who access mental health services such as CYPMH. It is well established that people who identify as LGBTI experience higher rates of mental health problems and suicide than their heterosexual peers.

The Pride in Diversity initiative is now strongly embedded within CYPMH and a range of initiatives have been implemented to support LGBTI inclusion. One area of practice that CYPMH is particularly successful in is 'CULTURE & VISIBILITY'. Within this domain CYPMH has successfully implemented a range of initiatives.

During 2013 CYPMH established a strong Pride in Diversity Committee, which developed a Pride in Diversity Strategic Plan to guide its work. The Strategic Plan identified 5 key focus areas (many of which were actioned during 2013):

- Develop a framework to address LGBTI inclusion within CYPMH;
- Promote awareness of LGBTI inclusion;
- Build capacity of Central Coast Local Health District (CCLHD) and Central Coast Mental Health to address LGBTI inclusion;
- Ensure all documentation e.g. policies, procedures and publications are inclusive of LGBTI employees and use appropriate language; and
- Develop partnerships with community organisations representing LGBTI interests.

A high proportion of committee representatives have been trained as Allies and actively raise awareness of LGBTI inclusion throughout the workplace. This included providing updates at staff team meetings about the work of the committee. The Committee has strong executive support from the CYPMH Service Manager, as well as the broader CCMHS Director.

We developed a service wide diversity statement, and this has been instrumental in driving awareness about LGBTI inclusion. The statement acknowledges diversity in all forms and has been widely disseminated across the service. Our staff orientation manual, meeting terms of reference, project proposal and proof reading templates all incorporate the Diversity statement and acknowledge the importance of LGBTI inclusion. The vast majority of staff have attached an abridged version of the statement to their email signature. We plan to display the Diversity Statement as a poster in public areas. The abridged version of the Diversity Statement is:

*I acknowledge the Darkinjung people who are the traditional custodians of the land and pay respect to the elders, both past and present. ycentral is committed to diversity and social inclusion. This includes Indigenous Australians, people who identify as LGBTI, people with a disability and those from culturally and linguistically diverse backgrounds.*

The team celebrates both IDAHOT and Wear it Purple day yearly with morning tea for the Organisation. We further promote ycentral as inclusive of LGBTI by displaying symbols of LGBTI acceptance such as the rainbow flags throughout our organisation, as well as on our [www.ycentral.com.au](http://www.ycentral.com.au).





# AMERICAN EXPRESS

RANKED JOINT NO. 17 & WINNER OF THE 2014 INNOVATION AWARD



***"If you do not intentionally, deliberately and proactively include, you will unintentionally exclude."*** – Joe Gerstandt

At American Express GLOBE we view diversity not as a standard program but a cultural movement. When launching our LGBTI employee network in January 2013, we took every measure to ensure our message was "GLOBE is open to EVERYONE."

From the beginning, in our mission statement and in our goals and deliverables, we entrenched the values of GLOBE being for all individuals' not just LGBTI staff. These fundamentals came from our Pride Chapter in New York. They stressed the importance of having differences not similarities across the network and that we would ultimately become unsustainable without ally support and engagement.

To drive our ally base within GLOBE we set our sights on one of the most uniting forces on the planet, **Sport**.

We challenged PricewaterhouseCoopers's employee network, GLEE to an indoor soccer match hosted by the fabulous Maxi Shield on July 25<sup>th</sup> 2013. It was a match not to be missed!! Not only did our supporter base grow by 14% we now had a true presence amongst our allies within GLOBE. Overall the match was a complete success and even though AMEX walked away with the Centurion Cup, we were all rainbow studded winners!







## ALLY NETWORK

The Ally Network at Macquarie University is a trained group of staff and students who support sexual and gender diversity and promote a safe campus where people who identify (or who are questioning) as gay, lesbian, bisexual, transgender/transsexual, intersex, queer or questioning (GLBTIQ) can work and study in an environment free from harassment and prejudice. Macquarie University boasts a strong Ally Network, with over 100 staff and student members who are active champions, visibly combatting homophobia and transphobia on campus.

Membership spreads across the entire university community, and includes academic and professional staff. There has been strong support from staff who provide direct services face to face for students. Students in key roles looking after students have stepped up to become Allies. Membership is also diverse - Macquarie Allies come from all walks of life, and differ in age, experience, gender and race, but all share an understanding for the importance of diversity and acceptance.

The Network is supported by the Equity and Diversity Unit and actively works with staff and student agencies within the university community to hold events and run initiatives aimed at demonstrating Macquarie's support of equity, diversity and inclusion. Annual events such as the International Day Against Homophobia and Transphobia (IDAHOT) have become bigger and better every year, and bring together people from all over the university to celebrate Gender and Sexual diversity on campus.

What's next for the Ally Network? We are about to celebrate our 5<sup>th</sup> Birthday! Plans are in place for a campus-wide day of celebration and reflection, to commemorate the ongoing efforts of all our Allies, and everyone who has been involved in making Macquarie University a safe, happy and welcoming place for all members of our community.

### CULTURE

What is it that stands out most about Gilbert + Tobin? When asked this question OUT group members and allies all point to our culture.

Our 25 year old law firm has always been an innovator. Many of our founding partners are OUT group members and allies, including our sponsor and Board Member Peter Waters. Together we continue to foster a culture of individuality, diversity, celebration of difference and respect. Now a firm of more than 500 people across Australia, our culture is more important than ever.

Whether it is holding drinks to recognise *Wear it Purple* or *IDAHOT*, supporting the Inner City Legal Centre in its Safe Relationships Project or simply having the courage to be ourselves and have a voice in the workplace, our OUT group is an active, engaging and fun network. We are proud to be recognised as an AWEI Top 20 employer.

“

**When I was a confused, frightened teenager growing up in a small country town, I never imagined that I could live as an openly gay senior partner in a leading law firm: the respect, from others and for myself, which I have now was something I could never have aspired to back then.**

**Culturally, G+T is unique. Diversity is part of our DNA and we have a long history of celebrating people's individuality, creativity and sexuality. It's not just about being better people, but it's a business issue because we attract more people to work for us, we keep them longer and clients 'like to like' the people they are dealing with.**

”

- Peter Waters,  
Partner and Board Member,  
OUT sponsor



# AUSTRALIAN RED CROSS BLOOD SERVICE

RANKED JOINT NO. 20 & HIGHEST RANKING NOT-FOR-PROFIT / CHARITY



*The Blood Service Executive Team and members of GLOW celebrating their AWEI award.*

## MONITORING - COLLECTION AND ANALYSIS OF LGBTI EMPLOYEE ENGAGEMENT DATA

The Blood Service is a relative newcomer to LGBTI workplace inclusion having only established its employee network, GLOW (Gay, Lesbian and Other Workmates) in 2012. At the beginning of its journey, the Blood Service wanted to establish a baseline of quantitative employee engagement data to help target diversity activity and to measure its impact over the coming years.

The Blood Service employee engagement survey (EES) had been in place for 7 years and asked respondents to disclose gender, age and length of service on an optional basis. In 2013, these questions were extended to cover all protected characteristics; race/ethnicity, gender identity, disability, caring responsibility, religious beliefs, country of birth and sexual orientation. This would not only capture numbers of employees by demographic group, but would also allow for comparison of engagement within each group.

The EES yields a large amount of significant workforce data with a response rate typically exceeding 75%. It is a well-embedded process within the organisation and the results are reported to the Board, Executive and to all employees. The inclusion of questions about sexual orientation and gender identity sent out a strong message of acknowledgement of this group within the Blood Service diversity strategy. It also allowed LGBTI people to anonymously self-disclose for the first time, with 4.6% of total respondents identifying as lesbian, gay, bi or trans.

In terms of results, it is difficult to draw firm conclusions from the first year of data. However, as expected, the majority group of straight/heterosexual were more favourable across all employee engagement categories. Encouragingly, only 16% of respondents chose not to answer the question about sexual orientation. This showed an element of trust and understanding from employees that the data would be treated confidentially and that it would be useful.

The results from EES and the demographic questions are a key input for the Blood Service diversity strategy and trends in the data will become apparent as it is collected over a number of years.



## Key lessons learned:

**Communicate, communicate and communicate again!** A significant amount of internal communication was needed to help employees understand why they were being asked personal questions within the survey. The Chief Executive did a short video that went to all employees prior to the survey being launched to reiterate the need for the data and to reassure people about confidentiality.

**Ensure everyone can choose to disclose or not to disclose.** To ensure an inclusive approach, all of the protected characteristics were included in the questions and all of these questions were optional.

**Ensure confidentiality is not compromised in order to gain data.** The external provider of the Blood Service EES ensured that the demographic data was only reported at a national and group level to maintain anonymity. Nobody in the Blood Service was able to see individual results.

**Share the results.** There's nothing worse than completing a survey and then never hearing the results so ensure that any significant data is shared with employees.

# YOUTH ACTION GROUP

## SMALL EMPLOYER OF THE YEAR



### CREATING A PURPLE WORKPLACE AT YOUTH ACTION

Youth Action is immensely proud to receive the award for Small Employer of the Year for LGBTI Workplace Inclusion. We strongly believe that this reflects our commitment to non-discrimination & equality, both within our internal policies and organisational mission. By upholding an internal culture of diversity, acceptance, safety & support, and freedom of expression, we have created a space for staff to professionally thrive and find security in their sexuality.

Including recognition of the diversity of family relationships and sexuality in regards to Parental Leave, Special Leave, and Personal Carer's Leave in our Enterprise Agreement, ensures that staff cannot be discriminated against based on sexuality.

But we wanted to do more than just have internal policies filed away somewhere; we wanted our working conditions to be expressed and experienced here in the office. So in the spirit of being an organisation that aims to advocate for young people in our communities, we hosted our very own 'Wear it Purple' day. We set aside an afternoon to celebrate rainbow (sexuality and gender diverse) young people, youth empowerment and workplace inclusiveness.

As we rallied behind a colleague who initiated the workplace event, we demonstrated our commitment not only to supporting the safety of those who had previously been on the receiving end of homophobia and exclusion in the workplace, but to recognising and esteeming the value of all people, and creating a workplace culture where every staff member can be proud of who they are. We dressed in purple, ate rainbow coloured cake, and enjoyed the privilege it is to work alongside a team of respectful, energetic, and committed colleagues.

We acknowledge that for too long sexuality and gender have been a means of discrimination in our communities, so by hosting Wear it Purple Day, a youth led initiative, it reflects our commitment to advocating on behalf of and together with young people. We want to continue this celebration of LGBTI inclusion and enable opportunities to invite fellow youth organisations to stand up for the non-discrimination of all people, regardless of their sexuality.





# INDIVIDUAL AWARD WINNERS

## WHAT PRIDE IN DIVERSITY SAYS

### EXECUTIVE LEADERSHIP AWARD FOR LGBTI WORKPLACE INCLUSION



Tony Wood, a Partner at Herbert Smith Freehills is the Executive Sponsor of the LGBT Employee Network. In his capacity of Executive Sponsor, he not only fulfilled every requirement of the AWEI but was also the catalyst for gaining the initial approval for the establishment of the LGBT Network in March 2013. At this time, Tony's compelling business case to the Australian D&I Steering Committee and the Australian Executive not only won unanimous support but saw

Tony take on a strong leadership role for the initiative spearheading the launch in Melbourne and advocating for inclusion beyond the firms employee base. This activity resulted in Tony being featured within the Victorian Law Institute Journal and the Australian Financial Review.

During this short period of time Tony met with the Network Leadership on at least 14 occasions. He met with the Heads of Diversity & Inclusion on 10 occasions to refine the Network's Strategy and overall Objectives and another 4 times throughout the year to discuss progress. Tony established quarterly meetings with D&I and the heads of the network within each office. He was responsible for LGBT becoming a standing item on the Quarterly Steering Committee Meetings and attended (and continues to attend) bi-monthly meetings, national video conferences for the LGBT Network Leadership group and global LGBT Network video conferences.

In addition, Tony has promoted a strong leadership message to all staff across the firm on at least four occasions and advocated for LGBT inclusion initiatives at external events on at least five occasions. He has spoken at 12 internal events held by the network and engaged with managers/people leaders re: the importance of the initiative on several occasions throughout the year. Tony was also instrumental in the firms Partner/Senior Manager Workplace Behaviour Training incorporating specific examples of homophobic behaviour.

In a very short period of time, Tony has advocated for, launched and driven an incredibly successful LGBT employee network, brought LGBT inclusion to the table and demonstrated the power of leadership in terms of driving and supporting an organisational wide initiative. Tony was not only instrumental in driving cultural change throughout the firm but instrumental in amending policies to ensure that same sex couples were provided within the same public support of their relationships through gifts presented to staff on their marriage/commitment to each other. Tony's executive and employee endorsements providing glowing, heart-warming and incredibly emotive support of the impact that Tony has made on the organisations inclusivity of LGBT employees within a very short period of time.

### LGBTI INCLUSION CHAMPION (JOINT WINNER): SALLY WEBSTER



*"As we walk around campus we cannot fail to notice the rainbow crosswalk at the main hub, the rainbow banners at the entrances, the rainbow flag flown during Pride Month, the Ally stalls at Open Day, O-Week and Careers Fair. Ally Training sessions facilitated by Curtin staff were attended by Acting Vice-Chancellor and the Chief Financial Officer. Our Jobs@Curtin website displays the Pride in Diversity logo, our staff induction packs contain our Ally brochure and our students run Student Ally to*

*support students transitioning from education to employment with LGBTI friendly employees. In the community, we see a Curtin stall at Fairday and a Curtin logo proudly displayed at the WA Pride March as a sponsor. .... Each of these occurrences are wonderful evidence of LGBTI inclusion in their own right but they are so much more powerful when co-ordinated through the Diversity Sexuality and Gender Identity Inclusion Strategy. Sally was the architect of that Strategy. Sally has changed the face of Curtin forever, and we are all proud to be a part of her vision".* Professor Jill Downie, Deputy Vice-Chancellor.

Sally Webster, an amazing ally for LGBTI inclusion has been unwavering in her dedication and commitment. Her endorsee's testify to her involvement as an authentic ally well before the official ALLY program was developed and speak of how she worked tirelessly to see LGBTI inclusion become embedded within the culture and part of the University's formal strategy with enormous passion, enthusiasm, compassion and understanding despite undergoing extensive chemotherapy and being away from the University for extended periods of time. Sally became known for middle of the night submissions and early morning calls from hospital beds and an unwavering commitment to supporting the University on all LGBTI matters that in her eyes, could not wait for her return to the office.

The impact that Sally Webster has had on LGBTI life at the University is a testament to the work of a passionate ally and keen advocate for social inclusion. Her work has contributed significantly to the ranking achieved by Curtin and her unwavering personal support received unparalleled endorsement by the University's executive, staff, students and external colleagues. Due to her illness, Sally is on leave from Curtin University but the impact of her work and passion is still being celebrated. She has become an icon at Curtin and it was an honour to acknowledge Sally's contribution with this award.

# INDIVIDUAL AWARD WINNERS

## WHAT PRIDE IN DIVERSITY SAYS

### LGBTI INCLUSION CHAMPION (JOINT WINNER): SQUADRON LEADER VINCE CHONG, ROYAL AUSTRALIAN AIRFORCE, DEPARTMENT OF DEFENCE



Squadron Leader Vince Chong is an Aerospace Electronics Engineer within Air Force and although he has no formal role in diversity or workplace inclusion, he has played a significant strategic role within Defence to progress inclusion for LGBTI people. Vince Chong leads the external Defence LGBTI Information Service (DEFGLIS) and during 2013, sought and obtained approval from the Chief of Defence Force for the ADF to march in uniform, for the first time, in the Sydney Gay & Lesbian Mardi Gras Parade. This saw significant positive media coverage, promoting Defence like never before as an inclusive organisation which in turn created greater awareness of LGBTI people within Defence. Each Service newspaper gave front page coverage to the event.

Squadron Leader Chong also throughout the year provided mentoring for a number of officer cadets and Midshipmen at the Australian Defence Force Academy, provided guidance for the formation of an internal network and was instrumental in organising an International Day against Homophobia dinner attended by the Chiefs of Service and the Vice-Chief of the Defence Force.

Within DEFGLIS, Squadron Leader Chong also led a number of reforms that have generated a greater sustainability within the support service and generated greater opportunities for the provision of LGBTI advice to senior leadership and policy developers. He and other LGBTI employees have made major contributions to the ADF diversity and inclusion strategy and accompanying implementation plan and guide. Significant advice was also provided to inform the development of a Department-level workplace transitioning guide and a guide for same-sex attracted members. Squadron Leader Chong has also led efforts to progress the formation of an internal Pride network of Defence.

Squadron Leader Chong facilitated a workshop at an international conference on identifying initiatives that would progress inclusion within a military environment and provided awareness briefings to local ADF units in the Melbourne region on key LGBTI dates such as International Day against Homophobia and Transphobia and Wear it Purple.

Squadron Leader Chong's commitment to promoting diversity and inclusion in Defence has been described by his endorsees as one that shows impressive courage and compassion. His efforts in leading change mostly outside of work hours and despite the personal toll of being singled out and criticised by some, demonstrates his deep commitment to the Air Force values of Respect, Dedication and Integrity. He is frequently called on to provide advice on LGBTI issues and has been acknowledged by many as an outstanding role model. His breadth of knowledge and understanding of his subject matter is extensive and his passion for influencing cultural change unwavering.

At the Defence Force International Day against Homophobia and Transphobia Dinner, Squadron Leader Chong was presented with the ADF Gold Commendation for his leadership of DEFGLIS and the organisation of the Defence contingent at Mardi Gras by Vice Chief of Defence Force.

### REGIONAL LGBTI INCLUSION CHAMPION: FLIGHT SERGEANT RONALD KELLY, ROYAL AUSTRALIAN AIR FORCE, DEPARTMENT OF DEFENCE



Flight Sergeant Ronald Kelly is a Senior Enlisted Maintenance Technician at RAAF Base Edinburgh. He has become well known for his reinvigoration of DEFGLIS Adelaide and is widely acknowledged as somebody that people can reach out to for support should they need to. Flight Sergeant Kelly has been described as a worthy role model who has continually shown an inclusive and welcoming atmosphere to a diverse workforce contributing to RAAF's accepting culture and sense of goodwill while at the same time providing feedback on the concerns of LGBTI people in addition to mentoring new airmen and airwomen within the unit.

Flight Sergeant Kelly was been passionately involved in the reinvigoration of the DEFGLIS support network in Adelaide. His endorsees have commented on his tireless efforts to establish networking opportunities for LGBTI people, raising the profile of DEFGLIS within the Defence Community within South Australia. The lack of community organisations in South Australia that provide professional networking and peer-support further accentuates the importance of the role that Flight Sergeant Kelly plays and the impact that he has had on LGBTI people within the region. Initiatives organised by Flight Sergeant Kelly have had a positive impact on members struggling with their sexual orientation or gender identity. He has become well known as someone that people can reach out to for peer-support should the need arise and a role model that young troops can look up to, regardless of their sexual orientation, but particularly for those within the LGBTI community.

Flight Sergeant Kelly has been described as a superb role model and a stand-out member of the squadron. His work in creating an inclusive environment for LGBTI people within RAAF has extended beyond his Base to other Defence facilities within South Australia, in particular Keswick Barracks and the Naval support headquarters in Adelaide.

# 2014-2015 RATES & BENEFITS

## ABOUT PRIDE IN DIVERSITY

Pride in Diversity is Australia's national not-for-profit employer support program for all aspects of LGBTI Workplace Inclusion and the developers of the Australian Workplace Equality Index and the Australian National LGBTI Recruitment Guide. Pride in Diversity sits within the ACON Health suite of programs, Australia's largest health promotion organisation specialising in HIV and LGBTI health. Pride in Diversity is a membership program funded via employer memberships and sponsorships. Pride in Diversity is an internationally recognised program working with affiliates Diversity Champions (Stonewall UK), Out & Equal (US), Community Business (Hong Kong), Oogachaga (Singapore), Pride at Work (Canada) and GLEN (Ireland).

## EXTERNAL CONSULTING AND SPEAKER ENGAGEMENT

Pride in Diversity provides external consulting and training to non-member organisations on a fee-for-service basis. Director Dawn Hough is also available for speaking engagements on all aspects of LGBTI Workplace Inclusion. Training programs delivered by the Pride in Diversity Team include: LGBTI Awareness / Sensitivity Training, LGBTI Ally Training, Employee Network Group Training, Training for HR Staff, Contact Officers, Diversity Teams and Executive. Consulting includes policy review, setting up LGBTI Employee Networks, LGBTI Strategy Planning, Stakeholder engagement, communications and preparation for the AWEI or Rainbow Tick Accreditation. Extensive "HOW TO" training for the Rainbow Tick can also be provided via our ACON team.

### TRAINING, CONSULTING, SPEAKING RATES

*Not inclusive of travel costs	Non-Member Rates	Member Rates (for additional hours outside of membership allocation)
Minimum callout – up to 2 hours	\$500.00 plus GST	\$320.00 plus GST
Half day – up to 4 hours	\$1000.00 plus GST	\$600.00 plus GST
Full day – up to 8 hours	\$1800.00 plus GST	\$1100.00 plus GST
AWEI Executive Debrief and presentation	\$1750.00 plus GST	Included within membership
Training Packages – Hours in Credit (*unused hours expire one year from purchase)	14 hours - \$4,000.00 plus GST 21 hours - \$5,500.00 plus GST	TRAINING ADD-ON PACKAGES: 14 hours - \$2,500.00 plus GST 21 hours - \$3,500.00 plus GST

## MEMBERSHIP BENEFITS 2014-2015

Membership to Pride in Diversity provides organisations active in LGBTI inclusion, or those starting to introduce LGBTI Inclusion into their diversity strategy with extensive support, resources, networking opportunities, training, consulting and advice via a dedicated account manager and frequent interaction with other LGBTI diversity practitioners within your local area. Pride in Diversity is a national program with the opportunity to train your staff in-house and provide face-to-face consulting expertise within Sydney, Canberra, Melbourne, Brisbane and Perth. Arrangements can also be made for staff within Adelaide, NT and Tasmania.

## MEMBERSHIP TIERS 2014-2015 (EFFECTIVE MARCH, 2014)

Tier 1, 2 and 3 memberships all include the following membership benefits **in addition** to those listed below the appropriate Membership Tier (see table):

- Dedicated account manager to provide ongoing telephone / email support in all aspects of LGBTI inclusion ensuring that you maximise the full benefits of the program. (See training offerings for your membership tier on the following page)
- Access to members only area of the Pride in Diversity Website (research, resources)
- 2 hard copies of annual PID publication focusing on an area of LGBTI workplace inclusion
- Copy of the annual National LGBTI Recruitment Guide
- 2 hard copies of the annual AWEI Benchmarking Publication
- Soft copies of all of the above publications for internal distribution (with the ability to upload to your intranet site)
- Discounted member prices on LGBTI inclusion merchandise to support your LGBTI inclusion initiatives
- LGBTI Dates of Significance: 1 x Information and Resources Kit for LGBTI Days of Significance: IDAHO, Wear It Purple, World AIDS Day, Transgender Day of Remembrance.
- Access to Pride in Diversity targeted news / update services in addition to Quarterly PID Working Paper Discussion.
- Discounted member tickets to the Annual Pride in Practice LGBTI Workplace Conference
- Option for listing within the Members Page on the Pride in Diversity Website
- Recruitment Support/Profiling: 2 page organisational profile in the National LGBTI Recruitment Guide (optional)
- Recruitment Support/ Profiling: Organisational Profile on the Inclusive Employers pages of the Pride in Diversity Website (optional)
- Recruitment Support /Profiling: Ability to place free job ads on the Recruitment Pages of the Pride in Diversity Website
- Invitation to staff to join Pride in Diversity in key community events: ie. Mardi Gras, World AIDS Day Activities
- Exclusive use of Pride in Diversity Logo for internal / external communications
- Exclusive use of Rainbow flag on Job Ads / Profiles on GRADConnect



# 2014-2015 RATES & BENEFITS

In addition to the above General Membership Benefits on the previous page, your membership provides you with the following additional benefits (appropriate to Membership Tier)

\*All rates quoted are exclusive of GST

Tier 1 Membership: \$2500*	Tier 2 Membership \$5000*	Tier 3 Membership \$8500*	"Add-on" Training Budget Packages	Add-on" Regional Membership \$5000*
**All General Membership Benefits (see previous page)	**All General Membership Benefits (see previous page)	**All General Membership Benefits (see previous page)	Your Tier 1, 2 or 3 Membership Level + Additional Training/ Consulting Hours	Your Tier 1, 2 or 3 Membership Level (Australia) +Regional Benefits as stated below
<b>Target Group: &lt;100 Employees / Regional</b> Employers with less than 100 employees or based within a single office in a region or state that roundtables / networking events are not currently held in.	<b>Target Group: 100+ Employees</b> Employers active in, or starting to focus on LGBTI workplace inclusion	<b>Target Group: 100+ Employees</b> Employers active in, or starting to focus on LGBTI workplace inclusion who would like to incorporate additional support within the membership year or would like to spread membership benefits across subsidiary organisations.	<b>Target Group:</b> Employers wanted to allocate training budget for additional training/support over the membership year. These packages have been designed to draw from training budgets for additional training/ consulting hours. Can be utilised for training, consulting, speaker engagement, AWEI or Rainbow Tick preparation.	<b>Regional Benefits:</b> <ul style="list-style-type: none"> <li>Unlimited telephone / email support to your regional offices</li> <li>2 day consecutive visit to one of your regional offices of choice throughout membership year (all costs covered by membership)</li> <li>When in the area for another regional member, optional office meeting/ catchup or consulting (up to 4 hours) with the opportunity to cover additional accommodation / travel expenses should you wish to extend.</li> <li>Shared regional membership access to members only area of the website and publications.</li> </ul>
<b>Training/Consulting Benefits:</b> <ul style="list-style-type: none"> <li>Unlimited telephone / email support as required</li> <li>Catch-up meetings throughout the year (via phone where necessary)</li> <li>Plus annual strategy &amp; planning meeting (via phone where necessary)</li> <li>Plus full executive debrief (2 hours) on AWEI if submitting (value \$1750.00)</li> </ul>	<b>Training/Consulting Benefits:</b> <ul style="list-style-type: none"> <li>Unlimited telephone / email support as required, catchup meetings throughout the year</li> <li>Up to 8 hours face-to-face engagement (on-site) over the membership year. Can be utilised for training, consulting work, speaker engagement, AWEI or Rainbow Tick preparation (general catchup meetings do not come out of this allocation)</li> <li>Plus annual strategy &amp; planning meeting</li> <li>Plus full executive debrief (2 hours) on AWEI if submitting (value \$1750.00)</li> </ul>	<b>Training/Consulting Benefits:</b> <ul style="list-style-type: none"> <li>Unlimited telephone / email support as required, catchup meetings throughout the year</li> <li>Up to 25 hours face-to-face engagement (on-site) across your organisation or related subsidiaries over the membership year (shared hours). Can be utilised for training, consulting work, speaker engagement, AWEI or Rainbow Tick preparation (general catchup meetings do not come out of this allocation)</li> <li>Plus annual strategy &amp; planning meeting</li> <li>Plus full executive debrief (2 hours) on AWEI if submitting (value \$1750.00)</li> </ul>	<b>TRAINING PACKAGE 1:</b> Add-on Training Budget \$2500* Your Tier 1, 2 or 3 Membership Level + An additional 14 hours training/consulting over the membership year (excluding associated travel costs if applicable). * Unused hours will expire at the end of the membership year.	
			<b>TRAINING PACKAGE 2:</b> Add-on Training Budget \$3500* Your Tier 1, 2 or 3 Membership Level + An additional 21 hours training/consulting over the membership year (excluding associated travel costs if applicable). * Unused hours will expire at the end of the membership year.	
<b>Best Practice Roundtables</b> <ul style="list-style-type: none"> <li>Ability to dial in to 3 roundtables (practitioner practice sharing / discussions) of your choice a year.</li> </ul>	<b>Best Practice Roundtables</b> <ul style="list-style-type: none"> <li>Ability to send 1-2 delegates to each state based round table, held 3-4 times per year (number of delegates will depend on State).</li> </ul>	<b>Best Practice Roundtables</b> <ul style="list-style-type: none"> <li>Ability to send 1-2 delegates to each state based round table, held 3-4 times per year (number of delegates will depend on State).</li> </ul>		
	<b>Professional Networking Events</b> <ul style="list-style-type: none"> <li>Professional Networking Events for your LGBTI Allies across Sydney, Melbourne, Canberra, Perth, Brisbane throughout the year.</li> </ul>	<b>Professional Networking Events</b> <ul style="list-style-type: none"> <li>Professional Networking Events for your LGBTI Allies across Sydney, Melbourne, Canberra, Perth, Brisbane throughout the year.</li> </ul>		
		<b>Recruitment Support / Profiling</b> <ul style="list-style-type: none"> <li>Ability to profile all subsidiaries within the Australian National LGBTI Recruitment Guide and on the Inclusive Employers page of the PID website</li> <li>Ability to list all subsidiaries as members on the PID Members list.</li> </ul>		

## Awards from the AWEI Benchmarking Instrument:

- Employer of the Year
- Announcement of Top 20 Employers for LGBTI Employees 2015
- Trophy presentations to Top 10 employers for LGBTI Employees 2015
- Highest Ranking University
- Highest Ranking Public/Private Sector Employer (whichever is not Employer of the Year)
- Highest Ranking Not-For-Profit / Charity
- Achievement Award for most improved
- LGBTI Employee Network of the Year
- Small Employer of the Year
- Regional/Rural Office, Branch or Franchise Award

## Individual Award Submissions

- CEO (or equivalent) of the Year
- Executive Leadership Award for LGBTI workplace Inclusion
- LGBTI Inclusion Champion Award (includes Regional Champion)
- Innovation Award
- Ally Award

All submission documents for the 2015 AWEI are now online. See [www.prideindiversity.com.au/awei](http://www.prideindiversity.com.au/awei) for more information.

## Employee Survey:

Becomes available mid-January, 2015. Closes Friday 27th March, 5pm AEST 2015

## Submission Due:

Friday 27th March, 5pm AEST 2015

## Awards Luncheon:

TBC: Either 6pm on Thursday 14th May 2015 or 12pm on Friday 15th May, 2015, Sydney (celebrating Sunday 17<sup>th</sup> May as International Day Against Homophobia And Transphobia 2015)

Announcement of all Award Winners, including Top 20 Employers.

## For more information:

Please visit [www.prideindiversity.com.au/awei](http://www.prideindiversity.com.au/awei) or call Pride in Diversity on (02) 9206 2139.

# ACKNOWLEDGMENTS

2014 AUSTRALIAN WORKPLACE EQUALITY INDEX PUBLICATION SPONSOR:

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PATRON OF THE PRIDE IN DIVERSITY PROGRAM: THE HON. MICHAEL KIRBY, AC CMG

Speakers at the 2014 AWEI Awards Luncheon:

- The Hon. Michael Kirby
- Cate McGregor
- Master of Ceremonies: Jan van de Stool



## Contact Details

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