



YOUR PARTNER IN

DIVERSITY & INCLUSION

Harnessing Diversity to drive performance

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ABOUT DCA



Diversity Council Australia is the only independent, not-for-profit workplace diversity and inclusion advisor to business in Australia.

- DCA research is ahead of the curve.
- DCA research drives business improvement.
- DCA research is practice focused.
- DCA research speaks to the Australian context.
- DCA research considers all diversity dimensions.

3 KEY PIECES OF RESEARCH



1. *Cracking the Cultural Ceiling: Future Proofing Your Business in the Asian Century*
2. *Capitalising on Culture* series
 - A Study of the Cultural Origins of ASX Directors 2004-2013 (2015)
 - A Study of the Cultural Origins of ASX 200 Business Leaders (2013)
3. *Leading in the Asian Century: A National Scorecard of Australia's Workforce Asia Capability*



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Cracking the Cultural Ceiling

Future Proofing Your Business in the Asian Century



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Performance
Education
Your Career Success is Our Goal



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CRITICAL TALENT POOL



Sizeable: 9.3% Australian community are Asian-born

Growing: Fastest growing immigrant groups in Australia are Asian-born

Motivated: 84% seeking very senior role

(Asia) Capable: 97% have Asia capabilities

- 77% Asian language proficiency
- 72% Experience living in Asian countries
- 37% Bi/multicultural identity



Capitalising on Culture in the ASX 200

The Cultural Origins of ASX 200 Business Leaders



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CAPITALISING ON CULTURE OVER TIME: Trends in ASX Board Cultural Diversity 2004 – 2013

Boards are getting more culturally diverse:

22% INCREASE
in culturally diverse (non-Anglo-Celtic) Directors

16% INCREASE
in culturally diverse Chairs



28% INCREASE
in ASX companies achieving critical mass of 28% culturally diverse Directors (32.6% to 41.5%)



Asian directors are increasing:

74% increase in Asian Chairs (3.5% to 6.1%)

74%

61% increase in Asian Directors (5.9% to 9.5%)

61%

14% increase in Asian CEOs (4.4% to 5.0%)

14%

Southern, Eastern and Central European directors are increasing:

20% increase in Southern, Eastern and Central European ASX Directors

20%

63% increase in Southern, Eastern and Central European ASX 200 Directors

63%



LEADING IN THE ASIAN CENTURY:

A National Scorecard of Australia's Workforce Asia Capability

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**IT'S HOW
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— *what is* — ASIA CAPABILITY (A-CAP)?



Individuals' ability to interact effectively in Asian countries and cultures, and with people from Asian cultural backgrounds, to achieve work goals.

BANGLADESH • BHUTAN • BRUNEI • DARUSSALAM • BURMA (REPUBLIC OF THE UNION OF MYANMAR) • CAMBODIA • CHINA (EXCLUDES SARS AND TAIWAN) • HONG KONG (SAR OF CHINA) • INDIA • INDONESIA • JAPAN • KOREA, DEMOCRATIC PEOPLE'S REPUBLIC OF (NORTH) • KOREA, REPUBLIC OF (SOUTH) • LAOS • MACAU (SAR OF CHINA) • MALAYSIA • MALDIVES • MONGOLIA • NEPAL • PAKISTAN • PHILIPPINES • SINGAPORE • SRI LANKA • TAIWAN • THAILAND • TIMOR-LESTE • VIETNAM

THE WHY COMPELLING CASE



Overseas Markets Asia accounts for over 50% of the world's population and its consumer demand is worth U\$10 trillion annually, making it a similar-sized market as the United States.²



Domestic Markets A sizeable 17% of working Australians identify as Asian,³ and Australia's 'multicultural market' has an estimated purchasing power of over \$75 billion per year, with a higher than average disposal income.⁴



Profit & Performance The higher the proportion of senior leaders who have cultural training, speak an Asian language or have lived and worked in Asia, the more likely business performance will exceed expectations.⁵

THE WHY COMPELLING CASE



Innovation People with global experience and those with multicultural identities are more creative, better problem solvers and more likely to create new businesses and products.⁶



Market Cut-Through Workforce multilingual skills are critical in a domestic market in which 49% of longer-standing migrants, 67% of recent arrivals and 19% of Australians overall speak a language other than English at home.⁷ Mandarin and Cantonese are in the top four most common languages spoken at home (other than English).



Talent Pool The fastest growing immigrant groups in Australia are Asian-born⁸ and while 84% of Asian identifying emerging leaders surveyed by DCA plan to advance to a very senior role, only one in five is very satisfied with their career opportunities or strongly agrees that they work in organisations that value cultural diversity. Indeed, one in three is likely to intend to leave their current employer in the next year.⁹



HOW DO YOU RATE AGAINST EACH OF THE SEVEN DOMAINS OF ASIA CAPABILITY?

Learn more about Asia Capability by visiting www.dca.org.au/asiacapability

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HOW MUCH A-CAP IS ENOUGH?

- 
- 23% Australian companies (200+ employees) do business in Asia
 - 36% Australian workers employed in organisations with Asian business interests
 - Australian organisations also seeking to tap into domestic (Asian) multicultural market
 - A-Cap relating to working in culturally diverse teams highly relevant
 - 17% Australian workers identify as Asian
 - 60% overseas born uni students are Asian-born
 - Fastest growing immigrant groups in Australia are Asian-born

TEST YOUR A-CAP



<http://dca.org.au/whatsyourasiacapability>



BUILDING CULTURAL CAPABILITY?



1. Build engagement

Use the business case to build understanding & engagement

2. Understand your workforce

- Context is important
- When 'counting culture' examine breadth AND depth
- Benchmark survey findings against cultural diversity present in Australia's general community

BUILDING CULTURAL CAPABILITY?



3. Develop CQ in your organisation

- Question stereotyping; 'Cultural fit' is problematic:
- Goal is inclusion, not colour blind assimilation

4. Building CQ

- Build your leaders' abilities including complexity
- Get 'culture conscious'
- Educate about compounding bias (eg.women/culture)

THANK YOU



Diversity Council Australia

www.dca.org.au