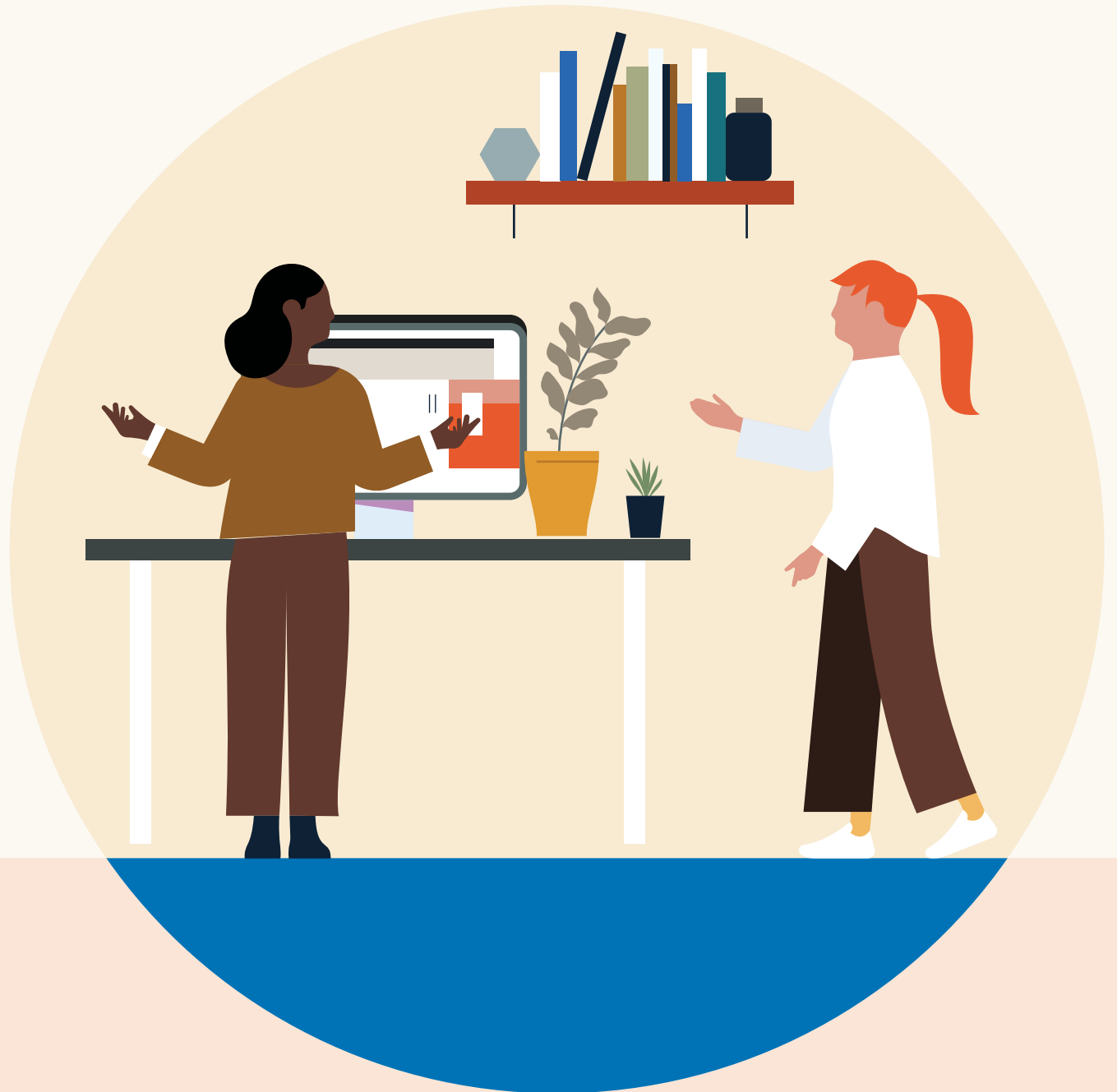




Discussing Diversity

LinkedIn's virtual
roundtable series with
diversity leaders in
Australia.



Discussing diversity

To truly tackle inequality in our society we need to recognise, and actively remove, barriers that prevent all people from participating. That means giving people equal opportunities to not only find work, but to be encouraged and accepted within that workplace.

Fostering conversations among diversity leaders and talent professionals, where people can share challenges and identify opportunities is part of LinkedIn's commitment to building more equitable teams and workforces.

While Australia consistently ranks among the world's biggest hirers for diversity-focused roles, there is always more work to do. Regardless of where organisations are on their diversity, inclusion and belonging (DIBs) journey, we should all be working together to build equitable hiring practises and inclusive teams and organisations.

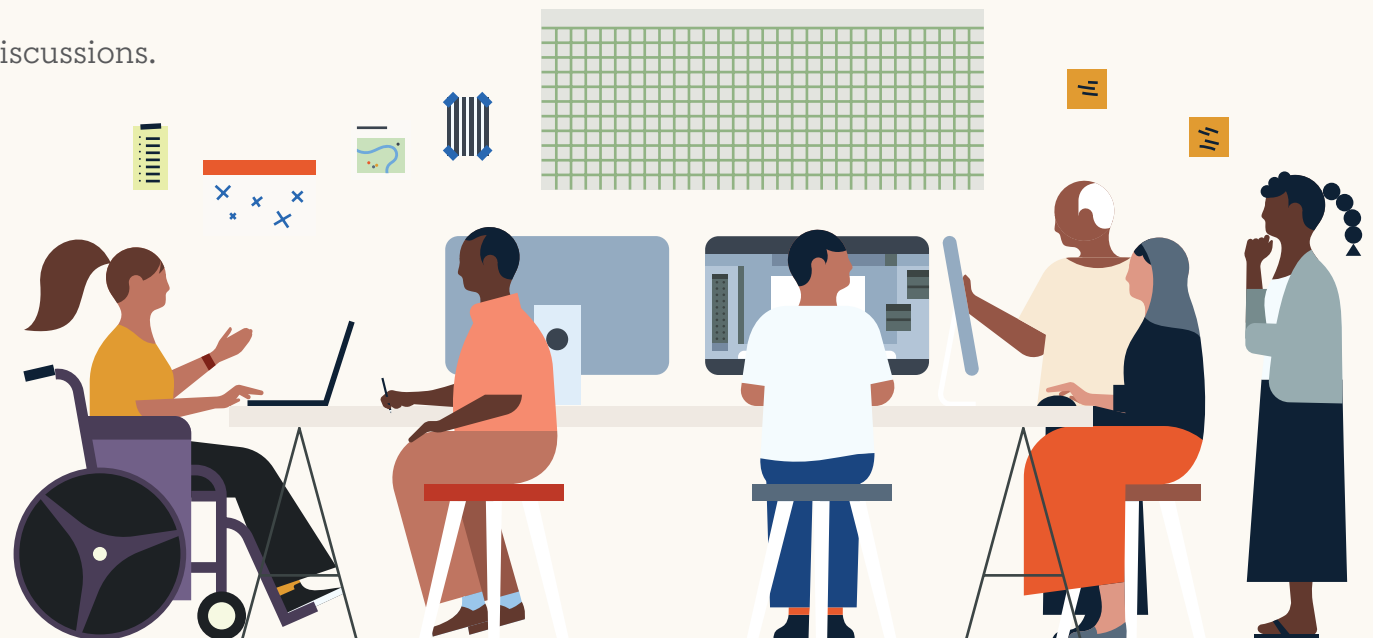


Discussing diversity - sharing experiences

The Discussing Diversity virtual roundtables aim to foster a community among Australia's talent leaders. Brought together over a shared commitment to build equitable hiring practises and inclusive workforces, the roundtables were an opportunity for us to hear and learn from each other's successes and challenges.

Held over September and October 2020, the three events cover diversity in three key areas for senior Australian HR and talent professionals. We were delighted to have the opportunity to hear candid reflections from diversity leaders on delivering inclusive workplaces for people with disability, developing and retaining Aboriginal and Torres Strait Islander talent, and what hurdles women still face in leadership roles.

In this document you'll find a snapshot of the discussions.



Aboriginal & Torres Strait islander talent

We began the forums with a focus on Aboriginal and Torres Strait Islander talent. Anthony Galante, the manager of Indigenous Employment at Minerals Australia, BHP, shared how the global miner is tracking to meet its target of Indigenous representation at 8%. Lara Yaager, senior HR business partner at LinkedIn Australia also shared her insights about what the organisation is doing to meet its Reconciliation goals.

“ We can't call ourselves a truly inclusive and diverse organisation if we don't have indigenous people in all echelons of our organisation and across all job types. ”



Anthony Galante
Manager of Indigenous
Employment at Minerals
Australia, BHP.

Key Takeaways:

- **Be clear on the why behind the targets.** Respecting Indigenous peoples and culture is key to BHP's social license, and is ultimately what drives the miners ambitious diversity targets, said Anthony. Each organisation will have its own distinct reason for boosting recognition but it's important to understand them in order to really deliver on ambitious targets.
- **Tackling bias starts by acknowledging they exist within the business,** and how they can have lasting impacts on peoples' career progression. Anthony said BHP found it had a high number of Indigenous people in entry-level positions or in roles at risk of automation. In recognising this bias BHP were able to shift their focus to attracting more Indigenous talent into apprenticeships to deliver long term career pathways.
- **Diversity begins with hiring, but inclusion means investing in Indigenous talent** to create long term career pathways. Investing in pathways from junior positions to support people to fulfil their potential is central to any internal mobility plan, but especially vital for fostering Indigenous leadership talent. Entry level positions are an excellent start, but to attract talent throughout the organisation there needs to be a concerted effort for representation in every area and at every level of the organisation.

People with disability

During this roundtable we heard from Amy Whalley, Deputy CEO of Australian Network on Disability, and LinkedIn's Devyani Dutt, Asia-Pacific's Diversity, Inclusion and Belonging Lead about how to not only hire people with disability, but make the workplace accessible for everyone.

Key Takeaways:

- **Don't assume what someone can or can't do**, instead ask them what they need to do the job. Create an environment that is accessible, or readily adjustable, said Amy, that's the foundation of an inclusive workplace.
- **Social media means your employer brand is a major asset**, said Devyani. So be sure to recognise your efforts to be inclusive, and be honest about where you're working hard to improve.
- **Inclusion doesn't happen overnight**, Amy said it won't be one thing that shifts culture, but an ongoing, visible effort. So make the commitment to ongoing activities and initiatives so that it becomes part of the organisation's operations. For many organisations at the start of the journey, there is a lot to learn, but persist with tough conversations and be open to doing things differently and you will be on your way to creating a more inclusive organisation.

“ There are the three guiding principles: never assume; always ask; a person's disability and their experience of disability is as unique as a fingerprint. ”



Amy Whalley
Deputy CEO Australian
Network on Disability



Women in leadership

Morgana Waters, who leads QBE Insurance's organisational development and leadership, joined LinkedIn's Head of Leadership Talent Acquisition, APAC, Millie Scurr to lead a roundtable about women in leadership, and how COVID-19 has shown us just how quickly we can adapt to new demands.

“One of the wonderful pieces of anecdotal feedback I've heard from some of our female talent since the Covid outbreak is they've never felt more heard. They've never felt more engaged. It's really up to all of us to say- let's seize this moment and never go back.”

Key Takeaways:

- **The best way to support female talent is to build meaningful relationships in the workplace.** Having sophisticated mapping technologies and data tracking is all well and good but this needs to be backed up with proper conversations. One popular suggestion was encouraging executives to have coffee with people across different levels of the organisation and work to understand them “as a human”.
- **Succession planning needs to be intentional and strategic.** Millie Scur explains that without succession plans, we rely too heavily on ‘familiarity’ which can perpetuate gender bias. She emphasised the importance of women being given the opportunity and exposure to leadership so that they're developing leadership skills.
- **Covid has inadvertently created more opportunities for gender inclusion,** such as in changing the narrative around leadership to placing more value on qualities of adaptability, empathy, and curiosity. Millie says when people can bring their whole selves to work that's when the true potential of diversity and inclusion is unlocked.



Discussing diversity - taking action

Fostering a diverse workplace means creating an environment where people feel empowered to share their views and experiences. While that begins with an accessible, inclusive hiring process, it also requires a focus on giving learning and development opportunities to keep talent engaged and likely to stay with the organisation.

LinkedIn's vision is to create economic opportunity for every member of the global workforce. We don't build a separate diversity product or filter. Rather, we believe that diversity should be central to every step of your talent process. That's why we embed diversity insights into every step of our talent strategies and throughout all of our products to help you [plan, hire and build](#) stronger teams.

How LinkedIn's solutions can help take action on diversity:

LinkedIn Talent Insights:

- Companies can set inclusive recruiting goals using Company Reports to see your company's gender representation, and benchmark against the industry.
- Talent Pool Reports to discover untapped locations, industries, and titles with greater gender diversity.
- Benchmark gender diversity hiring goals against a given industry and establish more equitable hiring with Global Gender Insights Report in LinkedIn Talent Insights.

[Find out more](#)

Recruiter:

- Deliver a more diverse talent pool. Recruiter search results will reflect the gender distribution of the underlying talent pool.
- Turn on/off identifying information in individual LinkedIn profiles to target diverse talent.
- Gender insights now appear in InMail analytics and Jobs reports.
- Leverage Skill Assessments as part of the inclusive hiring strategy by expanding search with non-traditional candidates who have exceptional skills.

[Find out more](#)

LinkedIn Learning:

- Curated diversity and inclusion [learning path](#).