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## Message from our **Managing** Director



David Anderson

The ABC must look and sound like modern Australia, and include all Australians in what we do.



As the national broadcaster, we are required by our Charter to educate and entertain, contribute to a sense of national identity and reflect the cultural diversity of our nation. Representing the perspectives of Australia's many communities in our content and services, and in our workforce, are

We don't just care about this because it is the "right" thing to do: diversity and inclusion are strategic priorities for all media organisations. In order to be relevant, valued and loved by our audiences as we move towards 2022 and beyond, we must make content for all Australians, about all Australians.

values we are passionate about.

## The ABC values all its employees equally

We already are a diverse organisation and have much to celebrate. But we must continually challenge ourselves to ensure that diversity and inclusion are at the heart of our workforce, our content and our way of life.

The Diversity and Inclusion Plan 2019-22 reaffirms our ongoing commitment to these goals. It provides a three-year strategic roadmap to help the ABC develop an inclusive culture throughout the Corporation and in our content and services, and sets out clear approaches and targets.

The ABC has joined forces with a broad range of organisations to work on diversity and inclusion initiatives, and we are a proud member of the Australian Screen Diversity and Inclusion Network.

This strategy must be driven from the top, with visible leadership and accountability. Ultimately, its goal is to make diversity and inclusion part of everything we do, with success depending on everyone at the ABC.

As Managing Director, I am proud to lead the way in this vital area.

**David Anderson Managing Director** 

## About the plan

The ABC Diversity & Inclusion Plan 2019-22 covers the three years from 1 September 2019 to 31 August 2022. It sets out our diversity and inclusion vision, our strategic goals and the steps we will take to realise this vision.

## **HOW THIS PLAN WAS DEVELOPED:**

The Plan draws on the information gathered and directions identified through the evaluation and review of previous ABC Equity & Diversity Plans.

Its development was staged to allow our teams to be involved in every step of the process. Extensive consultation was held with ABC Divisions and diversity champions and externally with industry partners and specialist organisations. Brainstorming sessions and focus group discussions also encouraged our employees to help shape the Plan. As outlined in page 7, the Plan is centred around three strategic goals:

- to recruit, develop and retain a diverse workforce;
- to foster a workplace culture that is inclusive, collaborative and accountable and leverages the talent and diversity of our people;
- to reflect and represent the diversity of the Australian community in our content and the services we provide.

A detailed action plan is provided in *Appendix 1* which lays out our key objectives, actions, responsibilities, timeframes, outcomes and measurements. This action plan will guide our teams and will provide a template to measure outcomes against our strategic goals.

Our performance against the Plan's objectives and targets will be monitored and regularly reported to the ABC Leadership Team, with a mid-term review planned in 2021. Outcomes from the Diversity & Inclusion Plan will also be reported in the ABC Diversity and Inclusion Annual Report which is tabled in Parliament each year.

The ABC Diversity & Inclusion Plan 2019-22 meets the requirements of the Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (EEO Act)<sup>1</sup> and other anti-discrimination legislation<sup>2</sup>



Mystery Road

The EEO Act requires the ABC to promote equal opportunity in employment for women, Aboriginal and Torres Strait Islander people, people from a non-English speaking background and people with disabilities.

<sup>2</sup> This includes the Racial Discrimination Act 1975, the Sex Discrimination Act 1984, the Australian Human Rights Commission Act 1986, the Disability Discrimination Act 1992, the Age Discrimination Act 2004 and the Fair Work Act 2009.



Diversity and inclusion at the ABC

## Why diversity and inclusion matters?

As the national broadcaster, we have a responsibility to reach all Australians and to accurately reflect and represent the rich diversity and perspectives of our many communities.

The Charter requires the ABC to provide "broadcasting programs that contribute to a sense of national identity" and "reflect the cultural diversity of the Australian community" and to take account of "the multicultural character of the Australian community." We take these responsibilities seriously and consider diversity a top strategic priority.



## A diverse and inclusive ABC is a strong and relevant ABC.

Prioritising diversity and inclusion and placing it at the heart of everything we do is more than a legislative requirement. It is essential to the ABC's success as a public broadcaster and to achieve our vision to be "the source of Australian conversations. stories and culture." At the ABC, we understand the importance of promoting diversity in our content so we can reach and reflect all Australians and tap into stories across all communities. And we understand the importance of reflecting all forms of diversity to remain relevant to successive generations and across all cultures.

If we want our content to authentically reflect and appeal to all Australians, we need to ensure our people - both on-air and behind the scenes – are as diverse as the Australian community we serve. There is a compelling business case for embracing diversity and inclusion in our workplace. A growing body of research shows organisations that embrace diversity and establish an inclusive workplace culture perform at higher levels. The direct benefits of diversity and inclusion include higher employee engagement and retention of talent, better decision-making, faster problem solving, greater innovation and increased creativity - to name a few³.

# At the ABC, we recognise a broad range of perspectives, approaches and ideas makes us a stronger, more creative public broadcaster better able to engage with the Australian community.

The Screen Diversity & Inclusion
Network, of which the ABC is a
member, recognises that "not only
does an inclusive culture and
workforce ensure a wider pool of
talent and sources of inspiration,
but diversity amongst decision
makers and creatives has been
established as advancing innovation,
widening audiences and building
stronger industries."<sup>4</sup>

https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters

<sup>4</sup> https://www.sdin.com.au/diversity/

Australia today is more diverse than ever.

22% of Australians speak a language other than English at home

A fifth of the population is living with a disability

A third of Australians live in rural or remote parts of the country

11% of Australians identify as LQBTQI+\* One in nine Australians are informal\*\* carers for people with a disability

Australians identify with more than 300 ancestries

About half
Australia's
population was
born overseas
or one parent
born overseas

\* In 2012, the Department of Health and Ageing estimated that Australians of diverse sexual orientation, sex or gender identity may account for up to 11 per cent of the Australian population.

\*\* An informal carer includes any person, such as a family member, friend or neighbour, who

# What do we mean by diversity and inclusion?

When we talk about diversity, we are referring to the differences that make people unique. These include visible differences such as gender, age, language, ethnicity, Aboriginal identity, cultural background and visible disabilities; and non-visible differences such as sexual orientation. religious belief and invisible disabilities. Diversity also recognises the ways that people are different in other respects such as family composition, educational level, socio-economic background, geographic location and diversity of perspectives and thought.



Anh's Brush with Fame

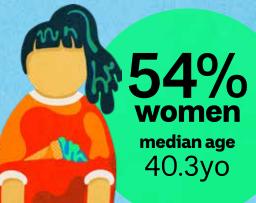
Inclusion at the ABC means embracing diversity and fostering a culture that values people's unique backgrounds, experiences and perspectives. Inclusion in our teams is about our people's individual experience and the extent to which they feel respected and valued. It means creating a supportive environment in which our people feel safe to be themselves and inspired to contribute to the ABC's vision.

## A snapshot of our diversity profile\*

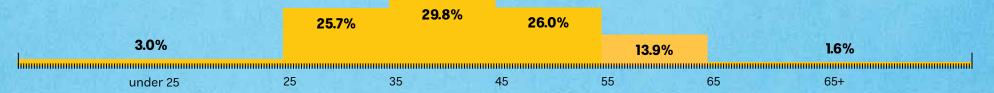
Age profile of ABC employees:

women 48.9% in executive roles women

employed 54.9% in content making roles



46% median age 43.7yo



\* All numbers and percentages based on total head count, excluding casual employees. Data as at 30.06.2019 \*\* 0.1% of ABC employees identified as gender diverse

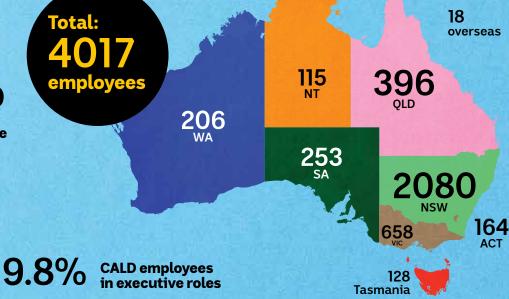
5.3%

**Employees with disabilities** 

2.7%

**Indigenous** employees







**CALD** employees

9.2% in content maker



Our strategy for 2019-22

# Our diversity and inclusion vision and goals

Our diversity and inclusion vision is to look and sound like Australia today. We aspire to a truly varied workforce, where diversity powers greater collaboration, creativity and innovation, and inspires high quality and distinctive content that reflects the valuable differences within the Australian population.

"At its simplest, the goal for the ABC is to look and sound like Australia, with a diverse and inclusive workplace that enables our people to achieve their best."

The Heiahts

# We will achieve our vision of looking and sounding like Australia by focussing our efforts on three strategic goals:



## Our "big-ticket" initiatives for 2019-22 include:

- 1. Creating pathways into the ABC for those under-represented in the media industry
- 2. Recruiting for diversity
- 3. Providing internal mobility opportunities
- 4. An inclusive mentoring program
- 5. Monitoring and reporting the diversity of our workforce
- 6. Ensuring our leaders are engaged and accountable for diversity and inclusion
- 7. ABC-sponsored employee network groups
- 8. Diversity and inclusion training program
- 9. Gender pay equity review
- 10. Workplace accessibility review
- 11. Tracking and measuring diversity in our content
- 12. New commissioning diversity guidelines
- 13. Diverse on-air talent identification and management
- 14. A central database of on-air contributors able to represent all corners of the Australian community

## Our focus areas of diversity

To enable us to make some real, sustainable and accelerated change with the resources we have available, this Plan will focus on five key diversity areas:

- Cultural and linguistic diversity (CALD)
- · Aboriginal and Torres Strait Islander people
- · Disability
- Gender
- · LGBTQI+

However, the initiatives and actions set out in this Plan focus on fostering an inclusive work culture and practices for everyone. Other diversity markers, such as age, geographic location and socioeconomic status, are also very important to the ABC. This work will benefit all under-represented groups – and the workforce as a whole. An inclusive and diverse workplace is better for all of us.



ABC employees at the Indigenous Staff Conference, July 2019

## 1. A diverse workforce

We have established that a diverse workforce and leadership will help foster greater innovation and creativity by ensuring ABC decision-making and content are based on a broad range of experiences and perspectives.

Our goal is to recruit, develop and retain a workforce that reflects the make-up of the Australian community at all levels of the ABC, from our interns and newest recruits to our most senior executives.

## "Our people are our greatest assets."

We strive to embrace diversity and inclusion at all stages of the employment cycle, from recruitment and selection to access to training and professional development opportunities. Not only do we want to attract new talent from different backgrounds, we want to support our existing employees to develop their careers at the ABC and achieve their best.

Our targets are based on our current workforce demographics, the most recent census data and industry best-practice.

## By August 2022 we aim to have:

**Our workforce diversity targets** 

- 15% of content maker roles and 15% of executive roles filled by CALD employees;
- 3.4% Aboriginal or Torres Strait Islander/Indigenous employees;
- 8% employees with disability;
- 20% of technologist roles and 50% of all executive roles to be filled by women

We will start capturing diversity data on sexual orientation and gender identity for the first time and will decide in our mid-term review on whether to set a new target for LGBTQI+ representation in our workforce.

## We will achieve this by:

- Promoting the ABC as an inclusive employer that values and supports diversity in its workforce and taking active steps to encourage people from a broad range of backgrounds to apply for jobs at the ABC.
- Increasing our commitment to entry-level programs to help create a more diverse talent pool for the future – this involves ensuring our programs include strategies to convert talented participants into full-time hires.
- Reviewing our recruitment and selection processes and policies to ensure they reflect the objectives of this Plan, reduce the risk of unconscious bias and are equitable, inclusive and accessible to all.
- Maximising the retention of employees from under-represented groups by providing learning and career development opportunities.
- Monitoring the diversity of our workforce to assess the progress and effectiveness of this Plan and to inform our workforce planning strategies.

## A. CREATING PATHWAYS INTO THE ABC FOR THOSE UNDER-REPRESENTED IN THE MEDIA INDUSTRY

We offer a range of intern and cadet programs focused on fostering innovation and creativity while helping increase the diversity of our workforce. These programs provide important pathways into the ABC for individuals from under-represented groups. We will continue to work in partnership with government and screen agencies and other organisations which share the same values to create opportunities for diverse talents. Recent programs include the ABC Regional Storyteller Scholarship for content makers with disability, the ABC and Victorian Multicultural Commission internship and the Selwyn Speight Diversity Scholarship in partnership with AFTRS.

## Case study: ABC Media Cadetship program

The 2018 ABC Media Cadetship program was launched to unearth and develop new talent who would in turn allow us to connect with under-represented audience groups and add energy, ideas and innovation to the workforce. This 12-month program offered 12 cadetships working alongside our content making teams across Australia. It was particularly aimed at groups under-represented in the media industry and designed to help them overcome traditional barriers to entering the industry. Candidates were not asked for professional qualifications, just a real and demonstrable passion for the media. As we recognise how difficult it can be to start a career in the media without financial support, the cadetship was paid.

The benefits of the inaugural *Media Cadet Program* (2018/19) were realised almost immediately. Within four weeks of starting, the cadets had contributed to ABC content making through a range of activities including writing articles, recording interviews and assisting on TV recordings. At the end of the program 11 of the 12 cadets secured further employment within the ABC. The program will be repeated in 2020.

## **B. RECRUITING FOR DIVERSITY**

We are aware of the risks of unconscious bias and its potential impact on our recruitment decisions.

To reduce these risks, we are introducing new requirements and practices

- Mandatory online training in fair recruitment and selection for all those involved in making recruitment and selection decisions, including shortlisting.
- Ensuring diversity in our selection and interview panels.
- Reviewing the diversity of candidates before moving on to each stage of the recruitment process.
- A new scheme to help address the barriers people with disability often face in the initial stages of recruitment, under which candidates with disability who meet the requirements of the job will be guaranteed an interview.



## C. PROVIDING OPPORTUNITIES FOR UPWARD MOBILITY FOR OUR DIVERSE TALENT

We know retaining diverse talent has been a long-standing issue at the ABC. We also know employees are more likely to stay if we provide them with a range of professional opportunities and career paths to help develop their careers.

Our comprehensive **leadership training program** aims to develop the leadership capability of our high achieving employees. The internal **career mobility program (Career Moves)** lets employees broaden their experience and learn new skills by working with different teams across the ABC.

Under this Plan, our People & Culture Team will work closely with team leaders and managers to encourage and support the participation of our diverse talent in these programs, with the objective of improving their retention and upward mobility, in line with our workforce targets. We will also work with external specialist providers to offer learning and development opportunities that specifically cater to the needs of under-represented groups.



Hardball

### D. INCLUSIVE MENTORING PROGRAM

When it comes to professional development there's nothing like sharing knowledge and experience with a colleague. The Mentoring Program brings together experienced ABC employees with more junior colleagues who are looking to develop their skills and careers. It supports personal and professional development, increases capacity and confidence, sets up support networks and builds communication across the ABC.

The Mentoring Program has also been designed to encourage future diverse leaders and foster inclusivity. It is open to all employees and actively supports the participation of employees from the targeted diversity groups. The mentors are encouraged to pair with diverse junior colleagues. This helps senior employees better understand the positive impact that diversity has on the ABC, while the mentees enhance their skills and knowledge.

## E. MONITORING AND REPORTING THE DIVERSITY OF OUR WORKFORCE

We will continue to monitor the diversity of our job candidates and employees in order to understand the make-up of our workforce and to identify barriers which may be affecting the recruitment, progression or experience of ABC employees who meet one or more of the diversity characteristics. Data on the demographics of our workforce (broken down by division and job group) and workforce trends, including recruitment, progression, retention and turnover of target diversity groups, will be used to inform our workforce planning and assess progress against our goals and targets. They will be reported quarterly to ABC divisions, the Leadership Team and the Board.

## More comprehensive diversity data

All new ABC employees are invited to complete a diversity questionnaire related to age, gender, language and culture and disability and, from September 2019, sexual orientation. Answers are voluntary. At the end of June 2019, 76.2% of all employees had completed the diversity questionnaire. We aim to increase the completion to 85% by the end of 2022. This will be supported by an internal campaign explaining the importance of collecting this information. Under this Plan, we will also start monitoring the diversity of our audience facing casuals and contractors, which is currently a significant gap.

## 2. An inclusive workplace culture

We want the ABC to be a great place to work for everyone. We know that in order to reap the benefits of a diverse workforce we must create and cultivate a workplace culture that enables diverse perspectives to be heard and empowers all employees to participate and contribute.

Our goal is to foster a workplace culture that is inclusive, collaborative and accountable and supports the talent and diversity of our people.

## "A great place to work"

Our people are provided with a positive working environment and a corporate leadership framework that does not discriminate or tolerate bullying behaviour. Our workplace culture encourages creativity and inclusiveness, so all employees can reach their potential, and flexible work practices, to help them balance their work and life commitments.

We believe that by creating and cultivating an inclusive work environment for our people, and by empowering diverse voices to be heard, our audiences will receive more of the high-quality content they expect.

Ultimately, we want to embed diversity and inclusion into the culture of the ABC, so that it becomes the "way we do things around here" and the lens through which we make key decisions about recruitment, retention, leadership development and content creation.

## We will achieve this by:

- Strengthening our leadership engagement and accountability for diversity and inclusion outcomes.
- Engaging and empowering our employees through our ABCsponsored employee network groups.
- Increasing our employees' awareness and understanding of diversity and inclusion through targeted engagement and learning activities.
- Ensuring our internal policies support an inclusive working environment.

  This includes reviewing the language used to ensure it is inclusive and determining if any seemingly neutral policies or practices are in fact having an unintended discriminatory effect on the priority diversity groups.
- Sharing good practices, experiences and lessons learned through crossdivisional and external collaborations on diversity and inclusion.





## Our key workplace culture initiatives

## A. STRENGTHENING OUR LEADERSHIP ENGAGEMENT AND ACCOUNTABILITY

In order to succeed, this Plan must be driven from the top. Without visible leadership engagement and accountability there's a risk diversity and inclusion will be considered a secondary "nice to have" rather than the strategic priority it is. This Plan includes a leadership commitment and a dedicated structure to ensure top-down accountability for diversity and inclusion outcomes (see section on Governance, Roles and Responsibilities). Furthermore, its goals and targets will be reflected in the annual, measurable KPIs of the ABC's Leadership and their executive teams, and cascaded down to all levels of the ABC. Where possible, to assess the inclusiveness of our workplace we will also seek external benchmarking, such as the Australian Workplace Equality Index or the Australian Network on Disability's Access and Inclusion Index.

## **B. ABC-SPONSORED EMPLOYEE NETWORK GROUPS (ENGs)**

Our ENGs provide employees who share similar backgrounds, needs or interests a platform for networking, ideas sharing and collaboration. They are also "safe spaces" where individuals from under-represented groups can find support and be themselves. ENGs take the lead on specific initiatives, such as awareness-raising events, and influence change by shining a light on things we can do better and finding ways to improve.

Our ENGs will be sponsored by our most senior leaders and employee participation is actively encouraged and supported by managers and team leaders across the Corporation. Under this Plan, we will continue to support and celebrate the work of ABC Pride and the recently launched ABC Multicultural Network as well as launching and supporting a new group focused on accessibility in early 2020.

## **Case study: ABC Pride**

ABC Pride was created in 2017 to promote and encourage LGBTQI+ inclusion in all aspects of the ABC. The group is chaired by Head of Operations Manda Hatter, who was named as one of the Deloitte/Google 50 Outstanding LGBTI Leaders of 2018. The group is open to all ABC employees and meets monthly to develop and implement initiatives that support the representation and participation of LGBTOI+ people in ABC content, services and the workforce. ABC Pride has grown to include 24 active committee members and hundreds more supporters across the ABC. The group has achieved many goals, including organising popular, well-attended events and discussion forums; supporting LGBTOI+ employees during the 2017 marriage equality survey; and advocating for LGBTQI+-friendly internal policies and practices. The ABC Pride strategy was launched in June 2019 at the ABC Gayla event.

"Creating an inclusive work environment for everyone"



ABC Pride IDAHOBIT event in Perth. June 2019

## C. DIVERSITY AND INCLUSION

This Plan will be supported by a comprehensive diversity and inclusion training program and online resources. Training currently available includes Cultural Awareness; Inclusive Leadership; Disability Awareness; Accessibility and Workplace Adjustments; LGBTQI+ Awareness for HR Practitioners; and Harassment, Discrimination and Bullying Policies. Raising awareness of the potential for bias is also an important part of creating an inclusive workplace. We are currently reviewing our Unconscious Bias training offer to make it more effective and will relaunch it in 2020.

## D. WORKPLACE ACCESSIBILITY REVIEW

The ABC is a member of the Australian Network on Disability, a national disability peak organisation. We strive to provide our employees with disability with a working environment where they can do their best work. We provide accessible working environments in our buildings and workstations and support for employees with reasonable alternative workplace needs, including special software and modified equipment. Accessibility also features in the ABC's internal eLearning programs. Under this Plan, we will complete an accessibility review of our systems and processes and will consult with and support employees with disability to ensure that access issues are identified and addressed.

## **E. GENDER PAY EQUITY REVIEW**

The ABC is committed to identifying and addressing any gender pay equity gaps. Under this Plan, we will carry out regular gender pay equity analysis. The regular assessment of gender pay information will allow us to identify any pay gaps and implement strategies to address them.



## 3. Inclusive content and services

As the national broadcaster, the ABC has a responsibility to reach and remain relevant to all Australians. In Australia's fast-moving and saturated media landscape, this means planning, producing and broadcasting content that represents many cultures and perspectives, not just the predominant ones. In order to be useful and loved by all Australians as it moves towards 2022 and beyond, the ABC must reflect the nation's shifts in migration, as well as geographic, demographic and socio-economic changes.

Our goal is to accurately reflect and represent the rich diversity and perspectives of Australia's many communities in our content and in the services we provide, as well as in our use of creative talent both on air and behind-the-scenes.

## "We make content for all Australians, about all Australians"

Our goal is to accurately reflect and represent the rich diversity and perspectives of Australia's many communities in our content and in the services we provide, as well as in our use of creative talent both on air and behind-thescenes.

## We will achieve this by:

- Tracking and measuring diversity in our content.
- Placing diversity and inclusion at the heart of our planning, commissioning and contentmaking processes.
- Increasing our content-making teams' understanding of what diversity means in a contemporary Australian context.
- Broadening our pool of diverse on-air talent
- Ensuring our products and services are accessible for people with disability.



## Our key content initiatives

## A. TRACKING AND MEASURING DIVERSITY IN OUR CONTENT

Ensuring our content looks and sounds like Australia starts with understanding how diverse it already is. This is why our teams track and regularly assess our on-air content to measure the representation of diverse groups. This includes looking at what is visible – our presenters, actors and contributors and the stories and topics covered – as well as the composition of our creative teams behind the scenes.

Under this Plan, we will ensure our content-making teams are provided with the information collected so that it can inform their decision-making. Tracking and measuring diversity will also serve as an awareness-raising tool, encouraging our content-making teams to seek out new voices and devise new strategies to prevent and, where necessary, address under-representation in ABC content.

## Case study: ABC Storytracker

Storytracker was developed in 2018 by the ABC News team to capture a range of information about the Corporation's journalism output. This includes the diversity of witnesses, spokespeople and experts who appear in ABC television programs. The information collected through Storytracker provides insights into how the ABC represents the diversity of Australians.

## B. COMMISSIONING DIVERSITY GUIDELINES

It is ABC policy that all productions featuring diverse content have at least one member of the core creative team from that background. But if we want to look and sound like Australia, we acknowledge we need to go a step further and ensure that the content we commission contributes to increasing the participation of diverse talent both on-air and behind the scenes.

We will develop new commissioning guidelines for all content, setting down the diversity and inclusion requirements expected from each production. Each time a new program is commissioned, our production teams will be required to explain how their program will help the ABC achieve its diversity and inclusion goals in terms of on-air and off-air representation. Producers will be asked to report back at the end of each production on whether they were able meet the goals for the production, together with the ABC on-screen and offscreen portrayal form currently required. The ABC will monitor the end results using its in-house diversity tracking tools.

## **Engaging the industry**

The ABC is committed to helping create a more inclusive and diverse Australian media sector. As Australia's largest public broadcaster, our position and actions on diversity are likely to have a significant impact on the wider industry.

To ensure our new Commissioning Diversity Guidelines are practical and achievable, as we develop them we will work closely with our key production partners and collaborators in the Screen Diversity and Inclusion Network, such as screen agencies and the Screen Producer's Association. We will also draw on good practice from international broadcasters that have successfully developed and implemented such guidelines, such as the UK's BBC and Channel 4 and Canada's CBC.



## More diverse voices, talent and perspectives in our content

We want to feature a more diverse range of talent, experiences and perspectives across our content. To achieve this, we need to widen our pool of on-air talent by identifying and developing new talent from underrepresented groups.

## C. A NEW TALENT STRATEGY

We have recently created a Talent Management project team to take an ABC-wide approach to how we attract, develop and retain on-air talent. The ABC's commitment to on-air diversity and representation of underrepresented groups is one of the key priorities to be achieved through the strategy and framework the team is developing.

## D. A CENTRAL SYSTEM TO ACCESS ON-AIR CONTRIBUTORS WHO REFLECT THE CONTEMPORARY AUSTRALIAN EXPERIENCE

One of our key priorities is to increase the diversity of our panels and contributors i.e. experts and interviewees who appear in our content. We will launch various campaigns to identify new contributors who reflect the diversity of experiences and perspectives of the Australian community, for example through a call-out on social media. partnerships and talent events. We will also create a central system that includes details of the new talent. with guidelines on usage, to ensure content makers can easily access a wider range of contributors. All content-making teams will benefit from this concerted effort to find new, diverse expert talent, and they will also be encouraged to contribute to the database.

## Case study: ABC News' 50:50 Project

The 50:50 Project aims to develop and commission stories that prioritise women's views, perspectives and experiences and also improve the representation of women as expert talent across news programming, ABC News launched a pilot in April, modelled on the BBC's 50:50 Project, with content-makers using a simplified data collection system, measuring the stories and talent they control, and discussing the gender data in daily editorial meetings. Pilot teams have also benefited from the newly created ENPS central contacts database. As part of the 50:50 Project, the ABC did a call-out inviting expert women to nominate for interview and analysis in their field. The response was overwhelming, with more than 4,500 nominations and more than 1.000 new female contacts have been added to the database. The pilot teams have enthusiastically embraced the project which is now being rolled out across the division. Over the duration of the Plan, learnings from the 50:50 Project will be extended with a focus on increasing the representation of other under-represented communities.



Ladies, We Need to Talk

## **Implementation**

## **DELIVERY**

Appendix 1 includes an action plan specifying how the objectives and targets of this Plan will be achieved, outlines the strategies and actions that will be implemented over the next three years, and identifies timeframes and those responsible, as well as the metrics and indicators we will use to measure progress.

Each division will be required to identify the practical steps they will take to contribute to the wider ABC's progress against each of the three strategic goals, using this Plan as a reference to guide their efforts.

The Action Plan will be reviewed annually by the Diversity & Inclusion Standing Committee to ensure it remains relevant and aligned to the strategic objectives of the ABC.

## GOVERNANCE, ROLES AND RESPONSIBILITIES

The ABC has established a governance structure to guide and track its approach and ensure top-down accountability for diversity and inclusion outcomes across the ABC.

Under this structure, the ABC's Managing Director and its Leadership Team hold overall responsibility and accountability for the *Diversity* & *Inclusion Plan 2019-22* and the

Corporation's progress against the objectives and targets set in the Plan.

## The Diversity & Inclusion Standing Committee (DISC)

The DISC supports and makes recommendations on diversity and inclusion matters to the ABC Leadership Team. It is composed of senior representatives of the ABC divisions, the chairs of the Employees Network Groups and a representative of the Bonner Committee (see below) and is co-chaired by two members of the Leadership Team. This underlines the importance of diversity and inclusion as a strategic priority for the ABC and helps retain influence at the highest level of the Corporation. The DISC oversaw the development of this Plan and will meet every quarter to review progress against its commitments, share best practice and identify solutions where needed.

## **The Bonner Committee**

The Bonner Committee is the ABC's primary internal advisory and representative body on matters relating to Aboriginal and Torres Strait Islander employees, content and communities. The Committee is named as a mark of respect for the late Neville Bonner AO, who was Australia's first Aboriginal Senator and the ABC's only Aboriginal Board Director to date. The Committee comprises a mix

With greater power comes greater accountability. All ABC managers and team leaders have a responsibility to drive improvements in diversity and inclusion and to lead by example in supporting an inclusive environment and encouraging their teams to engage with the initiatives identified in this Plan. Accountability for managers and team leaders will be incorporated into the performance management process.

of Indigenous and non-Indigenous employees from locations across the Corporation. The Bonner Committee champions the *Reconciliation Action Plan* (RAP) within the Corporation and directly advises the Managing Director on issues of relevance to Indigenous employees and relationships with Indigenous communities. The Bonner Committee is responsible for monitoring and reporting progress against the ABC's Elevate RAP 2019-22.

## Divisional Diversity Leads and Working Groups

Each ABC division has a diversity representative or lead who sits on the DISC and also acts as senior advocate for diversity and inclusion within the divisional executive team. Most importantly, the divisional diversity leads drive and oversee the implementation of the strategies and initiatives intended to meet the objectives of this Plan within their areas.

The Diversity leads will be encouraged to set-up an "action-focused" diversity working group within their divisions to support the implementation of the initiatives identified in this Plan.

## Indigenous, Diversity & Inclusion Team

The ABC has a specialist team within its People & Culture Division that provides expert advice and support in implementing the RAP and the Diversity & Inclusion Plan. The team works closely with the People & Culture business partners, the divisional diversity leads, members of various employee networks groups and external partners to promote a culture of diversity, respect and inclusion at the ABC and to ensure equitable access for all. The team also facilitates the DISC and Bonner Committee activities and is responsible for monitoring and reporting on progress against the RAP and Diversity & Inclusion Plan, using the performance measures identified in both Plans.

# "Diversity and Inclusion is everyone's responsibility"

Ultimately, it is the actions and behaviours of staff at all levels of the ABC that will determine how successful we are in creating an inclusive culture. This is why all ABC employees are responsible for creating an inclusive and supporting environment within their sphere of influence.

## TRACKING AND REPORTING OUR PROGRESS

We will monitor our progress and evaluate the effectiveness of our strategies and initiatives through the various means identified in the *Action Plan (Appendix 1)*. These include the collection of workforce diversity data, our employee engagement survey, evaluation of learning activities, performance scores in external diversity benchmarking and our content diversity tracking tools.

Overall progress against the goals and targets in this Plan will be reported bi-annually to the ABC Leadership Team and to the Board throughout the duration of the Plan.

The Indigenous, Diversity & Inclusion team will also continue to produce quarterly reports on the diversity profile of the ABC workforce. These reports provide ABC divisions with the information and analysis they require to make informed decisions and implement the actions needed to improve representation in their respective parts of the ABC.



## Focus area 1: A diverse workforce

Our Goal: to recruit and retain a diverse workforce that reflects the diversity of the Australian community.

Initiative	Key actions	Responsibility	Timeframe
Attract diverse candidates	Update ABC careers online to promote the ABC as an inclusive employer.	P&C – ID&I and Recruitment	Q4 2019
	Develop new approaches for recruitment advertising that use a wider range of platforms to reach diverse communities.	P&C – ID&I	Q1 2020
	Identify and implement pipeline activities (e.g. ABC visits, partnerships, etc.) in line with divisional priorities.	All divisions	Ongoing
	Include diversity requirements in PSAs when using a recruitment agency.	P&C - Recruitment	Q4 2019
Strengthen pathways for diverse candidates into	Review and launch the second edition of the ABC Media Cadet program and develop post-cadetship retention plan for the participants.	P&C – ID&I & Divisional Diversity Leads	Q2 2020
the ABC	Create and maintain a central register for all entry-level programs with a diversity component to help identify new talent.	P&C – L&D	Q1 2020
	Prioritise the inclusion of under-represented groups in ABC cadetship and internship programs.	Divisional Diversity Leads	Ongoing
	Identify and implement special measures that improve equality of opportunity for under- represented groups (e.g. supported wage system, targeted vacancies, etc.)	P&C – ID&I	Ongoing
Mandatory training required for anyone	Review the ABC recruitment policy and guidelines to reflect the objectives and targets of the Plan.	P&C – Recruitment	Ongoing
involved in recruitment and selection	Develop and launch an online training module on fair recruitment and selection.	P&C – ID&I All managers	Q4 2019
	Audit our recruitment processes and systems to identify unintended barriers for people with disability.	P&C – ID&I and Inclusive Design Lead	Q1 2020
Provide learning and career development opportunities to employees from underrepresented groups	Audit our recruitment processes and systems to identify unintended barriers for people with disability.	P&C	Ongoing
	Review selection methods for the ABC leadership programs to ensure greater diversity participation.	P&C – L&D	Q4 2019
	Identify and roll out development programs for under-represented groups – with external providers.	P&C – ID&I	Ongoing
	Develop and launch an inclusive mentoring program. Monitor diversity participation and assess effectiveness a year after launch.	P&C – L&D	Q4 2019

## Focus area 1: A diverse workforce cont.

Initiative	Key actions	Responsibility	Timeframe
	Deliver clear and insightful reports on the diversity of the ABC workforce (broken down by division and job groups) to show workforce trends including employee turnover and recommendations for improvements.	P&C – ID&I	Quarterly
	Launch an internal communication campaign to encourage employees to share their diversity data	P&C – ID&I	Q1 2020
	Collect diversity data from audience facing casuals and freelancers	P&C – ID&I	Q4 2020

## What success will look like?

- · The percentage of job applications from diversity target groups is equivalent to or exceeds our employment targets.
- Feedback at the end of the recruitment process indicates that it is equitable to all including people with disability.
- Internship/cadetship intake prioritises our priority diversity groups. % of diverse interns / cadets who are offered further employment at the ABC post-program.
- Retention rates are equivalent for all employees regardless of their diversity status.
- Employees have access to mobility opportunities (% of diverse participants in mobility program is equivalent or exceeds our targets).
- Future diverse leaders identified and supported by management within each division (% of diverse participants in Leadership Program in line with targets).
- Increase in employee participation diversity data collection process to 85% by 2022.

Focus area 2: An inclusive workplace culture

Goal: to foster a workplace culture that is inclusive, collaborative and accountable and leverages the talent and diversity of our people.

Initiative	Key actions	Responsibility	Timeframe
Leadership engagement and accountability for D&I outcomes	Include the objectives and targets of this Plan in the KPIs of the ABC Leadership Team and their executive.	Leadership Team	Q4 2019
	Develop and launch a rigorous accountability framework for diversity and inclusion.	Leadership Team	Q4 2019
	Actively promote the aims and activities of this Plan across the Corporation and within divisions.	Leadership Team	Ongoing
Increasing awareness and understanding of	Inform new employees of D&I training and resources and other support programs as part of the orientation program and online onboarding system.	P&C	Q1 2020 – ongoing
diversity and inclusion through engagement	Redesign and regularly update the D&I intranet site to ensure the information and resources provided are relevant and up to date.	P&C – ID&I	Q4 2019 – ongoing
and learning activities	Develop and roll out a comprehensive diversity and inclusion training program aimed at addressing unconscious bias in the workplace, including: Inclusive leadership and management practices; Cultural Awareness; LGBTQI+ Awareness; Disability awareness and Managing employees with disability.	P&C – ID&I, L&D with input from Divisional Diversity Leads	TBC
	Formalise internal diversity calendar of events and celebrate events of significance.	P&C – ID&I/ENGs Chairs	Annual
	Develop recognition mechanisms to highlight work that enhances diversity and inclusion across the ABC.	P&C – ID&I/ENGs Chairs	Annual
Empowering employees through ABC-sponsored employee network groups	Actively support the ABC-sponsored ENGs. Employees' contributions to ENGs are valued and taken into consideration in performance review.	Leadership Team	Ongoing
	Promote the existence and activities of the ENGs. ENGs own their action plans and lead on specific initiatives.	ENGs Chairs	Ongoing
	Launch new ABC-sponsored ENGs (incl. mobilising employees, securing executive sponsorship, etc.)	P&C – ID&I / ENGs Chairs	Q4 2019

## Focus area 2: An inclusive workplace culture cont.

Initiative	Key actions	Responsibility	Timeframe
Reviewing our internal policies and practices to ensure they support	Review employment policies, identify gaps and develop new policies as required (e.g. parental leave, transitioning policy, work-life balance) to align with the Plan.	P&C – ID&I / Employee Relations Lead	Ongoing
an inclusive work environment	Annual gender pay equity review: identify gaps, develop and implement strategies to address any gaps.	P&C – Performance and Reward	Q4 2019 – ongoing
	Workplace accessibility		
	Continue to ensure workplace adjustment agreements for employees with disability are put in place in a timely way.	P&C – WHS	Ongoing
	Review our building accessibility policy and guidelines to ensure they meet the relevant standards and objectives of this Plan.	Property	Q1 2020
	Review the procurement policy, guidelines and checklist to include accessibility standards and requirements when working with external suppliers and partners.	Head Procurement	Q4 20209
	Incorporate accessibility in the technology modernisation strategy – ensure accessibility is a permanent agenda item in Technology Portfolio Office (TPO) meetings and P&CT Leadership forum.	P&CT	Q4 2019 – ongoing
	Consult with employees with disability to ensure that accessibility issues are identified and addressed.	P&C – ID&I, Head WHS	Annual

## Focus area 2: An inclusive workplace culture cont.

Initiative	Key actions	Responsibility	Timeframe
Facilitating sharing of best practices and cross- division and industry collaborations on diversity and inclusion	Create internal mechanisms to share and amplify learnings and successes in increasing diversity representation in teams and content.	DISC – Divisional Diversity Leads	Q1 2020 – ongoing
	Maintain a best practice support network through partnerships with external industry bodies and specialist organisations on innovative projects and research to advance the ABC's D&I objectives.	P&C – ID&I Divisional Diversity Leads	Q1 2020 – ongoing
	Participate in external benchmarking (e.g. AWEI, AND's Access and Inclusion Index, etc.) to monitor our progress and help us improve our working practices.	P&C – ID&I	Q4 2021

## What success will look like?

- Diversity and Inclusion is actively championed by the ABC leadership as a strategic priority and this is reflected in our policies, work practices and decision making.
- Increased level of awareness and support for our diversity and inclusion objectives and targets among our employees (employee feedback/engagement surveys)
- · ENGs are established and contribute to diversity and inclusion priorities and change
- Retention and turnover rates are equivalent for all employees regardless of their diversity status.
- Participation in Diversity & Inclusion training, with specific targets to be determined by the DISC throughout the Plan. Participants feel able to apply learnings in their day-to-day work environment.
- Gender pay review informs specific actions to address any pay gaps.
- Participation in workplace diversity awards (e.g. AWEI, AND's Access and Inclusion Index, etc.) with progressive improvement in performance score overtime.
- Our ICT procurement is done in accordance with Standards Australia's "Accessibility requirements suitable for public procurement of ICT products and services" (AS EN 301 549) all ICT products and services can be understood and used by anyone

## Focus area 3: Inclusive content and services

Goal: to reflect and represent the diversity of the Australian community in our content and the services we provide.

Objective	Action / deliverable	Responsibility	Timeframe
Tracking and measuring diversity in our content	Consolidate diversity tracking and measurement tools and develop a consistent approach for data analysis and reporting.	Divisional Diversity Leads (Content)	Q4 2019
	Ensure content makers have access to updated information on diversity in content.  Diversity dashboards highlighting key findings and progress are produced and shared with content making teams.	Divisional Diversity Leads (Content)	Ongoing
	Conduct a mid-term diversity content analysis based on audience-perception. Compare results with data collected through our internal tracking tools.*	Audiences data and insights	Mid-term (Jan 2021)
Ensuring that diversity and inclusion are	Draw on the diversity data collected to identify gaps and use it to inform future decisions. Diversity to feature in all content review and planning meetings.	Content Directors and Leads	Ongoing
central to our planning, commissioning and content making	Continue to work towards the ABC's goals for diversity representation and portrayal in all content, including identifying targets and new approaches relevant to each content genre/platform.	Content Directors and Leads	Ongoing
processes	Develop and deliver new screen diversity guidelines that reflect the aims and targets of this Plan in consultation with external specialists and stakeholders. Conduct annual reviews.	Director Entertainment & Specialist (E&S)	Q4 2019 – ongoing
	Implement the new commissioning guidelines to ensure internal content teams and external production companies address diversity within the content proposal and in production and are accountable at delivery.	Content Directors	Q1 2020
	Engage with the media industry to communicate ABC's diversity strategy for content: To Look and Sound like Australia.	Leadership Team	Q1 2020
Increasing our content makers' understanding	Develop a framework for "editorial diversity leadership" to ensure our content making teams have access to diversity expertise.	Content Directors	Ongoing
of what diversity and inclusion means in a contemporary	Provide content makers with data and statistics on the current makeup of the Australian community (broken down by state/region) and research on our diverse audiences' attitudes, behaviour and needs.*	Head Audience Data & Insights	Ongoing
	Develop and deliver a new ABC Inclusivity Toolkit to assist content makers (incl. a glossary for diverse terminology and framing, etc.). Organise roadshows to raise awareness across all teams.*	Diversity Lead Audiences	Ongoing
	Develop a nuanced approach to the portrayal of diverse groups in our content – including content review and feedback, referring to media industry best practice models.	Divisional Diversity Leads (Content)	Ongoing

## Focus area 3: Inclusive content and services cont.

Objective	Action / deliverable	Responsibility	Timeframe
Identifying (and developing) diverse on-	Conduct a review of all ABC on-air talent (hosts, presenters, reporters) using the diversity measures of gender, CALD, Disability, age.	Talent management project team	Q4 2019
air talent	Develop and deliver an on-air talent management framework and strategies to help identify and develop new talent, and find more on-air opportunities for our diverse talent.	Talent management project team	Q4 2019
	Develop, deliver and maintain a central database for diverse contributors available to all content-making teams across the ABC – the database should be constructed and maintained with an emphasis on broadening and diversifying the ABC's pool of external contributors.	Divisional Diversity Leads (Content)	By Q2 2020
	Develop and maintain strong relationships with specialist and community organisations that can help us access diverse talent and contributors.	ID&I + Divisional Diversity Leads	Q4 2019
Ensuring our products and services are inclusive and accessible for people with disabilities	Continue to provide video captions for people with impaired hearing and reuse these captions wherever else the media is shown. Transcribe video content for people with impaired vision, and audio content for people with impaired hearing – in accordance with legal requirements, best practice and standards.	Head Operations	Ongoing
	Develop and deliver an audio description model to help people with impaired vision understand important visual content in video alongside synchronized audio.	Head Operations	Ongoing
	Continue to provide accessible digital experiences for people with vision, hearing, mobility and cognitive limitations.	Inclusive Design Lead	Ongoing
	Monitor existing services, investigate new technological developments and consider enhanced services for implementation. Use research and audience feedback when making decisions regarding online accessibility.	Inclusive Design Lead	Ongoing

## What success will look like?

- Increased diversity representation in our content and programming we look and sound like Australia today, and this is captured through our diversity tracking systems.

  Other success measures include:
- Increased awareness of diversity representation and gaps in our content among content-making teams.
- Content diversity data / audience data and research into diversity target groups cultures is used to inform content making, planning and commissioning.
- Increased connection and engagement with our (diverse) audience, represented in ratings and other audience survey data.
- Community satisfaction response expressed in terms of the percentage of Australians who believe the ABC reflects the cultural diversity of the Australian community.
- Our video captioning services meet the requirements of the Broadcast Services Amendment Act 2012.
- Our digital (incl. video and audio) content is compliant with legal requirements, best practice and standards (incl. Australian Accessible ICT Procurement Standard AS EN 301.549 and the Web Content Accessibility Guidelines WCAG 2.1.)