

Inclusion and Diversity

Inquiry into NSW Workplace Disparities

Youth Parliament 2022



Committee Investigating Inclusion & Diversity

Inquiry into NSW Workplace Disparities

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Table of Contents

Terms of reference	3
Chairperson’s foreword	4
Introduction	5
Background	6
Causes	6
Consequences	7
Precedents In Other Countries	8
Recommendations	10
Recommendation 1	10
Recommendation 2	10
Recommendation 3	10
Recommendation 4	10
Recommendation 5	11
Recommendation 6	11
Recommendation 7	12
Recommendation 8	12
Recommendation 9	12
Recommendation 10	13
Final Recommendations	14
Recommendation 1	14
Recommendation 2	14
Recommendation 3	14
Dissenting statements	15
Dissenting statement 1	15
Dissenting statement 2	15
Dissenting statement 3	15

Terms of reference

That the Committee Investigating Inclusion & Diversity should inquire into and refer to:

1. Bias in the selection and treatment of leadership positions
2. Hiring and promotion inequalities
3. Casual discrimination in the workplace
4. Allowing all persons from a diverse or minority background the ability to thrive in a working environment.

Chairperson's foreword

Our committee is pleased to present the report of the committee of inclusion and diversity, investigating disparities in the workplace. Discrimination in the workplace, via anything from bias to lack of opportunities to progress, is an issue that effects all minorities across the New South Wales workforce.

We reviewed legislation for equal employment and promotion opportunity and addressed the shortcomings of the current system. This is a problem that needs to be resolved to achieve a well-functioning, safe work environment. In the process of researching and writing this report, we considered other countries' strategies, including South Africa, the United Kingdom, Japan and Sweden, in order to find the best solution for employees in New South Wales to be treated equally in the workplace. We also examined the psychological effects of unrepresentative work environments on employees.

All the recommendations in this report are plausible solutions to the ever-growing problem of workplace disparity.

The committee would like to thank all institutions and organisations that provided us with information, as well as all individuals who guided us along the way. I personally would like to thank the members of the committee for their commitment and time, despite their busy lives. This would not have been able to happen without your hard work and dedication.

The Hon. A Fraser, Youth MLC
Youth Minister for Inclusion & Diversity

Introduction

The sole purpose of this report is to take a closer glance at issues and concerns regarding inclusion and diversity within the workplace. With thorough and extensive research, we as a committee have uncovered great concerns, negatively impacting individuals across NSW who are continuously experiencing exclusion and discrimination in the workplace. Issues discussed include: discrimination, bias, inequality and lack of opportunity for greater employment. Due to the prevalence of these issues, individuals are struggling to avail oneself of the benefits of employment, resulting in an unhealthy lifestyle, lack of income and poor self worth.

Within this report, information relating to the factors contributing to these issues as well as the repercussions that may occur are further investigated to then provide viable solutions to benefit those being directly affected. The recommendations suggested align with supporting those affected and meeting their needs to assist in overcoming these barriers to reach maximum potential in the workplace.

As a committee, we encourage 'closing the gap' by further promoting inclusion and diversity in the workplace whilst enhancing employment opportunities and workplace environment for those who fall under the category of a minority group or a diverse background.

Background

Causes

Bias and discrimination within the workplace occur in several forms as a result of various factors intertwined, negatively impacting an individual's performance and overall health and wellbeing¹. Educational institutions are at the forefront in addressing the imminent workplace disparities minorities experience. Institutions, such as universities and high schools should make a greater effort to provide more initiatives and mentorship programs to support minorities in minimising workplace disparities.

Challenging the systemic issue of workplace disparities that minorities disproportionately experience will require institutions and the government to collaborate with large companies and increase the number of internships or work placements available to them¹. Currently, few major firms within white collar professions in areas, including law and corporate finance, offer internships, which exclusively target minorities⁴. Additionally, the competitive nature of these companies prevents minorities from acquiring practical experience within their industry and acquiring full-time work in corporate workplaces. If the current system prevents minorities from entering the workplace, this demonstrates the disparate opportunities minorities workers may experience relative to their counterparts.

Currently, the NSW government supports various programs, which support Multicultural and inclusion/diversity advocacy. For instance, the NSW government partnered with government institutions to offer initiatives, such as the Disability and Culturally Diverse Internship program¹. This program offers a partnership between Accessible Arts, Diversity Arts Australia and other arts and cultural screen organisations to provide opportunities to people experiencing a disability or those who are from an under-represented culturally diverse background. Increases in funding enable these programs to have an everlasting impact for minorities.

Currently, programs adopted by the NSW government, such as the one previously mentioned, are limited in their vision. For example, the Disability and Culturally Diverse internship program only provides opportunities to eight people to gain practical experience. The exclusivity of these programs do little in counteracting the overarching problem of workplace disparities. We acknowledge that multiple programs similar to this one exist to provide opportunities. However, collectively, these programs have a minimal impact in addressing the concern of workplace disparities³. If the government believes that everyone can have an everlasting impact, they need to play a more significant role in intervening to protect the interests of and encourage inclusion and diversity².

Additionally, the NSW government should take steps to introduce new programs which are universal to minorities rather than particular segmented demographic groups. The government should implement these programs within the education system, whereby state bodies have significant control over primary and secondary schooling³. Hence, the government should increase intervention in providing work experience to minorities and take preemptive measures to prevent workplace disparities². The government should collaborate

with private companies to increase intake of minority students in the workplace within various sectors, increasing its target to have 5.6% of roles held by people with a disability as the NSW treasury recognises it as the employment of choice³.

¹ Google.com. 2022. Disability and CD program. [online] Available at: <https://www.google.com/url?q=https://aarts.net.au/news/disability-and-culturally-diverse-internship-program-applications-now-open/&sa=D&source=docs&ust=1656301150955123&usg=AOvVaw3BK_VhB5A4Ph3M2RK0cW71> [Accessed 27 June 2022].

² Google.com. 2022. Treasury NSW. [online] Available at: <https://www.google.com/url?q=https://www.treasury.nsw.gov.au/sites/default/files/2021-12/20211203_DIAP_Brochure.pdf&sa=D&source=docs&ust=1656301150940903&usg=AOvVaw2L9py8F3BnPUjyx2BntT5D> [Accessed 27 June 2022].

³ Treasury.nsw.gov.au. 2022. Diversity and Inclusion | NSW Treasury. [online] Available at: <<https://www.treasury.nsw.gov.au/about-treasury/diversity-and-inclusion>> [Accessed 27 June 2022].

Consequences

The prevalence of grossly lacking diversity in corporate leadership has a profound impact on all minorities. Hiring and promotional bias restrain the growth and development of and for these groups and aid in the destruction of cultural pride⁴. Workplaces⁴ failure to diversify consequently increases attrition rates⁴, contributes to a poor work environment and fails to accept and equalise people from diverse backgrounds⁵.

The actualisation of unconscious bias in the workplace and corporate circles can look like; poor nonverbal communication, non-attentive listening, making assumptions, command supervision, control supervision, increased criticism over praise, high levels of bureaucracy, creating a diversion and a lack of cohesion, among other things⁴. It is recorded that up to 70% of people who are diverse are experiencing or have experienced these inequalities of a 'toxic' workplace. This is having a profound and constant impact on these groups⁵.

The majority of effects on people from leadership and work environments who fail to include diverse people can be psychological. They ingrain and reinforce societal stereotypes by keeping an already enforced race, gender and identity hierarchy at play. Social withdrawal, paranoia, depression and anxiety are all more likely to be present in diverse persons who have been exposed to such bias and inequalities⁶. It is more than common for these people to have moderate to very poor work-to-life balances as expectations of them to perform are increased. Lacking boundaries between personal and professional life shapes boundaries and limits off, or down time, which again increases stress and anxiety and leads to an increased likelihood of depression. All of these consequences are more common for people suffering workplace inequalities⁶.

There is also a consideration of the physical impacts on diverse people who are exposed to poor workplaces. Being progressively more tired, with up to 45% of workers reporting fatigue daily after work¹. This has repeatedly impacted more so on diverse groups as they suffer more from the heightened expectation to prove their capabilities within professional fields. The literal workplace itself is also more likely to be lacking cleanliness in communicable spaces when there is obvious discrimination against diverse people, again degrading these persons³. Discrimination and inequality bias also generally result in a higher difficulty for

these people to gain time off work, have a good sleep cycle, gain promotions or higher pay, be listened to in regards to abuse issues and be proud of their work ⁶.

It is more so increasingly important for distinguishable leadership persons from minority groups to be promoted as it not only is more likely to increase business but also morale. Dominant cultural stories are not limited to a singular demographic and seeing diverse individuals succeed can contribute to the collective vision of other minorities ⁵. It is through the boosting of diverse people into leadership positions that ingrained prejudices can shift. As preconceived ideas of others are removed it reduces the likelihood of unconscious ableism, racism, homophobia, sexism and other forms of bias or discrimination⁶. It is significant for young or underprivileged diverse people to see their peers succeed as it allows them to strive and satisfy a need to achieve. It is the triumph of people who suffer discrimination that forms a pathway for similar others to follow.

⁴ Built In. 2022. 57 Diversity in the Workplace Statistics You Should Know. [online] Available at: <<https://builtin.com/diversity-inclusion/diversity-in-the-workplace-statistics>> [Accessed 26 June 2022].

⁵ Ddiworld.com. 2022. Hiring Bias: How to Move Beyond the Hidden Traps. [online] Available at: <<https://www.ddiworld.com/blog/hiring-bias>> [Accessed 26 June 2022].

⁶ Evenson, K., 2022. Council Post: The Importance Of Diverse Role Models. [online] Forbes. Available at: <<https://www.forbes.com/sites/forbescommunicationscouncil/2019/09/26/the-importance-of-diverse-role-models/?sh=6d6f5a672582>> [Accessed 26 June 2022].

Precedents In Other Countries

A study in Sweden showed that diversity within a team makes the team more productive, and solutions are better since the inputs are from various angles. This study examines what management is doing in order to successfully manage the diverse needs in their workplace and to put up a conceptual model of the initiatives needed in order to reach a successful diversity strategy implementation.⁷

In Estelle Bruhns' *Managing Diversity In South Africa: Dynamics, Challenges And Prospects*, they state "It is clear from the findings, that the majority of respondents did not understand the meaning of the diversity management concept. However, others who had attended diversity training programmes had a much clearer understanding of the concept. It is also evident from the findings that the respondents did not really believe that their managers understood the dimensions of diversity."⁷

As the workplace progresses, many countries have considered introducing diversity campaigns, quotas or adaptations¹⁰.

Japan's Corporate Governance Code⁷ (established in 2015, updated in 2018), states "Companies should recognize that the existence of diverse perspectives and values reflecting a variety of experiences, skills and characteristics is a strength that supports their sustainable growth. As such, companies should promote diversity of personnel, including the active participation of women." (Principle 2.4). This is followed by Supplementary Principle 2.4.1, which declares companies must disclose their human resource development policies for diversity, and their implementation status. It goes on to state "The board should be well balanced in knowledge, experience and skills in order to fulfil its roles and responsibilities, and it should be constituted in a manner to achieve both diversity, including gender and international experience, and appropriate size." (Principle 4.11)⁹.

Under the United Kingdom's Employment Equality Law, primarily legislated in the Equality Act 2010⁷, it is unlawful to discriminate against a person because they have one of the "protected characteristics", which are, age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, pregnancy and maternity, and sexual orientation. This includes during the hiring process, the terms and conditions of the contract that are offered, the decision to dismiss a worker or any other kind of detriment. However, this does not mean that leadership within these organisations is equal or diverse, it just protects from more direct discrimination⁸.

⁷ Bruhns, E., 2017. MANAGING DIVERSITY IN SOUTH AFRICA: DYNAMICS, CHALLENGES AND PROSPECTS. The 2017 International Academic Research Conference in Zurich. [online] IJBTS Journal, p.9. Available at: <http://www.ijbts-journal.com/images/column_1502875704/Tract%201.pdf> [Accessed 29 May 2022].

⁸ Equality Act 2010. Available at <<https://www.legislation.gov.uk/ukpga/2010/15/introduction>> [Accessed 29 May 2022].

⁹ JPX Tokyo Stock Exchange, 2018. Japan's Corporate Governance Code. [online] JPX Tokyo Stock Exchange, pp.11, 23. Available at: <https://www.jpx.co.jp/english/news/1020/b5b4pj000000jvyr-att/20180602_en.pdf> [Accessed 29 May 2022].

¹⁰ Perez, J. and Ohlin, M., 2009. Diversity Maturity: How are managers in Sweden facing today's diverse workforce?. [online] School of Management Blekinge Institute of Technology, pp.2, 51. Available at: <<https://www.diva-portal.org/smash/get/diva2:828338/FULLTEXT01.pdf>> [Accessed 29 May 2022].

Recommendations

Recommendation 1

It is recommended that the NSW government take greater action to reduce workplace disparities through supporting multicultural and inclusion/diversity advocacy, incorporating more programs either through negotiating with private companies or enacting legislation, which compels them to allocate resources towards achieving this vital objective. If the NSW government and private companies believe that workplace disparities are a prominent concern, whereby individuals do not have equal opportunities, it is within their interest to liaise with one another to provide more internships, mentor programs, leadership bodies and work placement for minority individuals to gain a head-start in the workplace their majority counterparts already possess¹¹.

Recommendation 2

In order for diversity to be practised at a corporate level, there will be a requirement for corporations to hold a 40% quota for minority groups and diverse persons in major board positions by 2035. This means that at minimum, diverse people and people from minority groups will form a large percentage in relationship to the running and function of all private major corporations¹¹. This will contribute to positions in senior roles, on boards, managers, heads of office and all other major relevant positions in relation to the functioning of the business. In order for corporate NSW to better reflect its population and to reduce the impact of ingrained corporate bias¹².

¹¹ Beapplied.com. 2022. Should You Use Diversity Quotas? A Look at the Evidence. [online] Available at: <<https://www.beapplied.com/post/diversity-quotas>> [Accessed 27 June 2022].

¹² Wgea.gov.au. 2022. [online] Available at: <https://www.wgea.gov.au/sites/default/files/documents/2014-03-04_PP_targetsquotas.pdf> [Accessed 27 June 2022].

Recommendation 3

To further actualise the embracing of a diverse workplace, private corporations will all be required to hold a 40% quota in all Leadership positions by 2030. Meaning that a large percentage of all leadership positions will be held by diverse individuals and people from a minority background. This will include team leaders, heads of management, hiring staff, and parts of growth and development teams, all of which relate decisions to the furthering of business in corporate NSW. Allowing an enabling of leadership and consequent hiring bias to be diminished and for diverse and minority persons to flourish¹³.

Recommendation 4

A review system will be implemented and administered by a Government board whereas every 3 years both the leadership and board positions will be assessed to ensure the quality

and expectation of legislation are adequately met. This will enforce the reality of a diverse work environment and all persons to receive the following benefits from said environment. The board will be composed of a vast range of diverse people¹⁴. This will also ensure the consistency and reliability of the quotas across the board whilst also creating higher job factors for minorities. The implementation of the review system will afford excluded people the consistency across all measures of corporate business applications, and the ability to flourish and have equal career growth. The consequences from failure to meet expectations of a diverse population or a failure in an attempt to do so will result in a publicity release and fines, weighing on the nature to the severity of the offence¹⁴.

¹³ Recruiting Resources: How to Recruit and Hire Better. 2022. Unconscious bias in recruitment: How can you remove it?. [online] Available at: <<https://resources.workable.com/stories-and-insights/unconscious-bias-in-recruitment>> [Accessed 26 June 2022].

¹⁴ UniversalClass.com. 2022. The Impact Of An Unhealthy Workplace. [online] Available at: <<https://www.universalclass.com/articles/business/the-impact-of-an-unhealthy-workplace.htm>> [Accessed 26 June 2022].

Recommendation 5

A Leadership program aimed at young diverse people will be formed and run by other diverse persons in corporate situations. This will act as the information otherwise distrusted to diverse people through their careers, in a bid to counteract social and cultural embedding of corporate racism and bias¹⁵. This program will include information on how to lead and why leadership is important, encouraging them to initiate and delve into the values of corporate leadership. Aided by the imposed quota, this will allow diverse leadership to take place and afford keen young people the opportunities they have so often been denied by giving them the tools to take on a greater career challenge. Consequently, as more diverse people teach and are taught how to lead, expected trends of greater representation within high leadership will balance workplace disparities through the means of education¹⁶.

Recommendation 6

There will be greater, and finite workplace punishment for the actions of casual discrimination within the workplace, and action must be taken upon all instances of exclusive behaviour. This will look like a 'three-strike system' evaluated by the leadership of an organisation. Where complaints of non-inclusive or discriminative behaviours, comments or actions will result in a strike and the final strike ending in termination. Complaints will be filed to the boards in the form of a formal written report detailing the incident. Other appropriate consequences for the actions may be implemented by the leadership board.

The strike system may take place over all employees and in the instance where a member of the determining board is to be questioned, the decision on the matter will be taken by external governing persons, same as who will undertake the 3-year evaluation, following their first strike, their position in the board will be immediately relinquished. This will greatly discourage casual acts of discrimination within a workplace and is a vital way of executing the system as a general consensus must be made in order to impact an individual's livelihood¹⁷.

¹⁵ 2022. [online] Available at: <<https://www.fairwork.gov.au/tools-and-resources/fact-sheets/rights-and-obligations/workplace-discrimination>> [Accessed 27 June 2022].

¹⁶ Maryville Online. 2022. Importance of Diversity in Leadership | Maryville Online. [online] Available at: <<https://online.maryville.edu/blog/diversity-in-leadership/>> [Accessed 27 June 2022].

¹⁷ Panel, E., 2022. Council Post: 14 Important Benefits Of A More Diverse Leadership Team. [online] Forbes. Available at: <<https://www.forbes.com/sites/forbescoachescouncil/2021/06/24/14-important-benefits-of-a-more-diverse-leadership-team/?sh=5a16c5181f9b>> [Accessed 27 June 2022].

Recommendation 7

All changes to the physical working environment and the scheduling of daily activities in order to create an inclusive working space will take place. Meaning any accommodation necessary for diverse people to thrive shall be enacted. Aiding people with physical disabilities, religious reasons or other indiscriminate reasoning to thrive in a workplace environment. This change will be undertaken in a timely manner in order to diminish workplace disparities as quickly as possible¹⁹. These changes may form in the way of ramp access or space for prayer. Any reasonable request in order to allow the best from diverse persons in a workplace will be considered and the best method of implementation will be maintained to ease a workplace into the desired change.

The acceptance and change of the physical working environment will aid in the reduction of workplace discrimination and allow individuals from a minority to thrive collectively whilst being able the physically educate others about the needs and experiences of their colleagues¹⁹.

Recommendation 8

There will be an implementation of a greater range and accessibility of support and counselling services for minorities and diverse people. This is needed to combat the ingrained and continuous discrimination built within society and that occurs within a workplace. The ability for corporate individuals to network and keep a sustained and viable consistency of valued physical and emotional support concerning the working environment. To reduce the stress and anxiety of the overall increased expectations upon the diverse people and the biases they continually face within the workplace. This will be implemented within the bounds of the Leadership concerning hiring and business management of already existing forms within a corporation¹⁸.

¹⁸ Ceridian, T., 2022. Ten ways to support diversity and inclusion in the workplace. [online] Ceridian.com. Available at: <<https://www.ceridian.com/au/blog/support-diversity-and-inclusion-in-the-workplace>> [Accessed 27 June 2022].

¹⁹ Jobaccess.gov.au. 2022. Ensuring accessibility in the workplace | Job Access. [online] Available at: <<https://www.jobaccess.gov.au/employers/ensuring-accessibility-workplace>> [Accessed 27 June 2022].

Recommendation 9

The NSW state government should negotiate with private institutions to offer more internships, workplace opportunities and placements. The government can demonstrate

their goal to prevent the significant problems minorities may experience in the workplace, and how to take preventative measures against workplace disparities. Therefore, the government should compel institutions and private organisations to take more steps to inspire minorities and take action against the status quo of workplaces²⁰.

Recommendation 10

All protected characteristics, meaning the age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, pregnancy and maternity, and sexual orientation shall be removed from formal applications²¹. To remove the presence of unconscious bias in relation to premeditated applications, something that is already taking place in the way of verbal interviews. This may actualise into promotional, hiring or other formal submission forms. By shifting all focus to the ability of an individual rather than something that could be seen as prohibiting their work, casual or unseen biases will be cut and the ability of diverse persons to thrive in growing and established sectors will increase. This will be made mandatory to the same degree as aforementioned quotas and the punishment for failure to complete will be replicated²⁰.

²⁰ 2022. [online] Available at: <<https://www.fairwork.gov.au/employment-conditions/protections-at-work/protection-from-discrimination-at-work>> [Accessed 27 June 2022].

²¹ 2022. [online] Available at: <<https://www.washingtonpost.com/business/2021/02/18/millennial-genz-workplace-diversity-equity-inclusion/>> [Accessed 27 June 2022].

Final Recommendations

Recommendation 1

It is recommended that the NSW government take greater action to reduce workplace disparities through supporting multicultural and inclusion/diversity advocacy, incorporating more programs either through negotiating with private companies or enacting legislation, which compels them to allocate resources towards achieving this vital objective. If the NSW government and private companies believe that workplace disparities are a prominent concern, whereby individuals do not have equal opportunities, it is within their interest to liaise with one another to provide more internships, mentor programs, leadership bodies and work placement for minority individuals to gain a head start in the workplace their majority counterparts already possess¹¹.

Recommendation 2

A review system will be implemented and administered by a Government board whereby every three years both the leadership and board positions will be assessed to ensure the quality and expectation of legislation are adequately met. This will enforce the reality of a diverse work environment and all persons to receive the following benefits from said environment. The board will be composed of a vast range of diverse people¹⁴. This will also ensure the consistency and reliability of the quotas across the board whilst also creating higher job factors for minorities. The implementation of the review system will afford excluded people the consistency across all measures of corporate business applications, and the ability to flourish and have equal career growth. The consequences from failure to meet expectations of a diverse population or a failure in an attempt to do so will result in a publicity release and fines, weighing on the nature to the severity of the offence¹⁴.

Recommendation 3

A Leadership program aimed at young diverse people will be formed and run by other diverse persons in corporate situations. This will act as the information, otherwise distrusted to diverse people through their careers, in a bid to counteract social and cultural embedding of corporate racism and bias. This program will include information on how to lead and why leadership is important, encouraging them to initiate and delve into the values of corporate leadership. Aided by the imposed quota, this will allow diverse leadership to take place and afford keen young people the opportunities they have so often been denied by giving them the tools to take on a greater career challenge. Consequently, as more diverse people teach and are taught how to lead, expected trends of greater representation within high leadership will balance workplace disparities through the means of education.

Dissenting statements

Dissenting statement 1

The government's proposal is ineffective because the plurality of individuals who classify as diverse or are from minority groups face discrimination, and thus quotas must be implemented.

In order for diversity to be practised at a corporate level, there will be a requirement for corporations to hold a 40% quota for minority groups and diverse persons in major board positions by 2035. Additionally, the 40% quota must be met by 2030, regarding the selection of leadership positions. Subsequently, inclusion and diversity can be achieved because these individual interests are met through a quota, whereby majority of leaders will be from various backgrounds in running most private major corporations. Essentially, the opposition's proposal of quotas will apply to all positions in senior roles, on boards, managers, heads of office and all other major relevant positions in relation to the function of their business. Thus, for corporate NSW to better reflect inclusion and diversity, the NSW government should implement significant quotas to reduce the impact of corporate bias. This reduces consequent hiring bias because corporate NSW hires individuals based on a criteria established by the government to hire individuals towards achieving inclusion and diversity. This quota enables diverse and minority individuals to flourish. Without this quota, there is no definitive way to combat hiring bias, whereby other forms of government intervention do not diminish workplace disparities to the significant extent of quotas, protecting the interests of inclusive and diverse people.

Dissenting statement 2

There will be greater, and finite workplace punishment for the actions of casual discrimination within the workplace, and action must be taken upon all instances of exclusive behaviour. This will look like a 'three-strike system' evaluated by the leadership of an organisation. Where complaints of non-inclusive or discriminative behaviours, comments or actions will result in a strike and the final strike ending in termination. Complaints will be filed to the boards in the form of a formal written report detailing the incident. Other appropriate consequences for the actions may be implemented by the leadership board. The only real way to continuously stamp out casual discrimination is by dealing with the act of discrimination in a definite and real way, by it having real world implications. Without consequence there will be no change and consistency is needed to execute this.

Dissenting statement 3

All changes to the physical working environment and the scheduling of daily activities in order to create an inclusive working space will take place. Meaning any accommodation necessary for diverse people to thrive shall be enacted. The acceptance and change of the physical working environment will aid in the reduction of workplace discrimination and allow individuals from a minority to thrive collectively. This is an extremely necessary addition, the accommodations must be met for minorities to even exist in a working environment. Without the ability for change, there is an impossibility for diverse persons to flourish in a workplace.

Along with physical change, an implementation of a greater range and accessibility of support and counselling services for minorities and diverse people needs to be enacted. This is needed to combat the ingrained and continuous discrimination built within society and that occurs within a workplace. The ability for corporate individuals to network and keep a sustained and viable consistency of valued physical and emotional support concerning the working environment. To reduce the stress and anxiety of the overall increased expectations upon the diverse people and the biases they continually face within the workplace. This will be implemented within the bounds of the leadership concerning hiring and business management of already existing forms within a corporation. To continue building the support networks available for diverse people, the NSW state government will negotiate with private institutions to offer more internships, workplace opportunities and placements allowing the number of professional people from minority backgrounds to grow. The government can demonstrate their goal to prevent the significant problems minorities may experience in the workplace, and how to take preventative measures against workplace disparities and discrimination.

Finally, in a bid to allow all persons of a diverse background to thrive, all protected characteristics, meaning the age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, pregnancy and maternity, and sexual orientation shall be removed from formal applications. To remove the presence of unconscious bias in relation to premeditated applications, something that is already taking place in the way of verbal interviews. This may actualise into promotional, hiring or other formal submission work. By shifting all focus to the ability of an individual rather than something that could be seen as prohibiting their work, casual or unseen biases will be cut and the ability of diverse persons to prosper in growing and established sectors will increase. This will be made mandatory to the same degree as aforementioned quotas and the punishment for failure to complete will be replicated.

The implementation of change to the physical working environment, creating a support network, more opportunities and by removing the possibility of unconscious bias from the workplace is how this Inclusion and Diversity's report will make an impact.