Allianz �íl

Unpacking the New Workforce

Exploring the diverse experiences of people at work, particularly from a gender, generational, cultural, physical, and neurodiverse perspective.

Allianz's commitment to diversity, inclusion and belonging

Allianz is committed to embracing diversity and empowering people to be their best. We want Australian workplaces to be mentally safe spaces of inclusion and belonging where everyone can thrive.

Allianz hopes that our research findings will motivate organisations to recognise and support the unique experiences of their employees so they can harness the benefits of a dynamic and diverse workplace.

The new workforce

Amid ongoing and increasing external pressures, Australian organisations are now navigating the most diverse workforce Australia has ever seen.

In our seventh iteration of research - 'Unpacking the new workforce' - we set out to explore the diverse experiences of people at work, particularly from a gender, generational, cultural, physical, and neurodiverse perspective.

Gender diverse companies are **15% more likely** to outperform their peers (McKinsey)[1]

Culturally diverse companies are **35% more likely** to outperform their peers (McKinsey)[2]

Inclusive organisations are **1.7 times more likely** to be **innovation leaders** in the market (Josh Bersin)[3]

More than **3 out of 4 job seekers** report that a **diverse workforce** is an important factor when evaluating a company (Glassdoor)[4]

Organisations with **inclusive business cultures** have a **38% better assessment** of customer interest and demand (Catalyst)[5]

1 How diversity, equity, and inclusion (DE&I) matter | McKinsey
2 How diversity, equity, and inclusion (DE&I) matter | McKinsey
3 Why Diversity and Inclusion Has Become a Business Priority – JOSH BERSIN
4 Recruiting a Diverse Workforce | Glassdoor for Employers
5 Women in Business and Management: The business case for change | International Labour Organization (ilo.org)

Allianz ⑪

Unpacking the benefits of diverse and inclusive workplaces

Allianz advocates for diverse and inclusive workplaces that value, celebrate and provide opportunity to all employees. This means consciously embracing the full picture of Australians participating in the workforce.

Diverse and inclusive workplaces where people feel a sense of belonging make great business sense, and the case for it is overwhelming.

- They harness a wide array of perspectives and experiences fostering innovation, creativity, and can deliver effective solutions to complex challenges.

- Inclusive work environments promote a culture of respect, empathy, and understanding, leading to improved teamwork, communication, and collaboration.

- When individuals feel valued and included, they are more likely to contribute their unique skills and insights, leading to enhanced productivity.

- A sense of belonging can lead to higher employee satisfaction and increased retention rates.

# Unpacking generational diversity in the workplace

Generational diversity in the workplace means valuing and leveraging the different perspectives, experiences, and contributions of people of all ages. This involves creating programs to attract and develop young talent, as well as adapting work arrangements and retirement options to meet the needs of older employees.

Generational diversity also involves recognising that individuals have different career goals and needs at different stages of their working lives. It emphasises the importance of mentorship and knowledge sharing across age groups, creating a culture of learning and collaboration that benefits both individuals and the organisation.

Embracing generational diversity allows workplaces to tap into the collective wisdom and energy of employees from all age groups.

30% of Gen Z workers report that their workplace does not have a **meaningful young worker program**[1]
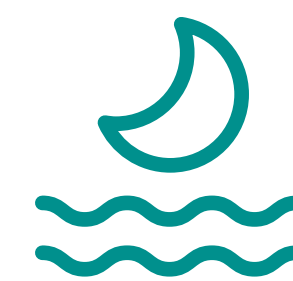
30% of baby boomer workers do not have access to **graduated retirement programs** at their workplace[1]

27% of Australian workers feel overlooked for opportunities in the workplace **due to their age**[1]

Embracing generational diversity in the workplace

Here are three simple ideas that could help your business embrace generational diversity:

Tip 1   Establish an early in career program specifically for employees in the first three years of their careers. This would include providing guidance, resources, and networking opportunities tailored to their needs and challenges as they start their professional journey.

Tip 2   Offer flexible work options that accommodate the diverse needs of employees at different life stages. This could include flexible hours, remote work opportunities, or graduated retirement plans that support early conversations about career and life planning, workplace transitions and meaningful retirement.

Tip 3   Create opportunities for shared learning and social connection between employees of all ages. This could be through formal mentorship or by fostering a culture of greater intergenerational teamwork and collaboration.

Unpacking gender diversity in the workplace

Gender diversity in the workplace means having a representation of different gender identities and expressions among your employees. Gender inclusion means making sure that everyone, regardless of their gender, feels like they belong and are treated fairly.

Achieving gender diversity in the workplace involves promoting equal opportunities for career advancement, implementing policies to address gender-based discrimination and harassment, and considering the specific needs of different gender experiences.

Embracing gender diversity and inclusion means individuals can pursue their career aspirations without gender-based barriers. Gender inclusion sends a powerful message that all employees, regardless of gender, have the opportunity to excel and advance within the organisation based on their merit and capabilities.
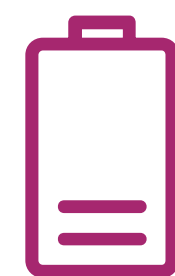
Female workers (38%) are more likely to report **feeling exhausted** than male employees (28%)[1]

21% of workers do not believe their workplace effectively **supports gender equity and diversity**[1]

35% of workers believe their workplace needs to commit to **equitable remuneration practices**[1]

Allianz

Allianz ⬤||

Embracing gender diversity in the workplace

Here are three practical ideas that could help your business embrace gender diversity:

Tip 1   Consider gender representation in your recruitment, development and succession planning processes for sustainable progress.

Tip 2   Ensure workplace policies are contemporary and inclusive, taking into account different personal situations and requirements such as flexible work options, parental leave, study leave, carers leave, domestic and family violence, and gender affirming leave.

Tip 3   Provide visibility and transparency regarding gender pay data and commit to providing adequate and equitable remuneration regardless of gender.

Discover more

Workplace Gender Equality Agency (WGEA) →

WGEA is an Australian government agency dedicated to promoting and improving gender equality in the workplace. They provide a range of resources, including research, toolkits, and guidance on gender diversity and inclusion.

Women's Leadership Institute Australia (WLIA) →

WLIA is an organisation dedicated to advancing gender equality and women's leadership in Australia. They offer programs, research, and resources to support businesses in fostering gender diversity and inclusion.

ACON Pride in Diversity →

Pride in Diversity is Australia's first and only national not-for-profit employer support program for all aspects of LGBTI workplace inclusion. They provide resources and tools to help organisations create inclusive environments for LGBTQ employees, including a focus on gender diversity.

Australian menopause society →

Provide a suite of advisory, leadership and employee work life wellbeing programs. They provide a complimentary benchmark assessment of your organisation's family-family.

Unpacking cultural diversity in the workplace

Cultural diversity in the workplace means creating an environment that respects and includes a wide range of cultural, religious, spiritual beliefs and backgrounds.

This means ensuring that people from different cultural backgrounds are represented and accepted and are provided with equitable opportunities to develop their careers and meet their ambitions.

Cultural diversity also includes recognising and supporting the unique cultural heritage and experiences of First Nations peoples and implementing initiatives to promote their inclusion and advancement within the organisation.

Cultural diversity brings together people from different backgrounds, beliefs, and experiences, creating opportunities to view challenges from different perspectives.

30% of non-Australian citizens believe their **cultural background negatively impacts** their opportunities in the workplace[1]

25% of Australian workers do not believe that their workplace offers **effective programs for cultural diversity**[1]
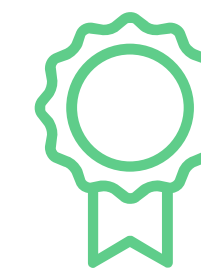
41% of non-Australian citizens report their job satisfaction is impacted by **not being adequately rewarded at work**[1]

Allianz (ⅲ)

Embracing cultural diversity in the workplace

Here are three important ideas that could help your business embrace cultural diversity:

Tip 1   Celebrate and recognise diverse cultural holidays, traditions, and practices. This might look like offering flexible work to allow people to observe significant dates or cultural celebrations that align with their cultural, religious, and spiritual beliefs.

Tip 2   Review recruitment, development and promotion decisions through a cultural diversity lens to ensure an equitable representation of people identifying with another culture.

Tip 3   Commit to the development of a workplace Reconciliation Action Plan (RAP). Consider establishing a RAP steering committee and ensure you have the involvement of First Nations representatives.

Unpacking disability in the workplace

Disability in the workplace covers a wide range of characteristics, including both visible and invisible disabilities. Disability inclusion means creating an environment where all employees can contribute their unique skills and experiences.

Catering for the diverse needs of people with disabilities in the workplace involves such things as providing reasonable accommodations such as accessible facilities, flexible work arrangements, and assistive technologies.

By creating a supportive environment for people with disabilities, you can unlock the full potential of your employees. People with disabilities bring unique perspectives, problem-solving skills, and resilience to the workplace. Furthermore, experiences of people with a disability can offer valuable insights into creating more accessible products and services for your customers and clients.

22% of workers with a disability report feeling **excluded** at work due to their **personal characteristics**[1]

36% of workers with a disability believe their manager holds **an unconscious bias** regarding their ability to work[1]

28% of workers do not believe their workplace has **appropriate support for workers with disabilities**[1]

Embracing disability in the workplace

Here are four tips to support disability inclusion in your workplace:

Tip 1 Make sure that buildings and workspaces are accessible to as many people as possible.

Tip 2 Promote accessible communication by following guidelines for making documents and websites accessible, offering communication support such as interpreters or captioning, and educating employees on creating accessible content.

Tip 3 Provide disability awareness education to all employees with a specific focus on people leaders who need to directly manage and support people of all abilities.

Tip 4 Ensure you have a clear and well communicated process for employees to request the help or accommodations they need to thrive.

Discover more

Australian Network on Disability (AND) →

AND is a national, membership-based organisation that provides resources, training, and guidance to support organisations in creating accessible and inclusive workplaces for people with disability.

Centre for Universal Design Australia (CUDA) →

CUDA offers resources and guidance on universal design principles, which can be applied to create accessible and inclusive environments in the workplace.

JobAccess →

JobAccess is a national hub for workplace and employment information for people with disability, employers, and service providers. It offers resources, support, and guidance on creating inclusive workplaces and hiring people with disability.

Every Australian Counts →

Every Australian Counts is a grassroots community organisation advocating for the rights and needs of Australians living with disability. They provide resources and information to support inclusion and accessibility in various aspects of life, including employment.

Unpacking neurodivergence in the workplace

Neurodivergence in the workplace means including people with neurological differences, such as autism, ADHD, dyslexia, and other conditions. Embracing neurodiversity can bring a wealth of unique talents and perspectives to your workplace sparking creativity and driving innovation.

Creating a neurodiverse-friendly workplace involves implementing inclusive hiring practices, providing reasonable accommodations, and fostering a supportive and understanding environment. This can include offering flexible work arrangements, providing sensory-friendly workspaces, and establishing clear communication channels to ensure that neurodivergent employees feel welcomed and valued.

By leveraging the strengths of neurodiverse employees and creating an inclusive environment that values their contributions, companies can foster a culture of diversity, empathy, and continuous learning, ultimately leading to a more dynamic and successful workplace.

37% of neurodiverse workers report mental health challenges triggered by work through experiences like **sensory overload**[1]

42% of neurodiverse workers have withheld information about personal circumstances fearing **the perception of others**[1]

20% of neurodiverse workers have considered **quitting their job** because the workplace did not accommodate their needs[1]

1   The research was commissioned by Allianz and conducted by YouGov in accordance with the Australian Polling Council standard. The survey is a nationally representative sample comprised of 1613 employees (middle managers and below) and 513 managers (senior managers and above) in Australia aged 18 years and older. This study was conducted online between 24 April 2024 and 6 May 2024. Following the completion of interviewing, the data was weighted by age, gender and region to reflect the latest ABS population estimates.

Allianz (ii)

Embracing neurodiversity in the workplace

Embracing neurodiversity can bring a wealth of unique talents and perspectives, here are four tips:

Tip 1   Conduct an assessment of key job tasks and roles to identify employment opportunities for neurodiverse people. Job dictionaries can be helpful, as they provide detailed advice on how to adapt work and provide appropriate support to people with diverse neurological experiences.

Tip 2   Develop the communications skills of your people leaders. This can include honing skills in active listening, empathy, and adapting communication methods to suit diverse individuals.

Tip 3   Create an employee network group that represents and advocates for diverse experiences or engage with individuals with lived experience to support job design and awareness building for all employees.

Tip 4   Provide training and awareness programs for all employees to foster understanding and empathy. By educating staff about neurodiversity, you can help break down stigmas and misconceptions, creating a more inclusive and respectful environment for everyone.

Discover more

Neurodiversity Hub →

The Neurodiversity Hub is a platform that provides resources, training, and guidance for workplaces to create inclusive environments for individuals with neurodiverse experiences.

Specialisterne →

Specialisterne is a social enterprise that works to enable jobs for people with autism and similar challenges. They offer consultancy services and training to help organisations create inclusive workplaces for neurodiverse individuals.

Disability Employment Australia →

Disability Employment Australia is the peak body for Australia's Disability Employment Services. They offer resources, training, and support for organisations seeking to improve their disability and neurodiversity inclusion practices.

Believe Neurodiversity →

Believe-ND is a not-for-profit organisation passionate about showcasing the strengths of neurodiversity. They developed Australia's first workplace neurodiversity index and have a range of services and resources to support the creation of neurodiverse workplaces.

For more information, visit our <u>Workplace Mental Health hub.</u>

About the research

The research was commissioned by Allianz and conducted by YouGov in accordance with the Australian Polling Council standard. The survey is a nationally representative sample comprised of 1613 employees (middle managers and below) and 513 managers (senior managers and above) in Australia aged 18 years and older. This study was conducted online between 24 April 2024 and 6 May 2024. Following the completion of interviewing, the data was weighted by age, gender and region to reflect the latest ABS population estimates.

Allianz defines neurodivergence as the natural variation in how our brains work and process information. It includes conditions such as autism, ADHD, dyslexia, and more.

Allianz defines 'disability' when used for employment-related purposes based on the Australian Bureau of Statistics' Survey of Disability, Ageing and Carers. Persons are considered to have a disability if they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least six months and restricts everyday activities. This includes:

- Sensory
- Loss of sight (not corrected by glasses or contact lenses)
- Loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- Speech difficulties
- Intellectual
- Difficulty learning or understanding things.
- Physical
- Shortness of breath or breathing difficulties that restrict everyday activities
- Blackouts, seizures or loss of consciousness
- Chronic or recurrent pain or discomfort that restricts everyday activities
- Incomplete use of arms or fingers
- Difficulty gripping or holding things
- Incomplete use of feet or legs
- Restriction in physical activities or in doing physical work

- Disfigurement or deformity.
- Psychosocial
- Nervous or emotional condition that restricts everyday activities
- Mental illness or condition requiring help or supervision
- Memory problems or periods of confusion that restrict everyday activities
- Social or behavioural difficulties that restrict everyday activities.
- Head injury, stroke or acquired brain injury
- Head injury, stroke or other acquired brain injury, with long-term effects that restrict everyday activities.
- Other
- Receiving treatment or medication for any other long-term conditions or ailments and still restricted in everyday activities
- Any other long-term conditions resulting in a restriction in everyday activities

Survey participants were asked to self-categorise both their disability and neurodivergence status.