



# **La Trobe 2018-2022 Diversity and Inclusion Plan**

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## La Trobe's Commitment to Diversity and Inclusion

'Diversity and inclusion' has emerged as the major key agenda for many organisations across the world.<sup>1</sup> While diversity has already been celebrated for many years as a source of innovation and socio-economic benefits, studies (Basit and Tomlinson; 2012; Ramburuth and McCormick 2001; Milem 2003) suggest it can yield better results and outcomes when an inclusive environment is provided).<sup>2</sup>

At La Trobe University, we have a long standing commitment to diversity, inclusion and social justice; our students are amongst the most diverse of all Australian Universities, and we are committed to providing a workplace where all staff feel valued, respected and supported to achieve their full potential.

We aim to deliver an outstanding student experience and be an Employer of Choice for academic and professional staff. To do this, we need to make sure our staffing profile reflects the diversity of our student body and our communities, and that our graduates can engage effectively with people from different backgrounds, abilities and cultures.<sup>3</sup>

The University is also committed to promoting positive change and addressing major issues of our time by being connected, inclusive and excellent.<sup>4</sup> In addition, the 2017-2018 *Respect. Now. Always.* plan outlines our commitment and focus on wellbeing, safety and inclusion.

We have a solid foundation to leverage the 2018-2022 Strategic Plan's commitment to inclusiveness, diversity, equity and social justice in everything we do: "We will strive to be exemplars for the sector in our commitment to gender equality and to inclusivity for marginalised groups".<sup>5</sup>

To fully maximise our potential as a University and to ensure we reflect the diversity of our staff in alignment with our student body and community, we have a contemporary Diversity and Inclusion Plan and program of work. This Plan provides an overview of the diversity and inclusion programs and initiatives for the next five years.

### Defining Diversity and Inclusion

La Trobe's commitment to diversity and inclusion means we are striving to be exemplars for the sector, in everything we do around equality and inclusivity for marginalised people.<sup>6</sup>

Diversity encompasses all the differences between people in how they identify. Inclusion incorporates the active process of change (to be included) and an emotional outcome (to feel included) in people.<sup>7</sup>

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<sup>1</sup> Ferdman, Bernardo M., and Barbara Deane (eds) (2014). *Diversity at Work: The Practice of Inclusion*. San Francisco, CA: Jossey-Bass & Oish, Nana (2017) *Workforce Diversity in Higher Education*. The University of Melbourne. Melbourne, Australia

<sup>2</sup> Basit, Tehmina N., and Sally Tomlinson. 2012. *Social Inclusion and Higher Education*. Bristol: Policy Press. Ramburuth, Prem, and John McCormick. 2001. "Learning Diversity in Higher Education: A Comparative Study of Asian International and Australian Students." *Higher Education* 42(3): 333-50. Milem, Jeffrey F. 2003. "The Educational Benefits of Diversity: Evidence from Multiple Sectors." In Mitchell J. Chang, Daria Witt, James Jones, and Kenji Hakuta (eds), *Compelling Interest: Examining the Evidence on Racial Dynamics in Higher Education*, 126-129. Stanford, CA: Stanford Education.

<sup>3</sup> *La Trobe University Strategic Plan 2018 – 2022*, p. 5. Downloaded on 24 May 2018 from [www.latrobe.edu.au](http://www.latrobe.edu.au)

<sup>4</sup> *Ibid.*, p. 5.

<sup>5</sup> *Ibid.*, p. 7.

<sup>6</sup> *Ibid.*, p. 5.

<sup>7</sup> Victorian Equal Opportunity, Human Rights Commission & Deloitte. (2013) *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, p. 4. Sydney, Australia.

When both concepts are implemented in a holistic way, people know the organisation is not only committed to, and supportive of diversity but committed to making everyone feel included. This means better business performance in every respect.<sup>8</sup>

In this Plan, our diversity dimensions include:

1. Cultural

Cultural relates to ideas, customs, and social behaviour of a society. A Culturally and Linguistically Diverse (CALD) workplace means having employees who: are from different countries, including English-speaking countries; and have different cultural backgrounds.<sup>9</sup>

2. Disability

The Disability Discrimination Act (DDA) (1992) defines disability to include: physical, intellectual, psychiatric, sensory, neurological, learning disabilities, physical disfigurement and the presence in the body of disease causing organisms.<sup>10</sup>

3. Gender

Gender refers to the socially constructed characteristics of women and men – such as norms, roles and relationships of and between groups of women and men.<sup>11</sup> Gender also incorporates men, women, transgender, gender diverse and non-binary.

4. Indigenous

An accepted definition of an Indigenous Australian proposed by the Commonwealth Department of Aboriginal Affairs is; a person of Aboriginal or Torres Strait Islander descent who identifies as Aboriginal or Torres Strait Islander and is accepted as such by the community in which he or she lives.<sup>12</sup>

5. LGBTIQ

LGBTIQ is an internationally recognised acronym which is used to describe lesbian, gay, bisexual, trans, intersex and (queer or questioning within the higher education sector) people collectively. Many sub-groups form part of the larger LGBTI movement.<sup>13</sup>

6. Life stages

Life stages can be understood as the diverse range of age groups and people within a workforce that are recognised for the skills and value that they bring as a multi-generational workforce.<sup>14</sup>

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<sup>8</sup> Ibid. p. 4.

<sup>9</sup> Australian Government. (2016). *Employ people from Culturally and Linguistically Diverse backgrounds*. Business, business.gov

<sup>10</sup> Australian Government. (Federal Register for Legislation) (1992) *Disability Discrimination Act (DDA) (1992)*. Downloaded 24 May 2018 from <https://www.legislation.gov.au/Details/C2018C00125>

<sup>11</sup> World Health Organization. Gender Equity Rights. Downloaded on 24 May 2018 from [www.who.int/gender-equity-rights/knowledge/glossary/en/](http://www.who.int/gender-equity-rights/knowledge/glossary/en/)

<sup>12</sup> AIATSIS. Australian Institute of Aboriginal and Torres Strait Islander Studies. *Indigenous Australians Aboriginal and Torres Strait Islander People*. Downloaded on 24 May 2018 <https://aiatsis.gov.au/explore/articles/indigenous-australians-aboriginal-and-torres-strait-islander-people>

<sup>13</sup> Australian Human Rights Commission. *Our Work*. Downloaded 24 May 2018 from [www.humanrights.gov.au/our-work/sexual-orientation-gender-identity-intersex-status](http://www.humanrights.gov.au/our-work/sexual-orientation-gender-identity-intersex-status)

<sup>14</sup> Commonwealth Bank. (2018) *Respect and Inclusion. You Can be You*. Downloaded on 24 May 2018 from [www.commbank.com.au](http://www.commbank.com.au)

## Diversity and Inclusion – Current State

Our diversity and inclusion “current state” has been ascertained through Human Resources data and analysis, consultation with key stakeholders, Employee Opinion Survey results and a review of key University documents. This research has provided valuable insight into organisational understanding and incorporation of diversity and inclusion within La Trobe. It has also identified areas for priority and focus in order to achieve inclusive excellence.

A summary of the current state includes:

- Data on Cultural, Disability, Gender, Indigenous, LGBTIQ and Life Stages is not adequately collected. Lack of data means we are not capturing the ‘true picture’ of diversity and inclusion
- La Trobe has several separate Diversity and Inclusion plans that require integration with a consistent communication narrative.
- Whilst La Trobe is a 2016 and 2017 Workplace Gender Equality Agency Employer of Choice, continued improvements, monitors and measures are required for the citation to be awarded in future years
- Gender equality has not been achieved in senior roles and within certain academic cohorts such as:
  - Senior leadership roles in levels D and E and HEO10 and above
  - School of Life Sciences
  - Science, Technology, Engineering and Mathematics (STEM)
  - School of Business
- Diversity and inclusion is intrinsically linked to culture and needs to be systemically embedded in *The Way We Work* and throughout the employee life cycle of systems, processes and behaviors.
- Diversity and inclusion education is necessary for staff to effectively lead a diverse workforce and student cohort
- A La Trobe staff and student partnership is required, to consistently communicate and celebrate our positive actions in support of diversity and inclusion.

The Plan will inform us of the areas within our organisation that need priority and attention. It connects our Diversity and Inclusion Plan and actions to ensure we are an Employer of Choice and all contribute to an outstanding student experience.

## Aligning Diversity and Inclusion

La Trobe has a clear vision and direction for the future. We have an aligned 2018-2022 HR Strategy that articulates our aim to be an employer of choice, highlighting the importance of *our people and our culture* in achieving our 2022 targets. The four key pillars include:

- Our People
- Our Leaders
- Our Performance
- Our Culture

Our Culture Strategy and Diversity and Inclusion Plan will directly align and support each of these HR strategic pillars. Both plans will provide roadmaps and one systemic approach to embedding through work, systems and behaviours:

- Our **Work** includes all aspects of the **Employee lifecycle** including recruitment/attraction; our induction and onboarding; our leadership capability and promotion; performance management; reward and recognition; and exit and/or transition to retirement
- Our **Systems** include all the **La Trobe** systems including our people; our collaborations, knowledge and marketing; our learning and safety; our teaching and research; our infrastructure and operations; and our policy and reporting.
- Our **Behaviours** includes all aspects of **The Way We Work** and incorporates our organisation-wide induction and orientation; our action planning from an individual, team and portfolio level; our continuous Cultural Qualities and La Trobe measurement and management; and our reward and recognition around behaviour.

## Diversity and Inclusion goals

### 1. To strengthen our diversity profile

We will:

- Conduct diversity data gathering to ensure our workforce diversity is reflective of the broader student diversity profile
- Design the La Trobe University 'diversity and inclusion' narrative
- Align staff and student diversity and inclusion messages, activities and celebrations
- Maintain our Employer of Choice for Women citation

### 2. To enhance workplace inclusiveness

We will:

- Become active members in diversity and inclusion networks and committees
- Cultivate a respectful and inclusive workplace culture that lives our cultural qualities through *The Way We Work*
- Ensure all staff are recognised for their contributions by providing flexible work and diverse work experiences.
- Align workplace reward and recognition with diversity and inclusion

### 3. To integrate and embed diversity and inclusion

We will:

- Develop a diversity and inclusion performance model to measure success
- Increase representation of staff at all levels from a variety of diversity dimensions
- Integrate diversity and inclusion into systems and the employee life cycle
- Build organisational capability to understand and apply diversity and inclusion and be individually and collectively accountable for the results.

The diversity and inclusion goals and foundational university-wide actions will be supported by individual actions plans for each of our diversity dimensions. Each diversity dimension will have staff/student aligned annual celebrations and events.

The actions will be implemented in collaboration with other University strategies and plans including:

- The 2018-2022 Culture Strategy
- Outputs from the Male Champions of Change;
- The 2018-2022 Gender Equality Blueprint;
- A consolidated Safety and Wellbeing Plan and program of work;
- The SAGE four year program of work;
- The *Respect. Now. Always.* program of work
- La Trobe annual Employee Opinion Survey results and action plans
- Relevant student strategies and plans

## Who was consulted?

The La Trobe 2018-2022 Diversity and Inclusion Plan is the result of initial consultation with:

- Selected University leaders
- Human Resources
- Office of Indigenous Strategy and Education
- Equity and Diversity Centre
- Student consultation and focus groups

Strategy and Plan reviews included:

- La Trobe 2018 – 2022 Strategic Plan
- La Trobe 2018 – 2022 Human Resources Strategy
- Diversity and Inclusion Strategy (Staff) 2016-2017
- Women in Research Strategy 2016 - 2020
- La Trobe Recruitment Strategy (draft)
- La Trobe Remuneration Strategy (draft)
- La Trobe Customer Service Charter

## How we will measure success

Successful delivery of the plan hinges on an integrated approach.

Effective governance and management of diversity and inclusion with cultural alignment and organisational performance will need to occur across all areas and levels.

It will require extensive cross-disciplinary collaboration, particularly between HR and the Deputy Vice-Chancellor (Academic) [DVCA] and Deputy Vice-Chancellor (Research) [DVCR] portfolios.

The Culture, Diversity and Inclusion team will undertake work associated with the key focus areas of Cultural, Disability, Gender, LGBTIQ and Life Stages.

The Office of Indigenous Strategy and Education has carriage of work on Indigenous Diversity (with HR support as required).

The Plan contains a five year horizon that will be underpinned by an annual implementation plan which sets out clear timelines and measures of success. This implementation plan will be developed collaboratively between DVCA, DVCR and HR, ensuring integration with relevant strategies and plans.

The Plan will be monitored via regular progress reports submitted to the Senior Executive Group and HR Committee. Actions and measures will be reviewed on an annual basis to take account of emerging changes in the organisational and external environment.

## **Measures of success**

The Plan will measure success through a range of diversity and inclusion indicators:

- Improved staff and student diversity profile alignment
- WGEA annual citation
- Gender pay alignment
- Diversity and inclusion targets achieved
- Diversity and Inclusion and Cultural Qualities embedded in our work, systems and behaviours
- SAGE Bronze and Silver Medal Accreditation
- Apply for, and receive external awards for Diversity and Inclusion
- Overall increase in the adoption of workplace flexibility

All of these indicators will support our La Trobe strategic measures of success:

- Outstanding student experience (via Net Promotor Score)
- Increased staff engagement (via Employee Opinion Survey)



# Attachment 1: La Trobe 2018 – 2022 Diversity and Inclusion Plan

**Goal 1:  
To strengthen our diversity  
profile**

**Goal 2:  
To enhance workplace  
inclusiveness**

**Goals 3:  
To integrate and embed  
diversity and inclusion**

**Year 1  
2018**

**Years 2-3  
2019-2020**

**Years 4 -5  
2021-2022**

**FOUNDATION ACTIONS**

- Design a narrative, communications plan and external multimedia marketing plan to promote La Trobe as an exemplar in diversity and inclusion
- Diversity and Inclusion (D&I) site is redesigned for external website and staff intranet
- Determine future data options to better report on diversity profile
- Create a list of all 2018 policies that need to be reviewed to embed diversity and inclusion
- Diversity questions reviewed and included in EoS (2018)
- Gender targets are devised as part of La Trobe's Gender Equality Blueprint
- Design programs to build and embed diverse and inclusive work, teaching and learning environments

- Continue to review messaging and multimedia opportunities to promote diversity and inclusion – internally and externally
- D&I site is regularly maintained and updated with new information
- Partner with PIPU to capture richer diversity data to better strengthen reporting
- Complete a review of all relevant policies to ensure diversity and inclusion is sufficiently embedded
- Diversity questions reviewed and updated prior to each engagement survey (including pulse and casuals)
- Broader diversity targets representing other dimensions are explored
- Continue to review and improve programs to build and embed diverse and inclusive work, teaching and learning environments

- Design a multichannel Diversity and Inclusion Plan, in support of the 2023-2027 Diversity and Inclusion Plan
- D&I site is regularly maintained and updated with new information
- Diversity data is reviewed to ensure it continues to strengthen our diversity profile
- Review relevant policies every three years to ensure diversity and inclusion continues to be sufficiently embedded
- Diversity and Inclusion targets considered and embedded via the La 2021-2025 Trobe Collective Agreement
- Continue to review and improve programs to build and embed diverse and inclusive work, teaching and learning environments

## DIVERSITY AND INCLUSION

**INDICATORS OF  
SUCCESS**

- Improved staff and student diversity profile alignment
- WGEA annual citation
- Gender equality targets achieved
- Increased number of hits on D&I page of external website and staff intranet

- Diversity and Inclusion and Cultural Qualities are embedded in our work, systems and behaviours
- SAGE Silver Medal Accreditation
- Apply for, and receive external awards for Diversity and Inclusion

## LA TROBE

- Student Satisfaction and Net promoter Score increase

- Improved Employee Opinion Survey results

## Attachment 2: La Trobe 2018-2022 Diversity and Inclusion Plan

<b>CULTURAL</b>	<ul style="list-style-type: none"> <li>Review the Cultural Diversity and Inclusive Practice Toolkit</li> <li>Review and audit prayer rooms facilities and services across campuses</li> <li>Working in partnership with Equity and Diversity to promote 'Respectful Relations' activities and events</li> <li>Review content around cultural diversity in the 'Promoting Positive Workplace Behaviours Online Module'</li> </ul>	<ul style="list-style-type: none"> <li>Design and deliver refreshed cultural competency education programs. Integrate throughout the employee life cycle</li> <li>Update cultural resources and support materials (in place of Cultural Diversity and Inclusive Practice Toolkit)</li> <li>Partner with Recruitment to review methods in which the University is attracting culturally diverse applicants</li> </ul>	<ul style="list-style-type: none"> <li>Review cultural/faith requirements and flexible working arrangements</li> <li>Review and audit prayer rooms facilities and services across campuses</li> <li>Continue supporting recruitment in sourcing applicants with culturally diverse backgrounds</li> <li>Review, redesign implement improved cultural competency education programs with refreshed cultural resources and support materials.</li> </ul>
<b>DISABILITY</b>	<ul style="list-style-type: none"> <li>Monitor and review the University's 2018-2020 Disability Action Plan (DAP) responsibilities tables</li> <li>Establish a disability advisory group and governance structure</li> <li>Report into University channels on the progress of the DAP</li> <li>Annual review of tasks and progress of DAP</li> <li>Partner with OTARC and Life Skills Australia to formalise neuro – diversity and disability employment options at La Trobe University</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the Disability Advisory Group implementation of Disability Action Plan</li> <li>Implement a HR Disability recruitment plan (as part of the DAP) to increase participation of people with disabilities</li> <li>Partner with La Trobe Living with Disability Research Centre (LIDs) and key stakeholders to review and redesign the 2021-2025 DAP</li> <li>Integrate disability with health and wellbeing strategies</li> <li>Design and distribute disability employment and inclusive practice education materials</li> </ul>	<ul style="list-style-type: none"> <li>Endorse the 2021-2025 DAP and implement Year 1 actions</li> <li>Continue to implement recruitment plan to increase participation of people with disability</li> <li>Promote and extend health and wellbeing strategies</li> <li>Partner with key disability agencies to enhance recruitment opportunities for people with disabilities</li> <li>Partner with Disability Unit to design disability/inclusive training</li> </ul>
<b>GENDER</b>	<ul style="list-style-type: none"> <li>Maintaining WGEA Employer of Choice citation</li> <li>Design and launch the La Trobe 2018 – 2022 Gender Equality Blueprint</li> <li>Continue to deliver on Male Champions of Change initiatives</li> <li>Design and launch the Women in Leadership Framework and program</li> <li>Establish professional development networks for women</li> <li>Appoint 3 fellowships to the Tracey Banivanua Mar fellow positions</li> <li>Introduce Carer's Support Travel Fund</li> </ul>	<ul style="list-style-type: none"> <li>Maintain WGEA Employer of Choice citation</li> <li>Deliver years 1 – 2 of the Gender Equality Blueprint</li> <li>Achieve Bronze Accreditation through SAGE</li> <li>Deliver years 1-2 SAGE Actions</li> <li>In partnership with Recruitment, implement agreed plans to attract and retain women in senior positions</li> <li>Build and maintain professional development networks for women</li> <li>Review further appointments to the Tracey Banivanua Mar fellow positions</li> </ul>	<ul style="list-style-type: none"> <li>Maintain WGEA Employer of Choice citation</li> <li>All actions implemented from Gender Equality Blueprint 2018-2022</li> <li>Deliver years 3-4 SAGE actions</li> <li>Achieve Silver Accreditation through SAGE</li> <li>Design Gender Equality Blueprint 2023-2027</li> <li>Review recruitment plan and Women in Leadership framework</li> <li>Build and maintain professional development networks for women</li> <li>Review further appointments to the Tracey Banivanua Mar fellow positions</li> </ul>
<b>INDIGENOUS</b>	<ul style="list-style-type: none"> <li>In partnership with the Office of Indigenous Strategy and Education (OISE) – further embed 'acknowledgement of country'</li> <li>Create/update online resources to educate staff on conducting 'acknowledgement of country'</li> <li>In partnership with OISE and Recruitment, increase Indigenous representation as per the CA</li> </ul>	<ul style="list-style-type: none"> <li>Support the shaping of an updated indigenous Employment Strategy</li> <li>Design a Cultural competency education program (specific to Indigenous)</li> <li>In partnership with OISE and Recruitment, increase Indigenous representation as per the CA</li> </ul>	<ul style="list-style-type: none"> <li>Supporting OISE with promoting and embedding actions from the Indigenous Employment Strategy</li> <li>In partnership with the OISE, investigate how recruitment is utilizing the Indigenous talent pool for potential applicants</li> <li>In partnership with OISE and Recruitment, increase Indigenous representation as per the CA</li> </ul>
<b>LGBTIQ</b>	<ul style="list-style-type: none"> <li>Design and implement a workplace transgender transition plan</li> <li>Analyse accreditation options and feasibility specifically in the LGBTIQ space</li> <li>Review and launch the ALLY Program</li> <li>Partner with ARCSHS, Student Union and Queer Counsellors to develop LGBTIQ programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Build a stronger presence at staff/student/community relevant LGBTIQ events</li> <li>Become an active member and participate with staff and students in Pride in Diversity</li> <li>Submission in the Pride in Diversity AWEI</li> <li>Promote and sustain to grow the ALLY Network</li> <li>Implement an accreditation option in consultation with stakeholders (e.g. Rainbow tick)</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated staff/student presence at LGBTIQ events, both La Trobe and broader Community</li> <li>Achieve Bronze or Silver accreditation through AWEI</li> <li>Review the expansion of the ALLY network</li> <li>Review Pride tick expansion across the University</li> </ul>
<b>LIFE STAGES</b>	<ul style="list-style-type: none"> <li>Launch the Flexible Working Strategy</li> <li>Build and implement the Flexible Working Toolkit</li> <li>Review and relaunch the Parental Leave pack</li> <li>In partnership with the Judith Lumley Centre, launch, analyse and release results from flexible working survey</li> <li>Maintain breastfeeding accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Embed manager education programs in support of flexible working</li> <li>Reposition all roles as flexible</li> <li>Partner with marketing to promote flexible working options</li> <li>Partner with marketing to promote parental leave to men</li> <li>Build and implement a transition to retirement plan</li> <li>Build and implement a keep in touch program</li> <li>Build and implement a return from sabbatical/long term leave workplace reintroduction program</li> <li>Maintain breastfeeding accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Review and refresh Parental Leave pack</li> <li>Review and refresh Flexible Working strategy and toolkit</li> <li>Partner with marketing to promote and embed the transition to retirement plan, keep in touch program and return from sabbatical/long term leave reintroduction program</li> <li>Continue to partner with the Judith Lumley Centre around flexible working initiatives</li> <li>Maintain breastfeeding accreditation</li> </ul>

Years 1  
2018

Years 2-3  
2019-2020

Year 4 -5  
2021-2022

# Attachment 3: Diversity Calendar

	January	February	March	April	May	June	July	August	September	October	November	December
Cultural	World Religion Day		Harmony Day		Respectful Relations Day	Refugee Day		International Day of the Worlds' Indigenous People				International Human Rights Day
Disability					Global Accessibility Awareness Day				R U OK Day	World Mental Health Day		International Day of Disabled Persons
Gender			International Women's Day					Women's Equality Day	Equal Pay Day		International Men's Day White Ribbon Day	
Indigenous			National Close the Gap Day		Reconciliation Week Sorry Day	Mabo Day	NAIDOC Week	National Aboriginal and Islander Children's Day				
LGBTIQ	Midsumma		International Transgender Day of Visibility	Pride Week	IDAHOBIT			Wear it Purple		Intersex Awareness Day		
Life Stages						Flexible Working Day Global Day of Parents				International Day of Older Persons		

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[www.humanrights.gov.au/our-work/sexual-orientation-gender-identity-intersex-status](http://www.humanrights.gov.au/our-work/sexual-orientation-gender-identity-intersex-status)
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[www.who.int/gender-equity-rights/knowledge/glossary/en/](http://www.who.int/gender-equity-rights/knowledge/glossary/en/)