



DCA & CULTURAL DIVERSITY

Contents

How DCA Defines 'Cultural Diversity'	2
How DCA Defines 'Asia'	2
How DCA Measures Cultural Diversity	3
Benchmarking Your Workforce Cultural Diversity	3
DCA Research, Tools & Resources	4
DCA's Business Case for Capitalising on Cultural Diversity	6
How Your Organisation Can Capitalise on Cultural Diversity	7
APPENDIX A: Cultural Diversity Analytical Categories	8

About Diversity Council Australia

Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We offer a unique knowledge bank of research, practice and expertise across diversity dimensions developed over more than 25 years of operation. In partnership with our members, our mission is to: lead debate on diversity in the public arena; develop and promote the latest diversity research, thinking and practice; and deliver innovative diversity practice resources and services to enable our members to drive business improvement. DCA works in partnership with members to generate ground breaking high impact diversity research that drives business improvement through providing evidence-based guidance on how to fully leverage the benefits of a diverse talent pool.

Diversity Council Australia Limited

Level 1, 225 George St, Sydney, NSW, 2000
Phone: 02 9322 5197

Materials contained in this document are the ©Copyright of DCA Ltd, 2015.
If you wish to use any of the materials contained herein, please contact DCA Ltd at the address above for consent and direction on appropriate acknowledgment.

How DCA Defines ‘Cultural Diversity’

DCA defines cultural diversity as:

The variation between people in terms of how they identify on a range of dimensions including ancestry, ethnicity,¹ ethno-religiosity, language, national origin, race,² and/or religion.

DCA’s definitional approach to cultural diversity takes into account the following important factors:

- **Identity-Based.** DCA recognises the importance of a person’s cultural identity, and that an employee’s cultural identity may not necessarily be directly linked to their country of birth or their parents’ country of birth. Instead, their cultural identity may be more closely tied to their partner’s ancestry, the country or countries the employee has spent the most time in or feels more closely tied to, or a combination of these factors.
- **Multiple Dimensions.** A person’s cultural background may be constituted not just by their country of birth and/or their main language spoken, but a range of other aspects including their ancestry, citizenship, ethno-religiosity and faith. This is important as in order to understand social inclusion and exclusion in Australian workplaces, ethnic, linguistic and faith diversity must all be understood, and there has been scant analysis in this regard.³
- **Intersectionality.** DCA encourages organisations to consider diversity dimensions which intersect with cultural diversity such as age, care-giving responsibilities, gender, disability status, parental status and sexual orientation. DCA has been committed to taking a leadership stance in this area, encouraging practitioners to better acknowledge and leverage off diversity within various demographic groups when designing and implementing diversity initiatives, through working with the concept of intersectionality.⁴
- **Indigenous Australians’ Unique Position.** In DCA’s cultural diversity-related work, we do not specifically focus on issues for Indigenous Australians. While we recognise the cultural diversity among Indigenous people, we consider that the issues require specific consideration in the context of Indigenous Australians’ unique position as First Nations people.

How DCA Defines ‘Asia’

DCA defines ‘Asia’ broadly to include:

- *North East Asia* (China [excludes SARs and Taiwan], Hong Kong [SAR of China], Japan, Korea, Democratic People’s Republic of [North], Korea, Republic of [South], Macau [SAR of China], Mongolia, Taiwan);
- *South East Asia* (Brunei Darussalam, Burma [Republic of the Union of Myanmar], Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor-Leste, Vietnam); and
- *South Asia* (Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka).

While DCA recognises that a diversity of countries, ethnic groups, languages, religion, and so on are represented within Asia, this approach has been taken in recognition that high level policy discussions to date in Australia about the Asian Century have focused on a broad definition of ‘Asia’ including countries from North East Asia, South East Asia and Southern Asia.⁵ Additionally, taking a broad approach to defining ‘Asia’ may prove more useful to organisations which have links with numerous Asian countries and/or have employees who identify with a range of Asian cultural backgrounds.

How DCA Measures Cultural Diversity

DCA has developed numerous surveys which measure cultural diversity. Our approach is based on the following factors:

- **Objective & Subjective Measures.** DCA recognises both objective measures of cultural diversity (e.g. citizenship, country of birth, languages spoken), as well as more subjective measures (e.g. cultural identity, ethno-religious identity).
- **Multiple Dimensions.** A person's cultural background may be constituted not just by their country of birth and/or their main language spoken, but a range of other aspects including their ancestry, citizenship, ethno-religiosity and faith. This is important as in order to understand social inclusion and exclusion in Australian workplaces, ethnic, linguistic and faith diversity must all be understood, and there has been scant analysis in this regard.⁶
- **Country of Birth & Cultural Identity.** DCA's *Leading in the Asian Century* project findings reveal the complexity of cultural identity, in particular challenging the common assumption that a person's country of birth and their cultural identity are one and the same. We asked survey respondents to describe their own identity in cultural/ethnic terms, and allowed them to select up to three responses from a list of over 250 ethnicities used in the Australian Bureau of Statistics Census, and found that while 9.5% of surveyed Australian workers were born in Asia, a much larger 16.7% identified as Asian (in part or whole e.g. Chinese, Chinese-Australian).
- **Survey Response Options Categories.** Typically, DCA uses the response options developed and tested by the Australian Bureau of Statistics for its Census operations.⁷
- **Analytical Categories.** There are numerous ways of grouping response options into different categories, from very specific (e.g. Indian cultural identity) through to broader (e.g. South Asian cultural identity, Asian cultural identity, non-Main English speaking cultural identity, overseas cultural identity and various 'culturally diverse' definitions). DCA's list of various categories is in Appendix A.
- **'Critical Mass' Threshold.** We have tended to set a critical mass threshold of 28% and over of workers/leaders from culturally diverse backgrounds, as this constituted a sufficiently rigorous threshold given research has found organisations are unlikely to realise the financial gains of cultural diversity until a critical mass of 22% or more of culturally diverse leaders is reached.⁸

Benchmarking Your Workforce Cultural Diversity

Typically DCA relies on Australian Bureau of Statistics' (ABS) data and benchmarking data generated from our own research reports, in particular:

- *Capitalising on Culture: A Study of the Cultural Diversity of Australia's Senior Executives & Immediate Pipeline* (i.e. ANZ and the Big 4 Professional Services Firms); and
- *Leading in the Asian Century: A National Scorecard of Australia's Workforce Asia Capability* (nationally representative survey of 2000 Australian workers, for more information see below).

ABS provides statistics for the Australian population overall, as well as for the Australian labour market. The Australian population statistics are more detailed and cover Country of Birth, Ancestry, Main Language Spoken at Home, and Religion. The Labour market statistics include only Country of Birth. DCA has found the following ABS Census and ABS Labour Force resources useful:

- Australian population x Country of birth
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Latestproducts/3412.0Main%20Features32013-14?opendocument&tabname=Summary&prodno=3412.0&issue=2013-14&num=&view=> and
<http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2071.0main+features902012-2013>

- Labour force x Country of birth
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6291.0.55.001Feb%202014?OpenDocument>
- Labour force x Country of Birth x Industry (see page 18)
<http://www.border.gov.au/ReportsandPublications/Documents/research/migrants-contemporary-australia.pdf#search=migrants%20country%20of%20Birth%20industry>
- The following website has collated all the Australian figures to compare with the City of Sydney
<http://profile.id.com.au/sydney/birthplace?BMID=50>

DCA Research, Tools & Resources

Building Cultural Capability Network

This Network for DCA members explores best practice, latest research and thinking as well as provides a unique opportunity to discuss these issues with other professionals and practitioners.

Building Your Cultural Capability Training Program

This Training Program focuses on building the business case for cultural diversity in organisations, along with practical guidance for increasing cultural capability developed from DCA's research.

DCA also regularly releases evidence-based guidance for its members which focuses on how Australian organisations can capitalise on cultural diversity in their leadership ranks and general workforce. Each report below provides tools and guidelines for DCA members. Please click on the relevant links to access these from our website (you will need to log in using your membership details to access the full reports and guidelines – please email Sydney@dca.org.au if you need assistance locating these).

Leading in the Asian Century: A National Scorecard of Australia's Workforce Asia Capability (forthcoming, 14 September 2015)

For Australian businesses, one of the biggest impediments to realising the Asian opportunity is a lack of understanding about Asia Capabilities – in particular which capabilities are critical to business success and how prevalent they are in the workforce.⁹ *Leading in the Asian Century: A National Scorecard of Australia's Workforce Asia Capability* is a partnership research initiative between Diversity Council Australia ('DCA'), Norton Rose Fulbright, Telstra, and the CIMIC Group, supported by Asialink Business. This first-of-its-kind report assists Australian organisations by:

- Clearly defining individual Asia Capability.
- Providing a survey tool for Australian organisations to measure the Asia Capability of their workforce.
- Generating national benchmarks of individual Asia Capability, which enable organisations to assess their workforce Asia Capability and understand how well this supports the markets and clients they serve now and into the future.

DCA surveyed a nationally representative sample of over 2000 Australian workers about their overall Asia Capability ('AQ'), as well as their experience, knowledge, and abilities in seven key AQ Domains. Survey findings were used to generate a *National Scorecard of Australia's Workforce Asia Capability* which maps the nature and extent of Asia Capabilities among Australia's workforce.

Cracking the Cultural Ceiling: Future Proofing Your Business in the Asian Century

This project was a partnership research initiative between Diversity Council Australia ('DCA'), and Deloitte Touche Tohmatsu, Commonwealth Bank, IBM Australia, King & Wood Mallesons, Performance Education, and The Next Step. This landmark project draws on insights from Asian leaders and emerging leaders to generate evidence-based guidance for Australian organisations on how they can address the strategic economic and business issue of 'the bamboo ceiling'.¹⁰

DCA surveyed over 300 leaders and emerging leaders from Asian cultural backgrounds who are working in Australia, to collect their insights into perceived barriers and enablers of their careers. We also conducted Think Tanks with Asian leaders and emerging leaders, and with (largely non-Asian) business leaders and human resource management/diversity practitioners, to test our survey findings and the framework for action generated from the on-line survey. The career insights shared by Asian leaders and emerging leaders enabled us to generate:

- A synopsis of the state-of-play for Asian talent in the Australian labour market, including at leadership levels.
- A framework for action to assist Australian organisations better harness, recognise and reward the abilities of Asian talent. This framework is organised around four key organisational Asian talent locks and associated keys identified in our survey and Think Tanks with Asian leaders and emerging leaders. The framework puts forward a broad range of actions (listed in the report) to address each of the four Asian talent locks. The talent locks and associated keys are listed in priority order, based on Asian talent feedback.

See the following link for the full report, <http://www.dca.org.au/dca-research/cracking-the-cultural-ceiling.html>

Capitalising on Culture: A Study of the Cultural Origins of ASX 200 Business Leaders

In an Australian first, DCA's new research called *Capitalising on Culture: A Study of the Cultural Origins of ASX 200 Business Leaders* and released on 23 October 2013, reveals the cultural origins of board members and senior executives in our major listed companies. Whilst it found some encouraging breadth and depth in cultural diversity amongst business leaders, it also identified some underrepresentation in key areas, especially when compared with the general population.

Produced in partnership with the federal government's Australian Multicultural Council, and PwC Australia, the Australian Government and IBM Australia, the research analysed the personal and family names and company, occupation and gender of board members and senior executives of ASX 200 companies. From the research, DCA made a series of recommendations to assist organisations to better measure and capitalise on culture.

To see the special *Capitalising on Culture* microsite, visit <http://dca.org.au/capitalisingonculture>

For an interactive executive summary of the research produced by PwC, click [here](#). Members can access the full research report [here](#).

Capitalising on Culture: A Study of the Cultural Origins of ASX Board Directors 2004-2013

In a follow up to the above research, Diversity Council Australia ('DCA') partnered with Deakin University to track cultural diversity trends in ASX boards over the past decade. In this report, the cultural origins of ASX board Directors were investigated at three key time points – 2004, 2009 and 2013 – using an innovative methodology, OriginsInfo's name analysis. This approach has been demonstrated to have strong analytical power and is a simple, quick and cost-effective way of gaining an understanding of the cultural mix of a workforce, labour market catchment, customer base or other population.

We found the breadth and depth of cultural diversity in ASX boards overall had increased over the past decade, though there were also opportunities to better capitalise on cultural diversity. In

particular, the cultural diversity of boards of larger ASX companies and of ASX CEOs is slower to change. Additionally, ASX Boardrooms do not yet reflect cultural diversity in wider community.

See the following link for the full report <http://www.dca.org.au/dca-research/capitalising-on-culture---asx-directors-2004-2013.html>

Capitalising on Culture: A Study of the Cultural Diversity of Australia's Senior Executives & Immediate Pipeline

In its survey of over two thousand executives and their direct reports, a research study conducted by Diversity Council Australia (DCA) has measured just how culturally diverse the executive ranks and immediate pipeline are in a key part of the professional services sector and ANZ in Australia.

This partnership research initiative between Diversity Council Australia ('DCA') and Deloitte Touche Tohmatsu, ANZ, Mallesons Stephen Jaques and Goldman Sachs, was conceived in recognition that the first critical step in assisting Australian organisations to effectively 'capitalise on culture' is enabling them to measure the degree and breadth of culturally diverse talent in their workforce. While Australia has a well established methodology for 'counting gender' in the executive ranks, in the form of the Workplace Gender Equality Agency's Women in Leadership Census, we had, until now, not developed an appropriate methodology for 'counting culture'.

DCA worked in partnership with project sponsors and other subject matter experts in industry and academia to develop a first-of-its-kind survey tool for measuring cultural diversity. This survey was used to capture the culturally diverse profile of senior leadership groups in five DCA members. The five participating organisations were DCA members in the professional services and financial services sectors that have a high level of engagement around cultural diversity. These organisations included the 'Big 4' accounting and business services firms (i.e. Deloitte, Ernst & Young, KPMG, PwC) and ANZ. The online survey was administered to all Australian senior executives and their direct reports (5762 staff) in these five organisations.

DCA members are able to access the report which provides benchmarks on cultural diversity in leadership teams in the Professional Services, as well as the Financial Services. DCA also draws on lessons learned from conducting this project, to make recommendations for organisations contemplating embarking on a cultural diversity journey.

For a summary of the research, click here. Members can access the full research report here. - See more at: <http://www.dca.org.au/dca-research/capitalising-on-culture-pilot-survey.html#sthash.FeZV07BY.dpuf>

DCA's Business Case for Capitalising on Cultural Diversity

Cultural diversity is a key driver of business performance. Executive and workforce cultural diversity is linked to increased innovation and creativity, market share and sales revenue, brand reputation and differentiation, and improved financial performance. Cultural diversity can therefore provide a clear and compelling competitive edge – whether organisations are Australian SMEs operating domestically, large multinationals looking to explore new international horizons, or any organisation in between.

Is Your Organisation Capitalising On Culture?

Cultural diversity, cultural capability, and global experience in senior executive ranks are increasingly being recognised as valuable sought after assets. A culturally diverse and capable leadership team can assist an organisation to broaden its strategic perspective, identify and enter new local and global markets, innovate, achieve business goals in culturally diverse business settings, and generate high performing multi-national and multicultural teams. Indeed, recent Australian research has found that the higher the proportion of senior leaders who have cultural training, speak an Asian language or have lived and worked in Asia for more than three months, the more likely business performance will exceed expectations – with the opposite also being true.¹¹

- **Boosting Local Market Share.** A culturally diverse workforce has expert knowledge of the communities it represents and can help your organisation expand beyond traditional markets and customers. In all, 46% or 9.4 million consumers in the domestic market are either born overseas or have at least one parent born overseas.¹² Indeed, the Australian 'multicultural market' has an estimated purchasing power of more than \$75 billion per year.¹³ Australian businesses that want to reach their 'whole' market and make their goods and services accessible to all potential buyers cannot afford to ignore such a critical mass of consumers or assume that the market has homogenous tastes and preferences.
- **Entering International Markets.** A culturally diverse leadership team can assist their organisation identify and enter new global markets. In today's 'Asian Century', the emerging and rapidly growing economies of east and south Asia offer Australian organisations significant business opportunities. Three of Australia's five largest trading partners – China, Japan and the Republic of Korea – are in Asia,¹⁴ and currently more than three-quarters of Australia's exports go to Asia.¹⁵ While there are approximately 500 million people in Asia who could be regarded as middle class, this is forecast to rise to 1.7 billion by 2020 and 3.2 billion by 2030, meaning Asia will account for about 60% of global middle-class consumption.¹⁶
- **Creating Strategic Alliances.** In today's global business context, more and more organisations are considering multicultural strategic alliances and supply chain diversification – 50% of CEOs¹⁷ are diversifying their supply chains and working with suppliers in a wider range of territories, to maximise efficiency and cope with unanticipated disruptions; while a similar proportion of CEOs aim to form a new strategic alliance or joint venture during the next 12 months, to generate new business opportunities, take advantage of a common infrastructure and share customers. Delivering on such multicultural strategic alliances requires a culturally capable leadership team, one able to respond appropriately to complex cultural systems and influence, negotiate and build trust across cultural boundaries.
- **Maximising Innovation.** A culturally diverse leadership team can generate the innovation businesses need to succeed in complex and unpredictable operating environments. Culturally diverse teams can access a deeper and wider knowledge bank, leveraging this to generate new ideas, products and creative solutions. Indeed, studies demonstrate strong relationships between cultural diversity and creativity and innovation.¹⁸
- **Differentiating Your Brand.** Cultural diversity is an integral part of brand management with customers and investors, as well as potential employees. Cultivating a cultural diversity-differentiated reputation can position your organisation as a leader in its field, translating into positive media attention,¹⁹ as well as positive recruitment²⁰ and business outcomes.²¹
- **Meeting Critical Talent Shortages.** Australia's tight labour market, even amidst a global financial crisis, has seen Australian organisations increasingly diversifying their talent pools to meet recruitment requirements. Australia needs an extra 240,000 skilled workers over the next five years to meet the needs of the economy – this constitutes an extra 4.36 million workers over the next 15 years.²² Leadership capabilities are likely to be at a particular premium, given forecasts show Australia could be 2.8 million short of the number of higher-skilled qualifications that industry will demand.²³ Australia's culturally diverse local talent pools constitute an important yet often under-utilised resource in this regard, as do overseas talent pools, with India, the United Kingdom, China, Sri Lanka and the Philippines being Australia's top five source countries for skilled migration.²⁴

How Your Organisation Can Capitalise on Cultural Diversity

Each of the above reports has a series of recommendations for how organisations can capitalise on cultural diversity in their leadership team and workforce. These recommendations can be found in the full research report – which DCA members can download using the above listed links.

APPENDIX A: Cultural Diversity Analytical Categories

'Waves of Migration' Categories

As a result of consultation with experts in the field we commonly use a 'waves of migration' approach to measuring and reporting on cultural diversity. This recognised that Australia's British colonisation history and the successive waves of migration to Australia since World War II have contributed to Australia's cultural mix today. As the ABS notes,²⁵ following World War II, many migrants were born in countries in North West Europe, followed by large numbers of migrants born in Southern and Eastern Europe. In the 1970s, many migrants arrived in Australia from South East Asia, and in more recent migration streams a number of Asian countries have made a large contribution. Since 2001, the proportion of the overseas-born population arriving from countries outside Europe and Asia has also increased. Drawing on this history of successive waves of migration, we considered and reported on cultural mix in terms of the following cultural groups:

- Anglo-Celtic²⁶ (e.g. England, Ireland, Scotland, Wales);
- North West European (e.g. France, Germany, Nordic countries);
- Southern & Eastern European (e.g. Greece, Italy, Poland);
- South East Asian; and
- A broad geographical grouping of more recent sources of migrants including North East Asia, South Asia, Middle East, Central Asia, Africa, and Pacific Islands.

'Culturally Diverse' Categories

While the above 'waves of migration' approach captures a broad picture of cultural mix, we know people are also be interested in accessing a snapshot of the cultural mix – that is, to what extent culturally diverse workers are represented in Australian companies. Accordingly, we also commonly define culturally diverse in two ways:

1. **Broad Definition:** Recognising Australia's British colonisation history, this definition of culturally diverse refers to all individuals with non-Anglo-Celtic cultural origins and so includes people from European, Asian, African, Middle Eastern and Pacific Islander cultural backgrounds; and
2. **Narrow Definition:** Recognising the first post-War wave of migrants to Australia originated from North West Europe (NW-Europe), people with these cultural origins are not defined as 'culturally diverse.' Instead, culturally diverse refers to people from Southern & Eastern European, Asian, African, Middle Eastern and Pacific Islander cultural backgrounds. Thus, it includes all individuals with non-Anglo-Celtic and non-NW-European cultural origins.

'Asian' Category

'Asian cultural origins' included South Asian (e.g. India, Sri Lanka), South East Asian (e.g. Indonesia, Singapore) and North East Asia (e.g. China, Japan).

Other Categories

Other categories DCA uses are those typically utilized by the ABS, including for instance:

- Born overseas/Born in Australia; and
- Main English Speaking Country/non-Main English Speaking Country (i.e. American, Australian, British, Canadian, New Zealand, South African or a combination of these).

1 Following the VicHealth's definition in its Building on our Strengths 2009 report, ethnicity refers to a common cultural heritage shared by a particular group. Heritage includes similar history, language, rituals and preference for music and foods. In practice, the term 'race', when defined as a social category, overlaps with ethnicity. Many people now use terms like race/ethnicity, ethno-racial and racio-ethnicity to capture the interrelated nature of these two concepts.

2 Following the VicHealth's definition in its Building on our Strengths 2009 report, most people think of 'race' as a biological category – as a way to divide and label different groups according to a set of inborn biological traits (e.g. skin colour, shape of eyes, nose or face). Despite this popular view, there are no valid biological criteria for dividing races into distinct categories. Rather, different cultures classify people into racial groups according to a set of characteristics that are socially significant, such as physical appearance, dress, manner, language, accent, biological and social relationships, and self-identification.

3 National Ethnic Disability Alliance, What Does the Data Say? People from Non-English Speaking Background with Disability in Australia, 2010.
<http://www.neda.org.au/index.php/media-releases/51-data-confirms-higher-rate-of-disability-amongst-migrants>

4 L. Annese, J. O'Leary and N. Young, 'More Than a Woman,' Diversity Matters, February, 2011. <http://www.dca.org.au/News/News/More-than-a-woman---A-new-approach-to-gender/160>

5 See: <http://asiancentury.dpmc.gov.au/> Though DCA notes that as the (former) Commonwealth began to consider implementation strategies, these began to focus on country specific initiatives – see: http://asiancentury.dpmc.gov.au/sites/default/files/Implementation/final_implementation_plan.pdf

6 National Ethnic Disability Alliance, What Does the Data Say? People from Non-English Speaking Background with Disability in Australia, 2010.
<http://www.neda.org.au/index.php/media-releases/51-data-confirms-higher-rate-of-disability-amongst-migrants>

7 ABS Australian Standard Classification of Countries, Version 2.3, 2011, Cat. No. 1269.0.

ABS Australian Standard Classification of Cultural and Ethnic Groups, Second Edition, 2011, Cat. No. 1249.0.

ABS Australian Standard Classification of Languages, Second Edition, 2011, Cat. No. 1267.0.

8 Q.M. Roberson and Q.M. & H-j. Park, 'Examining the Link Between Diversity and Firm Performance: The Effects of Diversity Reputation and Leader Racial Diversity', *Group & Organizational Management*, vol. 32, 2007, pp. 548-560.

9 Asialink, Developing an Asia Capable Workforce, Melbourne, Asialink/University of Melbourne, 2012. Available at Asialink website

Endnotes

10 J. Hyun, *Breaking the Bamboo Ceiling: The Essential Guide to Getting In, Moving Up, and Reaching the Top*, New York, Harper Business, 2005.

11 Asialink, Developing An Asia Capable Workforce, Melbourne, Asialink/University of Melbourne, 2012.

http://asialink.unimelb.edu.au/_data/assets/pdf_file/0008/619793/Developing_an_Asia_Capable_Workforce.pdf

12 Australian Bureau of Statistics (ABS), *Reflecting a Nation: Stories from the 2011 Census, 2012–2013* (No. 2071.0), Canberra, ABS, 2012.

<http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/2071.0Main%20Features902012-2013?opendocument&tabname=Summary&prodno=2071.0&issue=2012-2013&num=&view=>

13 'Marketers Are Missing the Multicultural Opportunity', *Marketing*, 14 August, 2013. <http://www.marketingmag.com.au/news/marketers-are-missing-the-multicultural-opportunity-43575/>

14 Asialink, Developing An Asia Capable Workforce.

15 K. Henry, 'Right Place Right Time To Be Part Of The Asian Century', *Sydney Morning Herald*, 6 August, 2013. <http://www.smh.com.au/comment/right-place-right-time-to-be-part-of-the-asian-century-20130805-2ra30.html>

16 Ibid.

17 PwC. 16th Annual Global CEO Survey, PwC. <http://www.pwc.com/gx/en/ceo-survey/index.jhtml>

18 N.J. Adler, and A. Gunderson, *International Dimensions of Organizational Behaviour*, Fifth Edition, Cincinnati, South-Western College Publishing, 2008.

W. Watson, K. Kumar, and K. Michaelsen, 'Cultural Diversity's Impact on Interaction Process and Performance: Comparing Homogeneous and Diverse Task Groups', *Academy of Management*, vol. 36, no. 3, 1993, pp. 590-602.

W. Maddux, A. Galinsky, and C.T. Tadmor, 'Be a Better Manager: Live Abroad'.

C.T. Tadmor, P.E. Tetlock, and K. Peng, 'Acculturation Strategies and Integrative Complexity: The Cognitive Implications of Biculturalism'.

A.K-y. Leung, W.W. Maddux, A.D. Galinsky, and C-y. Chiu, 'Multicultural Experience Enhances Creativity: The When and How'.

19 FECCA, 'Factsheet 8: Maximising the Value of Cultural Diversity', Sydney, FECCA, 2013. <http://www.fecca.org.au/images/Documents/Harmony/factsheet%208%20-%20maximising%20the%20value%20of%20cultural%20diversity.pdf>

20 D.R. Avery and P.F. McKay, 'Target Practice: An Organizational Impression Management Approach to Attracting Minority and Female Job Applicants,' *Personnel Psychology*, vol. 59, no. 1, 2006, pp. 157-187.

D.R. Avery, M. Hernandez and M.R. Hebl, 'Who's Watching the Race? Racial Salience in Recruitment Advertising,' *Journal of Applied Psychology*, vol. 34, no. 1, 2004, pp. 146-161.

21 Q.M. Roberson and Q.M. & H-j. Park, 'Examining the Link Between Diversity and Firm Performance: The Effects of Diversity Reputation and Leader Racial Diversity', *Group & Organizational Management*, vol. 32, 2007, pp. 548-560.

22 Skills Australia, *Australian Workforce Futures*, Commonwealth of Australia, 2010.

23 Australian Workforce and Productivity Agency, *Future Focus: 2013 National Workforce Development Strategy*. Commonwealth of Australia, 2013.

<http://www.awpa.gov.au/our-work/national-workforce-development-strategy/2013-workforce-development-strategy/Documents/FutureFocus2013NWDS.pdf>

24 Department of Immigration and Citizenship, *Australia's Migration Trends 2011-2012*, Commonwealth of Australia, 2013.

<http://www.immi.gov.au/media/publications/statistics/immigration-update/australian-migration-trends-2011-12.pdf>

25 ABS, *Reflecting a Nation: Stories from the 2011 Census, 2012–2013*, (No. 2071.0).

26 Following OriginsInfo's analytical approach, we have used the term 'Anglo-Celtic' to refer to Anglo-Saxon (mainly English) and Celtic (Irish, Scottish, Welsh) cultural origins.