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2018

Outstanding 50 LGBTI Leaders

In 2016, Deloitte released Australia's first list of 50 LGBTI Executives, with the purpose of providing visible business role models to LGBTI Australians of all ages.

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This year, Deloitte is collaborating with Google to celebrate our **Out**standing 50 LGBTI Leaders of 2018. Together, we are extremely proud to be recognising the many role models in business, beyond traditional large corporate organisations. We have taken an inclusive approach to include remarkable leaders from the public sector, government and small to medium-sized businesses alongside those in traditional corporate roles.

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For more on our **Out**standing 50 LGBTI leaders of 2018 please visit **www.deloitte.com/au/out50**

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• Message from Cindy Hook, Chief Executive Officer, Deloitte Australia: One of the things I am most passionate about is taking action to help drive societal change, so that all people can have an equal opportunity to share their voice.

When the idea for the **Out**standing 50 initiative was put to me, I was excited – this idea had real potential to make an impact that matters – and it did. Our inaugural **Out**standing 50 list featured some of Australia's most prominent and well-respected leaders in business.

Throughout 2017, many of these individuals took a leading position in the postal survey on Marriage Equality, helping to blaze a trail for human rights that culminated in a wonderful result for LGBTI Australians, their families and loved ones.

I am delighted that Jason Pellegrino and Google have collaborated with us on this year's **Out**standing 50, and I am proud also of Deloitte's involvement in bringing this next list of dynamic LGBTI Leaders into the public eye.

Role models are looked up to by those around them – and so our list this year features a diverse group of individuals who have achieved great success in their chosen field, including the public sector, government and also small and medium-sized businesses.

I hope that this list, beyond recognising the achievements of these remarkable individuals, will inspire all people to work towards creating more inclusive workplaces and communities around our country and the world.

Both the teams at Deloitte and Google hope you enjoy finding out a little more about our 50 leaders, and that they inspire you to just be *you*. • Message from Jason Pellegrino, Managing Director, Google Australia and New Zealand: Brilliant things happen at Google when amazing teams bring incredible ideas to life. I believe the most important building block for this magic is diversity. Diversity of thought, voice, experience, background, gender, sexual orientation, religious belief and so much more.

We couldn't be more thrilled to be collaborating with Deloitte on the 2018 **Out**standing 50 list, which embodies our core ethos of encouraging people to bring their best selves to work.

Google's core mission is to organise the world's information and make it universally accessible and useful. Our goal for diversity is a natural extension of this mission – to increase access to opportunity by breaking down barriers and empowering people through technology. In all of our offices around the world, we are committed to cultivating a work environment where Googlers can be themselves and thrive.

We hope that this list not only helps pave the way to creating more inclusive workplaces across Australia but more importantly, inspires the LGBTI leaders of tomorrow.

Feyi Akindoyeni

Energetic, creative, fun.

Feyi Akindoyeni

Partner and Office Head (Melbourne/Perth), Newgate Communications

Feyi is one of the country's most sought-after strategic communication consultants. Feyi leads a team of experts in digital disruption and public affairs. She is a former Pride Board Member (Sydney), involved in Rainbow Labor and sits on the Board of Australians for Equality. **Greatest role model:** Joan Kirner – she taught me that each individual can make a difference if you are prepared to work hard, be decent and leave no opportunity unexplored. Also that 'asking' permission rarely gets an outcome, best to just do it and 'apologise' after.

Career advice: You determine your own fate. Don't assume anybody is really all that focused on you and what you are doing in your personal life. Everyone is the star of their own drama. Take every opportunity you can to try new things, seize opportunities and spend time with the smart people. Looks fade, smarts last forever!

Motivations: Working on interesting things that make a difference. You are going to spend A LOT of time at work – it's more fun if it's with smart people, doing interesting things, in a positive environment – enjoy it.

Changing perceptions: Proactive engagement or good old fashioned 'stepping up', speaking up, be out, don't accept the 'this is how we've always done it' position, using data to show the case not just accept 'established fact' as fact. I'm not a great joiner, but I will join organisations/campaigns that reflect a critical mass of sensible support for change and I'm willing to take on responsibility for helping to drive that change. I don't believe in burning a village unless you are prepared to rebuild it.

Words to describe me: Energetic, creative and fun.

IN CONVERSATION

Communication, innovation and transformation

From strategic advice to communications and more, we caught up with Feyi Akindonyeni, Partner and Office Head,

Newgate Communications. With more than 20 years of extensive local and global experience, Feyi revealed that communication is a powerful platform for this century.

made up of the best people. And the best people are supported in whatever way they choose to be supported. We have between 80 – 90 employees across our five offices in Australia, with the full spectrum of colleagues from non-binary to queer and *I love it!*What advice would you give to your 10 year old self?

Resist the urge to plan. All your best laid plans can be totally foiled by things outside your control! Throughout my career I've always asked myself "will this opportunity ever come again?" and if the answer is "no" or "probably not" then I always said yes. And as a result, they are some of the best experiences I've ever had.

How does Newgate embrace LGBTI inclusion?

and we have a level playing field across everything we do. We have a very open environment and that

is part of our overall approach to a work-life and

bad behaviour. Our belief is that the best teams are

well-balanced culture and routine.

It's kind of interesting in that it's not a conscious thing

We have a general respect for all and don't tolerate

We're seeing today that young people might have more opportunities in Australia than ever before but they are also more competitive and more constrained by the view that if they don't do this thing they're expected to do, they will somehow miss out or fail. I feel for them in that they need to recognise that risk has a reward and you can actually plan for risk. We need to encourage people to not give up when things get hard and to not confuse complexity for hardness!

What has been the biggest turning point in your career?

I think figuring out the kind of people you want to work with. Most of us will spend a lot of time at work and if you want to succeed, you spend a lot of time working. I figured out 10 years ago the kind of people I want to spend that time with and usually if you find the right kind of people than you are doing the right kind of work. And that was a big discovery – so it was a turning point. With regard to the team I am with now, I have worked with most of the senior team for 12 years. A lot of it is luck and the harder you work, the more luck you'll have.

Is there any one thing you would change in the business environment of today?

I think there is a lot of great progress in diversity generally. The LGBTI community probably has a lot more opportunity and a lot fewer obstacles. But I think the danger is backlash. The Yes campaign was great. We need to ensure we continue holding the community together. That presumption of an easy path could be our biggest challenge.

What might people not know about you?

Sometimes you don't know what people don't know. I'm a fairly open book I think. Most of my friends know me too well – I would like to be a bit more mysterious!

Favourite song and why?

Right now I am loving Hamilton the Musical, which makes me such a tragic cliché – but one of my favourite songs is Nina Simone, *Sinnerman*, because it goes for 14 minutes so you can really enjoy it. The tempo of it is phenomenal. She is such an amazing performer and it's a great song. I also tend to like things like divas from Motown. Throughout my career I've always asked myself "will this opportunity ever come again?" and if the answer is "no" or "probably not" then I always said yes.

If you could invite three guests to a dinner party, who would they be?

Nelson Mandela – because I've been in the same room as him twice in my life and in a room full of stars he is magnetic. High-wattage. Mandela was in Washington getting a Congressional Medal of Honour and he was in the same room as Clinton and Albright. But he was there and just gold. He was pretty phenomenal.

Oprah Winfrey – simply because she is such a creator of bridges. She talks about things in a way that is incredibly respectful, enthusiastic, supportive and genuinely thoughtful. She uses her influence and power in one of the most positive ways on the planet.

Angela Merkel – she has been Chancellor during the rise of Germany and the role they played in Europe has been fascinating. I wouldn't mind meeting her! •

Dean Allright

Head of Legal, Information Technology (IT) and Intellectual Property (IP), ANZ

Role models: My honest, humble, hardworking and practical parents. They always encouraged me to do my best and stressed the importance and value of a good education. The values they instilled in me are at the centre of who I am and every day I draw on the life skills they equipped me with.

Advice: Your sexuality doesn't need to define you or your career but nor should it ever limit you.

Motivations: My to-do list. While it is always too long and has plenty that is mundane, it also has plenty that excites and motivates.

Changing perceptions: I wish there was something momentous or profound I could cite in answering this question. I have simply been honest and open and taken calculated stands against prejudice. I have to acknowledge that this is less heroic than it is for many when one works for an employer like ANZ that genuinely supports diversity and actively encourages us to bring our whole selves to work.

Words to describe me: Authentic, hardworking and practical.

Dean is an IT Law specialist who heads ANZ's IT and IP legal teams based in Melbourne and Singapore. He is a member of the ANZ Pride Network and has advised ANZ on various aspects of its involvement in LGBTI events including sponsorship of Sydney Mardi Gras and the GAYTM and #HoldTight campaigns.

IN CONVERSATION

Mentors, role models and firm wide support

From local excellence to global insights, we caught up with **Dean Allright**, Head of Legal, IT and IP at ANZ. Across themes of visibility and collaborating with teams, Dean shared his stories, lessons and inspiration.

Visibility: how important is that topic to you?

When our Chief Executive Officer (CEO) attends Mardi Gras (which ANZ has been principle sponsor of for over a decade) and signs a letter in support of Marriage Equality and explains why he has done it in a note to all staff; when our Chairman stands firm against a shareholder at our Annual General Meeting questioning why ANZ has added its name to the list of businesses calling for Marriage Equality; when our CEO in New Zealand defends our involvement in the Pride celebrations in the face of threats from customers to take their business elsewhere; and when our Chief Risk Officer, who has dedicated countless hours of his time to the Pride Network, speaks publicly about the value of greater diversity in the workplace – it is tremendously affirming.

If you are working for an organisation that can't accept your sexuality then I would question whether that's really the organisation you want to work for.

What one key piece of advice would you give your 10 year old self today?

Don't worry, be happy and enjoy the moment because "the past is history, the future is a mystery and the present is a gift." It is one of my partner's often repeated sayings and I like it a lot, even if I am still learning to live by it.

What has been your greatest lesson in your life and career?

Never take anything or anyone for granted – which for me encapsulates, amongst other things, the importance of hard work, gratitude, compassion, Never take anything or anyone for granted – which for me encapsulates, amongst other things, the importance of hard work, gratitude, compassion, delivering on promises and taking time to reflect.

delivering on promises and taking time to reflect. So that is quite a lot covered by a simple statement.

What has been the biggest turning point in your career to date?

Securing my first legal role at Chapman Tripp and a place in the planning and environmental litigation team – a fantastic New Zealand law firm with amazing work and a genuine commitment to developing talent.

I was supervised by Joan Allin and John Hassan (both of whom went on to become Environment Court Judges) and mentored by Alistair Carruthers, the highly respected and openly gay CEO – career experiences that were invaluable.

Joan Allin sent my parents a whole stack of books on being a parent of a gay child and dealing with your child's coming out which I thought was just incredible. Twenty odd years later, my parents still talk about the various people at work who had a pivotal role in helping me through that.

If you could drive one change in the business world of today, what would it be?

A genuine and universal commitment to, and prioritisation of, ethical and sustainable business practices and investment over and above the pursuit of continuous profit growth at any cost.

What more could be done around LGBTI visibility?

We are heading into 40 years of Mardi Gras and there are those who say that it's irrelevant and no longer needed and I disagree. I think it's that point of continuing visibility. We are very fortunate to have achieved much of what we needed and wanted but there are others in other parts of the world who don't even have half of what we have – so the longer that we can continue to demonstrate that we are contributing members of society, the better. And I would like to call out the tail end of the LGBTI initialism – as you move further along the letters of the initialism, the more work that needs to continue to be done. We need to be champions for our transgender and intersex community members as well.

What's your favourite song and why?

Handel's Zadok the Priest – it is so powerful (especially at 100 dBA) and steeped in history and has invigorated me ahead of challenging moments throughout my life, from exams to job interviews.

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If you could invite three guests to a dinner party, who would they be?

Oscar Wilde and Alan Turing. There would be great coverage of artistic and scientific perspectives and I would love both these trail blazers to know how their achievements and convictions are regarded today and how far LGBTI rights, computing and artificial intelligence have progressed. I think there is still a great deal to be learned from lives like theirs as well as a significant debt of gratitude to be paid. And, of course, with a guest list like that, my wonderful partner Ben, who I continue to learn from and who I also owe a great debt of gratitude. •

Andrew Barr



Andrew Barr MLA Chief Minister and Treasurer, Australian Capital Territory (ACT)

Inspiring role models: There are far too many to narrow down to just one. I would say my parents, brother, partner and close friends have had the biggest impact in shaping my life and career. In terms of political inspiration and role models: Paul Keating, Gough Whitlam and Julia Gillard stand out.

Career advice: Be yourself and contribute to the world on more than just LGBTI issues. Never forget those who have come before us and never forget the sacrifices they made that led to the greater equality we have today.

Motivations: Change. Improvement. Making a difference. I want to make Canberra the most inclusive, progressive and best city it can possibly be. It has been my home for most of my life – I love living here and want to share the great things we have to offer with the rest of Australia and the world.

Changing perceptions: By taking a series of controversial but important policies and projects to two consecutive elections, winning those elections and implementing those policies and projects. Over the past few years, we have implemented policies that enable Canberra to become the most inclusive city in Australia. I believe government should lead on social inclusion and equality. While these policies are reflective of our community, they come with some political risk and some detractors.

Words to describe me: Progressive, determined and loyal.

Andrew has led a positive and progressive agenda for Canberra since becoming ACT Chief Minister in 2014. He has championed LGBTI rights for two decades including moving the change to the ALP national platform to support Marriage Equality in 2011.

Sharp, conceptual, curious.

Simone Bartley

Simone Bartley

Creative Company Leader and Brand Architect, Together Co Pty Ltd

Simone has a 30-year career in advertising and marketing, creating and building some of the most powerful and purposeful brands in the world. She spent close to a decade leading the world's No.1 creative agency, Saatchi & Saatchi in Australia and Singapore. She has contributed to the community through work with The Pinnacle Foundation, UNWOMEN and White Ribbon.

Inspiration: It comes from the people the world over that share my ambition of applying the power of ideas to make change. I purposefully chose to work in the most highly awarded creative agencies in the world because I knew it was there I would find the most talented and like-minded people. Individual role models in my career would be the CEO and Executive Creative Director team that led Saatchi & Saatchi Australia prior to my CEO appointment.

Career advice: Keep it simple, be yourself. Motivations: I'm driven by the belief that ideas are the fuel of progress and brands do have the power to do good.

Changing perceptions: I use the power of brand to create remarkable businesses. I help businesses articulate who they are and define their promise to the world. I then use strategy, creativity and technology to ignite their internal team and deliver a memorable and distinct customer experience. During my career, I've worked with successful global companies, government and non-government organisations on a long list of social 'change' related issues. Standouts: The globally recognised UN Voices Project designed to give a voice to those whose plight normally goes unseen and unheard. Another opportunity presented itself for us to help change the perceptions that most Australians had about Australia's indigenous and their challenges. We created a brand, reconcile.org and utilised key inspirational figures to instigate open dialogue. In addition, the White Ribbon 'I Swear – My Oath' campaign was the first out of my own agency and launched by Kevin Rudd.

Words to describe me: Problem solver. Or if you want me to play by the rules: sharp, conceptual and curious.

Prior to his current role on the Executive Leadership Group at QBE Australia, Mark was the Chief Risk Officer for UK and Europe for Prudential. In the early 2000s Mark was on the Mardi Gras and Sydney Gay and Lesbian Business Association Boards. He is currently a volunteer Director of the Performance Space, which specialises in queer, indigenous and diverse experimental theatre.

Mark Baxter

Chief Risk Officer, QBE Australia and New Zealand

Role models: Geoff, my partner – almost 18 years ago he turned me from a bit of a country bumpkin. He spurred my passion in visual arts and I'm still on an amazing journey with him. We've travelled the world together and he left the job he loved for our move to London. I can't think of anyone who has inspired me more.

Career advice: Be true to yourself and do whatever you want. I once mentored a great guy through Pinnacle who was doing geology – he's had a great time as he is passionate and has a talent for it. Don't be scared off from doing what you want.

Motivations: I just love leading, mentoring and supporting people. I have had people follow

me from previous roles as they have enjoyed being part of my team. I also like to have a lot of fun at work and I believe in being authentic – leadership is about really feeling for your people and motivating them but also being completely honest.

Changing perceptions: I remember coming out in 1993 and I thought that being visible would change perceptions and help the more junior LGBTI colleagues. In those days Pride groups did not exist but I was often sought out for confidential advice. I have just started setting up an OUT in Risk and Compliance networking group to hopefully provide support to LGBTI professionals.

Words to describe me: Resilient, passionate and cheeky.

Mark Baxter

"I believe in being authentic – leadership is about really feeling for your people and motivating them but also being completely honest."



IN CONVERSATION

Role models, resilience and reflections

From volunteering to travelling the world and forging a successful and inspiring career, we caught up with **Mark Baxter**, Chief Risk Officer for QBE Australia and New Zealand to talk about mentoring, visibility and LGBTI inclusion.

Let's start with something fun and easy to get the ball rolling. You're hosting a dinner party – who would be your three guests – living, dead or fictional?

First would be Oscar Wilde, I think he's incredibly witty, naughty and fun. Second would be Princess Diana, because I think she'd be a hoot. Wait, do I have to include my partner? (Interviewer: Let's just assume your partner is a given.)

Oh, ok so Jeff is a given! I have to keep thinking ... OK, lastly let's say Don Dunston, the former premier of South Australia (SA) – SA was the first state to pass gay law reform. He came out as gay after he left the premiership, and most famously he turned up to parliament once in bright pink shorts!

Time for some serious questions – It's been almost a year since you were appointed Chief Risk Officer for QBE Australia and New Zealand – what has the past year been like? Any challenges, opportunities or surprises you'd like to share? It has been interesting! This is my first year being back in Australia after living overseas in several different countries for an extended period. It has actually been quite fascinating getting back into Australian corporate life.

I must admit I came back with some trepidation, because I have always thought Australian corporate culture to be kind of 'blokey', especially compared to what I was used to in London. However, within my first week of arriving, I was asked to be the executive sponsor of QBE's pride network.

It was a nice surprise to be asked – although it came about quite suddenly. In the past I wouldn't have stepped up into this type of role so quickly. Part of the reason I did though, was that it was an interesting time coming back to Australia, while Australians were deep in the Marriage Equality debate and people needed support.

I have to say, QBE have been amazing, but seeing some of the things that were said during the debate made me realise in coming back to Australia, there are still deep pockets where there's a long way to go and we all have a role to play.

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You've had an esteemed career in banking and wealth management before moving into insurance – industries that historically have been associated with a 'boys club' culture. Was that your experience? How did you handle that?

Ahhh yep ... Look it actually has evolved. But, I can remember when I came out in 1993 it was because I was being transferred to Hong Kong and I remember it well because at the time I thought of it as a **>**

bit of a risk. I was exploring whether or not my employer at the time would be willing to relocate my partner (as they would have with any heterosexual couple) and the answer ended up being no.

So yes, it was a blokey culture and you still see pockets of that – sometimes you get excluded. I don't play football, I'm not that interested in sport. So there's almost an implicit exclusion from certain things that others take as a given.

Looking at your career you've held roles all over the world: in the UK, Hong Kong, South Africa and of course Australia – what's that been like and what did you learn from these global experiences? I guess I would say one of the biggest things I've learned is that there's no one 'right way' of doing things. Everybody and each culture has their own approach to doing things. So in return, you start learning to just be more flexible in how you adapt to things.

As a gay man, how did you find it in countries such as Hong Kong and South Africa?

My first role overseas was when I moved to Hong Kong and I was pretty much out. I was there from 1993-1999. In Hong Kong they can be great, they almost don't care about your personal life as long as you're doing your job, hitting targets and making money – at least that was my experience.

Having said that, it was still a relatively closeted environment. While the expat community was very close, the local Chinese were quite closeted because of their families and cultural expectations.

South Africa was an interesting place for very different reasons, it is similar to Australia in some ways. In the corporate world there, you would see pockets of really blokey, rugby types. But interestingly, South Africa was also the first country to recognise sexuality in their constitution. The biggest issue there was in dealing with racial equality – so in many ways LGBTI was kind of overlooked and not so much an issue.

You spent some time mentoring with The Pinnacle Foundation, how did you find that experience?

I don't want to give away my age, but I was one of the first mentors with The Pinnacle Foundation.

It was brilliant, actually. I'm still in contact now and then with Troy, whom I mentored. He is doing really well. I think I actually learnt a lot from him and I hope he learnt from me too.

He was studying mining engineering, which is very, very blokey. It was great just chatting and hearing how he was dealing with that, and relaying my own experience in finance.

When you were starting out in your career, did you have any openly LGBTI role models? If so, who were they, if not who did you look up to? No. Actually when I was starting out in my career even the LGBTI characters in popular culture weren't exactly great role models. In shows like *Are You Being Served*, or the *Benny Hill Show* for example, I didn't really relate to the gay characters.

And there were certainly no LGBTI role models in the business community either.

As I mentioned, I didn't come out until 1993 and at that time there were no Pride networks or anything. There were however some (straight) people who took me under their wing and looked out for me, so that helped.

It was funny though, because once I was out, a lot of people would quietly come up to me and ask for advice, I was kind of this little beacon.

The first prominent LGBTI Australian I vividly remember coming out was Ian Roberts, which was in 1995. That was a big deal, I remember seeing the magazine and newspaper covers in newsagents all around Sydney, it was definitely a turning point.

I think to a certain extent we still exist in safe bubbles around major cities. If I went down to Geelong or down to Toowoomba, I don't know how it would go or how comfortable I would feel.

Did you ever think you would live in a world where you could be an openly gay senior executive for a global insurance firm?

When I was younger, probably not. I think I have a certain resilience which has helped me, though I still find that there is a long way to go – not just insurance but in financial services.

In the LGBTI community, I think to a certain extent we still exist in safe bubbles around major cities. If I went down to Geelong or down to Toowoomba, I don't know how it would go or how comfortable I would feel. This was certainly reflected in the Marriage Equality results – we saw from the voting results that there's more to be done in the more remote suburbs of Sydney and more broadly, around Australia. We do need to be concerned for the mental health and wellbeing of younger LGBTI individuals living in these suburbs, because it would be very difficult growing up in that environment, feeling different.

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Do you have any work related stories where you or people you knew felt they had to hide being gay?

I remember back when I was living in London, I was invited to a gay business networking event which was being held up in Stirling (Scotland) – we had a big operation there. And I remember a number of the staff were nervous about attending because they did not want to be outed – and many of them only agreed to go after they were assured that they wouldn't be named if they attended.

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You also spent some time on the Board of both the Sydney Gay and Lesbian Business Association and Sydney Gay and Lesbian Mardi Gras – did experience like this help build your overall career? Oh absolutely, I'm big on volunteer work. I currently sit on the Board for Theatreworks – a theatre company based out of Carriageworks in Sydney, that release a lot of queer and diverse artistic stuff. But specifically when I was on the Board for Mardi Gras, the experience actually taught me a lot: about working on boards and in particular, about how things can go wrong. I served on the Board during the Mardi Gras festival that was straight after 9/11 and it had to be called into administration because there were just no American tourists travelling at that time.

So it was very interesting to work on that and work through the issues. It taught me a lot of lessons and I find myself even reflecting back on that time today.

This is the second time Deloitte is running the Outstanding 50 LGBTI Leaders List – how do you view the importance of initiatives and other similar initiatives?

I think it's actually really good to get out there. As I mentioned, when I was early in my career, I had no role models at all. I didn't think LGBTI people could actually be successful in business. It's incredibly important to be out there so that young James at Manly High School, for example, can actually see that there's successful people out there.

Let's throw in a curveball – what's your favourite song and why?

I keep telling Jeff that this is going to be my funeral music, I'm going to have to put it in my will so that it is actually played. I Wanna Dance With Somebody, Whitney Houston.

How can we all play a role in shaping the future of LGBTI inclusion and visibility?

I think it's just about being visible, really. Not shying away from calling things out. I think sometimes in the past we've tended to just step back for the sake of being polite, let things pass. Sometimes that succeeds, because sometimes you are being goaded to try and make it seem like the bullies are being turned into victims – we saw a bit of that during the postal survey. I'm incredibly proud that as a community we remained calm and didn't give them what they were looking for, which I think showed the community's resilience.

"Be open to opportunities that push you out of your comfort zone as they will help you develop resilience and be yourself."

Nicole Brennan

Nicole

Executive Manager, Retail Banking Services Productivity, Commonwealth Bank

Greatest role model: A senior leader within the Commonwealth Bank's Retail Bank has been such an inspiration. They have made time to meet on a regular basis to help coach and mentor me to identify how I can bring my best self to work and focus on the things that really matter to my development. They are practical, approachable, have the ability to make a complex business scenario seem simple and are not afraid of hard work – all characteristics I hope to emulate and develop.

Career advice: Seek guidance, support and feedback from a variety of people, from all diverse backgrounds to ensure you broaden your perspectives. Be open to opportunities that push you out of your comfort zone as they will help you develop resilience, and lastly, be yourself. **Motivations:** Equality is so important to me so I strive to ensure that whatever I do does not disadvantage another person. I have a real sense of community and strive to develop, support and enhance the wellbeing of the people in my community.

Changing perceptions: Being my true self at all stages of my career has helped to demonstrate a sense of integrity that has been consistent. Don't judge a book by its cover, hence, don't assume that because I do not fit the gender norms that I can't succeed in business. Challenging other people's perception has been a highlight.

Words to describe me: Gregarious, generous and loyal.

Nicole joined the Commonwealth Bank of Australia in the Group Productivity team in 2012 and currently drives productivity change in the Retail Bank. She joined Unity, the Commonwealth Bank's LGBTI employee network, in 2013 where she has consistently focused on advocating for trans and gender diverse employees and customers. Nicole is currently the Unity Co-Chair.

Councillor Tony Briffa JP

Deputy Mayor, Hobsons Bay City Council

Inspiration: I have been inspired by many people throughout my life, including political leaders, human rights activists, aviators, women, composers and colleagues! Many have inspired my passion for making a positive difference and contributing as much as possible to my public life and career in aviation.

Career advice: In an Australian context the future is very bright for LGBTI people starting out in their career. People are ultimately judged on their professionalism and contribution to the workplace rather than their sexual orientation, gender identity or sex characteristics.

Motivations: I am most passionate about making positive contributions to my local community, to the human rights of people with intersex variations and to the aviation company I work for.

Changing perceptions: As the first publicly elected intersex person anywhere in the world, I know I have helped raise awareness of intersex people and educated many people about what intersex is. It can be very daunting being a public intersex person and I have experienced personal challenges as a result, but having been elected to office three times as a Councillor, three times as Deputy Mayor and once as Mayor, I feel comfortable knowing I have been accepted by the community despite my intersex variation. In turn I know this also helps break down barriers for intersex people that follow.

Words to describe me: Tenacious, dedicated and resilient.

Tony was elected to Hobsons Bay City Council in 2008, 2012 and 2016, to Deputy Mayor in 2009, 2010 and 2017 and to Mayor in 2011. Tony initiated the Western Suburbs Councils participating in the Midsumma Carnival and celebrating LGBTI culture in local communities. Tony has been an intersex human rights activist for 19 years.



IN CONVERSATION

Human rights, politics and putting diversity under the spotlight

Delving into aviation, politics and more, we caught up with **Tony Briffa**, Deputy Mayor of Hobsons Bay City Council. From paving the way for intersex representation to putting diversity on everyone's agenda, Tony provided insights on how authenticity can fuel change, progress, diversity and inclusion.

You've been an intersex human rights activist for more than 19 years – what should everyone know about the topic of intersex?

What they should know is one intersex story isn't representative of another. There are many variations overall. Ultimately intersex is about biology and about a person being born biologically not what is traditionally expected of a male or female. Some like myself are happy saying I am not fully male or female – I am both. The majority of intersex people however are either male or female and most are heterosexual.

What are some of the challenges you have overcome?

There is no doubt I have had to put up with homophobia and abuse, but that has been few and far between since first being elected 10 years ago. I have been repeatedly elected and the community is wonderful. When I see the rainbow flag fly above the Council or local people come up and talk to me about being LGBTI or a loved one that is LGBTI, I feel inspired and grateful that I've had the opportunity to affect change in my community. By and large the community is very supportive and our actions show that there is nothing to fear about LGBTI people.

In 2012 we were the second Council in Australia to support Marriage Equality. It's about people seeing what it means and finding out that we are fabulous and just like everyone else – with a little bit of glitter perhaps – and we deserve the same rights and opportunities.

Visibility is key: any advice on how we can reach out to young intersex people?

Accurate awareness is one of those things we need to do. There is legislation that distressingly allows discrimination against intersex people. We need to raise awareness of what intersex is – and that there is It's about people seeing what it means and finding out that we are fabulous and just like everyone else – with a little bit of glitter – and we deserve the same rights and opportunities.

nothing untoward about it, it's a natural variation. The fact intersex children continue to have their human rights denied in hospitals around Australia must stop.

How has Hobson Bay City Council embraced you?

I think the important thing is the community has embraced me and the Council has embraced the LGBTI community. The Council has collectively shown leadership across all of the Western Suburbs by holding LGBTI community forums, participating in Midsumma and the Queer Film Festival, holding numerous local events and building a local LGBTI community.

The Council's services have also changed to reflect the acceptance of LGBTI people. From unisex toilets to flying the rainbow flag and posters of same sex families in our childcare centres, we have embraced inclusivity. When it comes to booking wedding functions we don't assume the couple is male and female – we use photography and language that embraces all. Everyone can feel welcome and included in Hobsons Bay.

When it comes to language, what tips would you give to others out there?

My first thing is to know the difference between trans and intersex and don't assume a person is either one. Respectfully asking the person you are talking to about their experience and pronouns can be helpful. Don't assume that intersex people are gender diverse, non-binary, gay or lesbian. Intersex people, like the rest of society, are very diverse.

If we take a look at sex or gender, there is sometimes an expectation that you have to be feminine to be a woman, but some women are also masculine. They are women nonetheless. A variety of women need to be celebrated, included intersex women!

What piece of advice would you give your 10 year old self?

I would tell my 10 year old self about my body and intersex variation, and reassure myself that my life will be wonderful. I would not have believed that I would become Mayor or that I would travel the world and have an aviation career. Sadly, because of my differences and being made to feel like a freak, at 10 I would never have thought I would have relationships or be able to foster children in the future.

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What has been your greatest lesson in life so far?

Just be genuine and be yourself. You will be rewarded for that because people actually like that. The power of communication and truth is amazing. Accepting faults, acknowledging the faults and being human is key.

What is your favourite song and why?

The soundtrack to *Priscilla: Queen of the Desert* – my poor work colleagues! It takes me to such a happy place. The album takes me back to a time in my life when I was 26 and I started being out and about.



David Brine

"Choose your moment to come out about you/your relationship when it feels right and you have the right support around you."

David Brine

Head of Change and Communications, Sustainable Change, Commonwealth Bank

David's skills span organisational change, solutions delivery and business operations in many industries, particularly banking and finance. He is a founding member of Unity, Commonwealth Bank's LGBTI network, which now boasts more than 2.500 members. He led the network as Co-Chair for more than two years, expanding it to other parts of the Commonwealth Bank Group -Bankwest and ASB in New Zealand.

Lessons: I learned what hard work means from a general manager at Commonwealth Bank at a time when I looked after one of our business customer platforms. When operational incidents happened, he led from the front in terms of energy and drive to see the problems through to the end, even through the night. And the person I must say thank you to for keeping me grounded is my nan. She's no longer with us but I know how hard she had to work to support our family in the most humble of ways.

Advice: Choose your moment to come out about you/your relationship when it feels right and you have the right support around you. Many organisations now, especially here in Australia, are more inclusive and have employee networks that have broadened acceptance.

Motivations: The knowledge that by the end of the day I've had an impact on someone, for the better. Much of my life is about supporting people in achieving something and growing more.

Changing perceptions: Myself and a small group of others did challenge what could have been perceived as traditional and conservative views in banking when we started up the LGBTI employee network at Commonwealth Bank's Unity. I led the LGBTI employee network as a Co-Chair for a number of years, changing leaders' understanding and giving permission for our allies and colleagues to have conversations.

Words to describe me: Authentic, empathetic and curious.

John founded his own company, RWR Group, at 24 years old. RWR Group operates multiple recruitment brands globally. John has also worked for Channel Ten as a media and entertainment reporter and was Chairman of Midsumma Festival. Midsumma is Victoria's second largest festival and is an incredible platform on which to engage and promote the LGBTI community.

John Caldwell

National Entertainment Reporter, KIISFM; CEO, RWR Group; Chairman, Midsumma

Greatest role model: One of the most influential people in my life has been my business partner Trish Mclean. Trish is one of the most pragmatic people I've ever met and has really taught me to embrace life and live it to the fullest. I would also say Trish has encouraged and inspired me to follow my dreams which sometimes have been very 'pie in the sky' but her belief in me has never wavered.

Career advice: Believe in yourself. Do not let the fact that you are LGBTI hold you back in any way. We all grew up with this stigma that something was wrong with us so many of us tried to hide who we were.

Motivations: Achieving success. This can take on many forms and sometimes it's as simple as making an impact for one of my charities or giving a talk that I hope can impact at least one person.

Changing perceptions: I would say my biggest impact in terms of changing perceptions is around my work with anti-bullying and domestic violence. When I started working in this space we struggled to get media to cover the topic unless a child took their own life from bullying or a woman was killed by a partner. Now I talk on air regularly about these causes and the stigma of talking about bullying, youth suicide and domestic violence is almost gone.

Words to describe me: Empathetic, driven and fun. >

John Caldwell

"Believe in yourself. Do not let the fact that you are LGBTI hold you back in any way." Dreamer, curious, compassionate.

Magali De Castro

Magali De Castro

Clinical Director, HotDoc

Inspiration: My greatest role model has been my mother. She worked very hard as a professional and single mother, and built a career where, to this day, she is highly regarded and respected by her colleagues, even though she's been retired for more than a decade. She has held very powerful positions in what is largely a male-dominated industry, and to her, career advancement has never been about gender or status or 'who you know,' but instead about a passionate quest to continuously improve the quality of her work.

Career advice: Surround yourself with people who are supportive and who inspire you. Never be afraid to ask for help when you're stuck or unsure. And if the help you get doesn't quite hit the nail on the head ... then keep looking and ask someone or somewhere else.

Passions: I love learning and I love discovery. So the thing I'm most passionate about, and what gets me out of bed in the morning, is the anticipation of cracking the question or challenge at the core of whatever project I've got my sights set on at that moment.

Changing perceptions: I think by far, the main thing I've done, which is quite simple really, but is what I feel has challenged perceptions the most in my line of work, has been to simply live an open and genuine life as a gay person.

Words to describe me: Dreamer, curious and compassionate.

As a nurse in general practice, Magali quickly discovered a passion and aptitude for developing and implementing systems for effective patient care. This led to the start of her own consulting business with which she is a frequent speaker and coach. She is also the Clinical Director at HotDoc, a tech start-up that helps practices better connect with patients. Magali has found that being an out and authentic gay person in a work setting has made the biggest impact, particularly to colleagues who may not have had a prior frame of reference.

IN CONVERSATION

Health, technology and the power of authenticity

From diversity across the health industry to the vital role of startups and innovation, we caught up with Magali De Castro, Clinical Director at HotDoc. With a passion for working with people and collaborating across new initiatives, Magali shared insights on the changing face of the health industry, fuelled by technology.

In your career, what has been your experience around LGBTI inclusion?

HotDoc is a patient engagement platform and the organisation is extremely inclusive. We have a very horizontal management structure so you are meeting with the CEO and the Chief Technology Officer all the time. We don't have the layers of a corporate landscape or ladder scenario that others sometimes have.

Being an openly gay woman in the workplace was one of the biggest things I could do to make an impact. Colleagues around me then became very vocal for example on items such as the whole Marriage Equality debate, even more vocal than I was! It was so beautiful to see all these people and allies, who may have otherwise been indifferent. But now, because they had this personal connection, they were passionate about it and had a good frame of reference.

Visibility: what does it mean to be on this year's list?

When you get nominated for anything like this, it's a bit of a shock because you kind of go: am I even worthy of this? Have I done enough? And then talking to people, you see that for others looking at the list they can be inspired and say to themselves: it's not that big of a stretch – I could be in that position! You feel really honoured and it's important to have some self-reflection. It's good to stop and think about the simple act of being open in the workplace and the positive impact that can have.

What advice would you give your 10 year old self?

Heads up: there are going to be a lot of surprising twists and turns along the way. But don't panic! Just be true to yourself. My biggest compass has been: what is the decision I would regret not making? The last thing you want on your death bed is to think what do I wish I had the courage to follow? And yes sometimes it is not the

Don't worry too much about what other people are going to think or what other people feel is the right choice to make. Because you are not other people.

easiest choice to make. But then it means you don't have any regrets.

What has been the greatest lesson that you have learned so far?

Checking in with yourself. Don't worry too much about what other people are going to think or what other people feel is the right choice to make. Because you are not other people. At the end of the day it is yourself that you have to answer to. The older you get the more you realise that no one has it all figured out. You can only just do your best. Show up every day and follow your heart.

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What's your favourite song and why?

It's a song called *Live and Learn* by The Cardigans. It's quite upbeat in the melody but the lyrics are quite complex and they tell a story of being beaten up by life and getting up. It also has humorous tones and it reminds you that with all these trials and tribulations, if you have the right outlook it will be alright at the end of the day. It's just part of life.

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You're hosting a dinner party! Who would your three guests be?

Jesus – because it would be the most fascinating experience, regardless of whether he lives up to the expectations or not. It would be interesting to be in the presence of someone who was so charismatic and started a movement – whether intentionally or unintentionally. Another person would be Byron Katie – she has this thing called The Work, which is essentially a way to use logic to break down your thought process, to look at streams of emotions and to look at the thoughts that are creating the emotion rather than the event.

The third person would be Amy Poehler – someone who is funny and a big advocate of smart women. I have followed her for a long time.

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How do you think we can all play a role in shaping the future of diversity and inclusion?

Just like with many other movements at the moment around inclusion, the biggest thing is obviously having that awareness – having those strong advocates – and realising that even though we have come a long way, there is still a long way to go. It's an ongoing thing. And having initiatives and visibility and seeing people who have also been just as successful in their careers where it hasn't hindered their path.



Emma Dunch

"Align yourself with the best people you can find – not the best career opportunities on paper." **Emma Dunch** CEO, Sydney Symphony Orchestra

Greatest role model: My career has been shaped and supported by strong women who shared their knowledge and actively invested in my professional development, particularly Mary Vallentine, former Managing Director of the Sydney Symphony Orchestra, and Mary Jo Capps, currently Chief Executive of Musica Viva Australia. They forged a path for Australian women in cultural leadership in the 1990s that I am now privileged to walk. They encouraged me to take a leap to America 20 years ago, stayed in touch throughout the intervening decades, told leaders in Australia about me when this role became vacant last year, and welcomed me home when I was appointed to the job.

Career advice: Align yourself with the best people you can find – not the best career opportunities on paper. The path isn't always clear and it's your relationships with leaders who know your work and trust your integrity that will carry you through in the long run.

Motivations: I am passionate to have an impact, do some good, and make a difference in my particular slice of the universe. I'd like to look back and know that I had spent my life doing something worthwhile for our society, and I believe sharing culture is very worthwhile.

Changing perceptions: Orchestras and arts organisations historically have been led by men, so I'm proud to join the growing ranks of women in major cultural leadership roles internationally, as well as the ranks of Australian women CEOs under 50.

Words to describe me: Energetic. Positive. Passionate!

Now the CEO of Sydney Symphony Orchestra, Emma was an international leader in the cultural sector based in New York, advising arts organisations globally on strategy, fundraising and finance. Emma supported LGBTI causes in the United States through pro-bono consulting and philanthropic support via the Dunch Arts Fuel Fund. Determined, conscientious, loveable.

Cathy Eccles

Cathy Ann Eccles

Non Executive Director, Blue Cross; Managing Director, Eccles Realty

Role models: Throughout my career in real estate and the aged care sector, my father was both a catalyst and ongoing inspiration. My overall ambition has been to not just equal my father's accomplishments, but to exceed them in a big way. Today I am very happy to say that box has been ticked. My father retired and lived to express pride in seeing that his two eldest children built a wonderful business. Regarding my journey to transitioning male to female, Cate McGregor proved herself to be a great role model. Her resilience and determination to not let gender dysphoria rule her life, let alone take it, helped me make the decision to also live my life on my own terms.

Career advice: In life, it is sometimes necessary to eat a certain amount of rubbish. The most important thing is to not acquire a taste for it.

Motivations: Nothing is more cheer inspiring than a good cardio workout. I am most passionate

about my new partner and pursuing our many shared interests, which include travel, extensive retail therapy and cooking elaborate meals for intimate dinner parties.

Changing perceptions: Our company produced a training program which included a series of videos to educate our staff and suppliers about LGBTI issues. We actively implement overt and tangible procedures, which serve to make respect and inclusivity for all in our care or employ a guaranteed right.

Words to describe me: Determined, conscientious and loveable.

Cathy has been involved in the aged care industry for more than 30 years. She bought her first facility in 1992 and is Co-Founder of Blue Cross Group. The group has expanded to 33 facilities through mergers, acquisitions and development. As Non-Executive Director of Blue Cross she transitioned from male to female last year. Cathy has assisted in the business diversity training program Proud To Be Me, which informs and educates staff, residents and suppliers about LGBTI issues. She is also secretary of Trans Gender Victoria.

Luci Ellis

Assistant Governor (Economic), Reserve Bank of Australia

Greatest role model: I think it's more fruitful to think about the traits you admire in different people. No single person is going to be the right template for every aspect of your own aspirations.

Career advice: Be yourself, be a contributor and don't worry about what others are thinking (because they're actually not thinking about you).

Motivations: My kids and the opportunity to contribute to the Bank's work in support of the public good.

Changing perceptions: Economics is a very male-dominated profession. Just being female is enough to challenge perceptions. I've always been open about being a lesbian throughout my career and over the years I have shared with colleagues some of the issues we face.

Words to describe me: Passionate, focused and open.

Luci is the Assistant Governor (Economic) at the Reserve Bank of Australia. She is responsible for the Bank's Economic Analysis and Economic Research departments and is the Chief Economic Advisor to the Governor and the Board. She also chairs the Bank committee responsible for its data strategy, is the Executive Sponsor of the Bank's Mathematica Users Community and is the Executive Sponsor of the LGBTI Allies Employee Resource Group.



Tiziano Galipo

Tiziano Galipo General Manager, Stage and Screen Travel

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Inspiration: My partner is without doubt my biggest inspiration in life and in my career. As an executive for a well-known global media company, he's worked on some of the biggest TV shows around the world. His determination rivals most and when he sets his mind on achieving a goal, he does just that. He's worked tirelessly on chasing his dreams and being the driver of his own destiny.

Career advice: You are more than your sexuality. Don't be afraid to be yourself, and let your hard work, passion, integrity and ambition define you!

Motivations: They say the two most important things that lead to longevity of life are good personal relationships and social activities. I couldn't agree more. It's the supportive community around me that gets me out of bed each day. It's the friends that have become family. And it's this very sense of community that I try to bring to Stage and Screen so our people can experience that every day they come to work.

Changing perceptions: In addition to 20 per cent of Stage and Screen's people identifying as LGBTI, I have LGBTI women and men on my management team. Having LGBTI leaders is critical in demonstrating and reinforcing cultural values within our business, and proof that sexuality won't define or inhibit you.

Words to describe me: Loyal, pragmatic and people-oriented.

Tiziano has been in the travel industry for 20 years, with 11 of those at Flight Centre Travel Group (FCTG). Tiziano received the FCTG Directors Award in 2016 for continual year on year growth, and the highest employment satisfaction and client retention rates. He focuses on creating an inclusive and progressive culture at FCTG – reflected in the 90 per cent staff retention rate!



"As someone that has been fortunate enough to have had a successful career, I've always felt a responsibility to be open about my sexuality."

Mark

Mark Gay

Chief Digital Officer, CrownBet

Role models: I've been surrounded by so many positive role models throughout my career who all share a number of common traits. They believed that people came to work each day wanting to do their best, and that it was their role as their leader to set them up for success by being clear about what best looks like. They had trust in me and treated any misses as learning opportunities rather than failures. They treated every human being fairly and with the same level of respect. They never mocked, judged or criticised anyone for who they were.

Career advice: Have the courage to bring your whole self to work - this is often about leaning into your own insecurities as much as dealing with other peoples. Your authenticity will be recognised and rewarded in the long run and you'll give others the courage to follow in your footsteps.

Motivations: I love leading people and playing my role in setting them up for success. Leveraging

diverse ways of thinking and coaching people to be their very best is incredibly rewarding, and creates sustainable capability over time.

Changing perceptions: As someone that has been fortunate enough to have had a successful career, I've always felt a responsibility to be open about my sexuality, to not only break down barriers and stereotypes within the industry, but to be a role model for LGBTI staff or other minorities.

Words to describe me: Father, coach and strategist.

Mark is the Chief Digital Officer for CrownBet, where he leads the development of digital products across the organisation. Prior to this he was Chief Information Officer at ME Bank and he also held a number of senior roles with GE Capital including the Global Head of Technology Process, Chief Technology Officer, and Director of FastWorks, Quality and Strategic Programs. Mark was instrumental in driving LGBTI inclusion initiatives at ME, and was the driving force behind ME's public support of Marriage Equality.
Alasdair James Godfrey

Managing Director, Health Technology Analysts

Greatest role model: My parents have been a huge influence in my life, personally and professionally. They always made me feel I could achieve anything I wanted. There was never a question or moment of doubt. What I wanted to do or who I became was just dandy with them because they never showed anything but unwavering faith.

Career advice: Don't get side tracked by negativity or actively seek rewards in the workplace. Focus on doing positive work and making valuable contributions. You will look back on those achievements with the most satisfaction. And the rewards will follow.

Motivations: Growing up in Scotland, from a working-class background, several family members struggled with chronic illness, including my father. Therefore, a medical career seemed like an obvious choice for me, I knew that I wanted to use whatever academic aptitudes I had to make a positive impact. I was the first person in my extended family to attend University so there was a great sense of motivation and impetus not to waste my opportunities.

Changing perceptions: I appreciate that not everyone has LGBTI people in their life and perceptions may be informed by lazy stereotypes. Perhaps self-confidence has been fundamental in my career, allowing me to power through misconceptions or discrimination when they arose. Some people may have held negative perceptions, but these were never obstructive to me, I just wouldn't let it be. Excellence always beats prejudice.

Words to describe me: Analytical, confident and idealistic.

Alasdair is the owner and operator of Health Technology Analysts. He joined the company in 2014 as Asia Pacific Leader and subsequently built a strong team and reputation leading to a management buy-out in June 2017. Alasdair has assisted federal reimbursement applications for HIV/Hepatitis therapies. He is a strong advocate of inclusion and bringing your whole self to work.

Alasdair Godfrey

"Excellence always beats prejudice." "Seek out the people in your community, organisation or industry who will support you, who will have your back."

Cassandra Goldie

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Dr Cassandra Goldie

CEO, Australian Council of Social Service

Cassandra is CEO of the Australian Council of Social Service. She has represented the interests of people who are disadvantaged, and civil society generally, at national, regional and international levels, including at the G20 and the United Nations, as well as in grassroots communities. Cassandra has consistently advocated for LGBTI equality rights, including driving major LGBTI law reform in the Northern Territory.

Greatest role model: The Honourable Dame Quentin Bryce AD CVO, for her lifetime of work as a fearless, dignified advocate for human rights and equality. She sends a powerful message to women and girls everywhere to be bold and brave – to be who we are, and to do it with pride.

Career advice: Seek out the people in your community, organisation or industry who will support you, who will have your back. They can be fabulous vehicles for support and advice. Don't give up until you find the person or organisation that can assist you. Be kind. And give lots of hugs.

Motivations: I have always worked in one way or another on social justice issues. This came from my modest background where I learnt as a child how important it is to be vigilant about the kind of society in which we want to live. I am driven by wanting to ensure everyone can live with dignity and be treated with respect. We are a wealthy country yet more than 730,000 children in Australia are living in poverty and almost three million people. How can this be?

Changing perceptions: I talk about human rights and equality in everything I do. Whether it is policy development, spending time with business and industry groups, or advocating to government on behalf of people on low incomes across Australia.

Words to describe me: Compassionate, committed and courageous.

Matthew has held sales and marketing roles at Unilever, L'Oréal and Ansell and is currently the Vice President of Global Marketing for LifeStyles – the company created when Ansell sold their sexual wellness division. Believing that normalising typically stigmatised issues is the key to acceptance, LifeStyles has been inclusive of LGBTI people in all key communication campaigns, demonstrating that all relationships are equal.

Matthew Groskorth

Vice President Global Marketing, LifeStyles

Inspiring role models: I have worked with many people from different cultures, countries and organisations who have helped me further appreciate and better understand the true meaning of integrity. When I am tested, it is these people who inspire me to get it right both in life and work.

Career advice: Be yourself. I think most people want to understand the strength of your character and your potential to succeed. If people are striving to be someone or something that they're not, they are creating an obstacle in their development, which will prevent them from reaching their true potential. That would be a great shame.

Motivations: I am driven by doing interesting work with great colleagues and collaborators, as well as enjoying opportunities to travel and meet interesting people. But my real passion comes from having a job that allows me to develop and grow brands not just in Australia but around the world, with a mission to create acceptance and belonging – not just for LGBTI people, but everyone.

Changing perceptions: Championing LGBTI acceptance in day-to-day work-life also paves the way for stronger female equality, racial acceptance and having a better attitude to anyone in minority. Our global campaigns over the past few years have featured LGBTI people represented in a positive and natural way. Our business and our brands believe in the power of diversity and we have used this belief to promote acceptance through our communications.

Words to describe me: Open, earnest and fun. >

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Matthew Groskorth

"My real passion comes from having a job that allows me to develop and grow brands with a mission to create acceptance and belonging – not just for LGBTI people, but everyone."





Manda Hatter

Head Operations, Australian Broadcasting Corporation (ABC); Chair, ABC Pride

Manda Hatter

Greatest role models: The first ones I remember were my parents, who supported me in my chosen career. Then to my first job at WIN Television Wollongong, where the Head of News and the Chief Cameraman at the time, gave me the opportunity to become a Camera Operator (one of the first female Camera Operators in New South Wales (NSW) and Australia). Various senior managers from both the WIN Network and the Ten Network then continued to afford me opportunities to move through various roles in production and operations including management roles.

Career advice: I love the term 'bring your whole self to work'. When I did come out at work, it gave me the freedom to be who I was all the time without having to hide any part of me. This was not only liberating, but allowed me to view issues through the lens of my total life experience.

Motivations: I love being part of making Quality Australian Content and the vision of the ABC Board, Leadership Team and Executive continues to inspire me to make the ABC a great place to work for everyone here. Other inspirations are riding my motorbike and writing and playing music.

Changing perceptions: We were having a staff BBQ and a young girl came up to me and said she was bi-sexual and didn't know how to come out at work. So I worked with her to form a network of like-minded people.

Words to describe me: Passionate, driven and loyal.

Manda is a television industry professional who started 30 years ago as one of the first female camera operators in NSW. Since then, Manda has worked across all facets of TV including producing, directing and various production and operational roles and has spent the past 15 years in senior leadership. She held the roles of Secretary and Ride Leader with Dykes on Bikes before becoming President for the term 2014 – 2016. Manda was also a board member of ACON in July 2016 to January 2018. Jane Hill "Find a place to work where diversity and authenticity is celebrated and share your perspective. There will always be someone who will learn from you and feel stronger having you around."

Jane Hill

People and Culture Director, Lion

Greatest role model: Madonna has always been my inspiration! I love the way she has reinvented herself for more than four decades to remain relevant. Whether you're a business, brand or an individual, you can never stand still – evolve, grow and keep learning.

Career advice: It's exhausting when you can't be yourself at work. You waste so much energy trying to censor parts of your life, energy that could be better spent doing a great job and building your career. Find a place to work where diversity and authenticity is celebrated and share your perspective. There will always be someone who will learn from you and feel stronger having you around.

Motivations: I love being a change agent at home and at work and am motivated by coaching others to be the best version of themselves. I enjoy learning new things and constantly asking 'why not?' **Changing perceptions:** I remember presenting to our Board of Directors in the early 2000s when I was eight months pregnant with twins. They knew I was gay and they couldn't have been more supportive. I think I've changed perceptions by just living my life honestly, being in a long-term relationship and having two children. I'm passionate about equality in all its forms and feel very grateful to work for Lion where we've closed the gender pay gap, have 50:50 targets for all roles and supported Marriage Equality several years before it became law.

Words to describe me: Curious, solutions-focused, inclusive.

Jane's professional background includes marketing, sales and human resources in food, beverage and pharmaceuticals. Jane has worked for large multinational organisations including Pfizer, Cadbury Schweppes and Lion and provides mentoring support to young LGBTI people. In the 90s, the brand Jane was managing changed its logo to a rainbow in support of San Francisco Pride – controversial at the time!

Dawn Hough

Dawn Hough

Director, ACON's Pride Inclusion Programs (Pride in Diversity, Pride in Sport, Pride in Health and Wellbeing)

Inspiration: I can't say that I've had one single role model apart from my partner who has taught me so much and inspired me enormously in regard to her own courage and ability to make a mark in a very male dominated and at the time, homophobic industry.

Career advice: I can remember walking into the office of a global investment bank years ago for a meeting and on the wall hung a rather remarkable piece of art that read 'my silence is your comfort'. It spoke to the many years I hid my sexuality, for the comfort of others. My advice would be to be proud of who you are.

Motivations: I love the work that I do and I am incredibly proud of the organisation that I work for and what we, specifically within Pride in Diversity,

have been able to accomplish in really driving LGBTI inclusion within Australia.

Changing perceptions: The work that we do has made a significant impact on perceptions around LGBTI workplace inclusion. Year one of the program there was nothing but closed doors, opposition and steering clear of anything we had to say. Once we introduced the benchmarking instrument (and awards), competition started to heat up which in turn gives us greater entry into organisations to do our work.

Words to describe me: Driven, dog-loving and thankful.

Dawn has held a diverse range of roles throughout her 37-year career, ranging from COBOL/CICS programmer through to business owner/consultant and organisational change and development roles within financial services. In 2009 Dawn left the corporate sector to join ACON to establish the Pride in Diversity program alongside a benchmarking instrument for LGBTI workplace inclusion, Australian Workplace Equality Index (AWEI).

> Driven, dog-loving, thankful.

"I have changed perceptions about the role LGBTI people can have in caring for children through adoption or fostering."

Steve Jacques

Steve Jacques CEO, Key Assets

Steve qualified as a social worker in 1995. Over the past 23 years he has spent his career working in government and non-government social services. Steve has been a Senior Executive with Key Assets, a children's services provider, for 13 years and is currently the CEO. At work, Steve is a senior champion for LGBTI inclusion, leading the Key Assets LGBTI strategy and Inclusive Workplace campaign. **Greatest role model:** This is a hard one to answer because there are so many along the way! My first ever line manager, Kathryn Smith, has probably been my greatest ever role model. She demonstrated what it takes, in leadership, to come in and change the direction of a team that was struggling to survive. Her passion for delivering quality services and achieving good outcomes for children and young people inspired me.

Career advice: Absorb all you can from others to do your best and be your best. Be authentic!

Motivations: I work in the children and families social services sector. I am most passionate about giving every child and young person the opportunity to live in a safe, secure and nurturing environment and for them to achieve their full potential.

Changing perceptions: I consider myself fortunate to work in a sector that has a long history of campaigning for social justice and human rights. I think that I have been able to challenge and change perceptions about the role LGBTI people can have in caring for children through adoption or fostering. Through our This Is An LGBTI Inclusive Workplace Campaign I have supported the move to a more inclusive work environment in our services in Japan. During the Marriage Equality postal survey in Australia, I was able to engage in discussions with foster carers, following my communication with them about endorsing a Yes vote.

Words to describe me: Loyal, adventurous and kind.

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Prior to his appointment to the Fair Work Commission in 2013, Commissioner Johns was the CEO of a Commonwealth Government Agency and the Chief Counsel of the Fair Work Ombudsman. Commissioner Johns has had a long involvement in the LGBTI community. He is a past President of the Midsumma Festival and the Victorian AIDS Council.

Leigh Johns OAM

Commissioner, Fair Work Commission

Greatest role model: When I started out in law there were very few 'out' lawyers. I worked in a very conservative field and thought that if my sexuality was known it would adversely affect my career. Around the time Michael Kirby AC CMG was appointed as President of the NSW Court of Appeal he was openly gay and it was well known when he was appointed to the High Court of Australia in 1996. I had only come out two years earlier.

Career advice: Kirby said it best: "Go on being yourself and making a contribution to ... a better world. Never give up!"

Motivations: I'm passionate about my work and feel privileged to have the role of Commissioner. Alongside the Commonwealth Parliament, the Commonwealth Government and the High Court, the Fair Work Commission is one of our nation's oldest institutions. It is also one of the most important, noting the significant role it has played in our social, economic and political history.

Changing perceptions: Because of the important role Kirby played in my life (by being out) I have tried to model the same. Whether as a Senior Associate at Mallesons, Partner at Australian Business Lawyers, Chief Counsel at the Fair Work Ombudsman, CEO of a Commonwealth Government Agency and now as a Fair Work Commissioner, I've been visible as a gay man, in a loving long-term relationship and a father.

Words to describe me: Loyal, persistent and flawed.



David C. Jones

Owner and Founder, David Jones Electricians

Greatest role model: I'm inspired by humble people. My father has inspired me around giving back to the community. My uncle has inspired me to go out into my own businesses. And my mother for her networking capabilities. All of these influences provided me with the ability to be well-connected, driven, successful and generous.

Career advice: Be yourself and own it. Be respectful but don't apologise for who you are.

Motivations: New and exciting work challenges that stimulate me. I'm also motivated by the ability to connect with people – both clients and the general public in day-to-day life. Smiling and getting to know people is key.

Changing perceptions: After a period of time, I learnt that I shouldn't have to apologise for myself or to conform in an industry that has been historically heterosexual. If anything, one thing

I have done is shown a lot of guys in the ranks how to be a better electrician regardless of sexuality and many of them have gone on to start their own businesses! I've opened up a lot of doors for them and provided mentoring. It's a focus on lifting the game of the customer's tradie experience.

Words to describe me: Honourable, trustworthy and fun.

For an extended video interview, visit deloitte.com/au/out50

David started a four-year apprenticeship at 16, worked for another two years and achieved Leading Hands status. Today, David's company has 15 vans doing electrical repairs, appliance repairs and replacements as well as air conditioning installations and service. David is an ambassador for the charity StartOut, which primarily sets up mentors for young LGBTI youth in regional Australia for the preservation of mental health and reduction of youth suicide.



Jason Laufer

Senior Director Asia Pacific, LinkedIn Learning and Talent Solutions

Greatest role model: Earlier in my career at Microsoft, I had one of the senior leaders provide some coaching which resonated greatly, and challenged the way I had been leading. The feedback revolved around trust. At the time I was very capable and executing well, however teams around me did not really know who the real Jason was as I was not being totally open and vulnerable, mainly because of my sexuality and insecurity. This led to a lack of trust. I worked on being the same Jason in my professional life as I was in my personal life. Needless to say the impact on others and also within my career trajectory was incredibly positive.

Career advice: Focus on your passions and don't be afraid to truly be yourself. It will enable you to do your best work, and love what you do.

Motivations: Continuous learning and enabling our teams to be the best version of themselves. I feel fortunate that every day brings new learning, and grateful that I am in an environment where we continually challenge ourselves and the norm. Coupling this to a strong alignment of purpose at LinkedIn, it's easy to spring out of bed in the morning.

Changing perceptions: I am married in a long-term relationship with a seven year old daughter who we had via surrogacy. I am entirely open about my personal life in the workplace to break down the stereotype that can be associated with the LGBTI community, demonstrating that our community is diverse. I also do this in open forums. When presenting to external audiences, I often start with a picture of my family, wrapping a story about the subject matter linked to my family.

Words to describe me: Passionate, motivated and curious.

Jason is a Senior Executive in the technology industry with more than 20 years' experience across LinkedIn, IBM, Microsoft and Gateway Computers. He is an Executive Sponsor for Out@In within the APAC region, LinkedIn's LGBTI employee resource group, and has previously been involved in LGBTI resource groups in other organisations.

Jason Laufer

"I worked on being the same Jason in my professional life as I was in my personal life."



Virginia Lovett

Executive Director, Melbourne Theatre Company

Greatest role model: I have never really modelled my career on any one person, so many people at different times of my life have played critical roles in who I am now. Leo Schofield had an enormous impact on my career. He brought me over to Sydney Festival in the late 1990s from Sydney Theatre Company (STC). He had an indefatigable vision for how the arts could shape a city. It was fascinating to watch him weave all elements together – the people, the various government strata and corporate Sydney demonstrating how arts and culture can drive real change and economic impact.

My years at Sydney Festival shaped my leadership and opened up an extraordinary network of contacts that serve me well to this day. **Career advice:** Be authentic and be kind. **Motivations:** Going to theatre keeps me out of bed. Feeding the cat gets me out of bed. Developing and mentoring the next generation of creative leaders.

Changing perceptions: Empowering colleagues. Being open, tolerant and fair.

Words to describe me: Collaborative, funny and a forward thinker.

Virginia is Executive Director of Melbourne Theatre Company. Previously, she was the Executive Director of the Melbourne International Comedy Festival, a NSW Government Advisor and worked at many arts organisations including National Gallery of Victoria, STC and Sydney Festival. Virginia worked as a media consultant for the Gay and Lesbian Mardi Parade for three years as well as serving on the Sydney Gay and Lesbian Mardi Gras as a Board Member.

IN CONVERSATION

Theatre, narrative and putting diversity centre stage

With a dynamic career history across Melbourne and Sydney, Melbourne Theatre Company Executive Director, Virginia Lovett, shares anecdotes on the arts, culture and connectivity – and how storytelling plays a critical role in bringing to life the issues of today and tomorrow.

A lot of people today are trying to navigate their careers. Any advice?

From arts to government to the zoo and more, I've been fortunate to have a very diverse career. Throughout these experiences it means I have developed a connectivity across many different industries and if I need to solve a problem, I know someone who might know someone. It's that web of referrals. I am not afraid to ask for help and I think it's important to help others along the way. Building your peer network as you build your career, and speaking up when you need a hand, is something I encourage.

Here at Melbourne Theatre Company we run a national Women in Theatre Program and one of the key pieces of advice I give them each year is, be yourself. Be authentic as people see right through you if you are not, and people respond when you are.

Sometimes the drive to the top can be myopic, like an Uber GPS, but if you use your gut instinct – go sideways or take a left – then you may find yourself in a truly rewarding career on a forward trajectory. Take risks and don't be too hard on yourself if there are some failures because everyone takes a bit of a knock at some point.

How have you found your LGBTI experience and the notion of visibility?

Going to Sydney from Melbourne in the early '90s was an epiphany. I was young, just coming out, and Sydney was like a different world. Here was a tribe that I belonged to – queer, artistic and proud! Coming out to my family was very difficult so going to another city was a solution to a problem many young people face. The acceptance, particularly across my industry, with the support of so many good friends made it very easy to be visible. When you get to a certain age you just don't care. I am very lucky to work in the creative industries,

Take risks and don't be too hard on yourself if there are some failures because everyone takes a bit of a knock at some point.

it is a sector that has a big heart, values difference and I have felt very supported throughout my career. I now feel a deep sense of responsibility to ensure everyone has an equal opportunity in our industry.

If you had to look back, what advice would you give to your 10 year old self?

Well, I would say just be yourself and be kind. Be who you want to be and don't be scared of that. Take risks and be curious and don't think you have to be one thing. You are constantly evolving so just be you, make lots of friends and don't worry too much about making decisions. And don't throw out the vinyl, it will come back, and that new computer they just got at the school – buy shares in the company! 10 was so good!

What role does theatre and storytelling play around LGBTI acceptance and representation?

It plays an important role. You just need to look at shows that have redefined the LGBTI community like *Fun Home, Gertrude Stein and a Companion!, The Normal Heart, Angels in America, Holding the Man, Priscilla,* and *Torch Song Trilogy* to name a few.

Many first introductions to live performance is often before people are 10 through schools, or through that wonderful aunt or uncle. This can lead to a life-long learning and curiosity. Theatre or live storytelling opens up our imagination, breaks down barriers and fosters tolerance, understanding and empathy by presenting stories and cultures of other people.

Our society is made up of so many wonderful stories, triumph and tribulations, laughter and larrikinism. Stories inspire us and it is very much our responsibility to keep commissioning plays that represent our ever-changing world.

What does it mean to you to be a part of the Outstanding 50?

Very proud, especially in this 40th year of Mardi Gras and the same sex marriage vote. When we look back at what people fought for, the challenges and discrimination that people have faced, it's great to be able to stand up and be who I am. If that changes someone's life then I am proud to do that. Many have fought a long battle of inequality and discrimination for me to enjoy the many freedoms I take for granted today.

What's your favourite song and why?

I bore everyone at dinner parties because I go into the '80s mix and lip sync. To get through the heartbreak of a first love I played *I Will Survive* by Gloria Gaynor on rotation, it's such a great empowering anthem.

Dinner party. Three guests. Who would they be?

l like my dinner parties to be fun so it would have to be Bette Midler, Adele and David Sedaris. •

It's great to be able to stand up and be who I am. If that changes someone's life then I am proud to do that.



Denise Lucero

Partner, Enterprise Applications, Deloitte

Inspiration: My greatest inspiration is my family for their unconditional love and support. What they have instilled in me – character, work ethic, faith, strength, courage, living my truth and striving for a purpose filled life are foundational to who I am.

Career advice: Know your truth: life is about your dimensions and how they fit together to make it your authentic self.

Passions: I am passionate about people, technology, women that tech, speaking my truth, living and leading with purpose. I am ready to be a soldier of social change, focusing on bringing women to the front line of business, technology and inclusion.

Changing perceptions: Showing those around me and the industry that women in technology is a reality – I am living proof. Words to describe me: Living my truth!

Denise has experienced a progressive and diverse career journey – including having served 23 years in the US Marine Corps. Denise began her tech career in a small firm and landed as a Partner in the US Global SAP practice and ultimately as an Australian partner in Enterprise Applications, specifically SAP. Denise is at the forefront of leading Deloitte's LGBTI network *GLOBE* and bringing best practices from the US.

For an extended video interview, visit deloitte.com/au/out50

Graeme Mason

CEO, Screen Australia

Greatest role model: First, my mother who set my life aspirations and personal traits. She didn't let knock backs and life challenges stop her from achieving big things and her goals and she (with major support from my Dad) pushed through barriers and they showed me to keep trying, while maintaining personal integrity at all costs. Second, a boss in England, Michael Kuhn, who took a chance on me and many other newish people to help him build a global film and TV business.

Career advice: Try to be aware of yourself, clear on your goals and be yourself. You might well have an extra layer of challenges to deal with compared to your friends and peers, maybe external or internal, emotional or mental or physical. You need to be clear on what you want to achieve and how to do it. **Motivations:** I love new challenges and new experiences. Every day is a new day with different stories told by different people in different forms and formats all trying to find a way to reach and touch an audience. This never ceases to appeal to me.

Changing perceptions: We have moved on from a time when I was told that the film we had participated in – *Priscilla Queen of the Desert* – was not going to be released as there were no gay people in France so therefore no one to watch it.

Words to describe me: Determined, energetic and interested.

Graeme has 25 years of global experience in film, television and multimedia content creation, distribution and business. As CEO of Screen Australia since 2013 he has steered the agency through a rapidly changing environment of how content is made and seen. In 2017 Screen Australia published a ground-breaking review of diversity both on screen and behind the camera, which led to an industry wide push for change.





Creative, dependable, driven.

Matthew McCarron

Matthew is Chief Financial Officer of the Lewis Land Group, one of Australia's largest privately-owned property groups. Prior to joining Lewis Land, Matthew spent 18 years with KPMG in Australia and the UK, where he was among the youngest Partners to be admitted by the firm. Matthew was chair of KPMG's LGBTI employee network and led the firm's support for Marriage Equality. He was a founding member of Pride in Diversity's Executive Forum.

Matthew McCarron

Chief Financial Officer, Lewis Land Group

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Role models: My grandfather – who passed away four years ago – had a tough upbringing. He was born in the UK during the Great Depression, spent his childhood in South London during the Blitz and was orphaned in his early teens. In spite of these early setbacks, he had a magical combination of intelligence, generosity and humour (not to mention quiet resilience) that continues to have an impact on me. I have also been very lucky to have benefited from a number of sponsors and mentors that have acted as guides throughout my career.

Career advice: Capturing and nurturing networks from an early stage provides a strong foundation of support, as well as skills that will be invaluable regardless of where your career takes you. It's also important to remember that the era of the linear career is over! Businesses are now looking for people with varied experiences and who have been willing to experiment along the way.

Motivations: My two year old son – who is going through a *Bananas in Pyjamas* phase (6.27am, ABC Kids) – is usually a pretty forceful source of motivation to get out of bed. Apart from Elliott, I find acquiring new skills, meeting new people and being continually challenged, exhilarating.

Changing perceptions: I think being visibly out in the workplace, openly sharing my life, my family and my story with my colleagues, clients and contacts has helped to challenge perceptions.

Words to describe me: Creative, dependable and driven.

Jenn Morris

CEO, Walk Free Foundation; Non-Executive Director, Fortescue Metals

Inspiration: This is always an easy choice for me. My mum. She has been and still is my greatest role model. She was a pioneer – she worked her whole life (at all hours of the day and night) and yet I can never remember a day when she wasn't there before school

and immediately to support us. How lucky were we. **Career advice:** No one is looking at you thinking: there is Fred and he is gay or there is Julie and she is a lesbian. In my experience, they really aren't and if they are, more fool them. You don't have to announce it but also don't hide it. Often people are unsure of how to raise it, so help them by just talking about it as part of your life, rather than deleting parts. **Motivations:** Life is short. So grab it with both hands. There is no path to follow – and don't let people tell you that there is. If we kept doing things the same way like the so called wise people told us, we would be moving even slower than we are.

Changing perceptions: I honestly think I just go out of my way to create a friendly, open, inclusive environment no matter who you are; short, tall, little, big, lesbian, gay, straight, old, young, Australian or not – be the melting pot to generate a bit of colour!

Words to describe me: Creative, charismatic and collaborative.

Jenn is the CEO of Walk Free Foundation as well as the Non-Executive Director for Fortescue Metals and the Commissioner for Australian Sports Commission. Prior to this Jenn was a Partner at Deloitte. Jenn also performed as captain of the dual Olympic gold medal-winning Australian hockey team.



Jude Munro AO

Chair, Victorian Planning Authority and Victorian Pride Centre

Greatest role model: My mother who showed me the value of a life of service. The importance of hard work. That every individual matters.

Career advice: Know yourself. Be yourself. Join an organisation which has a track record of support for LGBTI people if you can.

Motivations: The Victorian Pride Centre. An Australian first to provide a welcoming and permanent home for the LGBTI community. To be based in St Kilda – we're focused on its planning, design and finances.

Changing perceptions: My mantra when I was CEO Brisbane City Council was to lift the metabolic rate. That's why we planned and delivered tunnels and other infrastructure the quickest in Australia.

Words to describe me: Energetic, big picture and task-oriented.

Jude was formerly CEO of Brisbane City Council from 2000 to 2010. This included managing a \$2.6bn budget, tunnels and bridges, and more than 10,000 employees. Jude is an experienced Non-Executive Director and board chair. As a Co-Founder of *Gay Liberation* in Melbourne in 1972 as a 21 year old, she then went on to more activism including publishing the *Young, Gay and Proud* publication. Jude participated in the 1978 Mardi Gras march. "Enjoy and own your workplace because you belong there as much as anyone else."

Rachel Nicolson

Rachel Nicolson

Partner, Allens

Inspiration: There hasn't been one greatest role model. For me it's been an eclectic combination of business leaders who have truly 'walked the walk', sports people who have stepped up to change accepted paradigms like the fabulous AFLW teams, politicians who inspire with their commitment to delivering good government and of course friends and family who constantly surprise you with their depth of talent.

Career advice: Be yourself. Turn down the white noise and any signs of self-doubt. Enjoy and own your workplace because you belong there as much as anyone else.

Motivations: My wonderful partner and our two beautiful children. And my true enjoyment of my job as a law firm partner. It is intellectually

challenging, dynamic and demanding but in great ways. I can honestly say I have enjoyed every day I've been at the firm.

Changing perceptions: I came out early into my grad year at Allens. That was not the norm at the time. I hope I helped others feel safe to come out and be themselves at work. I've also worked hard to establish LGBTI and ally networks at our firm and within our sector. This has included either leading or encouraging the firm's work for LGBTI groups that have needed pro bono legal support, which has been important to these clients in need but also to our firm demonstrating a tangible commitment to diversity.

Words to describe me: I really hope they'd include 'constructively critical' and 'got your back'.

Rachel joined Allens in 2003 and is a Partner in its disputes team, with a focus on business crime and human rights. Rachel has been a strong advocate for LGBTI rights in her role at Allens. This has included acting in strategic litigation in the High Court on the rights of the intersex community, and supporting the firm's work on the expunging of criminal records for homosexual men in certain states.

Steve Odell

Senior Vice President and Managing Director Asia Pacific, Norwegian Cruise Line Holdings

Greatest role model: I have been fortunate to work with some inspirational people throughout my career but the person who impacted life in my formative years was my grandmother. She owned a small hotel with a strong repeat clientele in the small seaside town in which I grew up back in the UK. From an early age she taught me the art of hospitality, the basics of which serve me well through to this day.

Career advice: Whatever happens in your life makes you stronger. Learn from this, grow in confidence and always remember to thank the people that help you through the good and difficult times.

Motivations: I am very passionate about the industry that I work in. Cruising is the fastest growing sector of the travel business globally and I have been very privileged to have been a part of it since I interned with P&O Cruises during my time at university. It's a very dynamic and exciting business and Australia as a market has exponentially grown beyond everyone's expectations.

Changing perceptions: I'm a proud advocate of diversity, equality and inclusiveness in the workplace. I recently vocalised our strong support for the Australian Marriage Equality Yes Campaign. In November 2017 I was the recipient of the *Male Champion of Change* award (*Travel Weekly*) for my contribution as a leader in identifying, facilitating and mentoring in the workplace.

Words to describe me: Passionate, hardworking and trustworthy.

Steve joined Norwegian Cruise Line Holdings in 2015 to spearhead the launch of the company's Asia Pacific (APAC) headquarters. He is responsible for the strategic expansion, vision and continued growth of the company's presence in the fast growing APAC market. Steve is a proud advocate of diversity, equality and inclusiveness in the workplace and recently he vocalised his and his company's strong support for the Australian Marriage Equality Yes Campaign.





Lisa was a Portfolio Secretary (CEO) in the Australian Public Service (APS) for 11 years, mainly in education and science, employment, and workplace relations sectors. She is now a Director of listed and private companies. Lisa was the first openly gay Portfolio Secretary in the APS, and has been a role model for LGBTI people in the APS since 2001, making it easier for other LGBTI employees.

Lisa Paul AO PSM

Co-Founder, Paul & Webb; Director, Navitas and various boards; Enterprise Professor, University of Melbourne

Greatest role model: My partner Linda who taught me to be confident and optimistic and who loves me unconditionally. My friends, family and colleagues for their love and support. My wonderful bosses for their loyalty and vision.

Career advice: Be the same person at home and at work. Reflect on your values and live by them. Care for your team.

Motivations: Learning something new every day. Hearing people's stories with compassion and respect. Making a difference to people in need. The life-changing impact of education. Being able to lead people with energy and imagination. The people in my life.

Changing perceptions: I was the first 'out' Secretary (CEO) in Federal Government, to my knowledge. Third female Secretary (since Federal Government started in 1901). A strong reputation for promoting diversity, e.g. up to six per cent staff indigenous. Now 'out' in boardrooms too.

Words to describe me: Enthusiastic, creative and kind.

Luke Pellegrini

Head of Games Operations and Sports Services, Australian Olympic Committee (AOC)

Greatest role model: My father is the hardest worker and nicest man I know. At 71 years old he is still working full-time as a GP, giving excellent advice to me and my three sisters and I'm not sure I have ever heard him say a bad word about anyone. He instilled within us a determination to study hard, work hard and that will open up options to do what you want with your life.

Career advice: Find an industry that you are passionate about as it means your worst days at work will still be better than any day working for a cause you don't care about. Listen to your colleagues, understand your product, be resilient, don't expect to change the world immediately, but continually recognise and celebrate your successes.

Motivations: I've loved the Olympics since I was a little kid. Now I get to partner with the

executive teams of our 45 Olympic sports to create an environment at an Olympic Games where our athletes can represent their country on the world stage, knowing they have been afforded every opportunity to perform at their best on the day.

Changing perceptions: I'm proud to lead a team which sees our role as creating an environment where our incredibly diverse Olympic Team members can feel 100 percent comfortable to be exactly who they want to be and represent Australia proudly.

Words to describe me: Loyal, excitable and lucky.

At the start of 2017 Luke was promoted into the AOC's lead operations and sport relationship role and is responsible for the management and operations of our Australian Olympic Teams, including at the Pyeong Chang 2018 Winter Olympics, Buenos Aires 2018 Youth Olympics and Tokyo 2020 Olympic Games. Prior to joining the AOC, Luke was part of the executive team at the AFL's not-for-profit partner AFL SportsReady for four years and leveraged the incredible reach and power that sport can bring to encouraging diversity and inclusion.

Luke Pellegrini

"I'm proud to create an environment where our incredibly diverse Olympic Team members can feel 100 percent comfortable to be exactly who they want to be." KARBON

IN CONVERSATION

Coming out in the world of sport

From AFL Grand Finals to opening ceremonies, Luke Pellegrini, Head of Games Operations and Sports Services at the Australian Olympic Committee, has attended some of the world's most high-profile sporting events. But how did he find being a gay man in the world of sport?

You started your career in a traditional corporate law firm and then made the switch to AFL SportsReady before you joined the AOC. What prompted you to make that change? Did you find the transition difficult?

Moving into the sports industry was actually easier than I thought it would be. You hear a lot of talk about the hyper-masculine nature of sport codes and in particular the footy codes – so I was initially concerned about how I would be perceived as an openly gay man in the sports industry – but the reality was that it was welcoming from the outset.

I've always loved sport and have a voracious appetite for sports news and data, and continually found myself putting down the *Australian Financial Review* to read the sports section of the *Herald Sun*. You always hear the mantra that you should 'follow your passion' and so after six years of being a lawyer, I decided to make the transition out of the corporate world – so I enrolled and completed a Masters in Sports Management and then made the switch across to the AFL.

I have found that being a sports nerd and really enjoying the subject matter of what you deal with each day, has really helped me along the way.

In 2016 you joined the AOC as Manager for Sport Policy and Selection, and then moved into your current role as Head of Games Operations and Sport Services. Tell us a little bit about the last two years, has it been challenging?

Yes, it has been very challenging – which is what keeps it very entertaining. I think the greatest challenge is the sheer size of the Olympic Games – with Australia competing in 36 summer sports and nine winter sports. All 45 of our sports have vastly different needs, governance structures, types of athletes and levels of funding. We had 422 athletes compete in Rio de Janeiro and, with the introduction of new sports like surfing and skateboarding on the Olympic Program for Tokyo, we anticipate we will have almost 500 at the next games – so it is a huge production.

To add to the complexity, all of the sports need to feel like they are being serviced as the number one priority, regardless of whether they are a gold medal winning sport or not.

From a people management perspective, people might expect the AOC to run like any large corporation – but the reality is we run a very lean operating model, more similar to a small business. We have a full-time staff of about 30, so while the profile of the organisation is massive, there is sometimes an incongruence between people's perceptions of our size and the actual reality.

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Some might assume that working in sport would be a 'blokey' culture to work in. Has that been your experience? If so, is it challenging as a gay man to work in that sort of environment?

There's definitely that perception out there and it is a question I get asked a lot. But for me it hasn't been something I have really experienced first-hand. Part of the misconception I think, is that people need to appreciate that when you're working at organisations like the AOC or AFL – you're working at the very top level, high-performance end of sport. Stakeholders expect the highest levels of performance from the professionals as they do of the athletes.

Our brand is also very important to us and our sponsors are some of Australia's largest and most respected companies, so we need to model our internal values on modern corporate Australia. At the top echelon of sport, it is now much more likely that any semblance of a 'blokey culture' would be called out and we are working hard internally (as are all of our Olympic sports) to ensure we champion diversity and inclusion to make sure that everyone feels welcome to be themselves – whether that be on the field of play, or off it. Unfortunately, at a local level, sport can still be a really challenging, non-inclusive place. There is no denying that, but hopefully, with initiatives like the AFL Pride match and National Sport Organisations backing the Marriage Equality vote, this will help the culture of inclusion that is set at the top in filtering down to lower levels, through the junior programs and even to fans on the sidelines.

You've attended a few Olympic Games now, both summer and winter, do you have a favourite moment?

Yes, I feel really fortunate to have been part of the Australian HQ Team in Rio de Janeiro and Pyeong Chang, so Tokyo will be my third Olympic Games. Just living and working in the Olympic Villages is pretty incredible – for a sports tragic like me to be eating dinner next to Patty Mills or Cate Campbell or even Rafa Nadal is just awesome.

One of my favourite Olympic Games moments as a viewer, would be what Matthew Mitcham did in Beijing in 2008. To stand on that 10m platform, the pressure of that final dive, with a high degree of difficulty, the world on his shoulders – to then execute that perfectly to win gold was just outstanding.

For him to be able to do that, just shows how brave and courageous he is. That was an incredible moment, not even speaking as a gay person, just as a sports lover and an Australian.

Just while we're on this theme, what is your favourite sport and why?

(*Luke laughs*) I have 45 children, all of whom I love equally! Ok, I would have to say tennis, because I grew up playing it and my most impressive on-field achievement was being a ball boy for an Australian Open singles final.

You spent some time working with the Aboriginal and Torres Strait Islander Community, can you tell us more about that and why that was important to you?

At AFL SportsReady we worked very closely with the Aboriginal and Torres Strait Islander Community by creating a leading traineeship which involved a training and employment program for the community. One of the things I found most interesting when working in that space, was that there were a number of similar challenges that they faced as a community, that I could empathise with or had witnessed in the LGBTI community.

The biggest hurdle was to open the door and let these young people feel confident enough that they could walk through it and be proud of who they were and let their voice be heard. Through our great Indigenous mentors and employment network, we were able to provide opportunities and a support network that helped many young Aboriginal and Torres Strait Islander people achieve things that they and their families would never have thought were possible.

When you were starting out in your career, did you have any openly LGBTI role models? If so, who were they, if not who did you look up to?

Not when I was starting out in my career, no. I think 15 years ago, law firms were still a place where you didn't really speak about your sexuality and the environment was such that you just tried to 'fit in'. It's great that more recently we have seen some tremendous LGBTI role models in both the corporate and sporting worlds. To pick one I would say that I am always really impressed and inspired by – I would have to say the work Daniel Kowalski has done with the Australian swimmers as the CEO of the Swimmers Association. You couldn't meet a more humble guy, he has won four Olympic medals which is absolutely crazy but if you met him you would have to prise that information from him – because he would never lead with it and just let's his excellent work and passion speak for itself.

He's someone I think is really fantastic in the LGBTI community, very courageous, proud and has done so much for so many without ever asking for an accolade.

If you could meet one person, dead, alive or fictional who would it be and why?

Oh man, this is hard. There's so many. OK from sport I'm going to say Billie Jean King – she was a pioneer in women's sport – actually scratch that – she was a pioneer for sport in general. Just an incredible champion, who still today remains really cool. If it doesn't have to be from sport, then I would love to have been friends with Joan Rivers because she was just the best. At the top echelon of sport, it is now much more likely that any semblance of a 'blokey culture' would be called out and we are working hard internally (as are all of our Olympic sports) to ensure we champion diversity and inclusion.

This is the second time Deloitte is running the Outstanding 50 LGBTI Leaders list – how do you view the importance of initiatives like this?

I never promote myself as a gay person in sport, this is the first time I've ever stuck my head out in that sort of way. But the reason I am really supportive of this initiative and being part of it is that I just hate the thought of an athlete, or a fan or even a potential administrator, might feel like they couldn't be part of the sports industry because they 'won't fit in'. I hope that initiatives such as this are helpful for anyone who might be considering a move into a traditionally 'masculine' or 'blokey' industry to have some insight that it isn't nearly as daunting as it seems.

Ultimately, I believe that if people follow their passion, whatever that might be – be it sport, arts, theatre or law (God help them) then they will find success.





Pharoah

Neil Pharaoh

Director and Labor Candidate for Prahran

Inspiration: While not an individual role model or inspiration, those in business and the community who advocate for a better society, as well as a profitable and sustainable business – knowing that business and the broader community have a social compact in order to achieve success.

Career advice: Approach all people you engage with, work with and partner with as a relationship rather than a transaction. Showing appreciation if someone gives you time, thoughtful hand written notes, and building common values allow you to overcome potential issues of sexuality, as well as build networks and contacts with meaning and depth.

Motivations: First thing in the morning is almost always exercise – so in that sense my alarm. I am genuinely passionate about making the world a better place, and believe business, politics and community are all ways of doing that.

Changing perceptions: Professionally I work with many religious organisations, many of whom opposed LGBTI rights, however by building a bridge around the values we share, as opposed to a wall – we can shift hearts and minds in business, politically and across the community. In an era of slacktivism, where people think signing a petition or hitting 'like' has an impact (it has no impact and is just lazy) it is even more critical that professionally we reach others who do not think like us.

Words to describe me: Passionate, strategic and egalitarian.

Neil has led corporate affairs, business development and marketing teams across health, IT, education and child welfare. He has been behind many leading social policy and advocacy campaigns, as well as national and international philanthropic and development work – most recently in East Africa. As national Co-Convenor of Rainbow Labor (2008-2014) he led the campaign within the Labor Party that achieved more than 200 legislative and regulatory reforms, including changing Labor's position on Marriage Equality.

Janet Rice

Senator for Victoria, LGBTI spokesperson for the Australian Greens

Greatest role model: My mum. As well as bringing up five of us kids, Mum went back to work as a teacher when my youngest brother was two and she has been actively working as a volunteer in the community for more than 60 years. At age 85 she's still going strong helping out with the local church playgroup for pre-school kids and providing community lunches for people doing it tough. She showed me that women could do anything and encouraged me to follow my dreams.

Career advice: To be out and proud and believe in yourself and seek out others who will support you in this.

Motivations: Inspiring and being inspired by people I'm working with to achieve change. There are so many things that need to change in the world from ending discrimination against LGBTI people to tackling dangerous global warming and achieving justice for Indigenous Australians and its people that have to act to achieve change.

Changing perceptions: My whole life as a community campaigner and as a politician has been about achieving change! With regard to ending discrimination against LGBTI people I'm proud to have been one of the leaders in the Parliament that resulted in Australia achieving equal marriage last year, and in raising the profile and the need for equality for trans and gender diverse and intersex people in particular.

Words to describe me: Passionate, down-to-earth and level-headed.

Senator Janet Rice is the Australian Greens LGBTI spokesperson, as well as the portfolio holder for women, agriculture and rural affairs, transports, and forests. Janet is an unwavering voice in the Parliament and in the community for LGBTI rights and equality, including Co-Chair of the Parliamentary Friendship Group for LGBTI Australians.



Inspiration: I have long been inspired by a great Australian social reformer, advocate for the disadvantaged and educator, Norma Parker. After studying abroad, Norma returned to Australia in 1926, aged 26, becoming one of the first social workers in Australia. Norma went on to set up hospital social work and welfare services at St Vincent's Sydney and other hospitals, established social work education programs and held leadership roles in universities, professional associations and charities.

Advice: Always be true to yourself – we are blessed to live in an inclusive society, so don't ever be afraid to stand tall and proud.

Passions: I am inspired by the patients and carers I meet who show courage and humour in confronting their injury, illness or condition. I am inspired by my frontline colleagues and support staff who 24 hours a day, seven days a week, on rainy days, sunny days, at Christmas and holidays

Anthony M. Schembri CEO, St Vincent's Hospital Sydney; St Joseph's Hospital; Sacred Heart Health Service

Anthony Schembri

are there supporting, caring and healing our patients and their families.

Changing perceptions: As a 24 year old gay man working on the ward floor at St Vincent's, I could never have dreamed that 20 years later I would be the CEO of the Hospital. It goes to show that if you are passionate about what you're doing and work hard, achieving unimaginable goals is possible.

Words to describe me: Loyal, resilient and intuitive.

Anthony is the CEO and is accountable for the overall leadership, management and patient care of St Vincent's Hospital Sydney, St Joseph's Hospital and Sacred Heart Health Service. Anthony is openly gay at work and has implemented a culture of respect where people feel comfortable to bring their whole selves to work.

Air Vice Marshal Tracy Smart

Commander Joint Health and Surgeon General, Australian Defence Force (ADF)

Greatest role model: Early role models included Katherine Hepburn and Martina Navratilova; later it was Xena: Warrior Princess. They taught me that being a women was not a barrier to doing whatever you wanted to do and also the importance of being yourself.

Career advice: The fundamentals of who we are and what we stand for should not change regardless of where we sit in an organisation. Authenticity is also one of the fundamentals of leadership – people won't follow you if they can't see, and believe in, the real you.

Motivations: I have been a member of the ADF for 33 years and take great pride in serving my country. I am passionate about providing the best possible health services to all ADF personnel to ensure they are fit to do their role to the best of

their ability, and to help them recover if they become wounded, injured or ill.

Changing perceptions: I think my biggest influence has been as a role model – just doing my job to the best of my ability and being open and honest about my life. This not only empowers more junior LGBTI members of the ADF, but provides visibility at the senior level that sexuality is a nonissue when it comes to serving in the ADF at all levels.

Words to describe me: Passionate, committed and authentic.

Air Vice Marshal (Dr.) Tracy Smart AM is Commander Joint Health and Surgeon General of the ADF. AVM Smart is responsible for the provision of strategic health advice, technical oversight, health care, and operational health preparedness across the ADF.

AVM Smart has been a role model for junior personnel for many years. She also drove the development of the ADF's first policy for medical management of gender dysphoria, which has since been shared with many other nations, and policies to modernise the ADF's approach to the deployability of members who are HIV positive.



Dean Smith

Liberal Senator for Western Australia

Greatest role model: King George VI,

father of The Queen, is someone I greatly admire. He was thrust onto the throne unexpectedly and was a reluctant King. He showed great personal determination and resilience and became a beacon of hope and national unity during the Second World War. The modern expression of his commitment to public duty over self is most evident in the character of The Queen.

Career advice: Young LGBTI people should ask themselves: How do I best live an honest and authentic life? Authenticity is the foundation stone for personal courage. Doing the right thing might not be easy or popular, but it always ends up being the best thing to do.

Motivations: I am compelled to be a voice for people who don't have one. Whether I'm championing a fairer GST deal for Western Australia or arguing for Liberal values in our modern politics, I take my responsibilities very seriously as a parliamentarian. I do believe having a voice and giving a voice to causes does create change and can make a real difference in the lives of others.

Changing perceptions: I believe the work we have done in Parliament to build a consensus to legalise Marriage Equality is proof parliamentarians can step up and represent the will of the community and act across the political divide, working together to deliver real and lasting change.

Words to describe me: Down-to-earth, diligent and loyal.

Dean became a Liberal Senator for Western Australia in May 2012. In Parliament he has championed reform to Australia's free speech laws and proposed changes to Federal and State financial arrangements. Senator Smith has championed broader LGBTI issues in his role as Chair of the Parliamentary Liaison Group for HIV/AIDS, BBVs and STIs including working to end the stigma and discrimination experienced by those living with HIV and AIDS. Inquisitive, empathetic, creative.

Jarther Taylor

Jarther Taylor CEO, Datarati

Inspiration: I've had several great managers over the years who encouraged and supported me in advocating for diversity and equality. Early on, Simone Bartley at Saatchi & Saatchi got me involved in the first recruitment campaign focused on the Gay and Lesbian Community (this was in the days before it was more widely called the LGBTI community). Being able to bring my identity as a gay man into my work really helped me feel our community was gaining acceptance and support.

All managers (and organisations) who give somebody the chance to grow are my role models – especially when it's on work that really matters. I hope I've been that manager for some of the people who reported to me in my career.

Career advice: Don't stop learning: building qualifications, expertise and experience is certainly important in your career – and having a network of people who inspire you is equally if not more valuable. That's why our LGBTI community is such an important network.

Motivations: I'm passionate about helping people grow personally and professionally. You can have a more fulfilling career, and more enjoyable relationships, when you're supported to be yourself – to be authentic.

Changing perceptions: I've always aimed to nurture team and business cultures that value diversity and inclusion. Mentoring and coaching within the LGBTI community, particularly on business leadership and career development, supports others to be proudly out – and to speak out on important issues.

Words to describe me: Inquisitive, empathetic and creative.

Jarther's leadership experience spans marketing, sales and consulting roles across Europe, North America and Asia-Pacific with some of the world's most successful brands such as Telstra, IBM, Hewlett Packard and Saatchi & Saatchi. He is now the CEO of Datarati, a leading customer experience marketing agency. He is a mentor to several business leaders within the LGBTI community, and recently registered with The Pinnacle Foundation, which provides scholarships to help LGBTI students achieve their full potential.

Michael is the CEO of the Department of Trade, Business and Innovation in Darwin, Northern Territory. Michael leads a team of more than 250 employees with a Territory wide network of regional offices. Michael is open at work about his sexuality and puts a strong emphasis on encouraging a culture where people can bring their true and authentic selves to work

Michael Tennant

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CEO, Department of Trade, Business and Innovation, Northern Territory

Greatest role model: The first is my mother. I'm the eldest of four siblings. Mum was a teacher who put her teaching career on hold to be a full-time mother. My father died suddenly when I was 13 and mum had to return to teaching while raising the four of us alone. Her resilience, perseverance and determination through amazing hardship while always maintaining her passion, optimism and a

sense of humour is an ongoing inspiration.

My second is a former boss. I was in my mid-20s. I was not out at work then. I feared potential discrimination, it affecting my working relationships, my career prospects, etc. My boss got me to come out of my shell and to be comfortable and confident being myself in a professional context. All my fears were unfounded. And it gave me the courage to always be myself and to never hide ME ever again.

Career advice: Have courage. Do not fear. Always be yourself and be true to yourself. Be authentic and respectful to yourself and in your dealings with others.

Motivations: Making a difference – helping to make Australia a better place for current and future generations – for ALL Australians – and inspiring my teams and others around me to strive for the same.

Changing perceptions: We started a 'Hands Up for Diversity and Inclusion' digital campaign in early 2017 to promote and celebrate the importance of diversity in across the Northern Territory public service and how each individual has a personal role to play in contributing to inclusiveness.

"I am me."

Words to describe me: I am me.

Michael Tennant

Amy Tildesley



Amy Tildesley Founder, Harvest Insights

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Greatest role model: My business inspiration and endless motivation has always been my mum. As a single mother she worked multiple jobs and even though we had very little I watched her earn every cent of it with fearless tenacity. She managed and owned several small businesses with a tireless work ethic and an ability to engage with strangers like no one I/ve ever met.

Career advice: Coming out in a corporate business setting can be a terrifying prospect. What I would say to LGBTI youth starting their careers is that eventually you learn to realise that the anxiety that plagues you about that split-second pause and that look on the person's face when you tell them says more about that person, than it will ever say about you.

Motivations: I love having the ability to create a space where others feel valued and are appreciated for their unique qualities. I love that every aspect of my career and my interactions throughout the day allow me to use my creative and strategic strengths to solve big problems for big businesses.

Changing perceptions: I've been told throughout my career that I've helped other LGBTI find the confidence to live their truth. I've always been true to the person I am and with the support of my family and friends, I've never let my gender or sexuality be a defining characteristic of my ability to contribute to the corporate world.

Words to describe me: Driven, perceptive and hilarious.

With a background in data analytics and marketing science, at the age of 30 Amy co-founded Harvest Insights, a Melbourne-based market research agency that was featured in the 2017 Australian Financial Review's list of Fast Starters. Amy champions the freedom of being authentically true to yourself, the importance of the corporate vocalisation of equality, challenging stereotypes, and appreciating the unique qualities of others.

SamTurner

"Experiment, experiment, experiment and have fun along the way!"

Sam Turner

Head of Inclusion and Diversity, Westpac Group

Sam is the Group Head of Inclusion and Diversity at Westpac. She began her career with Deloitte, and held various senior positions at NAB and BHP Billiton. Sam spearheaded Westpac's LGBTI Network for two years, and was a key driver in Westpac Group winning 2016 Employer of the Year for LGBTI Inclusion at the AWEI and Australian Human Resource Institute Awards.

Inspiration: Most definitely my dad – Raymond Turner. Dad was 57 when I was born, so I grew up having a different family structure to the other kids – a single elderly Dad. Dad instilled in me determination, a love for reading and music, a vivid imagination, respect for elders, a cheeky sense of humour and most importantly for my career – the belief that I could be and do anything I set my mind to.

Career advice: Very simply – experiment, experiment, experiment and have fun along the way! Don't worry about making 'the wrong choice', because there really is no such thing.

Experiment in finding your authentic self, find the things you love doing, the things that you are good at and play to your strengths. A new role should have 75 per cent excitement and 25 per cent challenge!

Motivations: I'm most passionate about life! And to be honest coffee motivates me to get out of bed in the morning. That and an over-excitable Golden Retriever! I'm passionate about people. I love that through my work I get to influence both an environment and individuals that enable people to feel more included, and bring their true selves.

Changing perceptions: You will often find me challenging perceptions and trying new innovative programs and ideas. It is part of what makes my job so fun!

Words to describe me: Energetic, engaging and collaborative.

IN CONVERSATION

Passing on the rainbow baton

From Westpac Group, one of Australia's leading financial institutions, comes two inspirational LGBTI leaders – Out50 2016 alumni and General Counsel, **Rob McGrory** and Out 50 2018 Leader and Head of Inclusion and Diversity, **Sam Turner** – here they discuss Marriage Equality, role models and also try to guess each other's favourite animal.

Let's get the ball rolling with something fun. If you were able to magically insert yourself into any movie or TV show for a day, which one would it be and why?

Rob: It's hard for me to narrow it down to one, so here's two! I always loved the TV show the *West Wing*. It was a fascinating insight into American politics and I loved the characters. The nerdy one I would say is *Star Trek*, I've always been a bit of a fan – it was such a groundbreaking show for its time, with a huge diversity of characters.

Sam: I am going to go with *Homeland*, because it has a really strong female character, and she also has a mental illness. In my opinion the show features one of the first fully fleshed out female characters that has portrayed that aspect really well.

Rob, you were named in our inaugural Outstanding 50 Leaders list in 2016, how did you find the experience?

Rob: For me, being part of this initiative was less about the individuals featured in the group, and more about providing role models for those who need to see them. When I was a young man starting in banking, there were some lists similar to this, but they were more community or celebrity focused. What I liked about this list was that it was business focused, relatable and featured a broad cross section of the community.

When I was initially asked to be part of Out 50, I wasn't really sure how significant it would be. But I started getting emails from people at Westpac and through social media, people I didn't even know, saying how important it was to them to see an 'out' gay role
One of the key things that drives change is education, and one of the biggest drivers around education is awareness and visibility.

model at work. I got a really touching email from one young gay man, who said that we shouldn't under estimate how significant this list was to him and others like him.

Rob, you've worked for more than 15 years with Westpac – how has it been working at the bank and what has kept you there for such a remarkable period of time?

Rob: I feel really lucky to work for Westpac! I love the culture of Westpac and I've had many opportunities here to grow my career, which is why I've stayed.

I made a decision many years ago that I would not work somewhere where I couldn't be myself. I can honestly say, it has never been an issue for me at work here.

I had a conversation recently with a lawyer at a firm who doesn't get involved with the LGBTI network there, because he is worried that it might affect his ability to become a partner. For me that would be exhausting, not being able to share what you did on weekend or talk about your family. And it's a reminder that we still have more to do to achieve full equality and social justice for the LGBTI community.

You both spent time volunteering for the Aurora Group, tell us a little bit about the charity and the work you did there.

Sam: I'm quite new to Aurora, I joined the Board at the end of last year as the new partnerships director. The Aurora Group gives grants to small LGBTI groups that would not otherwise get funding and it has a real regional and outreach focus. It is a charity I hold dear to my heart; they make a real difference at the grassroots level. For some of these smaller LGBTI groups and organisations, even a small amount of money goes a long way, so I am very excited at the opportunity to be a part of their future.

Rob: As Sam said, what makes Aurora so great is that there's a group of dedicated people really delivering. I believe in that old saying "the world is changed by the people who turn up" and that is reflective of my time there – so many dedicated volunteers making a difference.

One of the unexpected benefits of volunteering is that you can learn a whole bunch of new skills. When I first joined Aurora, I didn't know the first thing about events, but thought that I could probably help with governance. However, the nature of volunteer work is you roll your sleeves up and get involved with everything – so I learned a lot. I still use those skills today when I'm thinking about how to bring together a group of people and how do I collaborate – it just rounds you out as a professional.

Sam, over to you now, as Westpac's Head of Inclusion and Diversity we're very interested to know what you think the value of initiatives such as the Out 50 is to LGBTI Australians and the broader public.

Sam: One of the key things that drives change is education, and one of the biggest drivers around education is awareness and visibility. I'm a passionate advocate for role models, mentors and sponsors. What the Out 50 does is provide visible role models, and an opportunity for young people to see and to know that there are people like them out there in some way, shape or form. And, to know that they're not alone and whatever it is that they want to strive for, that there is an example of someone doing it out there.

Sam, you've spoken on a few occasions on the role of out LGBTI women at work. From your experience, what is holding women back and what can workplaces do to better support them? Sam: It's a really challenging question and there will



always be individual nuances: for each woman, and every workplace. But while acknowledging that things will vary, the onus is on the organisation to create the environment and culture of inclusion.

Again, I think it comes back to education. For women who identify as LGBTI, the challenges can be twofold. In corporate Australia the double bind is that not only are many already treated as a minority for being a woman, but secondly many have been marginalised for being LGBTI. One of the things I remember clearly noticing when I came across to Westpac was the bank had above 40 per cent of women in leadership, and where I had come from was not even close to that. Having that critical mass, and those voices around the table, equips me and other women with a plethora of role models that they can go to. It makes a massive difference.

What's holding women back? I think outdated leadership styles, a lack of visible role models and that our leaders need to make a conscious effort to display inclusive leadership behaviours and traits.

Last year's Marriage Equality national debate was difficult for many LGBTI Australians, and a great number of workplaces mobilised to support their LGBTI staff and allies. Did anything particularly stand out to you?

Sam: I think from my perspective, what Westpac nailed as an organisation was the visibility and education piece. In terms of clearly outlining why is this an important issue for LGBTI Australians and your LGBTI colleagues. We achieved this through a communication approach that was two-pronged: including messaging from our LGBTI employee network and also from our senior leaders.

We were very much about encouraging fair and respectful debate. Our communication approach wasn't about encouraging people to vote Yes, it was about encouraging them to engage in the conversation. **Rob:** I totally agree with Sam. One additional factor to mention, and it seems to be specific to Australian companies and Australian corporate culture, is if you compare them to, say, American corporates, they seem to be much less involved in political issues. So it was interesting to see Australian companies buck that trend, even in the face of some political criticism.

It's my view that corporates have an incredibly important role to play in helping to shape responses on social issues and that role is both an external one and an internal one. All organisations will have LGBTI employees, and knowing that the employer was supporting their people during that time was important.

When times get tough, where do you find strength and resilience?

Sam: Making time for friends and family, and also exercise! I am an absolute exercise demon. I love getting on the bike and getting in the ocean. I've also discovered that a regular yoga practice makes a massive difference to my headspace. I think it's really important particularly when you're in more senior roles where you're giving a lot of energy out, to set aside the time for yourself even if it is just a 30 minute walk along the beach or a high intensity class.

I also keep a bank of nice emails and texts I've received – you know those days where you're incredibly tired, you've done all of your work and your charity work, and a favour for a friend and you ask yourself 'why do I do all this?' Then, at the end of it all, you'll get a message or a text from someone in the organisation saying 'thank you, I've just come out to mum' or 'I feel more comfortable at work than I've ever felt.' I love to go back and re-read those as a nice reminder of why we do what we do.

Rob: I think I'm someone who has fairly high resilience – which now that I think of it may be a reflection of some level of stubbornness! Similarly to Sam, I also revert to exercise. Actually, now that we're sitting here side by side, I'm realising that Sam and I have very similar attitudes!

For me, my friends are my family. It is also about taking time out for oneself. In more senior roles, you can easily spend an entire day problem solving for others, brokering solutions or peace keeping or dealing with crisis to crisis – all of which I enjoy and find motivating – but when you're doing that all day, you do I believe in that old saying 'the world is changed by the people who turn up.'

need a moment where it is just you. So I will go into my own shell a bit and have my own peace time.

Let's end where we started, with a bit of fun. So here's a game: try and guess the other person's favourite animal and why you think they would like it. Then reveal your actual answer.

Rob: It's clearly going to be her Golden Retriever; which Sam is always posting about – that was easy for me! **Sam:** Close, but my favourite animal is actually a lion! Particularly the lionesses, they're very majestic and very calm. I'm a vegetarian, so it's a bit of a weird animal for me to like. It's that whole king of the jungle, calm under pressure. That's my favourite.

Sam: Gosh, what would Rob's favourite animal be? It needs to be a very pretty animal doesn't it, like a beautiful parrot I think.

Rob: I always grew up with dogs, but my current lifestyle isn't very dog friendly. I used to have a cat who sadly passed away last year (she made it to 18 years though!). She was more like a dog – you could call her name and she would come to you and jump on your lap. So in terms of domestic animals, I would say a cat who behaves a bit like a dog.





Tea Uglow

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Experimental Person in Charge, Creative Lab at Google

Greatest role model: Plenty of amazing people, friends, family, teachers and colleagues. It was also difficult as a closeted trans queer person to even acknowledge role models let alone be inspired by them. Most recently my boss and founder of the Creative Lab at Google, Andy Berndt, has had the greatest impact – he has taught and inspired me, trusted me, and empowered me. I owe him everything.

Career advice: You are more than that, you are more than your intersections, or your queerness, or your disability, or your gender. You should speak about your work, what you do, what you are saying. When we speak about our needs we are marginalised, when we speak about our outputs we are equalising.

Motivations: Who gets out of bed with anything other than a grumble? The ideas I get excited about are peculiar and personal and geeky, about information, non-linearity, generative and locative dimensions to narrative. **Changing perceptions:** I'm struck by how I used to be reluctant to push the agenda before I came out, for fear of 'splaining', or 'speaking for' the groups I supported. Now I feel awkward that I am only speaking in terms of self-interest or tribalism. I work with and for groups that are lobbying and active in areas of LGBTI, Disabled-Rights, neurodiversity and mental health support. I work within Google on similar issues. Particularly trans issues like healthcare and representation (emoji!).

Words to describe me: Curious and tangential.

For an extended video interview, visit **deloitte.com/au/out50**

Tea is a founding member of Google's Creative Lab. Her output includes nine books, 17 websites, six apps, a feature film, three plays, three concerts, four museum exhibits and some teddy bears that talk. Her 2015 TEDx talk has more than 1.5m views. Tea documented her transition for International Women's Day and Trans Awareness Day. Tea identifies as queer, trans, and neurodivergent and also advocates for disability awareness.



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Louis A. Vega

President, Dow Australia and New Zealand; Vice President, Olympic and Sports Solutions, The Dow Chemical Company

Greatest role models: Everyone who has encouraged me along the way and has steered me into the right direction to achieve my full potential; my parents and family, close friends, current and former bosses. The sky really is the limit when those around you keep saying *yes you can* versus *no you can't*.

Career advice: Bring your passion to all that you do and whatever your measure of success is, you'll achieve it. Be confident in who you are and embrace and champion the uniqueness that is you! The less you worry about what people are thinking of you and the more you hold yourself accountable to be the best at the task at hand, the greater your chance of success. Trying to be what you aren't will be your downfall; not because you're LGBTI, but because you were not bringing your true and authentic self forward. It is more exhausting being somebody you are not.

Motivations: Getting up each day with a sense of optimism, knowing that at the end of the day, even making a minor positive difference, counts. It gives me a great sense of accomplishment to know that I have made an impact. My family is what drives me to be the change I want to see in the world and working for a company that mirrors my value set certainly helps bring it all together.

Changing perceptions: I just try to be myself, live authentically, and attempt to be free of worry about others' judgements. By doing so, I hope that other people can see that like them, I'm only human; with flaws, strengths, hopes and dreams. Perhaps by embracing who I am, it will allow those I interact with to see the similarities rather than differences.

Words to describe me: Passionate, enthusiastic and grateful.

Louis has advanced through a variety of roles in executive management, corporate strategy, business development through to marketing, public and government affairs. As an officer and member of the Board of Directors for both GLAAD and the Gay and Lesbian Victory Institute, 30% Club and others, Louis helps to drive LGBTI and gender equality across the globe, by leveraging his substantial corporate and political experience towards the critical missions of leading organisations.

Tess Walsh

Assistant Commissioner for the Western Region, Victoria Police

Tess has been a member of Victoria Police for 30 years where she has held positions leading metropolitan and regional teams through critical incidents and emergencies as they occur. Tess created and led the Safety, People, Culture Strategy, which aims to deepen the organisation's understanding about diversity and inclusion.

Inspiration: My parents have been my greatest role models and inspiration. My dad forged a great career in law after contracting polio as a child and not being able to farm the land as did his brothers. I've admired dad's strength living with a disability as he repeatedly overcame adversity. Mum was a primary school teacher before she started our family. She has a love of life which is great to be around. They bought us up with such a sense of social justice and the importance of doing the right thing and being good to each other. I am one of nine children and my brothers and sisters and their families play a key role in my life.

Career advice: You are terrific exactly as you are. I spent years as a young leader trying to emulate those around me who were successful. It took

some work and a lot of self-reflection but once I had developed the confidence to lead in my own way, with my own style, accepting my own nuances I became a better person and a better leader.

Motivations: I am passionate about so many things. Work, family, justice, Collingwood Football Club (they're family aren't they?), racing, sport in general, travel, growing vegetables and the list goes on.

Changing perceptions: I think about the big issues and where my voice can be the most influential and when the time is right I will respectfully proffer a differing or alternate view to most.

Words to describe me: Passionate, loyal and funny – at least I think I'm funny.



IN CONVERSATION

Collaboration, teamwork and being an inspiring leader

From a diversity of teams to leading an organisation with authenticity, we caught up with **Tess Walsh**, Assistant Commissioner of Victorian Police in charge of the Western Region. Tess shared insights on role models, being vocal and working with thousands of colleagues to bring to life a dedicated focus on culture, respect and inclusivity.

How have you found being an LGBTI member?

We have had an interesting last decade in policing. We have come so far and that is demonstrated at *Pride March* where now I march very proudly with a range of colleagues and an incredible show of support! It hasn't always been so. In the early days, we had difficult times. As an organisation we have committed to work on diversity and inclusion. We need visibility and to make it ok for young people to realise they can be themselves. To achieve this we need to be out and open.

I did a leadership program at age 40 and that is where I met my partner and I think I got a lot out of it professionally and personally – because we have been together for 10 years. And she has been incredibly supportive of me in my career and that support has allowed me to do some pretty marvellous things! I don't think I would be anywhere near the position I am in without her support.

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What does it mean to you to be on this list?

It's not like me to be showy and on a list. My career is all about providing policing services to the community and keeping them safe. To be recognised as a leader is lovely and a leader in a different sense that I am used to. It is humbling to be acknowledged in the broader community and to be included on this wonderful **Out**standing 50 list. Leadership also comes with responsibility to lead well and I love that challenge.

Any advice for your 10 year old self?

Don't be afraid. Always speak up for what you know is true. Find your voice and follow what is right.

In your career, any key lessons to share?

Early in my career I had all male managers and I loved working with them across crime investigations – strong males and marvellous men and leaders. As they were

successful, I naturally tried to emulate their style but my style differs and I had to learn how to navigate that and to achieve my most authentic self as a leader. What I know to be true is that it takes a lot less energy to lead as yourself. It feels a lot better and sets a good example. People can come to expect consistency from you.

In the broader business world, are there any changes you would make?

I would reset the ethics and values bar. As a society I think we know what is right and true but we shift from it at times. We need to focus on educating everyone about the importance of diversity and inclusion. We all have to live and set those values.

Acknowledge difference and be settled with it. It's fine that we are not all the same. It would be very boring if we were!

What more do you think could be done around visibility?

Deloitte is paving the way. My partner and I have always talked about normalising our relationship and language is very important. It might be small actions or things but they are big statements. For us, it's always been about ensuring that our relationship is normalised and accepted.

What is your favourite song and why?

So, having grown up with Carole King, I would struggle to choose between *You've Got a Friend* and *(You Make Me Feel Like A) Natural Woman* – but I think I'd choose anything by Tina Arena. I went to the same school as Tina. I love her voice and she is a fantastic Australian and a friend to the community as well.

Three guests receive an invite to your dinner party. Who would they be?

The first would have to be Meryl Streep. When jokingly asked who would play me in a movie I always think of Meryl. Then I thought maybe Oprah or Roger Federer. But then I remembered Gillian Roltan AM, Australian equestrian champion, came off her horse and broke her ribs and shoulder and got back on and won a gold medal and has always been a heroine of mine!

How can we all play a role in shaping inclusion?

Treat everyone with respect and dignity. It is just that simple – that simple and that complex. If we can accept difference and learn about tolerance and acceptance and challenge ourselves and our own unconscious bias about what true diversity and true inclusion look like, then it will change a lot of workplaces. Be respectful. Acknowledge difference and be settled with it. It's fine that we are not all the same. It would be very boring if we were!



"Being LBGTI is only part of who you are, it is not all that you are."

Benjamin Wash

Benjamin Wash

Entrepreneur and Co-Founder, Prism Venture Group Pty Ltd

Greatest role model: Both of my parents have strong values and passed the same onto their children, encouraging us to be similarly independent. They were always, and remain, supportive of my career choices and whenever faced with a challenging decision I often think of my dad's sage words that "you'll never regret the things you do, but you may live to regret the things that you didn't do!"

Career advice: Being LGBTI is only part of who you are, it is not all that you are. Celebrate the things that make you different and unique as a person and take whatever adversity that you may face and turn it into a strength. Start your career with ambition and drive, be kind to people along the way, strive for excellence and you'll have a recipe for success, whatever that may mean for you.

Motivations: I've always believed that 'success breeds success'. I'm most passionate about achieving success for myself and for that to then be a beacon for others to achieve their own success.

Each day I'm motivated to get out of bed to kick a goal that day, whether it is big or small.

Changing perceptions: I have focused in building a career that transcended my regional upbringings and that speak for my professionalism and work ethic. I believe that I, as everyone else, should be judged by the work we do, rather than by labels created by others. Gay is only a part of who I am, not the whole of who I am. By living by this principle, I have been able to greatly contribute to industries and sectors associated with traditional and even outdated gender stereotypes. I believe that through my work ethic and strong values I have, and continue to, change perceptions and hopefully serve as a role model for others.

Words to describe me: Passionate, driven and focused.

In 2012 Benjamin was appointed as the CEO of Taxi Council Queensland and steered the \$1.5 bn Queensland Taxi Industry through some of the most turbulent times in its history. In 2017 he became one of the Principals of Prism Venture Group Pty Ltd, a management consulting public practice on the Gold Coast. Benjamin has always been open about his sexuality at work and strives to create an inclusive and accepting culture.

Lisa Watts

Executive Director, The Conversation

Lisa is Executive Director of The Conversation Media Group. Previously Lisa was the CEO of digital start-ups and tech businesses including Artshub, and General Manager of MyCareer Fairfax Digital. Lisa has always been out and open at work and has championed a culture of inclusiveness.

Greatest role model: I worked with Alan Schwartz, entrepreneur and investor and he gave me a copy of *Man's Search for Meaning*, by Viktor Frankl. The book concludes that the meaning of life is found in every moment of living: life never ceases to have meaning, and love is the highest goal to which we can aspire.

Career advice: Be open about your whole life early and start as you mean to continue. I found being Chair of the Board for Midsumma for five years helped merge my work/life identity, so I'd really recommend doing something for the LBGTI community as well as having a focus on a career.

Passions: I've loved all my jobs but right now I am passionate about The Conversation – a new way of doing journalism using only experts at universities. We started in Melbourne and now have expanded to Boston, London, Paris, Johannesburg, Toronto, New Zealand and Jakarta. I'm also passionate about watching RuPaul's *Drag Race All Stars* with my beautiful partner Lee, amazing daughter Hazel, and getting the lawns as green and lush as possible.

Changing perceptions: It's so easy to stay in the fabulous LGBTI bubble socially, and work has given me the opportunity to meet and get to know straight people as well and to discover common ground and share experiences of parenting and relationships and life.

Words to describe me: Optimistic, philosophical and fun.

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IN CONVERSATION

Journalism, storytelling and democracy

From daily news headlines to unearthing the latest insights across the changing local and global landscape, we caught up with Lisa Watts, Executive Director of The Conversation. Read on for Lisa's views around diversity, opportunity and connectivity.

What has your career journey been like?

My journey has been like most people have – saying yes to things that come along. I worked in media from the start but on the commercial side of the business. I was originally an enthusiastic Yellow Pages sales representative and I was lucky enough to get some brilliant training and exposure to structured ways of selling and thinking about the exchange of value in a formal way.

The internet arrived and I was involved in the transformation that came with that. Businesses needed to embrace online so I worked in digital media, at Fairfax Digital and was running the employment business unit MyCareer during a period of high growth. Then I worked on a few digital start-ups, and then came along The Conversation, a not-for-profit project helping researchers share their knowledge with millions of readers worldwide. In seven years it has grown to 10 million users a month onsite and is in seven countries.

How have you found LGBTI inclusion overall?

It's funny, I've been involved in high performance and very measurable environments and that can be quite equalising. There are rankings and competition I was able to have opportunities to be rewarded and progress my career. The numbers don't lie!

I've always worked in environments where there has been lots of diversity. And certainly while I think that I have not personally been aware or exposed to challenging workplaces, I know other people have. For me, I hope that all workplaces are able to be encouraging of difference – no matter what it is. Diversity is really the key to a successful company, project and country – having a mix of people – and a diversity of ideas.

In your corporate career, what have been your greatest lessons?

I think it's about being bold, living openly and encouraging others to know about your whole life. And not having any fear makes a big difference to being happy and being liberated. I feel proud and lucky to be a part of the LGBTI community and life. I assume people are good and accepting, and completely ignore any signs of rejection. My identity has given me much more than it has been challenging. The strength you get from being part of a group is powerful – you have access to a big global business network. Find your gays! Work and help each other.

Diversity is really the key to a successful company, project and country – having a mix of people – and a diversity of thought.

One thing you would like to change in the business world?

I think large companies are doing great things with a focus on ensuring that different groups feel more supported. There is diversity in pockets of journalism, as it tends to be a craft that attracts the bold. In terms of change, business needs to talk more about gender equality and trans-intersex diversity. We need to work together to ensure there are opportunities for marginalised people.

What does it mean to you to be part of this list?

I am honoured to be in such interesting company and it's great to look down the list and see a few people I know! It's a powerful thing to reflect on and to read people's stories. When you look through the list you realise there are a lot of different pathways to get to where you are going in order to be happy and fulfilled.

What is the power of storytelling?

I have always been interested in policy and politics, the way the world works and the democratic process. The motivating thing about The Conversation is that it is about informing democracy – citizens have access to high quality information to help understand complex issues and make good decisions. Only academics who have real expertise can write. During the Marriage Equality debate we commissioned more than 100 articles so people could have access to research based articles and facts. We had more than 200 media outlets who picked up our articles and hundreds of thousands of readers. It was a really powerful way to get good quality content and information into the wider community.

Guests are coming to your dinner party. Who would they be?

Vita Sackville-West, Harvey Milk, Rachel Maddow, Patricia Highsmith, RuPaul and Oscar Wilde. And I would invite all my friend gang along too!

Any favourite quotes?

I like the phrase "fortune favours the brave." If you want to be lucky, be bold. Take some risks. You will have good fortune. ●

Penny Wong

Leader of the Opposition in the Senate, Shadow Minister for Foreign Affairs and Labor Senator for South Australia

Greatest role model: I've been lucky to have many great role models and mentors in my life. I've learnt a lot from my parents, both remarkable people. My single greatest inspiration is my grandmother, or *Poh Poh* as I called her in her language. Poh Poh was a Chinese woman of Hakka descent. When the war came to Malaysia, she and the rest of the family were in Sandakan. Most of the family died during the war and she was left alone to care for my father and his siblings in unspeakable circumstances, which she did through extraordinary determination and a will to survive. She was barely literate, humble and compassionate and the strongest person I have ever known.

Career advice: Advice I got early in my career and that I share with young people is to be true to yourself and to find your own voice.

Motivations: My formative experience of discrimination on the basis of my race left an indelible mark on me. I don't believe we should tolerate or accept inequality or discrimination. This belief has driven me through my career.

Changing perceptions: How I have helped to challenge or change perceptions in politics is probably for others to say. My intention was never to challenge or change perceptions, but to fight inequality and help to create positive change. I have always sought to be judged by what I do, not who I am.

Words to describe me: Determined, impatient and kind.

Penny was the first openly gay woman, and the first Asianborn female, elected to the federal parliament. She was the first openly lesbian Australian Cabinet Minister serving as Australia's first Minister for Climate Change and Water and then Minister for Finance. In her first speech, Penny spoke of the need to build a nation "in which all Australians can share regardless of race or gender, or other attribute ... and where difference is not a basis for exclusion."

Our alumni: a collaborative community

In 2016, Deloitte celebrated its first list of **Out**standing LGBTI Executives, providing visible business role models to LGBTI Australians of all ages. This community continues to thrive and inspire, playing an active role in sharing insights and driving LGBTI visibility.



Craig Andrade Head of Equity Capital Markets, Baker & McKenzie

Craig is the Head of Equity Capital Markets for Australia at Baker & McKenzie. He is listed in Chambers as one of Australia's leading equity capital markets and private equity lawyers.



Sally Auld

Managing Director; Chief Economist and Head AUS/NZ Fixed Income and FX Strategy, J.P. Morgan

Sally joined JP Morgan in 2008 and is a senior sponsor of its Pride group. She was formerly at ANZ and Credit Suisse.



Stephen Barrow Non-Executive Director, The Diversity Council Australia and The Victorian Pride Centre; Chief People Officer; Consultant; Speaker and Writer.

Stephen has worked in the people and HR consulting space for more than 20 years. Stephen coaches and mentors extensively and strives to create an environment of inclusiveness.



Marcy Beitle Managing Director, Australia New Zealand; 2017 Board Director, A.T. Kearney

Marcy leads A.T. Kearney's Australia/ New Zealand business and is the Asia Pacific leader of the firm's Leadership, Change & Organisation Practice – working with global and Australian executives to bring about large-scale transformation.



lan Perkins and Richard Bootle Founders and Directors, Lawlab and Rundl Solicitors

Lawyers lan and Richard founded Rundl, an open business network for secure and transparent business to consumer collaboration. They lead Lawlab, Australia's largest conveyancing firm.



Adam Boynton Chief Economist and Head of Fixed Income Research, Deutsche Bank

Adam is also a trustee of the Centennial Park and Moore Park Trust and a member of the NSW Skills Board.



Liam Buckley Group Head of Culture and Talent, QBE Insurance Group

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Liam has global responsibility at QBE Insurance Group for embedding an effective culture for the Group, and all group-wide talent, capability and leadership strategies.



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James Collins Chief of Staff, PricewaterhouseCoopers (PwC)

James joined PwC in 2005, and has held leadership roles locally and globally. James returned full time to the Australian business in 2012 as Chief of Staff, and is a member of the PwC Executive Board.



Frank Costigan CEO, Youi Insurance

Frank is the CEO of Youi Insurance based on the Sunshine Coast. Formerly, Frank was the Chief Financial Officer/Chief Operating Officer for Australia and New Zealand at Berkshire Hathaway Specialty Insurance.



Louise Daley Deputy CEO, AccorHotels Asia Pacific

Louise has more than 26 years' experience in hospitality in the Asia Pacific region. Louise led AccorHotels to a proactive position in supporting LGBTI actions and initiatives including publicly supporting Marriage Equality.



Susan Darroch Senior Managing Director, State Street Global Advisors (SSGA)

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Susan is the head of passive equity portfolio management in Asia Pacific ex Japan for SSGA. SSGA is one of the world's largest asset managers, and Susan has responsibility for two teams managing investments of more than A\$150 billion.



Moya Dodd Partner, Gilbert + Tobin

Moya, a former Matilda and campaigner for gender equality, was one of the first women on FIFA's governing body. She was the overall winner of the 2016 AFR/ Westpac Women of Influence.



Pippa Downes

Non-Executive Director, Australian Technology Innovators; Windlab Limited; ALE Property Group; Sydney Olympic Park Authority; ASX Clearing and Settlement

Pippa is an Executive and Non-Executive Director with more than 25 years' experience in the international business and finance sector. In 2016 Pippa was named as one of the Financial Review/ Westpac's 100 Women of Influence.



Michael Ebeid AM CEO and Managing Director, SBS

Michael has 30 years' experience in senior management and executive roles in Australia and abroad. In 2017, Michael was made Member of the Order of Australia and was also named CEO of the Year by the CEO Magazine.



Warwick Evans Chairman NAOS, Asset Management

Warwick is a former Managing Director of Macquarie Equities, Executive Director at Macquarie Group, and Chair of the Newcastle Stock Exchange.



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George Frazis Chief Executive, Consumer Bank Westpac Group

George is Chief Executive of Westpac's Consumer Bank, which comprises of 14,000 bankers who serve nine million customers. Previously, George was CEO of St.George and Chief Executive of Westpac New Zealand. George has also held leadership positions at the Royal Australian Air Force.

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Brendan French Executive General Manager and Customer Advocate, Commonwealth Bank

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Brendan is a dispute resolution and consumer affairs expert, and is a founding member of Commonwealth Bank's LGBTI network.



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Andrew Hall Executive General Manager, Corporate Affairs, Commonwealth Bank

Andrew joined Commonwealth Bank in 2013, prior to which he worked at Woolworths and was National Party Federal Director.



Georgie Harman CEO, beyondblue; Non-Executive Director, Victorian Pride Centre

As beyondblue's CEO, Georgie leads a team supporting Australians to achieve their best possible mental health, and works to reduce stigma and prevent suicide in the places where people live, learn, work and play.



Mark Hassell Partner, Customer, Brand and Marketing Advisory, KPMG

Mark joined KPMG in 2017 from Virgin Australia where he was the Chief Customer Officer. At Virgin, Mark significantly contributed to transformation of the airline from 'low-cost into a premium carrier' through defining and implementing a customer, brand and marketing strategy. Mark is the Director of the Sydney Dance Company.

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Mark Henry Public Law Practice Group Head, Maddocks

Mark practises in administrative law and statutory interpretation and has been involved in five Royal Commissions for government agencies.



Savannah Jackson CEO, Trading Pursuits and Simulated Trading Systems

Savannah has been a financial markets educator for 22 years. More than 200,000 people have attended her live seminars on financial instruments.



Alan has been the CEO of Qantas Group since 2008. Alan has overseen the biggest transformation of Qantas since it was privatised in 1995. This transformation drove Qantas to the best financial performance in its 96-year history in 2016, together with record customer satisfaction and employee engagement.



Amanda Lampe Former Group Executive; Corporate and Public Affairs and Marketing, Cochlear

Amanda was a corporate affairs manager at ASX prior to Cochlear, and Chief of Staff in the Gillard government.



Rob McGrory General Counsel and Project Lead for Royal Commission, Westpac Banking Corporation

Rob is responsible for leading the Westpac Group's response to the Royal Commission into the financial services industry and leads a large multidisciplinary team of lawyers and other subject matter experts.



Ross Miller General Manager, St.George Bank

As General Manager for St.George Retail Bank, Ross' top priority is responsibly helping more Australians into their homes using his 20 years of experience across retail and financial services in Australia and overseas.



Paul O'Sullivan

Chairman, Optus; Chairman, WSA Co.

Paul has been Chairman of Optus since October 2014. Previously Paul was CEO from 2004-2012. During this time Optus experienced strong growth including 18 quarters in a row of EBITDA growth and seven consecutive half years of mobile revenue share gain. Paul was appointed Chair of the new Federal Government funded international airport in Western Sydney in August 2017.



Andrew Parker Group Executive, Government, Industry, International, Environment, Qantas

Andrew joined Qantas in 2013 after six years in a similar role at Emirates Airline, and was previously a journalist.



Robbie Robertson Partner, Deloitte

Robbie has worked for 21 years in HCD Customer Experience and Spatial Design. He is also the National Lead for GLOBE, which is Deloitte's LGBTI network.



Tanya Sale CEO, Outsource Financial

Tanya is the founder and CEO of multi-award winning National Mortgage Aggregator Group, Outsource Financial Pty Ltd. Tanya is the only female CEO/Owner of a Mortgage Aggregator in Australia.



Geoff Selig Executive Chairman, IVE Group Ltd

Geoff is the Executive Chairman of ASX listed IVE Group Ltd, a diversified print and marketing communications group. Geoff is a former State President of the NSW Liberal Party and sits on the Board of the Pinnacle Foundation.



Paul Shetler Former CEO, Digital Transformation Office Australian Government

Paul has 25 years' experience in financial and digital services, including at the UK Ministry of Justice and GDS from 2014-15.



Tom Snow Co-Chair, The Equality Campaign

Tom co-chaired The Equality Campaign, which is a broad coalition of Australian supporters including Australian Marriage Equality who worked together to achieve Marriage Equality.



John Steedman Director and Executive Chairman, WPP AUNZ

John's advertising career spans 45 years, including being instrumental in establishing Mindshare in the Asia Pacific and GroupM Asia Pacific.



Victoria Tavendale General Manager, Asset Management, Mirvac

Victoria has been in the property industry in Australia for more than 20 years. Her career has focused on Asset Management across a diverse range of asset classes.



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Leonard Vary CEO, The Myer Foundation and Sidney Myer Fund

In his role as CEO of The Myer Foundation and Sidney Myer Fund, Leonard oversees two of the largest, oldest and most respected philanthropic entities in Australia.



Michael Vavakis Chief People Officer, Lendlease

Michael joined Lendlease in 2010. Michael has experience in Human Resources, Innovation, Corporate Affairs and Transformation. Prior to that, Michael has worked in the US, Singapore and Australia for Hewlett Packard.



Jeff Weeden CEO, Forager Funds Management (FFM)

Jeff is the CEO of FFM – a boutique fund manager investing in Australian and global equity markets. Prior to that Jeff was at Macquarie where he was an Executive Director within the Equity Markets Group.



Jennifer Westacott CEO, Business Council of Australia

Jennifer has been CEO of the Business Council since 2011. Since 2013, she

has been a Non-Executive Director of Wesfarmers Limited and Chair of the Mental Health Council of Australia.



Kate Wickett Technical Director, Aurecon

Kate is a Technical Director at Aurecon and her most recent project was as the Project Director of Future Transport at Transport for NSW. Kate is also the Co-Chair of the Sydney Gay and Lesbian Mardi Gras.



Skipp Williamson CEO, Partners in Performance

Skipp founded Partners in Performance, which, in the last four years, has helped its clients achieve \$10bn of EBIT improvements.



Peter Wilson

Managing Director, Greenhill & Co, Inc

At NYSE-listed Greenhill, Peter advises corporations and governments, including on some of Australia's largest completed mergers and acquisitions.



Andrew wood Division Director, Head of Client Services and Sales Centres Banking and Financial Services, Macquarie Group Andrew has worked at Macquarie for more than 23 years. Andrew Co-Chair's Macquarie's LGBTI employee network group, Pride@Macquarie, which aims to promote a diverse and inclusive work environment.



Anthony Wood Partner, Herbert Smith Freehills (HSF)

Anthony is a Partner at HSF, dealing with enterprise bargaining, industrial relations disputes, bullying and whistleblower issues. His main clients are large employers in the financial services, health, vehicle, and power industries.



Michael Woodbury Partner, Bain & Company

Michael is a global expert in customer strategy and service delivery. Before Bain, he was a principal at Trident Partners, a US-based private equity firm.



Paul Zahra Global Retail Advisor and Diversity Board Chair, PwC

Paul has been a leading force in the retail industry, holding many senior roles including former CEO, David Jones Limited. He currently Chairs the Diversity Advisory Board, PwC and is the Chair of The Pinnacle Foundation.

Why we're passionate about diversity and inclusion

• At Deloitte we view diversity and inclusion as central to executing our firm-wide strategy. Through our extensive research, we know that at the intersection of diversity and inclusion lies an area rich with fresh, innovative and creative ideas – driving better employee experiences and client outcomes.

We believe that creating and maintaining a culture of inclusion is the responsibility of all of us – 'inclusion with *us* at the centre' – where each of us brings something to diversity and equally, we all have a role to play in inclusion.

Respect and inclusion are core values at Deloitte and these are the responsibility of all our people from our graduates right up to our executive leadership team.

GLOBE is Deloitte Australia's gay, lesbian, bisexual, transgender and intersex (LGBTI) leadership forum and member community. GLOBE's activities support our overall goal of building an environment in which all our people feel valued, heard and accepted.

Led by Consulting Partner Robbie Robertson, the GLOBE steering committee comprises several LGBTI 'Out Role Models' from a number of business units who collectively determine our LGBTI inclusion strategy.

In 2017, Deloitte Australia's CEO, Cindy Hook, was named CEO of the year at the Pride in Diversity Annual Workplace Equality Index Awards.

For more on diversity and inclusion at Deloitte visit, **www.deloitte.com/au/inclusion**



• At Google we believe that a diversity of perspectives, ideas, and backgrounds leads to the creation of better products and services. Research has shown that diverse teams come up with better and more creative answers to difficult problems. If we tap the full range of human experience, capability and contribution, we move faster, increase innovation and creativity, and we advance knowledge and can tackle more and more of the world's problems. Increasing diversity not only makes good business sense, it's also the right thing to do.

Google's core mission is to organise the world's information and make it accessible and useful. Our goal for diversity is a natural extension of this mission – to increase access to opportunity by breaking down barriers and empowering people through technology. Products will only get better and more useful if we invite all segments of society, and people from all over the world, to influence and create technology.

Google



Hello from the Out 50 team!

Many hours have been invested in discovering and celebrating the **Out**standing 50 LGBTI Leaders of 2018. A publication like this wouldn't have been possible without the passion and dedication of a number of individuals from both Deloitte and Google.

As a team, we have been incredibly inspired and humbled at the opportunity to work on such a wonderful project, to have met so many remarkable individuals and to help share their stories. It has been our number one priority to showcase each individual in an authentic and open manner, from the 'getting to know you' blurbs and interviews through to the photography and video content pieces.

We hope that you enjoyed reading this publication as much as we enjoyed producing it for you.

The #out50 team

Deloitte Australia

Adrian Letilovic Andrew Cumberlidge Ian Chong Kevin Yee Louise Shaw Neil Glaser Rebecca Dyce Robbie Robertson

Google Australia and New Zealand

Aisling Finch Gabi Conlon Justin Pigozzo Maura Halpin Nic Hopkins

Photography Richard Wearne

Executive Sponsors

Cindy Hook, CEO, Deloitte Australia Jason Pellegrino, Managing Director, Google Australia and New Zealand Margaret Dreyer, Diversity and Inclusion Leader; Senior Partner, Deloitte Australia





















































































We would like to extend our thanks to each of the individuals who gave so freely of themselves and their time in helping us make this list a reality.

We would also like to thank our **Out**standing 50 Alumni who continue to lead and inspire Australians. We hope that you enjoyed reading this publication and stay tuned at **www.deloitte.com/au/out50** as we release new content and stories throughout 2018.

Please send questions about the **Out**standing 50 initiative to **inclusionau@deloitte.com.au**.

And finally, don't forget to join and follow the **#out50** conversation on social media.



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