Lunch with Suzie Hullick, facilitated by Mia Carbon

Mia Carbon  
Hello everyone I'm just going to start slowly in case we've got any more people joining us over the next sort of minute or so. So, happy Friday everybody, thank you so much for joining us today. Just a couple of housekeeping things up front, please, can I ask everyone who is not speaking to keep their microphones on mute so we can minimise any background noise? The session today will be recorded, and the recording will be placed on the website for anybody to have a look at afterwards and I'll remind you of all of this again at the end, but there is going be a short survey as well at the end of the presentation for everybody to provide feedback so please do take part in that. We are going to have the opportunity for comments at the end and you're welcome to pop your hand up or pop those in the chat. I'll try and keep across the chat if I don't and I've missed your question, please just let me know.  
This is the last series of a year and we will be joining back in February, so it's a really nice one to take part in actually in a really nice way to start to close some things out.

So for those of you, who I haven't met before, I'm Mia Carbon. I am the Deputy Director General for Sustainability and Biosecurity here in Western Australia. I come to you today from Whadjuk Noongar budjar or Whadjuk Noongar lands here in the Perth region and obviously you guys are joining from all over the country and all different lands. So that's really exciting.

Before I sort of get into the body of today, I want to acknowledge the traditional owners, of the lands on which I'm sitting on which all of you guys are sitting and pay my respect to elders past and present, but in particular in the context of today, I really want to acknowledge the significant and ongoing connection that our traditional owners have to the lands and waters in which we all work and live and play and enjoy. And, you know, really acknowledge how important that is to the work that we do in biosecurity, it's all the same thing. This country has been looked after, it's biosecurity has been looked after for a very long time, very well and I think it's fair to say that there's a lot that we can learn in our biosecurity system about that. I think the work that this program is doing is really important to that and I'm really pleased that you know that we're doing this sort of work.

I'm as I mentioned, I'm in WA. I head up our sustainability and biosecurity here for our Department of Primary Industries and Regional Development, and I just wanted to give you a short sort of overview of my journey here.

So I started life out as a vet in rural Australia first and foremost before I moved over to the UK into veterinary practice over there, and whilst I always loved the work that I did, very quickly, you know, after moving into clinical practice I found a real need and a desire to be part of something much bigger. It took me a little while to work out what that much bigger thing was, and it was certainly biosecurity. So when I found biosecurity, I moved into government veterinary practice in the UK, in International Animal Disease Monitoring and Trade, and I found that you know that that was sort of my home and I've really never looked back from there.

So I moved from the UK back to Western Australia and took up a job in veterinary policy here and around seven years ago—gosh, it's a long time now—about seven years ago, I moved into the WA Chief Veterinary Officer role, which is obviously a really, really exciting role and a really sort of good culmination of all the different parts that I'd managed to pull together across clinical practice, trade, policy and government work. And from there I've moved into sort of broader biosecurity roles.

So working across the full spectrum of plant, animal, environmental, aquatic and marine, and then from there into, you know, broader sustainability. So that that involves things like our, our fisheries, our sustainability and our soil and land sustainability here in Western Australia. And I've loved every single one of those elements. They've all bought new learnings and they've all obviously bought new challenges.

I found all of them equally and incredibly and important they certainly will give me sleepless nights. You know it, it changes which ones given me the sleepless nights at the time, but they're certainly all up there and they all bring me really huge satisfaction as well.

I suppose in terms of, you know, the relevance to this NAPCaRN program and to today is that my key learnings as I've moved into biosecurity and then across biosecurity and from there is that whilst there are a lot of differences in the various technical elements of the work that we do in biosecurity, but also more broadly, you know in our, the things that we do for to you know, care for this for this country, for its it's industries, it's environment and its people. Is there's lots of technical differences but more so than that, there's a lot of similarities. There's a lot that brings us together and there's a lot that we can learn from various parts of the systems that you know that we all invariably working, you know, sometimes in it'll little patches in. And I think you know across all of that is that it's all about people. We don't achieve anything that we want to achieve without having the people on board. Without winning the hearts and minds of our communities, and I think we've got a huge amount to learn from each other in all different aspects of industry in Australia.

I think the work that Anne is doing through the program is, so I'm important. I had a good catch up with her yesterday to, you know, sort of see what the focus areas, were and what were her and the team were working on. And I think, you know, I was absolutely blown away, to be honest, to hear some of the stuff that's going on so that's really brilliant.

I think that's the real value in this kind of program to give people, bring people from different walks of life together, to share those learnings and to funnel them into better outcomes for us in the biosecurity space.

So today, we're really, really fortunate to have Susie Hullick with us. She's going to be one of these people who shares her learnings from, you know, what can appear to be quite a different world in banking that but that are equally applicable to the work that we're trying to do through this program and more broadly throughout our national bio security system.

Susie is the Westpac group head of diversity, equity and inclusion at Westpac. She is leading the agenda to support change in workforce and has more than twenty years of experience now in senior leadership in both commercial and retail banking and really significantly she was instrumental in developing the Westpac groups indigenous banking team. She worked there for seven years working really extensively with indigenous communities throughout Australia.

In 2013, she was the recipient of the inaugural Westpac Women of Influence Award and that was for her group, for her work in facilitating the commencement of the indigenous employment strategy for the group. She's also a non executive director of the board of FFRDC, the Fisheries Research and Development Corporation. So another thing that's very close to our heart in, in biosecurity and in fisheries sustainability and a director of the new NT Aboriginal Investment Corporation. So very clear that we're very lucky to have Susie’s time today, and I'm now going to hand over to her to share some of her experiences with us.

Please if you have questions as you go, feel free to pop them in the chat and we'll come back to them at the end. Susie, thank you very much.

Suzanne Hullick  
Thanks Mia, thank you for your introduction as well to yourself, I really love hearing about where people have come from and what shapes who you are today so thank you for that.  
As Mia said my name Susie Hallak. My pronouns are she, her, and I live here on beautiful Larrakia Country. I want to pay my respects to the elders past, present, and emerging and thank them for letting me be on their country for the last thirty-five years.

If you have a visual impairment, I have a long, long chestnut hair as coloured hair as my hairdresser would say, and I wear black rimmed specs for reading and if you happen to have a disability that pertains to hearing, if you go into the MS Teams, there's some dots up there that you can get closed captions of what I'm talking to you about today. Please make sure that this is an interactive session, so stop me, I really just want to be able to share with you some of the key things that I've learned over many years and hopefully I can impart some of that knowledge and invoke some behavioural change and some different thinking.

I'm going just take you through how I'm going to set this out today. I've got a little slideshow about who I am, and so I, after many years of working with indigenous communities, they often say so “Where you from?” You know “What's your background?” I like to share that at the start. The second thing I'm going to do is take it through via storytelling, three key takeaways which I think hopefully they'll resonate with you. One, and Mia you were singing from the same hymn book here, the importance of a people first principle. Doesn't matter what sector you're in business, you're in the technical expertise is the people first principles.

The second one is the concept of belief without proof. That the work that you're undertaking is making a difference, and it is making change. You may not see it now, but that real confidence of belief without proof.

And the third thing, which I'll linger on probably longer is diversity equity inclusion and the fact that it's no longer a nice to have, it's actually a business imperative.

So we'll talk about that and hopefully as I work through my stories, you'll be able to pull those key themes out of it. Bear with me while I try the technology of sharing my screen and hopefully not scare you too much with my slide show cause often it's a little confronting.

Can everyone see that? Can you see that, Mia? OK, perfect.

Firstly this is my family. I was born in Victoria and brought up in a family - a very patriotic Australian family, six children. I have a sister and four brothers, and my parents, who are still married today and will celebrate their sixty years coming up of marriage.

I came from a very patriotic family, three, four of us, out of the six children served in the Australian Defence Force.

My parents both were serving members.

Where we've come from? We are Scottish by heritage, we landed in Tasmania as lighthouse keepers and so a very interesting career certainly not needed today, but that was the foundation of the Johnston clan as you would say in Australia.

My early aspirations, I wanted to be a professional netballer. I did attend some time at the Australian Institute of Sport. I've always been incredibly dedicated to sport in Australia and won an Australian medal many years ago for my contribution to sport and the Australian Defence Force in the Northern Territory. I have been at very passionate player and administrator of sport.

My journey began in the Royal Australian Navy 1987 actually October 1986 it was and I joined as the last intake for the women in the Royal Australian Navy. I won't talk too much about that because I'll talk a little bit about that.

My family, I met my husband, he was in the army and my two boys. Incredibly close-knit family and very close in terms of them being my pride and joy as most mums would say.

My hubby is my rock and certainly an incredible journey we've been on. We've been married thirty-four years. That's a photo of myself and him in Italy on my fiftieth birthday. I'm incredibly proud of Larrakia Country, my home. I love the sea and I spent a lot of time fishing, which is my fun, which is what we do here. I play also play a bit of golf and my hubby and I spent quite a bit of time out in the water but always took our kids out with us in the early days and then I call it my pride and joy.

So this is my boys hosting and toasting me on my fiftieth birthday in Italy, a few years ago now. I just wanted to share that with you because often we don't [stop sharing]. Often we don't actually get the background of an individual because actually what I've just showed you is what has shaped who I am today.

My beliefs, my values and my culture and when you think about people in your teams or in your organizations, that has come before, they've come to work. All of that has been built in before they've actually come to work. And so when we're talking to them about who they are and where they come from, let's not just consider that it's the work, work life that you're talking about. It's actually all of those other elements which I just shared with you and hopefully you'll see how that shaped what I'm about to talk to you about.

So we’re talking about 3 experiences that have occurred sort of for me which is shaped how I think about leading people.

The first one is that, as I said to you, I joined the Navy in mid 80s, so 1986 October ‘86 and at the time there was a large push by the Australian Defence Force for gender neutral approach to the Defence Force for many reasons and predominantly for equality for women. And as you saw, my beautiful white dress and shoes and gloves very quickly, within a month turn to a buzzcut fatigues, boots and a pack. Which as I was going through that at the time was incredibly traumatizing to have your hair cut off and to have a complete change in how your perception of where you are going in on your journey of your career completely change. My mum was a woman in the Royal Australian Navy and so I was incredibly passionate about following in her footsteps and that for me changed.

What I did find through that whole process was that there was a very big lack of acknowledgement of change. Of the pre work when we talk about change management, what would be the lived experience of the individuals going through change? What is the infrastructure we need to facilitate that change? And then how do we do it in a way that actually brings people on the journey?

I had sergeants and petty officers that did not really understand the “why”. And then really didn't understand how to facilitate that change in that lived experience for the individuals going through that. If you can think about, as you're lining up, you know you're in parade, normally in a white dress, that you then go into parade in boots and fatigues, which you know you then need to learn how to polish boots and do things like that. That was just wasn't taught along that journey.

So, I mean, it sounds like a really simple thing, but actually it was quite a large move for the Australian Defence Force. As I talked through the next level, lots of experience, you'll see that if you're going from a handbag, to a pack if you're going from a handbag to a rifle, if you're going from white heels to boots, as you think about that, you know, I'm giving you some really clear examples but sometimes the things that we do in our in our workplace aren't always as obvious as that, but I'm giving you some examples that that might actually then play out in your workplace.

The second thing that happened was I was given a great opportunity to be one of the first women at sea. HMAS Stalwart sailed in July 1989. I had been married for three months and I took an opportunity, as I have done since, to join fifteen women on HMAS Stalwart and do a tour of Asia, which it was Stalwart’s final tour. Stalwart was a flagship, so a storeship as such, so didn't often see combat, was very much a training ship for young officers. But we did take a deployment, took I was on at sea for three months with fifteen women and five hundred men. And when you think about the gender neutral approach that we were trying to undertake as a Defence Force, some of the things that played out in that particular, what I would call a pilot or a or an opportunity, really felt like that there wasn't a real lot of thinking that had gone in behind popping fifteen women at sea for three months with men, so I'll give you some examples of what occurred.

From an infrastructure perspective, we were housed in a mess. That's, the door opened into the eating area - the mess. So there was a queue, every time that there was food, there was a queue. Every time we needed to go to the bathroom or to the shower, we had to walk that queue. We had to walk down beside that queue. From an infrastructure perspective, not the best placement for women going to the shower.

And when you're thinking about at the watch that we're on, so there was, we did it with 12 hour rotation. There was no men on the watch, so didn't have the opportunity to then mingle with, you know, the likeminded individuals that may wanted us at sea or may not wanted us at sea. And how that plays out also is actually, you think about infrastructure you think about the change management, they weren't aware that we were landing on the ship so you know a bit of a surprise to them. It actually disrupted some of the things that would ordinarily have gone on that ship.  
So a crossing the line ceremony where you go across, you know, the Tropic of Capricorn, that crossing the line ceremony was actually paired back because there was women on board and that sort of caused a lot more of the of the friction that we didn't need.

And then I think the final thing, if I talk about infrastructure and equality and that gender neutral approach - I was, I was, uh, rusted onto the docking party into a place called Jungang, which is in in Indonesian waters and the docking party requires you to lift very big ropes and push them out onto port and hook up the ship. Well, actually I couldn't lift the rope, and so I was in a position where I actually had to ask for help. And I was an incredibly fit individual, as I said to you, you know, I played a lot of sport in my time, but I actually didn't have the physical capacity to lift that rope. And so I then had to ask, and of course that causes more friction. I had to ask others to help me while they weren't rssted on and it was quite an interesting approach.

So the roles, the infrastructure and then the change management all required some really deeper thinking. And then as we get off the ship after being in the pilot, and you know quite a lot of things happened, if you live in Darwin and you see the Wessex 69 in the Aviation Museum, that was ditched off that helicopter, that helicopter ditched off this ship during that and 1989 voyage and there was a couple of women on board that who were survivors but you know, as I said, there was quite a bit that had gone on. That that defence first weren't really prepared for.

And then the final thing, you come back and you talk about what went well and what didn't go so well and we landed in Canberra, fifteen women, not one other woman in that room said that they didn't feel that we could do all those jobs.

They all said it went well. No one spoke up and said, except for me. And of course, what does that do then? Starts to hinder your ability to progress in the organization, so you become an upstander and you can see that I've got my upstanding, you speak up and you build that confidence, but it shouldn't. So that's sort of the infrastructure change management piece I wanted to talk about.

The seven years as an entrepreneur in the organization building Westpac's capability and capacity, and on indigenous engagement and indigenous banking was an incredibly important role for me to play. If you think about organizations being the vehicle for change, this was one opportunity that I had. So an entrepreneur is someone who uses an organization as a vehicle for change internally, and then hopefully making sure that that then permeates outside of the organisation to a better outcome for everyone, for community. So creating that shared value approach where if you make it better for or you know 55,000 employees, it's which is how many I look after today. If you make it better for them, you can actually going to make it better for community.

And if I just quickly speak about Upstander, and I'll talk about it a bit more in a minute, that is a movement of change. It's about ensuring that we have the confidence to speak up when something negatively impacts someone else. And we often talk about speak up when it comes to risk policy, law, process and procedure but we actually don't talk about it when it talks about our people. So if you're sitting in a room and you hear or see something that negatively impacts someone else, you need the confidence to speak up and stop it before it starts. So I think I can talk a little bit about that more.

I just want to touch on the indigenous role that I indigenous banking role was an incredibly important role for primarily 2 things. Firstly, the reciprocity of learning, so being able to spend seven years engaged with indigenous communities and Indigenous Australians around their financial literacy, their financial resilience and the better banking platforms was, you know, was incredibly, I feel incredibly privileged to have had that position, and to be able to then go and build things like the indigenous employment program, the indigenous call centre that we have today, which primarily serves indigenous in remote Australia's indigenous Australians in remote Australia. But equally, what I've learned is that relationships matter, and no matter what culture you are in. And how long it takes to build that trust relationships really matter, and I felt that that ability to be consistently engaged with our community allows us to then help to serve them better over time. So that that is a really important part, reciprocity of learning for me has been an incredible learning and also just that be the entrepreneur. Be the one that uses the organization to facilitate change for society I think that's for me has been quite a quite a learning.

Now I'm going to final finish sort of on DEI [Diversity Equity Inclusion] and I'll take you through a few things. I would take you through why it’s important, I also want to talk you through how I thought about the strategy of the Westpac group and how it's been embraced or not. Because it's not always been met with enthusiasm as you would like it to be. I joined the DI team as the group head only eighteen months ago and I thought after finishing my Masters in social impact, I thought it was a really important time for me to put the BS into action. And that's not just about, you know, the Westpac group, but actually if we get this right for 55,000 people, how do we then, you know, build that momentum and that movement and why I was really keen to talk to you all today because, you know that change needs to come across multiple different industries and sectors and people. And it needs to be led by the people, for the people.  
Although I found the degree incredibly challenging I was, I've always been a learner, so I've always been on the journey of learning and I've always taken opportunities for secondments, and to lead different teams and to lift the bonnet on things, et cetera, because I learn a ton from doing that.  
But there's particular research and data that points to diversity, equity, inclusion being an incredibly important element of business.

The McKinsey research shows that if you have a culturally diverse experience, diversity of lived experience, diversity of gender and age within your teams, corporations or businesses, you will have two times better financial performance.

You will have three times more high performing teams.

You'll have eight times Better Business outcomes.

You'll have 30% reduction in risk.

You'll have people who will stay longer and they say that four times less likely to move after twelve months, you'll have ten times more innovation and you'll have the ability to move people within the organization and have better retention.

McKinsey research, straight out straight off the belt.

The Davos research, though. So Davos is the World Economic Forum that happens every November, have now put DEI on the agenda permanently. So Diversity Equity Inclusion is now on the agenda at Davos at the World Economic Forum for many reasons, but I'll give you a few.  
So firstly, we live in a world globally and as you've seen the transit changing quickly and they're becoming globalised so you're getting that really large influence through things like Black Lives Matter. So things like hashtag Me 2, the LGBTQ IA plus rights, Youth justice rights. All of those things are building that momentum for change. And as it's happening in the international markets, it's happening in Australia. So don't be mistaken that's coming. It's the wave of change is coming.

The two other reasons which I always find interesting when you're talking to businesses and you choose the ones, there's about twelve different reasons why they've put it on the agenda.   
The second one for me is customers are choosing with their conscience. They're deciding right now who are the organizations that they're going to spend their money with. Are they sustainable?  
Are they diverse? Do they represent the society in which I live in?  
So just a short example, fifty-five percent of Australians under the last ABS were either born or their parents were born overseas fifty-five percent. At the Westpac group, forty-six percent of our workforce, our culturally diverse and there is 55,000 of us. So when you think about the movement of change, if customers are thinking about that, then we organisations need to mirror that. We need to be what society expects us to be.

And the third thing is employees looking for it. We're looking for it. We're looking for organisations who are sustainable. We are looking for organisations who can prove that they are, you know, that they have diversity, they are included, it is a safe and respectful workplace. They can see themselves in the organization. They can see themselves in leadership in the organizations. Really critical part of why we need to consider DEI.

Regulators. So in the UK in 2025, the financial industry regulator has decided that DEI is now a non financial risk. Pretty, simple. You now need to report the diversity equity inclusion within your organization in the UK if you are in the finance industry. That will become Australia's, often it comes over time, but that'll be next for us.  
And then the Westpac internal research that says that the last three years of our OHI so we use the voice plus survey, the employee survey, and we connect that with an IED survey annually and we have seen that those that are culturally diverse, lived experiences diverse, gender and age diverse in their teams are higher performers. It’s a no brainer. You've got the in-company research that says that.

When I took over the strategy eighteen months ago, we had three areas that we focused on. Cultural diversity, Indigenous representation and women. And I laughed because it's so exclusionary. It says that if you don't see yourself in those three things, then you don't belong here. And I really felt that when I came in and was looking at the strategy, I was like, okay, so how do our LGBTQ community think about this? How do our people with injury and listening disability, how do our careers think about all of this? But equally, how does everyone think about this strategy?  
And so we undertook some work. We collected lots of data, did focus groups up the wazoo. We did a lot of focus groups to find out exactly what our people wanted. And they came up with four things.  
We put the people at the centre of everything we do.  
So when we go to the table and we're having conversations about policy, if we're having conversations about upstand and we're having conversations about our EAG’s, if we're having conversations about our survey, it's nothing about us without us.  
So if we're making decisions about questions in the survey and we're talking about carers, we get a whole group of carers in the room and talk to them about what they think we should know what, how we should shape it. If we want to talk about policy change and you know, you would have seen that we released fertility leave in November last year, something I'm incredibly proud of and we won't really hard on, but we had a whole lot of experience at the at the table to talk to us about what did that look like. So people are the heart. Nothing about us without us.

And I talked about life moments or that policy stuff. So we have one key pillar that says moments that matter, and we've mapped hundreds of moments that matter to our people, whether it be professional or personal. So we haven't delineated between the two because they intersect. They are important for us to think about one. If one's going well and I we talk about the crystal balls. If you're juggling a couple of crystal balls, 3 primarily, family, health and work is the three we sort of juggle all the time. They're crystal. You'll be juggling a lot, but if any of those three drop, they become, they become really important to how you might operate at work and how you might operate at home, so really importantly, those 3 crystal balls.

Moments that matter, we mapped out sort of in within five minutes, three of us had sixty-five on the board. Sixty-five moments that matter. They range from things like moving house, going for the next role, a promotion or a side step, talks about transitioning my elderly parent from their home into care services. They talk about illnesses. They talk about short term disability, a raft of things, and I couldn't tell you how many, but there was, you know, hundreds in the end that where we got to.

But what we're saying is that that type of and understanding of those many of those moments that matter allow us to change and innovate on policy. It allows us to say to people, actually, when we're going into our next bargaining with our EA and our unions, the here's all the things that are really important to people and these are the things we want to change over time. And you know, the one at the moment is Menopause Matters, right. So you're seeing quite a bit coming from the UK around menopause, but actually today what we're talking about is menopause and andropause. And Andropause is the men. So it's the gender, it's that equity. So I can't do one without the other, so let's make sure that we've got that equity.

The second pillar is Upstander and I talked to you briefly about that, but that is actually an anti-discrimination, racism, bullying and harassment at its at its whole at the centre of it. Talks about our policy and the UPSTANDER initiative is actually the action orientation from that policy. And So what we're trying to do is build that confidence for people to stand up and speak up and be an upstander both at work at home with their kids, teaching their kids and then out into the community.

The third one, I'll talk about very quickly is just the IED survey. It is a challenging one. We call that pillar “This is me” and it's about bringing your authentic self to work. But the reason it's a challenging one is because IND surveys and definitions are not standard or benchmarked across the country. And so we're always defining our own. And I think until we get, you know, sort of a national benchmarking system around cultural diversity around, you know, carers there's all this rhetoric and all this rub that happens. We are just trying to be quite consistent through it, so that we can identify the pockets and areas within the organization that need our help from a DEI teams perspective.

And then the final one is trusted communities. And if you're thinking about DEI, and you're thinking about, how do I get the voice of our people? We have employee advocacy groups and we have ten of them. We also have diversity equity inclusion councils in each division and our administer all of them. So I've got twelve diversity equity inclusion councils. I've got ten employee advocacy groups and those advocacy groups range from people living with an injury, illness or disability, so able, mature so fifty plus, the youth network, we've got women of Westpac, we've got Pride, we've got [you’re testing me now] Respects, domestic and family violence support, cultural diversity and leadership, brothers and sisters, we have got, the veterans EAG and the last one is the school volunteering network. So all of those groups, 14,000 people are members of those groups. So we use those groups as the voice of our people. They bubble up policy change, process change and then we at times then go the policy owners if it's not us and then make the change on behalf of the organization.

As I think about, you know, the three things I wanted to leave you with the importance of the people first principle, the second one, the belief without proof, so I have no idea whether this strategy is going to have an impact. Just having the confidence doing your data, getting your research, talking to your people, you can't go wrong, but you've got to believe it's the right direction because you can't be half baked, you've got to just continue on the journey and continue to push and that belief without proof is incredibly important.

And then finally, you know, DRI is no longer a nice to have. I've given you some data that says it's imperative I've given you some thoughts around you know how we might bring it to life, but you know that journey I've been on has been just incredibly, I've been incredibly fortunate

And if you're thinking about diversity, it's who we are.

If you're thinking about equity, it's what we do and inclusion is how that makes you feel.

And I'm hoping that all of the work that we're doing is improving that for our people at the group. And then hopefully in the community. So that is it.

Mia Carbon  
Suzie, thank you so much, that was absolutely brilliant. I really loved how I could sort of follow that, that bouncing ball of how your family life but then you're really early career influenced how critically important those things are to you and sort of gave you that, that lived experience to go on and deliver those. So I found that that brilliant.  
And I also I like how applicable that is, you know, as you said at the start, it doesn't matter what work you're doing. It doesn't matter if it's not work, you know this could be, you know, your community roles. You know you're caring roles all of that, but how applicable all of those principles are across all of those elements, they are fundamentally the same. They are about people and wherever we go and whatever we're trying to do, are there are people and we have to make them the centre of what we're trying to achieve. So thank you.

I think there's a couple of things popped up on the chat there so.

Suzanne Hullick  
I can see Anne, your question there. “Have you seen a change in people satisfaction in the workplace and feeling of being valued as a result of the initiatives?”  
I think that I'm currently in that belief without proof at the moment scenario. We've got another survey coming in March. Hopefully we'll see a change in our inclusive sentiment scores and hopefully we'll see a change in our OHI, which is our performance scores.  
What I have seen though to be really clear is, when you go to a people's first principle and you put people at the heart and you take the view that nothing about us without us, they feel heard. And whether things change because they feel heard, that doesn't matter to them, they feel heard and they feel like they've been part of developing the process and the situation for change. So I'm hopeful that that we're saying we'll see it, but yeah, I haven't seen the data yet, yeah.

Anne Walters  
Thanks, Susie. I might just follow up with another question. “Has it been really important to have those really diverse splits with the groups so that people feel like they're represented?”

Suzanne Hullick  
Yes

Anne Walters  
Have you noticed that that's important?

Suzanne Hullick  
Yes. Look, I think one of the things I didn't talk about was intersectionality, and that most people who belong to an employee advocacy group belong to more than one. So you know, I'll give you an example, I'm a Vet., a female and I'm an LGBTQI ally, so I'm I belong to those three. So that intersectionality hasn't really come out in terms of those groups, but I feel that having those ten allows us to then for people to say I can see myself. It's a trusted community. It's an extension network off of my, you know, my people leader, my teammates. It's actually someone who I can identify with separately. So yeah, I wouldn't go for any more than ten, you know, managing is quite challenging because they all, you know if you give someone a voice, let them speak. And so they are quite, quite vocal and quite active in that advocacy space.

Anne Walters  
Thank you. Sorry, do you mind if I ask another one? Mia, I know Darren’s got his hand up.

Mia Carbon  
Yeah, we've also got one from Darren as well from Darren Peck on there.

Anne Walters  
Yeah. Can I quickly slip in?

Mia Carbon  
Absolutely.

Anne Walters  
So Suzie you’ve divided it into ten, where would you start if you couldn't do ten like where would?

Suzanne Hullick  
Yes, I would start with. I would also I'd firstly look at the data in my team, in my in my organization and go do I have good gender balance?, Do I have cultural diversity? Are those other data point showing that where not being supportive of particular groups? That's why I go and I would. I know most organisations have six on average. But we threw in the school volunteering network because that's a really important part of who we are and the grassroots of Westpac has always been about community volunteering. So yeah, I would check the data first, but gender, cultural diversity, and then you know, what other groups are really prominent within your organization? That's how I would think about it.

Mia Carbon  
Thank you, Susie. I think yeah, using the using the data bit is really important. I was really interested to hear that you've got that, that lovely sort of long look through an annual survey, which I think you know, a lot of organizations maybe don't have, have that level of data, so it's a really important thing to work towards so you can make informed decisions. Darren.

Darren Peck   
Mia and thanks, Susie, for really interesting talk, fascinating, thank you so much.  
My question is really about. So you mentioned you know change management and you spoke about the infrastructure piece and I could imagine you know that would be something that would really important in what you're doing. Can you offer a couple of really key characteristics from a leadership perspective that would help, say me or others, as a leader implement change, you know, I know communication is important and infrastructure. What else have you learned in your role that would be really valuable moving forward for us because there's a lot of change happening in our organization at the moment. So just interested in your thoughts.

Suzanne Hullick  
Yeah, I think the one constant in this world today is change and let let's be really clear about that.  
Look for me, I've always asked for the why and the imperative as a starting point. And once I've understood the why and often we are, the purveyors of change that we don't want to occur either.  
So, you know, I think lots of change going on actually I disagree with that one, but I actually have to hold the party line and play it in. The one thing I would say is that you know intimately your team and when you've got really big teams, you know intimately which leaders will embrace and which leaders won't. The one thing that I will say is the old way needs to go quickly. Burn the bridge quickly because holding onto I will run this in parallel to see.. they won't move right?  
So preparation of the from and to and then burn it quickly like because otherwise the mentality or the mindset doesn't change. It'll be frustrating and find your champions to lead it.

I ran a major change at the group about five years ago and I grabbed a called them the Transformation Trail Blazers and I grabbed them and I gave them all of the tools that was so incredibly important for those individuals to help make that change. So find key people and move quickly, let go of the past. Because you won't. What will your find is that productivity that you're expecting will drag. You won't get the results you're looking for in a really quick, quick way and that return on the investment won't happen. And if you lose people over it which you often find people just go “I’m out” well, actually that's probably not a bad thing.

Darren Peck  
Yeah, that makes sense. Thank you so much. That sounds really good appreciate it.

Suzanne Hullick  
Yeah, no worries. Yeah.

Mia Carbon  
Okay, we've got one on the chat there from Prue.  
“Susie, you're talk about how relationships matter. Can you tell us more about that and what does that look like?”

Suzanne Hullick  
Yeah. I learnt this probably from, you know, some very close indigenous friends and mentors over time. We become very transactional in a world the world in which we live in, and it's been facilitated by email. So quick transaction. “Yep, yep, yep, no, don't worry about meeting, just send it via email”, and I'm not saying having meetings for meetings sake, but I'm saying build relationships so that over time those relationships form part of how you learn that reciprocity of learning.  
And I think when you're looking for outcomes that are transactional, and what and it's, you know, today's world in particular in banking like it's just it's, the leadership see that as a perverse sort of view, right. “Really, no, we just want them in and out you know.” But actually when you get to know someone and you understand who they are, where they've come from, what they're trying to achieve and their goals, actually that relationship becomes really embedded and it's less about the transaction and more about the support and network that you bring together to build something really great.  
And so, you know, I have got long relationships that are not necessarily very, very deep and, you know, pally, pally friends, but people that I can have trust in and that I can go to that says actually, you know, if I can ask those questions that might be really hard. I can work with them on projects that don't necessarily benefit either of us. So it's really about that, the relationship being a really important part . And I'm not talking about relationships within, not necessarily just within your teams, you'll have a relationship as a people leader, you'll have a relationship as a team member, but build those relationships take the time to understand who those individuals are and just don't assume that they've landed at work that day and nothing's happened. Or it's like yours  
So I've given an example before where you know just driving to work. Just look out the mirror and look out the window and just have a look at that individual in the car next to you and start to think about some of the scenarios that they might have got to to get to where they are today.  
And if you just think that they've landed at work and you've got absolutely no idea what's happened, build the relationship. Find out who they are. Find out exactly what drives them, and then you'll get the best outcome from them.

Mia Carbon  
So we've got two more questions on there. Suzie, I think we're doing really well for time actually, so that's good.

Suzanne Hullick  
Yeah. Good.  
Yeah, yeah, yeah, yeah.

Mia Carbon  
So you're happy to keep taking questions that okay, excellent.  
So a really good one there. “How have you been able to find the confidence to speak up when something affects others?”  
I think that is something that we all face. You know, you talked about going all, if I'm the only one who says it, what does that do to my career? It's a really, really good question.

Suzanne Hullick  
So I'm I've just spent sort of the last three months doing roadshows around the country to the Westpac teams around building the confidence to speak up and you know what? I'm not perfect at it either, and I haven't built it to the point where I can still do it in my, you know, I can do it with my, with my direct report, but can I do it with a group executive? I'm not sure I can just yet, so we're all on a journey around that.  
But I think one of the things that I would encourage people to do is realised that two things. That the behaviour that goes on that's been normalised over time is the hardest behaviour to call out because we've accepted it before, right.  
We've accepted that that that behaviour has been normalized and I talk about behaviour as things like, uh, microaggressions, the silly names, the silly jokes, the sexist jokes, the exclusionary behaviour leaving people behind in the office when everyone else goes to lunch the cultural remarks, the silly language, the accent put on, I could go on, right.  
So one of the things that we've that we need to think about is, if I've let it go and it's been okay to date, why is that? Why have I let that go and let it be okay? Is it because I don't have the confidence?  
Or is it because people will think I'm silly for raising it now?  
Well, actually what you find is as you step into that space and you raise it, and you say actually we've been doing, we've been talking and you've been calling her that name for a long time and it's really starting to grate me. You what you will find is that people will step in with you.  
Surprisingly, right, that's what we've been finding three months roadshow across the country.  
People say, well, once actually step in I've got all these people backing me up, which I didn't expect, right? So that's the first thing I'll say.  
The second thing is, is that that confidence building only comes if something happens after you've done it. So if you've spoken up, nothing happens, and then all of a sudden you see this person promoted throughout the organization and saying really, have you heard the way that they speak?  
Have you heard the way that they treat people? It's just not appropriate, right?  
But because you haven't spoken up, you've allowed that to continue and so therefore everyone thinks it's okay. And actually it's not okay. So it comes down to things like your confidence, but at what? What are you giving out when you do that? When you speak out, are you giving up your opportunity and you've got to get opportunity for promotion? Are you starting to sound like the individual that's always saying something? So, I'm not perfect at it. I think what you what we need to do is continue to test with each other if it's a normalized behaviour and we have accepted that over time and now it's time to stop it. Or we just feel like we're not being listened to.  
And if you're not being listened to, and that's why you're not stepping up, my suggestion would be, and I'm not sure of the organizations you're work with, I'm sure you have a concern online or a whistleblower approach. But and behaviours microaggressions turn into interpersonal conflict, there's no doubt about that, the data shows that. So if you've got an interpersonal conflict with someone, it's because of something they've said or done, or the behaviours and beliefs that aren't matched.  
You have a cultural umm, so that rather I guess. I'm not perfect, but certainly go and find some tools.  
Actually, there's a really great set of tools on the E Commissioners, cyber security or cyber bullying website, and also the Canadian Human Rights Commission also have a really great website around being an upstander and building confidence. But once you do it once, team you get on a roll, yes. It gets better.

Mia Carbon  
You brilliant. Thank you Suzie, you might do one more. There's two on there, but I think that we've got one here around, “What a cultural challenges that you've, you know, challenges you've seen rising because of cultural differences among staff?” I suppose, have you got any sort of examples of those and how you've managed them?

Suzanne Hullick  
Yes, look, it's a great one, actually. Our cultural diversity leadership, employee advocacy group, is always been a really great go to, they've been awesome for that. Where we see cultural conflict coming into play is actually into culture. So where you might have someone from Southeast Asian country and someone living in Australia, and they've come to Australia because it's a safe haven for some of the, the way in which they want to live their life, but it's still in conflict with the South East Asian culture. And so often we find them, ohh people leader in conflict with individual around that.  
And that's really for us is where we're starting to see a little bit of work. Managing that is incredibly challenging. But what I think, where we've landed with this is actually bringing EAG’s in. Also bringing in resources that help support the conversations when you're in cultural conflict.  
But let's be clear, cultural conflict is not racism. It is different to racism and vilification, I think there's, we've just where your where your beliefs and values are different, I think and where someone else's are actually coming together and just accepting that there's a compromise there around that and that equally it brings richness, it brings lived experience and it brings that diversity that should bring really great outcomes. So I think it is there. I don't know, dealing till it is really about coming together and understanding where it's coming from. It's a hard one.

Mia Carbon  
And so yeah, I think you touched on a great thing. There are a lot of us, you know, our technical experts or subject matter experts of one type or another, we're not subject matter experts in all of it, but there are other people who are, you know, so you know something I've learned over the years is just the first question I asked myself with things like, as do I need help?

Suzanne Hullick  
Yeah, we don't know everything.

Mia Carbon  
Do I need someone else's help and advice here on how to manage this? And there's nothing that's not a failure. You can't be an expert in all of it.

Suzanne Hullick  
Yes, no, I agree.

Suzanne Hullick  
I like the last one and it's a good one to finish on is “Have you managed to get the support for organization for the people first principle?” I think initially it took me six weeks to get that across the line with the with the group executives and the board. I'll be really honest. It was hard.  
It was hard for them to think differently, but as long as I had the data showing the what our organization look like and then how will we addressing that? Also making sure that you're getting data from the HR advice team or your HR support team around calls that they might have had come in, et cetera, all of that sort of thing.  
So the thing I will say is we're on a journey with that and I always walk into the room saying if you need to understand where I am, I'm the S in ESG. Alright, so I've been really really cognizant of bringing that to the table. So I always say, what do our people think. People don’t like it, but I asked the question every time.

Mia Carbon  
It's an important one. Well, Susie, thank you so much.  
Where we're right on, well, my time midday, so well done us we've hit the mark. I'd like to just thank you again for presenting. I found that incredibly valuable and I I'm sure everyone else online, found that incredibly valuable. Thank you everyone for attending today, there's a survey gone up.  
It's a couple of messages up there now, but please just take a couple of minutes to fill that out.  
What you found really useful, what not so useful, but more importantly, I think we've got opportunities next year. What you might like to see next year and then Anne will waive her magic wand and somehow make that that that happen. Anne anything else from you?

Anne Walters  
That was fantastic. Thank you so much, Mia and Susie, you were both amazing. Thanks so much and thanks to everyone for taking time out of your day to come and join us.

Suzanne Hullick  
Yeah, thank you. Had a good presence online, so thank you, that's great.

Mia Carbon  
Excellent, thanks very much everyone, enjoy the rest of your Friday.

Suzanne Hullick  
Bye.