



**TERRI JANKE AND COMPANY**  
LAWYERS & CONSULTANTS

# **Listen Loudly, Act Strongly**

**Independent Review into ABC Systems and Processes  
in Support of Staff who Experience Racism**

**Terri Janke and Company Pty Ltd**



**Commissioned by the  
Australian Broadcasting Corporation**

### **TRIGGER WARNING**

Readers are advised that this Report recounts the personal stories, perspectives, experiences, and observations of First Nations people, Culturally and Linguistically Diverse people, People of Colour and Allies. This Report also includes experiences, references and descriptions of racism, discrimination, bullying, trauma and mental health. Reader discretion is advised.

It is recommended that all readers consider seeking professional therapeutic supports where needed.

Please see the below links for support services:

- [Beyond Blue](#) (24/7 crisis support) – 1300 224 636
- [13YARN](#) (24/7 crisis support) – 13 92 76
- [Media, Entertainment & Arts Alliance \(MEAA\)](#)
- [The National Ethnic and Multicultural Broadcasters' Council](#)
- [Lifeline](#) (24/7 crisis support) – 13 11 14.

Independent counsellors are available for participants of this Review, including after the public release of this report. Information has been sent to participants. If you are a participant and you have not received this information, please contact the Review Team.

## **Acknowledgement of Country**

Terri Janke and Company acknowledges the Aboriginal and Torres Strait Islander peoples of the lands on which we live and work, and all Aboriginal and Torres Strait Islander peoples in Australia. We pay our respects to Elders past and present.

## **Written and Researched by the Review Team**

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Terri Janke and Company acknowledges and thanks the participants who took part in the consultations, and who provided written submissions. We have not referred directly to any individuals or their personal stories to respect privacy. Participants of the Review retain the rights to their personal stories.

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## **Terminology**

For the purposes of this Outline, where the term First Nations peoples is used, it is understood that this is intended to respectfully include reference to Aboriginal and Torres Strait Islander peoples.

## **Disclaimer**

This Report contains the summarised opinions, views and experiences of the participants of this Review.

The participants in this Review were interviewed on the basis that their identities would be anonymised and remain confidential. In the interests of preserving confidentiality, the timings of any accounts or experiences included in this Report are not referenced. Participants include both current and former staff, who raised recent and historical matters. It was not within the scope of this Review for the Report's authors to verify or investigate individual accounts, experiences or allegations.

The Review Team at Terri Janke and Company have drafted this Report, as legal consultants to the Australian Broadcasting Corporation.

This Report does not in itself indicate or give rise to legal liability for the Australian Broadcasting Corporation, the participants, or Terri Janke and Company.

## ACKNOWLEDGEMENTS

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### Participants

The Review Team expresses deep gratitude and respect to participants who came forward. We feel privileged to hear the experiences and observations of participants, and that we have been entrusted with these stories, and we do not take lightly the stories that have been shared with us.

The Review Team acknowledges the difficulty that many participants have had recounting their experiences and observations.

Many participants noted, despite the challenges to come forward, that they were motivated to share their experiences and feedback because they are invested in the success of the ABC. *“I love the ABC and I want it to succeed”* has been a common sentiment.

The Review Team extends its respect to all those who may have had experiences relevant to the Review but did not come forward. We acknowledge that there are many reasons why people may have chosen not to participate in this Review.

We hope we have amplified the stories of those who responded, acknowledging the significant efforts undertaken, and that this Report can effect positive change where it is needed.

### Message to readers

The Review Team would like to thank participants who provided their consent for us to quote them in this Report. We encourage readers to read this Report with empathy. Please treat these accounts with respect.

The accounts are anonymous. Please do not ask individual people if they participated in the Review, nor try to attribute any quotes to individuals.

### Advisory Panel

The Review Team thanks the Advisory Panel for their highly valuable guidance throughout the Review. The Advisory Panel comprised:

- Professor Tom Calma AO (Kungarakana), **Consultant**
- Natalie Walker (Kuku Yalanji), Director, **Inside Policy**
- Tim Goodwin (Yuin), Barrister, **Victorian Bar**
- Alex Shehadie, **Consultant on Workplace Culture**.

## **The ABC**

The Review Team acknowledges the ABC, all those who called for the Review, and supported the Review. This includes:

- The Bonner Committee, for calling for the Review, supporting the Review, and committing, with the support of management, to have an advisory role in the implementation of the Review.
- The Diversity Advocates Network for supporting the Review.
- The Managing Director of the ABC, for commissioning Terri Janke and Company for this Review.
- All current and former ABC staff who contributed to the Review.

## FOREWORD

This Review's focus is to report on the extent to which the ABC supports its staff who experience racism.

This Review is about racism, but it is also about courage.

It takes courage for people who have experienced racism to speak out about their experiences. For every person that did, we are extremely grateful. We listened to talented, experienced and passionate professionals who spoke out with the hope of creating positive change. We aim to honour what you have shared with us. Your words light the way for others to understand and learn.

This document was challenging to write, and it will be challenging to read. It confronts racism in the systems of one of our national institutions. As you read these accounts, take a moment to reflect on the real experiences of those who shared their stories to help build a safer workplace, and a stronger ABC.

It takes courage for an organisation to hold up a mirror and commission an independent review of its responses to racism. We commend the ABC for looking into the shadows. Listening and acknowledging these experiences is the first step toward change, but it requires committed action to follow. There are 15 recommendations to guide the way forward.

We have called this report **"Listen Loudly, Act Strongly"**.

**"Listen Loudly, Act Strongly"** means actively paying attention, listening to understand, questioning our own perspectives and unconscious biases, and responding with determination and resilience. It means to be fully engaged in understanding the issues around us, especially those relating to injustice or inequality, and taking timely and decisive actions. It means to walk the talk. This requires awareness and strength in tackling challenges, and consistently fostering an environment of transparency, cultural safety and respect.

The ABC must listen loudly; it must act strongly. Real change requires the courage to turn these words into action.

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## EXECUTIVE SUMMARY

### Introduction

On the advice of senior Indigenous staff, the ABC engaged Terri Janke and Company, Lawyers and Consultants (**'the Review Team'**), to undertake an *Independent Review into ABC Systems and Processes in Support of Staff who Experience Racism*. This Report outlines the key findings and recommendations of the Review Team.

This Review's focus is to report on the extent to which the ABC supports its staff who experience racism. Racism is the process by which systems and policies, actions and attitudes create inequitable opportunities and outcomes for people based on race. Racism can be subtle and hard to see, yet it often hides in plain sight. Racism impacts people who are First Nations, Culturally and Linguistically Diverse (**'CALD'**), their families, their networks, Allies, and witnesses. The ABC has legal obligations to make sure staff are safe, and that the workplace is free from psychosocial hazards. Racism, and its impacts on all staff, are a significant psychosocial hazard that employers need to address in the workplace.

### Why the Review is important

The ABC has a crucial role in Australia. It is close to the hearts of many Australians, and it is a pillar of democracy as a public broadcaster. The ABC has legislative requirements to showcase the stories of the public and reflect Australia's diverse population. This requirement holds the ABC to account in looking at itself, and continually questioning whether it is mirroring the representation of Australia's many communities. To encourage robust story-telling and healthy debate, it is also within the ABC's remit to be bold and courageous.

The ABC has a key role in telling First Nations and culturally diverse stories to Australia and internationally. This story-telling can only be done genuinely and respectfully when people have self-determination and influence over the stories about them and their communities and can work in environments where they feel safe and on an equal playing field with all staff.

### Key Findings

#### ***Participants reported experiences of racism, both overt and covert***

We spoke to 120 participants, comprising current and former ABC staff, including people who are First Nations, CALD, and Allies to hear their perspectives and stories. Only one participant described not experiencing racism in the workplace personally but had been aware of racism occurring at the ABC.

This response overwhelmingly indicates that racism exists within the ABC workplace, and that ABC staff are subjected to racism from external individuals and organisations in connection with their work.

## **Listen Loudly, Act Strongly**

### *Independent Review into ABC Systems and Processes in Support of Staff who Experience Racism*

We heard of instances of overt and covert racism being experienced by ABC staff. This included, but was not limited to:

**Overt racism:** this covers racism which is obvious and deliberate, often involving direct actions and statements, including:

- Racial slurs;
- Derogatory and offensive comments about a person's appearance and cultural practices;
- Excluding staff from workplace opportunities or social events due to their cultural or linguistic background; and
- Mistaking someone for a more junior person based on their racial appearance.

**Covert racism:** this refers to more disguised forms of racism including unconscious bias and microaggressions, including:

- Stereotyping, assumptions and unconscious bias;
- Not being championed or mentored because you are not in the same cultural group as managers;
- Not being considered to be impartial in reporting on a cultural group because you are perceived to be from that cultural group;
- Not having opportunities because you are considered to have been hired to only meet diversity criteria, and your skills are not valued.

Participants described racism being entrenched in many facets of the organisation, presenting barriers and challenges across the following areas:

- Recruitment processes;
- In pay discrepancies;
- Employment conditions;
- Career progression;
- Staff supports;
- Through behaviours of bullying and harassment;
- Complaints systems;
- In policies; and
- In representation across middle to upper levels of the organisation.

This suggests racism is systemic at the ABC – the ABC's policies and practices disadvantage people who are First Nations and CALD in these areas.

Intersectionality was also raised by participants as an issue, where discrimination occurs on other grounds as well as racism, such as gender, sexuality, age, class, and disability. There were concerns around the treatment of women of colour.

Participants located in regional areas noted that they felt more isolated, living in regions where racism was more overt, and not being aware of support services.



### ***Impacts on current and former staff***

We emphasise that the majority of participants expressed significant hurt, helplessness and exhaustion around their experiences in the workplace. These experiences present barriers to staff for career progression. Cumulatively, these experiences have a profound impact on the self-esteem, and sense of self-worth for participants. This impacts entire lives – not just in the workplace.

### ***The ABC's systems for dealing with racism need improvement***

There are national, state and territory legislative frameworks that cover employment, equal opportunities and discrimination laws, human rights, and workplace health and safety with which the ABC must comply. In observance of these laws, the ABC has developed frameworks and policies to handle complaints, and to guide standards of behaviour.

The Review looked at how the ABC's strategies for dealing with racism compared with developing best practice standards to identify strengths and opportunities for improvement.

A key area of concern is the complaints processes. Establishing clear processes for raising complaints and concerns is essential for any organisation in effectively addressing discrimination. It is important to allow the aggrieved person access to impartial and transparent processes, ensuring that they understand the outcome. Throughout the process, care must be taken to avoid exacerbating any trauma they may have experienced.

The nature of racism makes it challenging for an aggrieved person to bring a complaint forward or feel confident in doing so. Systems tend to focus on overt racism and do not deal with covert racism or systemic racism effectively. There is a lack of trust in complaints systems and reporting and monitoring approaches. The options are often not accessible, and most people don't engage formally with them. Some of the participants' responses for not engaging with the formal systems included:

- Not being aware of what systems were available, or how to access them;
- Fear of not being listened to or believed;
- Lack of trust in the systems to take effective, transparent action;
- Not feeling comfortable speaking out against a more senior member of staff;
- Not wanting to be perceived as a 'troublemaker';
- Fear of their contract not being renewed;
- Fear that lodging a complaint will negatively impacting their career progression and professional opportunities; and
- Wanting to just get on with their job.

Participants described this first-hand, or observed others experiencing these outcomes. This reinforces distrust in ABC systems.

Fear and hesitancy to make a complaint is detrimental to a person's health and wellbeing as people who suffer racism continue to carry a burden that builds up over time, harming them, their colleagues, and their families and networks.

Other than health and wellbeing, racism can impact a person's professional opportunities and development, their income and their capacity to produce work to their best standards.

The responsibility of dealing with racism in the workplace often rests with people who have been harmed to prove that their experiences are real and valid. The responsibility for ensuring people can work in an environment free from racism and other psychosocial hazards must sit with the Board, Managing Director and Senior Leadership Team (**'ABC Leadership'**).

At the ABC, many of the people in positions of power are not First Nations or CALD. Whilst some managers may understand racism and inequity on a theoretical level, participants in the Review pointed out that many do not have lived experience with these issues. This means that key decisions are often made by people who have not experienced racism firsthand.

A major concern is that there is a lack of shared understanding of racism among ABC Leadership. Without a deep and consistent grasp of how racism works, the actions taken to address it tend to be uncoordinated and short-term. These efforts are not effective enough to make real, lasting change.

As a result, people who are First Nations or CALD face challenges in progressing in the ABC. Without clear pathways and support, the cycle of exclusion continues.

Many participants considered that the complex and competitive culture at the ABC made the workplace a highly-charged work environment.

Another concerning area of racism reported by participants was the external attacks they experience from the general public, the media and external individuals. The online environment exposes people in the public eye to inflammatory comments and personal attacks. Whilst the ABC moderates online forums it manages, and responds to media criticism, people who are First Nations and CALD stated there was a lack of consistency, which left many of them feeling abandoned and vulnerable. Some participants expressed they felt supported by their direct managers when these attacks occurred, but that this was ad hoc rather than systemic.

Personal attacks and bullying from peers were also reported, resulting in people who are First Nations and CALD not feeling safe at work.

Stereotyping, assumptions and unconscious bias were commonly raised issues. Many people felt that there was a general lack of understanding about why diversity is important, and people who are First Nations and CALD are often questioned on their capabilities in roles. Unconscious bias also pervades decision making and limits professional opportunities.

People who are First Nations and CALD expressed not feeling valued in the workplace, and tokenised. The majority of participants did not feel culturally safe. Some participants were more positive and reported feeling culturally safe due to the behaviour of particular managers who supported them. The existence of networks, and the Bonner Committee and ABC Belong, were also noted as supportive.

The issue of cultural load was raised in consultations. Cultural load is the additional workload taken on by people who are First Nations and CALD, by having to educate their peers on cultural matters, or to provide contacts. A person's knowledge of culture is often seen as a

resource to be used by others, rather than there being opportunities given for the First Nations or CALD person to present stories.

First Nations people described the personal impact on their wellbeing in having to report on race-related content that are considered political or controversial publicly.

The good intentions of the Senior Leadership team to address issues of racism was noted by participants. However, there were concerns that these good intentions do not flow through the organisation, particularly middle management. Participants described a disconnect between the goodwill of management, and what happens day to day.

Job insecurity was another factor contributing to the disadvantage of people who are First Nations and CALD, who report barriers to securing permanent, fulltime and ongoing work.

Recruitment processes and career pathways are also open to unconscious bias.

To break this cycle, the ABC Leadership must commit to long-term systemic change.

### ***Impartiality and Diversity and Inclusion***

The ABC Code of Practice outlines the standards the ABC must adhere to in order to build and maintain audience and public trust. This includes a commitment to accuracy and impartiality. The requirement for impartiality is also embedded in the *Australian Broadcasting Corporation Act 1983* (Cth) (**'ABC Act'**).

Many participants noted inconsistencies in how impartiality is understood and applied in the ABC, pointing out that assumptions are made that people who are First Nations and CALD cannot be as objective as their counterparts when reporting on issues related to their racial groups. The ABC is required to ensure that news gathering and presentation are impartial, in line with recognised standards of objective journalism. The ABC has also issued a guidance note on impartiality and continues to actively examine this issue to better inform its team. However, more needs to be done to support staff in effectively implementing impartiality standards, particularly with regard to diversity. It is important that the lens of lived experience be valued in story-telling – seen as a strength, not a deficit, and that people of all backgrounds feel safe to tell stories at the ABC.

### ***Strong commitment to the ABC***

Participants expressed a strong commitment and dedication to the ABC. While this commitment is reassuring, there are ongoing psychosocial hazards in the ABC that require immediate action to ensure the safety and wellbeing of all staff.

### ***ABC Responses***

The ABC has actively introduced measures to address racism in the workplace in recent years, including but not limited to a review of the ABC's Grievance Resolution Guidelines to include the word 'racism', developing the Manager's Toolkit on how to build an inclusive culture and challenge racism in the workplace, and the development of training programs designed to build cultural competence among staff. However, from what was heard in the consultation, the implementation of these strategies has been inconsistent.

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However, the efforts the ABC has taken were also acknowledged. Despite the challenges noted by participants, some also shared experiences where incidents were managed well by some direct supervisors, middle managers, senior leaders, and the Managing Director. There are many wins to be celebrated where the ABC has shown a visible and tangible commitment to creating a culturally safe workplace. These include:

- Creating new First Nations and diverse executive and strategic roles such as Indigenous and Diverse Employee Support Lead;
- Hiring 'Cultural Guidance Advisors' to ensure that 'culturally informed decisions' are made when making content; and
- The introduction of Employee Network Groups, such as ABC Belong, to provide First Nations and CALD staff with culturally safe peer support.

Some participants highlighted the changes the ABC has made in a positive direction. However, many also expressed the need for long-term systemic change.



### **Key Values for Change**

These key values for change are the foundation of our recommendations.

**Leadership:** ABC Leadership should take responsibility for embedding systemic equity. Courageous and fearless leadership is required to drive and change industry culture.

**Trust in a public broadcaster:** As Australia's national broadcaster, the ABC holds a unique role and must strive to build trust.

**Courage:** The ABC must recognise that racism exists in the organisation, and that staff are subjected to racism from external sources. The ABC should also recognise that the organisation may receive backlash for driving this cultural change, and staff may be on the receiving end of this backlash. The ABC Leadership must be courageous in driving this change and understand they have a duty of care to do so.

**Racism impacts everyone:** Racism impacts all ABC staff and its audiences. It is everyone's responsibility to ensure a safe, respectful and inclusive workplace.

**Psychosocial safety:** ABC Leadership have an obligation and duty of care to adhere to psychosocial safety standards.

**Humanity first:** A humanity-first approach means prioritising the wellbeing and dignity of people.

**Systemic change:** Cultural and systemic change is key to diversity and inclusion, ensuring that everyone feels they belong, are respected and feel safe.

**Transparency and accountability:** Transparency and accountability must be central to the response to reports of harm, ensuring timely responses with all complaints processes.

**Listen loudly:** Pay attention to people's words and experiences. People who are First Nations and CALD must feel safe to tell stories at the ABC. It must be recognised that every person has their own lived experiences.

**Speaking up:** Speaking up without fear helps build a stronger ABC. An environment of trust, open dialogue and respect must be fostered.

**Ongoing improvement:** Ongoing improvement requires a commitment to continuous progress, reflection, and learning from mistakes.

***Recommendations of the Independent Review into ABC Systems and Processes in Support of Staff who Experience Racism***

The following is a summary of the full recommendations (refer **Part 9: Recommendations** in the full Report).

**1. That the ABC, its Board, Managing Director, Senior Leadership Team and all staff read this Report in full and listen deeply to the grievances of First Nations and CALD current and former staff.**

- a. All staff should be encouraged to read this Report in full, and the ABC should create safe environments for staff to have conversations about the Report's findings.
- b. The ABC Board and Senior Leadership Team should deliver a statement of acknowledgement and apology that recognises the harm that racism and racial discrimination has had on ABC's staff and former staff.
- c. ABC Leadership should take full ownership of the findings in this Report and the implementation of the recommendations.
- d. ABC Leadership should visibly commit to providing a workplace that is anti-racist, culturally safe, inclusive and respectful.
- e. ABC Leadership should aim for best practice prevention and response strategies when dealing with workplace health and safety as it applies to the impact of psychosocial hazards.
- f. ABC Leadership should communicate to their teams their understanding and personal reflections of the impacts of racism described in this Report, provide a response to the recommendations, and develop a clear implementation plan.

**2. That the ABC commit to being proactively anti-racist.**

- a. The ABC should implement measures to make the workplace safe for all, including to formulate a comprehensive anti-racism policy. An internal awareness campaign should be created and distributed throughout the ABC.
- b. All staff should be educated about why diversity and inclusion are organisational imperatives.
- c. Cultural safety should be a leadership priority for all areas including on TV, film, online and radio settings.

- d. Actions that promote diversity, cultural safety and psychosocial obligations should be incorporated into work level standards for supervisors, assessed during performance appraisals and reflected in employment agreements.
- e. All supervisors and managers should demonstrate actions to ensure a safe workplace and meet psychosocial obligations related to racism, with foundational standards for all staff, and higher standards for managers.

**3. That the ABC should enhance understanding of how lived experience shapes story-telling.**

- a. The ABC should raise awareness amongst staff on how lived experience adds value to story-telling and assists in the ABC delivering on its mission to display a diversity of perspectives in its content.
- b. Staff should be provided with appropriate training to report on First Nations and CALD stories, including on unconscious biases, to assist them to develop their cultural competencies.

**4. That the ABC improve its responses to public attacks.**

- a. Procedures should be improved on how the ABC responds to external attacks of its staff, including by establishing a new policy.
- b. An option should be available for staff to report to a centralised team when they are being targeted by external media organisations or individuals, and supervisors should have obligations to report, if the aggrieved person consents to reporting.
- c. Supervisors must be upskilled to work closely with the affected staff member to determine their needs regarding the incident.
- d. For attacks on social media, procedures must be improved, to ensure that a staff member immediately reports a public attack to a centralised and independent team, which is then responsible for liaising with the staff member on management approaches.
- e. The centralised team for managing this process should be trained in mental health first aid, vicarious trauma and trauma informed approaches, include staff with lived experience of marginalisation, and be supported adequately to ensure their wellbeing.
- f. The new policy should provide clear guidelines for handling attacks based on race, and cover moderation support.

**5. That the ABC improve diverse representation in ABC management and leadership.**

- a. The ABC should improve representation of people who are First Nations and CALD at all levels of the organisation, including the Board and Senior Leadership Team.
- b. ABC Leadership, middle management and all supervisors must be trained on their obligations to ensure that the workplace is free from racism and other psychosocial hazards. This duty of care should be emphasised and reinforced across risk management, including reporting to the Board.
- c. A psychosocial risk approach should be implemented that includes racism being recorded as a workplace hazard to be dealt with effectively in accordance with Work Health and Safety obligations, including by ABC Leadership.
- d. ABC Leadership is responsible for improving organisation-wide awareness of the complaints system. Regular information sessions should be held and an easily accessible web page on the intranet should be available to provide clarity to staff.
- e. ABC Leadership should be provided with data to assess how they are tracking on diverse representation, including data on racism complaints and information on staff exiting the ABC potentially due to lack of cultural safety and racism.
- f. All supervisors should be assessed through a 360-degree feedback process on how they are meeting their psychosocial obligations which should be assessed in their performance appraisals.
- g. The impact of racism as a wellbeing risk should be recorded and managed in the Workplace Health and Safety registers.
- h. The ABC Leadership and the Minister for Communications should strengthen efforts to ensure greater diversity on the ABC Board.

**6. That the ABC should increase and enhance organisation-wide education and training.**

- a. The ABC should conduct training to improve cultural safety including in anti-racism, unconscious bias and cultural awareness.
- b. There should also be training to on psychosocial safety, mental health first aid, trauma-informed practice, vicarious trauma, conflict coaching and leadership skills which cover self-reflection and emotional intelligence.

**7. That the ABC should revise and improve the complaints framework.**

- a. The ABC should ensure there are consistent definitions to guide discussion and processes including definitions of racism, racial discrimination, covert and overt racism and microaggressions.
- b. There should be a communications plan to ensure staff are aware of the complaints process.
- c. Managers should be trained on how to handle disclosures impartially and how to apply a trauma-informed approach.
- d. There should be clear guidance on reporting racism, including microaggressions.
- e. Record keeping and confidentiality should be better managed to ensure trust in the process.
- f. Data on complaints should be kept with due respect for confidentiality and privacy to identify patterns and trends that require action.
- g. The ABC should explore a restorative justice approach regarding complaints, having regard for cultural sensitivity and safety.
- h. An anonymous complaints process should be introduced.
- i. The complaints process should be revised to include the option for an independent person to investigate allegations of racism and structural inequality.
- j. The Managing Director and the Board should be made aware of complaints about racism, so they can better meet their obligations.

**8. That the ABC should establish a new independent function with a focus on staff welfare.**

- a. A new independent function for staff welfare and wellbeing should be established, with capability to provide culturally-informed therapeutic professional support to staff, and provide support to staff when going through the complaints process.

**9. That the ABC should create culturally safe support systems.**

- a. The ABC should create culturally safe support systems to bolster the existing Employee Assistance Program ('EAP'), such as having independent First Nations and CALD counsellors.

**10. That the ABC must improve recruitment processes and pathways.**

- a. The ABC must improve pathways for employment for people who are First Nations and CALD, which are flexible and inclusive to promote pathways for those with lived experience and cultural skills.
- b. Focus should be on the value of people who are First Nations and CALD being valued and heard across the organisation.
- c. Improvements should be made to advertising and recruitment processes, interview process and professional development.

**11. That the ABC establish a robust and psychologically safe exit interview process.**

- a. Managers and HR should make available an exit interview process where staff can provide their reasons for exiting if related to racism including experiences of discrimination and unconscious bias. De-identified data should be made available to the Managing Director and Board to support accountability.

**12. That the ABC should progress protocols on voice coaching for diversity.**

- a. The ABC should establish voice coaching protocols to ensure staff feel safe using their authentic voices, and to promote cultural, linguistic, and socio-economic diversity across all public and internal activities, reflecting the diversity of Australian society.

**13. That the ABC should conduct pay audits.**

- a. The ABC should conduct a pay audit of all First Nations and CALD staff, including clarifying ongoing and non-ongoing staff, pay brackets and duties, and track career progression.

**14. That the ABC commit to ongoing evaluation, accountability and implementation by establishing a Systems Implementation Team.**

- a. The ABC should establish a new Systems Implementation Team, led by a new First Nations Director on the ABC Leadership Team, to ensure implementation of this Report's recommendations.
- b. The Systems Implementation Team is responsible for establishing the new independent staff welfare function.
- c. The Systems Implementation Team is responsible for implementation, but the Managing Director should work with employee networks, specifically the Bonner Committee, to clarify the resources they need for advisory capability, and provide those resources.
- d. The Managing Director should seek advice from the Bonner Committee and employee networks regarding their needs and how they wish to be involved.
- e. The Bonner Committee and employee networks should be asked how they want to be involved in advising and monitoring.
- f. Adequate funding and resources should be provided to implement all the recommendations.
- g. The new Systems Implementation Team, Bonner Committee, and employee networks should have a direct reporting line to the Managing Director and the Board, forming a 'Standing Committee for the Systems Review' (**'Standing Committee'**) or similar, with the Managing Director seeking advice from the Bonner Committee and employee networks on governance.
- h. ABC Leadership should also report regularly to the proposed Standing Committee on progress on the implementation of the recommendations.
- i. In consultation with the Bonner Committee, ABC Leadership should look at systemic approaches to improve cultural safety, such as establishing a First Nations Elder in-residence program.
- j. The Systems Implementation Team should set a priority to improve data collection for culturally diverse staff.

**15. That the ABC should develop a framework for implementation.**

- a. The Systems Implementation Team should progress an Action Plan to guide implementation, with responsibility resting with ABC Leadership.
- b. The ABC should report publicly every year on its progress on implementing the recommendations.
- c. Protocols on Indigenous Cultural and Intellectual Property should be developed to guide the ABC on how to respect First Nations' knowledge, art, First Nations' people and stories at the ABC.
- d. ABC Leadership is responsible for continuing discussions with all supervisors, as the leaders of cultural change.
- e. ABC Leadership should provide frequent updates to all staff on the progress of implementing the recommendations and eliminating racism at the ABC, with reports issued at least quarterly.

**Conclusion**

The ABC has made significant efforts to respond to racism and has shown this through the introduction of initiatives designed to enhance cultural safety throughout the organisation. However, implementation of these initiatives is often inconsistent or ineffective. The systems and processes currently in place are not equipped to adequately respond to racism or support the staff affected by it. There is a cultural issue throughout the organisation that allows racism to exist and persist at the ABC, which has caused widespread distrust in these systems among First Nations and CALD staff. Earning the trust of First Nations and CALD staff is an important part of addressing systemic racism at the ABC. While First Nations and CALD staff generally feel support from Senior Leadership, cultural competence and support does not filter down the management structures, with middle managers typically reported as being unsupportive and/or problematic. Acknowledging the gravity of the issue at hand is the first step in crafting its solution. Responding to this Report and its recommendations presents the ABC with a powerful opportunity to drive meaningful, tangible and positive change in its organisation and act as a leader of change in the media industry more broadly.