



Fostering a Thriving Workplace: Embracing Diversity, Inclusion & Belonging



The Toll Group is a global transportation, supply chain and logistics company, headquartered in Australia with a revenue of \$5.8 billion. Toll hires more than 2000 team members per year, adding to over 16,000 employees in forty countries across Asia Pacific, Americas and EMEA, and supporting more than 20,000 customers worldwide.

“At Toll, a critical question we posed was, ‘How inclusive are our recruitment practices compared to best practices in the broader market?’ The invaluable insights and strategic roadmap delivered by AMS empowered us to concentrate on meaningful interventions with significant outcomes. This targeted approach ensures the greatest impact in advancing Diversity, Inclusion & Belonging (DIB) at all levels of the organisation.”

Toula Chrisant
General Manager,
Organisational Development
Toll Group

The opportunity:

With their strong commitment to Diversity, Inclusion & Belonging (DIB), Toll’s CEO and DIB Steering Committee have prioritised the seamless integration of diversity and inclusion into their core talent acquisition practices. Toll places emphasis on advancing gender diversity, fostering ethnic representation, and actively recruiting from underrepresented communities. The organisation maintains its dedication to authentically mirroring the diversity of the communities it serves.

The challenge:

In 2023, Toll enlisted the expertise of AMS DEI Advisory to conduct a comprehensive Diversity & Inclusion Diagnostic of their Talent Acquisition (TA) practices. This extended to the experiences of key stakeholders, encompassing Candidates, Hiring Managers, Recruiters, and Sourcers, all viewed through the lens of inclusive hiring. This evaluation provided an insightful review, which assessed end-to-end processes. The goal was to identify opportunities, paving the way for recommended interventions geared toward enhancing diversity

outcomes aligned with Toll's strategic goals.



To realise these objectives, the AMS Diversity & Inclusion Diagnostic recommended concentrating efforts on four pivotal focus areas within the project:

- 1. Strategy, Vision and Goals:** Conducting a thorough assessment of Toll's inclusive recruitment strategy and operations, ensuring their alignment with and facilitation of the Diversity, Inclusion & Belonging (DIB) strategy. This entails reviewing the coherence between Toll's broader goals and the strategies implemented in talent acquisition.
- 2. Technology & Reporting:** Undertaking a comprehensive review of the current technology and its functionality, to assess its impact on the experiences of talent from diverse and underrepresented communities. The focus includes researching ways to enhance the accuracy and consistency of reporting, facilitating more reliable, insights-led decision-making processes.
- 3. Process & Experience:** Analysing operational processes spanning from sourcing to the offer and on-boarding stages, with a keen eye on identifying potential obstacles hindering the achievement of DIB goals and outcomes. This involves a critical examination of each step to streamline and optimise the journey for diverse talent.
- 4. Brand & Attraction:** Evaluating Toll's recruitment marketing activities to gauge their effectiveness and identify opportunities for improvement in attracting talent from underrepresented communities. The aim is to enhance Toll's appeal as an inclusive employer and broaden the representation of diverse talent within the organization

The solution:

After an extensive discovery process, including research, document review and stakeholder engagement, and a collaborative design workshop, AMS developed a series of recommended interventions, developing a prioritized, horizon-based roadmap reflecting a realistic approach to driving scalable, sustainable enhancements.

Specific recommendations included:

1. Enterprise-wide DIB training with emphasis on workforce advantages and practical application of DIB, along with inclusive recruitment training for hiring manager
2. Standardized Talent Acquisition process with inclusive DIB interventions to include Interview Guides, Talent Pooling, Onboarding and Internal Mobility
3. DIB focus beyond gender, utilising CRM technology and talent pooling for proactive and long-term engagement of talent in underrepresented communities
4. Diversity Sourcing practice within TA to support hiring of talent from underrepresented communities

The impact:

Strategic Journey Enhancement: Toll gained insights provided by AMS throughout the Advisory project that are instrumental in propelling Toll forward in their strategic journey to enhance diversity, inclusion, and belonging at all organisational levels.

Empowered Steering Committee: With clear and focused recommendations from AMS, Toll's DIB Steering Committee are equipped to address key challenges. This includes a summary of the necessary resources and a framework to support conversations with ExCo and the wider business.

Wide-reaching Recommendations: The impact of this project extends across Asia, covering locations like Australia, India, Malaysia, and Singapore. Toll received a comprehensive roadmap including 25 actionable recommendations to be implemented over the next 18 months.