

# Gender equality diagnostic tool

October 2019



# Contents

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**Introduction ..... 1**

The gender equality focus areas ..... 2

Scoring each gender equality focus area ..... 3

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**The 17 gender equality focus areas ..... 4**

**1** Strategic alignment of gender equality and business priorities ..... 5

**2** Leadership and accountability ..... 6-7

**3** Gender pay equity ..... 8-9

**4** Gender composition of the workforce ..... 10

**5** Support for caring ..... 11-12

**6** Mainstreaming flexible working ..... 13

**7** Preventing gender-based harassment and discrimination,  
sexual harassment and bullying ..... 14-15

**8** Support for employees experiencing domestic and family violence ..... 16-17

**9** Professional development, networking, mentoring, sponsorship ..... 18-19

**10** Applying a gender lens to all policies and strategies ..... 20

**11** Recruitment, selection and promotion ..... 21

**12** Talent management and succession planning ..... 22

**13** Workplace gender equality training ..... 23

**14** Applying a gender equality lens to everyday operations ..... 24

**15** Applying a gender equality lens to casual, contract,  
independent contract and short-term, task-based employment ..... 25

**16** Driving change beyond the workplace ..... 26

**17** Applying a gender equality lens to mergers, acquisitions  
and restructures ..... 27

Overall Scorecard ..... 28

Analysis of results ..... 29

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Appendix A ..... 30

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# Introduction

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The Workplace Gender Equality Agency's ('WGEA' or 'Agency') Gender Equality Diagnostic Tool (Diagnostic Tool) helps you to analyse the status of gender equality and pinpoint gender equality gaps within your organisation. It can be used with the Gender Equality Strategy Guide (the Guide) to assist with the development of a strategy for addressing inequalities. You can use this tool before you develop your overarching strategy or as part of a regular review process.

The diagnostic process involves answering 'yes'/'no' questions in 17 gender equality focus areas and accumulating an overall score which indicates where your organisation falls between 'meeting minimum requirements' and 'leading practice' in addressing gender equality.

Do not feel overwhelmed if you cannot initially answer 'yes' to all of the questions in each gender equality focus area. Draw on your results to identify an appropriate number of areas to prioritise for action.

Your gender equality strategy and the accompanying goals and objectives will evolve over time, so no matter where your organisation is in the process, you can periodically return to this diagnostic tool to review your progress.

To begin, look at the questions and record your score for each into the table for the relevant gender equality focus area. Tally your score and use the scorecard (at the end of this document) to get an understanding of how far along the process you are.

## Use your results to build a gender equality strategy

We suggest you use the companion Guide to help you develop a gender equality strategy that is relevant to your organisation. You can use the results from this Diagnostic Tool to help inform your gender equality strategy.

Every organisation and industry has its unique challenges when it comes to gender equality. At times, you may need to use your judgement to adapt this tool to suit your specific circumstances.

## Here are some suggested steps to take

1. Begin by using the scoring process in this Diagnostic Tool to identify gender equality focus areas to prioritise. These may be areas that are relevant to your organisation which have a lower total score (indicating that there is still plenty of work to do). Use your judgement to determine where you should focus your actions.
2. Use the scoring outcomes as a checklist and focus on developing goals and objectives in the areas where you would like to make improvements.
3. When you feel it is practical and appropriate, move on to other gender equality focus areas. There is no timeframe for this process.
4. Use the questions, the data you collected, as well as the linked resources to help you to design goals and objectives.

If your organisation has already made a lot of progress towards gender equality you might use the gender equality strategy guide and this Diagnostic Tool to track your progress and identify new areas to address.

If you have answered 'yes' to many questions across the spectrum of gender equality focus areas, you may wish to consider applying for WGEA's [Employer of Choice for Gender Equality Citation program](#) (EOCGE). The EOCGE citation is a leading practice recognition program that aims to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces. You can find information about incorporating EOCGE citation standards into your gender equality strategy in Appendix A of this document.

# The gender equality focus areas

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## Gender Equality Focus Areas

- 1 Strategic alignment of gender equality and business priorities
- 2 Leadership and accountability
- 3 Gender pay equity
- 4 Gender composition of the workforce
- 5 Support for caring
- 6 Mainstreaming flexible working
- 7 Preventing gender-based harassment and discrimination, sexual harassment and bullying
- 8 Support for employees experiencing domestic and family violence
- 9 Professional development, networking, mentoring, sponsorship
- 10 Applying a gender lens to all policies and strategies
- 11 Recruitment, selection and promotion
- 12 Talent management and succession planning
- 13 Workplace gender equality training
- 14 Applying a gender equality lens to everyday operations
- 15 Applying a gender equality lens to casual, contract and short-term, task-based employment
- 16 Driving change beyond the workplace
- 17 Applying a gender equality lens to mergers, acquisitions and restructures

# Scoring each gender equality focus area

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## Use this scorecard to get a sense of how your organisation is progressing against each focus area.

To use the scorecard, fill out the rubric against each gender equality focus area and then tally up your points. Compare your total score for the focus area to the 'Gender Equality Focus Area Score' column in the scorecard below and find out where you are.

In order to score your organisation you will need to gather evidence so that you can make informed decisions. This Diagnostic Tool includes a '**Suggested Data Source**' section for each focus area. This section does not contain a comprehensive list of sources, but can be used as a guide to help you get started.

Once you have tallied your score in a gender equality focus area, there is a section called '**Moving the Agenda Forward**', which has suggestions for what to think about next if you intend to take action. There is also a '**Resources**' section with links to relevant sources of information for each focus area.

GENDER EQUALITY FOCUS AREA SCORE	WHERE YOU ARE
Mostly 'yes' in A questions	<b>MEETING MINIMUM REQUIREMENTS</b> – it is important to be compliant with Agency reporting, however moving beyond minimum requirements will help deliver positive change for employees and the organisation.
Mostly 'yes' in A and B questions	<b>ACTIVE</b> – at this level employing a strategic approach will help turn ideas into actions. Clearly communicating your commitment to promoting gender equality will help gain employee support and prepare for the change process.
Mostly 'yes' in A, B and C questions	<b>STRATEGIC</b> – you have successfully created an organisation-wide alignment between gender equality and business priorities.
Mostly 'yes' in all the questions	<b>LEADING PRACTICE</b> – you have comprehensively addressed gender equality within your organisation, from compliance to an integrated and strategic approach. There is always more to do. The next step might involve reaching out through your networks, partners and even your customers to share your practice and help them to improve if they need to.

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The 17 Gender  
Equality Focus Areas

# Focus Area 1

## Strategic alignment of gender equality and business priorities

It is critical that the development of your organisation-wide gender equality strategy supports and aligns with your overall business strategy. Each organisation's gender equality strategy needs to be tailored to each businesses' needs, based on customer focus, market position, operational strategy, geography and industry dynamics.

### Suggested data sources

- your organisation's business strategy and business plans
- your organisation's strategic targets and performance measures
- industry benchmarks and [WGEA Competitor Analysis Benchmark Reports](#).

#### Policy

The guidelines, rules and procedures an organisation develops to govern its actions and outline decision-making dos and don'ts. It is widely communicated and accessible by all staff.

#### Strategy

An action plan an organisation creates to achieve one or more goals and bridge the gap between where it is and where it wants to be. It relates to how you allocate and use materials and human resources and requires an executive decision.



		SCORE	
<b>A</b>	Does your organisation have a current gender equality policy?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation have a current gender equality strategy?		
<b>B</b>	Does your organisation hold regular gender equality events to profile your policy or strategy and planning process?		
<b>C</b>	Is your gender equality strategy incorporated into your broader business strategy?		
<b>C</b>	Does your gender equality strategy have a dedicated budget?		
<b>D</b>	Does your organisation conduct regular monitoring and evaluation of your gender equality strategy?		
<b>D</b>	Does your organisation report publicly on its performance against its time-specific gender equality objectives?		
<b>TOTAL SCORE</b>			

## Moving the agenda forward

- What are the key strategic objectives and priorities for your organisation?
- How can gender equality support your strategic objectives?
- Are your key strategic initiatives aligned with the development of your gender strategy?

## Resources

- [Women in Leadership – Lessons from Australian Companies Leading the Way](#) (WGEA, McKinsey & Company and Business Council Australia (BCA))
- [Strategy Matters: Evaluating Company Approaches for Creating Inclusive Workplaces](#) (Catalyst)
- [The Business Case for Gender Equality](#) (WGEA)

# Focus Area 2

## Leadership and accountability

Commitment by leaders at all levels is the key to gender equality in every organisation. For the purposes of this tool, we will not be prescriptive about the definition of leadership. You will need to use your judgement to determine who the leaders in your organisation are. To progress gender equality, leaders need to be active advocates and role models for gender equality. Leaders are encouraged to consider that “What we say; how we act; what we prioritise; and how we measure; together, determines what gets done.”<sup>1</sup> Leaders need to set clear expectations that others can follow.

### Suggested data sources

- engagement survey or focus group data on culture, inclusion and/or diversity with respect to all levels of leadership
- leaders’ achievements against gender targets and business scorecards
- evidence of visibility of the CEO/head of business as a champion of gender equality, internally and externally.

		SCORE
<b>A</b>	Is the responsibility for your gender equality work spread across all levels of leadership?	
<b>B</b>	Do your leaders demonstrate commitment to gender equality on a regular basis?	
<b>B</b>	Are individual managers or leaders given accountability for discrete gender equality projects or initiatives?	
<b>C</b>	Is formal accountability for gender equality progress and outcomes defined and is accountability held by managers at all levels?	
<b>D</b>	Is maintaining gender equality seen as everyone’s responsibility, while leaders and managers are routinely accountable, evaluated and rewarded for results?	
<b>D</b>	Are there material consequences for leaders or managers who breach existing gender equality policies or who demonstrate unacceptable behaviours, including when their staff fail to meet these standards?	
<b>TOTAL SCORE</b>		

**NO = 0 points**

**YES for A = 1 point each**

**YES for B = 2 points each**

**YES for C = 3 points each**

**YES for D = 4 points each**

<sup>1</sup> Chief Executive Women & Male Champions of Change 2014, It Starts With Us: The Leadership Shadow, viewed 4th of July 2019, available: [https://www.humanrights.gov.au/sites/default/files/document/publication/MCC-LeadershipShadow\\_210314.pdf](https://www.humanrights.gov.au/sites/default/files/document/publication/MCC-LeadershipShadow_210314.pdf)



## Moving the agenda forward

Recent signs of your leaders' commitment to gender equality, for example:

- a written or verbal statement to all employees and/or externally outlining their commitment to gender equality
- engaging with clients about inclusive work practices
- role modelling part-time or other flexible working.

Whether your organisation prioritises gender equality, for example:

- your CEO is a WGEA Pay Equity Ambassador
- your organisation is a WGEA Employer of Choice for Gender Equality citation holder, or working towards becoming one
- there is senior involvement in a formal diversity or gender equality committee that oversees the gender strategy and outcomes
- leaders receive specific training and coaching on gender equality.

## Resources

- [Backlash and Buy-In: Responding to the Challenges in Achieving Gender Equality](#) (Male Champions of Change, Chief Executive Women)
- [It Starts With Us: The Leadership Shadow](#) (Male Champions of Change, Chief Executive Women)
- [Boards for Balance: Your Leadership Shadow – Partnering with Your CEO for Gender Balance](#) (Chief Executive Women, AICD)

# Focus Area 3

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## Gender pay equity

Gender pay equity is when women and men performing work of equal or comparable value are paid the same.

It is important that organisations meet their legal obligations regarding equal pay, as failure to do so may result in the organisation and individuals being exposed to a range of legal claims. For more information, see the Agency's website.

Addressing pay equity in your organisation will foremost involve correcting any instances of pay inequality when it comes to two people doing work of equal or comparable value. This is commonly referred to as a 'like-for-like' gender pay gap. Instances of like-for-like gender pay inequality are unlawful and must be addressed immediately when identified.

Action on pay equity may also involve analysing and monitoring your organisation-wide gender pay gap: the difference between the average remuneration of women and the average remuneration of men across the whole organisation (or department).

It is also important that terms and conditions of employment contracts are considered when taking action on gender pay equity. Gender biased terms and conditions can result in unequal allocation of roles and remuneration.

## Suggested data sources

- your [WGEA Competitor Analysis Benchmark Reports](#) showing gender pay gap comparisons
- data on any instances of gender pay inequality in your organisation
- data on remuneration by gender and by job.

		SCORE
<b>A</b>	Does your organisation have a formal remuneration policy, with guidelines for remuneration with specific gender pay equity objectives?	
<b>B</b>	Has your organisation conducted an organisation-wide gender pay gap analysis?	
<b>B</b>	Has your organisation conducted an organisation-wide gender pay equity analysis to determine whether women and men doing the same work, or different work of equal or comparable value, are paid the same amount?	
<b>B</b>	Has your organisation corrected all instances of gender pay inequality? (i.e. 'like-for-like' gender pay gaps)	
<b>C</b>	Does your organisation conduct an organisation wide gender pay gap analysis at least annually?	
<b>C</b>	Does your organisation include salary ranges in job advertisements?	
<b>C</b>	Does your organisation measure the starting graduate pay gap?	
<b>C</b>	Has your organisation conducted a gender-neutral job review/evaluation in accordance with the <a href="#">Australian Standards for Gender-Inclusive Job Evaluation and Grading?</a>	
<b>C</b>	Has your organisation taken action to minimise the impacts of negotiation on pay setting?	
<b>D</b>	Does your organisation set targets to reduce any organisation-wide gaps?	
<b>D</b>	Does your organisation report pay equity metrics to the governing body, the executive, all employees and externally?	
<b>D</b>	Does your organisation make superannuation contributions to workers on paid and unpaid periods of parental leave?	
<b>TOTAL SCORE</b>		

**NO = 0 points**  
**YES for A = 1 point each**  
**YES for B = 2 points each**  
**YES for C = 3 points each**  
**YES for D = 4 points each**

## Moving the agenda forward

Think about:

- policies in relation to gender pay equity, including remuneration policy, pay scales and/or salary bands, enterprise agreements, bonus and incentive structures and reporting against any existing pay equity targets
- recent signs of your leaders' commitment to gender pay equity
- transparency of salary bands and gender pay equity gaps
- potentially gendered nature of remuneration (discretionary pay, allowances, payment of overtime and graduate entry remuneration)
- are all staff, including women, on the correct award classification scale/level in accordance with their skills/experience?

## Resources

- [Closing the Gender Pay Gap](#) (Male Champions of Change)
- [The Economics of the Gender Pay Gap](#) (Diversity Council Australia, KPMG & WGEA)
- [Addressing Pay Equity](#) (WGEA)
- [Gender and Negotiation in the Workplace](#) (WGEA)
- [Guide to Australian Standard on Gender-Inclusive Job Evaluation](#) (WGEA)
- [Gender pay equity best practice guide](#) (Fair Work Ombudsman)

# Focus Area 4

## Gender composition of the workforce

Gender-balanced organisations tend to have greater employee engagement and retention. They also have the potential to perform better than organisations that are dominated by one gender. Research shows that gender balance at leadership, executive and board levels is important, because it can improve the quality of strategic decision-making and innovation<sup>2</sup>.

### Suggested data sources

- gender composition of board, executive, senior managers, managers, total workforce (by business units / team / location )
- gender composition of employees joining the organisation (by business units / team / location )
- gender composition of employees leaving the organisation and reason given for leaving (by business units / team / location).

		SCORE	
<b>A</b>	Does your organisation collect and analyse data on gender composition in non-management, management and the governing board?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation track and analyse the reasons for resignation by gender?		
<b>B</b>	Does your organisation have one or more programs addressing gender imbalances, for example: promoting women to leadership or gender balance in career-advancing opportunities (e.g. learning and development)?		
<b>C</b>	Does your organisation evaluate and analyse staff movements (promotions and appointments) by gender?		
<b>D</b>	Does your organisation have gender balance targets with achievable time frames?		
<b>D</b>	Are gender equality, gender composition and retention objectives part of managers' performance objectives?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- What are the reasons for gender imbalances? For example, location, hours of work, health and safety issues – why are women or men not applying for specific roles?
- Why do people join or leave your organisation?
- What methods do you use to recruit for gender balance within the organisation, on boards or governing bodies connected with your organisation?

### Resources

- [Setting Gender Targets](#) (WGEA)
- [Gender Equitable Recruitment and Promotion: A guide for Organisations](#) (WGEA)

<sup>2</sup> BCEC 2017, Gender Equity Insights 2017: Inside Australia's Gender Pay Gap, viewed 04 June 2019, available: <https://www.wgea.gov.au/sites/default/files/documents/BCEC%20WGEA%20Gender%20Pay%20Equity%20Insights%202017%20Report.pdf>

WGEA 2018, The Business Case for Gender Equality, viewed 04 June 2019, available: [https://www.wgea.gov.au/sites/default/files/documents/wgea-business-case-for-gender-equality\\_0.pdf](https://www.wgea.gov.au/sites/default/files/documents/wgea-business-case-for-gender-equality_0.pdf)

# Focus Area 5

## Support for caring

This focus area relates to support for employees with caring responsibilities, including caring for children, elderly people, or dependents living with a disability. Caring commitments are increasingly common within diverse workplaces. Career breaks associated with taking time off to engage in caring contribute to gender inequalities in the workplace. Policies and practices that support caring help to attract and retain top talent.

All organisations must ensure that they are compliant with the relevant state, territory and federal anti-discrimination legislation that protects the rights of carers and the people they care for. *The Fair Work Act 2009* also provides for certain employees to request flexible working arrangements in certain circumstances. Public service agencies and associated providers must also take practicable measures to pay due regard to the statements enshrined in the *Carer Recognition Act 2010 (Cth)*.

### Suggested data sources

- the number and location of parent rooms and breastfeeding facilities
- uptake of support services such as on-site childcare, school holiday caring arrangements, coaching for employees returning from long-term leave and flexible working arrangements.
- Data on employees by gender
  - accessing technologies to enable flexible work
  - utilisation of parental leave by women and men
  - promotions during pregnancy, parental leave and during long-term leave periods
  - employees returning from parental leave and other forms of long-term leave
  - exits (including dismissals and redundancies) when pregnant and during and after periods of long-term leave
  - exits (including dismissals and redundancies) within 12 months of return from parental leave.

		SCORE	
<b>A</b>	Does your organisation fulfil the legal requirements relevant to family and caring support?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation have provisions to support caring, for example, breastfeeding facilities or advice on carers' support services?		
<b>B</b>	Does your organisation have a keep-in-touch program for employees on carers leave and/or on-boarding support for workers returning from long-term leave?		
<b>C</b>	Does your organisation offer employer-funded paid parental leave?		
<b>C</b>	Does your organisation have a variety of non-leave based measures to support carers, including holiday care support services, childcare referral service, emergency care referral service (children, elder and care for people living with a disability)?		
<b>D</b>	Does your organisation offer all employees parental leave and superannuation payments on paid and unpaid leave?		
<b>D</b>	Does your organisation have a personal development program in place for parents (both female and male), including coaching for parents returning to work from parental leave and parenting workshops?		
<b>TOTAL SCORE</b>			

# Focus Area 5 continued

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## Support for caring continued

### Moving the agenda forward

Think about:

- The ways your organisation could support female and male employees who are carers (parenting, elder care, care for people living with a disability). This might include flexible work (policy, technology and culture), parental leave, paid superannuation during long-term leave, keep-in-touch initiatives during long-term leave and assistance preparing for return from leave.
- The ways your organisation could support managers to implement the organisation's policies and procedures which support employees with caring responsibilities. This might include communicating the organisation's policies and procedures to managers to raise awareness of these and providing training to managers on how they can encourage and facilitate staff access to organisational policies.

### Resources

- [Investing in Care Recognising and Valuing Those Who Care](#) (Australian Human Rights Commission)
- [Supporting Working Parents: Pregnancy and Return to Work National Review](#) (Australian Human Rights Commission)
- [Developing a Leading Practice Parental Leave Policy](#) (WGEA)
- [Policy statement: Male Carers](#) (Carers NSW)
- [Policy statement: Female Carers](#) (Carers NSW)
- [Supporting carers in the workplace: A Toolkit](#) (Australian Human Rights Commission)
- [Workplace Flexibility online learning course](#) (Fair Work Ombudsman)
- [Requests for Flexible Working Arrangements Fact Sheet](#) (Fair Work Ombudsman)
- [Work and Family Best Practice Guide](#) (Fair Work Ombudsman)
- [Parental Leave Best Practice Guide](#) (Fair Work Ombudsman)
- [Balancing Work and Family Templates](#) (Fair Work Ombudsman)

# Focus Area 6

## Mainstreaming flexible working

Equitable access to flexible ways of working enhances talent attraction and retention, employee engagement and productivity. Flexible work enables individual employees to balance the needs of work and home. Flexible working arrangements come in a variety of shapes and forms and extend beyond part-time work and remote working. Flexible working has successfully been implemented in a broad range of workplaces, it is not just for office workers.

### Suggested data sources

- uptake of flexible working by gender
- unplanned absence or leave records for flexible workers
- performance ratings, promotion rates and engagement scores for flexible workers.

		SCORE	
<b>A</b>	Does your organisation have a flexible working policy and/or strategy?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation offer manager training to enable flexible working?		
<b>B</b>	Is technology, or rostering systems, available to support flexible working? (e.g. home based work, flexible working etc.)		
<b>C</b>	Does your organisation survey employees to identify their perspective on having access to the flexibility they need?		
<b>C</b>	Do female and male leaders (including line managers) visibly role model flexible working at your organisation?		
<b>D</b>	Have targets been set for engagement in flexible work for both women and men?		
<b>D</b>	Does your organisation's implementation of flexibility focus on acknowledgement that outputs and results are valued rather than visibility at a particular time or place?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- How does your organisation promote and normalise flexible working for all employees, in all roles, for any reason?
- How do your leaders model flexible ways of working?
- What incentives, targets and measures do you have in place?

### Resources

- [The Business Case for Flexibility](#) (WGEA)
- [The Power of Flexibility: A Key Enabler to Boost Gender Parity and Employee Engagement](#) (Chief Executive Women, Bain and Company)
- [Future-Flex: Mainstreaming Flexibility by Design](#) (Diversity Council Australia)
- [Strategic Approach to Flexibility](#) (WGEA)
- [Does this Desk Make my Job Look Big?](#) (Troy Roderick, The University of Sydney)
- [Requests for Flexible Working Arrangements Fact Sheet](#) (Fair Work Ombudsman)
- [Workplace Flexibility Online Learning Course](#) (Fair Work Ombudsman)
- [Balancing Work and Family Templates](#) (Fair Work Ombudsman)

# Focus Area 7

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## Preventing gender-based harassment and discrimination, sexual harassment and bullying

Gender-based harassment and discrimination, sexual harassment and bullying in the workplace have significant negative impacts on people and organisations. It can reduce employee well-being, job satisfaction, commitment and productivity, increase absenteeism and employee turnover and negatively affect workplace culture. Employers can also be held legally responsible for acts of sexual harassment committed by their employees or agents.

Not only do these factors lead to increased costs for people and organisations, they also have a significant gendered impact on employee engagement, the types of industries that are appealing to different genders and employees' promotional opportunities.

The way an organisation educates workers on their rights and obligations regarding gender-based harassment and discrimination, sexual harassment and bullying is important. The aim is to eliminate harassment, discrimination and bullying in the workplace and promote an inclusive culture through behaviours reinforced by education and training (including bystander awareness training).

### Suggested data sources:

- frequency and completion of training provided to all staff on gender-based harassment and bullying
- uptake of support services for complainants and respondents
- incidence and resolution rates of discrimination/harassment and bullying complaints by gender (noting: research indicates that incidence report rates are likely to be lower than reality and therefore, are unlikely to provide the full story<sup>1</sup>)
- data on reported complaints that have been addressed
- survey and focus group data on perceived tolerance of sex-based harassment.

It is important that your organisation has an appropriate complaints process in place for gender-based harassment and discrimination, sexual harassment and bullying. Your organisation must have managers and HR professionals with the skills to appropriately respond to complaints. If your organisation has not taken these steps, it may inadvertently do further harm and undermine progress towards gender equality. It is therefore crucial that the sequencing of any action is considered carefully, so that your gender equality strategy can be implemented safely and effectively.



<sup>1</sup>Australian Human Rights Commission, Sexual Harassment in the Workplace – Key Findings – Overview, viewed 19 September 2019, available: <<https://www.humanrights.gov.au/our-work/sexual-harassment-workplace-key-findings-overview>>



		SCORE
<b>A</b>	Does your organisation have a policy and/or strategy on gender-based harassment and discrimination, sexual harassment and bullying, with a formal grievance process in place?	
<b>B</b>	Does your organisation provide workplace training for all employees (including casual/contract/short-term) on gender-based harassment and discrimination, sexual harassment and bullying prevention at induction and at least every two years?	
<b>B</b>	Does your organisation maintain gender-based harassment and discrimination, sexual harassment and bullying incident records?	
<b>B</b>	Does your organisation report on substantiated instances of gender-based harassment and discrimination, sexual harassment and bullying to the executive team or Board?	
<b>C</b>	Are all managers accountable for ensuring their employees complete gender-based harassment and discrimination, sexual harassment and bullying training in accordance with policies?	
<b>C</b>	Has your organisation monitored your gender-based harassment and discrimination, sexual harassment and bullying prevention strategies to ensure they are working effectively?	
<b>D</b>	Has your organisation analysed information from consultation to determine if employees have concerns about gender-based harassment and discrimination, sexual harassment and bullying in the workplace?	
<b>D</b>	Does your survey, focus group and other consultation data confirm that employees perceive the gender-based harassment and discrimination, sexual harassment and bullying policies and practices to be equitable and effective?	
<b>TOTAL SCORE</b>		

**NO = 0 points**

**YES for A = 1 point each**

**YES for B = 2 points each**

**YES for C = 3 points each**

**YES for D = 4 points each**

## Moving the agenda forward

- Do you have a supportive workplace culture? Do employees feel safe to raise issues of harassment and bullying?
- How promptly are complaints managed?
- What are the consequences of complaints that are upheld?

## Resources

- [Encourage. Support. Act! Bystander Approaches to Sexual Harassment in the Workplace](#) (Australian Human Rights Commission)
- [Ending Workplace Sexual Harassment: A Resource for Small, Medium and Large Employers](#) (Australian Human Rights Commission)
- [Sexual Harassment Tools and Resources](#) (Catalyst)
- [Diversity and Discrimination Online Learning Course](#) (Fair Work Ombudsman)
- [Protection from Discrimination at Work](#) (Fair Work Ombudsman)

# Focus Area 8

## Support for employees experiencing domestic and family violence

Supportive employers formalise the right for employees experiencing domestic and family violence to be supported at work. In Australia, approximately one in six women aged 15 and over have experienced violence by a partner. Within the population of women who have experienced violence, around one in six are currently employed in paid work.<sup>3</sup>

Therefore, a significant number of Australian workplaces may be impacted by employees' experiences of domestic and family violence. Some common impacts include reduced performance and productivity, increased staff turnover and absenteeism.

### Suggested data sources:

- employee survey data on perception of support offered by the workplace to employees experiencing domestic and family violence
- uptake of support services, for example, the number of employees accessing personal leave or counselling services, uptake of flexible work arrangements for reasons of domestic and family violence
- unplanned absences.

In some circumstances employees may be impacted by domestic and family violence and not disclose this to their employer or manager. For this reason, it is crucial that workplaces are equipped at all times to support employees who may be experiencing domestic and family violence. Managers must also be properly trained to handle disclosure of any instances of family and domestic violence appropriately.



		SCORE
<b>A</b>	Does your organisation have a policy or strategy to support those who are experiencing family or domestic violence?	
<b>B</b>	Does your organisation communicate that domestic and family violence is a workplace issue?	
<b>B</b>	Does your organisation communicate the support available to employees in relation to domestic and family violence?	
<b>B</b>	Does your organisation equip managers (through training or HR support) to implement policies on domestic and family violence support?	
<b>C</b>	Does your organisation provide additional paid leave to employees experiencing domestic and family violence?	
<b>C</b>	Does your organisation's workplace policies provide guidance on dealing with perpetrators?	
<b>D</b>	Does your organisation regularly evaluate and improve support provided, or receive external accreditation?	
<b>D</b>	Does your organisation implement initiatives that reach out to customers, suppliers and community?	
<b>TOTAL SCORE</b>		

**NO = 0 points**  
**YES for A = 1 point each**  
**YES for B = 2 points each**  
**YES for C = 3 points each**  
**YES for D = 4 points each**

<sup>3</sup> Australian Human Rights Commission 2014, Fact Sheet: Domestic and Family Violence – a workplace issue, a family issue, accessed 01 May 2019, available: <https://www.humanrights.gov.au/our-work/sex-discrimination/publications/fact-sheet-domestic-and-family-violence-workplace-issue>

## Moving the agenda forward

- What is your organisation's readiness to address domestic and family violence as a workplace issue?
- How do you communicate and maintain focus on this issue in the context of your broader gender equality work?
- Are you exploring opportunities to partner with other organisations, clients and partners to have impact outside your organisation?

## Resources

- [Playing Our Part: Workplace Responses to Domestic and Family Violence](#) (Male Champions of Change)
- [Playing Our Part: Lessons Learned from Implementing Workplace Responses to Domestic and Family Violence](#) (Male Champions of Change)
- [Fact Sheet: Domestic and Family Violence – a workplace issue, a discrimination issue](#) (Australian Human Rights Commission)
- [Family and Domestic Violence Leave](#) (Fair Work Ombudsman)
- [Employer Guide to Family and Domestic Violence](#) (Fair Work Ombudsman)

# Focus Area 9

## Professional development, networking, mentoring, sponsorship

Professional development, including networking, mentoring and sponsoring are all important to promote gender balance in an organisation. Research suggests that without deliberate focus, these opportunities can be delivered in a biased way that is not gender-balanced.

Professional development opportunities should not be limited by any of the following conditions: length of service, full-time service only, capped fee levels or not being offered the program of first/personal choice.

### Suggested data sources

- the number of women and men participating in mentoring programs
- the number of women and men participating in formal sponsorship programs, either as sponsor or protégé
- outcomes of development, networking, mentoring and sponsorship activities, for example, promotion, retention and staff turnover rates, and workplace engagement scores for women and men.

		SCORE	
<b>A</b>	Does your organisation have a formal learning and development strategy in place?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation have mentoring programs?		
<b>B</b>	Does your organisation have sponsorship programs?		
<b>C</b>	Does your organisation monitor and analyse the number of employees in performance and development programs by gender?		
<b>C</b>	Does your organisation have formal succession planning and provide meaningful opportunities for women to advance, such as stretch assignments and leadership programs?		
<b>D</b>	Does your organisation identify and target specific groups, including women and part-time workers for development, networking, mentoring and sponsorship?		
<b>D</b>	Are mentoring and sponsorship practice included as key performance expectations for your managers?		
<b>TOTAL SCORE</b>			

## Moving the agenda forward

- Is there gender balance in the number of women and men accessing learning and career development?
- Is learning and career development accessible to full-time and part-time employees?
- Is the training budget allocated equitably regardless of gender and employment status, for example, part time employees?
- Is there gender balance in the allocation of mentoring and sponsorship opportunities?
- Are mentoring and sponsorship relationships formal or informal?
- Is there sufficient information, support and resources to maintain the momentum of mentoring and sponsorship programs?

## Resources

- [Supporting Careers: Mentoring or Sponsorship?](#) (WGEA)
- [Women in Male-Dominated Industries: A toolkit of Strategies](#) (Australian Human Rights Commission)
- [Best Practices on Sponsorship and Mentoring](#) (Catalyst)
- [Sponsorship: Creating Careers Opportunities for Women in Higher Education](#) (Universities Australia – Executive Women)

# Focus Area 10

## Applying a gender lens to all policies and strategies

Progress towards sustainable gender equality, diversity and inclusion requires a gender equality lens to be integrated into the design and operation of key policies, strategies and processes across the whole organisational system and employee life cycle.

Applying a gender lens simply means considering gendered differences as a variable that should be considered during decision making or organisational analysis.

### Suggested data sources

- relevant gender equality policy documents and references including remuneration policy, promotions, rewards policy and flexible working policies
- allocation of key project work/assignments to key customers/clients by gender
- organisational culture measures or engagement data showing perceptions of gender equality and experiences of inclusion in practice.

		SCORE	
<b>A</b>	Does your organisation have a gender equality policy and/or strategy?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation have policies for flexible working, parental leave, recruitment, promotion and remuneration?		
<b>C</b>	Has your organisation taken action to eliminate gender biases identified in the analysis of your systems and processes?		
<b>C</b>	Does your organisation regularly conduct policy audits and reviews with a gender equality lens, including recruitment and selection, performance management, remuneration, training and development, talent identification, leadership capability models and career structure?		
<b>D</b>	Does your organisation regularly engage with peers to determine industry best practices on incorporating gender equality into the development of policies and procedures?		
<b>D</b>	Does your organisation regularly apply a gender lens to the review and amendment of policies and processes?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- Are gender equality considerations present in policy and practice throughout the employment cycle at your organisation, including recruitment, promotions, performance management, long-leave periods (parental leave) and casual work?
- How does your organisation look at potential gender-based biases in the detail or implementation of any of these policies and practices?

### Resources

- [Developing a Gender Equality Policy \(WGEA\)](#)

# Focus Area 11

## Recruitment, selection and promotion

Gender-balanced recruitment, selection and promotion play a key part of workplace gender equality and inclusion. Robust data analysis and rigorous practice in this area can help to shine a light on gender biases that may occur during recruitment and promotion processes.

### Suggested data sources

Data by gender showing:

- applications, shortlists, interview lists, offers and commencements by role, including graduate programs
- promotions by business unit and location.

		SCORE
<b>A</b>	Does your organisation track recruitments, promotions and resignations by gender?	
<b>B</b>	Does your organisation analyse potential gender biases in job advertisements, selection criteria and appointment process?	
<b>B</b>	Is data analysed to identify any underlying reasons for resignations or a limited pool of applications?	
<b>C</b>	Does your organisation track data from every stage of recruitment by gender?	
<b>C</b>	Does your organisation have a requirement for gender balanced representation on shortlists and interview lists for all recruitment?	
<b>D</b>	Does your organisation attract diverse talent by using segmented recruitment approaches – where recruitment methods are tailored to appeal to diverse demographics?	
<b>D</b>	Does your organisation's leadership actively and openly promote and encourage recruitment and promotion from diverse talent pools?	
<b>TOTAL SCORE</b>		

**NO = 0 points**  
**YES for A = 1 point each**  
**YES for B = 2 points each**  
**YES for C = 3 points each**  
**YES for D = 4 points each**

### Moving the agenda forward

- How does your organisation attract a range of applicants for roles in your organisation?
- How is your organisation acting to give leaders the tools and as-needed support to interrupt bias in selection and promotion decisions?
- Are you able to accurately measure gender-based representation at all stages of your selection processes?

### Resources

- [In The Eye of the Beholder: Avoiding the Merit Trap](#) (Male Champions of Change, Chief Executive Women)
- [Advancing Women in Australia: Eliminating Bias in Feedback and Promotions](#) (Chief Executive Women, Bain and Company)
- [Guide to Australian Standard on Gender-Inclusive Job Evaluation](#) (WGEA)

# Focus Area 12

## Talent management and succession planning

A robust pipeline to leadership involves identifying, attracting, developing, fully utilising and retaining gender-balanced talent at all levels. This pipeline operates across the employee life cycle, from graduate or other entry points to senior leadership opportunities. Equitable approaches to talent management and succession planning help reduce the number of valuable staff dropping out of talent pipelines.

### Suggested data sources

Data by gender showing:

- employees and graduates identified as high potential and/or successors for critical roles
- the number of graduate intakes
- employees with secondment, stretch or large project opportunities
- the allocation of clients to employees
- gender composition at a partnership/board level.

		SCORE	
<b>A</b>	Does your organisation have a formal selection policy and/or strategy for talent management?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>A</b>	Does your organisation have a formal selection policy and/or strategy for learning and development?		
<b>B</b>	Does your organisation analyse and compare the results of performance appraisals by gender?		
<b>B</b>	Does your organisation have a formal sponsorship or mentoring program and formal succession plan for all critical roles?		
<b>C</b>	Does your organisation set gender representation targets for talent identification lists, succession plans, career development and leadership training and retention?		
<b>C</b>	Does your organisation analyse and monitor employees who are offered secondments, project opportunities, research grants and overseas assignments?		
<b>D</b>	Does your organisation use examples of female and male employees when role modelling career success to other employees?		
<b>D</b>	Does your organisation support other organisations in seeking gender-balanced talent and succession planning?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- Does your organisation analyse and compare the results of performance appraisals by gender?
- How does your organisation measure and incentivise the achievement of gender balance on talent identification lists and succession plans for critical roles?

### Resources

- [Supporting Careers- Mentoring or Sponsorship?](#) (WGEA)
- [Break the Cycle: Eliminating Gender Bias in Talent Management Systems](#) (Catalyst)



# Focus Area 13

## Workplace gender equality training

Workplace gender equality training is an effective way of familiarising staff with gender equality - what it means, how it affects individuals and businesses and the difference gender balance makes in workplaces. Accessible gender equality training can contribute towards a gender inclusive organisational culture. Recognising the signs of inequality in the workplace can also help staff advocate for positive change, with lasting benefits for staff satisfaction and retention as a result.

In many instances, gender equality training may be part of broader inclusion and diversity training. It is important to ensure that gender equality training is a specific component of any training that is undertaken by employees at your organisation.

### Suggested data sources

- gender equality training offerings that are accessible to all employees
- participation in gender equality training
- financial and human resource allocation for gender equality training
- measurable outcomes of gender equality training.

		SCORE	
<b>A</b>	Is your gender equality training focused on awareness of equality legislation, compliance and the responsibilities of staff?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your training promote gender equality and emphasise that there are benefits beyond compliance?		
<b>C</b>	Is your gender equality training mandatory for all management, including training on implementing and managing flexible working?		
<b>D</b>	Is gender equality integrated into all personal development, learning programs, induction training and leadership training for all employees at all levels?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- What audiences are you targeting with gender equality training?
- How regularly do you offer and refresh the available training?
- How are you determining the effectiveness of the gender equality training conducted?

### Resources:

- [What is Workplace Gender Equality? \(WGEA\)](#)

# Focus Area 14

## Applying a gender equality lens to everyday operations

Robust reporting of key metrics is a core business discipline for understanding performance. This includes reporting of gender equality and diversity data. In order to achieve the organisation's overarching gender equality objectives, it is crucial that these goals are mainstreamed at all levels, including at the operational level. To progress the culture within your organisation towards sustainable gender equality, related objectives should become part of the daily work routines for all staff.

### Suggested data sources

- extract relevant data from WGEA reports (for example, [Competitor Analysis Benchmark Reports](#)) and your organisation's annual reports
- conduct interviews with employees and managers to determine their knowledge of the alignment of core business activities with gender equality strategy, awareness of processes such as reporting against targets or reporting to the WGEA and the existence of, and progress towards, gender targets in business units.

		SCORE	
<b>A</b>	Are your gender equality strategy and overarching business strategy complementary? For example, did you consider your business strategy when developing your gender equality strategy and vice versa?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation acknowledge the impacts gender imbalances can have on the achievement of over-arching strategic business goals?		
<b>B</b>	Is performance against gender equality goals outlined in the overall business strategy and any accompanying action plan, and tracked and reported to key management personnel?		
<b>C</b>	Does your organisation demonstrate practical commitment to embedding gender equality targets into business unit goals?		
<b>C</b>	Does your organisation apply a gender lens during all decision-making at business unit level? For example, when looking at ways to fill jobs in areas of the business where there are labour shortages?		
<b>D</b>	Does your organisation apply a gender lens during the planning, design and budgeting of projects or programs implemented at business unit level?		
<b>D</b>	Does your organisation undertake a gender impact assessment against projects/programs at an operational level?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- How does your organisation embed gender equality objectives into business unit goals?
- How do you mainstream gender equality goals into project/program planning, design, budgeting and evaluation?
- How is the responsibility for attaining the gender equality objectives outlined in your organisation's gender equality strategy distributed at a business unit level?

### Resources

- [Gender Equality Strategy Toolkit: Guide](#) (WGEA)

# Focus Area 15

## Applying a gender equality lens to casual, contract, short-term, task-based employment and independent contractors

Organisations may engage people for short-term or contract-based activity. These casual/contract, short-term employees and independent contractors should also be considered in a gender equality strategy. There are gendered challenges unique to these types of contracts, including that different genders can tend to work in different occupations and industries.

### Suggested data sources

- number of casual/contract/short-term employees by gender and job role
- number of casual/contract/short-term employees who have undertaken gender-based harassment and discrimination, sexual harassment and bullying prevention training
- casual/contract/short-term employee's perception of your organisation's culture and approach to gender equality.

		SCORE
<b>A</b>	Does your organisation's gender equality strategy include consideration of casual/contract/short-term employees?	
<b>B</b>	Does your organisation collect data to monitor the gender composition of casual/contract/short-term employees?	
<b>C</b>	Does your organisation provide access to development opportunities for casual/contract/short-term employees, including grants, projects and development opportunities?	
<b>D</b>	Does your organisation check for gender imbalances among casual/contract/short-term employees including pay equity imbalances?	
<b>D</b>	Does your organisation enable access to flexible working for casual/contract/short-term employees?	
<b>D</b>	Does your organisation track the value and amount of work provided to casual/contract/short-term employees and independent contractors by gender?	
<b>TOTAL SCORE</b>		

**NO = 0 points**

**YES for A = 1 point each**

**YES for B = 2 points each**

**YES for C = 3 points each**

**YES for D = 4 points each**

### Moving the agenda forward

- How have you factored the casual/contract/short-term employees and independent contractors into your gender equality strategy, and diversity and inclusion strategy?
- Do you know if there are any gender-related issues or risks unique to your casual/contract/short-term employees and independent contractors?
- How does your approach to flexible work include casual/contract/short-term employees?

### Resources

- [Women and the Future of Work](#) (Women, Work and Leadership Research Group - University of Sydney)

# Focus Area 16

## Driving change beyond the workplace

Organisations can progress and support a culture of gender equality beyond their workplace by engaging with their industry and the community. This can include external advocacy by leaders, keeping a gender-balanced lens on the execution of procurement policies and practices, supply chain management and employment practices. Existing and potential suppliers and/or partners can also be encouraged to demonstrate commitment to, and action on, gender equality.

### Suggested data sources

- outreach programs that promote gender equality, for example, into high schools
- public engagements/speaking events on gender equality by the CEO and senior leaders
- supplier diversity, the proportion and value of business conducted with women-owned businesses, suppliers with gender-balanced boards and leadership teams.

		SCORE	
<b>A</b>	Does your organisation ensure that suppliers are compliant with the reporting requirements set out in the <i>Workplace Gender Equality Act 2012</i> (where applicable)?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>B</b>	Does your organisation conduct supplier audits to check consistency with gender equality policies and strategy, brand values, and organisational culture, identify anomalies and develop actions to address each one?		
<b>B</b>	Has your organisation developed procurement principles and terminology, which promote gender equality and integrates these into policies and practices?		
<b>C</b>	Does your organisation track the value and amount of work provided to suppliers by gender?		
<b>C</b>	Does your organisation review and monitor its own as well as suppliers' advertising and marketing practices for gender balance?		
<b>D</b>	Does your organisation have a procurement plan or policy that encourages suppliers to have a policy or strategy that includes gender equality principles?		
<b>D</b>	Do your organisation's leaders actively promote gender equality beyond the organisation?		
<b>TOTAL SCORE</b>			

## Moving the agenda forward

Think about:

- your organisation's involvement in programs or initiatives to address gender equality issues in your industry or community
- how your employees can participate in external knowledge sharing and public advocacy on gender equality
- opportunities for your organisation to encourage suppliers to focus on gender equality.

## Resources

- [Building A Gender-Balanced and Inclusive Presence: Test the Messages You Project](#) (Male Champions of Change)
- [Gender Balance at Every Forum: the Panel Pledge](#) (Male Champions of Change)

# Focus Area 17

## Applying a gender equality lens to mergers, acquisitions and restructures

Research suggests that up to one third of employees experience a merger or restructure during their career and it is likely that these will effect different genders in different ways.<sup>4</sup> Occupational segregation can affect women’s vulnerability to redundancy. For example, women may be more likely to be in flexible jobs (part-time etc.) which may be targeted for downsizing or outsourcing. In addition, if there is a shift towards certain male-dominated skill-sets, the impacts can be gendered and so it is important for upskilling and reskilling to be done in a gender-balanced way.<sup>5</sup>

### Suggested data sources

- number of employees leaving during a merger, acquisition or restructure (resignation and redundancy) by gender and occupational categories
- employee engagement or feedback data, during periods of merger, acquisition or restructure by gender.

		SCORE	
<b>A</b>	Does your organisation collect data on redundancies by gender?		<b>NO = 0 points</b> <b>YES for A = 1 point each</b> <b>YES for B = 2 points each</b> <b>YES for C = 3 points each</b> <b>YES for D = 4 points each</b>
<b>A</b>	Does your organisation collect data on reskilling by gender?		
<b>B</b>	Does your organisation apply a gender lens when assessing jobs and skills that will be needed during and after any merger/acquisition/restructure?		
<b>B</b>	Does your organisation conduct employee surveys at several stages during the merger/acquisition/restructure process and analyse by gender?		
<b>C</b>	Does your organisation offer equitable access for all employees for upskilling and reskilling?		
<b>D</b>	Does your organisation implement strategies that ensure flexible working and other gender equality initiatives remain intact after mergers, acquisitions or restructures?		
<b>TOTAL SCORE</b>			

### Moving the agenda forward

- Why might there be imbalances related to the positioning of women or men during an acquisition, merger or restructure?
- Is the merger, acquisition or restructure affecting employees’ access to flexible working? Is this gendered?
- Are women and men affected in the same ways and to the same extent as a result of the merger, acquisition or restructure?

### Resources

- [The Gendered Nature of Mergers](#) (Grainne Collins, 2005)

<sup>4</sup> Collins, Grainne 2005, The Gendered Nature of Mergers, Gender, Work and Organization, vol. 12, no. 3, pp. 270-290.

<sup>5</sup> ibid.

# Overall scorecard

Your organisation's total scores against each gender equality focus area will either be automatically tallied in the table below (if you have input points into the calculated fields in the tables above), or you can manually enter your points in the table below to calculate an overall score. You can compare your overall score with the scorecard on the next page to gain a general sense of how your organisation is tracking on gender equality.

Gender Equality Focus Areas	Total score for gender equality focus area
1. Strategic alignment of gender equality with business priorities	
2. Leadership and accountability	
3. Gender pay equity	
4. Gender composition of the workforce	
5. Support for caring	
6. Mainstreaming flexible working	
7. Sex-based harassment and bullying	
8. Support for employees experiencing domestic and family violence	
9. Professional development, networking, mentoring, sponsorship	
10. Applying a gender lens to all policies and strategies	
11. Talent management and succession planning	
12. Recruitment, selection and promotion	
13. Workplace gender equality training	
14. Applying a gender equality lens to everyday operations	
15. Applying a gender equality lens to casual, contract and short-term, task-based employment	
16. Driving change beyond the workplace	
17. Applying a gender equality lens to mergers, acquisitions and restructures	
<b>Overall score against all gender equality focus areas</b>	

# Analysis of results

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You can use the overall scorecard (below) to get a sense of how your organisation is performing across gender equality more broadly. Use the tallied overall points from across each gender equality focus area and compare it to the 'Overall Score' column in the table below. Please note that your overall score will not give you enough insight to build your strategy. In order to identify your priority areas for action, we encourage you to focus more on the individual scores against each gender equality focus area.

OVERALL SCORE	WHERE YOU ARE
<b>19 or less</b> (or mostly 'yes' in A questions)	<b>MEETING MINIMUM REQUIREMENTS</b> – it is important to be compliant with Agency reporting. However moving beyond minimum requirements will help deliver positive change for employees and the organisation.
<b>20 – 87</b> (or mostly 'yes' in A and B questions)	<b>ACTIVE</b> – at this level employing a strategic approach will help turn ideas into actions. Clearly communicating your commitment to promoting gender equality will help gain employee support and prepare for the change process.
<b>88 – 183</b> (or mostly 'yes' in A, B and C questions)	<b>STRATEGIC</b> – you have successfully created an organisation-wide alignment between gender equality and business priorities.
<b>184 or more</b> (or mostly 'yes' in all the questions)	<b>LEADING PRACTICE</b> – you have comprehensively addressed gender equality within your organisation, from compliance to an integrated and strategic approach. There is always more to do. The next step might involve reaching out through your networks, partners and even your customers to share your practice and help them to improve if they need to.

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Having completed the diagnosis process, you have done the work to identify areas where your organisation can focus on promoting gender equality.

Use the diagnosis results, the linked resources under each gender equality focus area and the Guide to develop your strategy. The Guide outlines a step-by-step process for designing, implementing and reviewing a gender equality strategy.

For employers aspiring to become an EOCGE citation holder, refer to Appendix A for a list of items to consider under the relevant gender equality focus areas.

# Appendix A

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## Leading Practice: items to consider if you are aiming for the WGEA Employer of Choice for Gender Equality Citation

Below are a series of questions and items to consider. They are aligned with the gender equality focus areas and the WGEA [EOCGE citation guidelines](#) (as at June 2019). If you are aiming to be an employer of choice for gender equality, the questions below may help you to build an appropriate gender equality strategy or offer some inspiration for future direction.

The information below is not intended to comprehensively cover all EOCGE criteria and their supporting information. If you would like to apply for the EOCGE citation, you should refer to the [Guide to the EOCGE citation](#) on the Agency's website

### 1. Strategic alignment of gender equality and business priorities

#### If you are aiming to be an Employer of Choice:

- Is gender equality documentation collected and reported at the governing board level?
- Has the governing body endorsed the gender equality strategy?
- Is gender equality progress reported to key management personnel (KMP) and all staff to ensure goals remain aligned with business priorities and to identify new opportunities?
- Does the Chief Executive Officer (CEO) chair the group, committee or council responsible for implementation and oversight of the strategies supporting gender equality?

### 2. Leadership and accountability

#### If you are aiming to be an Employer of Choice:

- Are there key performance indicators on gender equality for key management personnel?
- Has the CEO visibly championed gender equality in communications, among staff and to the governing body?
- Has the CEO made a formal commitment to gender equality in the last 12 months?
- Has the CEO participated in external information sharing and public advocacy on the issue of gender equality?
- Is there a formal selection policy or strategy to promote gender equality amongst governing body appointments?
- Has a potential female talent pool been established?
- Is gender-equal targeted succession planning in place?
- Are selection criteria analysed for biases?

### 3. Gender pay equity

#### If you are aiming to be an Employer of Choice:

- In the last 12 months, your organisation must have undertaken an organisation-wide gender pay gap analysis to identify pay discrepancies in jobs of equal value.
- Your organisation must analyse and compare the results of performance reviews by gender.
- Where gender pay gaps are identified, your organisation must have targets and other actions in place to reduce these gaps. Examples include: correcting pay discrepancies in jobs of equal value, undertaking a job evaluation process to identify remuneration bias, creating a pay equity action plan, undertaking a skills evaluation of awards-based occupations or setting targets to increase the representation of women in higher paid or technical roles.
- Women and men on primary carer's leave are routinely included in the organisation's annual reviews of salaries and annual bonus payments.



## 4. Gender composition of the workforce

### **If you are aiming to be an Employer of Choice:**

- Your organisation must have implemented targets for occupational categories when female representation is less than 40%.
- Your organisation must identify and address gender segregation challenges in your organisation and/or industry, for example, under-representation of women or men in caring, administrative, technical, trades or senior roles.

## 5. Support for caring

### **If you are aiming to be an Employer of Choice:**

- Your organisation must provide permanent employees who are primary carers at least eight weeks paid parental leave at full pay in addition to the government scheme.
- Your organisation must pay superannuation on employer and government-funded schemes.
- Your organisation must offer three to four weeks secondary carer paid parental leave.
- Employees must not be required to pay back any portion of paid parental leave if they do not return to work.
- There must be no eligibility period to access parental leave.
- Your organisation must have an action plan to maximise return to work from parental leave. This might include a keep-in-touch program and on-boarding.
- Your organisational culture must encourage men to take parental leave.
- There must be provisions for elder care and care for people living with a disability.

## 6. Mainstreaming flexible working

### **If you are aiming to be an Employer of Choice:**

- The CEO of your organisation must be a visible role model of flexible working.
- Your organisation must have a business case for flexibility which is endorsed at leadership level.
- Managers must be held accountable for flexible working (embedded into performance reviews, tracking of approvals and rejections with reasons).
- Your organisation's approach to flexibility is integrated into client interactions wherever relevant.
- Your organisation offers at least four of the following options to employees: flexible hours of work, compressed working weeks, time-in-lieu, telecommuting, part-time work, job sharing, purchased leave, unpaid leave, self-rostering and/or any other flexible arrangement relevant to your workplace or industry.

## 7. Preventing gender-based harassment and discrimination, sexual harassment and bullying

### **If you are aiming to be an Employer of Choice:**

- Ensure the entire workforce undertakes gender-based harassment and discrimination, sexual harassment and bullying prevention training at induction and at least every two years.

## 8. Support for employees experiencing domestic and family violence

### **If you are aiming to be an Employer of Choice:**

- Does your organisation provide domestic and family violence awareness-raising and education programs to all key personnel?
- Does your organisation have a referral procedure for domestic and family violence support services?

## 9. Professional development, networking, mentoring, sponsorship

### **If you are aiming to be an Employer of Choice:**

- Your organisation should have a policy or strategy that includes learning and development, including leadership and/or career development training, for women and men.
- Your organisation should have a long-term development plan for casual/contract/short-term employees.

## 10. Applying a gender lens to all policies and strategies

### **If you are aiming to be an Employer of Choice:**

- Ensure that your organisation has a policy in place that supports gender equality in the following areas: promotions, performance review processes, recruitment (internal and external recruitment consultants to be provided with gender equality guidelines), restructuring and significant operational changes, independent contractors and casuals.

## 11. Recruitment, selection and promotion

### **If you are aiming to be an Employer of Choice:**

- Has your organisation implemented targets for occupational categories when female representation is less than 40%?
- Has your organisation identified (and is it addressing) any gender segregation challenges relevant in your organisation or industry, for example, under-representation of women or men in caring, administrative, technical, trades or senior roles?
- Does your organisation ensure that women and men can equitably access opportunities that are considered career enhancing, for example, this could include high-value or high-profile projects, client allocation, training, grants or sales opportunities?

## 12. Talent management and succession planning

### **If you are aiming to be an Employer of Choice:**

- Has your organisation implemented targets for all occupational categories when female representation is less than 40%?
- Where your organisation has control over its governing body appointments, and control over other governing bodies (subsidiaries), has a selection policy or strategy and numerical targets with time frames been set to improve the representation where it is less than 40%?
- Does your organisation track how many women and men, full-time and part-time have: formal sponsorship by the CEO/head of business and/or senior management, have formal succession plans, participate in leadership networks or have received leadership training (internal or external)?

## 13. Workplace gender equality training

### **If you are aiming to be an Employer of Choice:**

- Does your organisation provide training for people managers on how to deal with fears and concerns about gender equality objectives/policies?

## 14. Applying a gender equality lens to everyday operations

### **If you are aiming to be an Employer of Choice:**

- Your organisation's gender equality strategy must be incorporated into your broader business strategy and planning process, and must be endorsed by the governing body, and partnerships.

## 15. Applying a gender equality lens to casual, contract and short-term, task-based employment

### **If you are aiming to be an Employer of Choice:**

- Internal and external recruitment consultants and casual/contract/short-term employees must be provided with gender equality guidelines for the recruitment process.

## 16. Driving change beyond the workplace

### **If you are aiming to be an Employer of Choice:**

- Does your organisation have a gender equality strategy that covers internal and external recruitment consultants?
- Are consultants provided with gender equality guidelines for the recruitment process?
- Is your CEO or head of business involved in at least one external event focused on gender equality each year?
- Has your CEO or head of business pledged to ensure gender balance on internal and external speaking panels?
- Is your organisation involved in one or more of the following: school programs, gender equality industry network, sponsorship of gender equality programs or a research program?
- Do your suppliers conduct a gender pay gap analysis?

## 17. Applying a gender equality lens to mergers, acquisitions and restructures



Australian Government



Workplace  
Gender Equality  
Agency

#### Advice and assistance

For further advice and assistance,  
please contact:

Workplace Gender Equality Agency  
Level 7, 309 Kent Street  
Sydney NSW 2000

**T: 02 9432 7000 or 1800 730 233**

**E: [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au)**

[www.wgea.gov.au](http://www.wgea.gov.au)

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