Workplace Equality and Respect

Workplace Gender Equality Indicators

(Key Progress Indicators)

Our WATCH

End violence against Women And Their Children

VICTORIA
State
Government

Acknowledgement of Country: Our Watch acknowledges the traditional owners of the land across Australia on which we work and live. We pay our respects to Aboriginal and Torres Strait Islander people.

Workplace Gender Equality Indicators

Commitment to gender equality starts with collecting, reviewing and responding to data about workplace equality and respect. Numbers never tell the whole story, but they do offer a way to identify where attention is needed and to track progress.

This simple scorecard outlines the key progress indicators of workplace gender equality that you should identify at the outset and keep tracking over time.

It will support you to:

- reflect on the status of gender equality in your organisation
- establish a baseline to track your progress
- engage in critical discussion of barriers in your workplace
- make the case for resourcing efforts to promote gender equality.

Workplace Gender Equality
Indicators (Key Progress Indicators)

1. **Ratio of men to women in workforce, overall and by teams**

2. **Ratio of men to women in leadership and management positions, including Board, executive, senior and middle management level**

3. **Ratio of male and female new hires and internal promotions, by level and department**

4. **Average salary gap between female and male staff members across the organisation and by department**

5. **Comparison of male and female staff and managers who use flexible work arrangements**

6. **Comparison of male and female staff who use and return from parental leave with continued employment for 12 months**

7. **Changes in staff perception of workplace culture as measured by annual staff survey**

8. **Reported incidence of sex-based discrimination and harassment**

Matching the Key Progress Indicators to the WGEA Gender Equality Indicators

Many workplaces are required to collect and report data to the Workplace Gender Equality Agency (WGEA).

The key progress indicators overlap with these indicators, so if you are reporting to the WGEA then you will have most of the information you need.

There is one key progress indicator that is not covered by the WGEA Gender Equality Indicators, *KPI 7: Changes in staff perception of workplace culture*. You may wish to track improvement in your annual staff survey in order to ensure you are looking at the full picture of your progress towards the *Workplace Equality and Respect Standards*.

The relationship between the Workplace Equality and Respect key progress indicators and the WGEA Gender Equality Indicators is depicted in Figure 1.

WER key progress indicators	WGEA Gender Equality Indicators
1. Ratio of men to women in workforce, overall and by team.	GEI 1 | Gender composition of the workforce
2. Ratio of men to women in leadership and management positions, including Board, executive, senior and middle management level	GEI 1 | Gender composition of the workforce GEI 2 | Gender composition of governing bodies of relevant employers
3. Ratio of male and female new hires and internal promotions, by level and department	GEI 1 | Gender composition of the workforce
4. Average salary gap between female and male staff members across the organisation and by department	GEI 3 | Equal remuneration between women and men
5. Comparison of male and female staff and managers who use flexible work arrangements	GEI 4 | Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
6. Comparison of male and female staff who use and return from parental leave with continued employment for 12 months	GEI 4 | Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
7. Changes in staff perception of workplace culture as measured by annual staff survey	See Workplace Equality and Respect Standards Staff Survey
8. Reported incidence of sex-based discrimination and harassment	GEI 6 | Sex-based harassment and discrimination

Figure 1: Matching the Key Progress Indicators to the WGEA Gender Equality Indicators

Measuring the Key Progress Indicators

1. **Ratio of men to women in workforce, overall and by teams**
2. **Ratio of men to women in leadership and management positions, including Board, executive, senior and middle management level**

WHY DOES IT MATTER?

Women and men can be siloed into particular professions, teams or roles and women are consistently underrepresented in positions of power and influence in Australian workplaces.

A lack of diversity in thinking and workplace leadership impedes innovation.

HOW DO WE COLLECT IT?

Count the number and the percentage of women and men in the overall workforce, individual teams and departments, and in leadership positions, including Board, executive, senior and middle management.

Compare the results between different teams and departments, with other similar workplaces or industry benchmarks and with your own targets.

WHAT'S NEXT?

If your numbers reveal inequality, dig deeper – ask yourself what barriers exist for women entering or progressing in your workplace and consult with staff to inform actions to increase gender equality.

- Assess yourself against *Standard 2 | Conditions*
- See examples of good practice in the *Workplace Equality and Respect Standards*

3. **Ratio of male and female new hires and internal promotions, by level and department**

WHY DOES IT MATTER?

Paying attention to who is hired and promoted and who is not is an important way to uncover possible conscious or unconscious bias in recruitment, promotion and professional development processes.

Tracking the data in your workplace is essential to determine if proactive measures are needed to achieve gender equality.

HOW DO WE COLLECT IT?

Compare the number of females and males hired and promoted across the organisation, at different levels of seniority and in particular departments.

If possible compare this with the number of female and male candidates, so you can see if the issue is in attracting new talent, diversifying the internal pipeline or the selection process itself.

WHAT'S NEXT?

Introduce processes to reduce bias, diversify the pool of candidates and support women into leadership roles that will enable progress if the numbers don't add up.

- Assess yourself against *Standard 2 | Conditions*
- See examples of good practice in the *Workplace Equality and Respect Standards*

4. **Average salary gap between female and male staff members across the organisation and by department**

WHY DOES IT MATTER?

The gender pay gap persists in Australia and is more pronounced in senior leadership roles.

Calculating the gap in your workplace will help you identify if there is an issue in particular levels or departments of your organisation.

HOW DO WE COLLECT IT?

Pay equity is a complex thing to measure.

Start by collecting and comparing the dollar amount and percentage pay difference between men and women in similar roles, before considering the difference between and within departments and the average across the organisation.

For more detailed tutorials and advice go to WGEA Gender Pay Gap Calculator.

WHAT'S NEXT?

If your numbers reveal inequality, dig deeper and ask yourself why – ask what barriers exist for women entering or progressing in your workplace and consult with staff to inform actions to increase representation.

- Assess yourself against *Standard 2 | Conditions*
- See examples of good practice in the *Workplace Equality and Respect Standards*

5. **Comparison of male and female staff who use flexible work arrangements**
6. **Comparison of male and female staff who use and return from parental leave**

WHY DOES IT MATTER?

Structural and cultural support for flexible work and parental leave is key to supporting more equitable sharing of care responsibilities and increasing women's representation in leadership roles.

Men are less likely than women to take up parental leave or flexible work options, which has a significant impact on gender equality.

HOW DO WE COLLECT IT?

You need data on staff using both formal and informal flexible work options – you may need to use annual staff surveys to gather data on informal options.

Data on employees who take parental leave should be collected and tabulated separately for women and men. The number of people who return from parental leave and stay in continuous employment for 12 months after their return should also be measured.

WHAT'S NEXT?

If large numbers of male staff are not taking up parental leave or flexible work options, use focus groups or one-on-one discussions to better understand their choices.

If staff returning from leave are not remaining in their role, use exit interviews to better understand their experience in the workplace.

- See examples of good practice in the *Workplace Equality and Respect Standards*

7. **Changes in staff perception of workplace culture as measured by annual staff survey**

WHY DOES IT MATTER?

Without measuring shifts in culture and staff perceptions of the workplace, it's impossible to know if the actions being implemented are having an impact.

Inviting staff to share their opinions can help to reveal the source of inequality in other scorecard markers and help make staff feel heard and valued.

HOW DO WE COLLECT IT?

Consider if questions can be added to an existing survey or if you need to implement a stand-alone gender equality survey.

Determine which questions need to be included in the survey and once results come in, see the *Workplace Equality and Respect Staff Survey* for tips on how to analyse data and identify areas for improvement or further investigation.

WHAT'S NEXT?

If results reveal inequality then it is good to follow up – create opportunities for staff to input into solutions, find examples of what has supported change in other workplaces, and implement actions to support change.

- Assess yourself against *Standard 3 | Culture*
- See examples of good practice in the *Workplace Equality and Respect Standards*

8. Reported incidence of sex-based discrimination and harassment

WHY DOES IT MATTER?

How your workplace responds to incidents and allegations of sex-based discrimination and harassment has a significant impact on staff safety and perceptions of workplace support for women.

HOW DO WE COLLECT IT?

Track total numbers of both allegations and incidents across the organisation and by department.

Analyse any similarities in the kind of incident that occurred, the relationship between the perpetrator and the staff members and the way the organisation responded.

WHAT'S NEXT?

Even one incident of discrimination or harassment requires a serious response, so always consider what may have enabled the incident(s) and take pro-active steps to mitigate the risk of similar conduct happening again.

- Assess yourself against *Standard 4 | Support*
- See examples of good practice in the *Workplace Equality and Respect Standards*

Using the Key Progress Indicators

Once you have collected data for all the key progress indicators, consider how this data will be shared and acted upon. Being transparent about your organisation's status and progress is a key way to affirm your commitment to promoting gender equality. You may be required to share this data with the Workplace Gender Equality Agency. If not, you should consider reporting annually to your staff and/or stakeholders about your progress.

These Indicators are also useful to help determine your long-term strategy direction and annual action plans. Where your measurement of the key progress indicators reveals areas of inequality, it is essential to create opportunities for staff to provide feedback on their experience in the workplace and their views on why inequality persists. This will include reviewing policies and practices as well as looking at workplace culture.

Uncovering the structural and cultural roots of these inequalities is the first step to making positive change.

> *The more consultative you are within your workplace,*
> *the better the outcomes.*

For ideas and tools to support staff consultation see *the Workplace Equality and Respect Standards Implementation Guide* and *Workplace Equality and Respect website*.