**Diagnostic Tool**

1. **Doing your diagnosis**

This tool is divided into three levels: core requirements, best practice and leading practice. Each level is a different colour. It can be used to diagnose the gaps that exist within your organisation and to build your strategy for addressing them.

Every aspect of gender equality in the workplace is important. However, for the purpose of guiding organisations through a process, the WGEA has identified 8 core focus areas to address first. If you are at the very beginning of the strategy development process, it is recommended that you focus all of your efforts on these areas. You can move on to diagnosing the more advanced focus areas when you are ready.

1. Record your scores in the tables against each of the relevant focus areas
2. Tally your score and use the scorecard to get an understanding of how far along the process you are.

You can use this tool to diagnose the status of gender equality within your organisation both before you begin developing your overarching strategy and at any time afterwards.

The diagnostic process involves answering questions against each of the focus areas. Each focus area has seven questions and these questions are also colour coded. Yellow questions indicate core requirements, orange indicate best practice and blue are leading practice. Do not feel overwhelmed if you can’t answer yes to the orange and blue questions at first. Focus your efforts on diagnosing the work you need to do to meet core requirements first and then move on to the other levels.

1. **Using your results to build your strategy**

If you are at the beginning of the process, stick to yellow in order to figure out what the priorities are for your gender equality strategy. You can branch out to orange and even blue if you feel it is appropriate but you should not feel that you need to do everything overnight. Suggested steps to follow are:

1. Begin with the first core focus area and look at the questions you said no to
2. Use the rubric as a checklist- focus on developing goals and objectives that align with the yellow questions you have answered no to. If you feel it is practical and appropriate, move on to address orange and blue questions as well
3. Use the questions, along with the data you collected and the linked resources to design good goals and objectives.

If you organisation has already made a lot of progress towards gender equality you might use the diagnostic tool to track your progress and also to identify new areas to address. If you have progressed to the blue focus areas and are answering yes to many of the blue questions in the other focus areas, you should consider applying for the WGEA’s [Employer of Choice for Gender Equality citation program](https://www.wgea.gov.au/lead/employer-choice-gender-equality-0).

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

|  |
| --- |
| **Part 1: Core Focus Areas** |
| **KFA1: Strategic alignment of gender equality and business priorities****KFA2: Leadership and accountability****KFA3: Gender pay equity****KFA4: Gender composition of the workforce****KFA5: Support for caring****KFA6: Mainstreaming flexible work****KFA7: Sex-based harassment and bullying****KFA8: Support for employees experiencing domestic and family violence** |
| **Part 2: Current Leading Practice**  |
| **KFA9: Professional development, networking, mentoring, sponsorship****KFA10: Gender equality policies and strategies****KFA11: Talent management and succession planning****KFA12: Recruitment, selection and promotion****KFA13: Workplace gender equality training****KFA14: Applying a gender equality lens to everyday operations****KFA15: Applying a gender equality lens to casual, contract and short-term, task-based employment** |
| **Part 3: Beyond Leading Practice** |
| **KFA16: Driving change beyond the workplace****KFA17: Applying a gender equality lens to mergers, acquisitions and restructures** |

**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. This means that each organisation’s gender equality strategy needs to tailored to the different business needs, based on customer focus, market position, geography and industry dynamics.

**Collect Data**

* Your organisation’s business strategy and business plans
* Industry benchmarks and WGEA’s Competitor Analysis Benchmark Reports
* Your organisation’s strategic targets and performance measures

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area 1: Strategic alignment of gender equality and business priorities – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a current [gender equality policy](https://www.wgea.gov.au/sites/default/files/Characteristics-of-a-Gender-Equality-policy.pdf)? |  |  |  |
| **B** | Does your organisation have a current gender equality strategy? |  |  |  |
| **B** | Does your organisation hold regular gender equality events to profile your policy or strategy? |  |  |  |
| **C** | Is your gender equality strategy linked to your overall business strategy? |  |  |  |
| **C** | Does your gender equality strategy have a dedicated budget? |  |  |  |
| **D** | Do you conduct regular monitoring and evaluation of how your gender equality strategy is tracking? |  |  |  |
| **D** | Is your organisation public about its commitment, time-bound gender equality objectives and annual performance against them? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* What are the key strategic objectives and priorities for your organisation?
* How can gender equality support your strategic objectives?
* What are key strategic initiatives that may affect the development of the gender strategy?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

* Women in Leadership – Lessons from Australian Companies Leading the Way – WGEA and BCA.
* Strategy Matters: Evaluating Company Approaches For Creating Inclusive Workplaces – Catalyst.
* Develop Your Own D&I Business Case – Diversity Council Australia.

**If you are aiming to be an employer of choice, some further considerations are:**

* Secure governing body endorsement of the gender equality strategy. Collect any documentation to report at the governing board level.
* Report to KMP and all staff on gender equality progress to ensure goals remain aligned with business priorities and identify new opportunities.
* The CEO chairs the group, committee or council responsible for implementation and oversight of formal strategy or strategies supporting gender equality

**Focus Area 2: Leadership and accountability**

Commitment by leaders at all levels is the key to gender equality in every organisation. 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’. Leaders’ also need to set clear expectations that others can follow.

**Collect Data**

* Engagement survey or focus group data on culture, inclusion and/or diversity with respect to all levels of leadership
* Leaders’ achievements against gender targets, business scorecards
* Evidence of CEOs visibility as a champion of gender equality, internal and external
* Improvements in performance ratings against key capabilities

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area 2: Leadership and accountability – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your HR function take main responsibility for all your gender equality work?  |  |  |  |
| **B** | Do your leaders demonstrate commitment to gender equality on an ad hoc basis? |  |  |  |
| **B** | Do individual managers or leaders take, or are given, accountability for discrete gender equality projects or initiatives? |  |  |  |
| **C** | Does your organisation recognise the need for gender equality action and actively communicate its role in driving progress against clear metrics? |  |  |  |
| **C** | Is formal accountability for gender equality progress and outcomes defined and cascaded through all management levels? |  |  |  |
| **D** | Is maintaining gender equality seen as everyone’s responsibility, while leaders and managers are routinely accountable, evaluated and rewarded for results? |  |  |  |
| **D** | 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? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* 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:
	+ By your CEO being a WGEA Pay Equity Ambassador
	+ By your organisation being a WGEA Employer of Choice for Gender Equality citation holder, or working towards becoming one
	+ By having senior involvement in a formal diversity or gender equality committee that oversees the gender strategy and outcomes
	+ By leaders receiving specific training and coaching on gender equality.

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Key Performance Indicators on Gender Equality for Key Management Personnel
* The CEO visibly champions gender equality in communications, among staff and to the governing body
* The CEO has made a formal commitment in last 12 months
* The CEO participates in external information sharing and public advocacy
* There is formal selection policy or strategy to promote Gender Equality amongst governing body appointments – potential female talent pool, targeted succession plan and also, analyse selection criteria for biases

**Focus Area 3: Gender pay equity**

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

**Collect Data**

* Your WGEA Competitor Analysis Benchmark Reports showing gender pay gap comparisons
* Data on your like-for-like gender pay gap
* Data on remuneration by gender, by job and by level

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA3: Gender pay equity – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a formal remuneration policy, with some guidelines for remuneration and promotions? |  |  |  |
| **B** | Has your organisation done a gender pay gap analysis both on a like-for-like and overall organization- wide basis in the last two years? |  |  |  |
| **B** | Has your organisation corrected all like-for-like gender pay gaps? |  |  |  |
| **C** | Does your organisation measure the annual trend of gender pay gap? |  |  |  |
| **C** | Is your CEO a WGEA Pay Equity Ambassador? |  |  |  |
| **D** | Does your organisation set targets to reduce any like-for-like gaps, by level and organisation-wide gaps, and report pay equity metrics to the governing body, the executive, all employees and externally? |  |  |  |
| **D** | Does your organisation make superannuation contributions to workers on paid and unpaid periods of parental leave?  |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About:**

* Your policies in relation to gender pay equity, including remuneration policy, pay scales and/or salary bands, enterprise agreements, bonus and incentive structure and reporting against any existing pay equity targets
* Recent signs of your leaders’ commitment to gender pay equity
* Transparency about salary bands and gender pay equity gaps
* Potentially gendered nature of available elements of remuneration, discretionary pay and allowances, payment of overtime, graduate entry opportunities

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* The organisation has undertaken a gender pay gap analysis at a like-for-like, level-by-level and organisation wide basis in the last 12 months
* Where gender pay gaps have been identified, the organisation has targets and other actions in place to reduce these gaps. Examples could include: correcting like-for-like gaps, 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
* The organisation analyses and compares the results of performance reviews by gender.

**Focus Area 4: Gender composition of the workforce**

Gender-balanced organisations have greater employee engagement, retention and perform better than organisations that are dominated by one gender. Research shows that gender balance at leadership, executive and board levels are important, because it improves the quality of strategic decision-making and innovation.

**Collect Data**

* Gender composition of board, executive, senior managers, managers, total workforce (by business units / support function / team / location / job level / job family)
* Gender composition of employees joining the organisation and reason given for leaving

(by business units / support function / team / location / job level / job family)

* Gender composition of employees leaving the organisation and reason given for leaving

(by business units / support function / team / location / job level / job family)

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area 4: Gender composition of the workforce – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation monitor gender composition in management, non-management and governing boards, and resignations by gender through WGEA reporting? |  |  |  |
| **B** | Does your organisation analyse the reasons for resignation, by gender?  |  |  |  |
| **B** | Does your organisation have one or more programs addressing gender imbalances, e.g. in talent management, promoting women to leadership, graduate programs, gender in learning and development? |  |  |  |
| **C** | Does your organisation evaluate and analyse staff movements by gender? |  |  |  |
| **C** | Does your organisation have gender balance targets with achievable timeframes?  |  |  |  |
| **D** | Are gender equality, composition and retention objectives part of managers’ performance objectives at your organisation? |  |  |  |
| **D** | Does your organisation conduct ongoing monitoring of gender balance at all levels? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* What are the reasons for gender imbalances? E.g., location, health and safety issues
* Why do people join or leave your organisation?
* How do you recruit for gender balance, both within the organisation and on any Boards or governing bodies connected with your organisation?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Organisation has implemented Targets for occupational categories when female representation is less than 40%
* Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry, e.g. under-representation of women or men in caring, administrative, technical, trades or senior roles.

**Focus Area 5: Support for caring**

Support for employees with caring responsibilities, including elder care, care for people living with a disability and caring for children is increasingly common within culturally and age diverse workplaces. Policies and practices that support caring attract and retain top talent.

**Collect Data**

* Number and location of parent rooms and breastfeeding facilities
* Uptake of support services such as on-site child care, school holiday caring arrangements, coaching for employees returning from long term leave etc.
* Data on employees by gender:
	+ accessing technologies to enable flexible work
	+ promotions during pregnancy and during long term leave periods
	+ exits (including dismissals and redundancies) when pregnant and during and after periods of long term leave
	+ employees returning from parental leave and other forms of long term leave

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA5: Support for caring – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation fulfil the legal requirements with regards to family and caring support? |  |  |  |
| **B** | Does your organisation have some provisions to support caring, e.g. breastfeeding facilities, advice on carers’ support services? |  |  |  |
| **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? |  |  |  |
| **C** | Does your organisation offer paid parental leave? |  |  |  |
| **C** | Does your organisation have a variety of non-leave measures to support carers, including a childcare referral service, emergency care referral service (elderly and children), holiday care support services? |  |  |  |
| **D** | Does your organisation offer parental leave and superannuation payments on paid and unpaid leave for all employees? |  |  |  |
| **D** | Does your organisation have a personal development program in place for parents, including coaching for parents returning to work from parental leave, parenting workshops, targeting parents of all genders? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* The various ways your organisation could support employees of all genders who are carers (parenting, elder care, care for people with a disability) – flexible work (policy, technology, attitude), parental leave, paid superannuation during long term leave, staying connected during long leave periods and preparing for return from leave

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

* [Developing a Leading Practice Parental Leave Policy](https://www.wgea.gov.au/sites/default/files/WGEA-Leading-Practice-Parental-Leave-Policy-Guide.pdf)

**If you are aiming to be an employer of choice, some further considerations are:**

* Provide permanent employees who are primary carers at least eight weeks of paid parental leave at full pay. This is paid in addition to the Government scheme
* Pay superannuation on both the employer funded and government funded schemes
* Offer three to four weeks of secondary paid parental leave
* Do not require employees to pay back any portion if they do not return to work
* Do not have an eligibility period to access parental leave
* Encourage men to take parental leave
* Have provisions for elder care and disability care

**Focus Area 6: Mainstreaming flexible work**

Equitable access to flexible ways of working enhances talent attraction and retention, employee engagement, productivity and agility, and better results. Flexible working is also the ideal context for gender equality, diversity and inclusion as it enables an individualised employee experience that takes individual and organisational needs into account.

**Collect Data**

* Uptake of flexible working, by gender
* Unplanned absence or leave records
* Performance ratings, promotion rates and engagement scores for flexible workers

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA6: Mainstreaming flexible work – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a basic flexible working policy?  |  |  |  |
| **B** | Does your organisation offer manager training on enabling flexible working? |  |  |  |
| **B** | Is technology available to support flexible working? |  |  |  |
| **C** | Does your organisation survey employees on whether they feel that they have access to the flexibility they need? |  |  |  |
| **C** | Do leaders of all genders visibly role model flexible working at your organisation? |  |  |  |
| **D** | Have targets been set for engagement in flexible work by employees of all genders?  |  |  |  |
| **D** | Is Flexible work mainstreamed within your organisation, with clarity that outputs and results are valued rather than visible time spent at a particular time in a particular place? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* 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?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

* [WGEA resources for developing a strategic approach to flexible work](https://www.wgea.gov.au/lead/strategic-approach-flexibility)

**If you are aiming to be an employer of choice, some further considerations are:**

* The CEO champions flexible working arrangements and personally role model flexible work?

**Focus Area 7: Sex-based harassment and bullying**

Sex-based harassment and bullying in the workplace has significant impacts on organisations. It can include reduced personal well-being and depression of those experiencing the harassment, increased absenteeism, reduced job satisfaction, commitment and productivity, and increased employee turnover. 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 all workers on their rights and obligations regarding sex-based harassment, discrimination and bullying is important. The aim should be eliminating sex-based harassment and bullying in the workplace and promoting an inclusive culture through behaviours reinforced through education and training.

**Collect Data**

* Frequency and completion of training provided to all staff on sex-based harassment and bullying
* Uptake of support services for complainants and respondents
* Incidence and resolution rates of discrimination/harassment and bullying complaints, by gender
* Engagement data on perceived tolerance of sex-based harassment

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA12: Sex-based harassment and bullying – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have formal policies or formal strategies on sex-based harassment, discrimination and bullying prevention, with a formal grievance process in place? |  |  |  |
| **B** | Does your organisation provide workplace training for all employees (including casual and contract staff) on sex-based harassment and bullying prevention at induction and at least every two years?  |  |  |  |
| **B** | Does your organisation maintain incident records? |  |  |  |
| **C** | Are all managers accountable for ensuring that their employees complete sex-based harassment training and bullying training in accordance with policies? |  |  |  |
| **C** | Has your organisation monitored your harassment and bullying prevention strategies to ensure they are working effectively? |  |  |  |
| **D** | Has your organisation analysed information from consultation to determine if employees have concerns about sex-based harassment and/or bullying in the workplace? |  |  |  |
| **D** | Does your survey, focus group and other consultation data confirm that employees perceive the sex-based harassment and bullying policies and practices to be equitable and effective? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* The climate in your organisation – 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?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

Leading practice organisations:

* Ensure that entire workforce undertakes gender-based harassment and discrimination, sexual harassment and bullying prevention training every two years

**Focus Area 8: Support for employees experiencing domestic and family violence**

Supportive employers standardise the right for employees experiencing domestic and family violence to be supported at work. In Australia, since the age of 15, approximately one in six women in Australia 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.

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

**Get Data**

* Employee survey data on perception of support offered by the workplace to employees experiencing domestic violence
* Uptake of support services e.g. number of employees accessing personal leave or counselling services, uptake of flexible work arrangements for reasons of domestic violence
* Unplanned absences

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA13: Support for employees experiencing domestic and family violence – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation communicate domestic and family violence as a workplace issue?  |  |  |  |
| **B** | Does your organisation communicate support available to employees?  |  |  |  |
| **B** | Does your organisation equip managers to implement policies on domestic and family violence support?  |  |  |  |
| **C** | Does your organisation provide additional paid leave to employees experiencing domestic and family violence?  |  |  |  |
| **C** | Does your organisation provide guidance on dealing with perpetrators via workplace policies?  |  |  |  |
| **D** | Does your organisation regularly evaluate and improve support provided e.g. via external accreditation? |  |  |  |
| **D** | Does your organisation implement initiatives that reach out to customers, suppliers and community?  |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* Your organisation’s readiness to address domestic and family violence as a workplace issue.
* How you would communicate and maintain focus on this issue in the context of your broader gender equality work.
* What opportunities there are to partner with other organisations, clients and partners to have impact outside your organisation.

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

**A leading practice organisation:**

* Provides training to key personnel
* Has a referral procedure for appropriate domestic violence support services for expert advice

**Focus Area 9: Professional development, networking, mentoring, sponsorship**

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

**Get Data**

* Number of women and men participating in formal sponsorship programs, either as sponsor or protégé
* Number of women and men participating in mentorship programs
* Outcomes of development, networking, mentoring and sponsorship activities, for example, promotion, retention and turnover rates, and engagement scores for women and men

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA5: Professional development, networking, mentoring, sponsorship – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a basic formal learning and development strategy and/or policy in place? |  |  |  |
| **B** | Does your organisation include completion of gender equality training in annual performance and development plans? |  |  |  |
| **B** | Does your organisation have some mentoring programs available? |  |  |  |
| **C** | Does your organisation monitor and analyse the number of employees by gender in programs? |  |  |  |
| **C** | Does your organisation have formal succession planning and women in leadership programs? |  |  |  |
| **D** | Does your organisation identify and target specific groups, including women, part-time workers and casuals for development, networking, mentoring and sponsorship?  |  |  |  |
| **D** | Are sponsorship and mentorship practice included as key performance expectations for your managers? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* Is there gender balance in number of women and men accessing learning and development, mentoring and sponsorship opportunities?
* Are learning and career development opportunities only accessed by full-time employees?
* Have all genders similar views about the role of informal professional networks within the organisation?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

Strategy for L&D including leadership and/or career development training for women and men

* Long term development plan for casuals

**Focus Area 10: Gender equality 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 that operate across the whole organisational system and employee life cycle.

**Collect Data**

* Relevant gender equality policy documents and references including remuneration policy, promotions, rewards policy, 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

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA6: Gender equality policies and strategies – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a basic gender equality policy? |  |  |  |
| **B** | Does your organisation have some additional policies, e.g. flexible working, parental leave, recruitment, promotion, remuneration?  |  |  |  |
| **B** | Has a gender strategy been developed, linking all relevant polices relating to gender equality together? |  |  |  |
| **C** | Has your organisation taken action to eliminate gender biases identified in the analysis of your systems and processes? |  |  |  |
| **C** | Does your organisation regularly conduct policy audits and reviews including recruitment and selection, performance management, remuneration, training and development, talent identification, leadership capability models and career structure? |  |  |  |
| **D** | Does your organisation regularly engage with peers to determine industry best practices on incorporating gender equality into the development of policies and procedures? |  |  |  |
| **D** | Does your organisation regularly apply a gender lens to the review and amendment of policies and processes? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* Where are gender equality considerations present in policy and practice throughout the employment cycle at your organisation - recruitment, promotions, performance management, long leave periods (eg parental leave) and insecure work?
* How do you look at potential gender-based biases in the detail or implementation of any of these policies and practices?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

**Focus Area 11: Talent management and succession planning**

A robust pipeline to leadership involves identifying, attracting, developing, mobilising, 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 mitigate leaks from this valuable talent pipeline.

**Collect Data**

* Data, by gender, showing:-
	+ employees identified as high potential and/or successors for critical roles
	+ employees with secondment, stretch or large project opportunities
	+ client allocations

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA9: Talent management and succession planning – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a formal selection policy/strategy for talent management and/or learning and development? |  |  |  |
| **B** | Does your organisation analyse and compare the results of performance appraisals by gender?  |  |  |  |
| **B** | Does your organisation have a formal sponsorship or mentoring program and formal succession plan for all critical roles? |  |  |  |
| **C** | Does your organisation set gender representation targets for talent identification lists, succession plans, career development and leadership training and retention? |  |  |  |
| **C** | Does your organisation analyse and monitor employees who are offered secondments, project opportunities, research grants and overseas assignments?  |  |  |  |
| **D** | Does your organisation use examples of employees of all genders with career success to show role-models for other staff members? |  |  |  |
| **D** | Does your organisation support other organisations in seeking gender-balanced talent and succession planning?  |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

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

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Organisation has implemented Targets for occupational categories when female representation is less than 40%

**Focus Area 12: Recruitment, selection and promotion**

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

**Collect Data**

* Data, by gender, showing:-
	+ Applications, shortlists, interview lists, offers and commencements by role
	+ Promotions by level and by business unit and location

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA10: Recruitment, selection and promotion – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation track recruitments/promotions and resignations by gender?  |  |  |  |
| **B** | Does your organisation analyse potential gender biases in job advertisements, selection criteria and appointment process? |  |  |  |
| **B** | Is data analysed to identify any underlying reasons for resignation or limited pool of applications? |  |  |  |
| **C** | Does your organisation track data from every stage of recruitment by gender?  |  |  |  |
| **C** | Does your organisation have a requirement for minimum of 50% female representation on shortlists and interview lists for all recruitment? |  |  |  |
| **D** | Does your organisation use segmented approaches to attract diverse talent? |  |  |  |
| **D** | Does your organisation’s leadership actively and openly promote and encourage recruitment and promotion from diverse talent pools? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* How do you attract a gender-diverse range of applicants for various roles in your organisation?
* How are you acting to give leaders the tools to interrupt bias in selection and promotion decisions?
* Are you able to accurately measure gender-based representation at all stages of your selection processes?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Organisation has implemented Targets for occupational categories when female representation is less than 40%

**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 impacts individuals and businesses and what differences gender balance in workplaces makes. Accessible gender equality training can contribute towards a gender inclusive organisational culture. Recognising the signposts of inequality in the workplace can also help staff to advocate for positive change, with lasting benefits for staff satisfaction and retention as a result.

**Collect Data**

* Participation in gender equality training
* Financial and human resource allocation for gender equality training
* Measurable outcomes of gender equality training

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA11: Workplace gender equality training – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Is your gender equality training focused on awareness of equality legislation, compliance and the responsibilities of staff? |  |  |  |
| **B** | Does your organisation promote gender equality capability and recognize that there are benefits beyond compliance?  |  |  |  |
| **B** | Is gender equality capability addressed at an individual level, with needs being addressed as they arise?  |  |  |  |
| **C** | Is your organisation on its way to developing the capability required to build and sustain a gender equitable workplace, within a broader approach to leadership development? |  |  |  |
| **C** | Is your gender equality training mandatory for all management staff, including training on implementing and managing flexible working?. |  |  |  |
| **D** | Is gender equality integrated into all development activity and any new learning programs, modules and in leadership training? |  |  |  |
| **D** | Is a suite of learning methodologies and content maintained to meet ongoing gender equality development needs of different stakeholders, as they move or progress internally and externally? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

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

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Organisation has implemented Targets for occupational categories when female representation is less than 40%

**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 over-arching 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 of all staff.

**Collect Data**

* Pull data from WGEA reports and your organisation’s Annual Reports
* Interviews with employees and managers on alignment of core business activities with gender equality strategy and awareness of mainstreamed processes such as reporting against targets or reporting to the WGEA
* Existence of and progress towards gender targets in business units

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA16: Applying a gender equality lens to everyday operations – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation have a gender equality strategy, but one where gender is not incorporated into the overall business strategy or integrated at an operational level? |  |  |  |
| **B** | Does your organisation acknowledge the impacts gender imbalances can have on the achievement of over-arching strategic business goals? |  |  |  |
| **B** | Is all performance against gender equality goals outlined in the strategy (and any accompanying action plan) tracked and reported to key management personnel? |  |  |  |
| **C** | Does your organisation demonstrate practical commitment to embedding gender equality targets into business unit goals? |  |  |  |
| **C** | Does your organisation apply a gender lens during all major decision making at a business unit level? |  |  |  |
| **D** | Does your organisation apply a gender lens during the planning, design and budgeting of any project or program implemented at a business unit level? |  |  |  |
| **D** | Does your organisation undertake a gender impact assessment against projects/programs at an operational level? |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**Think About**

* 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 organisations gender equality strategy distributed at a business unit level?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Organisation has implemented Targets for occupational categories when female representation is less than 40%

**Focus Area 15: Applying a gender equality lens to casual, contract and short-term, task-based employment**

Organisations are increasingly engaging people for short-term or ‘gig’-based activity. These freelance and/or casual employees should also be considered in a gender equality strategy. There are gendered challenges that are unique to the gig economy, including that different genders can tend to more commonly work in different occupations and industries.

**Collect Data**

* Number of casual and/or contract staff by gender and job role
* Number of casual and/or contract staff who have engaged with organisation’s formal sex-based harassment policy
* Casual and/or contract staff perception of your organisation’s culture and approach to gender equality

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **KFA17: Applying a gender equality lens to casual, contract and short-term, task-based employment – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation’s gender equality strategy include consideration of casual/contract and short-term staff? |  |  |  |
| **B** | Does your organisation collect data to monitor the gender composition of short-term staff? |  |  |  |
| **B** | Does your organisation provide access to technology that enables communication to team members? |  |  |  |
| **C** | Does your organisation check for gender imbalances unique to short-term staff, including pay equity imbalances? |  |  |  |
| **C** | Does your organisation provide access to development opportunities for short-term and casual staff, including grants, projects and development opportunities? |  |  |  |
| **D** | Does your organisation enable access to flexible working for short-term staff? |  |  |  |
| **D** | Does your organisation practice transparency with freelance staff about the value of the quotes received, by gender. |  |  |  |
| **TOTAL SCORE**  |  |

**Where You Are – Analysis of Results for KFA17**

**Suggestions for getting started:**

**Think About**

* How have you factored the gig economy 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 freelance/casual staff?
* How does your approach to flexible work include casual, contract and short-term task- based staff?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

Internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process of independent contractors and casuals

**Focus Area 16: Driving change beyond the workplace**

Organisations can progress and support a culture of gender equality beyond their workplace towards their industry as well as within the community. This can include external advocacy by leaders, executing in a gender-balanced way in terms of procurement policies and practices, supply chain management and employment practices. In addition, ensuring that potential or existing suppliers and/or partners demonstrate commitment to, and action on, gender equality can also apply here.

**Collect Data**

* Number of outreach programs that promote gender equality (e.g. into high schools), participation and impact
* Number of public engagements/speaking events on gender equality by CEO and senior leaders
* Supplier diversity, for example, value of business conducted with women-owned businesses, suppliers with gender-balanced Boards and leadership teams

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area 14: Driving change beyond the workplace – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation ensure that clients and/or suppliers are compliant with the reporting requirements set out in the *Workplace Gender Equality Act 2012*? |  |  |  |
| **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** | Has your organisation developed procurement principles and terminology, which promote gender equality and integrates these into policies and practices?  |  |  |  |
| **C** | Does your organisation track the value and amount of work provided to independent contractors, by gender? |  |  |  |
| **C** | Does your organisation review and monitor its own as well as suppliers’ advertising and marketing practices for gender-balance?  |  |  |  |
| **D** | Does your organisation have a procurement plan or policy that encourages suppliers to have a policy or strategy, which includes gender equality principles? |  |  |  |
| **D** | Do your organisation’s leaders actively promote gender equality beyond the organisation?  |  |  |  |
| **TOTAL SCORE**  |  |

**Suggestions for getting started:**

**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.

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**If you are aiming to be an employer of choice, some further considerations are:**

* Have a gender equality strategy that covers internal and external recruitment consultants. Consultants must be provided with gender equality guidelines for the recruitment process.
* Make sure their CEO or head of business is involved in at least one external event focused on gender equality each year
* Make sure their CEO or head of business has pledged to ensure gender balance on internal and external speaking panels
* Are involved in one or more of the following programs or initiatives to address gender equality issues in their industry or community: school programs, gender equality industry network, sponsorship of gender equality programs or a research program.
* Ask their suppliers to do a gender pay gap analysis

**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 at some point during their career. It is likely that mergers, acquisitions and restructures will impact on different genders in different ways because some industries and roles are effectively segregated in terms of gender. This is because women and men tend to work in different industries and in different roles. In addition, if there is a shift towards certain skill-sets, the impacts of this can be gendered, and so it is important for upskilling and reskilling to be done in a gender-balanced way.

**Collect Data**

* Number of employees leaving during a merger, acquisition or restructure (resignation and redundancy) by gender, level and job family / role type
* Employee engagement or feedback data, by gender, during periods of merger, acquisition or restructure

**Self-Assess**

Answer each of the following questions with a yes/no response, and score in the far-right column.

|  |  |  |  |
| --- | --- | --- | --- |
| **Focus Area 17: Applying a gender equality lens to mergers, acquisitions and restructures – SELF-ASSESSMENT** | **YES** | **NO** | **SCORE** |
|  |  | NO = 0YES for A = 1 eachYES for B = 2 eachYES for C = 3 eachYES for D = 4 each |
| **A** | Does your organisation collect data on redundancies and reskilling, by gender? |  |  |  |
| **B** | Does your organisation assess jobs and skills that will be needed during and after any merger/acquisition? |  |  |  |
| **B** | Does your organisation conduct employee surveys at several stages during the merger/acquisition and restructure process? |  |  |  |
| **C** | Does your organisation collect and analyse data by job and by gender, linked to future needs? |  |  |  |
| **C** | Does your organisation ensure training offered to employees for upskilling and reskilling is linked to future needs of the organisation? |  |  |  |
| **D** | Does your organisation implement measures to alleviate stress and promote a positive workplace culture during periods or merger, acquisition or restructure? |  |  |  |
| **D** | Does your organisation implement strategies that ensure flexible working and other gender equality initiatives remain intact after mergers, acquisitions or restructures? |  |  |  |
| **TOTAL SCORE**  |  |

**Where You Are – Analysis of Results for KFA15**

**Suggestions for getting started:**

**Think About**

* Why might there be imbalances related to the positioning of women or men in the ‘Exit queue’ during an acquisition, merger or restructure?
* Is the merger, acquisition or restructure impacting employees’ access to flexible ways of 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?

Here are some resources to help you use your diagnosis to address gender equality within your organisation:

**Where You Are – Analysis of Results for All KFAs**

|  |
| --- |
| **ALL KFAs – ANALYSIS OF RESULTS** |
| **OVERALL SCORE** | **WHERE YOU ARE** |
| 17 or less (or mostly “yes” in A questions) | **RELYING ON THE BASICS** – it’s important to be compliant, but just doing the basics won’t bring you all the benefits. |
| 18 – 85 (or mostly “yes” in just A **and** B questions) | **GETTING ACTIVE** – having a plan is great, and the occasional program, event or activity is good for awareness and profile – do more to get more. |
| 86 – 187 (or mostly “yes” in A, B and C questions) | **BEING MORE STRATEGIC** – you’re starting to create alignment and impact. |
| 188 or more (or mostly “yes” in all the questions) | **LEADING PRACTICE** – you cover it all from compliance to an integrated and strategic approach. There’s always more to do, and nobody’s perfect, but it could help others if you were to reach out through your networks, partners and even your customers to share your practice and help them improve if they need to. |

Having completed the diagnosis process, you have now done the work to identify the areas your organisation could focus on to promote gender equality. If you are using this tool to build your gender equality strategy you can use your diagnosis results and the linked resources under each focus area with the gender equality strategy toolkit to design and develop your strategy. The strategy toolkit outlines the other steps in the process, including how to involve key stakeholders as well as how to design your goals and objectives, and review and adjust as your work matures.