# Metrics

To identify areas for investment and improvement in your organisation, consider the questions and data points below.

While reviews can be conducted internally, organisations may also benefit from engaging an external reviewer.

|  |  |
| --- | --- |
|  | Priorities |

| **Consider:**  | Data Points: |
| --- | --- |
| * How explicitly have we defined our gender and equity goals and commitments?
* Have we articulated goals which are specific, measurable, achievable and time bound?
* Have we established internal targets for gender representation and equity?
* Have we considered and designed for intersectionality?
 | * EDI Strategy / Equity Strategy or Policy.
* *Sample survey questions:* Our organisation is genuinely committed to equity and diversity.

 ❑ Agree ❑ Disagree* Employees of different ages are valued equally by our organisation.

 ❑ Agree ❑ Disagree* Our organisation demonstrates a commitment to meeting the needs of employees with disabilities.

 ❑ Agree ❑ Disagree |
| * Have we clearly communicated why equity, diversity and inclusion is good for everyone, good for the bottom line, and good for our customers, partners and shareholders?
 | * Business Strategy.
* Annual Report.
* Strategic Planning Day Agenda.
* *Sample survey question:* I believe having a diverse, equitable and inclusive culture is critical to business success?

 ❑ Agree ❑ Disagree |
| * Do we offer leaders and managers effective supports to foster equitable and inclusive cultures and enhance diversity?
* Do we recognise and value the time and investment of sponsors and champions?
* Do we have a dedicated resource / working group to progress the EDI agenda?
* Do leaders provide strategic insight in relation to EDI?
* Are we recognising and rewarding the contribution of those who are progressing this work?
 | * Existence of training opportunities for executive, managers and staff, including training for hiring managers and selection panels.
* Protected time / time codes for work that contributes to advancing the EDI agenda.
* Budget and resources for EDI activities, including EDI personnel.
* *Sample survey questions:* In my experience professional development opportunities have helped me to promote equity in our practice.

 ❑ Agree ❑ Disagree* In my experience, professional development opportunities help me promote culturally responsible practice in my team and amongst my peers.

 ❑ Agree ❑ Disagree |
| * Do we talk regularly about our commitment to gender inclusive workplaces?
* Do we share and celebrate success?
 | * Existence of Employee Resource Groups.
* Evidence of an EDI communications plan / strategy.
* Review of communications materials and platforms.
* Recognition of cultural / religious celebrations.
* *Sample survey question:* We take time to recognise and celebrate the diversity of our workforce and team.

 ❑ Agree ❑ Disagree |

|  |  |
| --- | --- |
|  | Hiring and selection |

| **Consider:**  | Data Points: |
| --- | --- |
| * How frequently are we reviewing role descriptions, job advertisements and selection criteria?
* Are we offering flexible work by default in our advertisements?
* How clear have we made expectations around negotiations and salary?
* Might our definition of ‘culture fit’ exclude some members of society?
* Are we emphasising traits or attributes that may be exclusionary?
 | * Review language, skills, qualifications and capabilities specified in job advertisements and focus only on minimum requirements.
* Review interview questions to determine whether questions may inadvertently be excluding some groups.
 |
| * Are we favouring certain talent sources over others based on historic success?
* How reliant are we as an organisation on referrals or hiring through alumni networks?
* Are we discounting individuals with career gaps in their CVs?
* Are we considering candidates from a broad variety of universities and non-traditional education backgrounds?
 | * Examine potential applicant pools – including the proportion of the pool with relevant qualifications and experience.
* Review CVs of successful candidates to see if there are common patterns among applicants who do progress to offer.
* *Sample survey questions:* Our organisation takes active measures to seek a diverse candidate pool when hiring.

 ❑ Agree ❑ Disagree* There is diversity among the people a job candidate will meet/see on their first visit to the company.

 ❑ Agree ❑ Disagree |

|  |  |
| --- | --- |
|  | Leadership |

| **Consider:**  | Data Points: |
| --- | --- |
| * Is there diversity in our leadership teams?
* Do our female and male leaders have the same level of influence and quality of experience?
 | * Consider split by seniority, unit and department.
* *Sample survey questions:* Female leaders in our organisation have less influence than males at the same level.

 ❑ Agree ❑ Disagree

|  |
| --- |
| (Provide an example of where this has occurred) |

* Female leaders in our organisation do more ‘housework’ than our male colleagues.

 ❑ Agree ❑ Disagree

|  |
| --- |
| (Provide an example of where this has occurred) |

* Engage an independent party to audit meetings.
* Consider who is being spoken over and whose views are being recognised.
 |

|  |  |
| --- | --- |
|  | Norms |

| **Consider** | Data points |
| --- | --- |
| * How would our people describe the culture in our organisation?
* Would they refer in a friend? A daughter?
 | * *Sample survey questions:* At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.

 ❑ Agree ❑ Disagree* Employees of different backgrounds interact well in our organisation.

 ❑ Agree ❑ Disagree* I believe that anyone from any background could work here and feel safe and valued.

 ❑ Agree ❑ Disagree |
| * What are past employees saying about us (either publicly or privately)?
 | * Review Glassdoor for sentiment from previous employees.
* Review Exit Interview data for common trends.
 |

|  |  |
| --- | --- |
|  | Progression |

| **Consider:** | Data points: |
| --- | --- |
| * Are we keeping track of who is promoted?
* Where possible, do promotion applications represent the diversity of the grades below?
* Are diverse people making it through short listing process and assessment rounds?
* Do men and women receive different performance scores on average?
 | * Monitor promotion by seniority structure, job types and department.
* Break down performance scores by grade and job, particularly if scores vary between groups.
* Review self-assessments for imbalance across genders.
* *Sample survey questions:* I aspire to progress through the organisation.

 ❑ Agree ❑ Disagree* There is a visible career development path for all employees hire.

 ❑ Agree ❑ Disagree* It is clear some people work harder than their colleagues to get the same level of recognition.

 ❑ Agree ❑ Disagree

|  |
| --- |
| (Please provide an example of where you have seen this occur) |

 |
| * Are we monitoring who has access to certain assignments and how these are allocated?
* Do people get stuck at certain level?
 | * Review training budgets and stretch opportunities by gender and flexible work arrangements.
* Examine gender balance across seniority structure, job types and departments.
 |

|  |  |
| --- | --- |
|  | Retention |

| **Consider:** | Data points: |
| --- | --- |
| * Do we have a culture of absenteeism?
 | * Measure uptake of sick leave by function or unit.
 |
| * Are men and women leaving our organisation at different rates?
* When women get to a certain level do they leave?
 | * Monitor percentage of men and women leaving the organisation each year by seniority level. Make sure to look at the proportion of women leaving relevant to the proportion of women in that grade.
 |
| * Are we retaining staff following parental leave?
* Are there patterns among those who are leaving?
 | * Review percentage of women who have left the organisation following parental leave.
 |
| * What is prompting people to stay in our organisation?
 | * *Sample survey question:* What factors contribute to your remaining in our organisation?

|  |
| --- |
| (Please provide an example) |

 |

|  |  |
| --- | --- |
|  | Policies |

| **Consider:** | Data points: |
| --- | --- |
| * Do we have differences in compensation which cannot be explained by seniority and ratings?
* Are women getting paid less than men with similar performance evaluations?
* How much is compensation reliant on informal and private negotiation?
* Are men and women doing comparable work receiving different bonuses, pay for unsociable hours, or overtime.
 | * Examine whether men and women doing comparable work receive different bonuses, pay for unsociable hours, or overtime.
* Compare starting salaries by gender within comparable roles.
 |
| * Do we offer supports to women who have been victims of domestic violence?
* Do we have mechanisms in place to support people to anonymously report acts of intimidation, harassment or abuse?
 | * *Sample survey questions:* I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.

 ❑ Agree ❑ Disagree* I believe the company will take appropriate action in response to incidents of discrimination and/or bias.

 ❑ Agree ❑ Disagree |
| * Have we formalised a flexible work policy and / or approach?
* Do we have equal access to parental leave for men and women?
* How does our uptake vary by unit and business area?
* Have we considered different types of flexibility for frontline workers?
 | * Review uptake of flexible work arrangements, parental leave, including by gender.
* *Sample survey question:* I feel supported to take up flexible work.

 ❑ Agree ❑ Disagree |

|  |  |
| --- | --- |
|  | Evaluation |

| **Consider:** | Data points: |
| --- | --- |
| * Do we have credible evidence to demonstrate that an EDI issue needs to be addressed?
* Are we clear on the extent in which gender equality is institutionalised into our policies, procedures and practices?
 | * Review current data collected by human resource systems, including: workforce demographics, recruitment, hiring and selection; training and development, promotion, retention and termination.
* Participatory methods including anonymous surveys, focus groups and in-depth interviews to facilitate recognition of all stakeholder perspectives.
 |
| * How frequently are we reviewing progress against our goals?
 | * Evidence of regular reporting to the Board and Senior leaders.
* Evidence of external auditing to identify gaps.
 |
| * Are we being transparent about our progress and pain points?
 | * Regular public reporting on progress.
* Internal conversations which are data driven.
 |
| * Do we have dashboards in place to analyse trends at a unit level?
 | * Evidence of reporting dashboards and evaluation mechanisms.
 |
| * How are we ensuring continuous improvement?
* Do we have mechanisms in place to gather and monitor qualitative and quantitative data?
 | * Evidence that the organisation is measuring quantity of women and quality of experience (including through regular surveys and round tables.)
 |