



# What gets measured gets done



## Gender Equality Accountability Framework

**Gender equality is more than a buzz word or a #hashtag. While it has received more media attention lately, individuals and organisations have been working towards equality between the sexes for generations. While we have made progress over the decades, there must be a real and sustained change if we are to achieve true gender equality.**



As business leaders we know that what is measured is more likely to be prioritised. That is why we have developed this *Gender Equality Accountability Framework*.

*What gets measured gets done* is an easy-to-follow guide to setting gender equity goals within organisations. The completed Framework forms a dashboard that can be used to measure your business' progress towards gender equality.

We recognise that each industry, profession and organisation is different. The Framework is flexible and can be adapted to reflect your workplace's size, focus and stage of development.

When used effectively, the Framework can enable organisations to better focus their actions and initiatives. It can also be used to evaluate the outcomes of gender-focused interventions, provide insight into emerging issues and help improve business performance.

Importantly, the Framework is a tangible commitment to gender equality; making gender equality visible by making it possible to measure its progress over time. It is a public statement of leadership and commitment to making a difference that will last for generations to come.

## The Framework

The Framework suggests setting goals to meet the following objectives:

- **Recruitment:** Recruitment practices are designed to reduce the impact of gender bias, and actively encourage women's workforce participation;
- **Retention:** Workforce policies, strategies, manager and leadership behaviours support the retention of women;
- **Development:** Ensure that women have equal access to and are encouraged to apply for professional development opportunities;
- **Culture:** The organisation fosters a diverse and inclusive work environment where everyone feels valued, respected and has the same career opportunities;
- **Leadership:** Women's access to leadership development opportunities and initiatives are actively sponsored by leaders across the organisation;
- **Workplace responses to domestic violence:** To be active supporters and contributors to the prevention of domestic violence.

**It is recommended that organisations develop at least two key measures of success under each objective. Suggested measures are provided in the template on page three.**



## How to use the Framework

### STEP 1 Setting your measures

At the beginning of each year, use the **Accountability Framework template** to develop your key objectives and measures for each of the six categories.

#### Example 1

Provides an example of objectives and measures for an organisation that is in a non-traditional industry for women (ie: that employs a majority of men).

#### Example 2

Provides an example of objectives and measures for an organisation that is in an industry where the majority of employees are women.

#### Example 3

Provides examples of objectives and measures for an organisation that has relatively equal numbers of men and women employees.

### STEP 2 Monitor and review progress

While this can be an ongoing process throughout the year, the intention is that each organisation reviews their progress in the middle of the year to ensure continued focus on relevant areas.

### STEP 3 End of year review and reporting

Review your progress against your measures; recognise achievements and identify areas for improvement for the following year.

### STEP 4 Set new measures for the following year

The process repeats itself on an annual basis.





## Accountability Framework template

RECRUITMENT	RETENTION	DEVELOPMENT	CULTURE	LEADERSHIP	WORKPLACE RESPONSES TO DOMESTIC VIOLENCE
Recruitment practices are designed to reduce the impact of gender bias, and actively encourage women's workforce participation.	Workforce policies, strategies, manager and leadership behaviours support the retention of women.	Women have equal access to and are encouraged to apply for professional development opportunities.	The organisation fosters a diverse and inclusive work environment where everyone feels valued, respected and has the same career opportunities.	Women's access to leadership development opportunities and initiatives are actively sponsored by leaders across the organisation.	To be active supporters and contributors to the prevention of domestic violence in our community.
Increased percentage of women in the workforce.	Flexible work options are available to all employees.	Number or percentage of women accessing general skill development programs and being provided with development opportunities (secondments, job rotation).	All staff feel valued and have equal access to career opportunities (percentage target) – engagement/pulse survey.	Increased percentage of women in leadership roles: <ul style="list-style-type: none"> <li>• Frontline</li> <li>• Middle</li> <li>• Senior</li> <li>• Executive</li> </ul>	Establishment of a domestic violence workplace policy.
Meet or exceed industry average for gender diversity.	Numbers of staff (men and women) taking up flexible work options.	Number of high potential staff men/women, or percentage of women identified as High Potentials.	All staff believe that gender is not a barrier to success in their organisation.	Percentage of women accessing leadership development programs.	Leave options are available for staff experiencing domestic violence.
Increased number of women applying, and being short listed, for positions.	Turnover/attrition of women is equal to or less than the company average.		Decreased/eliminated gender pay gap.		Active promotion and delivery of educational activities/programs to prevent domestic violence eg: posters, attendance at conferences, breakfasts.
Gender balance of employees in business support/technical/professional roles.	Number of women returning to work after maternity leave.				Increased number of employees becoming White Ribbon Advocates.
					Support victims to connect with local specialist domestic violence services.



## Accountability Framework

### Example 1 – Male Dominated Industry

RECRUITMENT	RETENTION	DEVELOPMENT	CULTURE	LEADERSHIP	WORKPLACE RESPONSES TO DOMESTIC VIOLENCE
Recruitment practices are designed to reduce the impact of gender bias, and actively encourage women's workforce participation.	Workforce policies, strategies, manager and leadership behaviours support the retention of women.	Women have equal access to and are encouraged to apply for professional development opportunities.	The organisation fosters a diverse and inclusive work environment where everyone feels valued, respected and has the same career opportunities.	Women's access to leadership development opportunities and initiatives are actively sponsored by leaders across the organisation.	To be active supporters and contributors to the prevention of domestic violence in our community.
Increase the percentage of women in the organisation from 25% to 30% by 2019.	Ensure 100% of employees are aware that flexible work options are available.	100% of women are able to access general skill development programs and are provided with development opportunities (secondments, job rotation).	10% increase in number of women who feel they are equally treated in the organisation by 2019.	5% increase of women in leadership roles in the following areas by 2019: <ul style="list-style-type: none"> <li>• Frontline</li> <li>• Middle</li> <li>• Senior</li> <li>• Executive</li> </ul>	Implement a workplace domestic violence policy by 2019.
To improve the organisation's performance by 5% to align with the industry average by 2019 for women in the organisation.	10% increase in number of men and women taking up flexible work options by 2019.	A minimum of 40% of women are involved in the emerging talent and high potential development programs.	5% improvement in the number of staff who believe that gender is not a barrier to success in their organisation.	A minimum of 20% of women participate in the organisation's leadership development programs.	Ensure all employees are aware that leave options are available for victims of domestic violence.
To ensure that a minimum of 40% of women applying for roles are being short listed by 2019.	Turnover/attrition of women is equal to or less than the company average.		Evaluate any gender pay gaps and implement strategies to bridge the gap if necessary.		Active promotion and delivery of educational activities/programs to prevent domestic violence eg: posters, attendance at conferences, breakfasts.
To ensure gender targets are achieved for employees in business support/technical/professional roles.	95% of women return to the same role (or equivalent) after returning to work after maternity leave.				A minimum of 20% of leaders have become White Ribbon Advocates by 2019.



## Accountability Framework

### Example 2 – Female Dominated Industry

RECRUITMENT	RETENTION	DEVELOPMENT	CULTURE	LEADERSHIP	WORKPLACE RESPONSES TO DOMESTIC VIOLENCE
Recruitment practices are designed to reduce the impact of gender bias, and actively encourage women's workforce participation.	Workforce policies, strategies, manager and leadership behaviours support the retention of women.	Women have equal access to and are encouraged to apply for professional development opportunities.	The organisation fosters a diverse and inclusive work environment where everyone feels valued, respected and has the same career opportunities.	Women's access to leadership development opportunities and initiatives are actively sponsored by leaders across the organisation.	To be active supporters and contributors to the prevention of domestic violence in our community.
To ensure pay equity, establish an equitable remuneration framework that reflects industry average salary range.	Clear access to information about flexible employment options and other work conditions and options.	Develop a culture that supports continued learning, including paid study leave. Develop and promote a coaching and mentoring environment.	Ensure that a culture of gender equity and inclusion is promoted to all staff, starting at induction.	Provide all people managers with diversity, gender equity and inclusion training.	Implement a domestic violence policy, including paid leave provisions, by 2019.
Ensure a gender balance on the entire selection process.	Review current salaries across roles and similar job levels to identify inequality. Identify actions to address.	Provide professional development opportunities within current positions and as part of succession plans.	Inclusion of individual qualitative KPIs such as respectful and supportive workplace culture.	Look beyond traditional pools for potential candidates.	Extend the number of sessions with the Employee Assistance Program for employees experiencing domestic violence.
	Develop a database of the workforce identifying those women who are aspiring leaders to promote for further opportunities.	Support financial security by providing easy access to advice on financial management, insurance and superannuation.	Support flexible work arrangements to promote a culture of well-being, with targets set for men's engagement in flexible work.	Recognise that better leadership skills are required to support and sustain improved gender diversity.	
		Establish an Aspiring/Emerging Leaders Program for women.			



## Accountability Framework

### Example 3 – Gender Balanced Workforce

RECRUITMENT	RETENTION	DEVELOPMENT	CULTURE	LEADERSHIP	WORKPLACE RESPONSES TO DOMESTIC VIOLENCE
Recruitment practices are designed to reduce the impact of gender bias, and actively encourage women's workforce participation.	Workforce policies, strategies, manager and leadership behaviours support the retention of women.	Women have equal access to and are encouraged to apply for professional development opportunities.	The organisation fosters a diverse and inclusive work environment where everyone feels valued, respected and has the same career opportunities.	Women's access to leadership development opportunities and initiatives are actively sponsored by leaders across the organisation.	To be active supporters and contributors to the prevention of domestic violence in our community.
Ensure a gender balance on the entire selection process.	Develop and implement a program that supports employees to remain connected to the workplace while on extended leave, eg: parental leave.	Develop a sponsorship program for aspiring women leaders.	Actively encourage and support men to take up flexible work options, including challenging the stigma associated with part time work.	Have women comprise 50% of leadership roles by 2020.	Implement a domestic violence leave policy by 2020, including additional days' leave for employees experiencing domestic violence.
Conduct an annual gender pay gap audit and develop strategies to address any gaps.	Provide superannuation to employees on unpaid parental leave.	Pilot a 'job swap' network and shadowing program for women to gain additional experience and improved opportunities for advancement.	All new employees to attend unconscious bias and diversity and inclusion training.	Develop a sponsorship program for aspiring women leaders.	Provide additional EAP sessions for employees experiencing domestic violence.
Trial a 'blind recruitment' process where all identifying information is removed from applications for employment.	Ensure equal pay across all roles within the organisation.		Chief Executive to become a WGEA Pay Equity Ambassador by 2020.		All new employees to attend domestic violence awareness training.
	Implement an 'all roles flex' policy by 2020.				Become a White Ribbon Accredited Workplace by 2020.





## Further Support

This section provides additional information, resources and practical tools to assist leaders in developing appropriate measures for their organisation.

The Workplace Gender Equality Strategy's *Gender Strategy Toolkit* provides detailed guidance for implementing workplace strategies [https://www.wgea.gov.au/sites/default/files/Gender\\_Strategy\\_Toolkit.pdf](https://www.wgea.gov.au/sites/default/files/Gender_Strategy_Toolkit.pdf)

### Setting Targets

The Workplace Gender Equality Agency (WGEA) provides tools for setting gender targets, including a *target setting calculator* <https://www.wgea.gov.au/lead/setting-gender-targets>

### Industry Data

WGEA's *Data Explorer* is an online tool that provides workforce information by industry <http://data.wgea.gov.au>

You can also find workforce composition information at the Australian Bureau of Statistics <http://www.abs.gov.au>

You may also be able to find detailed data through your industry's peak body.

### Flexible Work

*Work flex* is an easy-to-use guide for business, providing best practice and case studies on how to implement flexible work arrangements <http://www.eoc.sa.gov.au/eo-business/chiefs-gender-equity/flexible-work>

### Attraction and Retention

Our toolkit, *Beyond First Impressions*, provides support on how to remove unconscious biases from work practices that impact on women's attraction and retention <http://www.eoc.sa.gov.au/eo-business/chiefs-gender-equity/beyond-first-impressions-reducing-unconscious-bias-workplace>

The Office for Women's *Gender Neutral Recruitment Guideline* provides tips and tools for organisations seeking to attract, retain and promote women at work <http://www.officeforwomen.sa.gov.au/womens-policy/womens-employment-and-economic-status/gender-neutral-recruitment-guidelines>

### Paid Parental Leave and Return to Work

The Fair Work Ombudsman has developed a best practice policy for employers to support employees returning to work from parental leave <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/parental-leave>

### Gender Pay Gap

WGEA provides tools for undertaking a gender pay gap analysis as well as easy-to-follow guides on how to develop a strategy to address any gaps <https://www.wgea.gov.au/lead/addressing-pay-equity>

### Employee Pulse Survey

WGEA has developed an example employee opinion survey as well as instructions on how to analyse the findings <https://www.wgea.gov.au/lead/consulting-employees>

### Workplace Domestic Violence Policy

The Department for Communities and Social Inclusion's *Domestic Violence Workplace Policy and Guidelines* are available online <http://www.officeforwomen.sa.gov.au/womens-policy/womens-safety/violence-against-women-in-the-workplace>

### Leave Provisions

*The Guideline of the Commissioner for Public Sector Employment* outlines the leave options to those experiencing domestic violence <http://publicsector.sa.gov.au/wp-content/uploads/20160811-DFV-Guideline-V1.0F.pdf>

### White Ribbon Supporters and Advocates

Anyone committed to preventing men's violence against women can become a White Ribbon Supporter <https://www.whiteribbon.org.au/stop-violence-against-women/what-you-can-do/become-white-ribbon-supporter/>

Office of the  
Commissioner for  
Equal Opportunity

Postal  
GPO Box 464  
Adelaide SA 5001

Telephone  
8207 1977  
Facsimile  
8207 2090

Email  
[eoc@agd.sa.gov.au](mailto:eoc@agd.sa.gov.au)