

Organisational Gender Equality Dashboard

A measurement framework for advancing workplace gender equality

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A new measurement framework for advancing workplace gender equality

Introduction

For over 15 years, Champions of Change Coalition has worked with leaders across every major sector of the Australian economy and community to accelerate progress on workplace gender equality.

From the beginning, we've focused on increasing women's representation, especially in leadership and key pipeline roles, and we've held ourselves to account through consistent, transparent reporting.

Over time, we've expanded the scope of what we track. It's not enough to count how many women are in the room. We also need to measure the conditions that enable all employees to thrive. If flexibility is only available in name, or if caring responsibilities are not supported equally, women's advancement stalls, affecting pay, promotion, and long-term financial security.

That's why gender pay gaps matter. They provide a clear view of whether opportunity, recognition, and reward are genuinely equitable. They reflect deep-seated patterns of employment streaming and progression, who's valued, who's overlooked, and how unpaid care continues to shape women's economic outcomes over a lifetime.

To help leaders see the full picture, we've developed the Organisational Gender Equality Dashboard over the past 18 months, leveraging feedback and insights from over 50 organisations. The Coalition partnered with McKinsey & Company (Founding Group) to support the development of the Dashboard. It brings together the most critical data that helps leaders understand where progress is being made, where gaps remain, and what's driving inequality. It enables leaders to take highly targeted, evidence-based action and to track change over time.

The dashboard offers a new and consistent internal measurement framework for tracking progress towards inclusive gender equality across our workplaces, target setting and reporting to the Workplace Gender Equality Agency (WGEA). Organisations are encouraged to adapt and integrate the framework into new or existing internal systems and tools for tracking progress on gender equality in the workplace.

Gender equality is a generational challenge. No one organisation can solve it alone, but every leader has a role to play. And when we get it right, the benefits are shared through stronger organisations, a fairer society, and a more prosperous Australia.

The dashboard offers a new and consistent internal measurement framework for tracking progress towards inclusive gender equality across our workplaces, target setting and reporting to the Workplace Gender Equality Agency.

Closing gender pay gaps

About gender pay gaps

National, sector-based and employer gender pay gaps provide aggregate measures of progress on advancing gender equality in the workplace.

Gender pay gaps represent the overall difference in earnings between men and women across the entire workforce. They are not suggesting men and women are paid differently for the same job – same pay has been a legal requirement in Australia since 1969. Instead, gender pay gaps help to highlight issues that are hard-wired into the Australian workforce – like unequal access to leadership roles, outdated assumptions about suitable careers for women and men, pay differences across industries, and the impact of caregiving responsibilities on women's careers, opportunities and pay. Addressing these underlying drivers of gender pay gaps helps promote freedom, choice and economic security for all people, regardless of gender.

A tool for closing gender pay gaps

The Organisational Gender Equality Dashboard provides a tool to focus discussion on what is driving gender inequality and gender pay gaps, and what actions are needed to accelerate progress. It shows how organisations and industries are progressing towards pay equality, and how well they do in attracting, retaining and advancing women at all job levels – including into high-paid, higher profile positions that attract greater economic value.

This is an additional resource that supplements the existing suite of Champions of Change Coalition reporting frameworks and gender pay gap resources:



- **Closing gender pay gaps: Our actions and commitment 2025** provides our latest executive-level summary of gender pay gaps measures, drivers of gender pay gaps and high-impact actions



- **Closing gender pay gaps: Guide for leadership, transparency and employer action** contains practical frameworks and templates to support well-informed conversations between organisations and targeted action to close gender pay gaps.

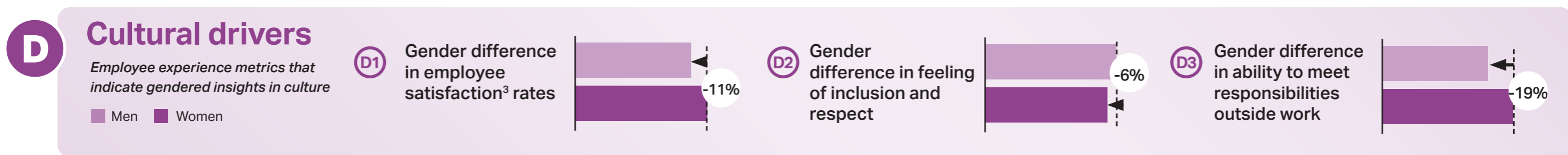
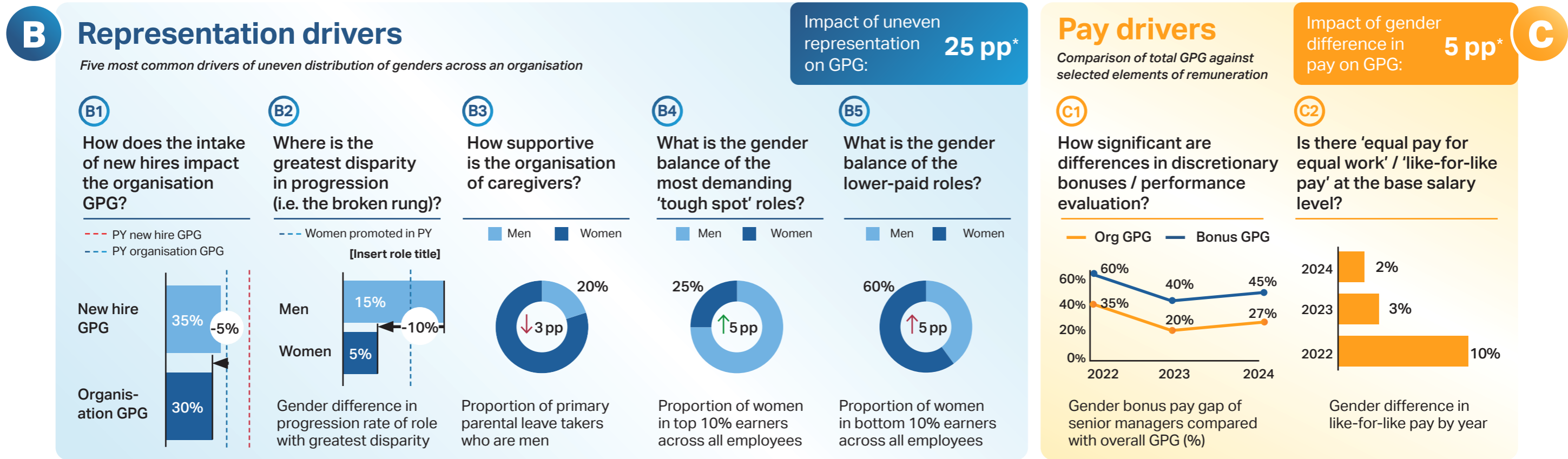
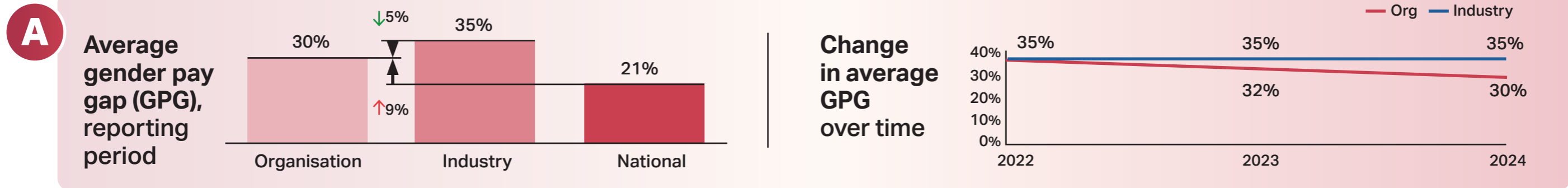


Our experience shows that sustainable progress on closing gender pay gaps relies on leadership focus within organisations and collaboration across sectors and at a national level. This includes addressing the underlying drivers of gender pay gaps, and promoting freedom, choice and economic security for all people, regardless of gender.

The Organisational Gender Equality Dashboard

Data is for illustrative purposes only

ORGANISATION NAME: _____ INDUSTRY: _____ YEAR: _____



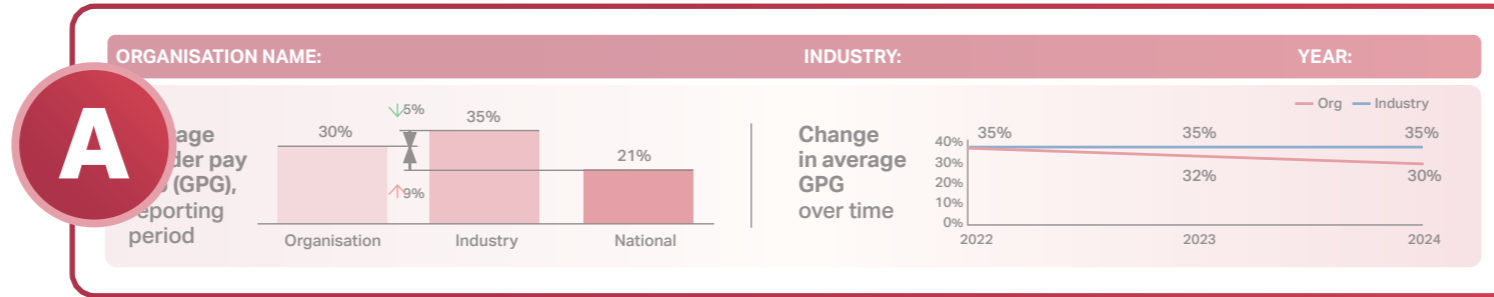
* - percentage points | PY - previous year

The Organisational Gender Equality Dashboard

The dashboard looks at gender equality across four dimensions, putting an organisation's gender pay gap in context and highlighting indicators of progress:

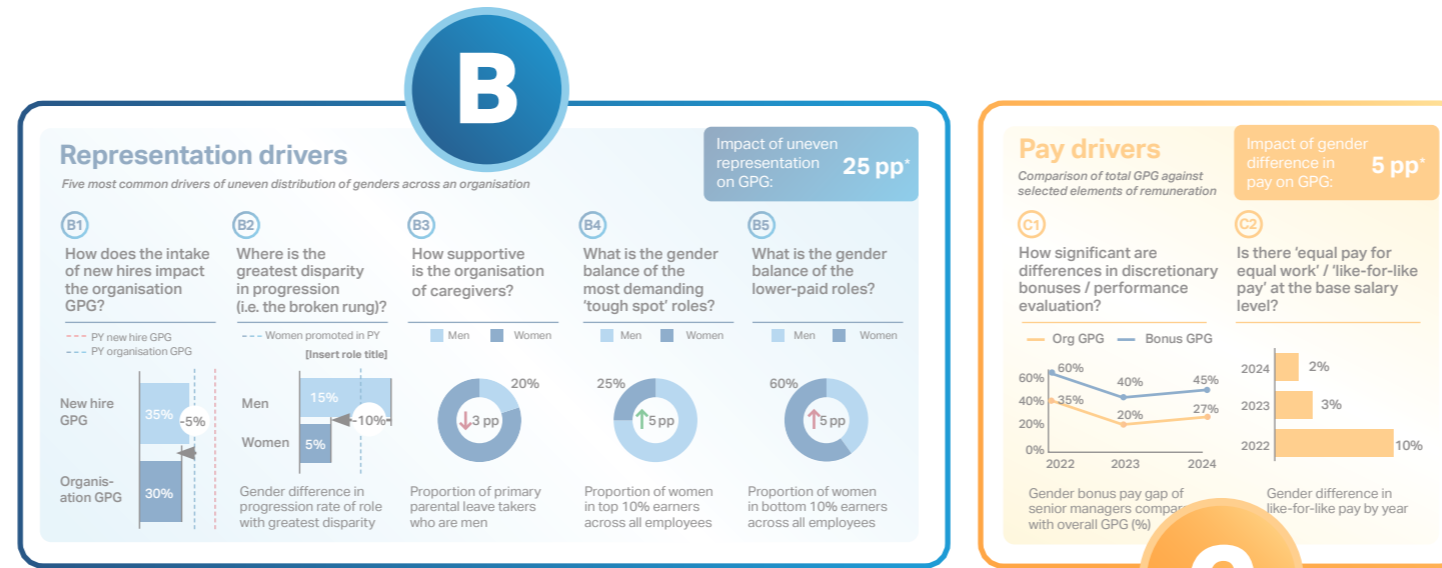
A GPG in context

Organisation-level gender pay gap, compared with industry and national figures, as well as change over time compared with industry



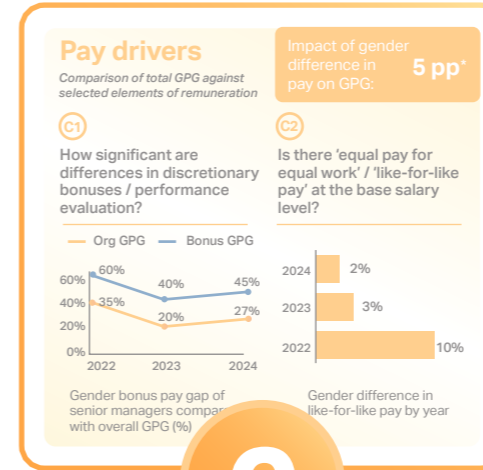
B Representation in critical areas

Key gender representation metrics for new hires, progression rates with the greatest degree of disparity, uptake of substantial parental leave, and the gender balance of the bottom and top 10% of earners in the organisation



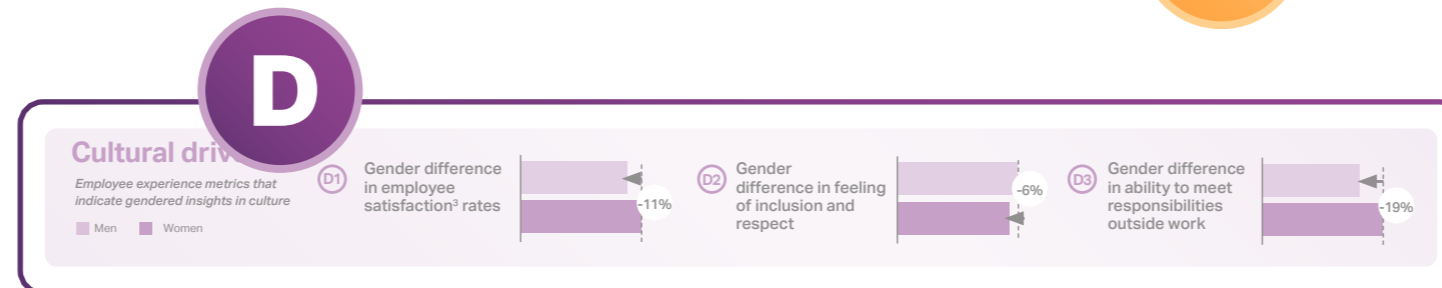
C Pay drivers

Key remuneration metrics including differences in bonus and discretionary gender pay gaps, and like-for-like pay



D Cultural factors

Cultural drivers measuring gender differences in employee experience in the organisation and the ability to manage commitments outside work



B1 B2 B3 B4 B5 C1 C2 D1 D2 D3

Using a hypothesis-based approach, we've developed a targeted set of 10 metrics to reveal the most likely drivers of a gender pay gap in organisations. These clear, data-driven metrics help quickly pinpoint the biggest contributing factors and identify specific opportunities for action.

The following section outlines each metric's hypothesis, rationale and calculation, along with guidance on interpreting results, exploring potential root causes, and accessing further support to address each driver.

The dashboard presents a baseline reporting metric, with the understanding that depending on where an organisation is at on its gender equality journey, there may be value in adding further granularity or expanding the scope of analysis.

The metric is often a starting point for identifying key areas that require deeper analysis to uncover root causes. For each measure, we've included tips on how to adapt the dashboard to suit your organisation.

A

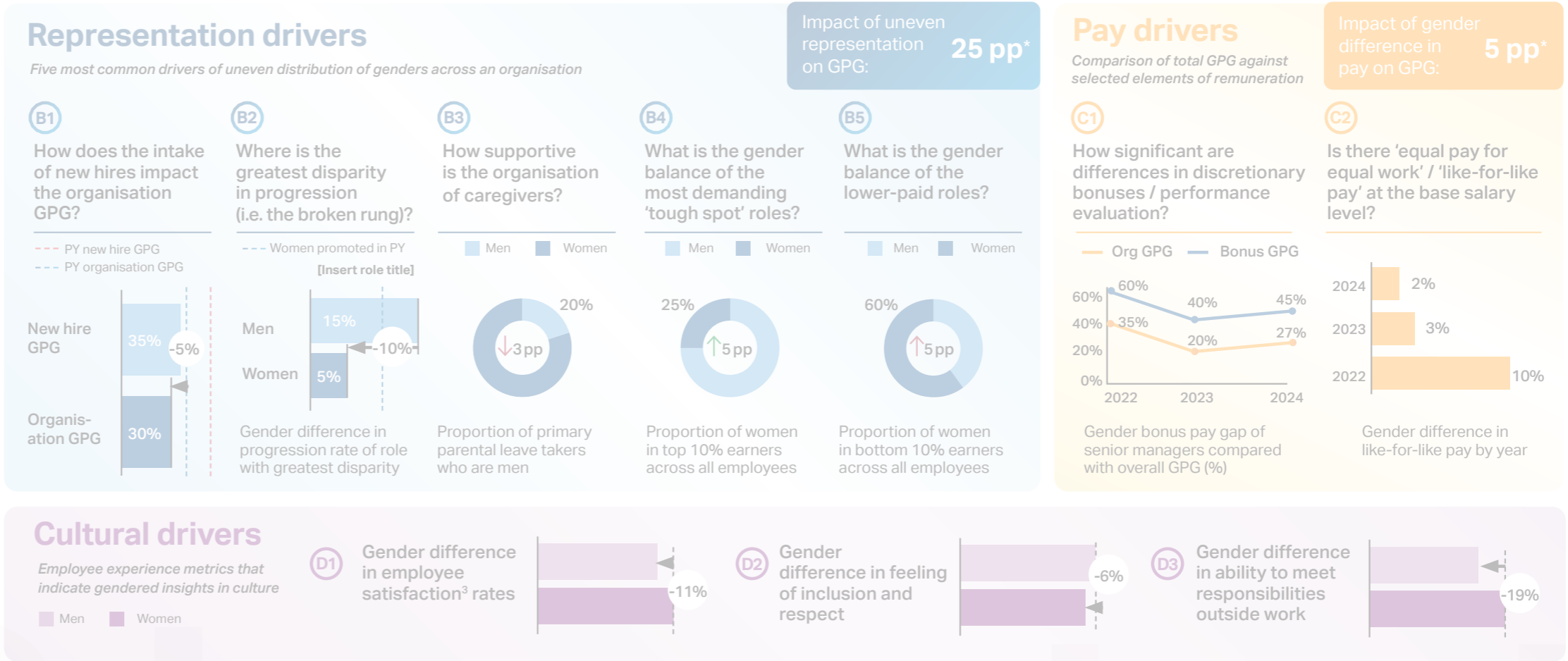
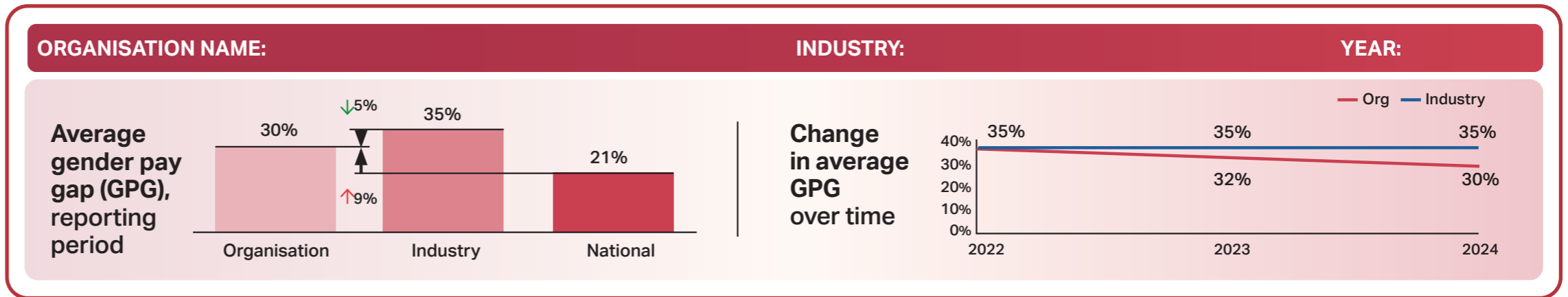
Gender pay gaps in context

When examining a gender pay gap, there are two ways to put it in context.

First, it's necessary to recognise that gender pay gaps cannot be solved by individual organisations working alone. The metric needs to be put into context by comparing an organisation's metric with those of its industry and the wider national metrics. Doing so helps with understanding the extent to which an organisation is influenced by internal and/or external factors.

Second, it is important to measure how an organisation's gender pay gap compares with the industry gap over the past three years, recognising that collective, sustained efforts are needed to close the gap.

You may want to provide more context by showing change in GPG over a longer time period or adding the overall workforce gender balance to the top of the dashboard.



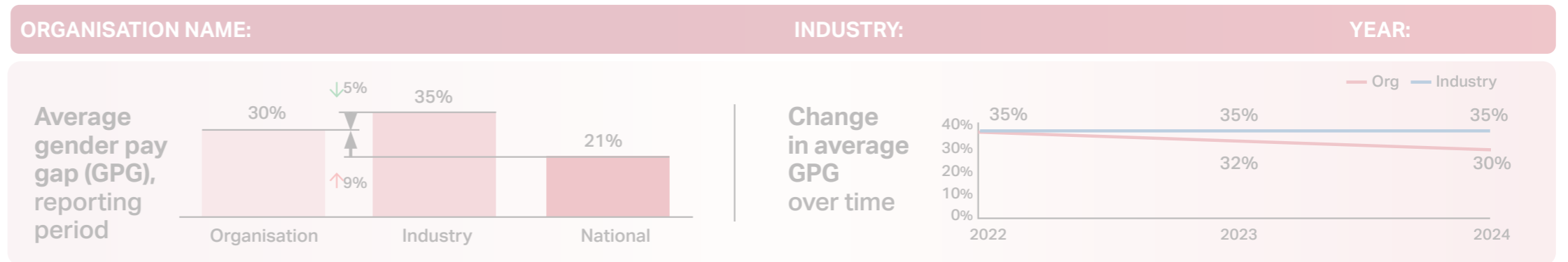
Identifying the key drivers of the gender pay gap

The dashboard is structured to ensure any analysis of the gender pay gap considers two fundamental components of the metric:

- uneven representation of men and women across the organisation (in job families and seniority) covered in **Part B** of the dashboard
- gender differences in total remuneration including discretionary and non-discretionary pay covered in **Part C** of the dashboard.

The analysis applies the assumption of 'all things being equal or constant' when breaking down the metric into these two drivers. It then quantifies the relative impact of the uneven representation of men and women across the organisation on the overall gender pay gap.

This calculation will help organisations prioritise action by highlighting the key areas to focus on, using the underlying hypothesis-driven metrics as a starting point for tracking progress and identifying where further analysis may be required.



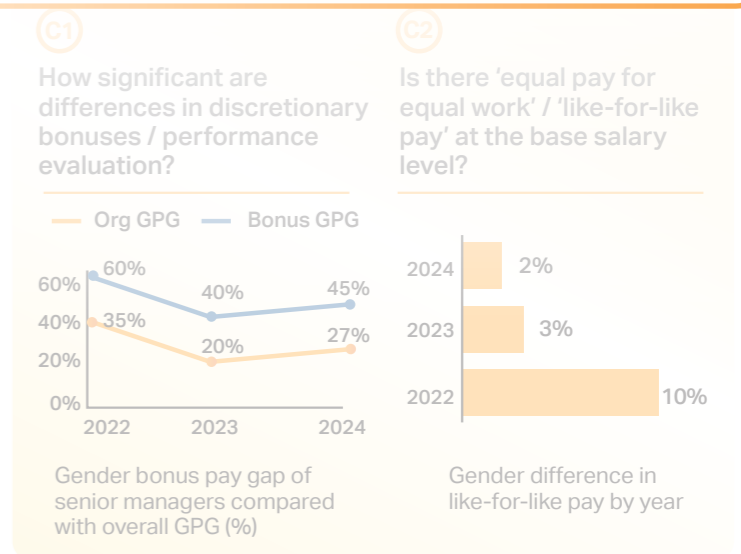
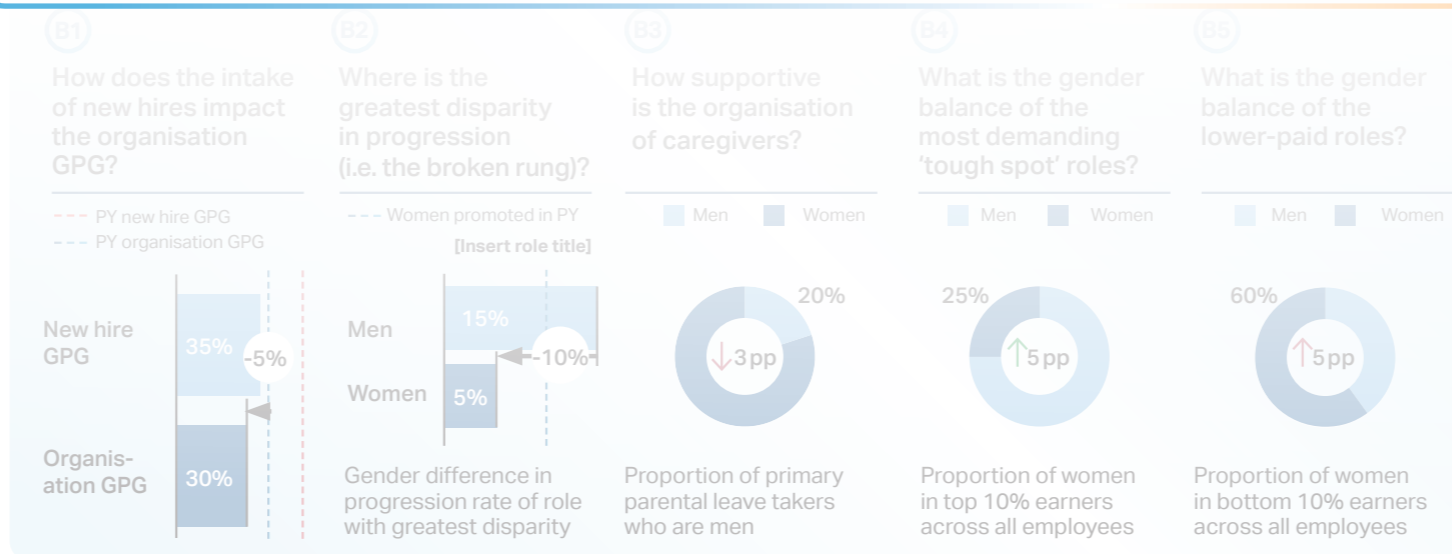
Representation drivers

Five most common drivers of uneven distribution of genders across an organisation

Impact of uneven representation on GPG: **25 pp***

Pay drivers
Comparison of total GPG against selected elements of remuneration

Impact of gender difference in pay on GPG: **5 pp***



Cultural drivers

Employee experience metrics that indicate gendered insights in culture



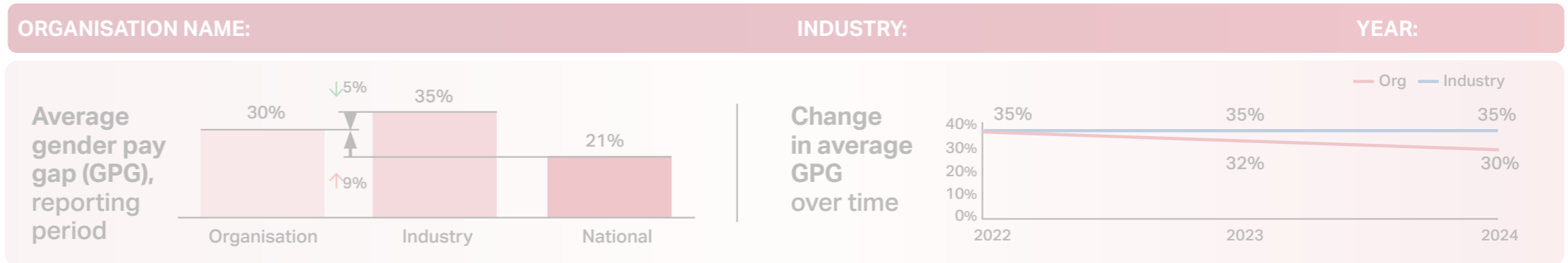
Key driver of GPG

B

Representation drivers

Representation metrics focus on the five most common drivers of uneven distribution of genders across an organisation relating to:

- ➔ gender representation of new hires
- ➔ disparity in progression
- ➔ support for caregivers
- ➔ gender balance of 'tough spots'
- ➔ gender balance of lower-paid roles.



Representation drivers

Five most common drivers of uneven distribution of genders across an organisation

Impact of uneven representation on GPG: **25 pp***

B1 How does the intake of new hires impact the organisation GPG?

New hire GPG: 35%
Organisation GPG: 30%
Change: -5%

B2 Where is the greatest disparity in progression (i.e. the broken rung)?

Men: 15%
Women: 5%
Difference: -10%

[Insert role title]

Gender difference in progression rate of role with greatest disparity

B3 How supportive is the organisation of caregivers?

20% Men

Proportion of primary parental leave takers who are men

B4 What is the gender balance of the most demanding 'tough spot' roles?

25% Women

Proportion of women in top 10% earners across all employees

B5 What is the gender balance of the lower-paid roles?

60% Women

Proportion of women in bottom 10% earners across all employees

Pay drivers

Comparison of total GPG against selected elements of remuneration

Impact of gender difference in pay on GPG: **5 pp***

C1 How significant are differences in discretionary bonuses / performance evaluation?

Year	Org GPG (%)	Bonus GPG (%)
2022	35%	60%
2023	20%	40%
2024	27%	45%

Gender bonus pay gap of senior managers compared with overall GPG (%)

C2 Is there 'equal pay for equal work' / 'like-for-like pay' at the base salary level?

Year	Gender difference (%)
2024	2%
2023	3%
2022	10%

Gender difference in like-for-like pay by year

Cultural drivers

Employee experience metrics that indicate gendered insights in culture

D1 Gender difference in employee satisfaction³ rates

-11%

D2 Gender difference in feeling of inclusion and respect

-6%

D3 Gender difference in ability to meet responsibilities outside work

-19%

Representation

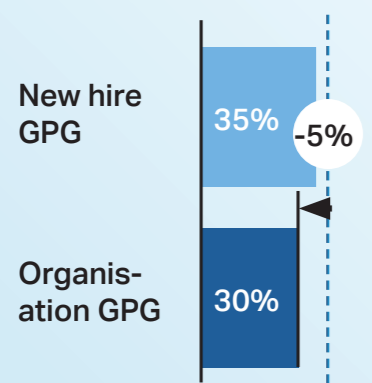
Representation

Impact of new hires

B1

How does the intake of new hires impact the organisation GPG?

--- PY new hire GPG
--- PY organisation GPG



B1

How does the intake of new hires impact the organisation gender pay gap?

Hypothesis

Gender inequality in recruiting pools (e.g. specific university courses or a small set of senior executives across the industry) is a persistent challenge in many industries, underpinning gender pay gaps

Metric

Gender pay gap for all new hires (compared with an organisation's overall GPG)

Formula

Gender pay gap of new hires = (average pay of male new hires) – (average pay of female new hires) / (average pay of new male hires)

Interpretation

A new hire GPG greater than the overall GPG indicates a greater gender disparity among new hires than the current workforce, which would have persistent negative impacts on the gender pay gap

Potential root causes

- Gender imbalance of hiring/talent pool
- Recruitment process – e.g. selection criteria to progress through stages

Alternative measures depending on maturity

- For more granular analysis, break down new hires to the level of occupation, job role or specific teams in your organisation
- Further analysis includes examining the gender breakdown across the stages of recruitment, from receiving applications, conducting interviews and determining entry point salaries

Resources for further guidance

- *In the eye of the beholder: Avoiding the merit trap*
- *40:40:20 for gender balance*
- *7 Switches for Inclusive Gender Equality by Design*



If new hires are not paid bonuses, focus the comparison on base pay gaps.



Consider separating data for new hires due to recent acquisitions from data for standard new hires.



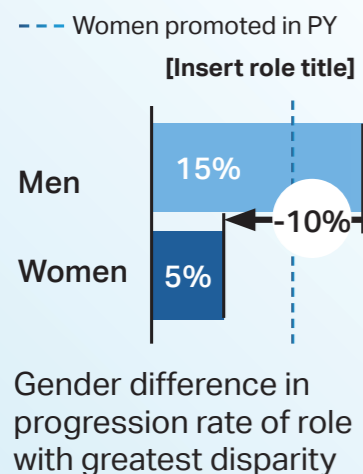
If you have selected WGEAs Target relating to reducing the gender pay gap for managers and non-managers, you may want to split examination of the new hires between managers and non-managers to identify whether there is disparity at the entry point to your organisation – Gender Equality Indicator (GEI) 3 (equal remuneration between women and men).

Representation

The broken rung

B2

Where is the greatest disparity in progression (i.e. the broken rung)?



B2

Where is the greatest disparity in progression (i.e. the broken rung)?

Hypothesis

The gender disparity in progression to senior roles begins in the intermediary manager levels

Metric

Gender difference in the progression rate with the greatest disparity (based on internal job family / role classification)

Formula

- Gender disparity in progression rate into a role = (men's rate of progression into a role) – (women's rate of progression into a role)
- Women's rate of progression into role 'X' = (number of women promoted into role 'X') / (total number of eligible employees)
- Men's rate of progression into role 'X' = (number of men promoted into role 'X') / (Total number of eligible employees)

Interpretation

A positive figure indicates men are progressing at a faster rate than women at a key point in the talent pipeline, meaning gender inequality is also likely to persist at higher levels, even if there is a strong focus on promotion equality at those levels

Potential root causes

- Performance evaluation decision-making criteria and process
- Gender bias among decision makers
- Employee experience in pre-promotion role
- Spread of development opportunities and sponsorship/mentorship

Alternative measures depending on maturity

For large, complex organisation structures one way to identify the broken rung can be identified by breaking down remuneration across the organisation into deciles and comparing the distribution of men and women across the 10 groups

Resources for further guidance

- *In the eye of the beholder: Avoiding the merit trap*
- *40:40:20 for gender balance*
- *Sponsorship Track*



Be careful to separate true promotions from internal mobility or new hires who progressed quickly due to experience.



Adjust the measure to fit the size or complexity of your organisation. This may require examining progression at your organisation before examining further data cuts within specific business units, role classifications or job levels.



If your organisation is small, it may help to compare promotions of women and men across the organisation. Alternatively, you could focus on the entry level to first manager level roles, as set out in the WGEA classification linked to its target-setting option of increasing representation of promotions to manager under GEI 1 (gender representation in the workforce).

What is a broken rung?

The broken rung is a phenomenon where fewer women than men advance at the pivotal first opportunity for promotion to manager, leading women to fall behind early in their careers.

'Promotion' refers to any internal movement into a higher-level role within an organisation. This typically involves a step up in responsibility, seniority or pay, regardless of whether the new role is within the same function, team or business unit.

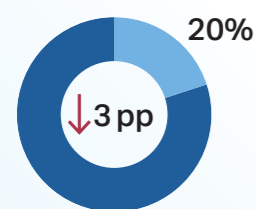
Representation

Caregivers

B3

How supportive is the organisation of caregivers?

Men Women



Proportion of primary parental leave takers who are men

B3 How supportive is the organisation of caregivers?

Hypothesis

Failure to support caregivers can result in women (who typically take on caring responsibilities) earning less and progressing more slowly than men

Metric

Proportion of primary parental leave takers who are men

Formula

Proportion of male parental leave takers (%) = (number of men who took parental leave) / (total number of parental leave takers)

Interpretation

- Measuring the uptake of parental leave by men is a proxy for the degree to which people with caring responsibilities believe they can succeed in an organisation
- When fewer men than women take significant leave (or are not offered it), it suggests the most prominent roles are not seen to be compatible with responsibility outside work, and hence can drive persistent gender pay gaps

Potential root causes

- Absence of gender neutral parental leave policy that does not distinguish between primary and secondary carers
- Workplace culture and leadership attitudes towards taking parental leave
- Structural inflexibility of roles
- Lack of support for 'ramp on/off' transitions
- Societal attitudes and norms on caregiving responsibilities

Alternative measures depending on maturity

If the proportion of men and women reflects the overall gender balance of your organisation, more granular measures you can use include comparing the uptake of leave among men and women who have children or comparing the uptake of unpaid parental leave

Resources for further guidance

- *Accelerating change on flexible ways of working*

A range of metrics can be used to build a picture of how support for caregivers plays out in practice. It is important to ensure tracking is equally focused on support for men as caregivers.

If your organisation does not distinguish between primary and secondary caregivers, measure the uptake of the full parental leave entitlement. Encouraging all genders (particularly men) to take the full length of organisation funded and government provided parental leave entitlements available is a critical step in sharing care between all genders and closing the gender pay gap.

Introducing or improving employer-funded parental leave are actions linked to WGEA's GEI 4 (flexible working arrangements).

If you have selected "Increasing the uptake of primary parental leave by the under-represented gender" as one of the WGEA targets for GEI 4, you may want to change the view of this measure to a bar chart over time rather than over one year.

Balancing care and work

Across all workplaces, caring responsibilities continue to have a significant and gendered impact on career progression, participation, and pay. While many employees balance work and care, women remain more likely to take on the greater share of unpaid caring, particularly for children, older people and those with disability or illness. This shapes the choices people make, the opportunities and pay they can access, and the support they need to thrive at work.

Understanding how well an organisation supports caregivers helps surface systemic barriers that may otherwise go unseen. It can highlight gaps in flexibility, progression, culture, or design that may penalise those with caring responsibilities.

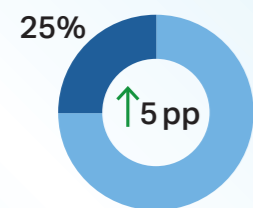
Representation

Tough spots – highest paid roles

B4

What is the gender balance of the most demanding 'tough spot' roles?

Men Women



Proportion of women in top 10% earners across all employees

B4

What is the gender balance of the most demanding 'tough spot' roles?

Hypothesis

Having fewer women in tough spot roles (roles that are much more likely to lead to higher-paying future roles) can lead to a gender pay disparity that widens the gender pay gap across an organisation

Metric

Proportion of women in the top 10% of earners in the organisation

Formula

Proportion of women in top 10% of earners = (number of women in top 10% of earners) / (number of top 10% of earners)

Interpretation

- Measuring the top 10% of earners aims to capture both the most senior roles and the highest paid job families that are perceived as being of the highest value to an organisation
- A figure below 50% indicates that these are the roles where gender equality challenges persist, even if overall representation is contributing equally to gender pay gaps

Potential root causes

- Workforce design choices and the requirements of demanding job families or roles
- Employee experience in tough spot roles
- Societal attitudes to industry/job families
- Hiring/talent pool for the highest paid job families
- Historically driven pay differences across job families, despite similar skill levels

Resources for further guidance

- *Sponsorship Track*
- *In the eye of the beholder: Avoiding the merit trap*
- *40:40:20 for gender balance*

What is a tough spot?

Across organisations, irrespective of industry or size, there are some common themes and areas where gender imbalance is persistent and underpinned by interconnected workplace and societal dynamics that are difficult to shift.

Often these roles feature common characteristics such as being:

- high-profile, high-paid, critical commercial roles
- roles that are pivotal to the core purpose of organisation
- in high-value, high-impact sectors and being roles of the future; e.g. in tech, mining, construction and care
- roles on the pathway to senior leadership or CEO positions
- so-called 'greedy jobs' that require more time, and provide less flexibility and less control over working hours.



If the tough spots are apparent in your organisation, focus this metric on the proportion of women in the most demanding or critical roles (as defined by your organisation) by job family and seniority.



If this is the first time you are interrogating a metric like this, you may need to manually calculate the top 10% threshold.

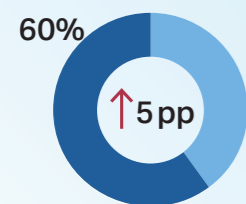
Representation

Tough spots – lower-paid roles

B5

What is the gender balance of the lower-paid roles?

Men Women



Proportion of women in bottom 10% earners across all employees

B5 What is the gender balance of lower-paid roles?

Hypothesis

Having more women in lower-paid roles (often traditionally feminised roles) can lead to a gender pay disparity that widens the gender pay gap across an organisation

Metric

Proportion of women in the bottom 10% of earners in the organisation

Formula

Proportion of women in the bottom 10% of earners = (number of women in bottom 10% of earners) / (number in bottom 10% of earners)

Interpretation

- Measuring the bottom 10% of earners aims to capture the lowest paid jobs and to reflect on whether they are considered of 'lower value' due to historic gender norms
- A figure above 50% indicates gender distribution in lower-paid roles requires further examination

Potential root causes

- Gender imbalance of hiring/resource pool
- Gender bias in recruitment
- Societal attitudes to industry/job families
- Employee experience in tough spot roles
- Historically driven pay differences across job families despite similar skill levels

Resources for further guidance

- *In the eye of the beholder: Avoiding the merit trap*
- *40:40:20 for gender balance*



If tough spots are apparent in your organisation, focus this metric on the proportion of women in the lower-paid job families (as defined by your organisation), by job family and seniority.

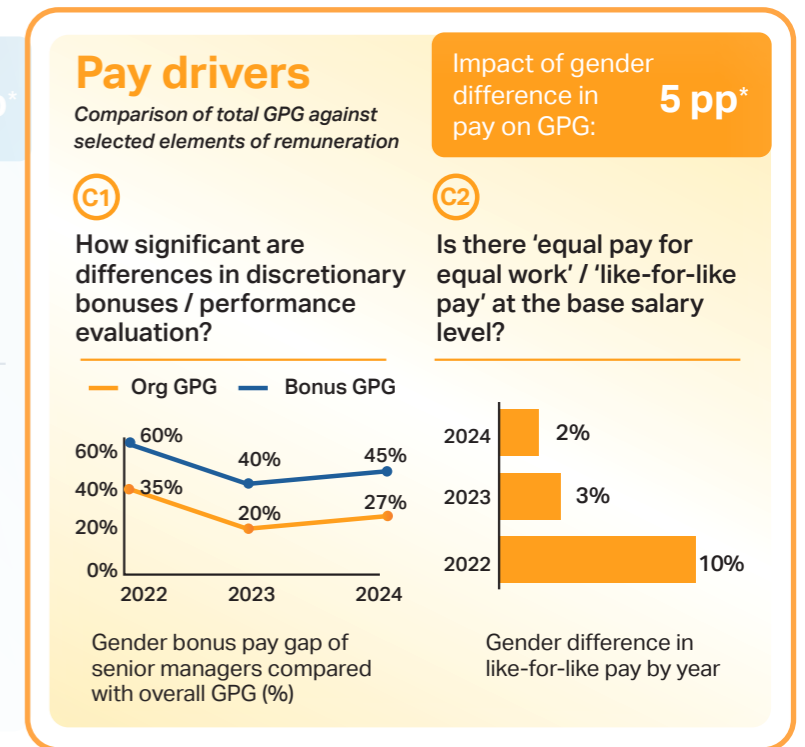
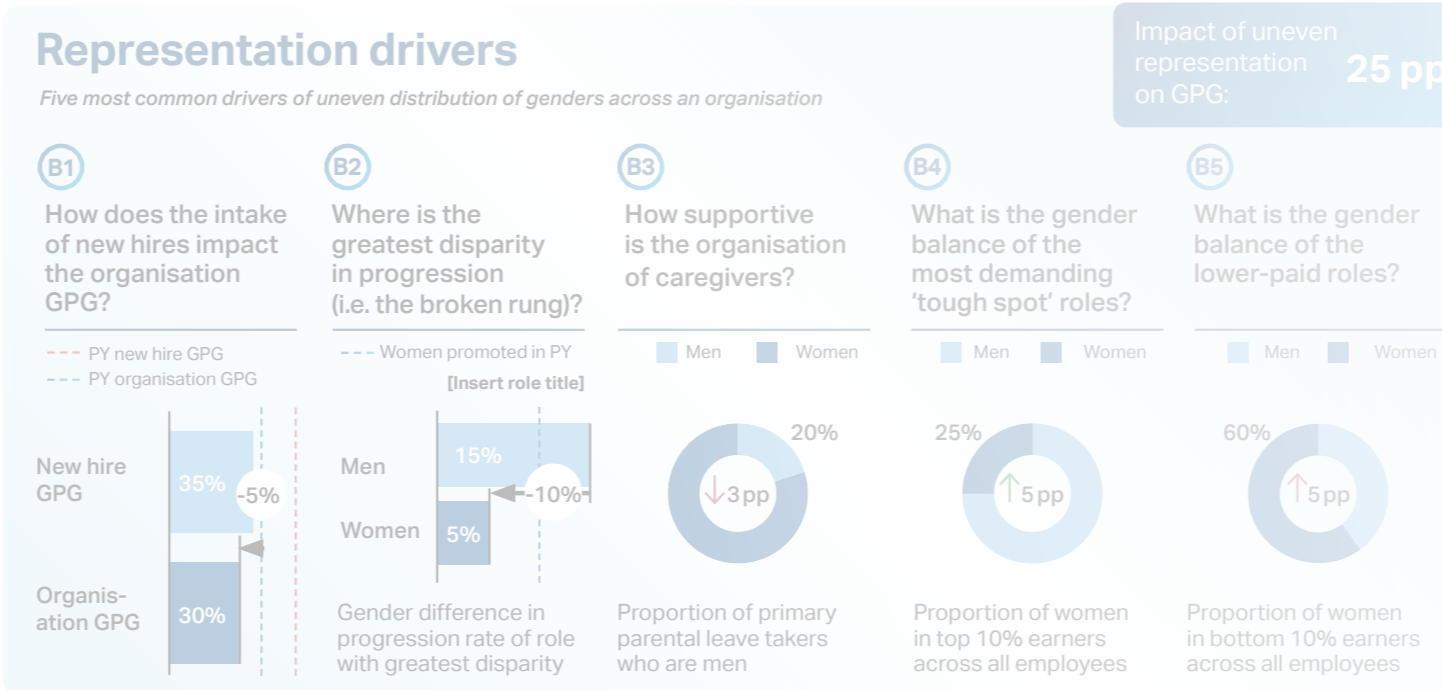
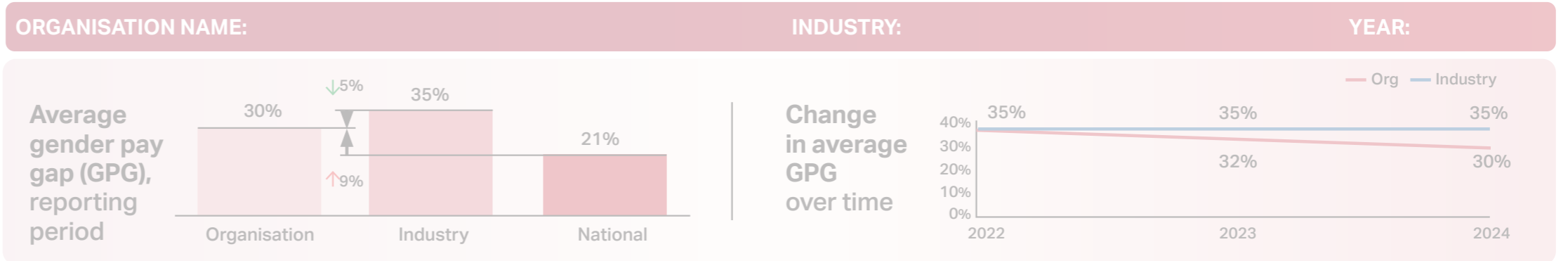


Consulting employees on gender issues, such as through experience surveys, are one of the options provided on WGEA's targets menu for GEI 5 (consultation with employees on issues concerning gender equality).



Pay drivers

Key remuneration metrics compare the total gender pay gap against selected elements of remuneration, including differences in bonus and discretionary gender pay gaps, and like-for-like pay.

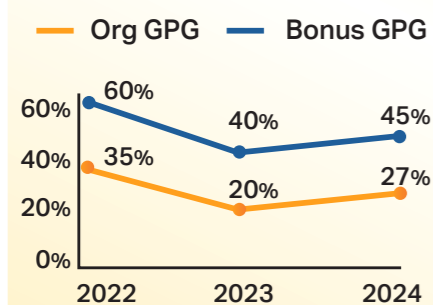


Pay drivers

Discretionary pay

C1

How significant are differences in discretionary bonuses / performance evaluation?



Gender bonus pay gap of senior managers compared with overall GPG (%)

C1

How significant are differences in discretionary bonuses / performance evaluation?

Hypothesis

Gender bias in performance evaluations can result in a 'male bonus premium' that undervalues women's work, results in lower performance ratings, and creates gender disparity in bonuses

Metric

Gender pay gap in discretionary bonuses for general managers

Formula

Gender pay gap of discretionary bonuses = $(\text{average male discretionary bonus} - \text{average female discretionary bonus}) / (\text{average male discretionary bonus})$

Interpretation

By looking at the gender pay gap of discretionary bonuses within a single level (i.e. a like-for-like level), this metric highlights the degree to which discretionary pay components and performance evaluations (rather than representation) drive the gender pay gap

Potential root causes

- Performance evaluation process and criteria
- Decision makers' unconscious bias in relation to pay
- Availability of training and 'stretch opportunities'
- Employee experience of women

Alternative measures depending on maturity

For a more comprehensive analysis, assess the gender pay gap at each level within the organisation, rather than focusing on senior levels, before pinpointing areas that need focus

Resources for further guidance

- *In the eye of the beholder: Avoiding the merit trap*
- *40:40:20 for gender balance*



Bonuses may not be a significant part of your organisation's remuneration structure. If they are not, it may help to first break down and then compare the components of pay for men and women to identify where the discrepancy lies and track the gender pay gap of that component of pay. Other common components of pay where gender differences may arise include overtime, market loadings, sign-on bonuses, referrals and performance or contractual incentives.



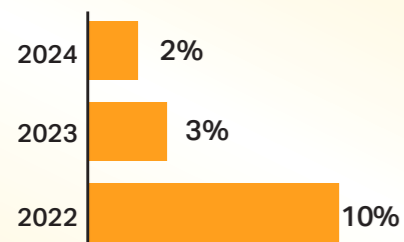
If it is more relevant, you may want to focus on discretionary bonuses at a different level of your organisation, such as the senior manager level.

Pay drivers

Like-for-like pay

C2

Is there 'equal pay for equal work' / 'like-for-like pay' at the base salary level?



Gender difference in like-for-like pay by year

C2

Is there 'equal pay for equal work' / 'like for like pay' at the base salary level?

Hypothesis

Confusion remains about the differences between gender pay gaps and like-for-like pay (legally required to be 0%)

Metric

Difference in base salary for men versus women (for comparable roles)

Formula

- The sum of the gender differences in average base pay of each role group
- The gender difference in the average base pay gap by role groups = (average base pay of men in comparable role group) – (average base pay of women in comparable role group) / (average base pay of men in comparable role group)

Interpretation

While achieving precisely 0% is unlikely given the challenges of equating roles over time and geographies, any consistently positive level indicates persistent challenges achieving like-for-like pay equality

Potential root causes

- Lack of real-time data at hiring, requiring corrective measures after the fact
- Incorrect categorisation of 'equal roles' – e.g. differences in operational versus functional roles (even if both are managerial)
- Currency conversion (even for the same role)

Resources for further guidance

- *Closing the like-for-like gender pay gap*



Use existing like-for-like analysis if your organisation already carries out audits. Otherwise, focus on identifying grouping roles within the same job family by seniority, in accordance with WGEA guidance.



'Comparable role groups' are roles within the same job family requiring substantially similar skills, effort and responsibility that are performed under similar working conditions.

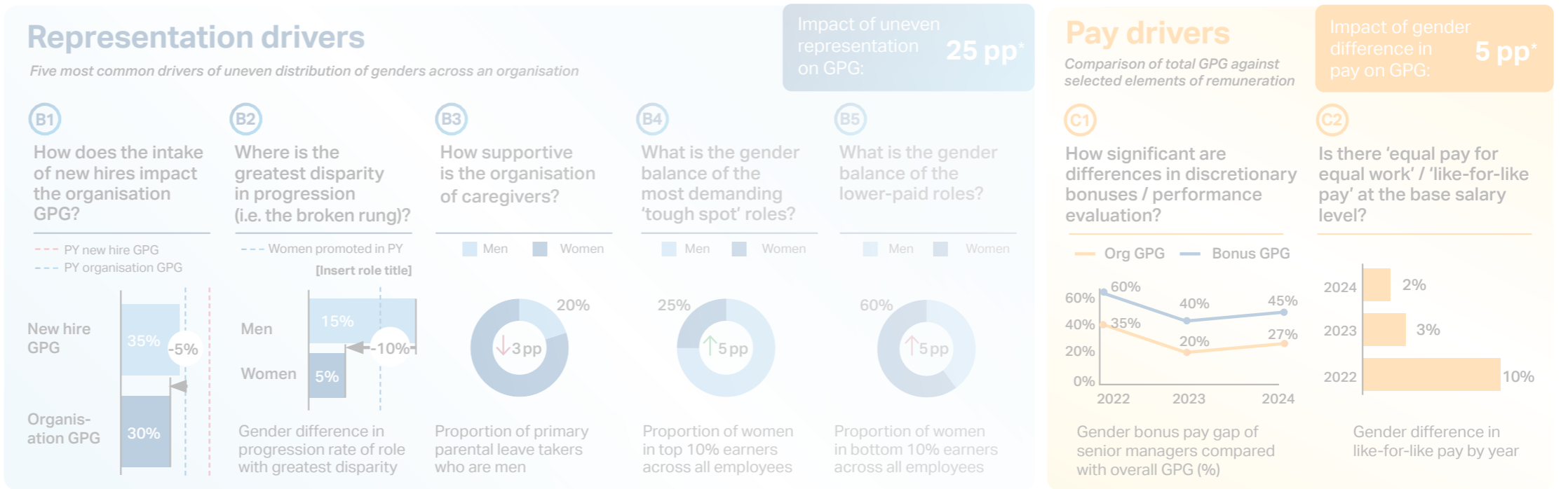
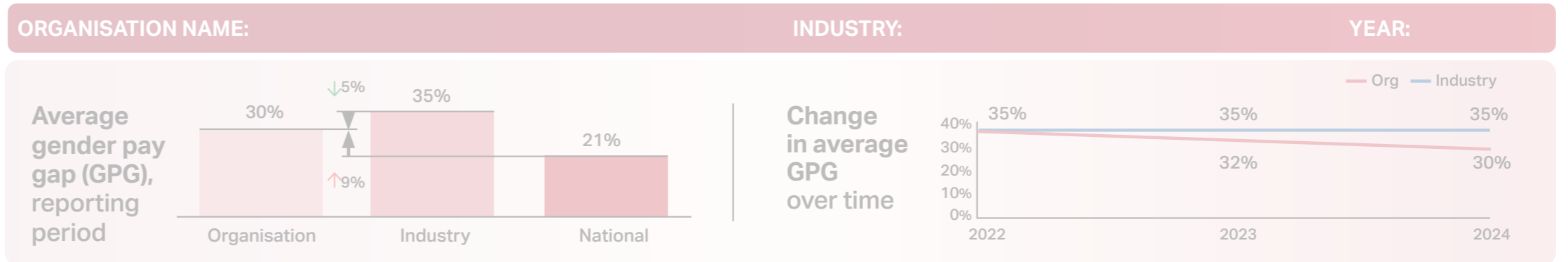
D

Cultural drivers

While representation and pay gaps offer powerful indicators of progress, they don't always tell the full story of women's lived experience at work.

Culture and everyday experiences, such as how included, supported and respected people feel, can significantly shape whether gender equality efforts succeed or stall.

Unlike other areas, there is no single 'silver bullet' metric to capture culture. These dynamics are deeply human, often subjective, and shaped by formal systems and informal norms. That's why these metrics are offered as a starting point. They are useful proxies because they are commonly tracked and potentially easier to access across organisation.



Cultural drivers

Employee satisfaction

D1
Gender difference in employee satisfaction rates
-11%

D2
Gender difference in feeling of inclusion and respect
-6%

D1 D2 Gender difference in employee satisfaction rates

Hypothesis	Women are more likely to stay and progress at an organisation where they are happier, feel safer and have a sense of belonging
Metric	Gender difference in: <ul style="list-style-type: none">• employee satisfaction• feelings of inclusion
Formula	The approach to calculating the gender difference in culture metrics may vary, depending on the type of survey question. For example: <ul style="list-style-type: none">• If responses are binary, compare the proportion of positive responses; i.e. (gender difference in employee responses) = (proportion of men who answered 'yes') – (proportion of women who answered 'yes')• If responses are on a sliding scale, compare the average; i.e. (gender difference in employee responses) = (average male response) – (average female response)
Interpretation	A positive figure indicates women do not feel as included, engaged or respected in their jobs, suggesting that employees are coming across gender inequality in their day-to-day work experiences
Potential root causes	<ul style="list-style-type: none">• Workplace culture and leadership attitudes• Everyday care, respect and inclusion policies (relating to physical, psychological and cultural safety and wellbeing)• Visible role modelling
Resources for further guidance	<ul style="list-style-type: none">• <i>FOCUSED on Everyday Respect</i>• <i>Power to create inclusive gender equality in the workplace</i>

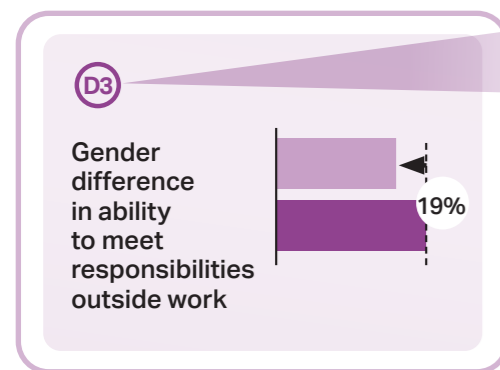
For each of the cultural driver metrics, identify the nearest question (or questions) asked in existing employee surveys that most closely capture satisfaction, inclusion and respect and ability to meet outside obligations. For example, you may already ask::

- "I feel like I belong to [organisation name]"
- "I feel included"
- "I feel like I have opportunities to progress my career"
- "I have strong wellbeing"
- "I can call out inappropriate actions".

Given the importance of managers to the employee experience, an alternative measure for examining culture is to understand whether direct managers support gender equality.

Cultural drivers

Flexibility



D3 Gender difference in ability to meet responsibilities outside work

Hypothesis

A lack of time flexibility in middle to senior level positions is a barrier to women (who typically take on more caring responsibilities than men) accessing senior, higher-paid roles, resulting in a gender imbalance that entrenches the gender pay gap

Metric

Gender difference in ability to meet obligations outside work

Formula

The approach to calculating the gender difference in culture metrics may vary depending on the type of survey question. For example:

- If responses are binary, compare the proportion of positive responses; i.e. (gender difference in employee responses) = (proportion of men who answered 'yes') – (proportion of women who answered 'yes')
- If responses are on a sliding scale, compare the average; i.e. (gender difference in employee responses) = (average male response) – (average female response)

Interpretation

- Measuring the employee experience of flexibility aims to capture the differing needs and corresponding types of flexibility required to meet individual obligations outside work
- The greater the disparity in experiences between men and women, the higher the number of likely barriers to creating gender equality in an organisation

Potential root causes

- Availability of formal and informal flexibility (e.g. part-time programs, flexible hours, job share) at each level
- Workplace culture and leadership attitudes towards uptake of flexibility

Alternative measures depending on maturity

- For a more detailed analysis, assess the gender difference in responses by role, seniority or function to pinpoint areas that need focus

Resources for further guidance

- *Shifting expectations: flexibility for frontline, shift and site-based roles*



For each of the cultural driver metrics, identify the nearest question (or questions) asked in existing employee surveys that most closely capture satisfaction, inclusion and respect, and ability to meet outside obligations. For example you may already ask:

- ➔ "I feel equipped to manage both personal and work-life demands"
- ➔ "I feel genuinely supported if I choose to use flexible work arrangements".

How to use the Organisational Gender Equality Dashboard

The dashboard is a tool that organisations can use to understand progress towards gender equality and the root causes of gender pay gaps, facilitating executive-level discussions and highly targeted actions.

Adapting to your organisation

We recognise that each organisation is at a different stage of its gender equality strategy, and organisations will benefit from different levels of analysis. The dashboard is designed to be flexible and according to organisational readiness. It establishes a set of baseline reporting metrics that provide a springboard for more established or advanced reporting.

The analysis can be deepened by adding more granularity (e.g. more comprehensive reporting) or more breadth (e.g. an intersectional lens) to encourage data-driven action. For each metric, examples of potential alternative metrics have been highlighted.



Your organisation can spend 1–4 weeks completing the dashboard and plan to review it yearly.



Dashboard metrics can be added to your organisation's existing reporting.

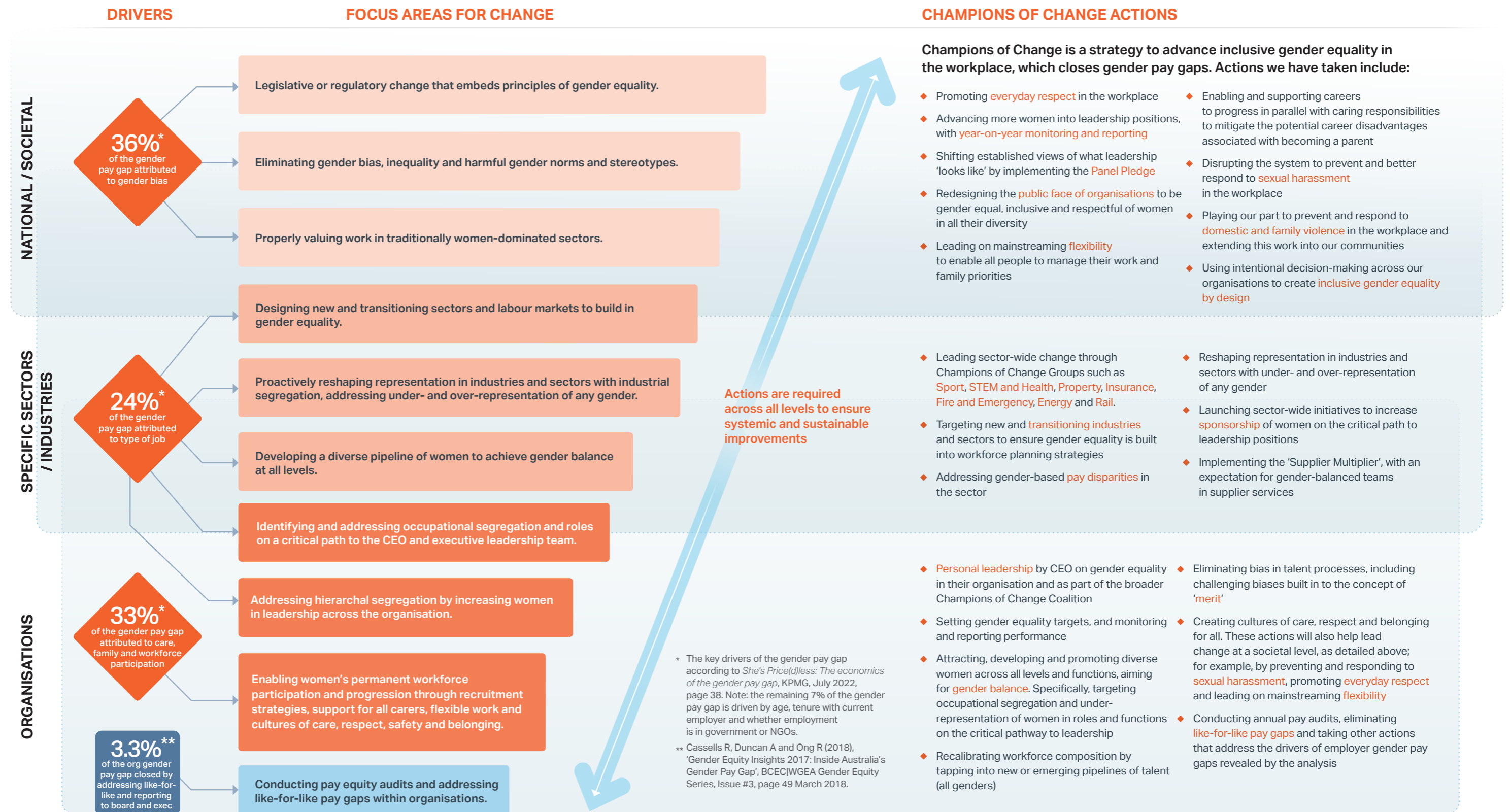


Most (+70%) of pilot organisations found the dashboard moderately to very useful in understanding the root causes of their gender pay gap and most (+80%) gleaned new insights from completing the dashboard.

How to use

Leading action

The drivers of employer gender pay gaps require action at organisation, sector and national levels



Gender equality action planning

Closing gender pay gaps requires action at organisation, sector and national levels

Once the drivers of gender inequality and the gender pay gap are identified, a clear action plan is essential to accelerate progress.

The dashboard metrics capture both internal organisational factors and broader structural issues at the industry and societal levels, many of which are beyond the control of any single organisation (e.g. the gender balance in graduate pipelines). Therefore, achieving gender equality and closing the gender pay gap will often require sustained action at organisation, industry and national levels. Action plans should focus on initiatives that target all three levels while also considering short-, medium- and long-term impact across one-, two- and five-year horizons.

The dashboard will provide insights that can inform the development of a highly targeted gender equality action plan, and a structured and evidence-based way of communicating information about your organisation's progress on gender equality and closing the gender pay gap. It can also be used to guide the development of your organisation's public Employer Statement, which is published alongside your gender pay gap data. [WGEA guidance on creating effective Employer Statements](#) and their workplace gender equality [action planning playbook](#) can be found on their website. Additional information can also be found in the [Closing gender pay gaps and communicating GPG](#) resources.

ORGANISATION NAME:	INDUSTRY:	YEAR:
<p>INTERNAL ACTIONS What initiatives will reduce the gender pay gap and improve gender equality at the organisation level?</p> <p>2025</p> <p>Representation</p> <ul style="list-style-type: none"> EXAMPLE: Pilot unconscious bias training across HR and interviewers <p>Pay</p> <p>Culture</p>	<p>INDUSTRY/SECTOR-LEVEL ACTIONS What initiatives will we take to help drive action at the industry level?</p> <p>Representation</p> <ul style="list-style-type: none"> EXAMPLE: Develop plan for increasing women's representation in male-dominated teams <p>Pay</p> <p>Culture</p>	<p>NATIONAL LEVEL ACTIONS What initiatives will we take to help drive action at the national level?</p> <p>Representation</p> <ul style="list-style-type: none"> EXAMPLE: Convene national forum to shape discussion on gender equality <p>Pay</p> <p>Culture</p>
<p>2026</p> <p>Representation</p> <p>Pay</p> <p>Culture</p>	<p>Representation</p> <p>Pay</p> <p>Culture</p>	<p>Representation</p> <p>Pay</p> <p>Culture</p>
<p>2030</p> <p>Representation</p> <p>Pay</p> <p>Culture</p>	<p>Representation</p> <p>Pay</p> <p>Culture</p>	<p>Representation</p> <p>Pay</p> <p>Culture</p>



The benefit is having all the metrics on one page as it helps in creating a more comprehensive picture on what underpins gender pay gaps

– QBE Insurance



This helps us identify and act on key representation drivers of our gender pay gap particularly within our tough spots

– Telstra

Activation of stakeholders

Leaders can use insights from their dashboard to review their organisation's efforts to close the gender pay gap and build a more equitable workplace. Key questions to consider include the following:

Board

1. What is our target gender pay gap in the next three years?
2. What mechanisms are in place to ensure accountability towards achieving this target?
3. To what extent is our gender pay gap driven by representation versus remuneration factors?
4. Where are the tough spots driving the gender pay gap in our organisation?
5. Do these tough spots require concerted sector-wide action? If so, what actions are we committing to work on collectively with our sector peers to address the gaps?

CEO

1. How has our organisation's gender pay gap changed over the past three years?
2. How does our organisation's gender pay gap compare to industry and national gender pay gaps and what is driving the difference?
3. What are the key steps we're taking internally to address the disparity in remuneration or imbalanced representation in our organisation?
4. What are we doing to address the tough spots in our organisation or industry?

Organisational Gender Equality Dashboard