



## *Telling your story:* What is your data telling you about progress on gender equality in your organisation?

In your progress reporting under the Gender Equality Act (GEA), you are required to describe your progress in implementing your strategies and measures set out in your Gender Equality Action Plan (GEAP), and against each of the workplace gender equality indicators (see section 2.1 and 3 of the reporting template).

### Why your story of change matters?

Taking the time to reflect on progress gives you the opportunity to see the bigger picture. Using data to tell your organisation's story after two years of implementing your GEAP supports you to:

- ✓ Show the progress your organisation has made so far.
- ✓ See and celebrate areas of achievement and identify areas where focus is needed. Like any good story there will be ups and downs.
- ✓ Identify what is driving positive change and where the barriers are – what is working and what isn't, so you can adjust.
- ✓ Justify resourcing and prioritisation of your GEAP – by showing action across the organisation does create change.

### But how should you tell this story of change?

This series of tipsheets outlines an approach for using your data to tell your story of GEA progress. This will support you to think about what worked and what action is needed to accelerate change on gender equality for your organisation.



**There are a number of steps to help you use your data to tell your story of change:**

1. WHAT has changed & WHO has this change affected?
2. HOW have your strategies and measures supported change (tipsheet 2)?
3. WHERE have you resourced change? (tipsheet 3)
4. WHAT progress has your organisation made on the workplace gender equality indicators? (tipsheet 4)

**You can submit supporting documents, as part of the progress reporting process, to tell your story of change. For example, further detail on successful strategies and measures or barriers to progress.**

## *Setting the scene:* What has changed?



### Step 1: Your data

Telling your story begins with considering the data you will use to report on progress.

Once you have completed your progress audit you will have a range of data that you need to analyse and use in your progress reporting. For each workplace gender equality indicator, you will have data measures. You can find these data measures arranged by indicator on the [Commission's website](#).

The aim is to understand the change over time between:

- ✓ Your 2021 workforce dataset and your 2023 workforce dataset.
- ✓ Your 2021 employee experience data set and your 2023 employee experience data.

The Commission's progress audit reporting platform will generate several reports to support your analysis including a report for each workplace gender equality indicator. You can filter this report by intersectional attributes if this data is available for your organisation. There is also a benchmark report function which enables you to compare data across timeframes and between groups of employees.

You can also use other data sources to support your analysis such as data against success indicators in your GEAP (if you included these) and qualitative data collected during the 2021-23 period.

## Data Sources:

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### Employee experience data

This data will come from the People Matter Survey (PMS) results for your organisation in 2023 or your inhouse or third-party provider survey results. These results will form part of your progress audit.

You should also have employee experience data from 2021 which you can use as a comparator.

There are employee experience survey questions which are relevant for each indicator.

### Workforce data

In 2021, you were required to conduct a workplace gender audit to collect information about each of the workplace gender equality indicators.

In 2023, you will have collected updated information and submitted this data in your progress audit.

The progress audit reporting platform will generate reports for each workplace gender equality indicator as well as benchmark reports.

Data relating to intersectional gender inequality is optional, but you are encouraged to include it if you can.

### Tracking progress against your success indicators

If you have developed success indicators for your strategies, you can use any data you have collected to show progress against these indicators.

### Other data sources

This could include any relevant consultation with employees, leadership teams or advisory groups.

Any other internal data including reports, evaluations or reviews which may be relevant to the 2021-2023 period.

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**Using qualitative data sources, which are not required by the GEA, may seem like additional effort but these can provide context and evidence to assist with understanding changes in your quantitative data and how the changes are being lived on the ground. This can make your job of interpreting the data easier!**



## Step 2: WHAT are notable changes?

The next step in telling your story is to analyse what has changed across the 7 workplace gender equality indicators from 2021 to 2023. The Commission recommends you consider any notable changes and whether these changes show progress on gender equality in your organisation. But what does this mean?

### Notable changes can be:

**Changes in quantity or composition but also changes in attitudes and behaviour.**

For example, data may show an increase in employees with flexible working arrangements, but employee experience data may show a decrease in employees feeling their manager supports working flexibly. Considering these changes together gives you the whole story!

**A small change.**

A small positive change in data can mean a lot if it is an area where progress has been difficult. It is also important to remember the GEAP has only had 2 years to make progress – this is a very short time given the long-term changes required for gender equality.

**Both positive and negative change.**

Also identify setbacks or areas where there has been no or little progress. This helps you to understand where you might need to focus, change your approach, or where strategies may not be having the intended impact. In fact, your progress reporting requires you to identify and discuss any areas where inequality appears to have notably increased.

**Different from what they first appear.**

Data can be an indicator of positive change, even when it appears negative. For example, an increase in sexual harassment complaints may be an indication that employees feel safer reporting sexual harassment in your workplace. Using your employee experience data or additional consultation can help you to understand the impacts of change on gender equality.

**Look back at the case for change and the vision in your GEAP. What changes are needed to achieve your vision for gender equality in your organisation? Does the data indicate any change in these areas?**





### Step 3: WHO has this change affected?

The next step is to analyse who has this change affected. For example, if your data shows the number of staff working part-time has increased. What is the gender composition of these employees? What level of the organisation do they work at? Is the change consistent across different parts of the organisation?

Applying an intersectional lens to your data, will also tell you how employees who experience multiple and intersecting forms of discrimination are affected by the change. For example, is there any change in the number of older women or women identifying as Aboriginal and/or Torres Strait Islander accessing part-time work?

You are encouraged in your reporting to consider whether progress is consistent across intersecting forms of disadvantage and discrimination. This includes in relation to Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation, and other attributes. If you have gaps in your intersectional data, you should explain how this limits your analysis. You should also describe the steps you are taking to address this through your GEAP.

#### Using the progress audit reporting platform for intersectional analysis.

The indicator report for your organisation, which will be available after you submit your progress audit data, can be filtered by intersectional attribute. This will support your intersectional analysis. You can also generate benchmark reports so that you can compare data results between different groups of employees.

### *Next steps in the story:*

Now you have thought about notable changes in your data, it is time to start making connections to tell your story on GEA progress:

- ✓ HOW have your strategies and measures supported change (tipsheet 2)?
- ✓ WHERE have you resourced change? (tipsheet 3)
- ✓ WHAT progress has your organisation made on the workplace gender equality indicators (tipsheet 4)



## *Telling your story:* How have your strategies and measures supported change?

In your progress reporting under the Gender Equality Act (GEA), you are required to describe your progress in implementing your strategies and measures set out in your Gender Equality Action Plan (GEAP) (see section 2.1 of the reporting template).

*But how do you tell the whole story of how your strategies and measures have supported change?*



### **Step 1: Identify your strategies and measures in your GEAP**

Before you begin your analysis, the reporting templates requires you to list all your strategies and measures. You will find these in your GEAP.

**Next you need to consider the story of each strategy and the associated measures.**

1. HOW do they align with the workplace gender equality indicators?
2. WHO was involved?
3. WHAT happened?
4. WHY did this happen?
5. HOW have your strategies and measures impacted on gender equality in your organisation?





## Step 2: Map your strategies and measures against the workplace gender equality indicators.

In your organisation's GEAP you may have arranged your strategies and measures by the seven workplace indicators. If so, you can skip this step and select the relevant indicators in the reporting template for each strategy and measure.

If you did not arrange your strategies by the workplace indicators, it is helpful to do this now. This is a recommended requirement of the reporting template, and it will also assist with assessing the impact of your strategies.

Consider each of your strategies and what they are aiming to address. What is the problem the strategy is trying to solve? A strategy may align with one workplace indicator, or they may relate to several. Map each strategy against all relevant workplace indicators.



### Step 3: Assess progress on each strategy and measure.

#### WHO was responsible for the implementation of the strategy?

Describe the roles and responsibilities of everyone involved. This should include senior management responsibility and any supporting roles. Were human resources adequate? Were there specific mechanisms which supported working together and sharing information? You can include these roles and responsibilities in the reporting template.

#### WHAT happened?

Describe the status of the strategy as of 30 June 2023 (or 31 March 2023 for universities). For instance, has the strategy been implemented? Is work ongoing? Has implementation not started? If not, why? Or has the plan changed, and you decided not to implement the strategy? Include this in your reporting template. This step is focused on the status of your strategy, you will analyse impact in Step 4 below.

#### WHY did this happen?

Provide context for the status of each strategy. Use this information to complete the status description in the reporting template.

When providing context, consider the following:

- ✓ **The timeframe:** Is work still ongoing? Were there delays? Did you need more time than anticipated?
- ✓ **Resourcing:** Did you have adequate human and financial resources? Did it require any other capability? Or did a lack of resources or staff time impact on implementation (see Tipsheet 3)?
- ✓ **Barriers to implementation:** Was there resistance to change in your organisation? Was there limited buy-in from managers and leaders? Did resources change such as a key staff member leaving the organisation or resources being reallocated? Was there a lack of data? Was there sufficient support across the organisation?
- ✓ **Enablers for implementation:** Was the strategy well-resourced? Was there commitment and accountability from leaders? Was the strategy well-communicated and supported across the organisation?
- ✓ **Learning:** What have been the key lessons so far? Did you need to change your approach? For example, did you realise the strategy wasn't what was needed to create change or did it have unintended impacts?

### Consult with employees involved with implementation to understand the whole picture.

It may be helpful to bring employees, who are involved in GEAP implementation, together in a group meeting or workshop to discuss the status, context and impact of each strategy. In this way, you can draw on knowledge and perspectives across your organisation as to progress. You can also use this as a check-in point to understand any emerging gaps or setbacks.





#### **Step 4: Making connections: HOW have your strategies and measures impacted on gender equality in your organisation?**

The next step in the reporting process is to evaluate the success of each strategy and measure. How has the strategy or measure contributed (or not) to progress on gender equality in your organisation? You can include this information in the reporting template, and provide further detail by submitting supporting documents.

If you included success markers in your GEAP, you will be able to track whether these were achieved.

If you didn't include success indicators, consider the aim of each strategy, and look at the changes in your data between 2021 (pre-GEAP) and 2023. Is there any change in data which aligns with or reflects what your strategy was trying to do?

#### **What was the aim of the strategy?**

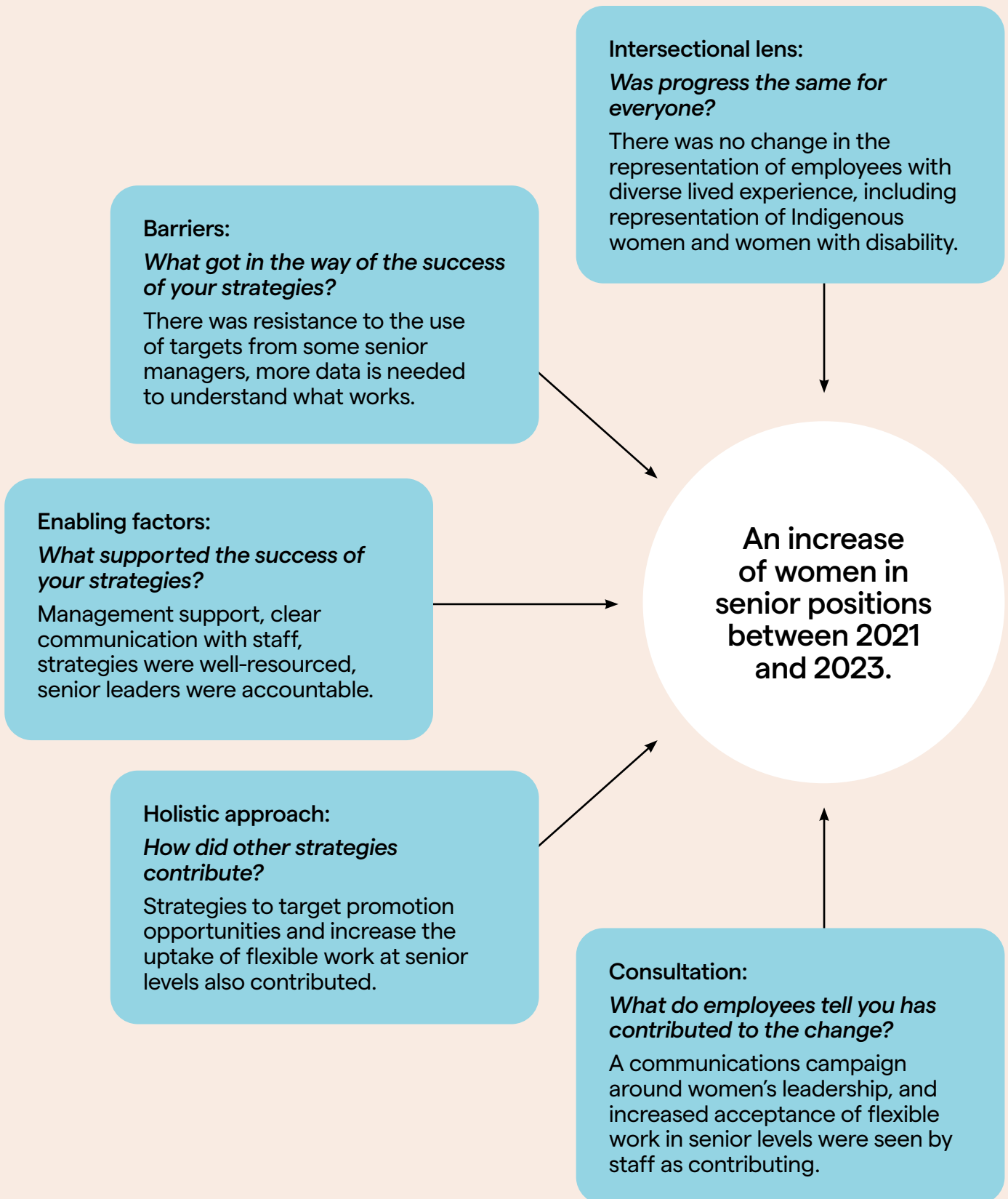
To increase the number of women at the executive level by setting targets.

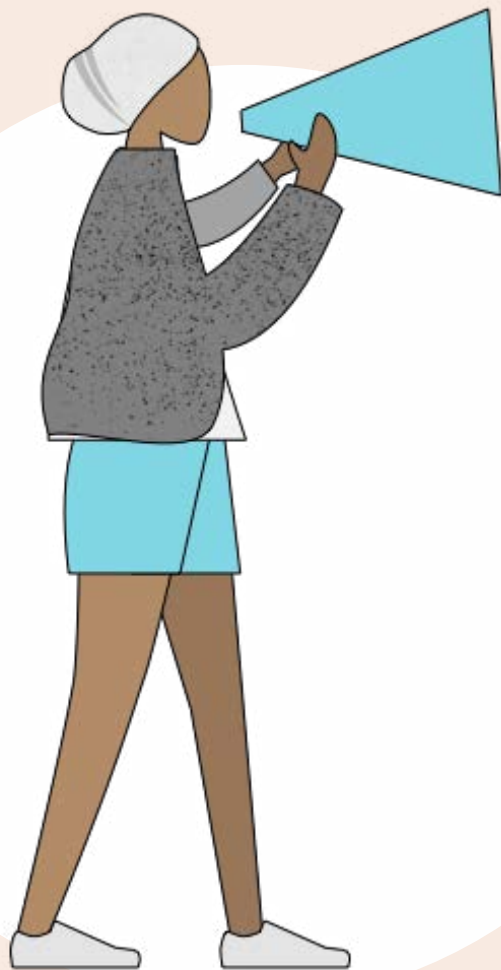


#### **What does the data show?**

An increase of women in senior positions between 2021 and 2023.

# But, is this the whole story? What else does the evidence tell us?





### **Challenge your assumptions!**

It is important to try to consider your data from many different viewpoints and to consider intersectional factors. Ask yourself what might be missing from your analysis because of your lived experience. Consult with others across the organisation to bring different perspectives into the analysis process.

### **Taking time to understand the whole story means your organisation can:**

- ✓ Build on what is working, such as supporting the enabling factors for gender equality in your organisation (including resourcing see Tipsheet 3).
- ✓ Address and mitigate barriers to progress.
- ✓ Invest in and prioritise strategies and measures which are supporting progress.
- ✓ Apply an intersectional lens to your progress.
- ✓ Consider whether you are taking a holistic approach to creating change (see Tipsheet 4).

## *Telling your story:* The impact of resourcing.



The Gender Equality Act (GEA) requires that organisations allocate adequate resources to develop and implement their Gender Equality Action Plans (GEAPs). You must describe your approach to resourcing in your progress reporting (see section 2.2 of the reporting template).

*But how should you tell this story?*

What is your data telling you about the impact of your resourcing?

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There are a number of steps to support you to tell your resourcing story:

1. WHAT resourcing?
2. WHO was involved?
3. WHERE was resourcing allocated?
4. HOW did this impact on GEAP progress?



### WHAT financial resources were allocated?

Your story starts with the **WHAT**. What financial resources were allocated to the GEAP?

Telling the story of your WHAT will help you see gaps and where you might need to allocate resources going forward.

As you describe your levels of financial resourcing, consider:

- ✓ Have you included both dedicated funding as well as supporting resources (see box).
- ✓ How have you tracked resourcing for the GEAP? For example, did you have a strategic resourcing plan? If not, how can you improve processes to do this.
- ✓ What percentage of your overall organisational budget is allocated to GEAP implementation or other supporting projects?
- ✓ Whether the resources planned for GEAP implementation became actual costs. Was there a change in resource allocation? Can you explain why.
- ✓ Was GEAP resourcing included in regular workforce planning and budgeting cycles? Was this across the organisation?
- ✓ Did GEAP resourcing include resourcing for monitoring, learning, communications, and regular staff engagement on the GEAP?
- ✓ Was there resourcing to support this progress reporting?
- ✓ Was there sufficient resourcing to support your gender impact assessments (GIAs)?
- ✓ Is there resourcing for development of your next GEAP?

**Supporting resources are those resources for other projects, strategies and programs which support the outcomes of your GEAP. For example, other inclusion and diversity initiatives or sector wide campaigns. In your reporting, you should include how resources from existing projects, processes and programs may have supported GEAP implementation.**





### WHO implemented the strategies and measures in your GEAP?

Human resources and capability are critical to GEAP implementation. Having ownership from employees across different departments and different levels in the organisation is important for support and prioritisation of the GEAP.

When you report on your GEAP progress, you should describe who was involved including:

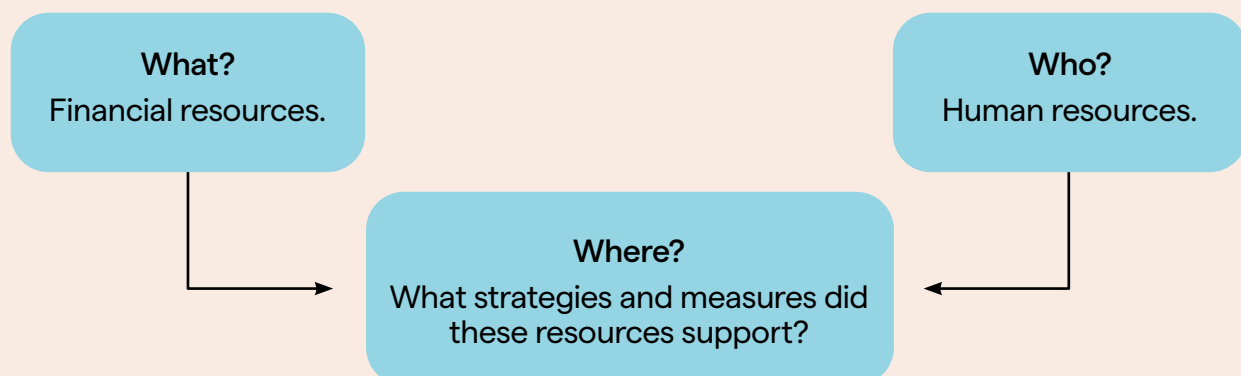
- ✓ How many staff members were involved in implementation? What role do they perform?
- ✓ Was staff time allocated across the organisation? Across different departments and levels of seniority or were a small number of staff involved?
- ✓ Are there areas of the organisation where no employees were engaged in GEAP implementation? What affect do you think this may have had?
- ✓ Did you have the capability and expertise needed to implement the GEAP and conduct GIAs?
- ✓ How did you track staff time on the GEAP and on conducting GIAs? Or how could you do this going forward?
- ✓ Did you have an advisory or working group? How did you account for staff time on these groups?
- ✓ Did you allocate responsibility for each strategy and measure? If so, how did this work in practice. If not, do you think this would be useful?

**As part of reporting on progress, you could ask staff for feedback on roles and responsibilities. Such as what worked well, the impact on their workload or areas of the organisation where there was less engagement.**



### WHERE was resourcing allocated?

To tell your story of how change happened you now need to connect your WHAT and WHO with WHERE you have allocated these resources so far during GEAP implementation. This involves looking at your data to see which strategies were supported by human and financial resources.







### How should I do this?

- ✓ You could do this by considering each strategy in turn and how it has been resourced. For example, if you included a resourcing column for each of your strategies in your GEAP, you could track whether this resourcing was allocated.
- ✓ If you do not have a strategic resource plan or a process for checking resourcing for each strategy, you could group strategies together and provide an overview of the financial and human resourcing for each of the 7 gender equality workplace indicators.

**At this stage in GEAP implementation, there may be some strategies which have been reprioritised, not started, in progress or cancelled. This may mean very little resourcing is currently sitting against certain workplace indicator areas. It is important to acknowledge this and to think about what this might mean for your organisation's progress on these areas.**



### HOW did and could resourcing support progress?

Look back at your story so far. How has resourcing impacted on your organisation's progress towards gender equality.

- ✓ Are there gaps in WHAT has been resourced? Why?
- ✓ Does WHAT has been resourced demonstrate gender equality is a priority for your organisation?
- ✓ Does resourcing support WHO is needed to implement the GEAP and GIAs across the organisation and at all levels?
- ✓ WHERE is resourcing allocated? Are there some strategies or gender equality workplace indicator areas which are well-resourced with staff and budget and others which have limited resources?
- ✓ HOW are all these elements impacting on your progress?

**Think about these impacts of your resourcing as you tell your story of change for each workplace gender equality indicator in Tipsheet 4.**



***Telling your story:***  
**Progress against the workplace  
gender equality indicators.**

**In your progress reporting under the Gender Equality Act (GEA), you are required to describe your progress against each of the workplace gender equality indicators from 2021-2023 (see section 3 of the reporting template).**

The seven workplace gender equality indicators (see box) represent the key areas where workplace gender inequality persists. They are a very helpful tool to tell your story of progress, and you are required to refer to them in your reporting.

***But how do you tell the whole story of this change?***



To tell this story you need to bring together all your analysis so far (see Tipsheets 1, 2 and 3).

For each workplace gender equality indicator:



Consider the changes between 2021 and 2023 for the data measures relevant for each workplace indicator (see Tipsheet 1). Refer to the Commission's **recommendations** to guide the analysis of your data.



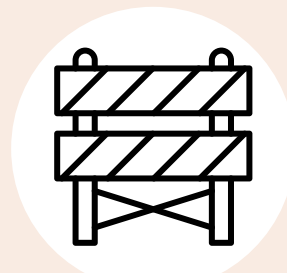
Identify the strategies and measures which are enabling progress on this workplace indicator (see Tipsheet 2)



Identify strategies which are not having the desired effect, or which have not been implemented for this workplace indicator.



Identify any enabling factors in your organisation which have supported progress on this workplace indicator including leadership, resourcing (Tipsheet 3), education and communication.



Identify any factors in the organisation which may have stalled progress such as a lack of prioritisation, commitment, leadership, data, time and/or resourcing.



Apply an intersectional lens. Is progress consistent across intersecting forms of discrimination and disadvantage?



If there are areas where there has been little progress consider whether any of the factors, which must be taken into account by the Commission, have affected your progress (see box on next page).

This information should enable you to tell your story of change on gender equality for each workplace indicator – so that you can make the connections between changes in your data, who these changes are affecting and what strategies and organisational factors are impacting on progress.

**This is also an opportunity to take a step back and consider your story in the context of the overall vision and case for change you set out in your GEAP.**

**Ensure your analysis is informed by diverse viewpoints! Bring employees, across the organisation, with diverse lived experiences together to discuss progress on each of the workplace indicator areas. If you have an advisory or working group for the GEAP they will have important insights.**

**The workplace gender equality indicators are:**

1. Gender composition at all levels of the workforce
2. Gender composition of governing bodies
3. Gender pay equity
4. Workplace sexual harassment
5. Recruitment and promotion
6. Leave and flexibility
7. Gendered work segregation

**You can read more about each indicator area [here](#).**

**If there are areas where there has been little progress consider whether any of these factors, which must be taken into account by the Commission, have affected your progress:**

1. The size of the organisation, including the number of employees
2. The nature and circumstances of the organisation, including any barriers to making progress
3. Requirements that apply to the organisation under any other Act, including an Act of the Commonwealth
4. The organisation's resources
5. The organisation's operational priorities and competing operational obligations
6. The practicability and cost to the organisation of making progress; and
7. Genuine attempts made by the organisation to make progress.



## HOW can you accelerate progress?

The story of change for each workplace indicator helps you to see areas of progress and areas where there is more work to do. At this stage in implementation, there will be gaps, setbacks, and learning. Sharing these as part of your reporting, and describing how you will address them, will accelerate your achievement in the long term! Sharing your story of change across your organisation is also important for building awareness, understanding and buy-in for the GEAP.

You can also see strategies which are having or may be beginning to have impact and strategies which require more focus or even a new approach.

This enables you to:

- ✓ Build on what is working, such as supporting the enabling factors for gender equality in your organisation.
- ✓ Address and mitigate barriers to progress.
- ✓ Invest in and prioritise strategies and measures which are supporting progress.
- ✓ Apply an intersectional lens to your progress.

### Take a holistic approach!

**To achieve sustainable progress on gender equality in your organisation, it is important to take a holistic approach to your strategies.**

If you can see a lack of progress against any of the workplace indicator areas, look back at your strategies for that indicator. Do they include strategies and measures focused on:

- ✓ Policies and processes
- ✓ Communication and engagement
- ✓ Education
- ✓ Leadership and accountability
- ✓ Improving data collection and processes
- ✓ Addressing intersectional inequality

### Your enabling environment

Also consider the enabling environment for your GEAP. Eliminating gender inequality in the workforce requires change in behaviour, practices, and attitudes across the organisation. This takes time, commitment, and ongoing resources at all levels of the organisation.



**Well done! Now you have your first story of change. Each new reporting cycle will build on this story, chapter by chapter, towards achieving gender equality in your organisation.**

Progress reporting is a moment to reflect and celebrate but also to ACT:

- ✓ **Acknowledge** what strategies and organisational factors are enabling progress and what strategies and barriers are stalling progress. How can you respond and adapt?
- ✓ **Consult** with staff who have been involved with GEAP implementation to gather their views on what is working for each workplace indicator, what needs to change and recommendations for next steps.
- ✓ **Tell** your GEAP story so far to your organisation, your governing body and your employee networks – reporting on progress is a moment to reflect, celebrate achievements and to gain momentum for further action on gender equality!