## **DCA’s Inclusive Employer Index – Making the Most of Your Data**

## **Zoom Webinar**

## **18 September 2024**

Event transcript by AI-Media

**DR JANE O'LEARY:**
Is webinar where we're helping you make the most of your inclusive employer index data set. My name, as Sue said, is Jane O'Leary, and I'm the research director at DCA. And my pronouns are she, her. And I thought I'd like to kick off first of all, with an Acknowledgement of Country and acknowledge the Traditional Owners of the lands from which each of us is joining today and pay my respects to their Elders, past and present. And for myself, this is the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin, otherwise known as Brisbane. I'd also like to acknowledge any Aboriginal and Torres Strait Islander people joining the session today. At DCA, particularly in the aftermath of the Referendum's no vote last year, we express our ongoing solidarity with you and all Aboriginal and Torres Strait Islander people and walk with you on the journey of truth, justice and healing to secure better representation and self-determination for First Peoples in Australia. So just a little bit of housekeeping for participating in today's session.

As you will have just heard, the event is being recorded and so it'll be available on our website in the member area within the next few days. And today you'll hear, first of all from DCA's Senior Research Manager, Doctor Rose D'almada Remedios. She leads the index for DCA, and we also are lucky to have Quincy Hall on the line, Product manager at Diversity Atlas and Quincy will be able to help Rose and I answer all your questions. If you'd like to access captions for the events, then you can go to www.ai-live.com. And the session ID is on the screen, and that is AUDCAL1909A. To submit a question, select Q&A at the bottom of the screen and I'll remind you about the Q&A functionality at the end of the presentation. And speaking of presentation, first up let me hand you over to Rose to kick things off.

**DR ROSE D'ALMADA-REMEDIOS:**
Sorry. Hi everyone, and thanks, Jane. Before I get started, I'd also like to acknowledge the Traditional Custodians of the lands in which we are all joining from today. And pay my respects to your Elders, past and present. So before we get into the webinar, I thought it'd be good to just give a brief outline around what Jane and myself will be covering today. So I'll start off by going through briefly around the data and benchmarks used to review from the Inclusive Employee Index. I'll then move into a four step process that Jane and I have developed, that we suggest you take when exploring your data. I'll then briefly touch on the PDF reports that you get as well, before then handing over to Jane, who's going to talk around how to determine what areas to focus on in terms of your diversity and inclusion work when you're using the index data. And then we'll finalise with a Q&A as Jane mentioned. At any point, Jane, if you want to stop me to add something or let me know, I'll add some pauses.

So I thought I'd start with just talking through two sources that you've got to review your index data, and they are the dashboard and exports, which you've hopefully been going through already, and the PDF reports. So I'm going to be spending most of my time today talking about the dashboard and the exports, just because that's where you'll be doing around 80 to 90% of your exploring of data. And that's because that's where basically that full suite of data is for you to go through. And it will be the data that's going to be really useful in you determining what you need to focus on in your DNI planning and strategy. I will be spending a little bit of time on the PDF reports. Now, you don't have these at the moment. You'll be getting those in the next month and a half or so. The reports have a lot less data in them than the dashboard, and I'll talk about the reports later on in the webinar. But that's because they've been designed to be, I guess, a high level summary of your findings to send on to key stakeholders in the organisation and to track as well.

So I'll talk about that a little bit more later on. And the other thing that I want to cover before we go through the four step process is a bit about the benchmarks. And that's also because I'll be talking about them a little bit through the four step process. So as you might be aware, we do have up to three potential benchmarks that you'll be able to compare your data to. The first is the national index, or what we sometimes refer to as the Australian Workforce Benchmark, and that is a nationally representative survey of 3000 workers in Australia that DCA collects as part of our Inclusion at Work Index series. By nationally representative, we mean that when we are putting together this sample, we look at the demographics in the Australian workforce and have that replicated in our own sample. The second benchmark that you have access to is the DCA member benchmark, and that's made up of employees from DCA members. And we have the one in the dashboard at the moment is around 25,000 employees.

And the way that we approach looking at these two benchmarks is that you should be viewing the national index as what's happening in the average workforce in Australia? Sorry. The average organisation in Australia and comparing yourself against that. The DCA member benchmark review a little bit more as a, I guess, best practice or more leading practice benchmark, because the employees in this benchmark come from organisations that are taking action to become more diverse and inclusive, and that's definitely reflected in the results. We do see that the respondents in the DCA member benchmark answer a lot more positively compared to those in the Australian workforce. So if you're looking to sort of benchmark yourself against something a little bit higher, that's where you'd be looking at the DCA member benchmark. The last benchmark that we have are the industry ones, and these are made up of employees from an industry where there's three or more similar participating organisations. Unfortunately, there may be some of you joining today where you're the only organisation from an industry, so we won't be able to pull together one for everyone.

I did send through an email last week to you all just requesting that you take a short survey just to indicate what industry or industries your organisation falls into. I'm still waiting for about 30 or so people to take that, so I'll recirculate that again. And if you get a chance, it would be great if you could fill that out for me. So we can start looking at putting together these industry benchmarks. So on to the extra fun part, the four step process. So this is a process which you might have noticed in the PDF guide that I sent through, I've been sending through for the last couple of weeks around how we recommend you go through your data. And this is a process that Jane and I have put together based on our own experience as researchers at DCA, when going through surveys, looking at diversity and inclusion, as well as our experience in seeing organisations take the index now since 2017. So we've seen quite a few organisations come through and use a similar process. I'll be going through each of these steps more in depth throughout the webinar.

But basically there are around four steps. And for some of you joining today, it will just be the three. But the first is to review your diversity profile. The second step is to look at your inclusion results overall for your employees. The third step is to mix step one and step two together a little bit and review if your employees are experiencing differences in inclusion at work based on their demographic background and diversity. And the fourth step is if you did create groups. So for example, you sent different survey links based on department or business unit or role levels. And then you would repeat steps one to three for those groups. So I'll begin with step one. And actually I might check Jane, is there any questions?

**DR JANE O'LEARY:**
Yes, we have two questions. One is what is the time frame for the 2024 DCA member benchmark being available on the dashboard?

**DR ROSE D'ALMADA-REMEDIOS:**
So that's something that we're still trying to figure out. Traditionally, we have done the DCA member benchmark for a two year period, which is what we do for the national index as well. So they've been aligned. We might go with that approach again this year, because the sample size for the DCA member benchmark is going to be much larger than it is this year. So it provides a bigger benchmark to compare against. I'll have confirmation on that in the next few weeks because there will be some manual work, and it might be that we don't provide that update in the dashboard, but we might send it as a separate attachment, which is what we do for the industry benchmarks, just because sometimes we have up to 14 benchmarks, and that would probably break the dashboard a little bit Quincy, I think. So we'll still have to determine that. But I definitely think you can start comparing yourself against the DCA member benchmark right now, because that has been collected in the last 12 months. And is quite a large, it's the largest DCA member benchmark we've ever had, actually.

So that would be my suggestion.

**DR JANE O'LEARY:**
So just to summarise, there is one currently available.

**DR ROSE D'ALMADA-REMEDIOS:**
Yes.

**DR JANE O'LEARY:**
It was collected in the last 12 months, but we may update that with a more recent one. And if we do, we'll let you know in the next few weeks.

**DR ROSE D'ALMADA-REMEDIOS:**
Yes. And it probably won't be uploaded as a bar in the dashboard, but something separate. But we always will update you on that sort of stuff.

**DR JANE O'LEARY:**
The second one is similar. It's about industry benchmarks, and Kim has said, what if you sit across, Kim said, across multiple indices, but I think they mean in multiple industries.

**DR ROSE D'ALMADA-REMEDIOS:**
So that's fine. Quite often we'll pop an organisation into the industries that they've indicated. So, for example, some government agencies have popped themselves as a government agency, but also put themselves in the industry that their particular focus is on, so that's fine. So the survey that I sent around, you can indicate more than one, and we'll pop you into more than one as well, so you don't have to just be put in one.

**DR JANE O'LEARY:**
Thanks, Rose. Another question we've got is what is the data source for the national index?

**DR ROSE D'ALMADA-REMEDIOS:**
Sure. So that, as I mentioned, comes from our Inclusion at Work index series. We use a research panel company called Polity for that. And they have a panel of people that are workers in Australia and we source it from them. So basically to make it nationally representative, we also have some screening questions around demographics to reproduce that. If you'd like to know more information on that, there is some information on that in our Inclusion at Work Index series, which I can also circulate the link to that at the end of the webinar or when we send through the materials post webinar.

**DR JANE O'LEARY:**
Thanks, Rose. So, Gudrun, every two years we administer a survey to nationally representative sample of 3000 Australian workers. And they respond, they have the identical questions to the ones that your workforce has received. And the benchmark is derived from that. And so far Rose that's it for questions. So crack on.

**DR ROSE D'ALMADA-REMEDIOS:**
Alright. So I just leave you a note for myself for that. Yeah. So step one is reviewing your diversity profile. So you'll be using the diversity page of the dashboard for this. And reviewing the diversity profile of your workforce is really useful for understanding the demographic and diverse mix of your organisation and your workforce and how it compares to the benchmarks as well. And to do this, you'll be using three main sources on that diversity page, which I'll talk about a little bit more over the next couple of slides as well. But they are the coloured widgets and the pie chart. So the widgets down the bottom and in the middle, and the pie chart in the top right. The benchmark bar chart, which is the chart in the top left of the diversity page and then the CSV diversity export as well. And so this is the page that hopefully you've been going through already. It is the landing page that you access once you log on to the dashboard as well. So how we suggest you approach this is to first go to the coloured widgets and the pie chart to review your high level diversity summaries.

And these are statistics that are really great to, a, report back on. So if you do need to report back on some of your results to employees or to senior leadership or any other key stakeholder in your organisation, these are the ones that you'll be able to do and report back on easily. They're also really great for if you are looking to track your performance each time you participate in the index, then this is where you'll get those statistics to do that. So for example, you might be focusing on increasing representation of employees with disability, which is that widget in green, so you'll be then looking at that statistic. And once you've done that, you'll then move on to benchmarking these high level statistics against benchmarks. And you'll be using the benchmark chart, which is the one that's in that top left corner of the dashboard. And for this, you'll see how your results have compared against the Australian workforce as well as the DCA member average. My suggestion here would be that while the DCA member average is interesting to compare yourself against, I definitely place more weight against comparing yourself against the Australian workforce.

And that is because when it comes to the diversity aspect of the results, we do find that the DCA member average can be below what's in the Australian workforce. So we have noticed over the years, for example, that DCA members tend to be underrepresented in younger workers and older workers. So if you want to look at what's happening in the general workforce, I definitely would compare against that benchmark and how you're going against that. The final one that you'd be looking at when reviewing your diversity profile is the export. And the export is really useful for taking a deeper dive into your results. It shows you how your employees responded to each of the questions without grouping it into that high level summaries. So for example, we can see here that it's got the age breakdown of how employees responded to the survey question. We also have that across the language questions. So what languages your employees selected that they speak, and what percentage of your workforce speaks those languages?

We've got those across cultural background as well. So you'll be able to see, as I mentioned, how employees answered across all of those diversity questions. One thing to note here is that if you are looking at your Excel sheet and you've noticed a response option missing, that is because none of your employees selected that response option. So for example, if you were looking at the age breakdown on yours and you were noticing that the 18 to 24 was not showing, that would be because none of your employees selected that response option. Another important note here for the export is to check your prefer not to say responses, because these can be a really good indicator of your employees safety in providing this information on a particular question, but also it can act almost like a proxy for sign to understand your employees safety or sense of safety in a particular diversity area. So, for example, it's not uncommon for us to see more employees select prefer not to say to the disability question in some organisations than there are employees selecting yes, that they have disability.

So that could indicate a, that employees are feeling unsafe in sharing that information about themselves. And b, it could indicate more of a wider inclusion and safety concern for employees with disability in that organisation. So I'm a really big fan of going through you prefer not to say responses for that reason. So once you've reviewed your diversity profile, you'll then move on to looking at your inclusion results. And to do that, you'll be using the compare page of the dashboard. And the compare page is showing you the results of your employees experiences with their experience of inclusion in their immediate team, inclusion with their immediate manager, how inclusive they feel the organisational climate is, their experience with inclusive behaviours, and their experience with exclusive behaviours like discrimination and harassment, and also seeing how much support your employees have for your DNI activities and how aware they are that you're taking this action. And those two can be really, really useful for engagement.

To review your results, you go into the compare page and look at the topics section that you want to review and select that show results button and the charts will pop down. Hopefully some of you have been going through this already.

DR ROSE D'ALMADA-REMEDIOS:
In terms of what you want to look for when you're going through these charts, you're really looking to see how you're performing against the benchmarks that you've got access to. So, for example, you're going to look at your strongly agrees and agrees per question and see if they're lower or higher than the benchmarks. So in this example that we've got on the chart here, we can see for this organization which is the one at the top, they are agree which is the colour in the peach and they are strongly agree which is the sort of pale blue-green colour. Quite a lot lower than the national index so they're quite a lot lower than what's happening in the average Australian organization. And then there's significantly lower than what's happening in the DCA member average when you compare that. The other thing that you are going to want to look for as well is looking at your strongly disagree and your disagree per question and seeing if this is higher than the benchmarks. So again using this example chart here, you'd be looking at the strongly disagree, so in that red, and the disagree in that navy blue colour.

And you can see in this organization that they are quite a lot higher than what's happening in both the national index and the member average. So if I was looking at this organization's results and this question, it would indicate to me that this organization has some work around making people feel more valued and respected within their teams and potentially in the organization, the wider organization. One thing that I haven't got here on the slides is that another area you could look at, if you have participated in our index before, is seeing how you have performed this year compared to prior years that you participated and seeing if your results have had a positive or a negative or no shift as well. So that's something to also consider. So once you've done that, you will then be moving on to step three, which is mixing step one and step two together and reviewing those inclusion results and seeing if employees' experiences differ based on their demographic background. So to do this, you'll be using the inclusion pages of the dashboard.

So if you go on to the left menu and select the little drop-down button for inclusion, it will pop down nine sub-sections or sub-pages underneath and those pages will show you how employees answered across those inclusion questions based on Aboriginal and Torres Strait Islander identity, age, caring responsibilities, cultural background, disability, gender, language, LGBTIQ plus identity and religious affiliation. These charts can be really, really useful for knowing where to focus your efforts when it comes to DNI because I know that sometimes you want to do everything, but sometimes it can be a lot more useful to just take a bit more of a focused approach first. And it can help you do that by helping you identify diversity areas that you need to focus on in general. So who is experiencing less inclusion and more inclusion in general? So for example, you might go through all of the charts in those sub-pages and notice that your employees with disability are answering that they're experiencing a lot less inclusion and a lot more exclusion than employees without disability in general.

So that could indicate to you that disability is an area of focus. Once you've done that, you do really want to drill down to see if there's any specific areas for people with disability that needs to be focused on. So, for example, you might go through all of the charts and questions in that disability subpage and find that while your employees with disability are reporting that they're experiencing connection with their team, they might be reporting a lot less positively around having access to opportunities for career progression as well as actually being offered career development opportunities as well. So in that circumstance, it might indicate to you that your organization needs to put more effort into creating meaningful career pathways for your employees with disability. The other thing that I'll mention here before I go into how to interpret the charts is that sample size does matter for these inclusion ones. So you do need at least ten employees in a particular diversity group to be able to review results.

And we have done that for privacy reasons. So for example, if you are going through your age charts and you can see how your younger employees answered and your mid-career aged employees answered but no results for your older employees, that is because you didn't meet that ten employee threshold for older workers to be able to show their responses. And again, as I mentioned, this is a function that we've put in to protect or non-amenity and help build confidence for respondents in taking the survey. So I guess in terms of how to interpret the charts, I've got two slides on this to help with this. Now to start with, the charts represent frequency distribution within a group. So for example in this chart that we've got here, the purple responses are showing how all LGBTIQ-plus employees responded to the question. And the blue is showing how all non-LGBTIQ plus employees responded to a question. So for example, we can see here in this question that 9% of all employees, all LGBTIQ plus employees, strongly agreed with the question compared to 26% of all non-LGBTIQ plus employees.

And that does mean that when you're looking at your charts, the charts are not going to add up to 100%, but the colours will add up to 100%. So in this chart, the purple will add up to 100 and the blue will add up to 100. The only exception with those are the questions that were multi-select. So for the questions that we're looking at experience with discrimination and harassment and source of discrimination harassment, your employees could select more than one response option, which means that those charts will most likely be not 100 or 200, there'll be something in between. When you're looking at whether a question is something that you should focus on or if it indicates something, you should be looking at differences between the colours in the charts and also notable patterns in responses across the questions. So you'd be looking at a big difference of potentially 10% or more for larger responses and by larger responses we mean those that are the strongly agree and the agree or the questions that are answered a bit more positively.

So I know we do have some questions that don't use strongly agree and agree. We've got some around opposition and support for example and we do find that in almost all organizations, the majority of staff will be answering mostly strongly agree and agree. So that's where those big differences is what you're going to look for. So if we're using this chart on the screen as an example, we can see that for this question, 9% of LGBTIQ plus employees strongly agreed with it compared to 26.3 and that's quite a large difference of almost 20% there. We can also see in the agree as well that there's quite a big difference. So 18% of LGBTIQ plus employees agreed with the question compared to 40% of non-LGBTIQ plus and that is almost double the rate. So for me, if I was looking at this question, it would indicate to me that this organization has some work in building respect for LGBTIQ-plus employees. Having said that, you can also look at smaller differences such as 5% if they start featuring across many questions.

So for example, you might be going through your caring responsibilities, groupings and finding that those with caring responsibilities are consistently answering around 5% less positively across a lot of questions or maybe they're answering it across inclusive team questions, but not inclusive leadership in questions, for example. So that could indicate something that you need to focus on. The other area where a smaller difference like 5% is notable is when you're looking at your strongly disagree and disagree responses. And that's because they typically are a lot smaller than the strongly agree and agree responses. So, if you're comparing say for example 5% strongly disagree compared to 10 or 11%, that's quite a notable difference around strongly disagreeing. So that's a circumstance where you can look at those smaller responses. Now, for some of you joining today, you'll stop at step three but for those of you that were creating groups, so sending different survey links to different departments or locations or role levels in the organization, you'll move on to step four, which is repeating steps one, two and three for each group.

So to do that, you'll be using the view as function which is at the bottom left of the dashboard. When you log in to the dashboard, it will come up as your organization as a whole. It will always show your results collapsed together as an organization, as one group. If you do want to start isolating your results by the groups that you sent out, then you can scroll down and select the group that you did and it will automatically update the dashboard results for you. One thing here is that you can't retrospectively do this. So for you to have done group comparisons like this, you would have had to have planned for that in the planning stages and sent out different survey links to those different groups. If you are doing step four, then some things that you might like to start exploring are if some groups in your organisation are less diverse than others in comparison to what diversity looks like for your organisation overall as a whole as well as how they're comparing against the Australian workforce and you might find that some departments or some groups are either quite overrepresented or underrepresented in a particular diversity area.

The other thing that you're looking for if some groups in your organisation are experiencing less inclusion and more exclusion than other groups. And I've seen this happen where an organization or a few organizations have had sort of average results but then when you look at their results across department, there's a handful that are doing really, really well but then there's some departments that are dragging down the organization's results overall. And those organizations have then been able to pinpoint particular departments that they need to focus on. So I have two more slides to talk through before I hand over to Jane who's going to go a little bit more through how to determine which areas you're going to focus on. But I thought I'd touch again on the PDF reports. So the PDF reports, as I mentioned, don't have as much data as the dashboard and that's because we've designed them more as tools to share with employees particularly if you need to build engagement and I'll show you why for some of those charts, as well as if you are looking to have some more very high summary statistics that you can track each time you participate in the index because there is around 60 questions at the end of the day so sometimes you do need some more summary statistics.

And to do that, we have two main types of charts in the reports. The first are ones that look like this that are aggregated charts. And for these type of charts, we've taken the average of responses and put them together. So an example that I've got here is the team inclusion one. So in the index, we have 12 questions that are capturing team inclusion. And what we do for this is we take the average of how your employees answered across those 12 questions and we're then able to group them into non-inclusive, somewhat inclusive and inclusive groupings. So for this particular organization across inclusive teams, we could see that the average of their employees across those 12 questions meant that they had 10% of their employees saying that their team was non-inclusive, 30% of their employees saying that their team was somewhat inclusive, and 60% of their employees saying that their team was inclusive. We have these for inclusive leadership, inclusive organizational climate as well as some of the exclusion questions as well.

The other charts in the report. I think they are some of my favourites. Oh, sorry. The ones on impact of inclusion on your organization. And this includes the impact of inclusion on your people, the impact of inclusion on your business and also the impact of inclusion on experiences with discrimination and harassment. So these charts are basically your own business case for diversity and inclusion in your organization and they're super useful for building engagement particularly if you've got people in your organisation that are leaning towards opposing DNI work, or if you've got people in your organisation that are sort of sitting on the fence. This type of information can be really useful for building engagement. So an example in this chart that we can see here from this organisation if we're looking at the impact of inclusive teams is that 67% of employees in inclusive teams said that they were very satisfied with their job compared to only 22% of employees from non-inclusive teams.

Again, in this organisation, 6% of their employees in an inclusive team said that they were very likely to look for a new job compared to 42% of those in a non-inclusive team. So we have those across these more sort of wellbeing questions. We also have them across performance questions. And as I mentioned, ones on looking at the link between inclusion and discrimination and harassment in your organization. As I mentioned as well, you currently don't have these reports. So they will be coming in the next month and a half or so depending on how soon you finish participating in the index. And one thing as well I'll note this year, if you have participated in the past, DCA isn't creating these reports this year, Diversity Atlas is. So Quincy and his team there. However, all of the information that you would have received in your past reports is replicated in these reports. So we're still using the same approach and methodology and charts as well. So, before I hand it over to Jane, I just thought I'd summarize some next steps that you might like to take following this webinar or following the end of your survey period as I know some of you are going to the end of September.

The first is to really go through your data and take a deep dive through it. My experience as a researcher, for you to really be able to understand what your employees are telling you through this data and how to use it, you do need to take a very hands-on approach and go through it. Following that, we always suggest doing an update on your results to employees and executive teams and to your board, and that can be really good to keep engagement with your DNI work going. And I've got an example in a second to show you how you might like to do that. After that, you're going to determine the areas of DNI focus, which Jane will be talking about in a moment. And then once you've determined those areas of focus, you'll be looking at using DCA resources to guide your work. So what I've got here is just an example of how some organisations report back on some of their results to those internally. And this is an infographic of some of their diversity results against the benchmark. So this is a template that I'll be sending around after the webinar.

One thing I'll mention as well is that a lot of the resources that I've been sending around, so this one which will come, the guide on how to go through the data, the response rate guide as well. We've put it onto a centralized hub and I'll be sending around that link to the hub for you to access all these resources in the one place. This webinar will also be going on that hub as well once it's available. So, I think that's where I hand over to you, Jane.

**DR JANE O'LEARY:**
Thanks, Rose. I've got a couple of questions. So first up, Kim has asked, so the impact data comes directly from our results. It's not a broader average.

DR ROSE D'ALMADA-REMEDIOS:
No. So it all comes directly from your results. So you'll be able to show the impact, for example, of team inclusion on your turnover or your employees' intentions to turnover. You'll be able to see the impact of your employees' mental health, sorry, the impact of inclusive leadership on your employees' mental health. So it all comes from your own data. So the PDF reports will be all your own data. So if anyone's accessed our inclusion at work index materials before and seen the business case for inclusion, you'll be getting your own version of that based on your results.

**DR JANE O'LEARY:**
Great. Thank you. And there is another question about the compare panel, the compare dashboard. Question three, you know the question about wellbeing and Liz has just said the member's average for that question about wellbeing appears to be missing. And Quincy said he thought it was because it's a new question for the dashboard so we don't have any data from last year, but he would wait for you to confirm.

DR ROSE D'ALMADA-REMEDIOS:
Yes. So we do. So it is a new question, but that one I can send through manually as well. So I've just left another note for me there. That is a new question. We didn't use to answer it, but I do have some. The same will go as well for the source of discrimination and harassment. That's a new one as well, which I think might not be on the dashboard, but the PDF report will have how the DCA member average and how the Australian workforce average.

**DR ROSE D'ALMADA-REMEDIOS:**
went in there for you.

**DR JANE O'LEARY:**
OK. Sounds good. Well, let's swap, and then you can... if you can let me know if there's any questions coming up in the Q&A function, and I'll run the group through the rest of the slides. So, as you can see, there is a lot of data for you to mine, which raises the question, what do you focus on? Because no one can do everything. So, that's what I'm going to talk with you about. Which diversity dimensions would we suggest that you focus on, of the nine, because there are nine diversity dimensions that this survey collects data on from your workforce? So, which diversity dimensions would we recommend you focus on? And the next thing is, what inclusion touchpoints would we recommend you focus on? So, we're going to give you some ideas for how you can answer each of those questions. So, first up, what about diversity dimensions? When you're trying to work out which of the nine diversity dimensions you could focus on, at DCA, we always say that the cornerstone of any organisation's D&I work really should be Aboriginal and Torres Strait Islander employment, supplier diversity, and reconciliation.

And the reason for that is we live and work on unceded country, and so really it should be the cornerstone of all Australian organisation's D&I strategy. So, that's sort of like a starting point. The next thing we would suggest, when you're trying to work out well, what else, what other diversity dimensions beyond Aboriginality, we recommend you go to your dashboard landing page, which is pictured here in this screengrab, and look at representation using your Workforce Diversity profile. Rose has run you through this already, but I'm just going to quickly touch again on it. So, if you go to the dashboard landing page and you see this workforce profile, your results are the blue, and they're compared to the general Australian workforce benchmark, which is purple, and also to the DCA member benchmark, which is that sort of mustard colour. Just to repeat what Rose already said, the Australian workforce benchmark is generally a bit of an average benchmark. And the DCA member benchmark, the mustard one, is more of a leading practice benchmark, generally.

So, what you can do is work out which diversity dimensions in this graph of your workforce profile are particularly underrepresented compared to the Australian workforce overall and to other DCA members. If we use this particular screengrab as an example, you can actually see that for this particular organisation, if we look at Aboriginality, if we look at non-Christian religions, and if we look at disability, this organisation is actually doing really well, that's the blue bar, on all those three diversity dimensions. So, then you'd go to the next page of your workforce diversity profile and go, OK, well, how are we compare on cultural background, gender, language, and so on. So, the first thing we say is check to see which groups are underrepresented relative to the benchmarks. The next thing you can do is look at any areas of notable workplace exclusion or lack of inclusion. And the way to do this is to go to your compare panel, or the export file, and see which diversity dimensions have really notable differences between your minority, if you like, and majority employees.

So, if we look at the screen grab here, you can see that the purple is responses from LGBTIQ+ respondents and the blue is from non-LGBTIQ+ respondents. And you can see here, that the LGBTIQ+ respondents are much less likely to agree that they're treated as a valued and respected team member. So, for me, if that was a graph that I was looking at, I'd see that as a red flag around LGBTIQ+ inclusion. What I usually do with a large data set like this, is I will block out a couple of hours and print out the compare results for each diversity group. And then I will just, methodically, go through each. And at the end of the one or two-hour block that you've done, you'll have a really strong sense about where the red flags are in terms of... if you look at the age, compare results versus the gender versus the aboriginality versus disability, you will see that there are some particular diversity dimensions where the lack of inclusion or the exclusion is much more notable than others. And just generally we find, in most organisations, the red flag areas usually in the survey results are around people with disability versus people without disability, Aboriginal and Torres Strait Islander respondents versus non-Indigenous respondents, and often non-Christian religion versus Christian or no religion generally.

But of course, it depends upon the workforce. For instance, if you're in mining, often that's a male-dominated workforce, and often gender becomes a bit of a diversity fault line or potential red flag. So, what you can do, and I'm just repeating what Rose said, I think because it's so important is, there are 32 questions on inclusion and exclusion in the index survey. You can look for a general trend across all or a majority of those 32 questions. So, you might have like a 5% difference in the way people have responded between LGBTIQ+ and non-LGBTIQ+ people. And that smaller percentage difference is notable because you're seeing it on lots of questions. The other thing you can do is you can look for some really standout red flag results that only appear on a few inclusion-exclusion questions. So, for instance, it might be that, only questions around flexibility, are there really standout different results? And that's only in relation to men versus women or carers versus non-carers. So, you may find that you're actually tracking really well on inclusion and exclusion questions for all diversity dimensions, but there are a particular sort of hotspot areas around flexibility with a particular demographic like carers.

So, the next way you can decide which diversity dimensions you're going to prioritise is just by thinking about your business context. What keeps your CEO awake at night? So, for example, if you're working in mining, most of the land that's utilised for mining is subject to native title and land rights requirements, which bring legal responsibilities to engage meaningfully with local Aboriginal and Torres Strait Islander communities. So, it's clear that that has to be your first diversity dimension priority. In contrast, if you're working in aged care, for instance, it's likely that gender is going to be particularly relevant for you because we know that over 80% of the aged care workforce are women. We also know that cultural diversity is likely to be something that you'd really want to focus on around aged care because the frontline aged care workforce relies so heavily on international and migrant workers. So, that's a sort of another way of making a decision about which diversity dimensions you're going to focus on.

So, just to recap, if you're trying to work out which of the nine diversity dimensions you're going to prioritise, DCA always recommends Aboriginal and Torres Strait Islander employment as the cornerstone. Next up, we'd say look at your workforce diversity profile in the landing page, dashboard landing page or the export file to see which diversity groups are particularly underrepresented. Then look at your compare page on the dashboard or your export file, and see which of the diversity groups are experiencing most profound exclusion or lack of inclusion. And then last, take into account your business context and priorities. So, that's how you can make a decision about which of the nine diversity dimensions to strategically focus on. In terms of resources available to you at DCA, we always say log on as members log on to our website. And then if you go to, and I've circled it up here, the resources area of our website, you will see these buttons pop up, one for each diversity dimension.

And you can just click on those. And there's a heap of information there about how to create a strategic approach in relation to that particular diversity dimension. So, you've got website content. The other red circle that I've got on there is events. So, events like this, we record all of them. And then a few days later we'll upload it to the past events page in our website. So, you can always come back and listen and watch those. So, there's the website content. There's past events and current events. And there's also our research. So, just to show you a few examples, if you're focused on Aboriginality as a key diversity dimension, then our Gari Yala report with Jumbunna is a go to, evidence based guidance. If you're looking at people with disability, we've just released a report called Disability Data at Work. And while it focuses on disability data, the recommendations speak to practice in the area more generally. If you're focused on LGBTIQ+ inclusion, then we've got a fantastic report called Out at Work, which provides a really good framework for action.

And if you're looking at cultural and racially marginalised people, then we've got our racism at work guidelines And we've also got guidelines on creating inclusive, multi-faith workplaces. So, that's the first big box that I was going to cover off, which is how do we decide which diversity dimension. The second one is, well, which inclusion areas or touch points should we focus on. So, I'm going to roll you through the key topics that are covered off in your index data set. And the first is recruitment. So, if you look at your workforce diversity profile and compare it to benchmarks, that tells you a lot about how inclusive your recruitment is. The next area that we have questions on, we've called it the level of engagement around D&I in your workforce. And there's a question we ask about to what extent do you support or oppose your organisation taking action in diversity and inclusion? And that is one of my favourite data points in the survey, because it tells you a lot about the level of engagement with D&I generally.

But importantly, if you look at this question by diversity group, so for instance, men versus women respondents, that can tell you a lot about who's really engaged and who is less so, and that your key messaging internally really needs to focus on. And I'll give you an example. I was working at a workplace with a male-dominated workforce. They had actually got a legal exemption to create identified roles, some identified roles for women. And they wanted to use this survey to track any fallout, basically, or backlash that may happen as a result of rolling this initiative out. So, they ran this index survey before they rolled it out, they identified positions, and then they surveyed again a year or 18 months later after they'd rolled out the identified positions. And they found that there was actually a small uplift in opposition to D&I amongst men, male respondents. But it was only small. It went from like 2% to 4% opposition. Importantly, though, they also found that support for D&I amongst both men and women, there was a much greater uplift around that.

So, they could then go back internally and go, OK, there is a little bit of an uplift, but actually, it's well and truly offset and more by the increased level of support for D&I in the area. So, engagement is one. Awareness of D&I is another question. So, we ask a question is your organisation taking action around diversity and inclusion? And you would think that every survey respondent would tick yes. But actually, they don't. And so for us, this question tells you a lot about your comms around D&I. And it also, if you look at responses by diversity groups, so for instance, if you've done a lot of work with your PRIDE ERG around LGBTIQ+ inclusion, you would expect that when you compare the responses of LGBTIQ+ versus non LGBTIQ+ respondents, that the LGBTIQ+ respondents would be really high level of awareness. And if there's not, then that to me would be a red flag around, we've done all this work in the pride area, but that cohort isn't seeing it. So, there's a comms piece around around it for you.

The next area is we ask us, I think there's about five questions about how inclusive is your immediate supervisor. So, again, you can look at the results overall, benchmarked. But you can also look by diversity group. And if for instance, you find that... what's an example, that people with disability report their immediate supervisor being much less inclusive than people without disability, then what that would tell me is that any work I'm doing internally around building inclusive leadership capability, it needs to have that accessibility and disability lens on it. Maybe you've had a gender equity lens on it for many years, and so now maybe it's time to revisit it with a disability and accessibility lens. Legal compliance is another area. And I like to manage people's expectations about this because often I talk to organisations and they're horrified that the results show that, say, 12% of their surveyed workforce indicated that experienced harassment or discrimination in the past 12 months.

And they're hoping for like a 0%. And I always say, no, that's not realistic. It's just not realistic because we're human. So, really what you want to do around these questions is benchmark them against the Australian workforce average and against the DCA member average, and more particularly, against your industry, and see how you're sitting relative to those benchmarks. I've also put in here as an area of respect at work. So, since December 2022, all organisations have a positive legal duty to prevent sexual harassment and to take action, if it occurs, to manage it appropriately. So, I always encourage our members to look at the questions around gender and harassment and discrimination and split them by gender. There's also questions in team inclusion that go to respect at work. So, there's a question about I feel like I'm a respected at work. It doesn't go directly to harassment. But if there's a difference in gender between men and women's responses, it tells you a lot about the culture.

We also have quite a few questions around career opportunities. And again, you can look at that at the high level, but also split it by diversity group. And we have some questions on social capital, so mentoring and sponsorship. And we've got a couple of questions on flexibility as well there in the gender equality section of your dashboard. So, there are all sort of inclusion touch points that the survey covers. If you are looking for resources to help you, then go to the website and under the resources tab we have a section called, hang on, I'll just circle it with my arrow, D&I planning. And you can see here we've got all these topics like the case for change, D&I policy, inclusive leadership, inclusive language, and so on. The other thing we have is, next Tuesday, we're releasing a guide called Getting started on D&I. And it covers the five piece of D&I. And I think this, I know I'm a bit biased, but I think this guide, it's really useful for people who are new to D&I altogether. It's really new, it's really good for people who are new, not new to D&I, but new to the organisation, they're in a new D&I role in a new organisation, because it's just a framework that you can use to get your head around how your organisation is going generally on D&I.

So that's coming out next Tuesday, and it's a great framework to assess how you're tracking. We also have guidelines. So there's lots of questions on inclusive leadership in the index. And if you're looking for guidelines on that, they're on our website. We're also in November releasing a guide on inclusive Teams. So how to create an inclusive team and how to be an inclusive team member. And we also have a fantastic guide on flexibility and how to create a flexible, flexibility in your team. But wait, there's more. We have inclusive recruitment guides. So if that's a focus for you, and if you're looking at how to make your career development and promotion processes inclusive, we have these three guides here, cracking the Cultural ceiling, cracking the Glass Cultural ceiling, and our (UNKNOWN) Women in Leadership report. So there's lots there. And really, as we said, it's more a matter of you deciding what am I going to strategically focus on. So just a reminder, if you'd like to ask a question, you can go to your control panel at the bottom of your screen, select the more options where the three dots are, and then select Q&A and type your question to all panelists.

Rose, did you want to...

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah. We've got a really good question to come through the chat from Liz. Thank you. Liz. So Liz's question is any advice for organisations who may not have enough, sorry, ten responses for each diversity category. Therefore, we are not able to compare experiences when it comes to inclusion experiences. So for those inclusion pages, would we just talk about it generally and acknowledge that we can't report on the different experiences of the minority groups because, because the survey ensures anonymity? So I think, yeah...

**DR JANE O'LEARY:**
You go first.

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah. I think this is going to be one that we both probably have the same perspective and just back and forth on. But I think, we actually originally didn't have this function on the dashboard. It's something that we were thinking about doing because, you know, we didn't want people from marginalised backgrounds to not be able to share their experiences or to have their experiences heard, weighing up with protecting their anonymity. And ultimately, when we were talking to people who had taken the survey, it became clear that while it was important to hear their experiences, at the same time their immediate safety and their organisation was the most important thing for them, for them to not see, for other people to not see how they'd responded. And unfortunately, you know, we do have organisations participating where we're not sure, you know, how much the the person that has access to the dashboard is sharing with a wider team. So it's something that we've put in. My view is to firstly think about your organisational size.

So if you're a medium to large organisation, and you're not, for example, able to see the disability data, then I would interpret that as, again, I'd firstly look at your preferred not to say responses, to say, you know, could you have met that ten figure if you had not, had prefer not to say responses? But also, you know, the example of disability, we know that 20% of the Australian community are a person with disability. So if in your organisation you're not able to meet that ten figure and you are a medium to large organisation, then that could, you know, be something that you could report back on that, you know, we don't have the safety for people to feel comfortable in sharing that information. Or we need to look at some of our recruitment practices, because for an organisation our size, we should have been able to have that amount of responses. I feel like I've got lots more on my head, Jane, but I don't know if you want to step in while I sort through it.

**DR JANE O'LEARY:**
I know.

**DR ROSE D'ALMADA-REMEDIOS:**
That's a really good question.

**DR JANE O'LEARY:**
It is. And I was jotting down lots of points to make because I didn't want to lose any of them. So I, whatever, everything you said I agree with. And I think in terms of if you're a larger organisation, there are a couple of questions to consider. And one is, is your overall response rate low? And is that what is driving it? That you've actually, you know, you've got a large pool of people, of employees, but you've just got a really low overall response rate. And then that become, what I think, the opportunity is there, is next time you run it, be really considered about your comms campaign in the lead up to deploying it again. If your overall response rate is not so is not too bad, but, as Rose said, there's a lot of prefer not to say around some particular diversity demographics or it's, then I think you you'd need to ask yourself why, you know, why? What's going on there? And is it a confidence issue amongst employees? And the last thing I'd say is, is this a first year you've deployed the index in your organisation?

And the low response rate overall or for particular cohorts, diversity groups may be a function of people going, OK, the organisation's has never done this before. I'm just going to sit tight and watch this time to see, is privacy assured? Are they really going to use the data? And then they'll watch and then next time you deploy it, you'll have built, if you've done it the right way, you'll have built up the confidence and you'll find you've got a higher overall response rate and a higher response rate for particular diversity cohorts.

**DR ROSE D'ALMADA-REMEDIOS:**
Thanks, Jane. If I think of anything else, I'll add in. I've just got, Liz's just said that... Apologies if you can hear my dog. This is like her favorite webinar to bark in, I swear. If you go through recordings of each year, you'll hear me apologising for my dog, apologies. You have about 39 responses so far, so I think you are probably about a small organisation. So some of them you probably just won't ever see if you remain at that size. But I think there's some of those charts that you should be able to expect to see. Yeah. So I've got another one coming through. I'm just seeing if there's some on similar sort of things around response rates, so we could probably group them together. We've got one saying, what is the minimum amount of responses needed to qualify for the inclusive employer index, assessment? And that is 20%. So you need a 20% response rate to meet that particular criteria for the inclusive employer assessment. And I'll have information on the assessment. It's in the FAQ and it's in the webinars that we've done, but also in that hub that I'll be sending around.

There'll be more information on that. Another one around response rates around for, this one from Deb, for a relatively large organisation, what kind of response rate would you expect to see? And what would constitute a low response rate? Do you want me to have a go?

**DR JANE O'LEARY:**
Yeah. Yeah. You have a go, and then I'll jump in.

**DR ROSE D'ALMADA-REMEDIOS:**
So the larger an organisation, the smaller the response rate we typically see. For some of the smaller organisations that we have participate, it's not uncommon for us, so if we're thinking around, you know, under 100 employees, particularly organisations that might have around 60 employees, it's not uncommon for us to see response rates of around 70 to 80%. So the small organisations do have a higher response rate when we start to get to around 1500 employees or around there, we do see response rates drop to around 40 to 50%. And then for some of the larger organisations, around 30%. Having said that, I have seen organisations with 5000 employees get a response rate of 60 to 70%, particularly in those organisations where there is already quite a high trust in providing survey data or they've put out a really well thought out communications plan in reaching their employees. And I have seen other organisations where they've got 5000 employees get response rates of 5%. So on average, we find that the response rate, if you group all the organisations that we have participating, sits at around 40%.

But again, if you're a small organisation, you should be expecting a higher one of at least 60 to 70%. And if you are a much larger organisation, then, it'd be great if you did get that, higher response rate. But you're probably looking at, you know, more like 30 to 40%. So I don't know if you wanted to add anything, Jane, to that.

**DR JANE O'LEARY:**
Yeah. The only thing I wanted to add is, I have found that if you are really proactive around sharing the results afterwards to the broader workforce, then the following year, the response rate goes up because then people go, oh, OK, there are actually using it, and they're using it in ways which don't breach my confidentiality.

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah. So I think we do notice that people that are participating or organisations that are participating in successive indexes start to really improve their participation rates. I was trying to look at, how might it change our consideration of the data if we get a lower response rate, eg, only half of workers? I suppose for me it just, thank you Tim. For me, it depends on how large your workforce size is, I think. But I still think 50% of a workforce is still fairly decent response rate. And I suppose it's enough to make definitely some interpretations of what's happening in your workforce, particularly if things are consistent across questions. I guess the one thing you might need to look at is just tweaking, I suppose, how you report back on that. So you wouldn't, you'd say, you know, of the employees that took the survey, you'd probably change your language a little bit. Jane, do you have anything to add onto, to that?

**DR JANE O'LEARY:**
No, I was a bit, I wasn't sure what the question meant. What, could you say it again?

**DR ROSE D'ALMADA-REMEDIOS:**
So how might it change our consideration of the data if we get a lower response rate, eg only half of workers?

**DR JANE O'LEARY:**
Do they mean lower compared to previous years, or did they mean just lower compared to what they were hoping to get?

**DR ROSE D'ALMADA-REMEDIOS:**
I'm not sure, but I think we could maybe talk to both.

**DR JANE O'LEARY:**
Yeah. So if it's lower than a previous year's, usually that's it's a timing issue. There's something going on like redundancy restructure or that people, the comms around the findings didn't hit the mark. So people are not seeing the value. You know, the what's in it for me, they're not seeing the what's in it for me in terms of how it was done in the previous year. And in terms of if, if you were hoping that you would get more than 50% and you didn't, then, I suppose I'd say why were you hoping 50% and have, yeah, have you got an engagement survey, for instance, that gets a higher level? And what is it about the way your, the comms and the administration of that that works, which, to get that higher response rate?

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah. I mean, I do find that once you hit a certain number of responses, even internally, when we do our pulse surveys at DCA, we're only a team of around 30 that once you get to say like 25 responses, things don't shift that much if an extra two or three people take that. So there does become a response. And there is, you know, when you're looking at doing academic research, there is research on what sort of happens once you hit a certain amount of respondents, and do you need 40,000 respondents or, you know, is 40 or 400 enough? And it does usually show that once you get to a certain point, it doesn't make much of a difference. And things are fairly consistent. I'm just looking at the interest of time.

**DR JANE O'LEARY:**
Of course. Yeah,

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah, I could, we could go on talking about this. Gudrun has said, are we looking at adding a neurodiversity question in the future? And yes, we at DCA only use questions in our index that have either come from another peak organisation that has consulted with people with lived experience in a particular diversity area, or a question that we've developed ourselves from consultation with people with lived experience in that particular area? We haven't come across that question just yet, which is why we haven't had it. But we are starting the process of doing that ourselves I think this, in the next 12 months. So we are looking at doing that ourselves. And part of that will be a consultation with neurodivergent people as part of that. So it is, yes coming,

**DR JANE O'LEARY:**
We've just kicked it off this week actually.

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah. And we will have once that's done, we'll put it into the index and we'll be able to provide reporting back on that as well. I think there's a couple other ones to cover off just briefly, in terms of admin, I think. But when will you no longer be able to see the dashboard data and have access to the data? So that will be the 31st of December this year. So you'll get some emails from me coming up, reminding you to export your data before you lose access to it. I'd suggest if you have finished your survey period now, go through and download all the exports that you can. And again, the instructions for that are in the PDF report that I've been sending around, around how to explore your data. And another thing is, if you're looking at your dashboard and you're unsure around what some of the terms mean, so for example, what constitutes younger worker? Then I'd referenced the guide that we've been sending around on how to explore your data, because that has a glossary at the end of the report that goes through the terms that are used on the dashboard as well.

Jane.

**DR JANE O'LEARY:**
We've got two minutes to go.

**DR ROSE D'ALMADA-REMEDIOS:**
Yeah.

**DR JANE O'LEARY:**
I just want, I think, let's wrap it up now and you can reach out to us if you have any further questions, and the recording will be available on our website in a few days. I do want to flag for, keep an eye out for. And the first is that, those of you who've been assessed as being an inclusive employer will be announced in our inclusion at work week, and that is in the third week of November, so 18th to 22nd of November. And in October, we'll send out an EDM to you all, just inviting you to register to be a part of that Inclusion at work week. And it's a good opportunity to sort of promote your findings internally, as well as the fact that you've been an inclusive employer nominated as an inclusive employer. So inclusion at work week, that's one. The next one is I mentioned next Tuesday we're launching the Getting Started on D&I guide, which is just a useful, practical framework for checking based on how you're traveling in your workplace that you've, on D&I. The third one is our debate.

Every year, we have a fantastic debate. This year it's on the 23rd of October. Tables are selling fast. And if you do, are looking for a fun, interesting, informative night out with colleagues, then you can go to our website and book a table or just one seat. And then the last thing is, in November we're going to be releasing our Inclusive Teams at Work guide, so you, which you can disseminate internally and it's designed for any team member to use. So it's not really a D&I practitioner audience guide. It's a guide that anyone in your workplace could use. So that concludes our webinar and I'd like to thank Doctor Rose D'almada Remedios and Quincy Hall from Diversity Atlas as well. And of course, all of you for attending today. A post-event email will be circulated to notify you all when the recording is available. So once again, thanks very much everyone, and look forward to seeing you at our next event. Thank you.

End of transcript.