

Inclusive Employer Index[®]

How to explore the
data on your dashboard

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- Citing DCA as a source will suffice where the reference is made in a verbal format.

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About Diversity Council Australia

Diversity Council Australia (DCA) is the nation's leading independent peak body for diversity and inclusion.

We are a member-based, not-for-profit, with a strong network of over 1,300 member organisations, including some of Australia's largest employers. For over 40 years we have been at the forefront of helping shape more equitable workplaces, contributing to a stronger economy and fairer society.

Our evidence-led approach is centred on lived experience, and our research consistently shows that inclusive organisations are more innovative, productive, and resilient in changing environments.

Through groundbreaking research, practical tools, events, advocacy, education and training, we provide expert guidance and advice across a spectrum of diversity dimensions to employees, leaders, policymakers and the broader community. We equip organisations with the tools and insights they need to champion the undeniable benefits of diversity and inclusion.

Workplace inclusion is achieved when all employees feel they are respected, connected, contributing, and progressing at work. This creates an environment where everyone feels valued and can reach their full potential.

A note on language

Language is a powerful tool for building inclusion (or exclusion) at work. The way we speak to each other can create a culture in which everyone can feel valued, respected and part of the team (included), rather than undervalued, disrespected and out of place (excluded). DCA is committed to language that is respectful, accurate and relevant.

We recognise that no single term would capture everyone's lived experience, and different groups or individuals prefer certain terms. We recognise and respect each person's right to identify with terms that they feel most comfortable with. Where quoting other organisations or existing research, we have used the terms from those sources.

Constantly evolving. Language is socially constructed, dynamic and constantly evolving. As people's lived experiences change, so too does the language we use to describe ourselves. So, as well as recognising that one label or description may not capture the breadth and depth of the lived realities of a group, we understand that descriptions change over time.

Lived experiences. The terminology we have used in this guide is based on advice from peak groups consisting of and representing people with lived experiences.

Willing to change. Our intention has always been to be inclusive of everyone. We acknowledge that we may not always get it right but commit ourselves to be open to change, to listening and to continuing to learn from people with lived experience.

Specific terms

Aboriginal and/or Torres Strait Islander people(s). We use the terms "Aboriginal and Torres Strait Islander peoples", "Aboriginal and/or Torres Strait Islander peoples" (where the "and/or" recognises that some individuals belong to both groups) or "First Nations". However, we recognise that this approach is not without contention. These terms do not reflect the diversity of Aboriginal and/or Torres Strait Islander peoples. Moreover, many prefer to be known by their specific group or clan names. We only use the term "Indigenous" when citing work that has used it.

Binary gender language. We recognise that some people's gender experiences and identities cannot be captured by binary language. Occasionally we use binary language in this report. Even though we recognise that gender does not exist in binary categories, these categories have very real effects, and sometimes binary language is necessary to convey the gendered nature and dynamics of our society.

Disability. We use person-first language with the term "people with disability" but recognise that people with disability sometimes prefer identity-first language (i.e. "disabled people"). We also recognise that when we use the term "disability" without breaking it down, we do not reflect the diversity in disabilities and how people's experiences differ as a result. Further, **some** communities may not define themselves as disabled at all (e.g. Autistic and Deaf communities) but are still considered as such in policy language.

A 4-step approach

Follow 4 steps to explore your dashboard data

To make the most of the data on your Inclusive Employer Index dashboard, explore it using the below 4 steps. Each step is broken down and explained in detail in the rest of this guide.

Step	Activity	Pages
Step 1 Review diversity profile	Review the diversity profile of your employees and benchmark it against the Australian workforce.	7-11
Step 2 Review overall inclusion results	Review the diversity profile of your employees and benchmark it against the Australian workforce.	12-14
Step 3 Review inclusion results across diversity	Review whether employees are experiencing less inclusion and more exclusion based on their diversity.	15-18
Step 4 Repeat steps 1 to 3 for group comparisons	If you created groups (e.g. based on business unit, location, etc.), repeat steps 1 to 3 to explore if there are any diversity profile or inclusion differences experiences between groups. If you did not create groups, then Step 3 is your last step.	19-20

About our benchmarks

Why benchmark?

Benchmarking diversity and inclusion (D&I) data is a powerful way to identify areas of focus in your organisation's D&I efforts. By benchmarking your data, you can set realistic goals and track your progress over time, ensuring that your D&I initiatives are effective and impactful. Benchmarking your D&I data also gives you a sense in how you are performing against what is happening in the broader workforce, in similar organisations, and against your organisation's own past performance.

What benchmarks are available in the Index?

There are up to 3 benchmarks available to compare your data to in the Inclusive Employer Index:

Australian workforce benchmark

(a.k.a. "National Index"), derived from findings from a nationally representative sample of 3000 Australian employees in 2025.

DCA member benchmark

(a.k.a. "Member Average"), derived from a sample of all employees of DCA members who participated in the Index in 2023.

Industry benchmark

(where possible), derived from industry groupings of employees of organisations who participated in the Index in 2023 and 2024. Industry benchmarks are only possible where 3 or more organisations from the same industry participate.

Step 1

Step 1: Review diversity profile

Step 1 involves reviewing and benchmarking the diversity profile of your employees.

Why review your diversity profile?

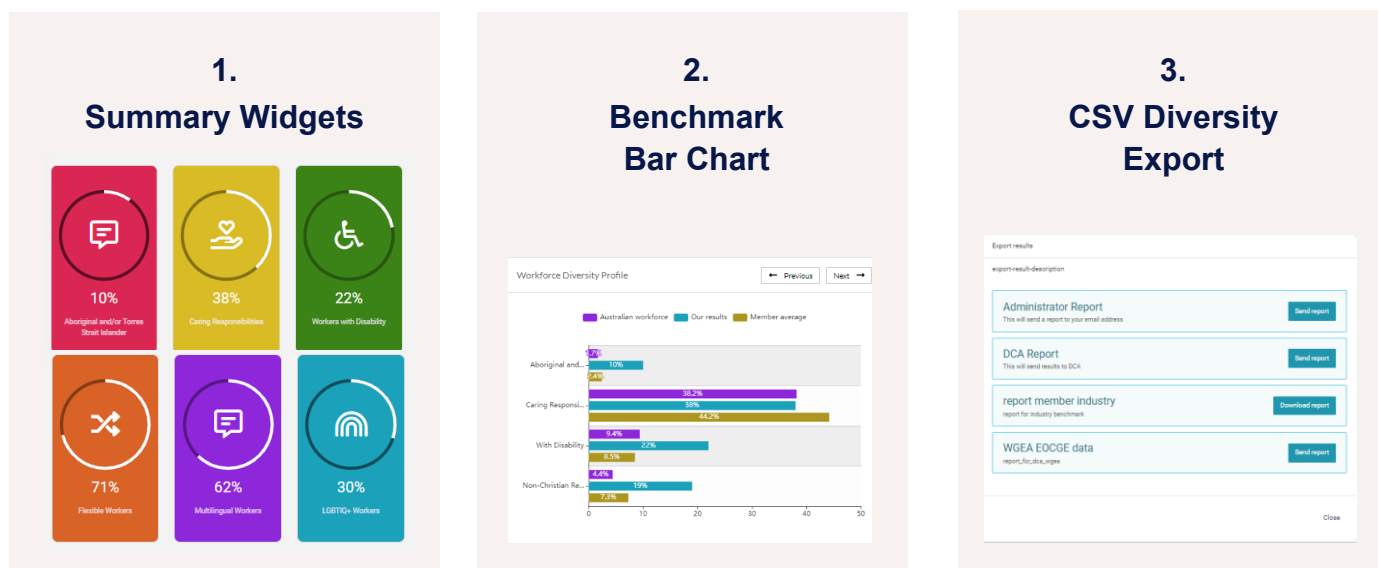
Reviewing the diversity profile of your workforce provides you with information on:

- how diverse your workforce is in relation to the diversity of the broader working population (e.g. against census data)
- how diverse your workforce is in relation to the diversity in the community you serve (e.g. against the diversity of clients/customers/patients you serve)
- the cultural capabilities of your employees that benefit organisation and the community you serve (e.g., multi-lingual ability)

This information is a valuable tool in directing where you need to focus D&I efforts, particularly in recruitment, setting targets, and building cultural capabilities.

How do I do this on the dashboard?

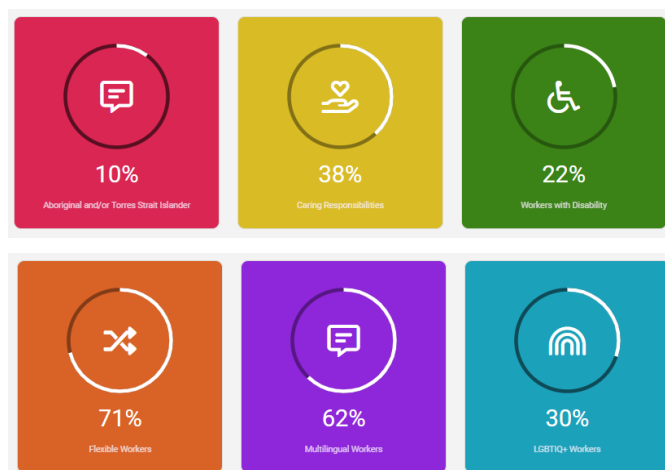
There are 3 key parts of dashboard to support reviewing the diversity profile of your workforce:



1. The summary widgets

The colourful widgets at the bottom of the “**Diversity**” page provide high-level summary findings on the diversity of your workforce. These findings can be used to report on workforce diversity in terms of how many employees:

- are Aboriginal and/or Torres Strait Islander
- have caring responsibilities
- are someone with disability
- are accessing flexible options
- are multilingual
- are LGBTIQ+.

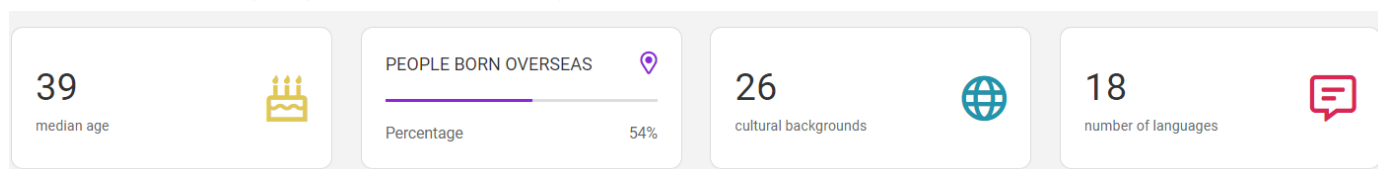


Your employees answered 4 questions related to inclusive organisational climate. The questions were created to gauge how your employees viewed; what extent their organisation had an inclusive culture where diversity is valued, if they could trust their organisation to treat them fairly, and if their top leaders demonstrate visible commitment to diversity and inclusion.

The responses were used to create a score out of 5 (where 1 = not inclusive and 5 = highly inclusive). Employees in “**inclusive**” organisational climates had given a score of at least 4. Employees in “**somewhat inclusive**” organisational climates were those who had a score of between 3 and 4, while employees in “**non-inclusive**” organisational climates were those with a composite score of less than 3.

The four rectangle widgets above the colourful widgets also provide some high-level summary findings. These findings can be used to report on workforce diversity in terms of:

- the median age of your workforce
- percentage of employees born overseas
- how many different cultural backgrounds are represented in your workforce
- how many languages other than English are spoken by employees



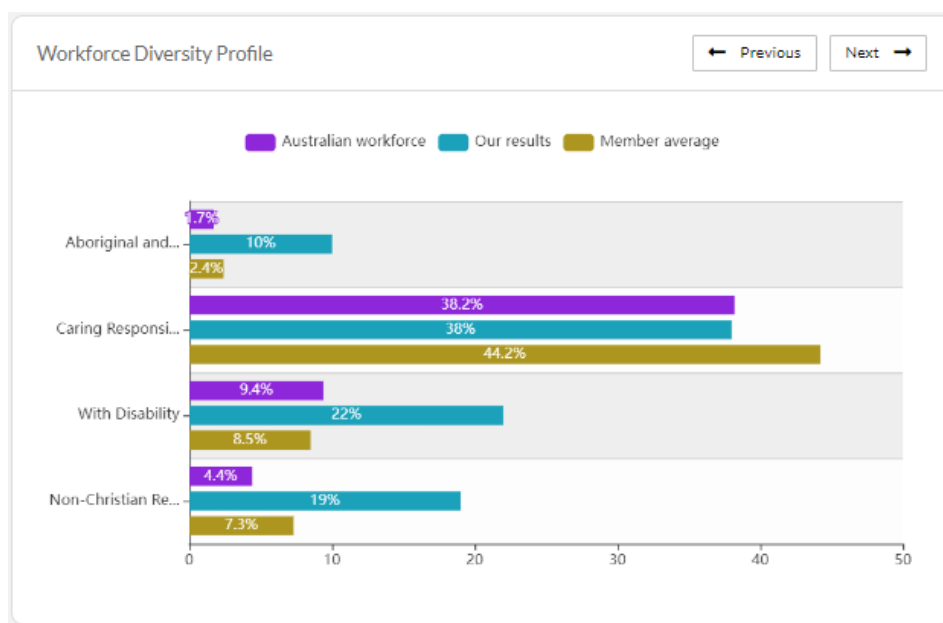
Tip: Report back on your diversity results

Use these widgets to report back on workforce diversity to employees, to senior management, in annual reports, and other company materials (e.g. About Us webpages).

2. Benchmark bar chart

The bar chart on the top left of the “**Diversity**” page shows your results benchmarked against the Australian workforce and DCA Members across the following data points (see **Glossary** for definitions):

- Aboriginal and/or Torres Strait Islander employees
- employees with caring responsibilities
- employees with disability
- employees from a non-Christian religion
- younger employees (under 30)
- older employees (over 55)
- employees with one or more non-main English-speaking cultural backgrounds
- LGBTIQ+ employees.



Tip: Benchmark against the Australian Workforce

While the DCA Member benchmark is insightful, when it comes to benchmarking diversity, it is usually more meaningful to benchmark your diversity data against the Australian workforce benchmark. This benchmark is more representative of diversity in the Australian workforce compared to the DCA Member benchmark.

3. CSV diversity export

While the summary statistics are useful for reporting on high-level diversity data, they do not give the full picture of your workforce diversity. For example:

- if the multilingual widget shows that 62% of your employees can speak a language other than English, what are these languages?
- if the caring widget shows 38% of your employees having caring responsibilities, how many of your employees care for children and/or adults?
- if your employees reported 45 different cultural and ethnic backgrounds, what are these backgrounds?

To dive deeper into your diversity data:

- press the **“Export”** button on the top-right corner of the dashboard
- select **“Send report”** on the **“Administrator Report”** option.

It can take a few seconds to receive a green confirmation message after pressing this. The CSV export will be sent to the email account of the registered username for the Diversity Atlas dashboard.

Tip: Explore cultural diversity

Use the CSV export file to explore the degree of cultural diversity in your workforce. For example, what cultural backgrounds and ethnicities does your workforce represent? What languages do your employees speak? What countries of birth do your employees represent?

Tip: Explore whether you need targeted recruitment

Use the diversity page charts and exports to explore if there are some diversity areas where your workforce is noticeably below the average for the Australian workforce. This can indicate where you need to take a more targeted approach in recruitment.

Step 2

Step 2: Review inclusion data

Why explore and benchmark your inclusion results?

Reviewing your employees' experience with workplace inclusion and how this benchmarks against the Australian workforce and DCA Members provides information on where you might need to focus general inclusion-building attention. For example, results might indicate a need to increase employee engagement with D&I or a need to work on inclusive leadership capabilities.

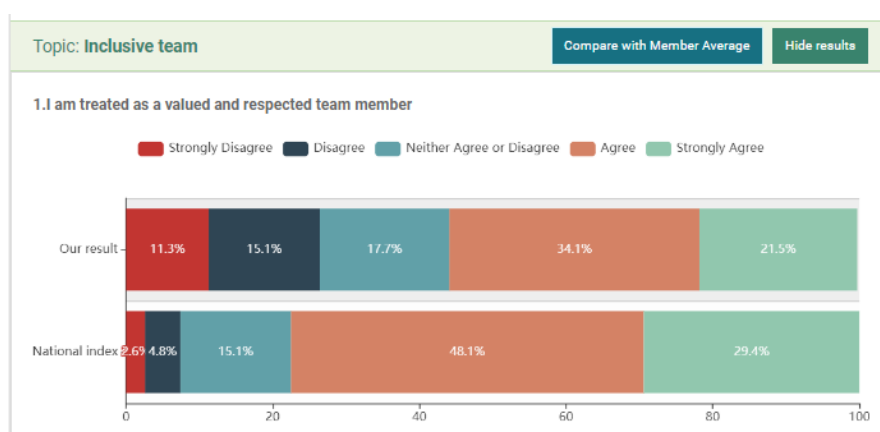
You can explore the following 6 areas:

- inclusion with immediate team
- inclusion with immediate manager
- inclusive organisational climate
- inclusive behaviours
- exclusionary behaviours
- employee awareness and support of organisational D&I activity.

How do I do this on the dashboard?

To explore your employees' experiences with inclusion and benchmark your results:

- go to the left side of the dashboard and select **“Compare”**
- click **“Show results”** on the group of questions you would like to review
- the chart will by default show you how your results compared to the Australian workforce (i.e., the National Index). To see how your results compared against DCA Members, select the **“Compare with Member Average”** button.
- once you are finished reviewing, you can scroll to the next set of questions, or select **“Hide results”** to close the question charts.



Tip: Examples of what to explore in the compare page

- Do employees report more inclusion in some areas than others? E.g. did many employees agree that their team is inclusive, but less agree that their immediate manager is?
- Do employees report more exclusion in some areas than others? E.g. do more employees report they are often left out of work social gatherings but less say they are often stereotyped?
- Are there some areas where discrimination and harassment are far more common? e.g. is gender discrimination more common than age discrimination in your organisation?

Compare against past data

If your organisation has participated in a past Index, compare your 2024 overall inclusion results against your past results to track any changes.

If you have not participated in a past Index, are there any results from your other surveys that may be comparable to track? For example, Workplace Gender Equality Agency Employer of Choice survey questions, or similar questions in your previous engagement surveys?

Tip: Examples of what to explore between years

- Has support for D&I or awareness of D&I increased or decreased over time?
- Are employees feeling more included in 2024 compared to prior years?
- Are your employees feeling less connected post-lockdowns in 2021?
- What areas have you been doing a lot of work on and are these showing in your 2024 results? For example, if you have been doing work on inclusive leadership, have results across the inclusive leadership questions improved compared to past years?

Step 3

Step 3: Explore differences

Step 3 involves reviewing the inclusion and exclusion experiences of your employees to explore if experiences differ based on their background.

Why explore employee inclusion experiences based on diversity?

Comparing inclusion results by any of the below diversity areas indicates whether your employees experience less inclusion and/or more exclusion based on whether they are:

- Aboriginal and/or Torres Strait Islander or non-Indigenous
- younger (under 30), mid-career (30-54), or older (55 and over)
- someone with caring responsibilities or someone without
- from a main-English speaking background(s) only, a non-main English-speaking background(s) only, or from both
- someone with or without disability
- a woman or a man
- multilingual or speak English only
- LGBTIQ+ or non-LGBTIQ+
- from a non-Christian religious affiliation, a Christian religious affiliation, or no religious affiliation

Doing this can help you prioritise D&I policy and initiatives to focus on. For example, results might indicate employees with disability in your organisation experience more exclusion than your employees without disability.

Note: minimum 10 privacy function

The dashboard has an inbuilt function for the above pages to protect privacy and maintain the anonymity of your employees. This means that to view the results of a demographic group response in the Inclusion chart pages, there will need to be at least 10 responses from employees for that demographic. For example, if you want to compare the responses of your employees with disability to the responses of your employees without disability, you will need at least 10 employees with disability to have taken the survey.

How do I do this on the dashboard?

To explore inclusion and exclusion findings based on diversity:

- go to the left side of the dashboard and select **"Inclusion"**
- select the diversity group you wish to explore (e.g. age)
- click **"Show results"** on the group of questions you would like to review
- once you are finished reviewing, you can scroll to the next set of questions, or select **"Hide results"** to close the question charts.

Tip: Sample size matters

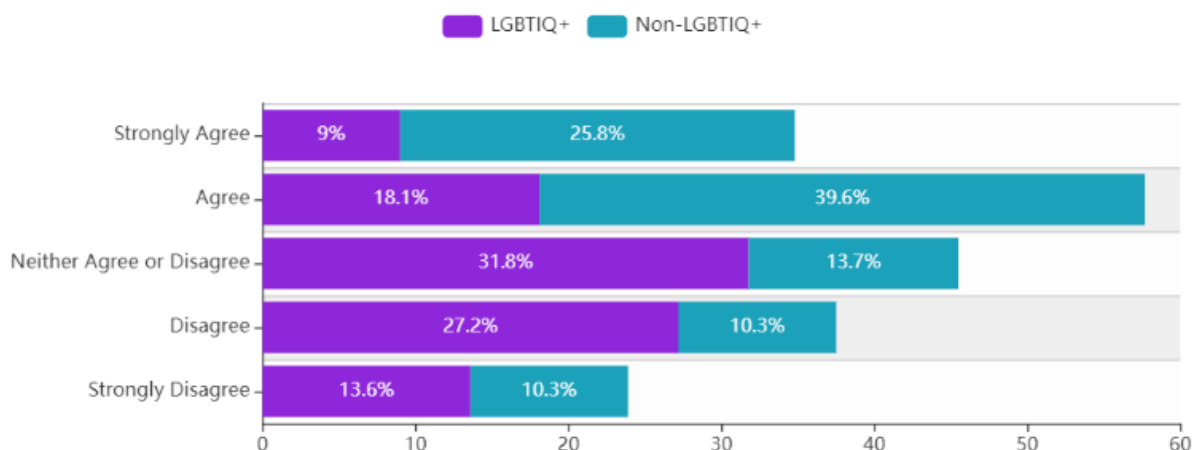
We suggest you need at least 20 respondents in a particular diversity group to enable meaningful and accurate interpretation of data (e.g. if you want to compare your Aboriginal and/or Torres Strait Islander employee responses against your non-Indigenous employee responses you will need at least 20 respondents in each of these groups).

How do I read the charts?

Charts in the inclusion pages represent frequency distribution **within a group** and do not show results for statistical significance. For example, in the below chart:

- all purple responses show how **LGBTIQ+ employees responded** (all purple bars add up to 100%) and all blue responses show how **non-LGBTIQ+ employees responded** (all blue bars add up to 100%).
- we can see that **9% of all LGBTIQ+ respondents** strongly agreed they felt valued and respected, compared to **26% of all non-LGBTIQ+ respondents**.

1. I am treated as a valued and respected team member



How do I interpret diversity differences?

Look for differences between bar colours in each chart and notable patterns in responses (e.g. is there one really big difference in one question, or many smaller differences across multiple questions?).

For example, in the chart on the previous page, 26% of all LGBTIQ+ respondents strongly agreed + agreed they felt valued and respected, compared to 65% of all non-LGBTIQ+ respondents. This is a big difference, so this organisation needs to build LGBTIQ+ inclusion, specifically around respect.

- A **big difference** could be 10%+ for larger responses, but could be smaller for smaller responses (e.g. 25% LGBTIQ+ disagree versus 10% non-LGBTIQ+ disagree).
- A **smaller difference** (e.g. 5%) is also notable if it appears on many questions. For example, are LGBTIQ+ employees consistently reporting 5% less agreement than non-LGBTIQ+ employees across many questions?

Step 4

Step 4: Repeat for groups

Explore any differences between your groups (optional)

Did you create groups that were sent different links based on business unit, departments, location, subsidiaries, etc.? If so, repeat Steps 1 to 3 to explore if there are any differences in the diversity profile and inclusion experiences between these different groups. Groups must have been created prior to asking your employees to take the survey (i.e. this step cannot be done retrospectively).

How do I do this on the dashboard?

The dashboard automatically defaults to show your results as a whole organisation.

To explore if there are any differences between your groups:

- isolate results by any groups you created by going to the **“View as:”** drop-down menu in the bottom left corner of the dashboard
- select the group you wish to isolate from this drop-down menu. The dashboard will then update to show the results of that isolated group
- repeat Steps 1 – 3 from this guide, i.e. review and benchmark diversity, review overall inclusion results, and (where possible) explore differences in experiences based on diversity.

Isolated group results will only show if you had more than 35 employees from that group take the survey. If this did not occur, results of the employees in this group are still included in the overall organisational results.

Step 3 may not be possible here if you do not have enough employees from a diversity group to compare (e.g., if an isolated group only had 4 employees with caring responsibilities, you cannot interpret the results for the caring inclusion split in Step 3).

Tip: Examples of things to explore between groups

- Are there some departments/divisions/locations that are less diverse than the organisation-wide average and/or the Australian workforce?
- Are there some departments/divisions/locations where employees are experiencing less inclusion than others in the organisation?
- Are there some departments/divisions/locations where instances of exclusion are more common than other groups and the organisation-wide average?

Exporting your data

Export your data

To help explore your data, try exporting from the dashboard any of the below CSV table-based reports:

- your diversity data in the “**Administrator Report**”
- the 9 diversity splits in the “**Inclusion**” section
- the required data for any organisations applying for the Workplace Gender Equality Agency’s Employer of Choice for Gender Equality citation in the “**WGEA EOCGE data**” export
- your results across the inclusion questions on the Compare page in the “**Compare Report**” export.

To access these reports:

- go to the “**Export**” button on the top-right corner of the dashboard
- select “**Send report**” on the report you wish to export. If exporting one of the 9 diversity splits, you will need to ensure you are on the page you wish to export (e.g., to download the disability inclusion data you need to be in the “**Disability**” section of the “**Inclusion**” pages.

Export results

Export options

Administrator Report This will send a diversity report to your email address	Send report
DCA Report This will send results to DCA	Send report
Inclusion x Disability report_for_dca_disability	Download report
WGEA EOCGE data This will send a EOCGE report to your email address	Send report
Compare Report This will send your results under the compare panel to your email address	Send report

Close

Glossary: Terms on dashboard

The below are terms and acronyms used on the dashboard, as well as throughout the PDF report.

Aboriginal and/or Torres Strait Islander. This refers to those who have responded to the survey question “Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?” by selecting they have an Aboriginal background, Torres Strait Islander background, or both.

Age. ‘Younger’ refers to those aged 29 and below. ‘Mid’ refers to those aged between 30 and 54 years of age. ‘Older’ refers to those aged 55 years and above.

Australian Workforce Benchmark. Also referred to as the “National Index”. A national average benchmark derived from a nationally representative survey of 3000 Australian workers conducted in May 2023.

Caring responsibilities. This refers to those who have responded to the survey question, “In the last two weeks, did you spend time providing unpaid care, help or assistance for family members or others?” by reporting they cared for a child or children and/or an adult or adults.

DCA Member Benchmark. A benchmark derived from all employees of participating DCA members taking the survey in 2023.

Discrimination. Defined as unfair treatment because of a person’s Aboriginal and/or Torres Strait Islander background, age, culture/ethnicity, disability, gender, sexual orientation or gender identity in the 12 months prior to taking the survey.

Disability. Refers to those who self-identified as being a person with disability, illness, or injury.

Flexible Workers. Refers to those who selected they had accessed one or more forms of flexible work options in the 12 months prior to taking the survey.

Harassment. Defined as unwelcome comments, slurs, jokes, images or physical touch based on a person’s Aboriginal and Torres Strait Islander background, age, culture/ethnicity, disability, gender, sexual orientation or gender identity in the 12 months prior to taking the survey.

LGBTIQ+. We use the acronym LGBTIQ+ - lesbian, gay, bisexual, trans / gender diverse, intersex variation, and queer. The “+” recognises that LGBTIQ doesn’t describe a range of other terms that people identify with. We have used the term LGBTIQ+ in this document as it is widely used by organisations and in policy, but we recognise that this is not always the terminology preferred by individual communities.

continued

Main English-Speaking Background (MESB). Derived from the ABS's "Main English-Speaking Country of Birth" (MESB) category, which includes the United Kingdom (England, Scotland, Wales, Northern Ireland), Republic of Ireland, New Zealand, Canada, United States of America, and South Africa. The list of main English-speaking countries (MESB) is not an attempt to classify countries on the basis of whether or not English is the predominant or official language of each country. It is a list of the main countries from which Australia receives, or has received, significant numbers of overseas settlers who are likely to speak English. See DCA's [Counting Culture](#) report for more information on this.

MESB, Non-MESB, Both. 'MESB' refers to those who selected main-English speaking backgrounds only. 'Non-MESB' refers to those who selected non-main-English speaking backgrounds only. 'Both' refers to those who selected a main-English speaking background and a non-main-English speaking background.

Multilingual. This word refers to those who reported being able to have a conversation about a lot of everyday things in one or more languages other than English.

Non-Christian Religious Background. This term refers to those who identified as having a religious affiliation that was not a Christian denomination (e.g. Buddhism, Hinduism, Islam, Judaism or Sikhism). The term does not include those who have no religious affiliation.