Equity Audit: An Analysis of Diversity, Inclusivity and Accessibility in the One Woman Project

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Workplace Discrimination and Diversity Management

Diversity is the acknowledgement, acceptance and celebration of the differences among people which are socially and historically significant (Babalola, 2013). These include: age, race, gender, physical and mental ability and more. An inclusive and diverse work environment benefits both employers and employees; employees feel more valued and satisfied at the workplace, and increases the organisation's pool of available resources by offering unique ideas and perspectives (Yadav & Lenka, 2020).

Research has suggested that lack of diversity and inclusivity management and appreciation can cause discrimination in the workplace. That is because work culture influences the way we speak, work and behave in the workplace (Green, 2005). So a work culture that doesn't understand and value the diversity and inclusivity in the workplace can elicit workplace discrimination and segregation. For these reasons, the existing discrimination of the workplace is evaluated to understand the extent of which discrimination exists in the workplace and how these might go on to affect the sensitivity and appreciation of diversity in the workplace (Buckard, Boticki & Madson, 2002). The Hegarty and Dalton (1995) Organisational Diversity Inventory (ODI) was used to measure workplace discrimination, discrimination against specific groups and the diversity management.

What the survey tells us:

In terms of the extent of which discrimination across gender, race and other aspects exists within the workplace, the survey responses generally indicated high levels of diversity within the organisation.

For the existence of discrimination within the organisation, responses were similar.

- 95% of responders indicated that everyone at their level in the organisation is treated fairly. However 5% responded the opposite; they believed that not everyone in the organisation is treated fairly.

I have experienced the discomfort of discrimination.

5%
5%
90%

- Strongly disagree
- Disagree
- Neutral
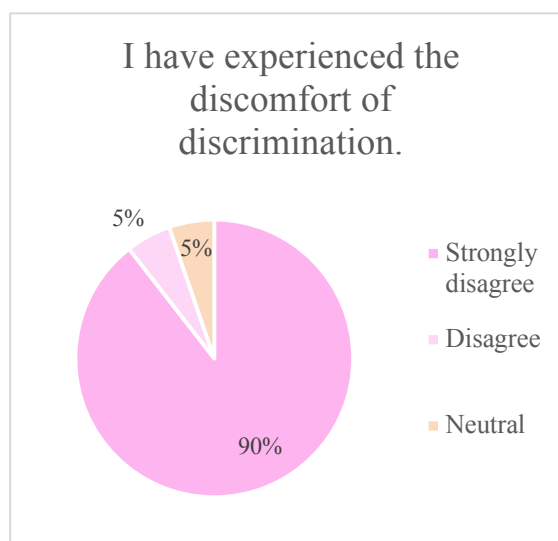
- 95% of responders agreed/strongly agreed on being treated fairly in the workplace, more specifically that their friends and families would agree that they were being treated fairly. The one different response was a neutral/ neither agree nor disagree response.

- 95% of responders strongly disagreed that sexual discrimination exists in the organisation and on having heard people at work make negative comments about gays/lesbians. In saying so, 5% of responders disagreed on this and believed that sexual discrimination does exist and had heard negative comments which support this.

- 5% of responders indicated that they believed that the company sometimes doesn't follow the stated policies against discrimination.

To delve into this, the measurement of discrimination against specific groups was also assessed and analysed. The results were as follows:

- 95% of responders believed that the organisation is not biased against people who are gay/lesbian and had not heard sexist remarks at work before. The 5% who did not believe this voted neutral.

There are mixed results for the rest of the measures.

- 5% of responders strongly agreed that they had heard racist remarks at work. Another 5% remained neutral while the rest of the responders disagreed/strongly disagreed.

- In terms of management's actions on diversity, 5% believed that management talks about diversity but doesn't really do anything about it while another 5% remained neutral, and the rest disagreed/strongly disagreed.

- 5% of responders also believed that managing diversity has not helped the organisation to be more effective, and 5% disagreed that the organisation has sponsored classes, workshops and/or seminars on managing the diverse work force.
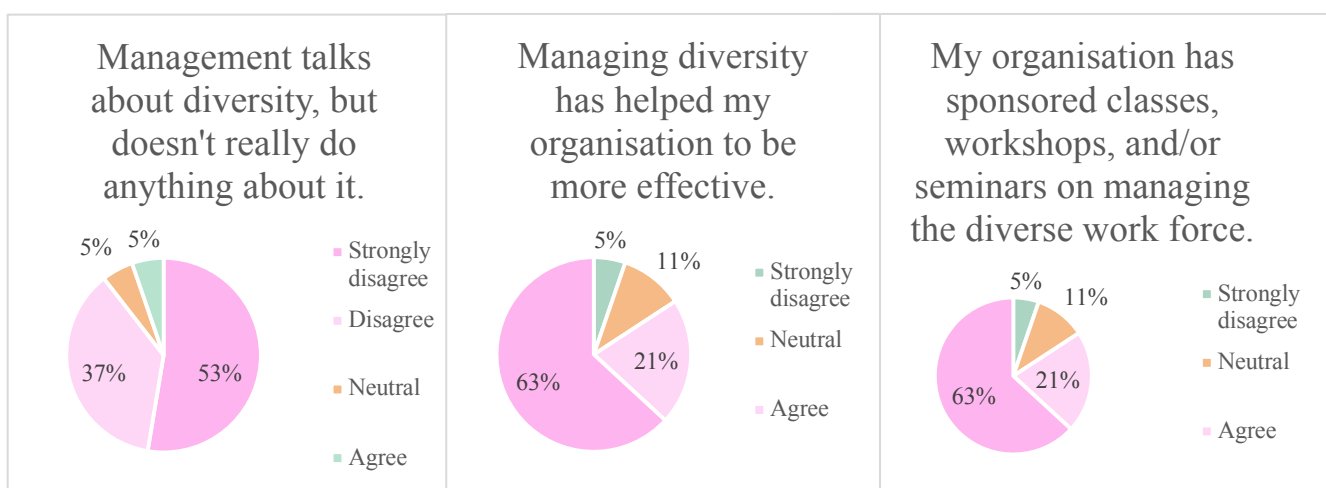
Based on these results, it seems that in terms of diversity, responders generally perceive a low level of discrimination within the organisation. While 95% of the responders indicated that they themselves do not and have not experienced discrimination in the organisation, mixed responses in this measure and the demographics section suggest the opposite which means that this aspect of diversity can be improved on.
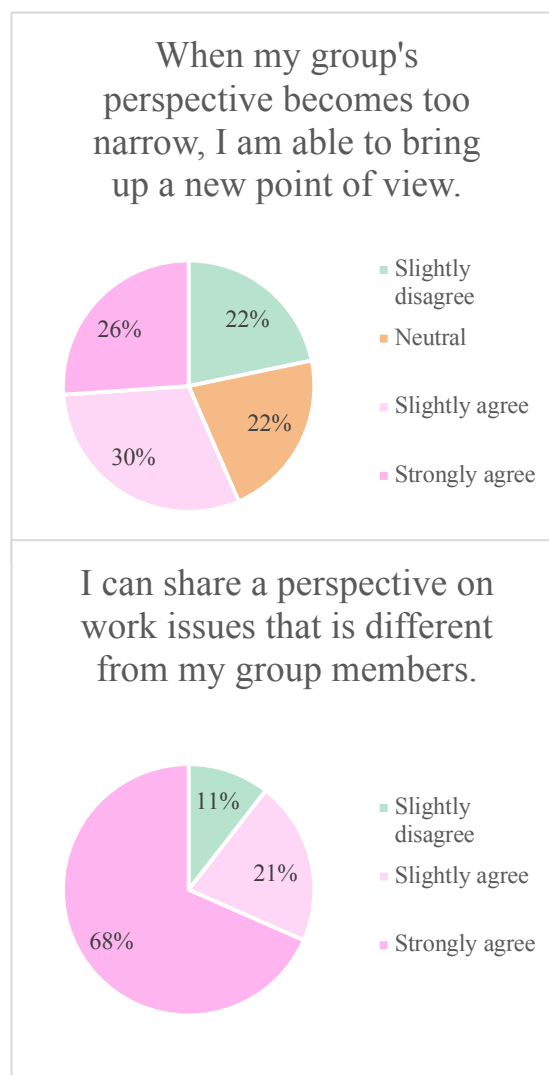
Inclusivity

Workplace inclusivity refers to the practices and policies in place within a workplace that ensures equal access to opportunities and resources for all, especially those who would otherwise be excluded or marginalised. This could be because of qualities including gender, race, or if they have a physical or invisible disability.

It is crucial to ensure that workplaces are aware of and promote inclusivity, to ensure that everyone's thoughts, concerns and values are being heard and recognised as equally important.

To measure this, the Work Group Inclusion Scale was utilised in the survey, which specifically measured Belongingness and Uniqueness. Belongingness focused on how connected and valued an individual feel within their group. Uniqueness focuses on how accepted and celebrated an individual feels their unique traits are within their group. This helps to measure how differing opinions and traits are valued within a work group.
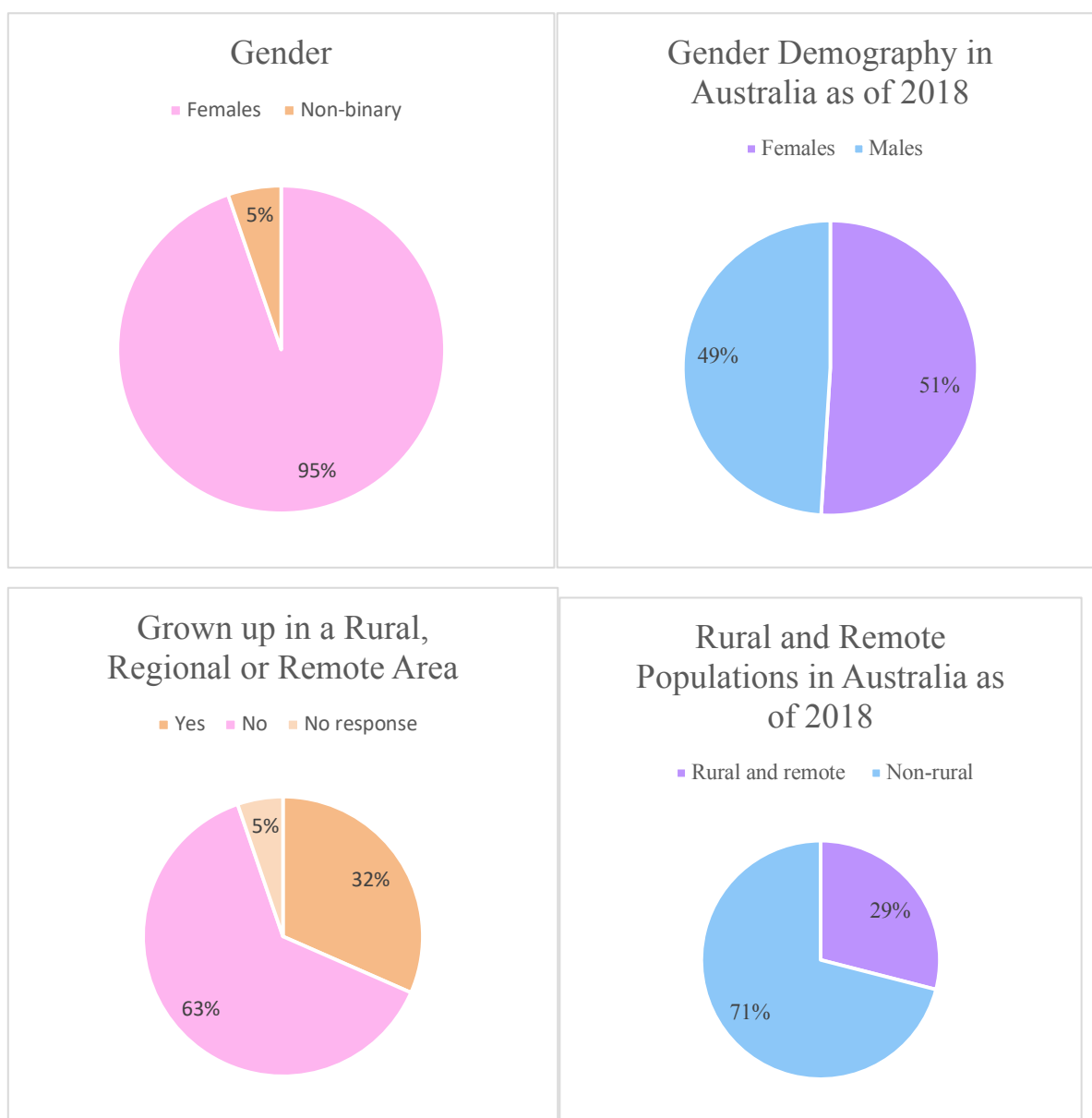
This scale was also completed by the workforce. It was found that on average across the workforce, individuals reported that they felt like they belonged within their workforce and their unique traits were valued. These results indicate that almost all employees feel they belong and are included within the workforce. There were some responses that indicated they neither agreed nor

When my group's perspective becomes too narrow, I am able to bring up a new point of view.

- Slightly disagree 22%
- Neutral 22%
- Slightly agree 30%
- Strongly agree 26%

I can share a perspective on work issues that is different from my group members.

- Slightly disagree 11%
- Slightly agree 21%
- Strongly agree 68%

disagreed that they felt included in their group, however these responses were deemed outliers in analyses. However, due to a smaller workforce, it is important to follow up on responses such as these.
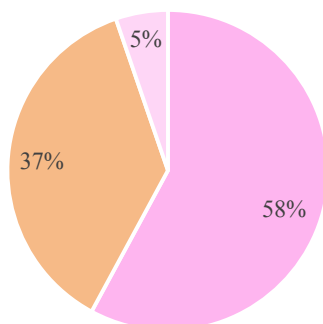
Workforce Demographics and Diversity

These pie charts reflect how representative the workforce at the One Woman Project is of the Australian population. It is hard to estimate the actual diversity of the Australian population because not all of the information is available or updated and some may be unwilling to disclose this information. Despite this, the pie charts show that generally, the workforce represents much of the Australian population.
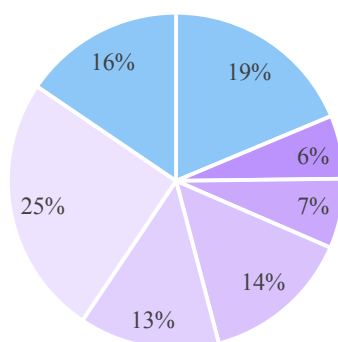
Gender

■ Females ■ Non-binary

- 5%
- 95%

Gender Demography in Australia as of 2018

■ Females ■ Males

- 49%
- 51%

Grown up in a Rural, Regional or Remote Area

■ Yes ■ No ■ No response

- 5%
- 32%
- 63%

Rural and Remote Populations in Australia as of 2018

■ Rural and remote ■ Non-rural

- 29%
- 71%

Age Range

- 18-24 year olds
- 25-34 year olds
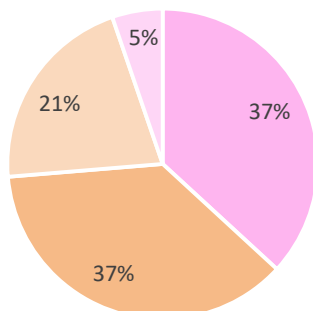- Prefer not to say

58%
37%
5%

Age Range in Australia as of 2016

- 14 and below
- 15-19 year olds
- 20 -24year olds
- 25-34 year olds
- 35-44 year olds
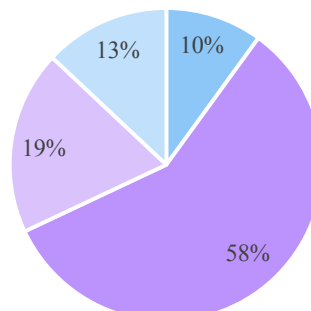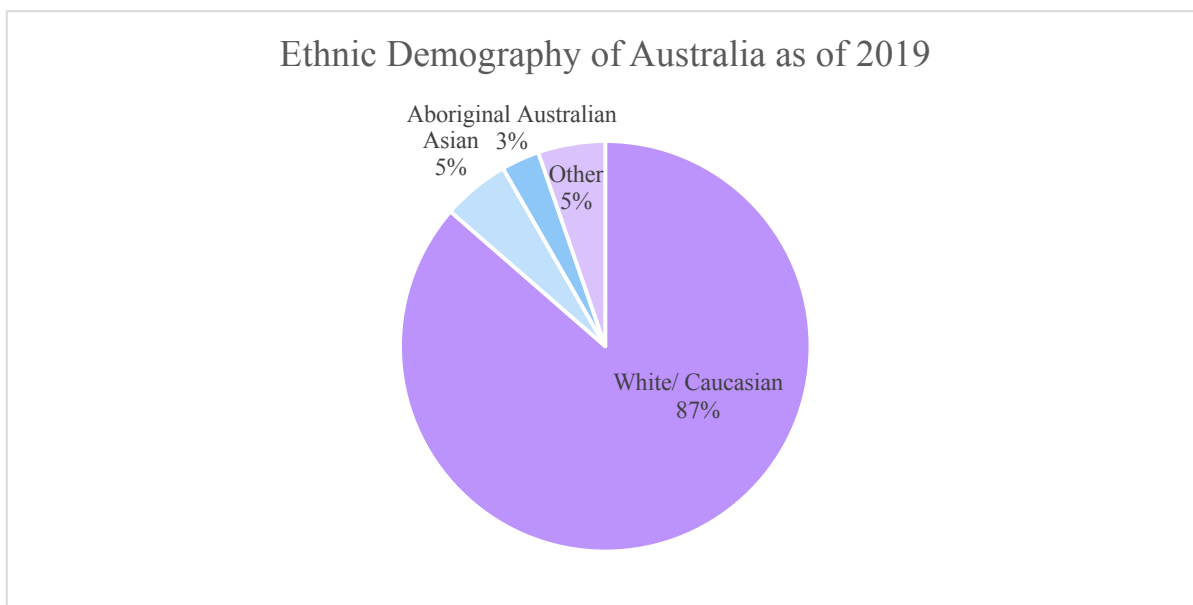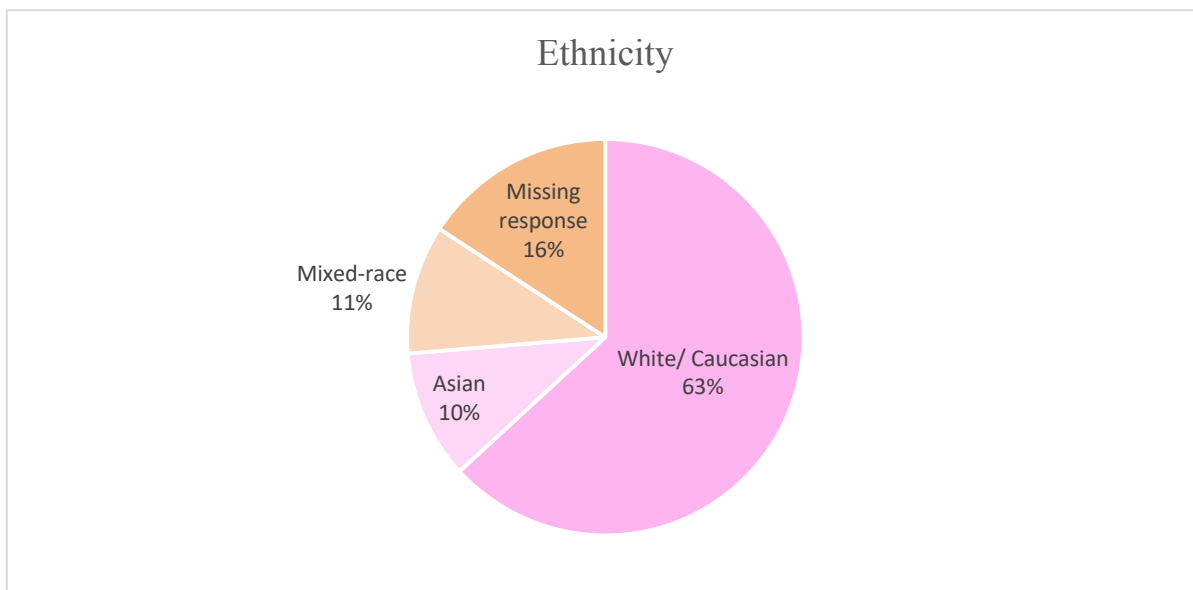- 45-64 year olds
- 65 and above

19%
6%
7%
14%
13%
25%
16%

Socio-economic Status

- Working class
- Middle class
- Upper-middle
- Prefer not to say

37%
37%
21%
5%

Socio-economic Status of Australian Families as of 2016

- Upper
- Middle
- Working
- Under

10%
58%
19%
13%

Ethnicity

Ethnic Demography of Australia as of 2019

Correlational Analysis

Analyses were run with the averaged data for each questionnaire section. Overall, this revealed that the small sample size held no significant power, indicating that any significant results may not be reliable.

Furthermore, a correlation was run to determine if any specific group of people were answering the surveys in a particular way, and no significant results were found. This indicates that there was no pattern within the data that could suggest certain groups rated higher or lower on the scales.

Recommendations Based on the Survey Responses

Taking steps towards managing diversity is crucial as some organisations have been criticised for not solving diversity and discrimination problems, especially when steps have been taken to identify these issues (Heagarty & Dalton). This often creates more satisfaction towards the organisation. Thus, proper and effective management of diversity is crucial.

Diversity and Inclusion (D&I) Training

D&I programs are aimed to facilitate respectful and meaningful interactions in the workplace while reducing discrimination and bias based on individual differences. The programs tap into developing employees' cognitive, behavioural and attitudinal learning. Cognitive learning of diversity refers to the employees' acquisition of knowledge about diversity, behavioural learning refers to the acquisition of skills and attitudinal learning refers to the employees' attitude and beliefs on diversity (Bezrukova, Spell, Perry & Jehn, 2016).

The current D&I at the One Woman Project includes yearly seminar sessions on anti-racism, disability, classism and feminism and how this intersects, and more for the whole team. Diversity and inclusion training are also provided for Directors and the People & Culture team. These seminars are all voluntary, and are conducted during work meetings.

The survey responses indicate that diversity management in the One Woman Project is generally of high quality, however, there are always things that can be improved on. Making changes towards the current D&I and assessing the effectiveness of these changes by conducting another equity audit is recommended.

Research on D&I training has shown that while cognitive learning of diversity remains the same, attitudinal and behavioural learnings tend to decay with time (Bezrukova, 2016). This happens even more frequently in events that may lead to more bias towards those of diverse backgrounds (e.g an act of terrorism). This is important to note because the resources put towards D&I training would be futile if people know about the importance of diversity but aren't retaining and applying the learned values and behaviours. Therefore, it is recommended that diversity and inclusivity trainings in form of workshops or seminars should be conducted more regularly (biannually) to reinforce the knowledge and appreciation of diversity in the workforce. These training programs should remain voluntary though, as voluntary training is perceived more favourably and leads to more willingness to learn than mandatory training (Bezrukova, 2016). However, training materials and resources can be made available online so those who did not attend could be offered a catch-up session of

sorts, that way everyone has the opportunity to participate in D&I training if they wanted to. This also means that training can be accessed at any time which can help prompt and reinforce an inclusive work culture. An integrated approach towards D&I training has also been recommended which helps with retention of cognitive, behavioural and attitudinal learnings by tapping into different teaching approaches.

By doing so, the perception that the organisation does not have sponsored classes on managing the diverse workforce, and will help with the retainment and application of positive diversity skills and attitudes that will be continuously reinforced by management over time. It is important that these changes are evaluated with a follow-up equity audit or survey to understand whether these strategies improve perceptions of diversity management.

Diverse Hiring

Another recommendation incited by the survey responses are strategies to increase diverse hiring. As seen in the demographics section, there are people of unique backgrounds that are not represented in the organisation. A way to encourage diversity in the workforce is by increasing the diversity of those in the candidate pool.

There are currently many aspects that encourage diverse hiring in the recruitment process of the One Woman Project. The organisations' values and fight for equality are plain to see. However, one aspect which can further improve workforce diversity is by increasing diversity hiring in candidate sourcing (Mondal, 2020). Currently, available positions are advertised on the One Woman Project website, and advertised internally to the team through weekly emails, or externally to supporters of the organisation through social media platforms and the OWP newsletter. While this ensures that candidates share the same values as the organisation, it reduces the diversity of the candidate pool because it would be hard for one to find the job position unless they were actively searching on the organisation website, or supporters of the organisation. This means that there may be many people out there who share the same values and would be ideal for the job, but are unaware of the job posting. This could also lead to lack of diversity because it could be that those who are applying through the website are generally younger, educated women.

Self-report Bias and Future Research Opportunities

One important factor to consider about this audit was the exclusive use of self-reporting to collect data. This was done due to COVID-19 and the inability to utilise any

other forms of measurement such as interviews or observant data collecting from the auditors themselves.

While self-report measures are a useful and important form of collecting data, it is still one of the more unreliable forms of measurement when gathering accurate information. The phenomenon known as self-report bias occurs because of two main reasons. The first occurs when an individual believes that their responses will not be anonymous, and will either answer questions in a way that will make them look better to the experimenter or anyone else they believe with view their responses, or they will try to answer in the way they think the experimenter wants them to respond. The second main reason is due to individuals perceiving themselves or a situation as either better or different to what is reality, as there is evidence that shows individuals will often rate themselves as better than what they actually are.

There is a genuine chance that individuals could have altered their responses if they believed their answers would not be anonymous, or if they wanted to look good in the eyes of the auditors or the workplace. It is due to this that the main recommendation for any future research on these matters, is to utilise one on one in-person interviewing processes, group workshops and better access and exposure to the policies and procedures during day to day work that focuses on diversity and inclusivity. This form of assessment would be beneficial, as a much larger pool of information could be gathered from each employee, and specific issues could be discussed in detail for auditors to gain a much deeper understanding of the diversity and inclusivity within the workforce. The ability to observe the work day firsthand would also ensure any underlying problematic practices occurring that had not been acknowledged could be identified and resolved.

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Appendix A

Equity Audit Survey Questions

Welcome to the 2020 One Woman Project Equity Audit Survey.

In this survey, you will be asked a variety of questions about your opinion on diversity (how diverse the workforce is and how consciously diverse they are throughout recruitment and promotion processes), inclusion (how welcome and valued you feel as a member of the team and whether your opinion and thoughts are heard) and accessibility (how the workplace is designed to be physically and digitally accessible) at the One Woman Project. This survey should take around 10 minutes to complete.

Your data will help provide insight into diversity and inclusion at the One Woman Project. Using these insights, a report will be provided with actionable recommendations to the management team. Because the recommendations will be considered and if possible, actioned, we encourage you to answer as truthfully as you can.

Data collected will be completely anonymous and only accessible by the research team. Data collected will be reported at an aggregate level (group level) and not an individual level. The research team comprises two psychology honours students from the University of Queensland who are doing placement with the One Woman Project this semester.
If you have any questions or difficulties with the survey, please email us
Gabri Andrews at g.andrews1@uq.net.au
Sandra Lin at s.lin1@uq.net.au

We really appreciate your input!

Diversity within the Organisation
In this section, we would like you to reflect on and share your perception of diversity at the One Woman Project. As a reminder, workplace 'diversity' refers to an organisation that intentionally employs a workforce comprised of individuals of varying gender, age, religion, ethnicity, sexual orientation and other attributes. There are no right or wrong answers, please just report what you think by reading the following statements and rating the extent to which you agree or disagree on the scale.

Existence of Discrimination

	Strongly agree	Agree	Neutral/ Neither agree or disagree	Disagree	Strongly disagree
I have experienced the discomfort of discrimination.	○	○	○	○	○
Not everyone at my level in the organisation is treated fairly.	○	○	○	○	○
Sexual discrimination exists in my organisation.	○	○	○	○	○
Our company sometimes doesn't follow our stated policies against discrimination.	○	○	○	○	○
I have heard people at work make negative comments about gays/lesbians.	○	○	○	○	○
My significant other, friends and family would say they treat me fairly here.	○	○	○	○	○

Discrimination Against Specific Groups

	Strongly agree	Agree	Neutral/ Neither agree or disagree	Disagree	Strongly disagree
Many people in my organisation are biased against people who are gay/lesbian.	○	○	○	○	○
I have heard sexist remarks at work.	○	○	○	○	○
I have heard racist remarks at work.	○	○	○	○	○
Management talks about diversity, but doesn't really do anything about it.	○	○	○	○	○
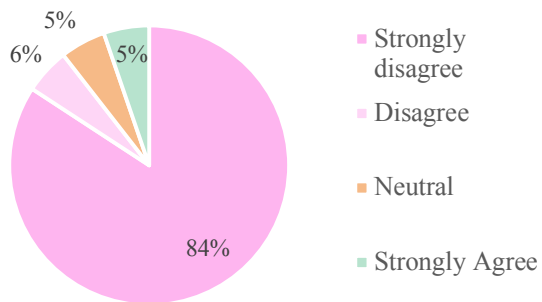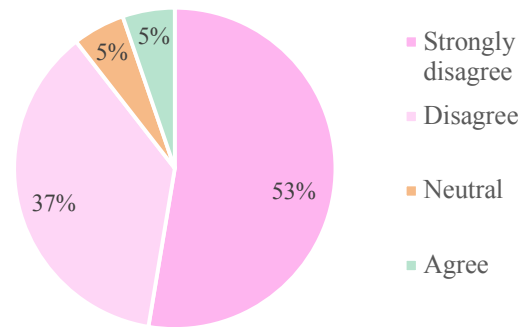
Managing Diversity

	Strongly agree	Agree	Neutral/ Neither agree or disagree	Disagree	Strongly disagree
My organisation has sponsored classes, workshops, and/or seminars on managing the diverse work force.	○	○	○	○	○
Managing diversity has helped my organisation to be more effective.	○	○	○	○	○
My organisation accommodates the needs of disabled persons.	○	○	○	○	○
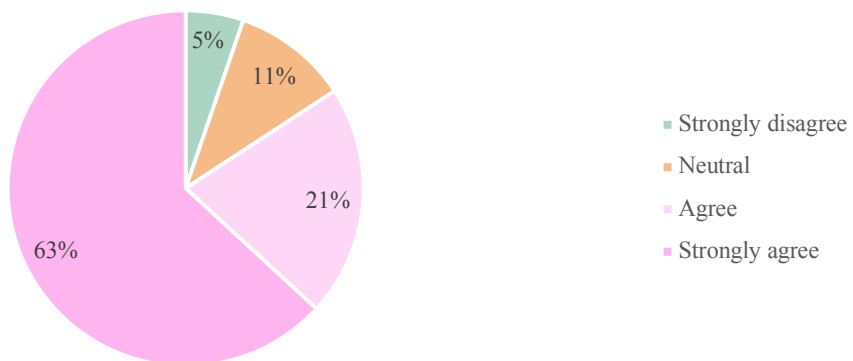
Inclusivity in the Workplace
In this section, we would like you to reflect on and share your perspective on inclusivity within the One Woman Project.
Inclusivity in the workplace refers to how welcome and valued you feel as a member of the team and whether your opinions and thoughts are heard.
There are no right of wrong answers, but please try to answer as honestly as possible.

Belongingness
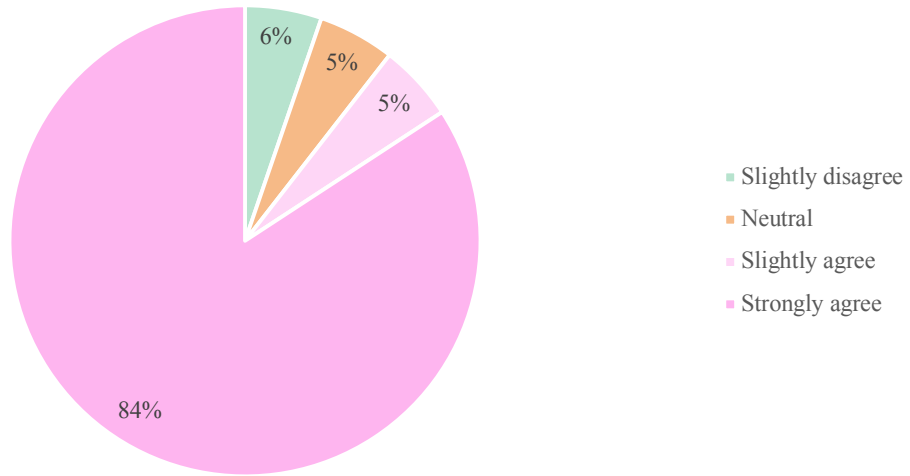
	Strongly agree	Slightly Agree	Neither agree or disagree	Slightly disagree	Strongly disagree
I am treated as a valued member of my work group	○	○	○	○	○
I belong in my work group	○	○	○	○	○
I am connected to my work group	○	○	○	○	○
I believe my work group is where I am meant to be	○	○	○	○	○
I feel that people really care about me in my work group	○	○	○	○	○
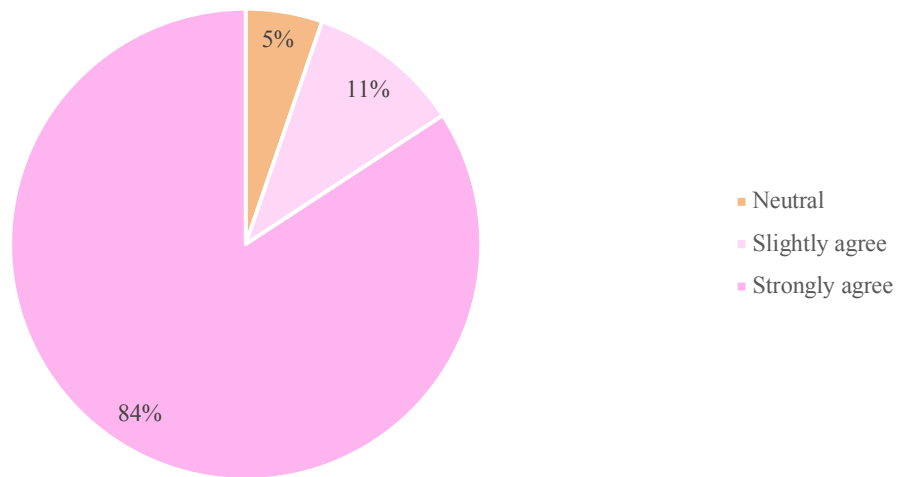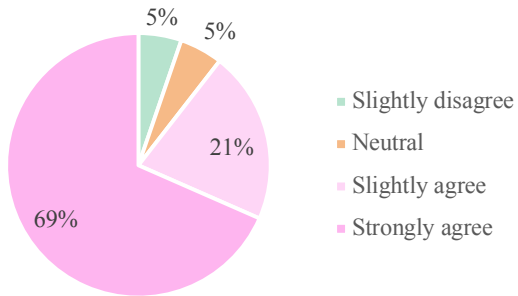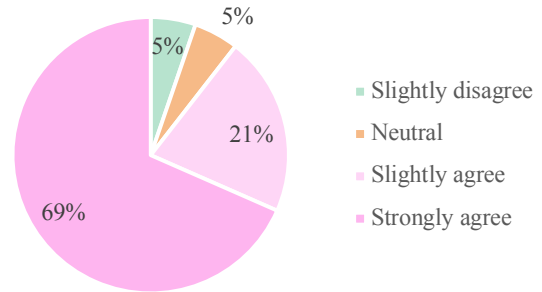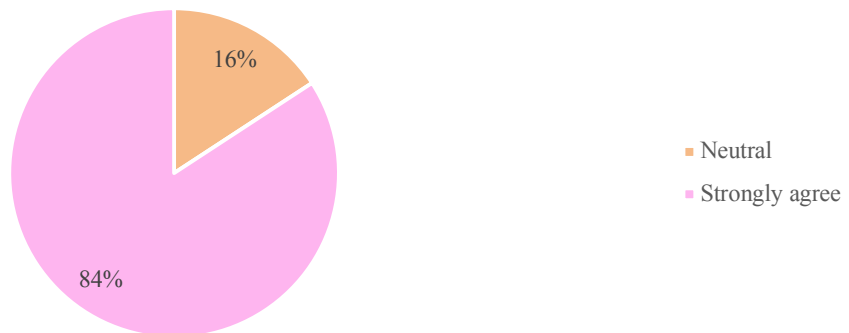
Uniqueness
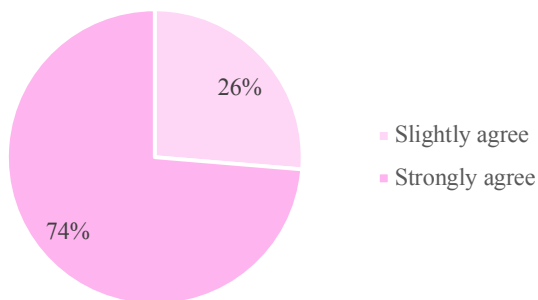
	Strongly agree	Slightly agree	Neither agree or disagree	Slightly disagree	Strongly disageee
I can bring aspects of myself to this work group that others in the group dont have in common with me	○	○	○	○	○
People in my work group listen to me even when views are dissimilar	○	○	○	○	○
While at work, I am comfortable expressing opinions that diverge from my group	○	○	○	○	○
I can share a perspective on work issues that is different from my group members	○	○	○	○	○
When my group's perspective becomes too narrow am able to bring up a new point of view	○	○	○	○	○
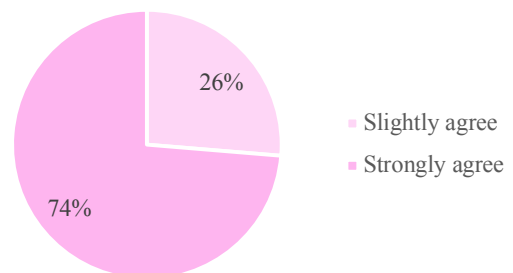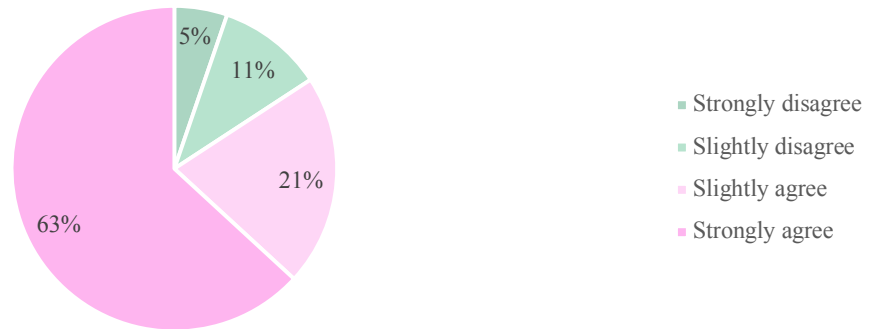
Demographics
In this section we will ask questions about your demographic information so we can assess the representativeness of the population in the organisation. Please read the following questions and choose the option that best represents you.

What gender do you identify with?

○ Male

○ Female

○ Non-Binary

○ Other

○ Prefer not to say

What age range are you in?

○ Under 18

○ 18-24

○ 25-34

○ 35-44

○ 45-54

○ 55-64

○ 65-74

○ Prefer not to say

What ethnicity do you think best describes you?

What is your sexuality?

○ Straight

○ Gay/ Lesbian

○ Bisexual

○ Prefer not to say

What is your socio economic status?

○ Upper

○ Upper-middle

○ Middle

○ Working Class

○ Lower

○ Prefer not to say

Do you identify as having grown up in a rural, regional or remote area?

Do you have a physical disability?

○ Yes

○ No

○ Prefer not to say

Do you have an invisible disability?

○ Yes

○ No

○ Prefer not to say

What is your highest level of education?

○ No Education

○ Up to grade 10

○ Completed grade 10

○ High school diploma or equivalent

○ TAFE

○ Apprenticeship

○ Bachelor Degree

○ Masters Degree

○ PhD

○ Doctorate

○ Prefer not to say

What portfolio are you a part of? (eg. Executive, Education, Prefer not to say)

Are there any other questions you would have liked to be asked for feedback on? If so, what?

Appendix B

Data Analysis of the Survey Questions

Diversity within the Organisation

Existence of Discrimination:

1. I have experienced the discomfort of discrimination

Strongly disagree	17
Disagree	1
Neutral	1
Total	*19*

2. Not everyone at my level in the organisation is treated fairly.

Strongly disagree	12
Disagree	6
Agree	1
Total	*19*

3. Sexual discrimination exists in my organisation.

Strongly disagree	18
Agree	1
Total	*19*

4. Our company sometimes doesn't follow our stated policies against discrimination.

Strongly disagree	15
Disagree	3
Agree	1
Total	*19*

5. I have heard people at work make negative comments about gays/lesbians.

Strongly disagree	18
Agree	1
Total	*19*

6. My significant other, friends and family would say they treat me fairly here.

Strongly Agree	17
Agree	1
Neutral	1
Total	*19*

Discrimination Against Specific Groups:

1. Many people in my organisation are biased against people who are gay/lesbian.

Strongly disagree	18
Neutral	1
Total	*19*

2. I have heard sexist remarks at work.

Strongly disagree	18
Neutral	1
Total	*19*

3. I have heard racist remarks at work.

Strongly disagree	16
Disagree	1
Neutral	1
Strongly agree	1
Total	*19*

4. Management talks about diversity, but doesn't really do anything about it.

Strongly disagree	10
Disagree	7
Neutral	1
Agree	1
Total	*19*

Managing Diversity:

1. My organisation has sponsored classes, workshops, and/or seminars on managing the diverse work force.

Strongly disagree	1
Neutral	4
Agree	7
Strongly Agree	7
Total	*19*

2. Managing diversity has helped my organisation to be more effective.

Strongly disagree	1
Neutral	2
Agree	4
Strongly Agree	12
Total	*19*

3. My organisation accommodates the needs of disabled persons.

Neutral	2
Agree	4
Strongly Agree	12
Total	*19*

Inclusivity in the Workplace

Belongingness:

1. I am treated as a valued member of my work group.

Slightly disagree	1
Neutral	1
Slightly Agree	1
Strongly Agree	16
Total	*19*

2. I belong in my work group.

Neutral	1
Slightly Agree	2
Strongly Agree	16
Total	*19*

3. I am connected to my work group.

Slightly disagree	1
Neutral	1
Slightly Agree	4
Strongly Agree	13
Total	*19*

4. I believe my work group is where I am meant to be.

Slightly disagree	1
Neutral	1
Slightly Agree	4
Strongly Agree	13
Total	*19*

5. I feel that people really care about me in my work group.

Neutral	3
Strongly Agree	16
Total	*19*

Uniqueness:

1. I can bring aspects of myself to this work group that others in the group don't have in common with me.

Slightly disagree	1
Neutral	1
Slightly Agree	1
Strongly Agree	14
Total	*19*

2. People in my work group listen to me even when views are dissimilar.

Slightly Agree	5
Strongly Agree	14
Total	*19*

3. While at work, I am comfortable expressing opinions that diverge from my group.

Strongly disagree	1
Slightly disagree	2
Slightly Agree	4
Strongly Agree	16
Total	*19*

4. I can share a perspective on work issues that is different from my group members.

Slightly disagree	2
Slightly Agree	4
Strongly Agree	13
Total	*19*

5. When my group's perspective becomes too narrow, I am able to bring up a new point of view.

Slightly disagree	1
Neutral	3
Slightly Agree	3
Strongly Agree	14
Total	*19*

Demographics:

Kept anonymous

Are there any questions you would have liked to be asked for feedback on? If so, what?:

Just wanted to mention the slight error to use terms for sex rather than gender in the gender question. I would like to have been asked if there were times where Directors/ more Senior volunteers did not listen to alternative views or did not take into consideration other perspectives.**

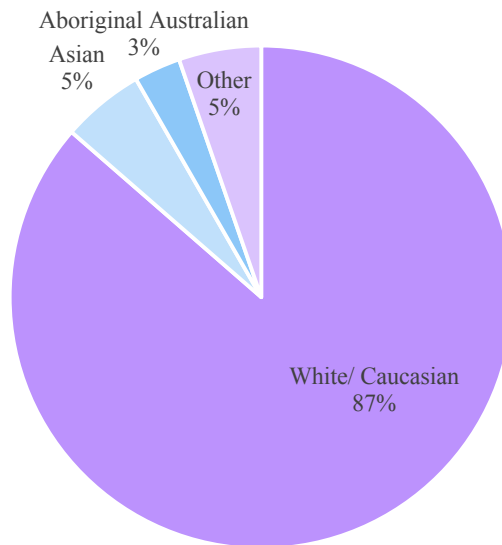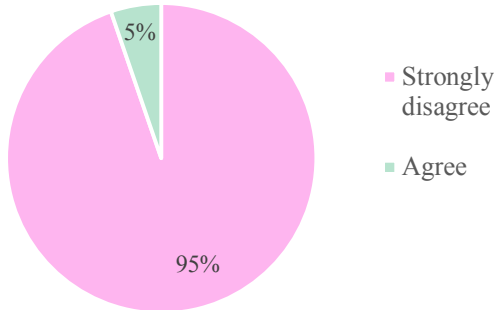**Appendix C**

Analysis of Survey Responses - Pie Charts

Gender
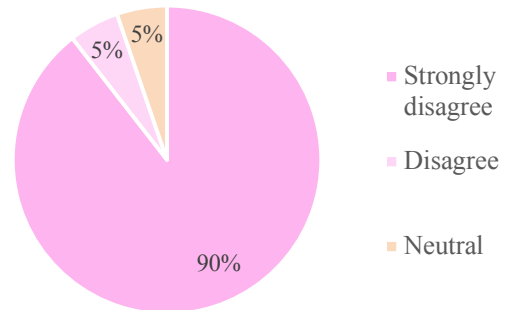
■ Females   ■ Non-binary

5%

95%

Gender Demographics in Australia as of 2018

■ Females   ■ Males

49%

51%

Grown up in a Rural, Regional or Remote Area

■ Yes   ■ No   ■ No response

5%

32%

63%

Rural and Remote Populations in Australia as of 2018

■ Rural and remote   ■ Non-rural

29%

71%

Age Range

- 18-24 year olds
- 25-34 year olds
- Prefer not to say

5%
37%
58%

Age Range in Australia as of 2016

- 14 and below
- 15-19 year olds
- 20 -24year olds
- 25-34 year olds
- 35-44 year olds
- 45-64 year olds
- 65 and above

16%
19%
6%
7%
14%
13%
25%

Socio-economic Status

- Working class
- Middle class
- Upper-middle
- Prefer not to say

5%
21%
37%
37%

Socio-economic Status of Australian Families as of 2016

- Upper
- Middle
- Working
- Under

13%
10%
19%
58%

Ethnicity

- White/ Caucasian 63%
- Missing response 16%
- Mixed-race 11%
- Asian 10%

Ethnic Demography of Australia as of 2019

- White/ Caucasian 87%
- Asian 5%
- Aboriginal Australian 3%
- Other 5%

Sexual discrimination exists in my organisation.

- Strongly disagree
- Agree

95%
5%

I have experienced the discomfort of discrimination.

- Strongly disagree
- Disagree
- Neutral

90%
5%
5%

I have heard people at work make negative comments about gays/lesbians.

- Strongly disagree
- Agree

95%
5%

Not everyone at my level in the organisation is treated fairly.

- Strongly disagree
- Disagree
- Agree

63%
32%
5%

Our company sometimes doesn't follow our stated policies against discrimination.

- Strongly disagree
- Disagree
- Agree

79%
16%
5%

My signficant other, friends and family would say they treat me fairly here.

- Strongly agree
- Agree
- Neutral

90%
5%
5%

Many people in my organisation are biased against people who are gay/lesbian.

- Strongly disagree
- Neutral

95%
5%

I have heard sexist remarks at work.

- Strongly disagree
- Neutral

95%
5%

I have heard racist remarks at work.

- Strongly disagree
- Disagree
- Neutral
- Strongly Agree

84%
5%
6%
5%

Management talks about diversity, but doesn't really do anything about it.

- Strongly disagree
- Disagree
- Neutral
- Agree

53%
37%
5%
5%

My organisation has sponsored classes, workshops, and/or seminars on managing the diverse work force.

5%

11%

21%

63%

- Strongly disagree
- Neutral
- Agree
- Strongly agree

Managing diversity has helped my organisation to be more effective.

5%

11%

21%

63%

- Strongly disagree
- Neutral
- Agree
- Strongly agree

Management talks about diversity, but doesn't really do anything about it.

5%

5%

37%

53%

- Strongly disagree
- Disagree
- Neutral
- Agree

I am treated as a valued member of my work group.

6%
5%
5%
84%

Slightly disagree
Neutral
Slightly agree
Strongly agree

I belong in my work group.

5%
11%
84%

Neutral
Slightly agree
Strongly agree

I am connected to my work group.

- 5% Slightly disagree
- 5% Neutral
- 21% Slightly agree
- 69% Strongly agree

I believe my work group is where I am meant to be.

- 5% Slightly disagree
- 5% Neutral
- 21% Slightly agree
- 69% Strongly agree

I feel that people really care about me in my work group.

- 16% Neutral
- 84% Strongly agree

I can bring aspects of myself to this work group that others in the group don'thave in common with me.

- 26% Slightly agree
- 74% Strongly agree

People in my work group listen to me even when views are dissimilar.

- 26% Slightly agree
- 74% Strongly agree

While at work, I am comfortable expression opions that diverge from my group.

- Strongly disagree
- Slightly disagree
- Slightly agree
- Strongly agree

I can share a perspective on work issues that is different from my group members.

- Slightly disagree
- Slightly agree
- Strongly agree

When my group's perspective becomes too narrow, I am able to bring up a new point of view.

- Slightly disagree
- Neutral
- Slightly agree
- Strongly agree