



Josée Daris



# WORKPLACE AUDITS

Lasting solutions start with better diagnosis

Many organizations sense that something isn't working – whether concerns are just beginning to surface, recurring despite prior efforts, or already the subject of complaints, investigations, or disputes.

This often shows up in concrete ways. Advancement stalls for certain groups. Attrition is higher at particular career stages. Recruitment outcomes don't reflect the available talent pool.

Accommodation requests or complaints cluster around the same issues. Leaders feel pressure to act but lack a clear, evidence-based understanding of what is actually driving outcomes.

**Workplace audits are designed for exactly these moments:** when organizations need a credible way to understand what's happening in order to move forward and find sustainable solutions.

# When patterns persist & answers are unclear

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# What Workplace Audits Deliver

Workplace audits are social audits that look at how decisions are actually made, how discretion is exercised, and how formal and informal structures impact people over time.

Because social audits examine systems and structures, they are **effective across organizational sizes, sectors, and levels** – from small local teams to large, multi-jurisdictional organizations.

Social audits triangulate information gathered across multiple sources, including document review, interviews, focus groups, and workshops. The process is **participatory and identifies patterns, reconciles divergent perspectives, and reduces the risk of overweighting** outliers or dominant narratives.

The primary output is a **final report** that includes



## Diagnosis



An explanation of why certain patterns are occurring, grounded in evidence from across the audit. For example, in a hiring context, this might include identifying where excessive or unstructured discretion is given to hiring managers, creating conditions where unconscious bias can influence decisions despite good intentions.

## Recommendations



Recommendations are tailored to the organization's size, structure, and operating realities. They are **specific, practical, and feasible**. In a governance context, this might include building intersectional impact criteria into board or executive approval processes.

## Privileged legal advice



**Optional Add-On:** For clients that request a legal risk assessment, the final report will also explain the materiality of any identified risks and how to address them. Any legal advice in the report would be protected by solicitor-client privilege. That way, organizations can engage candidly with sensitive issues without facing disclosure risk.

## Action plan



**Optional Add-On:** The report sets out a sequenced plan for implementing recommendations, recognizing that not everything can or should happen at once. Factors include organizational capacity, competing demands, and relative risk.

## KPIs



**Optional Add-On:** KPIs are the measurable indicators used to track progress across your short-, medium-, and long-term outcomes. They translate your roadmap into concrete evidence of change and accountability.

# Participatory Gender Audits (PGA)

Participatory gender audits (PGAs) are a specific and well-established form of social audit.

They use an internationally recognized methodology developed by the International Labour Organization (ILO) to examine how intersectional gender equity is embedded across the organization.

The focus is not on individual intent but on

how systems and structures shape outcomes over time.

Because of their breadth, PGAs are best suited for organizations seeking a comprehensive diagnosis. Organizations that aren't ready for a full audit may prefer a discrete gender assessment.

For more information, see our welcome videos here: [▶ English](#) | [▶ French](#).



# Participatory Gender Audits (PGA)

PGAs typically examine:

- **Leadership priorities and governance**, including how gender equity is considered in strategy, oversight, and decision-making
- **Programs, projects, or core operations**, and how gender considerations are integrated into design, delivery, and evaluation
- **Allocation and use of resources**, including whether stated priorities are reflected in practice
- **Policies, procedures, and accountability mechanisms**, particularly those affecting recruitment, advancement, and working conditions
- **Organizational culture and informal norms**, including how decisions are made and whose voices carry weight
- **Staff capacity, knowledge-sharing, and learning**, including training, communication, and internal networks



# How the work is carried out

Each workplace audit is tailored to the organization and mandate. Depending on scope, the work typically involves:

- document & desk review
- targeted interviews
- focus groups & workshops
- analysis across multiple sources to identify patterns and drivers
- a final report and executive debrief

Engagement is grounded in **trauma- and violence-informed practice**, drawing on

experience from workplace investigations and sensitive employment matters. This approach prioritizes **psychological safety, cultural sensitivity, and respect** for participants, which is critical to eliciting candid information and avoiding approaches that cause harm or disengagement.

Participant contributions are anonymized, and findings are reported in aggregate to protect identities while identifying structural patterns.



# Who facilitates this work



This work is led by a joint venture between Clausework (Rika Sawatsky) and Josée Daris. Both are licensed by the ILO as PGA Facilitators and have over 16 years of international experience.

Rika (she/her) is a Toronto-based employment lawyer and founder of Clausework. She brings legal grounding, employment and human rights context, and trauma- and violence-informed practice to her work, supporting careful engagement and solutions that last. As a biracial Japanese-Canadian who lived and

worked in Japan, she also brings cross-cultural expertise to her work.

Josée (she/her) is a Montreal and Cacouna-based international gender equity advisor (GBA Plus). She brings extensive gender assessment, planning, monitoring, evaluation and learning (PMEL) experience, including co-creating with Indigenous communities worldwide and in Canada, with an approach grounded in reciprocity, participation, and reconciliation. She works in French, English, Spanish, and Portuguese.



Rika Sawatsky



Josée Daris

# After the audit

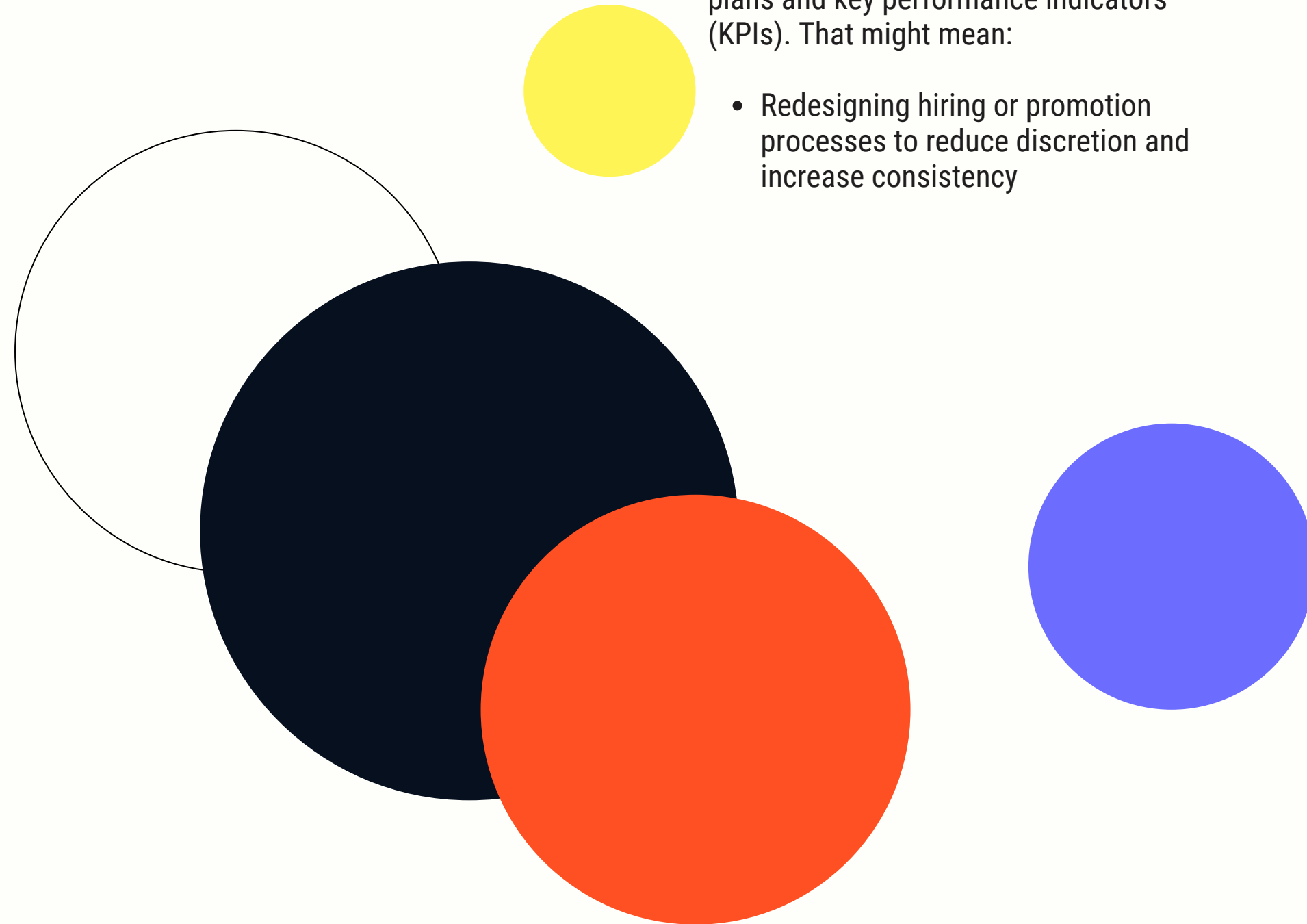
A workplace audit identifies the patterns. The next step is building structures that shift them.

For organizations seeking continued support, we provide assistance in implementing our recommended action plans and key performance indicators (KPIs). That might mean:

- Redesigning hiring or promotion processes to reduce discretion and increase consistency

- Developing decision frameworks that align with legal obligations and behavioral science
- Strengthening policies and procedures to ensure they function effectively in practice

This work is collaborative and iterative. We co-design solutions that fit your context, capacity, and compliance needs. And we remain available for ongoing support, helping you maintain momentum and adapt as needed.



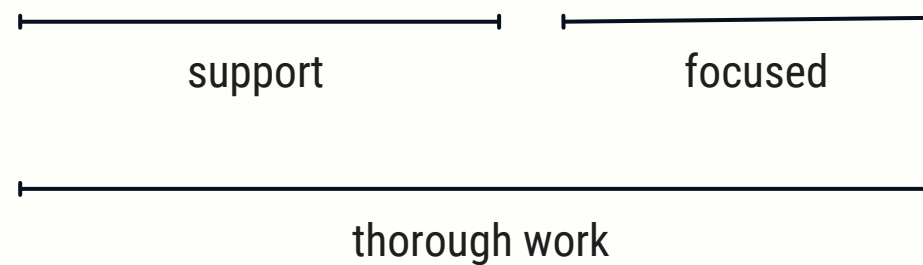
# Fees and Scope

Engagements are typically structured on a fixed-fee basis, providing cost certainty and supporting careful, unbiased inquiry.

A **complimentary initial consultation** allows us to understand the organization's context, clarify the mandate, and define an appropriate scope of work. Fees are confirmed once the scope is established.

Careful scoping is part of the discipline of a well-executed audit, allowing clients to focus on meaningful participation rather than managing hourly costs.

## FIXED FEES



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