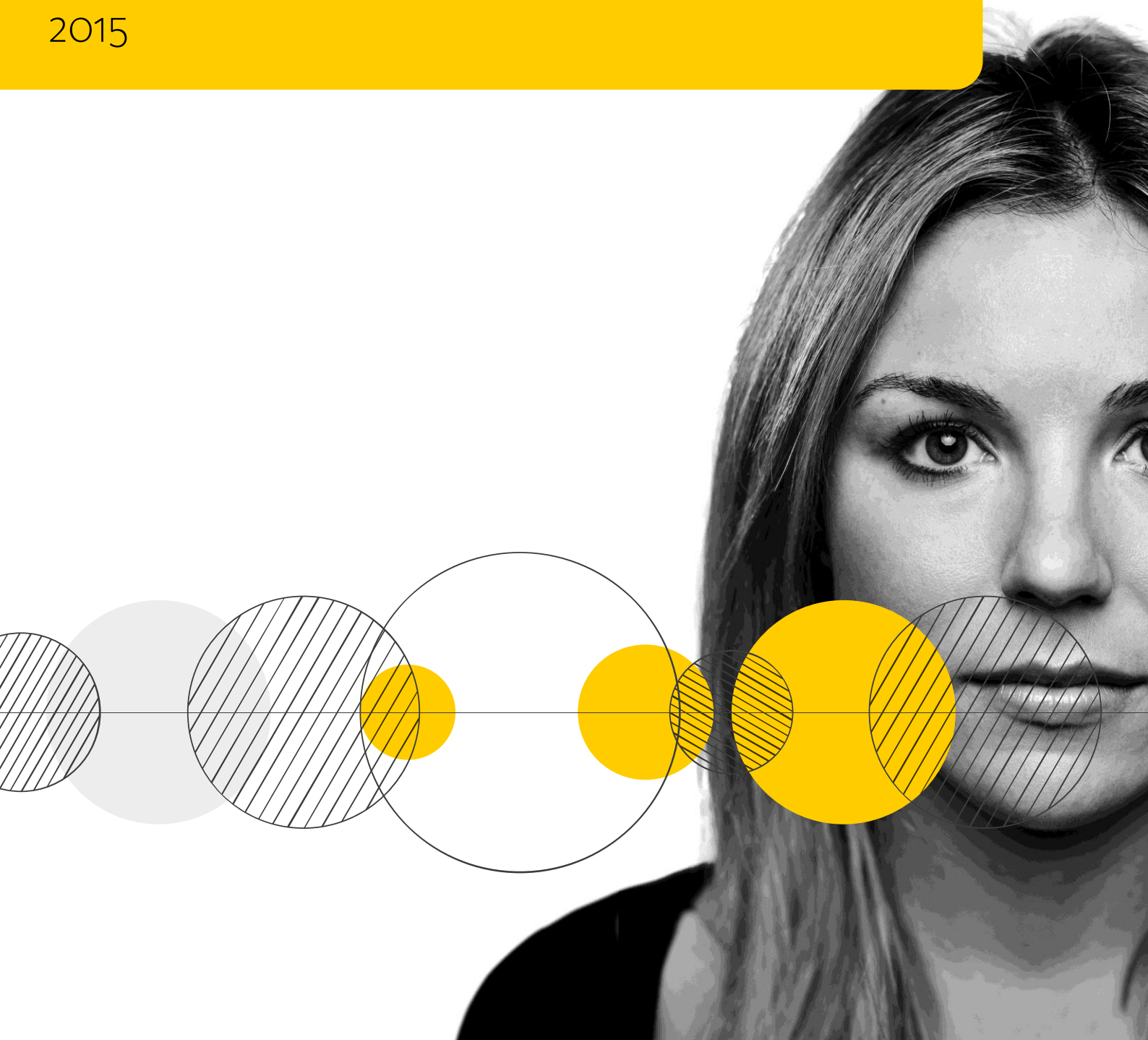


# WGEA Employer of Choice for Gender Equality

## Criteria and guide to citation

2015





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# Introduction

The WGEA Employer of Choice for Gender Equality (EOCGE) citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

The EOCGE citation replaces the EOWA Employer of Choice for Women citation which, since its introduction in 2001, has succeeded in differentiating recipients by ensuring public recognition for their efforts in the area of equal opportunity for women in Australian workplaces.

Commencing in 2014, the new EOCGE citation is strategically aligned with the *Workplace Gender Equality Act 2012* (Act), reflecting the change in focus of the legislation to promote and improve gender equality for both women and men, while recognising the historically disadvantaged position of women in the workplace. The EOCGE citation is a leading practice recognition program that is separate to compliance with the Act.

This citation recognises that gender equality is increasingly critical to an organisation's success and is viewed as a baseline feature of well-managed and leading organisations. Research shows that groups with diverse perspectives and flexibility in thinking almost always outperform homogenous groups, leading to higher levels of creativity, innovation and organisational agility.

The criteria were developed in consultation with leading academics in workplace gender equality and current citation holders. They reflect the areas of focus of those organisations which have elevated gender equality as a business imperative, moving beyond compliance and leading the way with sustainable and measurable outcomes in gender performance.

Being awarded the EOCGE citation will provide recipients with significant differentiation in a competitive marketplace.

Used in recruitment and other promotional materials, the citation provides public recognition of an organisation's focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high performance workforce and reduce the costs of employee turnover.

The citation is also an excellent driver of change within an organisation.

# Guide to becoming a WGEA Employer of Choice for Gender Equality

This document has been prepared as a guide for organisations to determine their eligibility for applying for the EOCGE citation.

We recommend you review this document thoroughly before beginning your application process online as it provides important information.

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## Eligibility

- To be eligible for this citation, organisations must be compliant with the Act and must meet all prerequisites. These are indicated by a tick in the prerequisite column on the right of each criterion table. For questions that are not prerequisites, answering NO will not prevent an employer from being successful with their application.
- All criteria that were flagged in the 2014 version of this document as prerequisites due to take effect from 2015 have a red tick (✓) in the 'prerequisite' column. Prerequisites with "2016" in the 'Prerequisite' column are due to take effect in 2016. Prerequisites with "2016" in the 'Prerequisite' column were going to take effect in 2015, but will now take effect in 2016.
- Where a prerequisite is a compliance reporting question, this is indicated by an "R" in the column on the left of each criterion table. The EOCGE standard for most compliance reporting questions is higher than the requirement for compliance purposes.

## Application process

- The EOCGE application process is online, flowing on from compliance reporting. It comprises a series of additional questions under each of the seven criteria in a survey format.
- In answering questions, where there is a prerequisite, you will need to confirm you meet that prerequisite.
- For all other questions, you will need to provide an answer, regardless of whether or not that initiative/process is in place in your organisation.
- Where necessary, additional information and examples are provided for guidance. These are indicated with the ⓘ symbol.
- When completing the EOCGE questionnaire online, employers are also required to provide substantiating information. For example, where an employer is required to take action on a particular matter, they need to provide information on the actions that were taken. For ease of reading, an asterisk (\*) has been added to the questions where this information is required.
- The Agency will conduct a 15 minute telephone interview with any new CEO who has not previously participated in an EOCGE interview.
- In addition to being more streamlined for applicants, the online survey format enables the Agency to collate and analyse data which is used to inform and define leading practice gender equality initiatives to share with employers.

- Applications for the EOCGE citation that are submitted to the Agency are confidential.

## Timing

- Online applications will open on 1 April and close on 31 July annually.
- The list of successful applicants will be announced in November each year.
- Successful applicants will enjoy recognition as an EOCGE employer and the use of the logo for a period of 12 months from the announcement of the EOCGE list each year.

## Additional recognition

From 2015, based on the analysis of EOCGE data, WGEA will consider introducing a way of recognising organisations that have demonstrated a higher level of achievement in workplace gender equality.

This will not impact on the prerequisites to become an EOCGE.

## Fee

Being recognised as an EOCGE organisation delivers significant benefits to the recipients including increased employee retention, enhanced levels of employee engagement, reduced recruitment costs and increased media interest.

Determining an organisation's eligibility, producing high quality materials to support successful applicants and providing unique benefits to citation holders, is a resource-intensive process for the Agency.

To ensure we can maintain the high standard of service and quality expected from our leading organisations, there is an annual application fee of \$750. For not-for-profit sector applicants, a reduced fee of \$400 will apply. This fee is payable at the time of submission of an application and is non-refundable.

## Resources to assist you in becoming an EOCGE organisation

In becoming an EOCGE organisation we encourage organisations to take a strategic approach to improving gender equality performance, rather than a programmatic approach. By this we mean building a gender equality strategy aligned to your business strategy.

The Agency has developed a gender equality strategy toolkit, to help you build your strategy and meet the EOCGE criteria. This can be found on the Agency's [website](#), along with a hub of resources on the key levers of change. The building gender equality strategy toolkit includes:

- gender equality roadmap: an overarching guide outlining six phases of workplace gender equality
- gender equality scorecard: a measurement framework detailing 12 key result and focus areas, mapped to the gender equality indicators, employer of choice criteria, and other business metrics
- diagnosis methodology: a systematic process for assessing current performance
- guidance on building gender strategies based on the diagnosis phase, including strategy-setting process and change management
- guidance on monitoring and improving strategy over time

The strategy toolkit is available at <https://www.wgea.gov.au/lead/building-gender-equality-strategy>.

## Key

Symbol	Meaning
✓	Prerequisite.
✓	Prerequisite effective from 2015.
2016	Prerequisite that was going to be introduced in 2015, now being introduced in 2016.
R	Prerequisite is a compliance reporting question.
📄	Explanatory information.
*	Additional information required when applying.

## Criterion 1

# Leadership, accountability and focus

### Overview

This criterion assesses an organisation's overall strategies, policies and processes to achieve gender equality. It recognises that creating a workplace culture in which women and men are equally represented, valued and rewarded requires:

- leadership from the CEO, executive team and senior managers
- accountability for improvement through performance measures and
- organisational focus on this as a business priority.

This criterion considers the way an organisation reflects the following factors:

<b>Leadership</b>	Leaders believe in, advocate for and role model gender equality and must set clear expectations for others to follow.
<b>Accountability</b>	Accountability is embedded throughout the organisation. Results are often most effectively achieved when accountability is linked directly to remuneration outcomes.
<b>Focus</b>	Gender equality is recognised as a priority within an organisation's overall operational strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.

## Leadership and accountability

No.	Compliance reporting question	Elements	Prerequisite
1.	R	Your organisation has either:	
		<ul style="list-style-type: none"> <li>i. a formal <b>strategy</b> in place that supports gender equality overall (that covers recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development and resignations)</li> </ul> <p><b>or</b></p> <ul style="list-style-type: none"> <li>individual <b>strategies</b> in place that support gender equality in relation to recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development and resignations.</li> </ul> <p>④ <i>These can be contained within other strategies. Refer to the Gender Equality Strategy toolkit for more information.</i></p>	✓
		<ul style="list-style-type: none"> <li>ii. a formal policy or strategy in place that supports gender equality in relation to key performance indicators for:                             <ul style="list-style-type: none"> <li>a. key management personnel</li> </ul> </li> </ul> <p>④ <i>An example of a key performance indicator could be having gender equality objectives for which key management personnel are responsible for achieving (that is, not delegating to their team). This could also be linked to remuneration.</i></p> <p>④ <i>The Agency has provided guidance on developing a gender equality policy at <a href="https://www.wgea.gov.au/sites/default/files/Characteristics-of-a-Gender-Equality-policy.pdf">https://www.wgea.gov.au/sites/default/files/Characteristics-of-a-Gender-Equality-policy.pdf</a>.</i></p>	
		<ul style="list-style-type: none"> <li>b. other managers</li> </ul>	
		c. other.*	
2.		<p>All managers in your organisation are required to entrench flexible working for their employees.*</p> <p>④ <i>Flexible working is defined as “the ability of workers to make choices influencing when, where and for how long they engage in work-related tasks”.<sup>1</sup></i></p> <p>④ <i>Examples of entrenching flexible working arrangements could include managers proactively considering how roles in their team can be worked flexibly, and promoting, encouraging and measuring the take-up of flexible working arrangements.</i></p>	<b>2016</b>
3.		<p>Your organisation has a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation’s formal gender equality strategy or strategies that support gender equality in relation to recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, training and development and resignations.*</p> <p>④ <i>This group can also be in place for other purposes additional to gender equality.</i></p>	✓

<sup>1</sup> (Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsoupes, 2008)

4.

The CEO of your organisation is a visible champion of gender equality in the following ways:

i. she/he has communicated your formal gender equality strategy or strategies that support gender equality in relation to the areas covered in question 1 above to all workers in the last 12 months\*

⌚ *This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road-show or via your intranet.*

ii. in the last 12 months she/he has explicitly made a statement, either written or verbal, to all workers demonstrating her/his commitment to achieving gender equality in your workplace. This statement is to be provided to WGEA and may be used to promote your gender equality initiatives and/or the EOCGE citation.

⌚ *This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road show or via your intranet.*

iii. she/he, or a member of your board/governing body, has made a public **external** statement demonstrating her/his commitment to gender equality. This statement is to be provided to WGEA and may be used to promote your gender equality initiatives and/or the EOCGE citation.

⌚ *This can be done by various means, for example, via a media release, on the organisation's website, in the annual report, and/or at public forums.*

iv. she/he has made a statement to all workers within the organisation explicitly declaring her/his commitment to gender pay equity. This statement is to be provided to WGEA.

⌚ *This can be done by various means, for example, by an all-staff email, via a statement on the intranet or in person at an all-staff meeting or event.*

v. she/he actively promotes flexible working arrangements.\*

⌚ *Examples include promoting via a CEO blog or a regular communication to workers and/or external stakeholders, a written article, media release interview, the website, intranet, a staff meeting and/or external public speaking commitments.*

vi. she/he role models flexible working within the organisation.\*

⌚ *'Role models flexible working' means that the CEO is overt about working flexibly in order to manage personal commitments such as childcare responsibilities, caring for elders or attending important personal events. This sends a strong message that it is acceptable to work flexibly in the organisation.*

vii. she/he either chairs the group, committee or council responsible for the implementation and oversight of your organisation's formal gender equality strategy or strategies that support gender equality as outlined in question 1, **OR** has direct involvement with your organisation's gender equality programs.\*

⌚ *This could be meeting regularly with this group, or having direct involvement in other gender-specific networks or forums.*

viii. she/he participates in external knowledge sharing and public advocacy on gender equality.\*

⌚ *This participation may be through forums such as roundtables or at conferences.*



	ix.	for the initial EOCGE application, and where your CEO has not previously participated in an EOCGE interview, she/he must participate in a 15 minute telephone interview with a senior advisor from WGEA.	✓
	x.	your CEO will advise all staff that your organisation is applying for the EOCGE citation.	✓
	☺	<i>This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road-show or via your intranet.</i>	
	xi.	other.*	

## Focus

5.		Your formal gender equality strategy is incorporated into your broader business strategy and planning process.	2016
6.		Your organisation evaluates its progress against your gender equality strategy at least every two years by:	
	i.	tracking progress internally	✓
	ii.	tracking progress and reporting internally to the board/governing body and key management personnel	✓
	iii.	tracking progress and reporting internally to the board/governing body, key management personnel and workforce, and reporting externally. ☺ <i>Examples of 'reporting externally' include via an annual report or website.</i>	
7.	R	Where your organisation has control over board/governing body appointments, your organisation has in place a formal selection policy or strategy designed to promote gender equality for board/governing body appointments.	✓
8.		Your organisation has in place a formal selection policy or strategy for other boards/governing bodies over which it has control that is designed to promote gender equality.	✓
9.		Where your organisation has control over other boards/governing bodies, your organisation's formal selection policy or strategy includes the following:	
	i.	identifying a potential female talent pool from which new members can be selected	
	ii.	analysing potential gender biases in the selection criteria and appointment process, for example, considering the requirement to have past board/governing body experience	
	iii.	a targeted succession plan	
	iv.	other.*	

10.	Your organisation has a procurement plan or policy that requires suppliers to have in place a policy or strategy which includes gender equality principles.	
11.	Your organisation analyses its systems and processes to identify gender bias in decision making in relation to the following:	
	i. recruitment	✓
	ii. training and development	✓
	iii. promotions	✓
	iv. talent identification/identification of high potentials	2016
	v. succession planning	2016
	vi. other.*	
12.	Your organisation takes action to eliminate gender biases identified in the analysis of your systems and processes, and monitors and measures improvements and progress.*  ☺ <i>Organisations are able to determine the appropriate action to take. An example could be prior to making a hiring decision, having a hiring manager consult with another manager who is external to the recruitment of a candidate, to ensure there is objectivity in the recruitment decision.</i>	✓
13.	Your organisation analyses and compares the results of performance appraisals by gender.  ☺ <i>This can be done whether your organisation uses numerical or qualitative ratings (for example 'outstanding', 'strong performer', etc.)</i>	2016
14.	Your organisation analyses its promotions data by gender to compare how many female and male managers and non-managers, part-time and full-time, were promoted in the last 12 months.	✓
15.	Your organisation analyses the number of resignations by gender to compare how many female and male managers and non-managers, part-time and full-time, resigned in the last 12 months. In the analysis of resignations, you have:	✓
	i. assessed whether females and males are leaving your organisation at comparable rates	
	ii. assessed whether there are any differences between why females and males leave your organisation	
	iii. taken action to address issues identified.	
16.	Remuneration is linked to gender equality outcomes for:  i. key management personnel ii. all managers (including key management personnel).	

## Criterion 2

# Learning and development

### Overview

This criterion assesses an organisation’s learning and development strategies, policies and processes aimed at building capability throughout the organisation, as well as having career development and leadership programs in place for women and men.

### Learning and development

No.	Compliance reporting question	Elements	Prerequisite
17.		Your organisation has a policy or strategy that includes learning and development (including leadership and/or career development training) for women and men.	✓
18.		Your organisation includes learning and development in the annual performance and development plans of all workers.	✓
19.		Your organisation tracks how many women and men have participated in the following in the past 12 months to ensure there is gender equality in accessing training and development:	
		i. leadership development training/education	✓
		ii. career development training/education	✓
		iii. formal sponsorship or mentoring program	
		iv. formal succession plan	
		v. women’s leadership networks	
		vi. other*.	

20.	<p>Your organisation provides training/awareness programs on gender equality:</p> <p>☺ <i>This could include educating both women and men about subtle gender biases and how they manifest themselves in organisations for example in informal networks.</i></p>	
	<p>i. for managers only*</p>	
	<p>ii. for all workers (including managers)*.</p>	

## Criterion 3

# Gender remuneration gap

### Overview

This criterion assesses an organisation's policies, strategies and processes to address gender remuneration equity and show progress in closing any gender remuneration gaps over time.

Gender remuneration gaps can occur either at a like-for-like and/or on an overall organisation-wide basis as explained below.

### Like-for-like gender remuneration gaps

Like-for-like gaps are pay gaps between women and men undertaking work of equal or comparable value (comparing job to job at the same performance standard), for example, comparing two senior engineers in the same organisation.

### Organisation-wide gender remuneration gap

The organisation-wide gender pay gap is the difference between the average remuneration of women and the average remuneration of men across the organisation.

This gap is largely due to occupational segregation where men are often in higher paid roles and women in lower paid roles. This can reflect a range of structural and cultural barriers that inhibit women from undertaking higher paying roles, including gender stereotypes about 'men's work' and 'women's work' and the undervaluing, hence underpayment, of work traditionally carried out by women.

An analysis that assesses the value of roles in terms of skills, knowledge, responsibility, effort and working conditions, often reveals that female-dominated roles are undervalued when compared with roles of similar skills, knowledge, responsibility, effort and working conditions that are traditionally held by men. When this analysis is carried out, and action is taken to appropriately remunerate work of equal or comparable value (rather than just within the same occupational level), it can have a positive impact on closing an organisation's overall gender remuneration gap.

Closing the gender remuneration gap requires organisations to take a multi-faceted approach, which is captured in each of the elements of this criterion.

### Resources available to address the gender pay gap

In collaboration with employers, the Agency has developed a comprehensive suite of resources to help organisations identify and address pay inequities. Resources have been developed for directors, CEOs, human resources and diversity managers, and other managers. These resources are available at <https://www.wgea.gov.au/addressing-pay-equity/improving-pay-equity>.

## Gender remuneration gap elements

No.	Compliance reporting question	Elements	Prerequisite
21.	R	<p>Your organisation has a formal remuneration policy or strategy that contains specific gender pay equity objectives.*</p> <ul style="list-style-type: none"> <li>④ <i>Gender pay equity objectives may include ensuring gender bias does not occur at any point in the remuneration review process; being transparent about pay scales and/or salary bands; ensuring managers are held accountable for pay equity outcomes.</i></li> <li>④ <i>The Agency has provided guidance on the development of a gender equitable remuneration policy. To view this resource click on the following link: <a href="https://www.wgea.gov.au/sites/default/files/characteristics-of-an-equitable-remuneration-policy.pdf">https://www.wgea.gov.au/sites/default/files/characteristics-of-an-equitable-remuneration-policy.pdf</a>.</i></li> </ul>	✓
22.	R	Your organisation has undertaken a gender remuneration gap analysis of its workforce in the last two years.	✓
		i. You will have undertaken this gender remuneration gap analysis on a like-for-like, and an overall organisation-wide basis.	✓
23.	R	Your organisation's gender remuneration gap analysis includes the following:	
		i. base salary by gender	✓
		ii. total remuneration (additional to base salary) by gender	
		④ <i>Elements of additional remuneration include bonus payments (including performance payments), superannuation, discretionary payments, overtime, other allowances and other).</i>	✓
		iii. starting salaries by gender	2016
		iv. annual salary increases by gender	
		v. salaries on promotion by gender	
vi. other.*			
24.	R	Where gender remuneration gaps are identified as a result of your gender remuneration gap analysis, action/s have been taken in any of the following ways:	✓
		④ <i>WGEA has a comprehensive suite of resources to help organisations take action on pay equity.</i>	
		i. created a pay equity strategy or action plan	
		ii. identified the cause/s of the gaps	
		iii. reviewed remuneration decision-making processes	
iv. analysed commencement salaries by gender to ensure there are no pay gaps			

	<ul style="list-style-type: none"> <li>v. analysed performance ratings to ensure there is no gender bias (including unconscious bias)</li> <li>vi. analysed performance pay to ensure there is no gender bias (including unconscious bias)</li> <li>vii. trained people-managers in addressing gender bias (including unconscious bias)</li> <li>viii. set targets to reduce any like-for-like gaps</li> <li>ix. set targets to reduce any organisation-wide gaps</li> <li>x. reported pay equity metrics to the board</li> <li>xi. reported pay equity metrics to the executive</li> <li>xii. corrected like-for-like gaps</li> <li>xiii. conducted a gender-based job evaluation process</li> <li>xiv. conducting leadership and/or career development training <ul style="list-style-type: none"> <li>ⓘ <i>Providing leadership and/or career development training increases the representation of available women in the pipeline for potential leadership positions.</i></li> </ul> </li> <li>xv. other.*</li> </ul>	
25.	Women and men on primary carer's leave are included in your organisation's annual reviews of salaries and annual bonus payments.	✓
26.	Your organisation makes superannuation contributions to workers on paid primary carer's leave.	
27.	<p>Your organisation has conducted a formal job evaluation to ensure jobs are fully and fairly described without gender bias.</p> <ul style="list-style-type: none"> <li>ⓘ <i>Gender bias in job evaluation and remuneration is a significant contributor to the ongoing pay gap between women and men. The Australian Standard on Gender Inclusive Job Evaluation and Grading (AS 5376-2012) outlines fair and transparent job evaluation processes and provides guidelines for auditing gender inclusiveness. WGEA has a guide to this Standard available on its website.</i></li> </ul>	
28.	You have undertaken a skills evaluation of award-based occupations in your organisation in the last three years.	

## Criterion 4

# Flexible working arrangements and other initiatives aimed at supporting women and men including for those with family or caring responsibilities

### Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working arrangements<sup>2</sup> for women and men at all levels of the organisation.

This criterion recognises that access to, and utilisation of, flexible working arrangements – for both women and men - drive gender equality for individuals in combining their work and caring responsibilities.

It enables those with caring responsibilities to remain in the paid workforce and continue to have opportunities for growth, development and promotion.

### Parental leave

Any government scheme that funds parental leave at the full salary of all workers for at least eight weeks (minimum EOCGE requirement) will mean the prerequisite for employers to pay parental leave for primary carers will be met.

Employers will be expected to meet any prerequisites not included in a government funded scheme. For example, if a cap on payments under a government funded scheme is introduced, EOCGE employers will need to pay the eight weeks of parental leave to those primary carers excluded from the government funded scheme.

WGEA will advise employers what is expected if and when changes to the current government funded scheme comes into effect.

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<sup>2</sup> Definition of flexible working arrangements is "the ability of workers to make choices influencing when, where and for how long they engage in work-related roles" (Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsouphes, 2008).



## Flexible working arrangements and other initiatives

No.	Compliance reporting question	Elements	Prerequisite
29.	R	Your organisation has formal policies or strategies to support workers with family and/or caring responsibilities. ⓘ <i>These can be contained within your overall gender equality strategy or within other policies or strategies.</i>	✓
30.	R	In addition to the current government funded scheme (18 weeks at the national minimum wage), your organisation provides employer funded paid parental leave for primary carers that equates to a minimum of eight weeks at full pay. ⓘ <i>This requirement only needs to cover permanent workers.</i>	✓
31.		The eligibility period to access your employer funded paid parental leave for primary and secondary carers is 12 months or less.	✓
32.		Your organisation does not require workers to return from parental leave to access any component of the employer funded parental leave payment.	
33.		There is no requirement for a worker to reimburse any portion of their employer funded paid parental leave regardless of whether or not they return from parental leave.	✓
34.		Your organisation actively encourages men to take parental leave.* ⓘ <i>Examples include profiling men who take parental leave in internal or external publications/website or on your intranet; overtly communicating that parental leave is also for men; having managers talk to men to encourage them to take this leave.</i>	✓
35.	R	Your organisation tracks the number of female and male managers and non-managers utilising parental leave.	✓
36.	R	Your organisation has non-leave based measures to support workers with family and/or caring responsibilities. These may include measures such as:	✓
		i. employer subsidised child-care	
		ii. on-site child care	
		iii. breastfeeding facilities	
		iv. childcare referral services	
		v. internal support networks for parents	
		vi. return to work bonus	
		vii. information packs to support new parents and/or those with elder care responsibilities	
viii. referral services to support workers with general family and/or caring responsibilities			

		ix. targeted communication mechanisms, for example intranet/forums etcetera	
		x. other support mechanisms.*	
37.		Your organisation has a keep-in-touch program or process in place for workers on paid and unpaid parental leave.	✓
38.		Your organisation has on-boarding support for workers returning from primary carer's leave.	✓
39.		Your organisation tracks the number of women and men returning from parental leave.	✓
40.		Your organisation:	
		i. considers workers on parental leave (paid and unpaid) for promotion	✓
		ii. tracks the number of women and men promoted during parental leave (paid and unpaid)	
		iii. tracks the promotion rate for employees who are pregnant	
		iv. tracks the <b>promotion</b> rate of employees who are working flexibly (including part-time) on return from parental leave.	
41.		Your organisation tracks the number of women and men exiting the organisation (including dismissals and redundancies):	
		i. during parental leave	✓
		ii. within one year after returning from parental leave	
		iii. one to two years after returning from parental leave	
		iv. who are working flexibly (including part-time) on return from parental leave	
		v. in the case of women, when pregnant	
42.		Your organisation seeks to understand the reasons why workers do not return from parental leave and whether the reasons are related to any of the gender equality indicators. <sup>3</sup>	✓
43.		Your organisation tracks the reasons why women and men who return from parental leave do not return to their original role and to which role they return.	✓
44.	R	Your organisation has a formal flexible working arrangements policy or strategy.	✓

<sup>3</sup> Gender equality indicators are: 1) gender composition of the workforce 2) gender composition of governing bodies of relevant employers 3) equal remuneration between women and men 4) availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities 5) consultation with employees on issues concerning gender equality in the workplace 6) any other matters specified in an instrument: sex-based harassment and discrimination.

45.	R	At least four of the following employment terms, conditions or practices are available in your organisation:	✓
		i. flexible hours of work Ⓢ <i>This is where workers are able to vary their start and finish times.</i>	
		ii. compressed working weeks Ⓢ <i>This is where a worker works the same number of weekly (or fortnightly or monthly) working hours over a shorter period.</i>	
		iii. time-in-lieu Ⓢ <i>This is where a worker who works approved overtime may be compensated by way of time-in-lieu instead of overtime. No payment is involved.</i>	
		iv. telecommuting Ⓢ <i>This refers to working at a location other than the official place of work.</i>	
		v. part-time work Ⓢ <i>This is a regular work pattern where a worker works less than standard hours/days in a period and is paid on a pro-rata basis for that work.</i>	
		vi. job sharing Ⓢ <i>This refers to a situation where a full-time job role is analysed and its tasks divided into two job roles to be undertaken by two workers who each works part of the designated period (part-week or part-fortnight or other) and are paid on a pro-rata basis for the part of the period they complete.</i>	
		vii. carer's leave Ⓢ <i>This leave is taken to help a worker deal with caring responsibilities, family emergencies, and the death or serious illness of close family members. This is in addition to what is provided for under legislation.</i>	
		viii. purchased leave Ⓢ <i>This is a voluntary provision where workers may purchase additional leave. It is funded through the reduction of a worker's ordinary rate of pay where an ordinary salary rate will be reduced by the number of week's leave purchased and then annualised at a pro-rata rate over the 12 month period.</i>	
		ix. unpaid leave Ⓢ <i>This is leave additional to other leave provisions which a worker may access without payment.</i>	
		x. self-rostering Ⓢ <i>This involves a worker proposing what times they would like to work and the times they would prefer not to work. Rosters are then formed that match individual preferences as closely as possible whilst still maintaining agreed levels of cover.</i>	
	xi. other.*		
46.		Your organisation actively promotes flexible working arrangements to both women and men.* Ⓢ <i>Examples of 'actively promotes' include providing information to workers on the range of flexible working options available to them; discussing the benefits of flexible working arrangements as an effective resource management option and retention strategy; encouraging workers to discuss flexible working arrangements with their managers etc.</i>	✓

47.		Your organisation supports managers in how to manage flexible working arrangements through:	
	i.	providing educational materials* ⓘ <i>Examples of educational materials include online materials or other management training materials that address the specific issues of managing flexibility.</i>	✓
	ii.	training for all managers* ⓘ <i>Examples of training include internal or external face-to-face sessions and e-learning modules. This training could be incorporated into training for other purposes.</i>	2016
	iii.	other.*	

## Other initiatives

48.	R	Your organisation has a formal policy or strategy to support workers who are experiencing family or domestic violence.	2016
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# Criterion 5

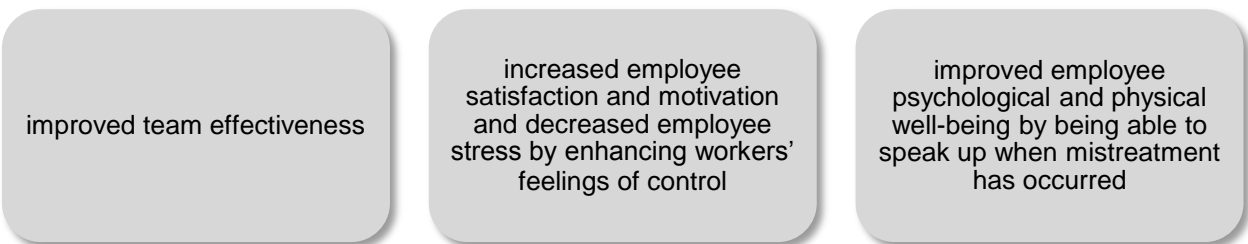
## Employee consultation

### Overview

This criterion gives an indication of an organisation’s culture in relation to gender equality using feedback from workers via anonymous survey questions.

Organisations must undertake consultation with their workers, verifying that the experience of workers points to a workplace culture that actively supports and promotes gender equality. WGEA will be looking for evidence that the employee experience reflects the content of the organisation’s EOCGE application.

**This criterion recognises that effective consultation with workers has been associated with:**



### Conducting your survey and reporting results

#### Frequency of survey

- At the time of submitting your 2015 application, an organisation must have consulted with its workers via an anonymous survey within the two years prior and include the results in that citation application.
- From 2015, organisations will need to consult at least every two years and report those results in their EOCGE application.

#### Questions

Using a five point scale (for example ‘strongly agree’; ‘agree’; ‘not sure’; ‘disagree’; ‘strongly disagree’) the following three questions (also outlined in the criterion table or alternatives as per the explanation below) need to be asked:

- “My immediate supervisor/manager genuinely supports equality between women and men”
- “I have the flexibility I need to manage my work and caring responsibilities”
- “In my organisation sex-based harassment is not tolerated”.

If you have an existing survey where questions are pre-determined, you may replace the three EOCGE questions with alternatives so long as they are comparable to, and align with, the intent of these three questions and you must include your replacement questions in your citation application.

If you are using alternative questions, you must seek approval from WGEA on the proposed questions.

## Conducting your survey

The method of conducting your survey will be determined by your organisation, however, the process must facilitate anonymous participation. For example organisations may choose to administer a pulse survey, incorporating questions into an existing survey (for example, a biennial employee engagement survey) or by incorporating questions into an existing process (for example, rolling it out within another forum such as organisation-wide training, or by using other feedback mechanisms, providing the confidentiality of respondents is maintained).

## Sample size

You will either:

- i. Give all workers an opportunity to complete the survey; or
- ii. Administer the survey to a statistically significant and representative sample of workers. You will need to provide WGEA with the method/rationale you used to determine that the employee sample you surveyed was both statistically significant and representative.

## Response rates

- i. As a general guide, your organisation's survey sample is considered representative if you obtain 400 or more responses. Where samples of less than 400 are collected, a response rate of 60% of your workforce is required, as well as a breakdown comparison of that sample by gender and age profile for the organisation.<sup>4</sup>
- ii. WGEA acknowledges that in some instances, and despite best efforts, organisations will not be able to achieve the desired response rate. In these instances you will provide an explanation why this is the case.

## Analysis and results thresholds

- You will analyse all responses by gender.
- Analysing all responses received, your organisation must either:
  - i. achieve an agreement threshold of at least 65% 'agree' or 'strongly agree' on the three questions in the criterion table below (or the equivalent questions). Refer to guidance on calculating this threshold below; or
  - ii. achieve an agreement threshold above the industry norm for the survey tool used.
- The results of your analysis will need to be included in your EOCGE application, including the gender breakdown of responses.
- If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place when the survey was conducted, please contact WGEA to discuss the details. WGEA will use its discretion in determining whether your organisation may still be eligible to apply for the citation based on your survey data results.

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<sup>4</sup> Based on research by Dr G. Russell 2013.

## Employee consultation

No.	Compliance reporting question	Elements	Prerequisite
	R	Your organisation consults with workers on issues concerning gender equality in the workplace by means of an employee survey.	✓
49.		Survey questions (or alternatives, as explained above): Criterion 1 i. My immediate supervisor/manager genuinely supports equality between women and men.	✓
		Criterion 4 ii. I have the flexibility I need to manage my work and caring responsibilities.	✓
		Criterion 6 iii. In my organisation sex-based harassment is not tolerated.	✓
		Your organisation has met the sample size, response rates and analysis and results thresholds outlined above.*	✓
50.		Your organisation takes action to address gender equality issues identified through the employee consultation process.*	✓
51.		Your organisation makes the EOCGE citation application available (minus confidential remuneration data) to all workers.	

## Survey calculation

### To calculate the level of agreement to the survey questions above:

You must include **all** responses received when calculating the level of agreement within each question, that is, if using the five-point scale example above, you must include the 'not sure' responses in your calculations. For example, in a sample of 100 response rates, as indicated below, you would add the 'agree' and 'strongly agree' options together, totalling 50. Then you would divide that 50 by 100 (i.e. total number of all responses), resulting in 50% of employees agreeing or strongly agreeing.

Not sure	30 responses
<b>Strongly disagree</b>	5 responses
Disagree	15 responses
<b>Agree</b>	<b>45 responses</b>
<b>Strongly Agree</b>	<b>5 responses</b>

## Criterion 6

# Preventing sex-based harassment and discrimination

### Overview

This criterion assesses the way an organisation educates all workers (including casual and contract staff) on their rights and obligations regarding sex-based harassment and discrimination, with the aim of eliminating sex-based harassment and discrimination in the workplace and promoting an inclusive culture through education and skills-based training.

It recognises that sex-based harassment and discrimination in the workplace has significant impacts on an organisation. Notable are the reduced personal well-being and depression of those experiencing the harassment; increased absenteeism; reduced job satisfaction, organisational commitment and productivity; and increased employee turnover.

Not only do these factors lead to increased costs for individuals and organisations, they also have a significant impact on the engagement of women in work, the types of industries that are perceived to be appealing and the promotional opportunities for women.



## Preventing sex-based harassment and discrimination

No.	Compliance reporting question	Elements	Prerequisite
52.	R	Your organisation has a formal sex-based harassment and discrimination prevention policy or strategy.	✓
53.	R	Your organisation has a formal grievance process in its sex-based harassment and discrimination prevention policy or strategy.	✓
54.	R	<p>Your organisation provides workplace training for all managers on sex-based harassment and discrimination prevention at induction and at least every two years.*</p> <p>⌚ <i>This training may be conducted online, face-to-face, via management meetings or video presentations. WGEA suggests it includes a legislative definition, definition of a workplace, rights and responsibilities, details of the grievance/complaints procedure, details of the internal and external contact point(s).</i></p> <p><b>Note:</b> An email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is not considered to be training.</p>	✓
55.		<p>Your organisation provides workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff at induction and at least every two years.*</p> <p>⌚ <i>This training may be conducted online, face-to-face, via employee meetings or video presentations. WGEA suggests it includes legislative definitions, definition of a workplace, rights and responsibilities, details of the grievance/complaints procedure, details of the internal and external contact point(s).</i></p> <p><b>Note:</b> An email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is not considered to be training.</p>	✓
56.		<p>Your organisation has had no judgment or adverse final order made against it by a court or other tribunal relating to sex-based harassment or discrimination in the last three years.</p> <p>⌚ <i>Where an individual employee has had a judgment or adverse final order made against them, this does not apply.</i></p>	✓

## Criterion 7

# Targets for improving gender equality outcomes

### Overview

This criterion assesses whether an organisation has set specific, measurable, achievable and time-framed numerical targets (or initiated plans for targets to be set by 31 July 2015) where the representation of women in management and on its board/governing body is less than forty per cent. This applies where a board/governing body exists, and where the organisation has control over its appointments.

WGEA's position on targets for women in leadership positions is based on the social context within which it operates, recognising the historically disadvantaged position of women in relation to employment and the ongoing impacts of this disadvantage. In the future, after consultation with the relevant sectors, the Agency may consider introducing targets for men in female dominated organisations. In the meantime, employers may wish to consider implementing a target to increase the representation of men where their representation is less than 40% in leadership positions.

### Targets should be:

- based on rigorous analysis and baseline data
- realistic and achievable, taking into account an organisation's unique circumstances
- measurable and time-framed
- updated as appropriate
- driven at the CEO level.

### This criterion recognises that:

- Gender targets, like financial and operational targets, are an essential part of managing and improving business performance.
- The process of setting voluntary targets for gender composition throughout an organisation, then tracking, measuring and transparently reporting progress against those targets, promotes cultural and structural change, focuses efforts, embeds accountability and sends a strong message that gender representation is a central business issue.
- For employers who have already achieved 40% representation of women across all levels of management and on their board/governing body (where the organisation has control over board/governing body appointments) they should track their numbers with a minimum goal being to ensure the representation of women does not drop below 40%.

## Targets for improving gender equality outcomes

No.	Compliance reporting question	Elements	Prerequisite
57.	R	<p>Where your organisation has control over board/governing body appointments), your organisation has either set numerical targets to improve the representation of women, or plans are in place for targets to be set by 31 July 2015.</p> <p>② <i>For a comprehensive guide to setting targets, refer to the gender target-setting toolkit on the Agency's <a href="#">website</a>.</i></p>	✓
58.		Your organisation has either set numerical targets to improve the representation of women in management, or plans are in place for targets to be set by 31 July 2015.	✓
59.		Your organisation evaluates and/or reports/communicates its progress towards achieving targets to improve the representation of women in management by:	
		i. tracking progress internally	✓
		ii. tracking progress and reporting internally to the board/governing body and key management personnel	2016
		iii. tracking progress and reporting internally to the board/governing body, key management personnel and workforce, and reporting externally.	
60.		In addition to setting targets for the representation of women in management, your organisation has set targets for the gender composition of other areas where there is an under-representation of women.*	
61.		Your organisation has set gender representation targets for the following:	
		i. internal recruitment shortlists*	✓
		ii. external recruitment shortlists*	✓
		iii. talent identification lists	
		iv. succession plans	
		v. career development and leadership training	
		vi. retention	
vii. other*.			

## Outstanding initiatives and/or innovations

Organisations will be given the opportunity to voluntarily provide information on outstanding and innovative initiatives in advancing gender equality in their workplace in the past 12 months. The type of information provided could include a description of:

- the workplace gender equality issue(s)
- the strategy or plan to address the issue(s)
- the actions or activities that were implemented
- the time-frame for achieving change
- the outcome(s).

## Advice and assistance

Workplace Gender Equality Agency  
Level 7, 309 Kent Street  
Sydney NSW 2000

t: 02 9432 7000 or 1800 730 233

e: [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au)

[www.wgea.gov.au](http://www.wgea.gov.au)

