

**WGEA Employer**

**of Choice for**

**Gender Equality (EOCGE)**

**2021-23**

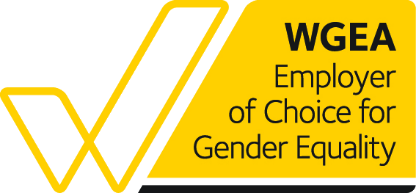
EOCGE Application for

renewing applicants

(i.e. citation holders who were successful in

2019 and re-applying in 2021)

Version 1.0



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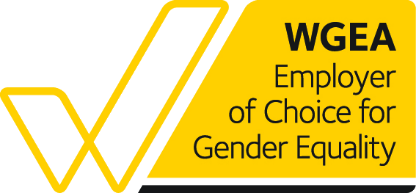
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## Introduction

**What is the EOCGE Employer of Choice for Gender Equality (EOCGE) citation?**

The EOCGE citation recognises organisations that have made gender equality an integral component of their workplaces and business practices, and are taking significant action towards improving gender equality outcomes. It recognises that gender equality is critical to an organisation’s success and is a feature of well-managed leading organisations.

As the Workplace Gender Equality Agency’s (WGEA) leading practice recognition program, it aims to promote and improve gender equality for women and men. Separate to compliance reporting under the *Workplace Gender Equality Act 2012* (Act)*,* it is a voluntary program, open to all compliant employers under the Act.

The citation includes evidence-based criteria under seven focus areas, and an examination of the employees’ lived experience. The requirements focus on initiatives that have been shown to underpin improved gender equality outcomes and were developed in consultation with leading academics in workplace gender equality, gender equality practitioners, industry groups and citation holders.

Renewable every two years, the survey format enables WGEA to collate and analyse data which is used to inform and define leading-practice gender equality initiatives to share with employers. Over time, it will also enable EOCGE benchmarks to be developed. This format also reduces the time employers spend completing the application, focusing their energies instead on improving gender equality outcomes in their workplaces.

If your organisation is looking to improve gender equality, the citation’s criteria provides a great roadmap for change.

**Why become an EOCGE citation holder?**

The EOCGE citation has a strong focus on research-based initiatives shown to improve gender equality outcomes and is recognised as a rigorous and evidence-based program.

Many chief executives of EOCGE citation holders say that, with future requirements flagged in advance, they use the citation as an external mechanism to keep them focussed and accountable in driving improved gender equality outcomes in their organisations, reaping the rewards that gender equality can bring to an organisation and its culture.

These chief executives also state there is a strong commercial driver to being a citation holder. Providing strong public recognition of an organisation’s focus on gender equality, it supports them in their ability to attract and retain the best possible talent to build a high-performance workforce. This provides a significant differentiation in a competitive marketplace.

A recent report produced by the Australian Institute for Business and Economics (AIBE) Centre for Gender Equality in the Workplace at the University of Queensland shows that the EOCGE citation is driving improved gender equality outcomes in Australian workplaces. The research found that EOCGE citation holders are improving on key gender equality metrics at a faster rate than other employers in WGEA’s dataset.

Improvements in gender equality outcomes can bring strong commercial advantage to its recipients. Evidence from the Bankwest Curtin Economics Centre (BCEC) WGEA Gender Equity Insights 2020 research shows a strong and convincing **causal relationship** between increasing the share of women in leadership and subsequent improvements in organisational performance. Specifically, it found that:

* + an increase in the representation of women by 10 percentage points or more on **boards** of ASX-listed companies leads to a **4.9% increase in company market value** and leads to a 6% increase in the likelihood of outperforming their peers on three or more metrics
  + an increase in the representation of women by 10 percentage points or more of **key management personnel** leads to a **6.6% increase in the market value** of ASX-listed companies (worth the equivalent of AU$104.7 million for the average company), and a 5.8% increase in the likelihood of outperforming the sector on three or more metrics.

Through targeted actions contained in the EOCGE citation, organisations can achieve sustainable gender equality outcomes and become a leader in workplace gender equality.

**Resources to assist you in becoming an EOCGE organisation**

In becoming an EOCGE citation holder, we encourage employers 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.

WGEA 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,](https://www.wgea.gov.au/tools/gender-strategy-toolkit) along with other [tools](https://www.wgea.gov.au/tools) that you will find helpful in delivering your gender equality strategy.

If you would like additional assistance in becoming an EOCGE citation recipient, please contact WGEA by emailing [eocge@wgea.gov.au](mailto:eocge@wgea.gov.au) or calling on 02 9432 7300.

**Application for 2021-23 renewing applicants**

Introduction

Welcome back, after enjoying your status as WGEA Employer of Choice for Gender Equality (EOCGE) for the inaugural two-year application cycle.

The world has changed significantly since your organisation last applied to become an EOCGE citation holder. We have all learned how quickly workplaces can change when there is an imperative to do so!

Meeting the criteria

* COVID-19 has had an impact on all businesses. In some cases it has been in a positive way, but there are many where it has been detrimental to their business, particularly in hard-hit sectors such as tourism and hospitality. WGEA has taken this into account and adjusted some of the requirements, as outlined in Table 1 below.
* Other than where outlined in Table 1, all criteria are requirements. However, if you believe you meet a requirement but in a different way than stipulated, please contact WGEA to discuss this further.

New criteria introduced since last application

* Based on expert advice, new EOCGE criteria are introduced each year to drive ongoing improvements in gender equality outcomes in the workplaces of citation holders. As communicated during the past two years, several new requirements have been introduced since your last application in 2019-20. These changes are:

1. Q1.2: Policy/ies aimed at achieving gender equality must include training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns.
2. Progress needs to be reported on an if-not-why-not basis on the following:
   1. gender equality objectives contained in your gender equality strategy (Q1.3)
   2. where the representation of women in manager (Q2.4) and non-manager (Q2.5) roles, and on governing bodies (Q2.8) is less than 40%
   3. where the representation of men in non-manager roles is less than 40% (Q2.6)
   4. reduction of your organisation’s gender pay gap (Q3.4).
3. Q4.1: Your formal policy AND formal strategy must cover employees with eldercare and disability care responsibilities.
4. Q4.3: At least three weeks of employer-funded paid parental leave at full pay is provided for secondary carers who are permanent employees (and Partners in Partnership structures) and available for all provisions covered under that requirement.
5. Q4.4: Employer funded primary carers’ leave: The original new requirement was amended so it is now:

“There must be no eligibility period to access eight weeks of primary carer’s leave (the minimum EOCGE requirement), and three weeks of secondary carer’s leave, AND if you offer more than eight weeks of primary carer’s leave, the balance must be made available once the employee’s probationary period ends.”

Employer-funded secondary carer’s leave: There has been no change to the requirement for there to be no eligibility period for employees to access three weeks of secondary carer’s leave.

1. Q5.2: Training for people managers on how to manage flexible working must include addressing gender stereotypes and/or barriers that prevent men from requesting flexible working arrangements.
2. Q5.6: The original new requirement was amended, so it is now:

“This question relates to whether your organisation needs to set targets for men working flexibly. It is based on the survey results of the second question in the “Employee Survey” section of the EOCGE criteria (“*I have the flexibility I need to manage work and other commitments*"). If the agree/strongly agree scores for female managers and non-managers is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, then no target needs to be set.”

1. Q7.2: Organisations must have procurement guidelines that encourage gender equality across your supply chain.

Applying for EOCGE

* As you are aware, WGEA has a new online reporting platform which is yet to be fully adapted for EOCGE applications. As such, applications for this year will be completed and submitted using the application below.
* Available from September 1, you will need to [enrol](https://client-portal.wgea.gov.au/s/article/How-do-I-enrol-in-the-EOCGE-program) in the ‘2021-23 EOCGE program’ in the online platform.
  + once enrolled, select the ‘2021-23 EOCGE program’ hyperlink
  + confirm details of the organisations covered in your application (your submission group) - please take care during this process, ensuring that only organisations that operate in the same industry [division](https://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/90447D5C8BAF26AFCA257B9500133E33?opendocument) are included in the same submission group
  + once you have confirmed details of your submission group, click through to the application landing page
  + follow the instructions to upload your application and other documentation.
* Please note, this year the due date for the 2021-23 applications is 31 October.
* The list of successful applicants will be announced in March 2022.
* De-identified information provided in EOCGE applications may be used by, or on behalf of, the Agency to conduct research to identify and inform leading practice initiatives. The Agency may also use de-identified information to promote leading practice initiatives.

Application fee

An annual fee of $1,950 (including GST) is applicable which covers the cost of the Agency in administering the citation.

On initial application, or subsequent renewal, $1,950 will be payable once you have submitted your application. In the intervening year, employers are invoiced separately for $1,950.

If the application fee is a barrier to applying for the EOCGE citation, please contact WGEA to discuss further.

Impact of COVID-19 on applications

* As indicated above, we have identified criteria that may be more difficult to meet during the past two years due to the impact of COVID-19. We have provided for some flexibility in how these requirements can be met, as summarised in Table 1 below. If you are seeking exemption from some or all the requirements contained in Table 1 due to the impact of COVID-19, please explain on what basis you believe you are eligible for these adjustments below.

* At each question in Table 1, there is an ALERT asking you to confirm whether you are seeking the exemption for that question.
* Please note that where these exemptions relate to annual requirements, it is expected that they were met at least once during the two years since your last application.

If your application is successful, what is the preferred organisation name on your EOCGE certificate?

Preferred organisation name for the EOCGE certificate:

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| Table 1: Adjusted requirements for sectors where COVID-19 has had a significant impact 2021-23 | |
| **Q1.3:** | **Requirement:** Gender equality strategies need to be updated with new objectives during the two years you have held the citation.  **COVID-19 option:** Your organisation has been unable to add additional objectives to its gender equality strategy. |
| **Q1.5:** | **Requirement:** Must evaluate progress against its gender equality strategy by tracking and reporting metrics to its workforce, key management personnel (KMP) and governing body every 12 months.  **COVID-19 option:** This has only been done once during the two years. |
| **Q1.7.3:** | **Requirement:** Your CEO must communicate your organisation’s overall gender equality strategy, priorities, and progress to all employees (and Partners in Partnership structures) each year since you have held the citation.  **COVID-19 option:** This has only been done once in the two years. |
| **Q2.3:** | **Requirement:** Your organisation must provide FORMAL leadership development programs to women and men; and track how many have participated in these programs, both full-time and part-time, every 12 months.  **COVID-19 option:** This has been carried out once during the two years. |
| **Q3.2:** | **Requirement:** Your organisation must complete a gender pay gap analysis of all its workforce annually to ensure that women and men receive equal pay; and to determine if you have a gender pay gap. This must be carried out on several areas.  **COVID-19 option:** This has been carried out once during the two years. |
| **Q3.4.2:** | **Requirement:** Your organisation must take other actions, in addition to targets, to reduce your gender pay gap (overall, organisation-wide).  **COVID-19 option:** No other actions have been taken during the two years. |
| **Q5.6:** | **Requirement:** This question relates to whether your organisation needs to set a target for men working flexibly. It is based on the survey results of the second question in the “Employee Survey” section of the EOCGE criteria (“*I have the flexibility I need to manage work and other commitments*"). If the agree/strongly agree scores for female managers and non-managers is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, then no target needs to be set.  **COVID-19 option:** A target has not been set for this requirement. |
| **Q7.3:** | **Requirement:** Your organisation’s CEO is required to be ACTIVELY involved in at least one external event focused on gender equality in each of the two years since your last application.  **COVID-19 option:** With the impact of COVID-19 on external gatherings, this will not be required. (If your CEO has engaged externally on gender equality using online platforms, you will be able to provide those details, but that is not a requirement). |
| **Q7.4:** | **Requirement:** Your organisation must be involved in a program or initiative to address gender equality issues in its industry or community.  **COVID-19 option:** This is not a requirement this year. |

# Focus Area 1: Leadership, strategy and accountability

This focus area recognises that creating a workplace in which women and men are equally represented, valued, and rewarded requires leadership, accountability and a focus on gender equality as a strategic priority.

It assesses an organisation’s overall strategies and leadership commitment to achieving gender equality.

Strategies and policies

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| **1.1 Your organisation must have a strategy in place supporting gender equality that covers all the following areas. Confirm these are in place by ticking (✓) each box below:** | | |
| 1. Gender balance in leadership | |  |
| 1. Gender balance across the organisation | |  |
| 1. Gender pay equity for both equal pay (like-for-like roles), and the gender pay gap (overall, organisation-wide gap) | |  |
| 1. Flexible work and support available for employees at all levels, including those with caring responsibilities | |  |

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| * 1. **Your organisation must have a policy/policies in place aimed at achieving gender equality in all the following areas. Confirm these are in place by ticking (✓) each box below:** | |
| 1. Promotions |  |
| 1. Performance review processes |  |
| 1. Recruitment (internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process) |  |
| 1. Restructures and significant operational changes including planned redundancies |  |
| 1. Employment and engagement of casuals |  |
| 1. Engagement of independent contractors |  |
| 1. Training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns |  |

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| * 1. **Your organisation’s gender equality strategy/strategies must include clear objectives and measures, and an evaluation process that occurs at least every two years. Gender equality strategies need to be updated with new objectives during those two years. Please provide details of these objectives in the tables below.**   **You will also be required to report on progress made against these objectives when reapplying every two years. This is on an ‘if-not-why-not’ basis.** |

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| **Provide details below of new objectives, measures and evaluation processes that were included in your gender equality strategy: \***  *\* ALERT: if no additional gender equality objectives have been added since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)*  Yes | |
| Objective 1   1. Describe this objective: |  |
| 1. Describe how this objective is measured and how you will evaluate whether it has been effective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| Objective 2   1. Describe this objective: |  |
| 1. Describe how this objective is measured and how you will evaluate whether it has been effective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| Objective 3   1. Describe this objective: |  |
| 1. Describe how this objective is measured and how you will evaluate whether it has been effective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| If there are additional objectives, add the four objective-related questions from above into the box below and provide those details: | |

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| **Progress on objectives included in your 2019-20 application:**  **1.3.1 Please enter all the objectives included in your 2019-20 EOCGE application below, and indicate how they are tracking:** | |
| Objective 1 – 2019-20 application   1. Describe this objective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| Objective 2 – 2019-20 application   1. Describe this objective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| Objective 3 – 2019-20 application   1. Describe this objective: |  |
| 1. Has this objective been achieved?   (Yes/No/Partially) |  |
| 1. Provide details related to the achievement of this objective; or why the objective was not achieved (e.g. what was the actual outcome, how it was achieved etc): |  |
| **1.3.2** If there are additional objectives, add the three objective-related questions from above into the box below and provide the details: | |

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| * 1. Your organisation’s gender equality strategy/strategies must be supported into the broader business strategy and planning process and have been endorsed by the governing body in the past two years. Please tick (✓)the boxes below to confirm the following: |
| Yes, our gender equality strategy is incorporated into the broader business strategy and planning process |
| Yes, our gender equality strategy has been endorsed by the governing body/Partnership in the past two years |
| 1. On what date did your governing body endorse your gender equality strategy? 2. From the options below, select what evidence you will be providing of your governing body’s endorsement (this will need to be uploaded into the online platform together with your application):   Extract of governing body minutes  Copy of an email from the CEO/CFO/ Company Secretary confirming this information was tabled  Other evidence of governing body endorsement (provide details): |

Strategy evaluation and reporting

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| * 1. **Your organisation must evaluate its progress against its gender equality strategy by tracking the metrics below and reporting progress to your entire workforce, key management personnel (KMP) and governing body (not a sub-committee of the governing body) every 12 months. \***   *\* ALERT: if your organisation has been able to do this in one year only since your 2019-20 application due to the impact of COVID-19, are you seeking an exemption from this annual requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* | | | | |
| Yes | | | | |
| **1.5.1** Place a tick (✓) in the relevant box to confirm the metrics below were reported to your workforce, KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation. | | | | |
|  | Yes | No - only in 2019-20 | No - only in 2020-21 |
| 1. Gender composition of the workforce by manager and non-manager categories |  |  |  |
| 1. Promotions by gender and manager and non-manager categories |  |  |  |
| 1. Recruitment and exit (voluntary and involuntary) numbers by gender |  |  |  |
| 1. Graduate programs and paid or unpaid internships (where applicable) |  |  |  |
| 1. Utilisation of formal flexible working arrangements for women and men by manager and non-manager categories, including part-time |  |  |  |
| 1. Utilisation of, and return from, parental leave (paid and unpaid), of women and men |  |  |  |

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| **1.5.2** Place a tick (✓) in the relevant box to confirm the metrics below were reported to your KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation. | | | | |
|  | Yes | No - only in 2019-20 | No - only in 2020-21 | NA |
| * 1. The results of your gender remuneration gap analysis, including pay equity metrics and actions taken |  |  |  |  |
| * 1. Progress on narrowing its organisation wide gender pay gap |  |  |  |  |
| * 1. All results from your EOCGE survey (refer to section Q9.1 Lived experience > Employee Survey) |  |  |  |  |
| **1.5.3** Place a tick (✓) in the relevant boxes below to confirm the metrics on gender-based harassment and discrimination and sexual harassment complaints were reported to your KMPs and governing body (not a sub-committee) for each 12 months during the two years you held the citation. | | | | |
|  | Yes | No - only in 2019-20 | No - only in 2020-21 | NA |
| * + - * 1. Number and nature of complaints received (if there were no complaints, that fact needs to be reported) |  |  |  |  |
| 1. Process for responding to the complaint |  |  |  |  |
| 1. Time taken to resolve complaint (e.g. complaint made in February, resolved in July) |  |  |  |  |
| 1. Outcomes for complainant and respondent (if a complaint was settled, this must be reported) |  |  |  |  |
| 1. Any organisational change following the complaint |  |  |  |  |
| 1. Complainant and respondent turnover |  |  |  |  |

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| 1.5.4 On what date did all the metrics covered under Q1.5 and all its sub-questions get reported to your governing body?  1.5.5 From the options below, select what evidence you will be providing that these metrics were reported to your governing body (this will need to be uploaded into the online platform together with your application) (✓):  Extract of governing body minutes  Copy of an email from the CEO/CFO/ Company Secretary confirming this information was tabled  Other evidence of governing body endorsement (provide details): |

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| * 1. **Where gender discrepancies exist for any areas listed in Q1.5 and sub-questions, your organisation must analyse systems and processes to identify gender bias in decision making and take actions to address issues identified.**   **Did your organisation identify any gender differences in the metrics listed in question 1.5 and all its sub-questions? Please answer Yes/No \* in the box below.** |
| \* If No: b*y answering No, you are declaring there is gender balance in ALL the metrics in the sub-questions for Q 1.5. This is verifiable in your organisation's most recent compliance report which can be generated for submission groups from this year’s online platform.* |
| **1.6.a** For the gender differences identified, your organisation must have analysed its related systems and processes for gender bias.   * Confirm this occurred (Yes):     **1.6.b** Your organisation must have taken action to eliminate the gender biases identified.   * Confirm this occurred (Yes): * Provide details of gender biases identified and actions taken: |

Leadership commitment

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| * 1. **Your CEO must be a visible champion by taking the following actions annually. Please confirm that this has occurred against each of the areas below by placing a tick (✓) in the relevant box: \***   *\* ALERT: for Question 1.7.3, if your CEO was only able to meet this requirement once since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption for it to have occurred in each year, based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* | | | | | | |
| Yes | | | | | | |
| Question | CEO communicated this to all employees (and Partners in partnership structures) | Yes, this occurred in both years | No-only  in 2019-20 | | No-only in 2020-21 | Dates this occurred |
| **1.7.1** | Reasons why improving gender equality is beneficial for your organisation (i.e. your business case for gender equality) |  |  | |  |  |
| **1.7.2** | The CEO’s commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment, and bullying |  |  | |  |  |
| **1.7.3** | The organisation’s overall gender equality strategy, priorities, and progress \* |  |  | |  |  |
| **1.7.4** | The organisation’s commitment to equal pay (like-for-like gaps) |  |  | |  |  |
| **1.7.5** | The organisation’s commitment to eliminating the gender pay gap (overall, organisation-wide pay gap) |  |  | |  |  |
| Did the same CEO make all the statements in both years? (Yes/No) | | | |  | | |
| **If yes:**  **1.7.a** Provide the name of the CEO who made these statements:  **1.7.b** How were the statements communicated?  **1.7.c** Provide your CEO’s statement from 2019-20:  **1.7.d** Provide your CEO’s statement from 2020-21: | | | | | | |
| **If no**:  **1.7.a** Provide the name of the CEO who made the statements in 2019-20:  **1.7.b** Provide the name of the CEO who made the statements in 2020-21:  **1.7.c** How were the statements communicated?  **1.7.d** Provide your CEO’s statement from 2019-20:  **1.7.e** Provide your CEO’s statement from 2020-21: | | | | | | |

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| * 1. **Your organisation must have 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 gender equality strategy. Confirm these are in place by ticking (✓) the box below:** | |
|  | Provide the job title of the Chair of this group/committee/council: |

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| * 1. **Your CEO must have direct involvement with the organisation’s gender equality initiatives. Please confirm this occurs by ticking (✓) the box below:** | |
|  | List what involvement your CEO has had with your gender equality initiatives in the past two years: |

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| * 1. **Your organisation must ensure that women and men can access opportunities that are considered career-enhancing, equitably. Please confirm this occurs by ticking (✓) the box below:** | |
|  | Provide details on how your organisation has ensured there is equity in how women and men access career-enhancing opportunities in the past two years: |

Accountability

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| * 1. **Your organisation must hold managers accountable for contributing to the implementation of its gender equality strategy. Please confirm this has occurred in the past two years by ticking (✓) Yes below, and by ticking(****✓) the corresponding boxes on the right:** | | |
| Yes | How has your organisation held managers accountable in the past two years? | |
| 1. Gender equality performance improvement targets are included in annual manager performance reviews |  |
| 1. Business unit managers are required to develop business plans that are aligned to the gender equality strategy |  |
| 1. Business unit managers are required to report to the organisation's gender equality oversight body on a regular basis on the progress of their business unit's gender equality plan |  |
| 1. Other key performance indicators (provide details): |  |

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| * 1. **Your organisation’s governing body must be provided with a copy of the completed EOCGE application, and all supplementary information, once submitted. Confirm your applications below were provided to your governing body by ticking (✓) Yes and providing the dates when this occurred:** | | |
| Yes | 1. Provide the date of the governing body meeting where the 2019-20 application was tabled: | 1. Provide the date of the governing body meeting where this 2021-23 application has been/will be tabled: |
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| * 1. **If you have additional information in relation to any of the areas in Focus Area 1, please provide in the text box below:** |
|  |

Future certification changes

Please tick (✓)the box below to acknowledge that this will become a new requirement in Focus Area 1 for subsequent applications:

From 2022-24 applications (those due in 2022), superannuation must be paid on your employer funded paid parental at the employee’s full salary AND on the government funded paid parental leave at the minimum wage.

Focus Area 2: Developing a gender balanced workforce

This focus area recognises that the Australian workforce is highly segregated by industry and occupation.

Organisations need robust, targeted learning and development, talent identification and leadership programs to support women’s progress through the leadership pipeline, and provide career opportunities across all levels of the workforce for women and men.

Learning and development

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| * 1. **Your organisation must have a formal policy or formal strategy that includes learning and development (including leadership and/or career development training) for women and men. Confirm this is in place by ticking (✓) Yes and the relevant boxes below:** | |
| Yes | Indicate which of the following is in place:  Formal policy  Formal strategy |

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| * 1. **Your organisation must discuss career learning and development options with your permanent workforce and long-term casuals, and where appropriate, provide the opportunity for learning and development plans to be put in place. Confirm this occurs by ticking (✓) Yes below:** |
| Yes |

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| * 1. **Your organisation must provide FORMAL leadership development programs to women and men, both full-time and part-time, and track how many have participated in these programs, every 12 months. Complete the table below to confirm this occurred for each of the past two years that you have held the citation. \***   *\* ALERT: if you were only able to provide this in one of the two years since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* | | | | |
| Yes | | | | |
| 2019-20 | | | | |
| Leadership Development Program | How many employees participated in  2019-20\* | | | |
|  | Women | | Men | |
|  | Full-time | Part-time | Full-time | Part-time |
| Formal sponsorship programs |  |  |  |  |
| Formal mentoring programs |  |  |  |  |
| Formal leadership network programs |  |  |  |  |
| Other – provide name: |  |  |  |  |
| Other – provide name: |  |  |  |  |
| **2.3.1** Were there fewer women than men or no part-time employees listed in any of the formal leadership development programs above? If yes, provide an explanation why: | | | | |
| 2020-21 | | | | |
| Leadership Development  Program | How many employees participated in  2020-21 \* | | | |
|  | Women | | Men | |
|  | Full-time | Part-time | Full-time | Part-time |
| Formal sponsorship programs |  |  |  |  |
| Formal mentoring programs |  |  |  |  |
| Formal leadership network programs |  |  |  |  |
| Other – provide name: |  |  |  |  |
| Other – provide name: |  |  |  |  |
| **2.3.2** Were there fewer women than men or no part-time employees listed in any of the formal leadership development programs above? If yes, provide an explanation why: | | | | |

Workforce targets – managers

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| * 1. **Your organisation must set numerical targets with timeframes to improve the representation of women in any manager category where their representation is less than 40%.** |

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| 1. Provide details below of all manager categories and targets set where the current representation of women is less than 40%. 2. Also, add information from your 2019-20 application to track progress of targets set for women in manager categories, where applicable.   **2.4.1** Does your organisation have manager categories where the representation of women is less than 40%, and/or did you include manager categories and targets in your 2019-20 application? Tick (✓) relevant box below: | |
| Yes, provide details of those manager categories and the targets set in the table below | No, proceed to Q2.4.2 |

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| Manager category where target set | | | % women in 2019-20  (% / NA) | % women target in 2019-20  (% / NA) | % women currently | If % of women remains less than 40%, what is the current % target? | | What year is the target to be reached? |
| E.g. KMP | | | 32% | 36% | 34% | 35% | | 2023 |
| 1 |  | |  |  |  |  | |  |
| 2 |  | |  |  |  |  | |  |
| 3 |  | |  |  |  |  | |  |
| 4 |  | |  |  |  |  | |  |
| 5 |  | |  |  |  |  | |  |
| 6 |  | |  |  |  |  | |  |
| 7 |  | |  |  |  |  | |  |
| 8 |  | |  |  |  |  | |  |
| **2.4.1.a** If progress has not been made between 2019-20 and now for any of the above manager categories, please explain why: | | | | | | | | |
| **2.4.2** Does your organisation have manager categories where the representation of women is above 40%? Tick (✓) relevant box below: | | | | | | | | |
| Yes, provide details below of all manager categories where the representation of women is above 40% | | | | | No, our organisation has no manager categories where the representation of women is above 40% - - proceed to Q2.5 | | | |
| Manager category  where % of women  is greater than 40% | | | | | Current % of women | | If the % of women drops below 40%, tick below to confirm a target will be set | |
| 1 | |  | | |  | |  | |
| 2 | |  | | |  | |  | |
| 3 | |  | | |  | |  | |
| 4 | |  | | |  | |  | |
| 5 | |  | | |  | |  | |
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Workforce targets – non-managers

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| * 1. **Your organisation must set targets with timeframes to improve the representation of women in non-manager categories where their representation is less than 40%.** |

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| 1. Provide details below of all non-manager categories and targets set where the current representation of women is less than 40%. 2. Also, add information from your 2019-20 application to track progress of targets set for women in non-manager categories, where applicable. |
| **2.5.1** Does your organisation have non-manager categories where the representation of women is less than 40%, and/or did you include non-manager categories and targets in your 2019-20 application? Tick (✓) relevant box below: |

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| Yes, provide details of those non-manager categories and the targets set in the table below | | | | | | | No, proceed to Q2.5.2 | | | |
| Non-manager category where target set | | | % women in 2019-20  (% / NA) | % women target in 2019-20  (% / NA) | | | % women currently | If % of women remains less than 40%, what is the current % target? | | What year is the target to be reached? |
| E.g. Labourer | | | 32% | 36% | | | 34% | 35% | | 2023 |
| 1 |  | |  |  | | |  |  | |  |
| 2 |  | |  |  | | |  |  | |  |
| 3 |  | |  |  | | |  |  | |  |
| 4 |  | |  |  | | |  |  | |  |
| 5 |  | |  |  | | |  |  | |  |
| 6 |  | |  |  | | |  |  | |  |
| 7 |  | |  |  | | |  |  | |  |
| 8 |  | |  |  | | |  |  | |  |
| **2.5.1.a** If progress has not been made since your 2019-20 application and now for any of the above non-manager categories, please explain why: | | | | | | | | | | |
| **2.5.2** Does your organisation have non-manager categories where the representation of women is above 40%? Tick (✓) relevant box below: | | | | | | | | | | |
| Yes, provide details below of all non-manager categories where the representation of women is above 40% | | | | | | No, our organisation has no categories where the representation of women is above 40% - proceed to Q2.6 | | | | |
| Non-manager category  where % of women  is greater than 40% | | | | | Current % of women | | | | If the % of women drops below 40%, tick below to confirm a target will be set | |
| 1 | |  | | |  | | | |  | |
| 2 | |  | | |  | | | |  | |
| 3 | |  | | |  | | | |  | |
| 4 | |  | | |  | | | |  | |
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| * 1. **Your organisation must set numerical targets with timeframes to improve the representation of men in non-manager categories where their representation is less than 40%.** |
| 1. Provide details below of all non-manager categories and targets set where the current representation of men is less than 40%. 2. Also, add information from your 2019-20 application to track progress of targets set for men in non-manager categories, where applicable. |
| **2.6.1** Does your organisation have non-manager categories where the representation of men is less than 40%, and/or did you include non-manager categories and targets in your 2019-20 application? Tick (✓) relevant box below: |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Yes, provide details of those non-manager categories and the targets set in the table below | | | | No, proceed to 2.6.2 | | | |
| Non-manager category where target set | | % men in 2019-20  (% / NA) | % men target in 2019-20  (% / NA) | | % men currently | If % of men remains less than 40%, what is the current % target? | What year is the target to be reached? |
| E.g. Nurse | | 32% | 36% | | 34% | 35% | 2023 |
| 1 |  |  |  | |  |  |  |
| 2 |  |  |  | |  |  |  |
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| **2.6.1.a** If progress has not been made since your 2019-20 application and now for any of the above non-manager categories, please explain why: | | | | | | | |

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| * 1. **Your organisation must set targets for internal and external recruitment shortlists where the representation of women at ANY level of management is less than 40%. Please confirm this occurs by ticking (✓) the relevant box below:** |
| Yes |
| N/A – targets are not required as the representation of women across all levels of  management is at least 40% |

Targets – governing body

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| * 1. Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection policy or strategy, and numerical targets with timeframes must be set to improve the representation of women, where it is less than 40%.   After submission of your first application under this citation, your renewal application (two years later) must show progress against targets (over the prior two-year period). If targets are not met, you will have an opportunity to explain why. |
| Confirm name of organisation submitting this application:   1. Does this organisation have control over governing body appointments of ALL the organisations covered in this application? Please tick (✓) the applicable box below:   Yes  No, it has control only over SOME of the organisations included in this application. Provide the names of those organisations whose governing body appointments you do not have control over and explain why:    No, please provide details why your organisation does not have control over appointments to ALL the governing bodies/boards in this application: |
| 1. For all organisations included in this application where your organisation has control over their governing body, complete the table below. 2. Also, add information from your 2019-20 application where the representation of women was less than 40% and a target set (where progress has not been made, you will have an opportunity to explain why below): |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Organisation name | Data from 2019-20 application (NA if not applicable) | | Current % of women \* | Current % target if less than 40%  (% / NA ) | What year is target to be reached? |
| % women on governing body in 2019-20 | % target set in 2019-20 |
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| \* If the current % of women is 40% or more, please confirm that a target will be set if this drops below 40%. Tick (✓) Yes below:  Yes | | | | | |
| 1. If progress has not been made since your 2019 -20 application and now, please explain why: | | | | | |
| 1. Confirm there is a formal selection policy or a formal selection strategy designed to promote gender equality in place for ALL these governing bodies by placing a tick (✓) against the applicable box:   Formal policy  Formal strategy | | | | | |

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| 2.8.1 The following questions relate to governing bodies outside of your submission group. |
| Do you have control of appointments to the governing body of organisations outside of this submission group? Tick (✓) the relevant box below:  Yes  No |
| 1. If Yes, complete the table below by adding all organisations outside of this submission group over which your organisation has control over their governing body. 2. Also, from your 2019-20 application, provide information to track progress on governing bodies where the representation of women was less than 40% and a target set (where progress has not been made, you will have an opportunity to explain why below): |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Organisation name | Data from 2019-20 application (NA if not applicable) | | Current % of women \* | Current % target if less than 40%  (% / NA ) | What year is target to be reached? |
| % women on governing body in 2019-20 | % target set in 2019-20 |
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| \* If the current % of women is 40% or more, please confirm that a target will be set if this drops below 40%. Tick (✓) Yes below:  Yes | | | | | |
| 1. If progress has not been made since your 2019-20 application and now, explain why: | | | | | |
| 1. Confirm there is a formal selection policy or a formal selection strategy designed to promote gender equality in place for ALL these governing bodies by placing a tick (✓) against the applicable box below:   Formal policy  Formal strategy | | | | | |

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| 2.8.2 Does your organisation have control over the governing body of any organisations outside of this submission group, but have no control over appointments for this governing body/bodies? Tick (✓) the relevant box below: |
| Yes No |
| 1. If Yes, explain why your organisation has no control over appointments for this governing body/bodies: |
| 1. If Yes, has your organisation taken other actions to improve gender balance on these governing bodies? Tick (✓) the relevant box below:   Yes No  If Yes, provide details: |

Gender segregation

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| * 1. **Your organisation must address gender segregation challenges in your organisation and/or industry. In the past two years, what gender segregation challenges within your organisation and/or industry have been identified and addressed?** |
| 1. How does gender segregation impact your organisation and/or industry? |
| 1. What measures have you implemented to improve gender balance in your organisation? |
| 1. Where have you made progress and what were/are the biggest challenges? |

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| **2.10 If you have additional information in relation to any of the areas in Focus Area 2, please provide in the text box below:** |
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Future certification changes

By ticking (✓)the box below, you acknowledge that this requirement in Focus Area 2 is in place for subsequent applications:

Subsequent applications will need to show progress against the targets covered in this section for the two-year period between applications. If targets have not been met, you will have an opportunity to explain.

Focus Area 3: Gender Pay Equity

This focus area recognises an organisation’s commitment to i) equal pay (like-for-like pay gaps), and ii) the gender pay gap (overall, organisation-wide pay gap).

Understanding the gender pay gap is confusing. Typically, when an employer declares that there is no gender pay gap in their organisation, they are referring to the fact that they pay women and men equally for the same or similar roles. However, when the gender pay gap is published nationally, or WGEA refers to the gender pay gap, we are referring to the overall, organisation-wide pay gap.

Equal pay (like-for-like pay gaps)

Equal pay is the concept of women and men being paid the same for performing the same role or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. If an organisation has like-for-like pay gaps, it means they are not paying their employees lawfully.

In determining if two employees are performing the same or comparable work, some things to consider are whether employees are at the same performance standard, and whether they are being paid a premium for scarce skills.

Gender pay gap (the overall, organisation-wide pay gap)

The gender pay gap is different to equal pay and is not the difference between two people being paid differently for the same or similar job, which is unlawful. The gender pay gap at an overall, organisation-wide level, measures the difference between the average earnings of women and the average earnings of men across the whole organisation and expresses the difference as a percentage.

The gender pay gap is caused by a range of social and economic factors that combine to reduce women’s earning capacity over their lifetime. These include:

* + discrimination and bias in hiring, pay decisions and promotions
  + women and men working in different industries and different jobs, with female-dominated industries and jobs attracting lower wages
  + women’s disproportionate share of unpaid caring and domestic work
  + high rates of part-time work for women
  + lack of workplace flexibility to accommodate caring and other responsibilities, especially in senior roles, which affects women’s career progression opportunities
  + women’s greater time out of the workforce for caring responsibilities which impacts their career progression and opportunities.

The gender pay gap also reflects gender segregation in the workplace. If more men are in higher paid positions and more women in lower paid positions, there is a gender pay gap in favour of men.

An analysis that assesses the value of roles (in terms of skills, knowledge, responsibility, effort and working conditions), reveals that female-dominated roles are undervalued when compared with roles that are male-dominated.

Closing the gender pay gap requires organisations to take a multi-faceted approach, the components of which are captured under this criterion.

Pay equity strategy and policy

Before commencing Focus Area 3, please tick (✓) both boxes below to confirm you have read the explanations of equal pay and the gender pay gap:

Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. If an organisation has like-for-like pay gaps, it means they are not paying their employees lawfully.

The gender pay gap at an overall, organisation-wide level, measures the difference between the average earnings of women and the average earnings of men across the whole organisation and expresses the difference as a percentage.

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| * 1. **Your organisation must have a formal remuneration policy AND formal remuneration strategy that contain specific gender pay equity objectives. Confirm these are in place by ticking (✓) the relevant box below:** | | |
| Yes, these are contained in our policy and strategy  OR,  Yes, our gender pay equity objectives are contained within an award/industrial or workplace agreement | | |
| **3.1.1** What gender pay objectives are included? (If none of the following are included, you must select OTHER and provide details of the objectives in place). Tick (✓)the applicable boxes below: | | |
|  | Yes | No |
| 1. To achieve gender pay equity |  |  |
| 1. To be transparent about pay scales and/or salary bands |  |  |
| 1. To ensure managers are held accountable for pay equity outcomes |  |  |
| 1. To implement and/or maintain a transparent and rigorous performance assessment process |  |  |
| 1. To ensure no gender bias occurs at any point in the remuneration review process (e.g. at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews) |  |  |
| 1. Other objective not listed – provide details: | | |

Pay gap analysis

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| * 1. **Your organisation must complete a gender pay gap analysis of all its workforce annually to ensure that women and men receive equal pay, and to determine if you have a gender pay gap; this must be carried out in a number of areas. \***   *\* ALERT: if you were unable to complete this for both years since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* | | |
| Yes | | |
| **3.2.1** Please confirm your organisation completed the analysis described below in at least one of the years since your 2019-20 application. Please tick (✓) one of the three boxes in point a), and confirm all options in point b): | | |
| * 1. Analysis of ALL the workforce to determine if there was a gender pay gap (overall, organisation-wide) | Yes, this analysis occurred in 2019-20 and 2020-21  No, this analysis occurred only in 2019-20  No, this analysis occurred only in 2020-21 | |
| * 1. Your analysis must have included the areas on the right, confirm this occurred by ticking (✓) Yes: | 1. Our pay gap analysis was conducted by gender for full-time and part-time employees   Yes | |
| 1. Our pay gap analysis included the following: | |
| 1. Base salary | Yes |
| 1. Total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation | Yes |
| 1. Performance pay | Yes |
| 1. Starting salaries | Yes |
| 1. Annual salary increases | Yes |
| 1. Salaries on promotion | Yes |

Pay gap actions and targets

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| * 1. **Your organisation must meet its legal requirement to eliminate all salary differences between women and men who are performing the same work, or work of a comparable value (equal pay, previously known as like-for-like roles), for base salary AND total remuneration. Confirm this has occurred by ticking (✓) Yes below:** |
| Yes |

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| * 1. **The following information relates to your organisation’s gender pay gap (overall, organisation-wide gap):** |

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| 1. Complete the table below, providing gender pay gap information for each organisation included in this application. 2. Also, add information from your 2019-20 application for all the organisations you included that had a gender pay gap and target, to determine if progress has been made. |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Organisation name | 2019-20 application:  % target for org-wide pay gap | Year 2019-20 target was to be reached | Current org-wide gender pay gap % (as reported to WGEA) \* | Current % target for org-wide pay gap | What year is target to be reached? | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |  |  |  |  |  |  | |

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| **3.4.1** Has your organisation-wide gender pay gap reduced since your 2019 EOCGE application? Tick (✓) the relevant box below:  Yes No   1. If no, explain below why progress against the target has not occurred since your last application: |
| \* If the pay gap figure reported to WGEA is different to your current, internally calculated organisation-wide gender pay gap for total remuneration, please provide your internally calculated pay gap figure below, and explain why they are different: |
| **3.4.2** Your organisation must take other actions, in addition to targets, to reduce your gender pay gap (overall, organisation-wide). Confirm this has happened in the past two years by ticking (✓) the second ‘Yes’ below \*:  *\* ALERT: if you were unable to meet this criterion since your 2019-20 application due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* |
| Yeswe are seeking an exemption, OR |
| Yes other actions have been taken, as detailed below: |

Remuneration reviews

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| * 1. **Women and men on primary carer's leave must be included in your organisation's annual reviews of salaries and annual bonus payments. Confirm this occurs by ticking (✓) Yes below:** |
| Yes |

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| * 1. **Your organisation must analyse and compare the results of performance reviews by gender. Confirm this occurs by ticking (✓) the relevant boxes:** |
| Yes  Our organisation does not conduct performance reviews, but the analysis of employees’ work to determine outcomes is analysed by gender (e.g. bonuses, movement to a higher increment, etc)  Our organisation does not conduct performance reviews or equivalent, as any bonus or employee movement is automatic |

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| * 1. **If you have additional information in relation to any of the areas in Focus Area 3, please provide in the text box below:** |
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Future certification changes

By ticking (✓) the box below, the applicant acknowledges that this requirement in Focus Area 3 is in place for subsequent applications:

Subsequent applications will need to show progress against the targets provided in this section covering the two-year period between applications. If objectives have not been met, you will have an opportunity to explain.

Focus Area 4: Support for Caring

This focus area covers an organisation’s initiatives and programs to support your workforce (including Partners in Partnership structures) with caring responsibilities, including but not restricted to parenting. It covers access to parental leave for women and men, return to work from parental leave and measures to support those with elder or disability care responsibilities.

Caring strategy and policy

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| * 1. **Your organisation must have a formal policy AND formal strategy that supports those who have family or caring responsibilities. Confirm this, and the related requirements below, are in place by ticking (✓) the relevant boxes below:** | |
| 1. A formal policy and strategy supporting employees with family or caring responsibilities are in place and available to all the workforce (including Partners in Partnership structures) |  |
| 1. It covers support for employees who return to work from parental leave |  |
| 1. It covers support for parents at all stages of their children's lives |  |
| 1. It covers support for employees with eldercare responsibilities |  |
| 1. It covers support for employees with caring responsibilities for those with a disability |  |

Parental leave

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| * 1. **Your organisation must have the following employer-funded parental leave provisions in place for PRIMARY carers. For each requirement below, confirm it is in place by ticking (✓) each box below:** | |
| 1. At least eight weeks of employer-funded paid parental leave at full pay is provided for primary carers who are permanent employees (and Partners in Partnership structures) |  |
| 1. The scheme is paid in addition to the government scheme (not just topping up the government-funded scheme) |  |
| 1. The employer-funded paid parental leave includes superannuation |  |
| 1. The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby |  |
| 1. There is no requirement for anyone to repay any portion if they do not return to work |  |
| 1. The amount of leave available to women is equally available to men |  |
| 1. There is flexibility in how this can be taken (e.g. part-time for part of the paid duration) |  |

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| * 1. **Your organisation must have the following parental leave provisions in place for SECONDARY carers. For each requirement below, confirm these are in place by ticking (✓) each box below:** | |
| 1. At least three weeks of employer-funded paid parental leave at full pay is provided for secondary carers who are permanent employees (and Partners in Partnership structures) |  |
| 1. The scheme is paid in addition to the government-funded scheme (not just topping up the government-funded scheme) |  |
| 1. The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby |  |
| 1. There is no requirement for anyone to repay any portion if they do not return to work |  |
| 1. The amount of leave available to women is equally available to men |  |
| 1. There is flexibility in how this can be taken (e.g. part-time for part of the paid duration) |  |

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| * 1. **There must be no eligibility period to access eight weeks of primary carer’s leave (the minimum EOCGE requirement), and three weeks of secondary carer’s leave, AND if you offer more than eight weeks of primary carer’s leave, the remainder must be made available once the employee’s probationary period ends. Confirm this occurs by ticking (✓) Yes:** |
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| * 1. **Your organisation must actively encourage men to take parental leave. Confirm this occurs by ticking (✓) Yes:** | |
| Yes | |
| **4.5.1** How did your organisation actively encourage men to take parental leave in the past 24 months? Please tick (✓) the applicable boxes below (at least one must be selected): | |
| 1. Managers encouraged men in their teams to take parental leave |  |
| 1. Published case studies about men who took parental leave in internal or external publications (e.g. on the intranet or the organisation's website) |  |
| 1. Provided education, resources or coaching for line managers to ensure they understood the business case for encouraging men to take parental leave |  |
| 1. Other - provide details: | |

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| * 1. **Your organisation must track the following metrics relating to paid parental leave annually. Confirm this has occurred by ticking (✓) the relevant boxes below:** | |
| 1. Utilisation of parental leave by women and men (manager and non-manager): | Yes, this occurred in 2019-20 and 2020-21 |
| 1. Return to work of women and men following parental leave: | Yes, this occurred in 2019-20 and 2020-21 |
| 1. Promotions during parental leave: | Yes, this occurred in 2019-20 and 2020-21 |
| 1. Voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave: | Yes, this occurred in 2019-20 and 2020-21 |

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| * 1. **Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes the following. Confirm these are included by ticking (✓) the relevant boxes below:** | |
| * + 1. Keep-in-touch program while on parental leave |  |
| * + 1. On-boarding support |  |
| * + 1. Tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return |  |

Other support mechanisms

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| * 1. **Your organisation must have support mechanisms in place, other than leave, for those with family or caring responsibilities, including elder care and disability care. From the list below tick (✓) the boxes of those support mechanisms that are in place, and/or provide details under “Other”:** | |
| 1. Communicating widely on the importance of supporting parents and carers |  |
| 1. Information packs to support new parents and/or those with elder care responsibilities |  |
| 1. Training for managers on how to support employees with these responsibilities |  |
| 1. Conducting education seminars on the various stages of parenting and caring specifically targeted to both men and women |  |
| 1. Providing access to online webinars/podcasts with expert advice on parenting and caring |  |
| 1. Providing access to concierge services/referral services to support families in finding available childcare, aged care or disability care |  |
| 1. Providing financial assistance for the cost of care |  |
| 1. Providing subsidised carer assessments to support families looking for care options for their loved ones |  |
| 1. Support for securing school holiday care |  |
| 1. Coaching for employees on returning to work from parental leave |  |
| 1. Other - provide details: | |

Family and domestic violence support

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| * 1. **Your organisation must have a formal policy or formal strategy to support those who are experiencing family or domestic violence. Confirm this is in place by ticking (✓) the relevant boxes:** | |
| * + 1. What does your organisation have in place? | Formal policy  Formal strategy |
| * + 1. Select what support your organisation provides: | Providing paid or unpaid leave  Providing an employee assistance program  Training key staff  Including a domestic violence clause in enterprise agreement or equivalent  Referring to domestic violence support services for expert advice  Other - provide details: |

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| * 1. **If you have additional information in relation to any of the areas in Focus Area 4, please provide in the text box below:** |
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Future certification changes

By ticking (✓) the boxes below, the applicant acknowledges that these requirements in Focus Area 4 are in place for subsequent applications from 2022-23 (applications submitted in 2022):

Superannuation must be paid on your employer funded paid parental leave at the employee's full salary AND on the government-funded paid parental leave at the minimum wage (it is a current requirement for superannuation to be paid on an employee’s full salary).

If your employer-funded paid parental leave is less than 18 weeks (the amount provided by the government-funded scheme), superannuation must also be paid on the difference at the minimum wage.

Four weeks of paid parental leave will be required to be offered to secondary carers.

Focus area 5: Mainstreaming flexible working

This focus area assesses an organisation’s support of flexible working arrangements. It recognises that successful implementation of flexibility needs visible leadership commitment as well as skills and support for managers and the workforce in general.

Flexible working strategy and policy

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| * 1. **Your organisation must have a flexible working policy AND strategy in place and include the following. Confirm these are in place by ticking (✓) Yes below:** | |
| 1. A business case for flexible working endorsed at the leadership level that is communicated to all your workforce (including Partners in Partnership structures) | Yes |
| 1. Manager accountability for flexible working is in place (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons) | Yes |
| 1. Your organisation’s approach to flexibility is integrated into client/customer interactions. Tick (✓) the relevant box:   Yes No, because the organisation does not interact directly with clients or customers so this is not relevant   1. If yes, describe how the organisation has worked with clients/customers to challenge assumptions that the work cannot be done flexibly:      1. If yes, describe the outcome of these efforts: | |
| 1. Flexible working must be promoted throughout your organisation, to women and men, regardless of caring responsibilities, and to prospective employees. Explain how flexible working is promoted: | |

Leadership accountability and training

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| * 1. **Your organisation must require the following to be in place, confirm this occurs by ticking (✓) Yes:** | |
| 1. People managers must complete training on how to manage flexible working | Yes |
| 1. This training includes addressing gender stereotypes and/or barriers that prevent men from requesting flexible working arrangements, a summary of the training topics covered is below: | |
| 1. Describe how the training is provided e.g. face-to-face, online training modules: | |

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| * 1. **Your organisation’s managers (including the CEO) must be visible role models of flexible working AND overt about working flexibly to manage personal commitments. Confirm this occurs:** |
| Over the past two years, many businesses have had to lock-down due to COVID-19. This has meant that managers, including CEOs, in those workplaces have had to work from home so have been visible role models for this form of flexibility.  Are there other ways managers/CEOs have role modelled flexible working during this time? If your organisation operates in a sector where working from home has not been possible, describe how your managers (including the CEO) have role modelled flexible working: |

Flexible working arrangements

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| * 1. **Your organisation must offer at least four different types of flexible working arrangements equally to both women and men, and managers and non-managers. Tick (✓) which types of flexible working options below are offered:** |
| Flexible hours of work  Compressed working weeks  Time-in-lieu  Telecommuting  Part-time work  Job sharing  Purchased leave  Unpaid leave  Self-rostering  Carer’s leave  Other - provide details: |

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| * 1. **Your organisation must support part-time/reduced hours in manager roles. Tick (✓) Yes to confirm this occurs:** |
| Yes |
| **5.5. a)** Outline your organisation’s approach, including how you address real or perceived barriers to requesting reduced hours in senior roles: |

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| * 1. **The following questions relate to whether your organisation needs to set a target for men working flexibly. It is based on the survey results of the second question in the “Lived experience check / Employee Survey” section of the EOCGE criteria (“*I have the flexibility I need to manage work and other commitments”). \****   **Requirement:** If the agree/strongly agree scores for female managers and/or non-managers in the question above is more than 5% greater than the equivalent scores for men, you need to set a target to increase the agreement scores of men in that category. If the difference is 5% or less, no target needs to be set.  For example, if 85% of female managers agree and strongly agree they have the flexibility they need to manage their work and other commitments, the agree and strongly agree score for men would need to be no less than 81% (i.e. 85% minus 5%). If the score for men is less than 81%, then a target would need to be set to increase their score to 81% or greater.  Proceed to questions 5.6.1 and 5.6.2 to answer questions related to this requirement. \*  *\* ALERT: if a target has not been able to be set due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this**application? (Tick (*✓) *Yes below)* |
| Yes |
| **5.6.1**  For non-managers:  Using the survey results from question 9.0 in this year’s application, (“*I have the flexibility I need to manage work and other commitments”),* indicate if the score for males are lower than the equivalent score for females, and whether a target has been set: |
| 1. What is the combined agree + strongly disagree % score for women?      1. What is the combined agree + strongly disagree % score for men? 2. Is the difference between these two scores greater than 5%? Tick your response (✓) below:   Yes No (NB: if the difference is less than 5% a target does not need to be set)   1. If Yes, confirm whether a target has been set to increase male agreement scores on this question:   Yes No \*   1. What is the % target? 2. What year is the target to be reached? |
| **5.6.2** For managers:  Using the survey results from question 9.0 in this year’s application, (“*I have the flexibility I need to manage work and other commitments”),* indicate if the score for males are lower than the equivalent score for females, and whether a target has been set: |
| 1. What is the combined agree + strongly disagree % score for women?        1. What is the combined agree + strongly disagree % score for men? 2. Is the difference between these two scores greater than 5%? Tick (✓) below:   Yes No (NB: if the difference is less than 5% a target does not need to be set)   1. If yes, confirm if a target has been set to increase male agreement scores on this question?   Yes No \*   1. What is the % target? 2. What year is the target to be reached? |

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| * 1. **If you have additional information in relation to any of the areas in Focus Area 5, please provide in the text box below:** |
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# Focus Area 6: Preventing sexual harassment, gender-based harassment and discrimination, and bullying

This focus area assesses the way an organisation builds a culture where gender-based harassment and discrimination, sexual harassment and bullying are not tolerated.

Harassment and discrimination strategy and policy

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| * 1. **Your organisation must have a policy on, or an award/industrial or workplace agreement which covers the prevention of gender-based harassment and discrimination and sexual harassment and bullying. Confirm this is in place by ticking (✓) Yes:** |
| Yes |

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| * 1. **Your organisation must have both of the following in place. Tick (✓) both boxes to confirm they are in place:** |
| A formal grievance process relating to gender-based harassment and discrimination  A formal grievance process relating to sexual harassment and bullying |

Training

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| * 1. **All your workforce must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying in the following ways. Tick (✓) all boxes below to confirm this has occurred:** |
| Yes, this has occurred with all the workforce including all managers, non-managers, contract and casual staff, and Partners in Partnership structures as per the timeframes in the options below:  At induction  At least every two years |

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| * 1. **The training in 6.3 must include all the following. Tick (✓) all options to confirm they are included:** |
| A legislative definition of gender-based harassment and discrimination, sexual harassment, and bullying  Definition of a workplace, rights, and responsibilities of all the workforce  Details of the grievance/complaints procedure  Details of the internal and external contact support resources  Clear explanation of organisational expectations around conduct and consequences for respondents |

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| * 1. **Relating to the training in 6.3, what are the training delivery methods? Tick (✓) all options to confirm they are included:** |
| Face to face  Online  Management meetings  Video presentations  Other - provide details: |

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| * 1. **Has your organisation had a judgment or adverse final order made against it by a court or other tribunal relating to gender-based harassment or discrimination and sexual harassment in the last three years? Tick (✓) relevant box below:** |
| Yes No |

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| * 1. **If you have additional information in relation to any of the areas in Focus Area 6, please provide in the text box below:** |
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Focus Area 7: Driving change beyond your workplace

This focus area recognises the efforts of leading employers in driving change outside their organisation’s boundaries. It assesses the external advocacy work of leaders and the policies or plans in place to ensure procurement, supply chain and employment practices actively support gender equality objectives.

Leadership commitment

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| * 1. **Your CEO or a member of your governing body, must have made at least one external/public statement regarding their commitment to gender equality overall for each of the two years since you last applied. Confirm this has occurred by ticking (✓) Yes below:** |
| Yes |
| **7.1.a** Did the same person make the statement in both years? Tick (✓) relevant box below:  Yes No |
| **If yes:**  **7.1.b** Provide the name and job title of the person who made these statements:    **7.1.c** What date was the communication made?    **7.1.d** How were the statements communicated?    **7.1.e** Provide the statement made in 2019-20:    **7.1.f** Provide the statement made in 2020-21: |
| **If no to 7.1.a** “…*did the same person make the statement in both years?”*:  **7.1.a** Provide the name and job title of the person who made the statements in 2019-20:  **7.1.b** Provide the name and job title of the person who made the statements in 2020-21:    **7.1.c** What dates were the communications made?    **7.1.d** How were the statements communicated?    **7.1.e** Provide the statement made in 2019-20:    **7.1.f** Provide the statement made in 2020-21: |

Procurement

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| * 1. **Your organisation must have procurement guidelines in place that encourage gender equality across its supply chain. Confirm these are in place by ticking (✓) Yes below:** |
| Yes |
| **7.2.1** Provide details about the guidelines that are in place: |

Industry and community action

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| * 1. **Your organisation’s CEO is required to be ACTIVELY involved in at least one external event focused on gender equality in each of the two years since your last application. With the impact of COVID-19 on external gatherings, some CEOs have done this using online platforms. \***   *\* ALERT: if this has not happened since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* |
| Yes |
| Confirm by ticking (✓) below whether your CEO has been actively involved in an external event in the past two years.  Yes, our CEO has been actively involved in an external event/s    No, our organisation was unable to take action due to the impact of COVID-19 |
| * + 1. If yes, provide details of the external event/s in 2019-20:   Event/s:   * 1. What was the date of this event?      * 1. Describe the details of the event:        * 1. What was the role of your CEO at the event? |
| * + 1. If yes, provide details of the external event/s in 2020-21:   Event/s:   1. What was the date of this event? 2. Describe the details of the event: 3. What was the role of your CEO at the event? |

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| * 1. **Your organisation must be involved in a program or initiative to address gender equality issues in its industry or community. \***   *\* ALERT: if this has not been completed since your application in 2019-20 due to the impact of COVID-19, are you seeking an exemption from this requirement based on the details you provided at the beginning of this application? (Tick* (✓) *Yes below)* |
| Yes |
| **7.4.1** Confirm by ticking (✓) below whether your organisation has been involved in a program or initiative to address gender equality issues in the past two years:  Yes  No, our organisation was unable to meet this criterion due to the impact of COVID-19  **7.4.2** If Yes, how is the program addressing gender equality issues in your organisation’s industry or community? Describe the program or initiative, including timeframes: |

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| * 1. **Your organisation’s CEO (regardless of gender) must have taken the following actions to achieve gender balance on internal / external speaking panels in the past two years. Tick (✓) the relevant box below:** |
| Yes  No, our CEO has not participated on any speaking panels during the past two years but will take the actions below when on a panel in the future. |
| If Yes, please select each option below:  Insisting that as a condition of acceptance, you expect women/men to participate in a meaningful way  Requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved  Reserving the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised  Offering names of women/men from within your organisation or network and if helpful, point them to resources for support in finding women/men    Other – provide details: |

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| * 1. **If you have additional information in relation to any of the areas in Focus Area 7, please provide in the text box below:** |
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Future certification changes

By ticking (✓) the boxes below, the applicant acknowledges that this requirement in Focus Area 7 is in place for subsequent applications:

External public statements need to be made at least every 12 months.

Your CEO must be ACTIVELY involved in at least one external event focused on gender equality every 12 months.

Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community every 12 months, unless it is a larger initiative (e.g. research project that spans several years).

Lived experience check

These measures aim to verify leadership commitment to gender equality and ensure that the above focus areas translate into employees’ lived experience of a workplace culture that is leading practice in actively promoting and supporting gender equality.

Employee contribution to application

To promote transparency around the citation process, employees must have an opportunity to contribute to the application and be given access to the final submission.

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| **8.1 Your organisation must provide employees with an opportunity to contribute to the application and access to the final submission in the following ways. Confirm this has occurred by ticking (✓) in all the boxes below:** | |
| 1. The group or committee responsible for the implementation and oversight of our gender equality strategy has been consulted in the development of our EOCGE application |  |
| 1. All the workforce (including Partners in Partnership structures) has been informed that our organisation is applying for the citation |  |
| 1. The completed EOCGE application, plus any supplementary information (minus any confidential remuneration data), will be formally available to all workers (and Partners in Partnership structures) upon successful granting of the citation |  |

Employee Survey

Organisations must consult with all employees, including casuals, and Partners in Partnership structures, on gender equality via an anonymous survey at least every two years and report those results in their EOCGE application.

Prior to administering your survey, please read all the sections below to ensure all survey requirements are met.

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| **9.1 Your organisation must have conducted an employee survey on issues concerning gender equality in the workplace in the past two years and met the following requirements. Provide details about your survey against each question below:** |
| **9.1.a** When was the most recent survey conducted? |
| **9.1.b** Select which survey method your organisation used by ticking (✓) below:  A pulse survey  The questions were incorporated into an existing survey (e.g. biennial employee  engagement survey)  The questions were asked as part of an existing process, for example via other  confidential feedback mechanisms  Other – provide details: |
| **9.1.c** Tick (✓) all options below to confirm the methodology used in your survey:  All workers, including casuals and Partners in Partnership structures, were given an opportunity to complete the survey  It facilitated anonymous participation  Survey responses were analysed by gender  It used a five-point or six-point scale  The WGEA prescribed questions or WGEA approved alternative questions were included  The survey was administered to a statistically significant and representative sample of workers - provide details of how you ensured your survey sample was statistically significant and representative: |
| **9.1.d** Which question was used for question 1? Tick (✓) below:  WGEA prescribed Question 1: "My immediate supervisor/manager genuinely supports *equality between genders."*  Approved alternative question - please provide below: |
| **9.1.e** Which question was used for question 2? Tick (✓) below:  WGEA prescribed Question 2: *"I have the flexibility I need to manage work and other commitments."*  Approved alternative question - please provide below: |
| **9.1.f** Which question was used for question 3? Tick (✓) below:  WGEA prescribed Question 3: *"In my organisation gender-based harassment and sexual harassment is not tolerated”*  Approved alternative question - please provide below: |

Survey analysis

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| NB: Your organization’s survey sample is considered representative if you have either:   1. obtained 400 or more responses, OR 2. where samples of less than 400 are collected, you have achieved a response rate of 60% of your workforce, and the sample is comparable to your employee profile for age and gender distributions |
| * 1. What was the response rate to your organisation's employee survey? Tick (✓) below:   400 or more survey responses were received  Less than 400 survey responses were received but a response rate of at least 60% of our workforce was obtained, and the sample is comparable (within 2.5 percentage points above or below) to the employee profile by gender and age of our organisation  This organisation, despite following the required methodology as stated above, was unable to achieve the desired response rate. Please explain below why your organisation was unable to achieve the desired response rate: |
| **9.3** Provide the total number of survey responses achieved by gender in the table below:   |  |  | | --- | --- | | Total number of female respondents: |  | | Total number of male respondents: |  | | Total number of respondents (male plus female): |  | |
| * 1. Your organisation must analyse ALL responses to its employee survey, including ‘not sure’ or equivalent. Confirm this occurs by ticking (✓) Yes:   Yes   * 1. Confirm by ticking (✓) below what agreement thresholds were achieved (you must select either the first two boxes, OR the third box only, OR the fourth box only):   An agreement threshold of at least 70% "agree" and/or "strongly agree" was achieved on the first and second questions in the employee survey  An agreement threshold of at least 80% "agree" and/or "strongly agree" was achieved on the third question in the employee survey  No, but we contacted WGEA to discuss why these thresholds were not achieved and were advised that we remain eligible to apply for the EOCGE citation  No, but an agreement threshold above the industry norm for an externally validated survey tool used was achieved (this option is not to be selected where you have just used survey software)   * 1. What was the name of the externally validated survey tool used?   2. What were the survey tool’s industry norms for each of the three questions? |

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| * 1. Provide the following results from your survey: | | |
|  | Total NUMBER of ‘agree’ and ‘strongly agree’ responses | Total percentage of ‘agree’ and ‘strongly agree’ responses (agreement threshold) |
| Survey question 1 |  |  |
| Survey question 2 |  |  |
| Survey question 3 |  |  |

Action on results

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| * 1. **Your organisation must take action against gender equality issues identified. Did your organisation identify gender equality issues through the consultation process in the past two years? Tick (✓) the relevant box below:** |
| Yes No |
| If Yes, what issues were identified, and what actions were taken? |

CEO interview

For first time applicants, or for existing citation holders where the CEO is new to your organisation, your CEO must participate in a 15-20-minute telephone interview with a WGEA representative regarding their leadership and commitment to gender equality. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.

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| * 1. **Has your organisation’s CEO been interviewed previously for the EOCGE citation? Tick (✓) the relevant box below:** |
| Yes No |
| * + 1. When was the last time your CEO was interviewed? |

Outstanding initiatives

We encourage you to provide information below on any outstanding or innovative initiatives or outcomes in advancing gender equality that have been implemented in your workplace in the past two years.

By ticking (✓) this box, I acknowledge that the Workplace Gender Equality Agency may use this initiative in a de-identified way in their own external communications about gender equality best practice.

1. What was your gender equality challenge?
2. What was the initiative and who was involved?
3. What were the outcomes of the initiative?
4. Provide other information, if relevant:

Next steps

Please use the following as a checklist:

* 1. Login to the online platform and [enrol](https://client-portal.wgea.gov.au/s/article/How-do-I-enrol-in-the-EOCGE-program) in the 2021-23 EOCGE program (you can also take this step when you are ready to upload your completed application after Step 4).
  2. Download and print your completed application for review and CEO approval and sign-off.
  3. Once the CEO has signed the application, convert it to PDF.
  4. Complete the [payment form](https://www.wgea.gov.au/media/2021-07-30-2021-23-eocge-payment-form).
  5. Select the active “2021-23 EOCGE program” hyperlink. This will take you to the landing page where you can upload your application documents.
  6. Upload your PDF application, payment form and supporting documentation as below:

a. evidence that your governing body/board has endorsed your gender equality strategy and that it is incorporated into your broader business strategy and planning process (Q1.3), and,

b. evidence that progress on key metrics listed in question 1.5 and its sub-questions have been reported to your governing body/board.

CEO approval

I confirm the content of this 2021-23 WGEA Employer of Choice for Gender Equality application is accurate and approve its submission to WGEA.

Name of CEO: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­­­\_\_\_\_\_\_

CEO signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_