



Guide to Citation

WGEA Employer of Choice for Gender Equality

2023-25

(for applications submitted in 2023)
Version 1.0



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About the citation



This document provides information on the business case for becoming a WGEA Employer of Choice for Gender Equality (EOCGE) citation holder and acts as a guide so organisations can determine their eligibility for the EOCGE citation. We strongly recommend you review this document thoroughly before beginning your application process online as it provides important information.

What is the WGEA 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 provide 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.

Summary of citation requirements

Seven focus areas

Criteria fall under the seven focus areas and the “Employees’ lived experience check” sections summarised below. The criteria related to these areas are detailed further in the document:

1. leadership, strategy and accountability
2. developing a gender balanced workforce
3. gender pay equity
4. support for caring
5. mainstreaming flexible work
6. preventing sexual harassment, gender-based harassment and discrimination, and bullying
7. driving change beyond your workplace.

Employees’ lived experience check:

- a CEO interview is conducted to confirm leadership commitment
- the completed application is to be made available to employees
- an employee survey needs to be conducted to ensure the lived experience reflects organisational commitment to gender equality.

Applying to become an EOCGE citation holder

To be eligible for the EOCGE citation, organisations must be compliant with the *Workplace Gender Equality Act 2012*. The EOCGE application process is separate to gender equality reporting.

We strongly recommend employers review the citation criteria prior to starting the application to assess whether they meet all the criteria.

If you are unsure whether your organisation has met a particular criterion, or there is a legitimate reason why a criterion has not been met that you feel may affect your application, please contact the Agency to discuss the details. The Agency will use its discretion in determining whether your organisation is eligible to apply.

Applicants will be required to provide details on how they meet specific criteria, and supply evidence to verify certain claims.

The Agency will conduct a virtual interview of approximately 30 minutes with the CEO of organisations applying for the citation for the first time, or where a CEO is new and has not previously participated in an EOCGE interview. (CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.)

EOCGE certificates will be issued to all citation holders.

De-identified information provided in 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 information to promote leading practice initiatives.

Timing

The EOCGE citation is awarded for two years, with applications from *new* applicants accepted each year.

Successful applicants will enjoy recognition as an EOCGE employer and be authorised to use the EOCGE logo for a period of 24 months from the announcement date of their successful application.

Online applications are expected to open on 1 August and are due by 30 September. The reference date for timeframes stipulated in the criteria is 30 September in the year of an organisation's application. For example, for applications received in 2023, requirements need to have been met by 30 September 2023.

The list of successful applicants is announced in the first quarter of the year after applications are submitted. The announcement will include employers who are in their interim year.

Application fee

The total fee for two years is \$3900 (including GST) which covers the cost of the Agency in administering the citation. Half of this fee (\$1950) is payable on submission of your application and the other half is payable in the interim year. A separate invoice for \$1950 will be issued in the interim year.

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

Renewing applicants

Updates to 2023-25 criteria and questionnaire

- No new EOCGE criteria were introduced in 2023-25.
- Since your 2021-23 application, there is only one new requirement that was implemented in 2022. Specifically, if your employer funded parental leave (EFPL) for primary carers is for a period less than 18 weeks*, superannuation must be paid on the difference calculated on the minimum wage (this is in addition to the requirement to pay superannuation on your EFPL at the employee's full pay). For example, if you offer 12 weeks of primary carer's leave, you need to pay superannuation on the 12 weeks at the employee's full salary, plus pay superannuation on six weeks (18 weeks minus 12 weeks), calculated on the minimum wage.

* If your EFPL for primary carers is 18 weeks or more this new requirement does not apply to you as you are already paying superannuation at the employee's full salary for that period.

- Please note that we have streamlined the 2023-25 criteria, as summarised in the following table. (For an offline working version of the questionnaire, please refer to WGEA's website.)
(Please note that questionnaire amendments may have changed some of the numbering from your previous application.)

Focus Area (FA)	Question	What's changed?
FA 1	Q 1.1	A copy of your gender equality strategy/strategies is to be provided.
FA 1 / FA 2	Previously Q 1.10 moved to Q 2.4	Your organisation must ensure that women and men can equitably access coveted career development opportunities that are considered career-enhancing.
FA 2		<p>The requirement to provide information on manager categories that have 40% or more female representation has been removed.</p> <p>The requirement to provide information on non-manager occupational categories that have 40% or more female or male representation has been removed.</p> <p>The requirement for employers to set targets for men in non-manager categories where their representation is less than 40% has been removed. This is now an option of how employers can address other gender segregation challenges in Q2.8.</p>
FA 2	Q 2.3	Removed the requirement to provide the number of employees who participated in leadership development training.
FA 5	Q 5.2	<p>Removed the requirement to:</p> <ol style="list-style-type: none"> provide a summary of the topics covered in the training on how to manage flexible working, and describe how the training is provided, for managers.
FA 5	Q 5.6.1 & 5.6.2	Removed the requirement to provide the survey question scores for women and men and by manager and non-manager.
FA 6	Q 6.3 & 6.4	Removed the requirement to advise how the sexual harassment and gender-based harassment and discrimination, and bullying training was delivered.
FA 7	Q 7.1	<p>Removed the annual requirement for the CEO or member of your governing body to make at least one external/public statement regarding their commitment to gender equality.</p> <p>For renewing/current EOCGE citation holders this needs to occur at least once in the two years of holding the citation.</p> <p>For new EOCGE applicants, this would occur at least once in the 12 months prior to the application date.</p>

FA 7	Q 7.3	<p>Removed the annual requirement for your CEO to be actively involved in at least one external event focussed on gender equality.</p> <p>For renewing/current EOCGE citation holders this needs to occur at least once in the two years of holding the citation.</p> <p>For new EOCGE applicants, this would occur at least once in the 12 months prior to the application date.</p>
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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 that is 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, along with other tools that you will find helpful in developing and implementing your gender equality strategy. For additional assistance in becoming an EOCGE citation recipient, please contact WGEA by emailing eocge@wgea.gov.au or calling on 02 9432 7000.

Rescinding the citation

EOCGE recipients are required to pro-actively disclose to the Agency any issue or action that has occurred within their workplace that may compromise the integrity of the citation.

If the Agency becomes aware of any contravention of the EOCGE criteria or action that compromises the values of the citation, the Agency will contact the organisation to seek further information.

Upon consideration of information provided, the Agency may rescind the citation. The decision to rescind the citation will be made by a panel of three persons. It will be convened by the Agency and will include the Director of the Agency and at least one independent panel member.

Examples where this would apply (but not limited to):

- where a court or tribunal has handed down a judgment or adverse final order against an organisation relating to a sex-based harassment or discrimination case
- where there has been a change of CEO and the new CEO does not uphold the values of the citation, or, where upon random selection for re-interview, the CEO of a current citation holder does not demonstrate an ongoing commitment to the values of the citation.

EOCGE criteria

Focus area 1: Leadership, strategy and accountability

This focus area recognises that creating a workplace where 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.

1.1

Your organisation must have a strategy in place supporting gender equality in at least all the following areas:

- gender balance in leadership
- gender balance across the organisation
- gender pay equity for both equal pay (like-for-like roles) and the employer gender pay gap (previously referred to as the overall, organisation-wide pay gap)
- flexible work and support available for employees at all levels, including those with caring responsibilities.

Evidence:

A copy of the organisation's strategy or strategies that support gender equality, will need to be provided.

1.2

Your organisation must have a policy/policies in place supporting gender equality that covers all the following:

- promotions
- performance review processes
- recruitment (internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process)
- restructures and significant operational changes including planned redundancies
- employment and engagement of casuals
- engagement of independent contractors
- training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns

1.3

Your gender equality strategy/strategies must include clear, specific objectives and measures, and an evaluation process that occurs at least every two years.

	<p>Details of the strategic objectives and measures and evaluation process will need to be provided.</p> <p>Gender equality strategies need to be updated with new objectives during the two years an employer holds the citation unless previous objectives are still in progress.</p>
Outcomes: Subsequent applications (every two years)	<p>Your organisation will need to provide information on the progress it has made against these measurable objectives in question 1.3 over the previous two-year period.</p> <p>If objectives are not met, you will have an opportunity to explain why.</p>
1.4	<p>Your organisation's gender equality strategy/strategies must be incorporated into your broader business strategy and planning process and must be endorsed by your governing body/board (not a sub-committee of the governing body) and/or Partnership if applicable.</p>
Evidence:	<p>Evidence that the governing body/board of directors has endorsed the gender equality strategy can be provided in one of the following ways: i) extract of governing body/board of directors' minutes; ii) copy of an email from the CEO/CFO/Company Secretary confirming the strategy was tabled.</p> <p>This evidence does not need to be complicated, for example the following wording would suffice: "Board endorsed the gender equality strategy" or "Board endorsed the Diversity and Inclusion strategy which includes gender equality."</p>
1.5	<p>Your organisation must evaluate its progress against your gender equality strategies by tracking metrics listed below and reporting progress to the following groups every 12 months:</p> <p><u>All your workforce (including Partners in Partnership structures), KMPs and governing body (not a sub-committee of the governing body):</u></p> <ul style="list-style-type: none"> • recruitment and exit numbers by gender (voluntary and involuntary) • promotions by gender and manager and non-manager categories • gender composition of your workforce by manager and non-manager categories • graduate programs and paid or unpaid internships (where applicable) • if in place, utilisation of formal flexible working arrangements (including part-time) for women and men by manager and non-manager categories (where formal flexible working arrangements are not in place, other metrics that show that men and women are accessing flexible working arrangements must be reported) • utilisation of, and return from, parental leave (paid and unpaid), of women and men. <p>AND</p> <p><u>In addition to the requirement above, the following need to be tracked and reported to key management personnel (KMP) AND the governing body/board of directors (not a sub-committee of the governing body) every 12 months:</u></p> <ul style="list-style-type: none"> • the results of your gender remuneration gap analysis, including pay equity metrics as outlined in Focus area 3, Q 3.2 and actions taken • progress in narrowing your employer gender pay gap(s) • results from your EOCGE survey (refer to section Q 9.1 Lived experience – Employee Survey)

	<p>For sexual harassment and gender-based harassment and discrimination complaints:</p> <ul style="list-style-type: none"> • number and nature of complaints received (if there were no complaints, that fact needs to be reported) • process for responding to the complaint • time taken to resolve complaint (e.g. complaint made in February, resolved in July) • outcomes for complainant and respondent (if a complaint was settled, this must be reported) • any organisational change following the complaint • complainant and respondent turnover.
Evidence:	<p>Evidence that the above metrics were tabled at a meeting of the governing body/ board of directors can be provided in one of the following ways: i) extract of governing body/board of directors' minutes; ii) copy of an email from the CEO/CFO/Company Secretary confirming all this information was tabled.</p> <p>The wording of the evidence does not need to be complicated, for example, the following would suffice: "WGEA Employer of Choice for Gender Equality metrics related to question 6 above were tabled and noted at the board meeting on the (enter date)."</p>
1.6	<p>Where gender discrepancies exist for any areas listed in question 1.5 above, your organisation must, 1) analyse systems and processes to identify any gender bias in decision making, and 2) take actions to address issues identified.</p> <p>Note: Most, if not all organisations will have gender differences in at least one of the areas in Q1.5, e.g. gender composition of managers and/or non-managers; an employer gender pay gap etc.</p>
1.7	<p>The CEO must be a visible champion of gender equality by communicating to all their workforce (including Partners in Partnership structures) every 12 months on the following:</p> <ul style="list-style-type: none"> • Reasons why improving gender equality is beneficial for your organisation (i.e. your business case for gender equality) • The CEO's commitment to zero tolerance of sexual harassment, gender-based harassment and discrimination, and bullying • The organisation's overall gender equality strategies, priorities, and progress • The organisation's commitment to equal pay (like-for-like gaps) • The organisation's commitment to eliminating the employer gender pay gap.
Evidence:	<p>You will be required to provide the CEO statements, how these were communicated (e.g. all staff emails), and the dates these were communicated to all the workforce.</p> <ul style="list-style-type: none"> • For new applicants, CEO statements are required from the previous 12 months. • For renewing applicants, CEO statements are required from each year of the two years of holding the citation. <p>As a guide, the period in which statements are made is from 1 October to 30 September in the following year.</p>

1.8	<p>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 strategies. (This group can also be in place for other purposes additional to gender equality)</p>
1.9	<p>Your CEO must have direct involvement with your organisation's gender equality initiatives.</p> <p>You will need to provide details of your CEO's involvement in gender equality programs. This could include chairing your organisation's group, committee or council to oversee your gender equality strategies.</p>
1.10	<p>Your organisation must hold managers accountable for contributing to the implementation of its gender equality strategies.</p> <p>You will need to provide details on how managers are held accountable (examples include gender equality performance improvement targets [KPIs] are included in annual manager performance reviews KPIs; business unit managers are required to develop business plans that are aligned to your gender equality strategies; and/or required to report to the gender equality oversight body regularly on the progress of their unit's gender equality plan).</p>
1.11	<p>Your governing body/board of directors must be provided with a copy of your completed EOCGE application, and all supplementary information, once submitted (including any supplementary information provided to WGEA after submission of your application).</p> <p>Please note: providing a copy to a sub-committee or equivalent does not meet this requirement.</p>

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.

2.1

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.

2.2

Your organisation must discuss career learning and development options with your permanent workforce and long-term casuals (i.e. those who have been receiving regular and systematic work for at least 12 months), and where appropriate, provide the opportunity for learning and development plans to be put in place.

This may be part of an individual's performance and development plan.

2.3

Your organisation must provide FORMAL leadership development programs to women and men, and track how many women and men, full-time and part-time, have participated in these programs.

Examples include:

- formal sponsorship by the CEO and/or senior management
- formal mentoring program
- formal leadership networks
- leadership training (internal or external).

If the number of women who have participated in your formal leadership development programs is lower than men, AND/OR there are no part-time employees who have accessed this type of program, you will be asked to explain why.

2.4	<p>Your organisation must ensure that women and men can equitably access coveted career development opportunities that are considered career-enhancing.</p> <p>For this criterion, we are interested in what your organisation does to ensure women also have access to, where applicable, higher earning roles, high-value or high-profile projects, grants, or roles that include attractive bonuses, commissions, equitable briefings etcetera.</p> <p>This is an opportunity to showcase what your organisation is doing to enable women to succeed. Examples: ensuring visibility and personal brand-building both internally and externally, mentoring, sponsorship and/or secondments to higher duty roles.</p> <p>When women are given the same access as men to these higher-earning opportunities, this contributes to reducing the employer gender pay gap in your organisation.</p> <p>Using typical examples in your organisation, you will need to provide details about how you ensure this occurs for women and men.</p>
2.5	<p>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%, and track progress.</p> <p>Details of the targets, as well as the year the target is to be achieved, will need to be provided.</p>
Outcomes:	<p>After submission of your first application, your renewal application (two years later) will need to indicate the progress made against targets. If targets are not met by the year to be reached, you will have an opportunity to explain why.</p>
2.6	<p>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%.</p>
2.7	<p>Your organisation must set numerical targets with timeframes to improve the representation of women in any non-manager occupational category where their representation is less than 40%, and track progress.</p> <p>Details of the targets as well as the year the target is to be achieved, will need to be provided.</p>
Outcomes:	<p>After submission of your first application, your renewal application (two years later) will need to indicate the progress made against targets. If targets are not met by the year to be reached, you will have an opportunity to explain why.</p>

2.8	<p>In addition to targets needing to be in place, your organisation must address occupational and/or industry gender segregation challenges, for example in roles where the representation of men is less than 40%.</p> <p>Details will be required showing how gender segregation impacts your organisation and/or industry, what measures have been taken to improve gender balance, progress made, and challenges encountered.</p>
2.9	<p>Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection policy or strategy must be in place that supports gender balance on the board.</p>
2.10	<p>Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), numerical targets with timeframes must be set to improve the representation of women, where it is less than 40%.</p> <p>Details of the targets, as well as the year the target is to be achieved, will need to be provided.</p>
Outcomes:	<p>After submission of your first application under this citation, your renewal application (two years later) will need to indicate the progress made against targets. If targets are not met by the year to be reached, you will have an opportunity to explain why.</p>

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 employer gender pay gap.

Understanding the gender pay gap can be confusing. Typically, when an employer says 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 employer 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.

When action is taken to appropriately remunerate work of equal or comparable value, it can have a positive impact on closing an organisation's employer gender pay gap.

Employer gender pay gap (previously referred to as the organisation-wide pay gap)

The **employer 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 employer gender pay gap 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 employer 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 employer 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 an employer gender pay gap in favour of men ([refer to WGEA the-gender-pay-gap](#) for more information).

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

3.1	<p>Your organisation must have a formal remuneration policy AND formal remuneration strategy that contain specific gender pay equity objectives.</p> <p>Examples of gender pay equity objectives include:</p> <ul style="list-style-type: none"> • ensuring gender bias does not occur at any point in the remuneration review process • being transparent about pay scales and/or salary bands • ensuring managers are held accountable for pay equity outcomes. <p>Details of the gender pay equity objectives will be required.</p>
3.2	<p>Your organisation must complete a gender pay gap analysis of ALL its workforce annually to 1) ensure that women and men receive equal pay, and 2) to determine if you have an employer gender pay gap. This must be carried out on all the following:</p> <ul style="list-style-type: none"> • base salary • total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation • performance pay • starting salaries • annual salary increases • salaries on promotion.
3.3	<p>Your organisation must meet its legal requirement and eliminate all salary differences between women and men who are performing the same work, or work of a comparable value (like-for-like roles), for base salary AND total remuneration.</p> <p>When determining if roles are “like-for-like”, you would consider factors such as whether they are at the same performance standard and whether they are being paid a premium for scarce skills.</p>
3.4	<p>Your organisation must report your WGEA employer gender pay gap, set a target and take other actions to reduce it.</p> <p>Examples of other actions could include:</p> <ul style="list-style-type: none"> • undertaking a job evaluation process to identify remuneration bias • creating a pay equity action plan • undertake a skills evaluation of award-based occupations • increase the representation of women in higher paid or technical roles. <p>Details of the gender pay gap, targets, as well as the target date will need to be provided.</p>

Outcomes:	After submission of your first application, your renewal application (two years later) will need to indicate the progress made against targets. If targets are not met by the year to be reached, you will have an opportunity to explain why.
3.5	<p>Women and men on parental leave (paid and unpaid)* must be included in your organisation's annual reviews of salaries and annual bonus payments.</p> <p>* Employees should be included in annual salary reviews whether they are on paid or <u>unpaid</u> parental leave of up to 12 months (in total).</p>
3.6	<p>Your organisation must analyse and compare the results of performance reviews by gender.</p> <p>This requirement also applies if assessment of employees' work occurs by means other than through performance reviews (e.g. to determine who is paid a bonus, moves to a higher increment etc.).</p>

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.

4.1

Your organisation must have a formal policy AND formal strategy that supports those with family or caring responsibilities and covers support for the following:

- return to work from parental leave
- parents at all stages of children's lives
- employees with eldercare responsibilities
- employees with caring responsibilities for those with a disability.

4.2

In relation to employer-funded paid parental leave, your organisation must provide either of the following:

- 1) If your organisation makes NO distinction between primary and secondary carers, you must offer all permanent employees (and Partners in Partnership structures) at least eight weeks of employer-funded parental leave (EFPL) at full pay, *plus superannuation on that paid leave*. All the bullet-points below must be included:

Or

- 2) If your organisation does make a distinction between primary and secondary carers, all permanent employees (and Partners in Partnership structures) who are primary carers must be offered at least eight weeks of employer-funded parental leave (EFPL) at full pay, *plus superannuation on that paid leave*. All the bullet-points below must be included:
 - EFPL must be paid in addition to the government scheme (not just topping up the government funded scheme)
 - this leave must include superannuation
 - it must be available under any circumstances where there is a new baby: adoption, same-sex couple or surrogacy - this must also be available for parents of a stillborn baby
 - there must be no requirement to repay any portion under any circumstances (e.g. whether they do not return to work, or return to work and then exit your organisation)
 - the amount of leave available to women is equally available to men
 - flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration)
 - if your EFPL for primary carers is less than 18 weeks, superannuation must be paid on the difference between what your organisation offers and 18 weeks, calculated at the minimum wage (this is in addition to the requirement to pay superannuation on your EFPL at the employee's full pay). Examples:

No. weeks EFPL offered	Difference between EFPL and 18 weeks	Additional superannuation to be paid on no. weeks difference, at minimum wage
8	$18 - 8 = 10$	10
12	$18 - 12 = 6$	6
18 (+)	$18 - 18 = 0$	0

4.3

If your organisation makes a distinction between primary and secondary carers*, you must offer all permanent employees (and Partners in Partnership structures) who are secondary carers, at least three weeks of employer-funded parental leave (EFPL) at full pay, *plus superannuation on that paid leave*. The following must be included:

- this must be paid in addition to the government scheme (not just topping up the government- funded scheme)
- this leave must include superannuation
- it must be available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy; this must also be available to parents of a stillborn baby.
- there must be no requirement for your workforce to repay any portion under any circumstances (e.g. whether they do not return to work, or return to work and then exit your organisation)
- the amount of leave available to men is equally available to women
- flexibility in how this can be taken must be provided (e.g. part-time for part of leave).

*** If your organisation does not make a distinction between primary and secondary carers, all employees will be covered under option 1 in Q 4.2.**

4.4	<p>There must be no eligibility period to access eight weeks of primary carer's leave, and three weeks of secondary carer's leave (for first and subsequent children) (the minimum EOCGE requirement), 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.</p>
4.5	<p>Your organisation must actively encourage men to take parental leave.</p> <p>This question is seeking to understand how men in your organisation find out that they are supported to take paid parental leave without it adversely impacting their careers. Examples include: by providing resources to managers and staff, staff being made aware of men who take parental leave, having managers encourage men in their team to take this leave.</p>
4.6	<p>Your organisation must track the following metrics relating to paid parental leave annually:</p> <ul style="list-style-type: none"> • utilisation by women and men (manager and non-manager) • return to work of women and men following parental leave • promotions during parental leave • voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave.
4.7	<p>Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes all the following:</p> <ul style="list-style-type: none"> • keep-in-touch program while on parental leave • on-boarding support • 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.
4.8	<p>Your organisation must have support mechanisms in place, other than leave, for those with family or caring responsibilities, including eldercare and disability care.</p> <p>You will need to provide details of support provided, which may include subsidised or on-site childcare support for parents with school age children, referral services for those with caring responsibilities, including for aged parents or family members with disability.</p>
4.9	<p>Your organisation must have a formal policy or formal strategy to support those who are experiencing family or domestic violence.</p> <p>You will be required to provide details of the support available, which could include:</p> <ul style="list-style-type: none"> • paid or unpaid leave • employee assistance program • training of key staff • domestic violence clause in the enterprise agreement • referral to appropriate domestic violence support services for expert advice.

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.

5.1

Your organisation must have a flexible working policy AND strategy on flexible working arrangements that must include all the following:

- a business case for flexible working endorsed at the leadership level that must be communicated to all your workforce
- manager accountability for flexible working (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)
- if relevant, your organisation's approach to flexibility is integrated into client/customer interactions to challenge assumptions that work cannot be done flexibly.
- flexible working must be promoted throughout the organisation, to both women and men, regardless of caring responsibilities.

Details of how this is done will be required. Examples for promoting flexible work could include case studies featuring women and men, resources, events, intranet page.

5.2

All people managers must complete training on how to manage flexible working.

This training must include how to address gender stereotypes that prevent men from requesting flexible working. This can be done in any way or as frequently as deemed necessary.

5.3

Your organisation's managers (including the CEO) must be visible role models of flexible working AND overt about working flexibly to manage personal commitments.

Being overt about working flexibly to manage personal commitments such as childcare responsibilities, caring for elders, maintaining their personal health and wellbeing such as going to the gym, or attending important personal events, sends a strong message that it is acceptable to work flexibly in the organisation.

You will be required to provide examples of how the CEO and other leaders work flexibly.

5.4	<p>Your organisation must offer at least four of the following different types of flexible working arrangements equally to women and men, and managers and non-managers:</p> <ul style="list-style-type: none"> • flexible hours of work • compressed working weeks • time-in-lieu • working from home (generally not a permanent arrangement but would include hybrid working) • remote working (generally a permanent arrangement where work is conducted outside of the employer's workplace) • part-time work /reduced hours • job sharing • purchased leave • unpaid leave • self-rostering • other flexible working arrangement/s relevant to your workplace or industry – provide details.
5.5	<p>Your organisation must support part-time / reduced hours in manager roles.</p> <p>You will be required to provide details outlining your organisation's approach, including how you address real or perceived barriers to requesting reduced hours in manager roles.</p> <p>This requirement relates to managers because there can be a misconception that managers need to work full-time. However, there are numerous reasons why a manager might find it difficult to work full-time, e.g. caring responsibilities, health management, transitioning to retirement etc. Options for reduced hours work include part-time and job-sharing.</p>
5.6	<p>The following 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 'Lived experience check / Employee Survey' section of the EOCGE criteria ("<i>I have the flexibility I need to manage work and other commitments</i>").</p> <p>Requirement: If the agree/strongly agree scores for female managers or 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, no target needs to be set.</p> <p>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.</p>
Outcomes:	<p>If a target in this area is required: your renewal application (two years later) will need to indicate if progress has been made against this target. If the target has not been met, you will have an opportunity to explain why.</p>

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 sexual harassment, gender-based harassment and discrimination, and bullying are not tolerated.

6.1	Your organisation must have a policy on, or an award/industrial or workplace agreement which covers the prevention of sexual harassment, gender-based harassment and discrimination, and bullying.
6.2	Your organisation must have a formal grievance process in place relating to sexual harassment, gender-based harassment and discrimination, and bullying.
6.3 & 6.4	<p>All your workforce must have completed training on the prevention of sexual harassment, gender-based harassment and discrimination, and bullying at induction and at least every two years.</p> <p>This training must be completed by your entire workforce (including managers, non-managers, contract and casual staff, Partners in Partnership structures).</p> <p>Training must include:</p> <ul style="list-style-type: none">• a legislative definition of sexual harassment, gender-based harassment and discrimination, and bullying• definition of a workplace, rights and responsibilities of all the <u>workforce</u>• 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. <p>Note: An email with an attached policy and/or advising rights and responsibilities relating to sexual harassment, gender-based harassment and discrimination, and bullying is not considered to be training.</p>
6.5	<p>Your organisation must not have had a judgment or adverse final order made against it by a court or other tribunal relating to sexual harassment, gender-based harassment or discrimination in the last three years.</p> <p>Where an individual employee has had a judgment or adverse final order made against them, this does not apply.</p>

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.

7.1

Your CEO, or a member of your governing body, must make at least one external /public statement regarding their commitment to gender equality overall.

For renewing applicants, at least one statement is required from the past two years of holding the citation. For new applicants, a CEO statement is required from the past 12 months.

This can be done by various means, including a media release on the organisation's website, a social media message, a statement in the annual report, and/or at public forums.

This requirement is about the CEO, or a member of your governing body, taking a public leadership role outside their organisation, demonstrating that they are willing to be publicly accountable for their commitment to gender equality beyond their organisational boundaries.

You will be required to provide this statement in your application. It may be used to promote your gender equality initiatives and/or the EOCGE citation.

As a guide, the period in which statements are made is from 1 October to 30 September in the following year.

7.2

Your organisation must have procurement guidelines in place that encourage gender equality across its supply chain.

Details about these guidelines, outlining what you encourage or require will be required (Guidelines could include ensuring relevant suppliers to your organisation are compliant with the *Workplace Gender Equality Act 2012* and asking suppliers whether they have a gender equality policy or have conducted a gender pay gap analysis.)

7.3

Your CEO must be actively involved in at least one external event focused on gender equality.

For new applicants, the event must have occurred in the past 12 months. For renewing applicants, at least one event must have occurred in the past two years of holding the citation.

This criterion relates to what the CEO does to promote gender equality outside their workplace, and requires more than just attending an event or sending an external email/online post etc.

It could involve participation in a roundtable with other CEOs, a speaking event, speaking at a conference or forum, participating on a panel etc. (This can be something your organisation has organised, or an event organised by someone else.)

You will be required to provide details of the event and your CEOs role at the event.

7.4

Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community.

This can be carried out annually (e.g. renewal of a sponsorship program), or if it is a larger initiative (e.g. a research project), could be something that spans a couple of years.

Examples could include:

- involvement in a schools program
- a gender equality network within your industry
- sponsorship of gender equality program
- research project.

You will be required to provide details of this initiative and how it addresses gender equality issues in your organisation's industry or community.

7.5

Your CEO (regardless of gender) must aim to achieve gender balance on internal and external speaking panels by taking action in the following ways:

- insisting that as a condition of acceptance, genuine efforts are made for women/men to participate in a meaningful way
- requesting confirmation of who the other panellists/speakers/participants are, and what attempts have been made to achieve gender balance
- 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.

Members of the Male Champions of Change, Chief Executive Women and Women's Leadership Institute Australia are required to make similar pledges. See the [MCC website](#).

To meet this criterion, you are not required to become a member of any of these organisations.

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.

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 20-30 minute telephone interview with an Agency 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.

Once your completed application has been submitted, we will contact your organisation to arrange an interview time with your CEO.

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.

At times, WGEA receives feedback from employees regarding EOCGE citation holders' work practices and culture. To encourage open dialogue within EOCGE workplaces, we recommend that applicants actively provide employees with opportunities to raise comments, feedback or concerns on areas covered in the citation.

At a minimum the following steps are required:

- The group or committee that is responsible for implementation and oversight of your gender equality strategies must be consulted in the development of your EOCGE application.
- All your workforce must be informed that the organisation is applying for the citation.
- The completed EOCGE application (including any supplementary information provided post submission) must be formally made available to all workers, before or upon successful granting of the citation. This could be via publication on an intranet or internal communications platform.
- The date that the EOCGE application was made available to your workforce will be required.

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.

Your survey must have been conducted in the past two years (i.e. since 1 October 2021)

Survey questions

The survey questions need to be asked using a five-point (or six-point) scale (for example 'strongly agree'; 'agree'; 'not sure'; 'disagree'; 'strongly disagree'), or, if using a different scale, convert the responses to their equivalent in a five-point scale.

For example: in a five-point scale you would only use 'agree' and 'strongly agree' (options 4 and 5). If you use a 10-point scale, you must only use equivalent responses, i.e. options 8, 9 and 10).

Employers need to ask the following three questions:

- "My immediate supervisor/manager genuinely supports equality between genders."
- "I have the flexibility I need to manage work and other commitments."
- "In my organisation sexual harassment and gender-based harassment is not tolerated."

You may replace the three EOCGE questions above but **ONLY** after you have **obtained written approval from WGEA within the last two years** on the suitability of alternatives **PRIOR** to conducting your survey. Alternatives need to be comparable to, and align with, the intent of these three questions. You must include your replacement questions in your application.

Conducting your survey

Survey participation must be **anonymous**. Organisations may choose to either administer a pulse survey, incorporate questions into an existing survey, (e.g. a biennial employee engagement survey) or incorporate questions into an existing process, for example, rolling it out within another forum such as organisation-wide training, or by using other feedback mechanisms, providing the confidentiality of respondents is maintained.

Sample size

You must either give everyone (including casuals and Partners in Partnership structures) an opportunity to complete the survey **OR** administer the survey to a statistically significant and representative sample.

You will need to provide the Agency with the method/rationale you used to determine the sample you surveyed was both statistically significant and representative.

Response rates

As a general guide, your organisation's survey sample is considered representative if you obtain 400 or more responses. Where samples of less than 400 are collected, a response rate of 60% of your workforce is required, as well as establishing that the sample is comparable to your organisation's total employee profile by age and gender.

The Agency acknowledges that in some instances, and despite best efforts, organisations will not be able to achieve the desired response rate. In these instances, please provide an explanation why this is the case.

- If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place at the same time as the survey, please contact the Agency to discuss the details. The Agency will use its discretion to determine your eligibility to apply for the citation.

Analysis and results thresholds

Once the survey is complete, all responses must be analysed by gender.

To answer questions at 5.6, you will need to be able to analyse responses by manager and non-manager.

Analysing all responses received, your organisation must reach agreement thresholds for points 1 and 2, or point 3 below:

1. achieve an agreement threshold of at least 70% 'agree' or 'strongly agree' on the first two questions (or the equivalent questions as approved by WGEA)
2. achieve an agreement threshold of at least 80% for the third question regarding zero tolerance of sexual harassment and gender-based harassment (or the equivalent question as approved by WGEA).

OR

3. achieve an agreement threshold above the industry norm for the survey tool used (if a specific survey tool is used; this is not simply survey software).

The results of your analysis must be included in your EOCGE application, including the gender breakdown of responses for each question.

If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place at the same time as the survey, please contact the Agency to discuss the details. The Agency will use its discretion to determine your eligibility to apply for the citation.

Where gender equality issues are identified in your organisation through this Employee Survey consultation process, your organisation must take action to address them. You will be asked what issues were identified and what actions you have taken.

Outstanding initiatives

So we can promote best practice, we encourage you to provide details of an outstanding initiative/s your organisation has implemented that has successfully addressed a particular gender equality challenge. Where you have initiatives to highlight, please provide the following:

- what was the gender equality challenge?
- what was the initiative?
- who was involved in the initiative?
- what were the outcomes?



Glossary and technical notes

Terminology	Explanation
Employee Assistance Program	A formal, external service provider that offers independent, anonymous counselling and advice to employees and their immediate families on issues that impact on their work. For example, concerns about workplace harassment and bullying, performance management, financial concerns, depression and anxiety, financial matters, domestic violence and family crises.
Formal	Where the word 'formal' appears in relation to a question, it refers to the specified item being articulated in writing and endorsed by a person with authority to do so.
Gender balance	For the purposes of applying for the EOCGE citation, the term gender balance refers to a gender composition of 40% female, 40% male and 20% either.
Gender segregation	Refers to where women or men are unequally represented in the workplace. This could relate to where an industry, a role or leadership position is female or male dominated.
Harassment or discrimination complaints	Complaints that are formally made to an organisation's contact officer/ manager have been formalised and have been escalated for investigation using the organisation's internal grievance procedures and/or referred to a court or tribunal.
Keep-in-touch program	A formalised inclusion strategy/ies for members of the workforce on extended leave for example, parental leave, which provides an option for the employee to remain connected to their workplace. This includes the option to participate in organisation events such as product launches, end-of-year functions, meetings, training, receiving organisation newsletters and other communications, notification of employment opportunities and announcements of organisation changes.
Long-term casuals	Long-term casuals refer to those that have been employed casually on a regular and systematic basis for at least 12 months.
Occupational segregation	Refers to where different occupations are dominated by one or the other gender. For example, child-care workers are typically women, and trades roles are typically men.
Outcomes	For sexual harassment and gender-based harassment and discrimination complaints must be reported to key management personnel and the governing body. This includes outcomes for complainant and respondent . Where a complaint was settled, this must also be included.
Partners	Refers to workers those within a Partnership structure who are engaged with the firm under Partnership terms and conditions. It does not include

	persons holding the title of 'Partner' and that are engaged on an employment contract.
Pay equity objectives	The actions an organisation will take to create a desired change, for example, conduct a pay equity audit or review starting salaries.
Policies and strategies	<p>For all criteria requiring organisations to have a policy and/or strategy/ies:</p> <ul style="list-style-type: none"> they must be a formal policy and/or strategy/ies, that is published, signed off by HR and/or management. <p>These may be standalone or contained within another policy or strategy/ies.</p>
Promotion	<p>'Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis, or a fixed term contract where the employee will not be returning to their previous substantive role (i.e. the promotion is not a temporary arrangement.) (This includes employees promoted from one manager position to another manager position.)</p> <ul style="list-style-type: none"> Promotions do not typically include movement within a salary band or when an employee gains a salary increment within a band or level due to satisfactory service, unless there is a move to a higher office or rank. Promotions do not include transfers to a position of equal ranking even if the transfer resulted in the person taking on increased responsibilities and/or more complex matters.
Visible role models of flexible working	Overtly promote leaders who work flexibly to manage work-life balance issues such as working from home, late start/early departure to drop-off/pick-up children from school/day-care, coach children's sport or care for elderly parents; pursue health and well-being activities and communicate openly about their actions.
Targets	<p>Stated numerical values with a realistic, achievable future-oriented timeframe. For example, an organisation where the representation of women in non-traditional roles in its workforce is 6% may set a target to increase the representation of women in non-traditional roles to 8% by 2022. This represents a 33% increase over four years.</p> <p>A target is not a quota. A target is a flexible, desired state to aim for but not a rigid outcome.</p> <p>Targets enable an organisation to respond to internal and external operating influences and may be adjusted upwards or downwards accordingly.</p>
Tracking flexible work	Refers to formal flexible working arrangements not informal flexible working.
Training on dealing with fears and concerns about gender equality	When promoting gender equality, employers can expect there will be fears and concerns, and sometimes resistance. It is important for organisations to build capability by training people managers on proactively dealing with these fears and concerns. Refer to " (En)countering resistance, Strategies to respond to resistance to gender equality initiatives " for further information on this.

Workforce/Employees

Throughout the citation, the term “workforce” or “employee” is generic and used for ease of reference. Please note that this covers employees, and Partners in Partnership structures. Unless otherwise stipulated, it includes full-time, part-time, casual and contract employees.

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