



Guide to Citation

WGEA Employer of Choice for Gender Equality

2019-20

(for applications submitted in 2019)

Version 2.0

Table of Contents

About the citation	3
What are the changes from the previous citation?	4
Document version changes	5
Eligibility	5
Timing	5
Fee	5
Application process	6
Resources to assist you in becoming an EOCGE employer	6
Rescinding the citation	6
Focus areas	8
1. Leadership, strategy and accountability	8
2. Developing a gender balanced workforce	12
3. Gender pay equity	15
Like-for-like gender pay gaps	15
Level-by-level gender pay gaps	15
Organisation-wide gender pay gap	15
4. Support for caring	17
5. Mainstreaming flexible working	20
6. Preventing gender-based harassment and discrimination, sexual harassment and bullying	22
7. Driving change beyond your workplace	23
Lived experience check	25
1. CEO interview	25
2. Employee consultation	25
3. Employee survey	26
Outstanding initiative	28
Glossary and technical notes	29

2019-2020

About the citation



The EOCGE citation is strategically aligned with the *Workplace Gender Equality Act 2012* (Act) to promote and improve gender equality for both women and men, while recognising the historically disadvantaged position of women in the workplace. The EOCGE citation is the Workplace Gender Equality Agency's (Agency) leading practice recognition program that is voluntary and separate to compliance with the Act. All employers covered under the *Workplace Gender Equality Act 2012* are able to apply for the citation.

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

Being awarded the EOCGE citation provides recipients with significant differentiation in a competitive marketplace. The citation provides public recognition of an organisation's focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high-performance workforce. The process of investigating whether an organisation complies with the citation criteria can also be an excellent driver of change within an organisation.

As part of the Agency's commitment to continually improving the standard of leading practice in workplace gender equality, every five years the Agency reviews the citation to ensure it continues to reflect best practice and remains relevant and accessible to employers.

As such, the Agency commissioned a strategic review of the EOCGE citation in 2017. This revised citation, effective from 2019-20, reflects findings from the latest academic research into drivers of improved gender equality outcomes, and consultation with gender equality experts and practitioners, industry groups, and employers.

The citation includes criteria under seven focus areas and examination of the employees' lived experience.

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.

Citation summary:

Seven focus areas:

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 gender-based harassment and discrimination, sexual harassment and bullying
7. driving change beyond your workplace.

Employees' lived experience check:

- CEO interview is conducted to confirm leadership commitment
- the completed application is to be made available to employees (minus remuneration information where applicable)
- an employee survey is to be conducted to ensure lived experience reflects organisational commitment to gender equality.

Outstanding initiative:

- you will have an opportunity to showcase outstanding initiatives that are driving change in your organisation.

This document has been prepared as a guide for organisations to 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 are the changes from the previous citation?

Following a review of the EOCGE citation, the program has been revised. The review included consultation with employers, citation holders and gender equality experts as well as examination of research on the drivers of improved gender equality outcomes. The changes to the program include:

1. more flexibility to recognise initiatives specific to industry and organisational challenges
2. strengthened criteria against each focus area to reflect current leading practice
3. focus on outcomes to demonstrate continuous improvement
4. completed application to be made available to employees (minus any remuneration data, where applicable)
5. recognition of the changing nature of the workforce and promoting gender equality beyond direct employees
6. citation awarded for two years, with applications from new applicants accepted each year
7. an annual fee of \$1950 is applicable to maintain the high standard of assessment.

Document version changes

If you have downloaded the 2019–20 Guide to Citation prior to 17 December 2018, for ease of reference, below are some updates that have made to this document, version 2.0.

1. Question 2.6: made it clearer that the requirement to set targets for non-managers where the representation of women is less than 40% commences in 2021–22.
2. Question 2.7: made it clearer that the requirement to set targets for non-managers where the representation of men is less than 40% commences in 2021–22.
3. Question 4.4 – made it clearer that from 2021–22, the maximum eligibility period to access parental leave relates to employer-funded paid parental leave for both primary and secondary carers.
4. Question 4.6: The metrics to be tracked need to include dismissals **and** redundancies.
5. Question 5.3: People managers must complete training on how to manage flexible working from 2019–20. From 2020–21, this training must include how to address gender stereotypes that prevent men from requesting flexible working.
6. Changed the wording in the first column of the criteria to make it clearer which requirements commence in a year later than 2019–20.

Eligibility

- To be eligible for the EOCGE citation, organisations must be compliant with the Act and must meet all criteria.
- **Partnership structures:** unless otherwise stated, the requirements that apply to [employees](#) or the '[workforce](#)' also apply to all [Partners](#).
- If you are unsure whether your organisation has achieved a particular criterion or there is a legitimate reason why a criterion has not been met which you feel may affect your citation application, please contact the Agency to discuss the details. The Agency will use its discretion in determining whether your organisation is eligible to apply for the citation.

Timing

- The EOCGE citation is awarded for two years, with applications from *new* applicants accepted each year.
- All existing citation holders and new applicants will be required to apply for the revised EOCGE citation in 2019–20.
- Online applications will open on 1 June and close on 30 September. The list of successful applicants will be announced in mid-February of the following year. The announcement will include employers who are in their intervening year (where an application submission is not required).
- 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 the successful application.

Fee

- An annual fee of \$1950 (including GST) is applicable to maintain the high standard of assessment. On initial application, or subsequent renewal, \$1950 will be payable at the time of submission of the online application. In the intervening year, employers will be invoiced separately for \$1950. (If the application fee is a barrier to applying for the EOCGE citation, please contact WGEA to discuss further.)
- The fee covers the cost to the Agency of administering the citation, and assessing applications.

Application process

- The EOCGE application process is separate to compliance reporting. Once a relevant employer submits their compliance report, the EOCGE application becomes available to complete via the 'Recognition' tab in the portal. We strongly recommend employers review the citation criteria prior to starting the application to assess their eligibility.
- To continue to ensure the integrity of the citation, applicants will be required to supply evidence to verify claims. Where applicable, this is specified.
- Other than where noted, requirements are in place from 2019.
- 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 2019, any requirement that needs to have taken place in the past two years relates to the two years prior to 30 September 2019 (i.e. 1 October 2017 to 30 September 2019).
- The Agency will conduct a 15-20 minute telephone interview with the CEO of organisations applying for the citation for the first time or where a CEO is new and has not participated in an EOCGE interview. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.
- Completed EOCGE applications must be downloaded from the portal, and signed by the CEO/head of business. The signed document must then be emailed to the Agency at EOCGE@wgea.gov.au.
- EOCGE certificates will be issued to all citation holders, including those in the intervening year.
- Information provided in citation 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. This information will be de-identified.

Resources to assist you in becoming an EOCGE employer

All organisations are encouraged to take a strategic approach to improving gender equality performance, rather than a programmatic approach. Gender equality must be embedded in your business strategy.

The Agency has a [gender strategy toolkit](#) to help you develop your strategy. This can be found on the Agency's website, along with a hub of other useful resources. The toolkit includes:

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

Rescinding the citation

EOCGE employers 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.

Focus areas

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.

<p>1.1.</p>	<p>Your organisation must have a strategy in place supporting gender equality that includes:</p> <ul style="list-style-type: none"> → <u>gender balance</u> in leadership → <u>gender balance</u> across the organisation → gender pay equity at a like-for-like, level-by-level and an organisation-wide basis → flexible work and support available for <u>employees</u> at all levels, including those with caring responsibilities.
<p>1.2.</p>	<p>Your organisation must have a <u>policy/policies</u> in place supporting gender equality that covers:</p> <ul style="list-style-type: none"> → <u>promotions</u> → 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 → independent contractors → casuals.
<p>Commencing from 2021:</p>	<p>Training for people managers on how to <u>deal with potential fears and concerns</u> about gender equality objectives/policies (e.g. resistance to gender equality initiatives) will also be required.</p>
<p>1.3.</p>	<p>Your gender equality strategy must include clear objectives and measures, and an evaluation process that occurs at least every two years.</p>
<p>First application (2019–20):</p>	<p>You will be required to provide details of your strategic objectives, measures and evaluation process.</p>
<p>Outcomes Subsequent applications:</p>	<p>After submission of your first revised citation application (2019–20), your organisation will be required to show progress against measurable objectives over the previous two-year period. If objectives are not met, you will have an opportunity to explain why.</p>

1.4.	Your gender equality strategy must be incorporated into your broader business strategy and planning process, and must be endorsed by your governing body, and <u>Partnership</u> (if applicable).
Evidence	Evidence of governing body endorsement of the gender equality strategy must be provided (e.g. extract of meeting minutes or resolution).
1.5.	<p>Your organisation must evaluate its progress against your gender equality strategy every year at a minimum by tracking metrics in the following areas, and reporting progress to the following groups:</p> <p><u>All your workforce</u></p> <ul style="list-style-type: none"> → gender composition of your <u>workforce</u> by manager and non-manager categories → <u>promotions</u> by gender and manager and non-manager categories → recruitment and exit (voluntary and involuntary) numbers by gender → graduate programs and paid or unpaid internships (where applicable) → utilisation of <u>formal</u> flexible working arrangements (including part-time) for women and men by manager and non-manager categories → utilisation of, and return from, parental leave (paid and unpaid), of women and men. <p><u>Key management personnel AND governing body (Board)</u></p> <ul style="list-style-type: none"> → all of the above points, plus → the results of your gender remuneration gap analysis, including pay equity metrics and actions taken → progress on narrowing your organisation-wide gender pay gap → all results from your EOCGE employee survey questions (refer section “Lived experience – Employee Survey”) → for <u>gender-based harassment and discrimination and sexual harassment complaints</u>, the following must be reported: <ul style="list-style-type: none"> • number and nature of complaints received • process for responding to the complaint • time taken to resolve complaint (e.g. complaint made in February, resolved in July) • <u>outcomes for complainant and respondent</u> (if a complaint was settled, this must be reported) • any organisational change following the complaint • complainant and respondent turnover.
Evidence	Evidence that the governing body has been informed will need to be provided (e.g. extract of board meeting minutes).

1.6. Where gender discrepancies exist for any areas listed in question 1.5, your organisation must analyse systems and processes to identify gender bias in decision making, and take actions to address issues identified.

1.7. Your governing body must be provided with a copy of your completed EOCGE application once submitted.

1.8. The CEO/head of business of your organisation must be a visible champion of gender equality by communicating with all employees on the following at least once every 12 months:

- the organisation's business case for improving gender equality
- a commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying
- the organisation's overall gender equality strategy, priorities and progress
- the organisation's commitment to gender pay equity.

Examples of how this has been communicated could include all-workforce emails, an internal broadcast, roadshow or other. You will need to provide details on the method and date of communication.

1.9. 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.

- This group can also be in place for other purposes additional to gender equality.

1.10.	<p>Your CEO/head of business must have direct involvement with your organisation's gender equality initiatives.</p> <ul style="list-style-type: none"> → You will need to provide details of your CEO/head of business's involvement in gender equality programs. This could include chairing your organisation's group, committee or council to oversee your gender equality strategy.
1.11.	<p>Your organisation must ensure that women and men can access opportunities that are considered career-enhancing equitably. For example, this would include high-value or high-profile projects, client allocation, training, grants or sales opportunities (where relevant). Please explain how you ensure this occurs.</p> <ul style="list-style-type: none"> → You will need to provide up to 500 words outlining your approach.
1.12.	<p>You must hold your managers accountable for contributing to the implementation of your gender equality strategy.</p> <ul style="list-style-type: none"> → You will need to provide up to 500 words outlining how managers are held accountable (e.g. KPIs).

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 <u>policy or strategy</u> that includes learning and development, including leadership and/or career development training, for women and men.
2.2.	Your organisation must have learning and development plans for all your permanent <u>workforce</u> , and <u>long-term</u> casuals. → This may be part of an individual's performance and development plan.
2.3.	Each year, your organisation must track how many women and men, full-time and part-time, have participated in <u>formal</u> leadership development programs. <u>This may include:</u> → <u>formal</u> sponsorship by the CEO/head of business and/or senior management → <u>formal</u> succession plans → leadership networks → leadership training (internal or external).
	Your organisation will need to provide details of these programs and the number of participants by gender.
2.4.	Your organisation must <u>set targets</u> with timeframes to improve the representation of women across all levels of management, where their representation is less than 40%. Progress against manager targets must be tracked.
First application (2019-20, or new applicants thereafter):	Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years):	After submission of your first revised citation application (2019-20), 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.

2.5.	<p>Where the representation of women in management is less than 40%, gender <u>targets</u> for internal and external recruitment shortlists must be in place.</p> <p>→ Details of the targets, as well as the target date will need to be provided.</p>
2.6.	<p>Your organisation must set <u>targets</u> for non-manager occupational categories where the representation of <i>women</i> is less than 40%.</p>
Requirement 2.6. commences in 2021-22:	<p>From 2021-22, details of the targets, as well as the target date will need to be provided.</p>
Outcomes: Subsequent applications (every two years):	<p>From 2021-22 when this requirement commences, your renewal application (two years later) must show progress against targets (over the prior two-year period).</p> <p>If targets are not met, you will have an opportunity to explain why.</p>
2.7.	<p>Your organisation must set <u>targets</u> for non-manager occupational categories where representation of <i>men</i> is less than 40%.</p>
Requirement 2.7. commences in 2021-22:	<p>From 2021-22, details of the targets, as well as the target date will need to be provided.</p>
Outcomes: Subsequent applications (every two years):	<p>From 2021-22 when this requirement commences, your renewal application (two years later) must show progress against targets (over the prior two-year period).</p> <p>If targets are not met, you will have an opportunity to explain why.</p>
2.8.	<p>Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection <u>policy or strategy</u>, and numerical <u>targets</u> with timeframes must be set to improve the representation of women, where it is less than 40%.</p>
First application (2019-20, or new applicants thereafter):	<p>Details of the targets, as well as the target date will need to be provided.</p>
Outcomes: Subsequent applications (every two years):	<p>After submission of your first revised citation application (2019-20), your renewal application (two years later) must show progress against targets (over the prior two-year period).</p> <p>If targets are not met, you will have an opportunity to explain why.</p>

2.9.

Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry, e.g. under-representation of women or men in caring, administrative, technical, trades or senior roles.

→ You will need to provide a written response that answers the following (maximum of 750 words):

- How does gender segregation impact your organisation and/or industry?
- What measures have you implemented to improve gender balance in your organisation?
- Where have you made progress and what were/are the biggest challenges?

3. Gender pay equity

This focus area recognises an organisation's commitment to gender pay equity. It assesses the policies and strategies in place to address gender pay equity and the steps taken to improve identified gender pay gaps.

Gender pay gaps can occur at a like-for-like, level-by-level, and on an overall organisation-wide basis.

Like-for-like gender pay gaps

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

Level-by-level gender pay gaps

Pay gaps between women and men doing the same or comparable work (comparing responsibilities, typically at the same level in the organisational hierarchy), for example comparing individuals within groupings of levels such as key management personnel, professionals etc.

Organisation-wide gender pay gap

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

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

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

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

3.1. Your organisation must have a remuneration policy and strategy that contains specific gender pay equity objectives.

Gender pay equity objectives may include:

- ensuring gender bias does not occur at any point in the remuneration review process
- being transparent about pay scales and/or salary bands
- ensuring managers are held accountable for pay equity outcomes.

<p>3.2.</p>	<p>Your organisation must undertake a gender pay gap analysis of its <u>workforce</u> on a like-for-like, level-by-level and organisation-wide basis each year.</p> <p>A pay gap analysis must be conducted by gender and for full-timers and part-timers on 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 <u>promotion</u>.
<p>3.3.</p>	<p>Where gender pay gaps are identified, your organisation must set <u>targets</u> and take other actions to reduce the like-for-like, level-by-level and organisation-wide gender pay gaps.</p> <p>Provide details on what targets have been set, and what other actions your organisation has taken to address gender pay gaps.</p> <p>Examples could include:</p> <ul style="list-style-type: none"> → correcting like-for-like gaps → undertaking a job evaluation process to identify remuneration bias → creating a pay equity action plan → undertake a skills evaluation of award-based occupations → set targets to increase the representation of women in higher paid or technical roles.
<p>First application (2019–20, or new applicants thereafter):</p>	<p>Details of the targets, as well as the target date will need to be provided.</p>
<p>Outcomes: Subsequent applications (every two years):</p>	<p>After submission of your first revised citation application (2019–20), 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.</p>
<p>3.4.</p>	<p>Women and men on primary carer’s leave must be included in your organisation’s annual reviews of salaries and annual bonus payments.</p>
<p>3.5.</p>	<p>Your organisation must analyse and compare the results of performance reviews by gender.</p>

4. Support for caring

This focus area assesses an organisation's initiatives and programs to support employees 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 employees with elder or disability care responsibilities.

4.1.	<p>Your organisation must have a <u>policy AND strategy</u> to support its <u>workforce</u> who have family or caring responsibilities.</p> <p>These must be relevant and accessible for <u>employees</u> with a broad range of caring responsibilities including:</p> <ul style="list-style-type: none">→ support for return to work from parental leave→ support for parents at all stages of children's lives.
Additional requirement commences from 2021-22	Requirement 4.1 commences from 2019-20. However, from 2021-22, provisions for elder care and disability care will need to be included in your policy and strategy.
4.2.	<p>Your organisation must offer all permanent <u>employees</u> who are primary carers at least eight weeks of paid parental leave at full pay, plus superannuation on its employer-funded scheme.</p> <ul style="list-style-type: none">→ this must be paid in addition to the government scheme (not just topping up the government funded scheme)→ available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy→ no requirement for your <u>workforce</u> to repay any portion if they do not return to work→ available to women and men→ flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration)
Additional requirement commences from 2022-23:	Requirement 4.2 commences from 2019-20. However, from 2022-23, superannuation is to be paid on the employer-funded and government-funded schemes.

<p>4.3.</p>	<p>Your organisation must offer all permanent <u>employees</u> who are secondary carers at least two weeks of paid parental leave at full pay.</p> <ul style="list-style-type: none"> → this must be paid in addition to the government scheme (not just topping up the government-funded scheme) → available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy → no requirement for your <u>workforce</u> to repay any portion if they do not return to work → available to women and men → flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration).
<p>Additional requirement commences from 2021-22:</p>	<p>Requirement 4.3 commences from 2019-20. However, from 2021-22, three weeks of paid parental leave will be required to be offered to secondary carers.</p>
<p>Additional requirement commences from 2022-23:</p>	<p>Requirement 4.3 commences from 2019-20. However, from 2022-23, four weeks of paid parental leave will be required to be offered to secondary carers.</p>
<p>4.4.</p>	<p>The maximum eligibility period to access employer-funded paid parental leave is 12 months.</p>
<p>Additional requirement commences from 2021-22:</p>	<p>Requirement 4.4 commences from 2019-2020. However, from 2021-22 there must be no eligibility period to access employer-funded paid parental leave (both primary and secondary carer's leave).</p>
<p>4.5.</p>	<p>Your organisation must actively encourage men to take parental leave.</p> <p>Details of how this is done must be provided. Examples could include through the provision of manager and staff resources, case studies, extending the period when the leave is available etc.</p>
<p>4.6.</p>	<p>Your organisation must track the following metrics relating to paid parental leave:</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 → <u>promotions</u> during parental leave → voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave.

4.7.

Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes:

- [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.

Your organisation must have support mechanisms, other than leave, for those with family or caring responsibilities, including elder- and disability- care.

- 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.

4.9.

Your organisation must have a [policy or strategy](#) to support those who are experiencing family or domestic violence.

You will be required to provide details of the support available, which could include:

- paid or unpaid leave
- [employee assistance program](#)
- training of key personnel
- domestic violence clause in the enterprise agreement
- referral to appropriate domestic violence support services for expert advice.

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.	<p>Your organisation must have a flexible working <u>policy</u> AND flexible working <u>strategy</u>.</p> <p>The following must be included:</p> <ul style="list-style-type: none">→ a business case for flexible working endorsed at the leadership level that must be communicated to all your <u>workforce</u>→ manager accountability for flexible working (e.g. embedded into performance reviews, <u>tracking</u> of approvals and rejections with reasons)→ if relevant, your organisation's approach to flexibility is integrated into client interactions.
5.2.	<p>Flexible working must be promoted throughout the organisation and to prospective <u>employees</u>, to both women and men, regardless of caring responsibilities.</p> <p>You will be required to provide details of how this is done. Examples include case studies featuring women and men, resources, events, intranet page.</p>
5.3.	<p>All people managers must complete training on how to manage flexible working.</p>
Additional requirement commences 2020-21:	<p>Requirement 5.3 commences from 2019-20. However, from 2020-21, 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.</p>
5.4.	<p>Managers, including the CEO/head of business, must be <u>visible role models of flexible working</u>.</p> <p>You will be required to provide examples of how the CEO/head of business and other leaders work flexibly.</p>

5.5.

At least four of the following options must be available to women and men in your organisation:

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- purchased leave
- unpaid leave
- self-rostering
- other flexible working arrangement/s relevant to your workplace or industry – provide details.

5.6.

How does your organisation support part-time / reduced hours in manager roles?

Provide up to 500 words outlining your organisation's approach, including how you address real or perceived barriers to requesting reduced hours in senior roles.

6. Preventing gender-based harassment and discrimination, sexual harassment 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.

6.1. Your organisation must have a policy on the prevention of gender-based harassment and discrimination, sexual harassment and bullying, with a formal grievance process in place.

6.2. All employees must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying at induction and at least every two years.

This training must be provided to your entire workforce, i.e.

- managers
- non-managers
- contract and casual staff
- Partners in Partnership structures.

This training may be conducted online, face-to-face, via management and/or staff/team meetings or video presentations.

Training must include:

- 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.

Note: An email with an attached policy and/or advising rights and responsibilities relating to gender-based harassment and discrimination, sexual harassment and bullying is not considered to be training.

6.3. Your organisation must have had no 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.

Where an **individual employee** has had a judgment or adverse final order made against them, this does not apply.

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.

In the last 12 months your CEO/head of business, or a member of your governing body, must have made at least one external statement regarding their commitment to gender equality overall (each year for subsequent applications).

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.

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.

7.2.

Your organisation must have procurement guidelines that encourage gender equality across your supply chain.

Guidelines could include ensuring relevant organisations 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.

Requirement commences from 2020-21:

Criterion 7.2 commences in 2020-21.

7.3.

Each year, your CEO/head of business must be involved in at least one external event focused on gender equality.

This could involve participation in a round-table with other CEOs, a speaking event, speaking at a conference or forum 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.

7.4.

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

This could include:

- schools program
- gender equality industry network
- sponsorship of gender equality program
- research project.

You will be required to provide details of this gender equality initiative.

7.5.

Your CEO/head of business must pledge to ensure gender balance on internal / external speaking panels.

This involves:

- i) requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved
- ii) insist that as a condition of acceptance, you expect women to participate in a meaningful way
- iii) reserve the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised
- iv) offer names of women from within your organisation or network and if helpful, point them to resources for support in finding women.

Details about the Male Champions of Change, Chief Executive Women and Women Leadership Institute Australia panel pledge are available on the [MCC website here](#).

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.

1. CEO interview

For first time applicants, or for existing citation holders where your CEO is new to your organisation, your CEO must participate in a 15-20 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.

2. Employee consultation

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 a minimum:

- The group or committee that is responsible for implementation and oversight of your gender equality strategy must be consulted in the development of your EOCGE application. All workers must be informed that the organisation is applying for the citation.
- Your completed EOCGE application 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.

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.

3. 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 prior to ensure all survey requirements are met.

Questions:

The survey questions need to be asked using a five-point scale (for example 'strongly agree'; 'agree'; 'not sure'; 'disagree'; 'strongly disagree').

The following three questions (also outlined in the criterion table) employers need to ask are either:

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

OR

You may replace the three EOCGE questions with alternatives provided they are comparable to, and align with, the intent of these three questions. Employers **must obtain approval** from the Agency on the suitability of alternatives **PRIOR TO** conducting their survey. You must include your replacement questions in your application.

Conducting your survey

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

Sample size

You 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

- All responses must be analysed by gender.
- Analysing all responses received, your organisation must either:
 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 gender-based harassment and sexual 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.

Outstanding initiative

We encourage you to provide details of an outstanding initiative your organisation has implemented that has successfully addressed a particular gender equality challenge, so we can promote best practice

This information may be provided in any format including text, video or other media.

Please provide the following information:

- 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 <u>gender balance</u> 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 <u>formally</u> made to an organisation's contact officer/ manager have been <u>formalised</u> 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 <u>formalised</u> inclusion strategy for members of the <u>workforce</u> 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	Differences in the gender composition of the <u>workforce</u> based on different.
Outcomes	For question 1.5, gender-based harassment and, <u>discrimination and sexual harassment complaints</u> 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	For all criteria requiring organisations to have a policy and/or strategy:

	<p>→ they must be a <i>formal</i> policy and/or strategy, that is published, signed off by HR and/or management.</p> <p>These may be standalone or contained within another policy or strategy.</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> <p>→ 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.</p> <p>→ 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.</p>
Visible role models of flexible working	<p>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.</p>
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	<p>Refers to <i>formal</i> flexible working arrangements not informal flexible working.</p>
Training on dealing with fears and concerns about gender equality	<p>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.</p>
Workforce/Employees	<p>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.</p>

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

t: 02 9432 7000 or 1800 730 233

e: wgea@wgea.gov.au

www.wgea.gov.au

