



Australian Government



Workplace  
Gender Equality  
Agency

# Gender Equality Targets: Employer Examples



# Table of contents

<b>Using this guide</b> .....	<b>3</b>
Definitions.....	4
<b>Mapping targets to Action Plans</b> .....	<b>4</b>
<b>Employer A: Men-dominated</b> .....	<b>5</b>
Gender pay gap analysis results.....	5
Action plan.....	6
Eligible targets .....	7
End-of-cycle compliance .....	8
<b>Employer B: Women-dominated</b> .....	<b>9</b>
Gender pay gap analysis results.....	9
Action plan.....	10
Eligible targets .....	11
End-of-cycle compliance .....	13
<b>Employer C: Large gender pay gap</b> .....	<b>13</b>
Gender pay gap analysis results.....	14
Action plan.....	14
Eligible targets .....	15
End-of-cycle compliance .....	16
<b>Employer D: Gender-balanced employer experiencing lower upward progression for women</b> .....	<b>17</b>
Gender pay gap analysis results.....	17
Action plan.....	18
Eligible targets .....	19
End-of-cycle compliance .....	21
<b>Employer E: Public Sector employer with gender equality maturity</b> .....	<b>21</b>
Gender pay gap analysis results.....	22
Action plan.....	23
Eligible targets .....	24
End-of-cycle compliance .....	26
<b>Employer F: Large base salary gender pay gap driven by unequal pay</b> .....	<b>26</b>
Gender pay gap analysis results.....	27
Action plan.....	28
Eligible targets .....	29

End-of-cycle compliance .....	30
<b>Employer G: Struggles to attract and retain women in professional STEM roles ..</b>	<b>31</b>
Gender pay gap analysis results .....	31
Action plan.....	32
Eligible targets .....	32
End-of-cycle compliance .....	34
<b>Employer H: Low uptake of parental leave by under-represented gender (men)...</b>	<b>35</b>
Gender pay gap analysis results .....	35
Action plan.....	36
Eligible targets .....	37
End-of-cycle compliance .....	38

# Using this guide

This document contains examples of how Designated Relevant Employers could select and meet their [gender equality targets](#), through comprehensive gender pay gap analysis, action planning and [effective target selection](#). It's recommended that you use the Table of Contents to jump to an employer example that reflects the challenges you are facing in your organisation. Each employer example outlines:

- gender pay gap analysis results (what the employer identified as key hotspots)<sup>1</sup>
- action plan (what the employer will do and why)
- eligible targets (which targets employers will select from the WGEA Targets Menu and how)
- end-of-cycle compliance (how the Workplace Gender Equality Agency [WGEA] checks whether the employer is compliant with the legislation).

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<sup>1</sup> In alignment with WGEA's target selection model, all composition gaps are rounded up to whole numbers. Gender pay gaps are rounded to one decimal place.

## Definitions

**Gender equality targets:** Amendments to the [Workplace Gender Equality Act 2012 \(the Act\)](#) require employers who directly employ 500 or more employees to select and meet or demonstrate improvement against 3 gender equality targets (including at least one numeric target) from a menu supplied by WGEA. These employers are known as Designated Relevant Employers (DREs).

**Target cycle:** The process of selecting targets, tracking progress, and assessing compliance will continue in rolling 3-year cycles. At the end of the 3 years, the DREs need to meet or demonstrate improvement against each selected target.

**Targets menu:** Gender equality targets must be selected from the list in the [WGEA Targets Menu](#). The menu contains 9 numeric and 10 action targets. Each of the targets has been included in the menu because it is backed by evidence that it works to improve equality in workplaces. In some cases, there are additional choices within a target. Employers cannot select an action target their baseline indicates already exists, so some targets may not be eligible to be selected by some employers.

**Targets baseline:** WGEA will compare the [baseline year](#) information to the information reported in the final year of the target cycle to assess whether an employer has met or demonstrated improvement against each of their targets.

**For employers selecting targets in 2026:**

- private sector employers will use the 2024-25 reporting period as their baseline year.
- Commonwealth public sector employers will use the 2024 reporting period as the baseline year.

For employers who become DREs in later years, the baseline year will be the first year they report to WGEA as a DRE. DREs can [find their baseline](#) across several WGEA reports.

## Mapping targets to action plans

DREs are required to select 3 targets from the WGEA Targets Menu, and there are [rules](#) about whether a DRE can select a target.

Employers should map the targets in the menu to their action plan, to enable them to select and report on targets to WGEA that are eligible and tightly aligned to their gender equality outcomes. Mapping targets involves asking a series of critical questions.

For each example in this document, the employer looked at their action plans and asked themselves the following questions:

- 1) What specific gender equality issue is each action intended to address?
- 2) What changes can I expect will result from these actions if they are effective?
- 3) Will the change be visible in the WGEA data?
- 4) Which target is most suitable to capture this change and am I eligible?
- 5) Are there other targets that will support or reinforce the change we want to see?

# Employer A: Men-dominated

**Industry:** Manufacturing

**Number of employees:** 720

## Gender pay gap analysis results

Through their gender pay gap analysis, Employer A identified several hotspots. Of critical concern was the gendered patterns of attrition, with women resigning at higher rates than men. Higher attrition among women managers is preventing any improvement in women's representation in management, which directly limits progress on this employer's gender equality goals.

### Employer A's eligible targets

Hotspot	Data	Trend analysis
Men-dominated employer with higher resignation rates for women	<b>Overall composition</b> Women: 25% (180 employees) Men: 75% (540 employees)	<b>Previous 5 years</b> Women: Increased from 23% to 25% (+2pp)  <b>Projection for next year with no intervention</b> Women: 25.5%
Gender composition of managers is highly men-dominated	<b>Manager composition</b> Total: 70 Women: 9% (6 employees) Men: 64% (91 employees)	<b>Previous 5 years</b> Women managers: Increased from 7% (+2pp).  <b>Projection for next year, with no intervention</b> Women managers: 9% (flat)
Women's attrition is driving regression in representation	<b>Leavers' composition</b> Women are over-represented among leavers, when compared to their representation in the total workforce. Women: 35% Men: 65%  <b>Manager attrition rate</b> Women managers leave at much higher rates than men, despite women making up a smaller percentage of managers.	<b>Previous 5 years</b> Women's attrition: Increased from 30% to 35% (+5pp) Women's appointments: Increased from 15% to 20% (+5pp) but remain far from balanced.  <b>Projection for next year with no intervention</b> Women managers' attrition: 15% (flat) Women managers' appointments: 20% (flat)

Hotspot	Data	Trend analysis
	<p>Women: 15% Men: 5%</p> <p><b>Manager appointments</b> Appointment rates reinforce the imbalance. Women receive 20% of manager appointments, which is 5pp lower than their overall representation in the workforce. Women: 20% Men: 80%</p>	
A significant total remuneration gender pay gap	Average total remuneration gender pay gap: 26%	<p><b>Previous 5 years</b> Average total remuneration gender pay gap: narrowed marginally from 28% (-2pp)</p> <p><b>Projection for next year, with no intervention</b> Average total remuneration gender pay gap: 25.5% (-1.5pp)</p>

## Action plan

Based on the hotspots in its gender pay gap analysis, Employer A developed a gender equality action plan that addresses gaps identified by the gender pay gap analysis through both attraction and retention strategies targeting women.

**Gender equality outcome:** Attract and retain more women employees at all levels of the organisation, particularly in management.

### Employer A's action plan

Actions	Description
Stay and exit interviews	Conduct exit interviews with departing women employees to identify key drivers of attrition. Conduct 'stay interviews' with longstanding women employees (two or more years) to ask them why they have stayed with the organisation.
Flexible working arrangements	Introduce new flexible working arrangements and actively promote them to all staff.

Actions	Description
Sponsorship program	Develop a sponsorship program for women aspiring to progress into management roles.
Review recruitment and promotion processes	Review recruitment and promotion processes for bias and transparency and implement a skills-based assessment process into recruitment practice.

## Eligible targets

Employer A assessed all their eligible targets from the WGEA Targets Menu. Using the critical questions outlined above, they then mapped their targets to their action plan and identified those that would indicate improvement in their gender equality objectives. They selected 3 targets related to building a sustainable pipeline of women managers and reducing women's attrition. A target to increase women's representation in management will indicate improvement and be supported by two action targets: increasing flexible work offerings and consulting with employees on gender equality issues.<sup>2</sup>

### Employer A's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>• Increased representation of non-managers</li> <li>• Increase representation of managers</li> <li>• Increased representation in promotions to manager</li> <li>• Increased representation by pay quartile</li> <li>• Reducing the gender pay gap</li> <li>• Reducing the gender pay gap for managers or non-managers</li> <li>• Improve flexible work offerings for employees</li> <li>• Increase the uptake of primary parental leave by the under-represented gender</li> <li>• Employee consultation on gender equality issues</li> <li>• Proportion of managers who are part-time.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased representation of women in management by +8pp to 17%</li> <li>• Improve flexible work offering for employees. Ensure that 1a.-1g. are in place and add:</li> <li>• 2c. a business case for flexible working established and endorsed at the leadership level</li> <li>• 2d. leaders to be held accountable for increasing take-up and approval of workplace flexibility</li> <li>• 2f. the impact of flexibility to be measured and evaluated</li> <li>• 2g. metrics on the use of, and the impact of, flexibility measures to be reported to key management personnel and the employer's governing body.</li> </ul>

<sup>2</sup> WGEAs [Action Planning Playbook](#) is a good source for more information about evidence informed actions for gender equality.

Eligible targets	Selected targets (3-year cycle)
	<ul style="list-style-type: none"> <li>Employee consultation on gender equality issues</li> <li>Will establish and consult with a diversity committee annually via focus groups and experience surveying</li> </ul>

## Determining numbers for numeric targets

Employer A chose one numeric target – Increase representation of women in management to 17% (+8pp). They selected a realistic but meaningful target by looking at:

- historical trends
- projected future representation (if there is no intervention)
- industry benchmarks from [WGEA's Data Explorer](#)
- workforce modelling.

## Increase representation of women in management to 17% (+8pp)

### Employer A's analysis for their numeric target

Analysis	Findings
<b>Historical trends and projected future representation (if there is no intervention)</b>	Women in management increased by only +2pp over 5 years, reaching 9%. A target of +8pp represents a meaningful acceleration tied to planned actions.
<b>Benchmarking</b>	The industry average for employers sized 500–999 is 25% women in management. This is significantly higher than Employer A's current 9%. A target of 17% is ambitious but still below the industry average.
<b>Workforce modelling</b>	Achieving 17% women in management requires increasing the total number of women managers to 12 within the existing cohort of managers. This is realistic given organisational size, expected vacancies and strengthened pathways (sponsorship, bias-free hiring, turnover reduction). Employer A will also place strong emphasis on retaining women managers, not just attracting or promoting them.

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer A is [compliant](#) under [the Act](#). This means that Employer A can show:

- Women in management have increased to 17% or improved against the baseline of 9%. This means women's representation must be at least 9.1% to be compliant with the legislation.
- Employer A implemented flexible work measures and associated training, reporting, and job design changes.
- Employer A consulted with a diversity committee and conducted gender equality consultation (e.g. focus groups, exit interviews).

## Employer B: Women-dominated

**Industry:** Health Care and Social Assistance

**Number of employees:** 600

### Gender pay gap analysis results

Through their gender pay gap analysis, Employer B identified several hotspots. The workforce is women-dominated (70% women); however, men hold a larger share of manager roles than you would expect from their share of the workforce. Men are also under-represented in some important frontline roles, where there are known skill shortages. Employer B wants to attract more men into under-represented roles to build a stronger and more diverse workforce.

Additionally, limited flexible working options for managers may be making it harder for people with caring responsibilities to stay and progress. Gender balance at all levels helps build trust with employees and the community. If leadership teams are not balanced, decisions and career opportunities may not feel fair.

#### Employer B's gender pay gap analysis results

Hotspot	Data	Trend analysis
Women-dominated employer with men disproportionately represented in management	<p><b>Overall gender composition</b> Women: 70% (420 employees) Men: 30% (180 employees)</p> <p><b>Manager composition:</b> Total: 60 Women: 56% (33 employees) Men: 45% (27 employees)</p>	<p><b>Previous 5 years</b> Women managers: Increased from 55% (+1pp)</p> <p><b>Projections for next year with no intervention</b> Women managers: 56% (flat)</p>

Hotspot	Data	Trend analysis
<b>Low flexibility at manager level</b>	<b>Part-time manager composition</b> Part-time managers: 10% Full-time managers: 90%	<b>Previous 5 years</b> Part-time managers: Increased from 9% (+1pp)  <b>Projections for next year with no intervention</b> Part-time managers: 10.25% (+0.25pp)
<b>Men under-represented in critical frontline roles</b>	<b>Community and personal service workers</b> Women: 76% (215 employees) Men: 24% (68 employees)	<b>Previous 5 years</b> Men in community and personal service: Declined to 24% (-1pp) remains below the critical mass threshold <sup>2</sup> of 30%  <b>Projections for next year with no intervention</b> Men in community and personal service: 23.75% (-0.25pp)
<b>Median base salary gender pay gap persists</b>	Median base salary gender pay gap: 6.7%	<b>Previous 5 years</b> Median base salary gender pay gap: 6.7% (-1pp)  <b>Projections for next year with no intervention</b> Median base salary gender pay gap: 6.7% (flat)

## Action plan

Based on the hotspots in its gender pay gap analysis, Employer B set a gender equality outcome and developed an action plan to support it. The outcome focuses on removing barriers and bias in recruitment and those balancing caring responsibilities. Employer B's action plan was built around this outcome and focused on understanding and addressing:

- any bias or barriers in recruitment and promotion processes
- improving workplace part-time options
- committing to an employee consultation to inform new gender equality initiatives.

<sup>2</sup> A critical mass threshold in workplace gender equality refers to the minimum proportion of people from an under-represented gender needed in a team, level or occupation for meaningful, sustained change to occur. Once this threshold is reached, individuals are less marginalised and organisations are more likely to shift norms, behaviours and decision-making in inclusive ways. For workplace gender equality, the critical mass threshold for gender representation is thought to be around 30%.

**Gender equality outcome:** Achieve gender balance in appointment rates and improve equitable representation across all levels of the organisation.

**Employer B’s action plan**

Actions	Description
Reduce bias in recruitment and promotion	Review recruitment and promotion process for bias and implement skills-based assessment with a concurrent aim of attracting more men into frontline roles.
Gender-informed approach in job advertisement	Embed a gender-informed approach in job advertising and sourcing by changing the language used in job advertisements and switching platforms they advertise on.
Increase options to work part-time at manager levels	Increase part-time and job-share opportunities at manager level to try to remove barriers for women, who are more likely to work part-time to balance caring responsibilities.
Employee consultation	Establish a diversity/employee representative group and consult staff annually (through a survey and focus groups) to better understand the gendered challenges and barriers within the workplace.

## Eligible targets

Employer B assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. They needed to focus on attracting more men into the organisation and building better gender balance at all levels of the organisation. The targets that were chosen directly support this outcome.

**Employer B’s eligible targets**

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>• Increased representation of non-managers.</li> <li>• Increased representation by pay quartile.</li> <li>• Reducing the gender pay gap.</li> <li>• Reducing the gender pay gap for managers or non-managers.</li> <li>• Equal remuneration and gender pay equity policies.</li> <li>• Increase uptake of primary parental leave by under-represented gender.</li> <li>• Improve flexible work offerings for employees.</li> <li>• Proportion of managers who are part-time</li> </ul>	<ul style="list-style-type: none"> <li>• Increased representation of non-managers (men in community &amp; personal service workers) by +6pp to 30%.</li> <li>• Increased proportion of managers who are part-time by +10pp to 20%.</li> <li>• Employee consultation on gender equality issues               <ul style="list-style-type: none"> <li>– Will consult with existing employee representative group annually via focus groups and experience surveying.</li> </ul> </li> </ul>

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>Employee consultation on gender equality issues.</li> </ul>	

## Determining numbers for numeric targets

Employer B has chosen two numeric targets:

- Increase proportion of managers who are part-time to 20% (+10pp)
- Increase representation of non-managers (men in community and personal service workers) to 30% (+6pp)

They determined realistic but meaningful numeric targets through analysing:

- historical trends
- projected future representation (if there is no intervention)
- industry benchmarks from [WGEA's Data Explorer](#)
- workforce modelling.

**Increased proportion of managers who are part-time by +10pp to 20%.**

### Employer B's analysis for their first numeric target

Analysis	Findings
<b>Historical trends and projected future representation (if there is no intervention)</b>	Over the past 5 years, part-time managers increased only marginally from 9% to 10% (+1pp). Without intervention, modelling suggests part-time managers would remain close to 10% over the next year, indicating persistent structural barriers to flexible work at manager level.
<b>Benchmarking</b>	Industry benchmarks for employers sized 500–999 show that approximately 16% of managers work part-time. Employer B's current rate of 10% is significantly below this benchmark. A target of 20% exceeds the industry average, signalling a strong commitment to flexible leadership while still being achievable.
<b>Workforce modelling</b>	With a manager cohort of 60, increasing part-time roles to 20% requires an additional 6 managers working part-time (from 6 to 12). This increase is achievable through natural turnover, redesign of vacant roles, and planned job-share and part-time manager roles outlined in the action plan.

Increase representation of non-managers (men in community and personal service workers) to 30% (+6pp)

#### Employer B's analysis for their second numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	Men in community and personal service workers declined by -1pp over 5 years to 24%. Continuing this rate would leave them at 23% by 2030. A target of +6pp means meaningful acceleration, reaching the critical mass threshold of 30%.
Benchmarking	The industry average for employers with men in community and personal service workers sized 500-999 is 26%. This is slightly higher than Employer B's current 24%. A 30% target for men in community & personal service is very ambitious and positions Employer B as an employer that is very committed to equitable representation across all levels of the organisation.
Workforce modelling	Achieving 30% men in community and personal service requires increasing the number of men in this role by 16. This can be achieved through recruiting men into these roles as vacancies are expected to rise over 3 years. The 30% target is realistic given organisational size, expected vacancies, and action planning that is focused on gender balance in this cohort.

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer B is [compliant](#) under [the Act](#). This means that Employer B can show:

- Part-time managers increased to 20% or more or improved from baseline (10%). This means manager representation must be at least 10.1% to be compliant with the legislation.
- Men in community and personal service roles increased to 30% or more or improved from baseline (24%). This means men's representation must be at least 24.1% to be compliant with the legislation.
- Employer B reported annual consultation via representative group and staff consultation (survey/focus groups).

## Employer C: Large gender pay gap

**Industry:** Financial and Insurance Services

**Number of employees:** 832

## Gender pay gap analysis results

Employer C did a gender pay gap analysis and found a key issue – despite having a gender-balanced workforce, the organisation has a very large gender pay gap (particularly in terms of total remuneration) and progress was minimal.

Employer C has:

- an average total remuneration gender pay gap that reduced by only -1.3pp over 5 years
- a median total remuneration gender pay gap that reduced by -1pp
- a base salary gender pay gap that narrowed slightly but remained significant.

Large gender pay gaps can reduce trust, harm reputation, and make it harder to attract and keep employees. With a gender-balanced workforce, Employer C's gender pay gap may be linked to pay setting and how pay decisions are made. The base salary pay gaps also suggest there may be unequal pay for similar work.

### Employer C's gender pay gap analysis results

Hotspot	Data	Trend analysis
Gender-balanced employer with a very large total remuneration gender pay gap	<b>Gender pay gaps</b> <ul style="list-style-type: none"> <li>• Average total remuneration gender pay gap is 38.2%</li> <li>• Median total remuneration gender pay gap is 25.5%</li> <li>• Average base salary gender pay gap is 9.8%</li> <li>• Median base salary gender pay gap is 18.1%</li> </ul>	<b>Previous 5 years</b> There were minimal reductions over time for each metric. <ul style="list-style-type: none"> <li>• Average total remuneration gender pay gap: Decrease from 39.5% (-1.3pp)</li> <li>• Median base salary gender pay gap: Decrease from 18.8% (-0.7pp)</li> </ul> <b>Projections for next year with no intervention</b> Minimal gender pay gap. reductions if no action is taken.
Variable pay is a significant driver	Total remuneration gaps exceed base pay gaps.	Indicates disproportionate benefit to men from bonus, allowances, or incentives.  <b>Projections for next year with no intervention</b> Total remuneration gaps will continue to significantly exceed base pay gaps.

## Action plan

From the hotspots identified in the gender pay gap analysis, Employer C has created a gender equality outcome with a gender equality action plan.

**Gender equality outcome:** Reduce the gender pay gap by addressing structural pay inequities and improving transparency in remuneration practices.

### Employer C's action plan

Actions	Description
Annual comprehensive gender pay gap analysis with Board reporting	Annual comprehensive gender pay gap analysis and reporting to the Board/governing body.
Gender impact assessment	Gender impact assessment of remuneration policy. Correct unequal pay. Standardise/clarify variable pay (bonuses, incentives) and embed manager accountability.
Like-for-like gaps	Check for, and correct, all instances of unequal pay.
Rules and policies	Update equal remuneration and gender pay equity policies (pay transparency and accountability provisions).

## Eligible targets

Employer C assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. Employer C is committed to reducing their gender pay gap and the targets were chosen to directly measure or support this outcome.

### Employer C's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>Increased representation of non-managers.</li> <li>Increased representation of managers.</li> <li>Increased representation in promotions to manager.</li> <li>Increased representation by pay quartile</li> <li>Reducing the gender pay gap.</li> <li>Reducing the gender pay gap for managers or non-managers.</li> <li>Undertake gender pay gap analysis.</li> <li>Equal remuneration and gender pay equity policies.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the median total remuneration gender pay gap by 7pp to 18.5%.</li> <li>Undertake gender pay gap analysis (annual and Board reporting).</li> <li>Equal remuneration and gender pay equity policies. Add provisions:               <ul style="list-style-type: none"> <li>- transparency about pay scales and salary bands.</li> <li>- managers being held accountable for gender pay equity outcomes.</li> </ul> </li> </ul>

## Determining numbers for numeric targets

Employer C chose one numeric target:

- Reduce the gender pay gap (median total remuneration) to 18.5% (-7pp)

Given the size of the gender pay gap, Employee C determined an ambitious, meaningful and realistic numeric target that would bring them more in line with their closest peers and competitors. They determined the number through analysing:

- projected composition changes
- historical trends
- projected future representation (if there is no intervention)
- industry midpoints, available on [WGEA's Data Explorer](#)
- peer comparisons.

## Reduce the gender pay gap (median total remuneration) to 18.5% (-7pp)

### Employer C's analysis for their numeric target

Analysis	Findings
Projected composition changes in senior leadership	Employer C chose the median because of projected composition changes in senior leadership during the cycle. Composition changes in senior leadership are likely to significantly impact the average gender pay gap, whereas the median should remain stable.
Historical trends and projected future representation (if there is no intervention)	The median total gender pay gap has only declined by 1pp over 5 years and is currently at 25.5%. The target of reducing the median total gender pay gap by 7pp to 18.5% represents a meaningful acceleration tied to planned actions.
Benchmarking	The industry's gender pay gap midpoint for employers sized 500-999 is 19.7%. Employer C's median total gender pay gap is significantly higher than the industry midpoint at 25.5%. This means that an 18.5% target for median total gender pay gap is ambitious yet close to the industry midpoint, a reasonable and achievable step.

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer C is [compliant](#) under [the Act](#). This means that Employer C can show:

- Median total gender pay gap is reduced to 18.5% or less or improved against the baseline (25.5%). This means the median total gender pay gap must be reduced to at least 25.4% to be compliant with the legislation.
- Employer C has completed an annual comprehensive gender pay gap analysis and reported it to the Board.
- Employer Chave implemented two additional pay equity policy provisions.

# Employer D: Gender-balanced employer experiencing lower upward progression for women

**Industry:** Arts and Recreation Services

**Number of employees:** 500

## Gender pay gap analysis results

Employer D did a gender pay gap analysis and found a key issue – while the workforce is gender-balanced, women experience low internal mobility and limited access to development opportunities.

This shows up in promotion data and leadership roles. Women are about half the workforce (49.6%), but only 37% of managers are women. Only 31% of promotions from non-manager to manager go to women. When fewer women are moving into leadership, this can affect gender pay gaps over time.

Limited flexibility at manager level and lack of structured development pathways may be contributing factors to women's lower representation in management.

### Employer D's gender pay gap analysis results

Hotspot	Data	Trend analysis
Under-representation of women in management	<p><b>Overall gender composition</b> Women: 50% (248 employees) Men: 50% (248 employees)</p> <p><b>Manager gender composition</b> Women: 37% (11 managers) Men: 63% (19 managers)</p>	<p><b>Previous 5 years</b> Women managers: Declined by 3pp (40% to 36.7%) with a stall in the last two years indicating persistent underrepresentation in leadership.</p> <p><b>Projections for next year with no intervention</b> Women managers: 37% (flat)</p>
Promotion gap for women	<p><b>Promotions to manager</b> Total: 10 Women: 30% (3 employees) Men: 70% (7 employees)</p>	<p><b>Previous 5 years</b> Women's promotions to manager increased to 30% (from 28%), remaining well below their 50% workforce share</p>

Hotspot	Data	Trend analysis
		<p><b>Projections for next year with no intervention</b></p> <p>Women's promotions to manager: 30% (flat)</p>
Limited flexibility at manager level	Part-time managers: 10.7%	<p><b>Previous 5 years</b></p> <p>Part-time managers increased from 10% by 0.7pp but is still under the industry average</p> <p><b>Projections for next year with no intervention</b></p> <p>Part-time managers: 10.9% (+0.2pp)</p>

## Action plan

From the hotspots identified in the gender pay gap analysis, Employer D created a gender equality outcome and a gender equality action plan. The outcome focuses on actions that would remove barriers to advancement and create equitable access to development opportunities.

**Gender equality outcome:** Increase career progression opportunities for women and improve gender balance in leadership pipelines.

### Employer D's action plan

Actions	Description
Annual gender pay gap analysis and review	Conduct an annual comprehensive gender pay gap analysis and a review of internal mobility and promotion data by gender to identify where progression stalls. Report analysis and review to Board/governing body.
Gender impact assessment	Conduct a gender impact assessment of performance evaluation processes to ensure that promotion decisions are fair and transparent.
Mentorship and sponsorship	Introduce mentorship and sponsorship programs to support women's career development, progression and visibility.
Talent and succession planning framework	Gender-aware succession planning ensure women are considered for leadership roles and future pipelines.
Employee consultation	Have structured employee consultation through establishing a diversity committee and running regular sessions to gather employee feedback around gendered challenges and new initiatives.

## Eligible targets

Employer D assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. The employer is focused on improving gender balance in leadership pipelines. The targets were chosen directly to measure or support this outcome.

### Employer D's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>• Increased representation of non-managers.</li> <li>• Increased representation of managers.</li> <li>• Increased representation in promotions to manager.</li> <li>• Increased representation by pay quartile.</li> <li>• Reducing the gender pay gap.</li> <li>• Reducing the gender pay gap for managers or non-managers.</li> <li>• Undertake gender pay gap analysis.</li> <li>• Equal remuneration and gender pay equity policies.</li> <li>• Improve flexible work offerings for employees.</li> <li>• Employee consultation on gender equality issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased representation of women in management by +3pp to 40%.</li> <li>• Increased representation of women in promotions to manager by +10pp.</li> <li>• Undertake a gender pay gap analysis (annual and Board reporting).</li> </ul>

## Determining numbers for numeric targets

Employer D chose two numeric targets:

- Increased representation of managers (women) to 40% (+3pp)
- Increased representation in promotions to manager (women) to 40% (+10pp)

They determined realistic but meaningful numeric targets through analysing:

- historical trends
- projected future representation (if there is no intervention)
- industry benchmarks from [WGEA's Data Explorer](#)
- peer comparisons
- workforce modelling.

See the analysis for the first numeric target below.

## Increase representation of managers (women) to 40% (+3pp)

### Employer D's analysis for their first numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no interventions)	Women managers have declined by 3pp over 5 years and in the last two years, the figure has stalled at 37%. Continuing at this rate would mean the representation of women in management would remain stalled. A target of +3pp represents a meaningful and more balanced increase and is tied to planned actions and the target for increased women's promotion into management.
Benchmarking	The industry average for employers sized 500-999 is 41% women managers, higher than Employer D's current 37%. This means that a 40% target for women managers is ambitious yet just below the benchmark – a reasonable and achievable step. The industry average for employers of a similar size is 16% part-time managers, significantly higher than Employer D's current 10.7%.
Workforce modelling	Achieving 40% women managers in the current cohort of 30 managers requires either: <ul style="list-style-type: none"> <li>• increasing to 12 women managers (one more woman manager) in the current count of 30 managers and/or,</li> <li>• increasing the manager cohort to 32 managers by adding two more women managers into the cohort (13 women managers in total).</li> </ul> <p>This is realistic given organisation size, expected vacancies, and action planning focusing on career progression opportunities for women.</p>

## Increase representation in promotions to manager (women) to 40% (+10pp)

### Employer D's analysis for their second numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no interventions)	Women's promotion to manager is currently 30%. Over 5 years, women's share of promotions increased by only 2pp (from 28% to 30%), indicating slow but limited progress in strengthening the promotion pipeline for women. As a proportion of the overall workforce, 1.2% of women were promoted compared with 2.8% of men, despite women being 50% of employees. This shows that women face additional barriers progressing into management. Without intervention, women's share of promotions is projected to remain flat at 30%. Considering this trend and the organisation's planned actions, a target of +10pp to increase women's promotions to 40% represents a meaningful but realistic acceleration.
Industry benchmarks	The industry average for employers sized 500-999 for women promotion share is 51%, higher than Employer D's current 30%. <p>This confirms that a 40% target for increased representation in promotion to management for women is ambitious but 10pp below the benchmark.</p>

<p><b>Modelling</b></p>	<p>To strengthen the leadership pipeline, Employer D analysed likely vacancies and internal mobility over the 3-year cycle. With a 30-role manager cohort, typical turnover is expected to create approximately 10 promotion opportunities. At current rates, women account for only 30% of promotions, meaning they would fill 2 to 3 roles over the cycle.</p> <p>To meaningfully shift this pattern and support the target of 40% women's promotions, Employer D modelled the number of women promotions needed to offset expected exits and achieve a net improvement. The modelling shows that achieving 40% women's promotions requires promoting 4 women over the cycle (out of approximately 10 total promotions). This represents a realistic step change based on planned actions such as Gender Impact Assessments, succession planning and strengthened development pathways.</p>
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## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer D is [compliant](#) under [the Act](#). This means that Employer D can show:

1. Women in management increased to 40% or more or improved against the baseline of 37%. This means women's representation must be at least one decimal point improved against the baseline (37.1%) to be compliant with the legislation.
2. Women's promotions to manager increased to 41% or more or improved against the baseline of 30%. This means women's representation in promotions to manager must be at least 30.1% to be compliant with the legislation.
3. Employer D has completed an annual gender pay gap analysis and reported it to the Board.

# Employer E: Public Sector employer with gender equality maturity

**Industry:** Commonwealth Public Sector

**Number of employees:** 1000

## Gender pay gap analysis results

Employer E did a gender pay gap analysis and found a key issue – the overall gender pay gap is fairly small (5.5%). However, the gap is linked to where women and men sit across the pay quartiles. Women are over-represented in lower-paid roles and under-represented in higher-paid roles, as shown by the quartile breakdown in the table below:

### Employer E's pay quartiles

Quartile	Women (%)	Men (%)
Upper quartile	42	58
Upper-mid quartile	48	52
Lower-mid quartile	53	47
Lower quartile	70	30

Women are concentrated in lower-paid positions, while men dominate higher-paid roles. This creates persistent barriers to progression and contributes to the gender pay gap.

### Employer E's gender pay gap analysis results

Hotspot	Data	Trend analysis
Pay gap driven by role segregation across pay quartiles	<b>Upper quartile and lower quartile composition</b> Upper quartile women: 42% Lower quartile women: 69% Upper quartile men: 58% Lower quartile men: 30%	<b>Previous 5 years</b> Women's representation in the upper quartile has only increased by +2.1pp. Men's representation in the lower quartile has only increased by +1.5pp.  <b>Projections for next year with no intervention</b> Women's representation in the upper quartile: 40% (flat) Men's representation in the lower quartile: 30% (flat).
Men under-represented in clerical and administrative roles <sup>3</sup>	<b>Overall gender composition</b> Women: 57% Men: 43	<b>Previous 5 years</b> Men's representation in clerical and administrative workers: Increased from 20.5% (+1.5pp)

<sup>3</sup> Employer E participated in the APSC data transfer to WGEA which means they were unable to select non-manager representation targets for the first cycle of WGEA target selection. Employer E was able to achieve the same outcome (increasing men's representation in clerical and administrative roles) by adopting alternative targets.

Hotspot	Data	Trend analysis
	<p><b>Clerical and administrative workers composition (178 employees)</b> 78% women (139 employees) 22% men (39 employees)</p>	<p><b>Projections for next year with no intervention</b> Men in clerical and administrative workers: 22% (flat)</p>
<p><b>Men are under-represented in the graduate program</b></p>	<p><b>Graduates</b> Men: 40% (16 graduates) Women: 55% (22 graduates)</p>	<p><b>Previous 5 years</b> The proportion of men in the graduate program has hovered around 40%  The Graduate program is a key feeder for clerical and administrative roles. Graduates are also captured in the lower pay quartile</p>
<p><b>Overall gender pay gap persists</b></p>	<p>Average total remuneration gender pay gap: 5.5%</p>	<p><b>Previous 5 years</b> Average total remuneration gender pay gap has decreased by 0.5pp  <b>Projections for next year with no intervention</b> Average total remuneration gender pay gap: 5.4%</p>

## Action plan

From the hotspots identified in the gender pay gap analysis, Employer E created a gender equality outcome with a gender equality action plan. The outcome focuses on actions aimed at dismantling structural barriers and promoting fairness in advancement. Employer E's action plan was designed to address occupational segregation, improve representation in higher-paid roles, and reduce their gender pay gap.

**Gender equality outcome:** Improve gender balance at strategic levels of the organisation and ensure equitable career progression opportunities.

### Employer E's action plan

Actions	Description
Gender impact assessment	Conduct a Gender Impact Assessment of recruitment and promotion policies to identify any systemic issues.
Gender-informed job advertising	Embed gender-informed approaches in job advertising.

<b>Job re-design and skills-based assessment processes</b>	Use job redesign to broaden candidate pools for higher-paid roles and introduce skills-based assessment processes to reduce bias in recruitment and promotion decisions.
<b>Employee consultation</b>	Recognise the importance of employee voice and commit to structured and regular employee consultations. Interview men in clerical and admin roles to understand attraction and retention challenges.

## Eligible targets

Employer E assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. They needed to focus on improving gender balance at strategic levels of the organisation. Given persistent segregation and a small but meaningful gender pay gap, Employer E selected numeric targets that shift quartile balance, reduce the gap, and increase men's representation in graduate roles.

### Employer E's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>Increased representation of non-managers</li> <li>Increased representation by pay quartile.</li> <li>Reducing the gender pay gap.</li> <li>Reducing the gender pay gap for managers or non-managers.</li> <li>Proportion of managers who are part-time.</li> <li>Increase the uptake of primary parental leave by the under-represented gender.</li> </ul>	<ul style="list-style-type: none"> <li>Increased representation of men in graduate roles by 5pp to 45%<sup>4</sup></li> <li>Increased representation of men in lower quartile increased by 2pp to 32%.</li> <li>Reduce the average total remuneration by 1pp to 4.5%.</li> </ul>

## Determining numbers for numeric targets

Employer E chose 3 numeric targets:

- Increased representation of men in pay quartile (lower quartile) to 32% (2pp)
- Increased representation of men Graduates to 45% (5pp)
- Reducing the gender pay gap (average total remuneration) to 4.5% (-1pp).

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<sup>4</sup> In the first cycle, public sector entities are unable to select targets for non-manager cohorts. This is due to reporting changes that will affect the way non-managers are reported to WGEA mid-cycle, which affects WGEA's ability to validate improvement. Instead of selecting a non-manager target, Employer E opted to select a target to address their overall composition, mapping this target to the intended increase of men in clerical and administration roles in the next 3 years.

They determined realistic but meaningful numeric targets through analysing:

- historical trends
- projected future representation (if there is no intervention)
- workforce modelling.

## Increase representation of men in pay quartile (lower quartile) to 32% (+2pp)

### Employer E's analysis for their first numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	Historical data revealed that progress on reducing occupational segregation and closing the gender pay gap had been minimal. Men's representation in the lower quartile has only increased by +1.5 pp in the last 5 years. A target of +2pp represents an increase of 5 men in this lower quartile. This is a meaningful and more balanced increase to 32% men in lower pay quartiles, tied to planned actions and considering current turnover rates and business planning.
Workforce modelling	Achieving 32% men in lower quartile: <ul style="list-style-type: none"> <li>• will carry onto plans to increase the number of men within the graduate cohort to 45%, and</li> <li>• increase from 75 to 81 men within the lower pay quartile.</li> <li>• This target is realistic given organisational size, expected vacancies, and action planning focusing on gender balance in lower quartile and clerical/administration workers.</li> </ul>

## Increase representation of men Graduates to 45% (+5pp)

### Employer E's analysis for their second numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	Men's participation in the graduate program has remained stable at around 40% over the past 5 years, showing minimal natural change without intervention. With this pattern expected to continue, men's representation would likely remain close to 16 out of 40 graduates (40%) in the next cycle. A target of 45% represents a modest but meaningful 5pp increase and signals intentional action to strengthen men's attraction into the program.
Workforce modelling	With a graduate cohort of 40, increasing men's representation from 40% to 45% requires raising the number of men from 16 to 18, meaning 2 additional male graduates need to be recruited. Internal modelling showed this was achievable within typical recruitment cycles and aligned with Employer E's broader goal of improving gender balance in clerical and administrative pathways—where graduates are a key feeder group. This target has been designed to support both the gender pay gap reduction target and the lower pay quartile representation target. Planned actions such as gender-informed job advertising and targeted sourcing were assessed as sufficient to support this uplift.

Reduce the gender pay gap (average total remuneration) to 4.5% (-1pp)

Employer E's analysis for their third numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	The average total remuneration gender pay gap has only declined by -0.5pp over 5 years and is currently at 5.5%. A target of reducing the average total gender pay gap by -1pp to 4.5% represents a meaningful acceleration tied to planned actions.

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer E is [compliant](#) under [the Act](#). This means that Employer E can show:

1. Men's representation in the lower quartile increased to 32% or more or improved against the baseline of 30%. This means men's representation must be at least 30.1% to be compliant with the legislation.
2. Men's representation in the graduate cohort increased to 45% or more or improved against the baseline of 40%. This means men's representation must be at least 40.1% to be compliant with the legislation.
3. Average total remuneration gender pay gap has declined to 3.5% or less or declined against the baseline of 5.5%. This means the average total remuneration gender pay gap must be 5.4% or less to be compliant with the legislation.

## Employer F: Large base salary gender pay gap driven by unequal pay

**Industry:** Retail Trade

**Number of employees:** 510

## Gender pay gap analysis results

Employer F did a gender pay gap analysis and found a key issue – there is a large base salary gender pay gap (average 25%, median 19%). This is driven by inconsistent pay setting and women's concentration in lower-paid roles.

### Employer F's pay quartiles

Quartile	Women (%)	Men (%)
Upper quartile	41	59
Upper-mid quartile	48	52
Lower-mid quartile	53	47
Lower quartile	76	24

### Employer F's gender pay gap analysis results

Hotspot	Data	Trend analysis
Large base salary pay gap (average and median)	<p><b>Base salary gender pay gap</b> Average base salary gender pay gap: 25% Median base salary gender pay gap: 19%</p>	<p><b>Previous 5 years</b> Both base salary gender pay gaps decreased by 4pp, but a large gap persists</p> <p><b>Projections for next year with no intervention</b> Average base salary gender pay gap: 23% Median base salary gender pay gap: 17%</p>
Occupational distribution contributing to gap	<p><b>Overall gender composition</b> Women: 51% Men: 49%</p> <p><b>Managers</b> Women: 75% Men: 25%</p> <p><b>Sales</b> Women: 85% Men: 15%</p> <p><b>Clerical and Administrative workers</b> Women: 98% Men: 2%</p>	<p><b>Previous 5 years</b> Gender composition barely shifted and potential gendered trends were identified in key occupational groups. Men were disproportionately represented in management while women were disproportionately represented in occupation groups more likely to attract lower remuneration in this industry, such as clerical and administrative workers and sales workers.</p> <p><b>Projections for next year with no intervention</b> Men's overrepresentation in management will remain flat, as will</p>

Hotspot	Data	Trend analysis
		women's representation in the lower paid occupation groups.
Women over-represented in lower pay grades	<p><b>Upper pay quartile</b> Women: 41% Men: 59%</p> <p><b>Lower pay quartile</b> Women: 76% Men: 24%</p>	<p><b>Previous 5 years</b> Women's representation in the upper pay quartile increased by 3pp to 41% Women's representation in lower pay quartiles decreased by 4pp, with women representing 76% of the employees in the lower pay quartile</p> <p><b>Projections for next year with no intervention</b> Women's representation in upper pay quartile: 42% Women's representation in lower pay quartile: 75%</p>

## Action plan

From the hotspots identified in the gender pay gap analysis, Employer F created a gender equality outcome with a gender equality action plan. The outcome focuses on a series of actions to prompt structural reform and accountability.

**Gender equality outcome:** Reduce the gender pay gap by improving pay transparency and ensuring equitable remuneration practices.

### Employer F's action plan

Action	Description
Comprehensive pay gap analysis	Conduct annual comprehensive gender pay gap analysis and Board reporting.
Gender impact assessment and correcting unequal pay	Conduct a Gender impact assessment of remuneration policy and correction of any unequal pay.
Job evaluation and performance frameworks	Introduce gender-inclusive job evaluation processes and embed gender pay gap metrics into manager performance frameworks to ensure accountability for pay equity outcomes.

<b>Remuneration policy review</b>	Strengthen remuneration policy by adding transparency about pay scales and salary bands and requiring managers to be held accountable for gender pay equity results.
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Together, these actions aim to close the gender pay gap and build a culture of fairness and transparency.

## Eligible targets

Employer F assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. Employer F is committed to reducing the base salary gender pay gap, so the targets were chosen directly to support this outcome.

### Employer F's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>• Increased representation of managers.</li> <li>• Increased representation in promotions to manager.</li> <li>• Increased representation by pay quartile.</li> <li>• Undertake gender pay gap analysis.</li> <li>• Reducing the gender pay gap.</li> <li>• Reducing the gender pay gap for managers or non-managers.</li> <li>• Equal remuneration and gender pay equity policies.</li> <li>• Increase the uptake of primary parental leave by the underrepresented gender.</li> <li>• Improve flexible work offerings for employees.</li> <li>• Employee consultation on gender equality issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the average base salary gender pay gap by 6pp to 19%.</li> <li>• Undertake gender pay gap analysis (annual and Board reporting).</li> <li>• Equal remuneration and gender pay equity policies. Add provisions:               <ul style="list-style-type: none"> <li>- transparency about pay scales and salary bands</li> <li>- managers being held accountable for gender pay equity outcomes.</li> </ul> </li> </ul>

Employer F selected action targets to reinforce this numeric goal, including annual comprehensive pay gap analysis with reporting to the governing body and policy enhancements to embed transparency and accountability. These targets were designed to move beyond incremental change and deliver measurable progress within the target cycle.

## Determining numbers for numeric targets

Employer F chose one numeric target:

- Reduce the average base salary gender pay gap to 19% (-6pp).

They determined a realistic but meaningful numeric target through analysing:

- historical trends,

- projected future representation (if there is no intervention), and
- industry benchmarks from [WGEA's Data Explorer](#).

## Reduce the average base salary gender pay gap to 19% (-6pp)

### Employer F's analysis for their numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	Historical data showed that while the gender pay gap was narrowing, progress was slow with just 4pp improvement over 5 years. Without intervention, projections indicated the gap would remain above 20% in the following year. A target to reduce the average base salary gender pay gap by 6pp to 19% was considered ambitious yet achievable given the planned interventions, such as transparent pay scales, annual pay gap analysis, and manager accountability measures.
Industry midpoint	Employer F used WGEA data to benchmark against the industry mid-point to better understand the extent of their gender pay gap in comparison to their peers. The industry's average base salary gender pay gap midpoint for employers of a similar size was 7.6%. Employer F's average base salary gender pay gap was significantly higher at 25%. This confirmed that a 6pp reduction target for the base salary gender pay gap was ambitious but would bring them significantly closer to the industry average, making this an achievable step.

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer F is [compliant](#) under [the Act](#). This means that Employer F can show:

1. Average base salary gender pay gap is reduced to 19% or lower or reduced from the baseline of 25%. The average base gender pay gap must be 24.9% or lower to be compliant with the legislation.
2. An annual comprehensive gender pay gap analysis has been completed and reported to the Board.
3. Employer F has reported that the following two pay-equity policy inclusions were implemented:
  - b. transparency about pay scales and salary bands.
  - c. managers being held accountable for gender pay equity outcomes.

# Employer G: Struggles to attract and retain women in professional STEM roles

**Industry:** Professional, Scientific and Technical Services

**Number of employees:** 550

## Gender pay gap analysis results

Employer G did a gender pay gap analysis and found a key issue: Low women’s representation overall and particularly in professional roles, which are a key pathway to leadership and higher remuneration in this organisation.

Professional roles often lead to senior roles and higher pay. If women are under-represented in these roles, they are also less likely to move into leadership and higher-paid work. This can affect business performance and make it harder to meet gender equality goals.

### Employer G’s gender pay gap analysis results

Hotspot	Data	Trend analysis
Low women's representation overall and in professional roles	<p><b>Overall gender composition</b> Women: 34% (187 employees) Men: 66% men (363 employees)</p> <p><b>Composition of professionals</b> Women: 30% (30 professionals) Men: 70% (70 professionals)</p>	<p><b>Previous 5 years</b> Overall composition of women in the organisation has reduced by 1pp and representation of women in Professionals increased slightly by 2pp (28% to 30%)</p> <p><b>Projections for next year with no intervention</b> 33% women overall 30% women professionals</p>
Persistent median base salary gap	Median base salary gender pay gap: 10%.	<p><b>Previous 5 years</b> Median base salary gender pay gap: narrowed slightly to 10% (-2pp) but is still significant</p> <p><b>Projections for next year with no intervention</b> Median base salary gender pay gap: 9.5%</p>

## Action plan

From the hotspots identified in the gender pay gap analysis, Employer G identified a clear gender equality outcome with a gender equality action plan. The outcome focuses on structural and cultural barriers.

**Gender equality outcome:** Increase attraction and retention of women in technical and leadership roles.

### Employer G's action plan

Actions	Description
Mentorship and sponsorship	Create mentorship and sponsorship opportunities for women in professional pathways to support women's career development.
Gender impact assessment	Conduct a gender impact assessments of recruitment and promotion and review talent and succession planning frameworks with a gender lens.
Flexibility	Recognise flexibility as a key enabler. Embed flexibility metrics in leadership KPIs and provide manager training on applying a gender lens to caregiving and flexibility to ensure leadership accountability for uptake.
Policy and training	Strengthen workplace safety and culture by implementing a policy to prevent sex-based harassment, discrimination, and bullying, supported by compulsory training for managers and staff.

Collectively, these actions aim to create an inclusive environment that supports women's progression into professional and leadership roles.

## Eligible targets

Employer G assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. They are committed to focusing on attraction and retention of women focusing on structural and cultural barriers, so their targets support these outcomes.

### Employer G's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>Increased representation of non-managers.</li> <li>Increased representation of managers.</li> <li>Increased representation by pay quartile.</li> <li>Reducing the gender pay gap.</li> </ul>	<ul style="list-style-type: none"> <li>Increased representation of non-managers (women in Professionals) by +7pp to 37%</li> </ul>

<ul style="list-style-type: none"> <li>• Undertake gender pay gap analysis.</li> <li>• Equal remuneration and gender pay equity policies.</li> <li>• Improve flexible work offerings for employees.</li> <li>• Increase the uptake of primary parental leave by the under-represented gender.</li> <li>• Employee consultation on gender equality issues.</li> <li>• Improve policies regarding preventing, reporting and responding to sexual harassment.</li> <li>• Mechanisms for reporting to employer’s CEO, key management personnel and the governing body on sexual harassment.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve flexible work offerings for employees. Ensure that 1a.-1g. are in place and add:             <ul style="list-style-type: none"> <li>- 2.a: training on flexible working and remote and hybrid teams for managers.</li> <li>- 2b: training on flexible working and remote and hybrid teams for all employees.</li> <li>- 2.d: leaders to be held accountable for increasing take-up and approval of workplace flexibility.</li> <li>- 2.g: metrics on the use of, and the impact of, flexibility measures to be reported to key management personnel and the employer’s governing body.</li> </ul> </li> <li>• Improve policies regarding preventing, reporting and responding to sexual harassment. Add the following to policies:             <ul style="list-style-type: none"> <li>- a. leadership accountabilities and responsibilities for preventing and responding to sexual harassment.</li> <li>- f. requirements relating to the frequency and nature of reporting to the governing body and management on sexual harassment.</li> <li>- j. a system for monitoring outcomes of disclosures of sexual harassment, including employment outcomes for those affected and any respondents.</li> <li>- l. a process for the development and review of the employer’s policies relating to sexual harassment, which includes consultation with employees, unions or industry groups.</li> </ul> </li> </ul>
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## Determining numbers for numeric targets

Employer G has chosen one numeric target:

- Increase representation of non-managers (women in Professionals) to 37% (+7pp).

They determined realistic but meaningful numeric targets through analysing:

- historical trends
- projected future representation (if there is no intervention)
- industry benchmarks from [WGEA's Data Explorer](#)
- workforce modelling.

## Increase representation of non-managers (women in Professionals) to 37% (+7pp)

### Employer G's analysis for their numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no intervention)	<p>Historical data revealed a relatively flat trend: women in professional roles increased by only 2pp over 5 years, and overall representation declined slightly. If this trend continued, gender-balance would take decades.</p> <p>To accelerate progress, Employer G selected a numeric target of increasing women's representation in professional roles by 7pp over 3 years (from 30% to 37%) and this target was tied to planned actions.</p>
Industry benchmarks	<p>The industry average for employers of a similar size was 44% women professionals, much higher than Employer D's 30%. This confirmed that there is a deeper pool of women talent available and that a 37% target for women professionals was ambitious but should be achievable.</p>
Workforce modelling	<p>Achieving 37% women in the current cohort of 100 professionals will be achieved by:</p> <ul style="list-style-type: none"> <li>increasing to 36 women professionals (6 more women from the baseline) in the current count of 100 professionals. This is achieved by natural attrition and recruitment processes.</li> <li>increasing the manager cohort to 103 professionals by creating an additional 3 positions, targeting at least two positions for women.</li> </ul> <p>This is expected to bring the headcount of women to at 38 (37%). It is a realistic goal given organisational size, expected vacancies, and action planning focusing on planned interventions such as sponsorship programs and succession planning.</p>

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer G is [compliant](#) under [the Act](#). This means that Employer G can show:

- Representation of women in Professionals has increased to 37% or more or improved against the baseline of 30%. Women's representation must be at least 30.1% to be compliant with the legislation.
- Employer G has reported that all nominated flexible work measures and additional policy inclusions implemented:
  - Have 1a.-1g. options available and implement the below:
  - 2.a: training on flexible working and remote and hybrid teams for managers.
  - 2b: training on flexible working and remote and hybrid teams for all employees.
  - 2.d: leaders to be held accountable for increasing take-up and approval of workplace flexibility.
  - 2.g: metrics on the use of, and the impact of, flexibility measures to be reported to key management personnel and the employer's governing body.
- Employer G has reported that all nominated sexual-harassment policy inclusions were implemented:

1. a. leadership accountabilities and responsibilities for preventing and responding to sexual harassment.
2. f. requirements relating to the frequency and nature of reporting to the governing body and management on sexual harassment.
3. j. a system for monitoring outcomes of disclosures of sexual harassment, including employment outcomes for those affected and any respondents
4. l. a process for the development and review of the employer's policies relating to sexual harassment, which includes consultation with employees, unions or industry groups

## Employer H: Low uptake of parental leave by under-represented gender (men)

**Industry:** Manufacturing

**Number of employees:** 500

### Gender pay gap analysis results

Employer H did a gender pay gap analysis and found key issues – low women's representation overall and low uptake of parental leave and flexible working arrangement by men employees.

When men do not take parental leave, caring roles can stay uneven. This can make it harder for women to stay in work, progress, and earn more over time. Increasing men's uptake helps normalise shared care and supports flexible work for everyone.

#### Employer H's gender pay gap analysis results

Hotspot	Data	Trend analysis
Extremely low men's uptake of employer-funded primary parental leave	<p><b>Uptake of employer-funded primary parental leave (12 weeks)</b></p> <p>Women: 90% (9 employees)</p> <p>Men: 10% (1 employees)</p>	<p><b>Previous 5 years</b></p> <p>There is expected variability for uptake of primary parental leave, dependent on eligibility, which averages to about 2% of all employees in any given year.</p> <p>Men's uptake of primary parental leave has consistently hovered around 10% of primary carers, despite being 68% of the overall workforce.</p>

Traditional care patterns limiting culture change	<p><b>Uptake of employer-funded secondary parental leave (2 weeks)</b>          Women: 0% (0 employees)          Men: 100% (10 employees)</p>	<p>Men exclusively took secondary carers leave (2 weeks).</p> <p><b>Projections for next year with no intervention</b>          No change</p>
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## Action plan

From the hotspots identified in the gender pay gap analysis, Employer H created a gender equality outcome with a gender equality action plan. The outcome focuses on addressing structural and cultural barriers.

**Gender equality outcome:** Increase uptake of parental leave by men to normalise shared care and reduce barriers for women’s workforce participation.

### Employer H’s action plan

Actions	Description
Universal parental leave	Develop and deploy an employer-funded, universal, gender-informed parental leave policy and return-to-work program.
Opt-out approach	Embed an opt-out approach to parental leave for all parents and remove minimum service and flexible timing within 24 months.
Flexible work policy	Implement an all-roles flex <sup>5</sup> policy to support caregiving responsibilities.
Training	Train managers to apply a gender lens to caregiving and flexibility.
Employee consultation	Survey employees annually on barriers to taking leave, using findings to inform continuous improvement.

Collectively, these actions aim to make parental leave for men visible, supported, and financially viable.

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<sup>5</sup> ‘All roles flex’ is a strategy where employees in all roles have the possibility of accessing some sort of flexible working arrangement.

## Eligible targets

Employer H assessed all their eligible targets from the [WGEA Targets Menu](#). Using the [critical questions](#) outlined above, they then mapped their targets to their action plan and identified those that would indicate uplift in their gender equality objectives. They are committed to focusing on increasing men's uptake of parental leave, improving structural and cultural barriers, and the targets chosen directly support this outcome.

### Employer H's eligible targets

Eligible targets	Selected targets (3-year cycle)
<ul style="list-style-type: none"> <li>• Increased representation by pay quartile.</li> <li>• Reducing the gender pay gap.</li> <li>• Reducing the gender pay gap for managers or non-managers.</li> <li>• Equal remuneration and gender pay equity policies</li> <li>• Increase the uptake of primary parental leave by the under-represented gender.</li> <li>• Improve employer-funded parental leave.</li> <li>• Improve flexible work offerings for employees.</li> <li>• Employee consultation on gender equality issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the uptake of primary parental leave by men by +35pp to 45%.</li> <li>• Employee consultation on gender equality issues.               <ul style="list-style-type: none"> <li>- Consult annually with an employee representative group or network.</li> <li>- Undertake annual consultation of all staff on gender equality in the employer's workplace using experience surveys and exit interviews.</li> </ul> </li> <li>• Improve employer-funded parental leave. Add the inclusions:               <ul style="list-style-type: none"> <li>- 1a. Extend the length of your existing employer-funded parental leave (either primary carers or parental leave that does not distinguish between primary and secondary carers).</li> <li>- 2a. Employer-funded parental leave is available for employees of all genders without a distinction between primary carers and secondary carers.</li> <li>- 2e. No minimum service period applies to employer-funded parental leave entitlements.</li> </ul> </li> </ul>

## Determining numbers for numeric targets

Employer H has chosen one numeric target:

- Increase uptake of primary parental leave by the under-represented gender (men) by 35pp to 45%.

They determined realistic but meaning numeric targets through analysing:

- historical trends
- projected future representation (if there is no intervention)
- workforce modelling.

## Increase uptake of primary parental leave by the under-represented gender (men) to 45% (+35pp)

### Employer H's analysis for their numeric target

Analysis	Findings
Historical trends and projected future representation (if there is no interventions)	<p>Historical data revealed minimal change over 5 years, with men's uptake of primary parental leave remaining relatively flat.</p> <p>To accelerate progress, Employer H selected a numeric target of 45%, increasing men's uptake of parental leave by +30pp over 3 years. They want to move from near-zero participation to a level that signals cultural change.</p>
Workforce modelling	<p>The target of 40% men's uptake of parental leave was chosen based on internal modelling of workforce demographics. Action targets were selected to reinforce this numeric goal. This includes creating an entitlement for employer-funded parental leave that does not distinguish between primary and secondary carers, removing minimum service periods, and introducing an opt-out requirement so employees are assumed to take their full entitlement unless they request otherwise. The numeric target was based on some simple modelling:</p> <ul style="list-style-type: none"> <li>• Over a 5-year period, on average 2% of employees took primary parental leave per year, with an additional 2% taking secondary carers leave. This is a total of 4% of employees that may be eligible for parental leave per year.</li> <li>• Employer H expects that moving forward, all secondary carers will now be classed as a universal carer. In the previous 5 years, men were 10% of primary carers and 100% of secondary carers.</li> <li>• Based on previous data, men were 55% of all employees that took paid parental leave.</li> </ul> <p>Taking the variable nature of eligibility into account and the fact that work needs to be done to change organisation culture around parental leave, the organisation determined a numeric target of 45% for men's uptake of primary (universal) parental leave would be a realistic target.</p>

## End-of-cycle compliance

At the end of the targets cycle, WGEA will confirm that Employer H is [compliant](#) under [the Act](#). This means that Employer H can show:

- Uptake of primary parental leave by the under-represented gender (men) has increased to 45% or more or improved against the baseline of 10%. Men's uptake of parental leave must be at least 10.1% to be compliant with the legislation.
- Employer H has reported that they consulted annually with an employee representative group or network via both:
  1. Experience surveys.
  2. Exit interviews.

*Note: To demonstrate improvement against the baseline and be compliant with the legislation, only one of the consultation methods needs to be reported as implemented.*

- Employer H has reported that they have implemented the nominated policy inclusions to improve their employer-funded parental leave:
  3. Extend the length of your existing employer-funded parental leave (either primary carers or parental leave that does not distinguish between primary and secondary carers).
  4. Employer-funded parental leave is available for employees of all genders without a distinction between primary carers and secondary carer.
  5. No minimum service period applies to employer-funded parental leave entitlements.

*Note: To demonstrate improvement against the baseline and be compliant with the legislation, only one of the policy inclusions needs to be reported as implemented.*

