



Workplace Gender Equality

# Targets

## Finding your baseline

How to find your gender equality targets  
baseline data and determine your eligibility

October 2025

**WGEA provides employers with several reports that contain baseline information for selecting and meeting gender equality targets. This document explains where employers can find baseline data for each of the gender equality targets in the Targets Menu and the criteria for eligibility.**

From 2026, employers who directly employ 500 or more employees, known legally as Designated Relevant Employers (DREs) under the *Workplace Gender Equality Act 2012* (Cth), need to select and commit to achieve 3 gender equality targets. Employers have 3 years to meet or demonstrate improvement against each of those targets.. WGEA will assess whether an employer has met their targets or improved against each of them by comparing the information they report for their 3rd and final year of the target cycle to the information they report to WGEA in what is known as the 'baseline year'.

For employers selecting targets in 2026, the baseline for private sector employers is the 2024 - 25 reporting period. For Commonwealth public sector employers, the baseline is the 2024 reporting period. Employers that become DREs in subsequent years will report their 'baseline data' to WGEA in the year they become a DRE.

In the year following the baseline, employers must select 3 different targets from the Targets Menu, with at least one numeric selection. Numeric targets require employers to nominate a percentage point change against the baseline.

Employers can also select 'action targets' from the Targets Menu. However, legislation prevents an employer from selecting an action target their baseline indicates already exists.

WGEA will publish each employer's selected targets on the Data Explorer to support transparency and accountability. Employers are encouraged to select meaningful targets that reflect genuine areas of improvement which drive real change throughout an organisation.



# GEI 1 | Gender composition of the workforce

## Increased representation of non-managers (numeric target)

### What target can be selected?

Representation of [under-represented gender<sup>1</sup>] in [one non-manager category] increased by [\_%pp].

Non-manager category options:

- Professionals
- Technicians and Trades Workers
- Community and Personal Service Workers
- Clerical and Administrative Workers
- Sales Workers
- Machinery Operators and Drivers
- Labourers
- Graduates
- Apprentices

### Where to find your organisation's baseline information

Public Report - Employee data Table 1 columns for female and male. Add all employees, from each employment status, in the category.

When selecting this target for graduates or apprentices, refer back to your Workplace Profile to ensure the information for these groups is counted separately, as they are combined in Employee data Table 1.

The total column in Employee data Table 1 includes non-binary employees so should not be used for calculations.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that the selected gender is under-represented in the chosen non-manager category.

<sup>1</sup> For gender composition of the workforce (GEI1) and governing body (GEI2) targets, 'under-represented gender' means the gender that makes up less than half of the specified group. While this reinforces the desired 40:40:20 composition outcomes and enables clarity and simplicity in the calculations, there may be some situations for some employers where selecting and meeting such a target would lead to a corresponding undesirable outcome, such as an increase in the gender pay gap. Because there are multiple numeric targets available, employers can ensure they choose a target which both makes sense for their organisation and helps to progress gender equality.



## Increased representation of managers (numeric target)

### What target can be selected?

Representation of [under-represented gender] in [one manager category or for managers overall] increased by [\_\_pp].

Manager category options:

- Key Management Personnel (KMP)
- other executives and general managers
- senior managers
- other managers.

### Where to find your organisation's baseline information

If you select this target for managers overall: Public Report - Employee data Table 1 columns for females and male.

Employee data Table 1 shows a combined count for all managers, including CEOs, KMP, Heads of Business (HOBs), other executives/ general managers, senior managers, other managers and overseas managers.

Add all employees, from each employment status, in the manager category and subtract the number of overseas managers from Employee data Table 2.

If you select this target for a specific manager category: Public Report - Employee data Table 2.

Employee data Table 2 presents separate counts for each manager category. To set a target for KMP, add employees in CEOs, KMP, and Heads of Business (HOBs). Other categories are other executives/ general managers (GM), senior managers (SM), other managers (OM). See the Executive Summary for a combined count of CEOs, HOBs, and KMP.

The total column in Employee data Table 1 includes non-binary employees so should not be used for calculations.

### Eligibility

To be eligible to select this target, your Public Report or Executive Summary information for the baseline year must show the selected gender is under-represented for all managers or in the chosen manager category.

## Increased representation in promotions to manager (numeric target)

### What target can be selected?

Representation of [under-represented gender] in promotions to manager increased by [\_\_pp].

### Where to find your organisation's baseline information

Public Report - Employee data Table 3, Question 2.

Employee data Table 3 separates promotions from non-manager to manager into employment and contract types. If you select this target, you will need to combine the employee counts for these categories to calculate the total number of females and males under the Manager heading.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show the selected gender is under-represented in promotions from non-manager to manager.



## Increased representation by pay quartile (numeric target)

### What target can be selected?

Representation of [under-represented gender] in [quartile] increased by [\_pp].

Quartile options:

- upper
- upper middle
- lower middle
- lower.

### Where to find your organisation's baseline information

Executive Summary - Gender composition by pay quartile.

### Eligibility

To be eligible to select this target, your Executive Summary for the baseline year must show the selected gender is under-represented within the chosen pay quartile.

# GEI 2 | Gender composition of governing bodies

## Composition of governing body (numeric target)

### What target can be selected?

Representation of [under-represented gender] on the governing body increased by [\_pp].

### Where to find your organisation's baseline information

Public Report – Question 1.5D.

If you select this target and are part of a submission group, ensure the target is in relation to the governing body of the DRE.

If you select this target, you will need to combine the woman Chairs and Members to calculate a total for women and similarly a total for men.

The Executive Summary combines the Chairs and Members counts into a single percentage for the overall.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show the selected gender is under-represented on the governing body.



# GEI 3 | Equal remuneration between women and men

## Reducing the gender pay gap (numeric target)

### What target can be selected?

[Median or average], [base salary or total remuneration] gender pay gap closed by [Lpp].

### Where to find your organisation's baseline information

Executive Summary – Your gender pay gap table.

### Eligibility

To be eligible to select this target, your Executive Summary information for the baseline year must show a gender pay gap against the selected metric:

- average total remuneration
- average base salary
- median total remuneration
- median base salary.

The gender pay gap in your Executive Summary may be positive or negative. Closing your gender pay gap involves shifting it towards zero.

## Reducing the gender pay gap for managers or non-managers (numeric target)

### What target can be selected?

[Median or average], [total remuneration] gender pay gap for [either managers or non-managers] closed by [Lpp].

### Where to find your organisation's baseline information

Industry Benchmark Report – Gender pay gap by occupational group, over time.

'All managers' and 'All non-managers' are displayed in the 'Gender pay gap by occupational group, over time' table.

You cannot select individual occupations or manager categories for this target.

If you are considering selecting this target and would like your baseline result before the Industry Benchmark reports are released in November please contact [WGEA at targets@wgea.gov.au](mailto:targets@wgea.gov.au).

### Eligibility

To be eligible to select this target, your baseline year must show a gender pay gap in either managers or non-managers for one of the following metrics:

- average total remuneration
- median total remuneration.

The gender pay gap may be positive or negative. Closing your gender pay gap involves shifting it towards zero.



## Undertake gender pay gap analysis (action target)

### What target can be selected?

If a comprehensive gender pay gap analysis has not been completed in the past 2 years:

- a. undertake comprehensive gender pay gap analysis annually
- b. report the results of the analysis to the governing body of the employer.

### Where to find your organisation's baseline information

- a. Public Report – Questions 2.2, 2.2a, 2b
- b. Public Report – Question 2.2c.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not undertake a comprehensive gender pay gap analysis in the previous 2 reporting periods.

## Equal remuneration and gender pay equity policies (action target)

### What target can be selected?

Add at least 2 of the following to your policy:

- a. remuneration review processes without gender biases
- b. transparency about pay scales and salary bands
- c. managers being held accountable for gender pay equity outcomes.

### Where to find your organisation's baseline information

Public Report – Questions 2.1, 2.1a.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation either:

- has an existing policy in place but does not already have 2 or more of the 3 target options included in the policy
- does not have a policy in place.

If your organisation currently has a strategy not a policy in place, you must develop a policy and include at least 2 of the target options in the policy.



# GEI 4 | Support for flexible work and parents and carers

## Introduce employer-funded parental leave (action target)

### What target can be selected?

Create an entitlement for employer-funded [primary parental leave OR parental leave that does not distinguish between primary/secondary carers].

### Where to find your organisation's baseline information

Public Report – Question 4.1.

### Eligibility

To be eligible to select this target to create an entitlement for employer-funded primary parental leave, your Public Report information for the baseline year must show that your organisation does not already provide an entitlement to employer-funded parental leave.

OR

To be eligible to select this target to create an entitlement for employer-funded parental leave that does not distinguish between primary or secondary carers, your Public Report information for the baseline year must show that your organisation currently 1. does not provide an entitlement to employer-funded parental leave or 2. provides an employer-funded paid parental leave that distinguishes between primary or secondary carers.

## Increase the uptake of the primary parental leave by the under-represented gender (numeric target)

### What target can be selected?

Representation of [under-represented gender] taking primary parental leave increased by [\_pp].

### Where to find your organisation's baseline information

Public Report – Employee data Table 3, Question 6.

Add all female employees and all male employees, from each employment type and in each of the 3 categories (CEOs, KMPs, HOBs, managers and non-managers).

Executive Summary Parental leave taken – proportion of all leave taken has a total calculation for women and men.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that the selected gender is under-represented in the uptake of primary parental leave.

The determination of under-represented must be based on the difference between your organisation's overall gender composition and each gender's share of taking primary parental leave. For example, if men are 80% of employees but 55% of primary parental leave takers, they are under-represented.

For the purposes of this target selection and compliance, parental leave taken under a universal scheme (does not distinguish between primary/secondary carers) is treated as primary parental leave, as per WGEA reporting in the Workforce Management Statistics.



## Improve employer-funded parental leave (action target)

### What target can be selected?

Either:

- 1a. Extend the length of your existing employer-funded parental leave (either primary carer's or parental leave that does not distinguish between primary and secondary carers) AND
- 1.b add 2 from the list (below) to your existing primary or, no distinction between primary or secondary carer, employer-funded parental leave.

OR add 3 from the list (below):

- 2a. employer-funded parental leave is available for employees of all genders without a distinction between primary carers and secondary carers
- 2b. the rate of pay for employer-funded parental leave is full salary replacement (independent of any statutory entitlements to paid parental leave)
- 2c. employer-funded parental leave can be taken at any time in the 24-month period that begins the day a child is born or adopted by an employee
- 2d. employer-funded parental leave is available in respect of still births, surrogacy and adoptions
- 2e. no minimum service period applies to employer-funded parental leave entitlements
- 2f. the employer pays superannuation contributions while an employee is on employer-funded parental leave
- 2g. the employer pays superannuation contributions while an employee is on unpaid parental leave
- 2h. an optout requirement for employer-funded parental leave, so that an employee who is taking employer-funded parental leave is assumed to be taking the employee's full employer-funded parental leave entitlement unless they specifically request otherwise.

### Where to find your organisation's baseline information

Either:

- 1a. Public Report – Question 4.1d
- 1b. Public Report – see 2a-2h below.

This target applies to the entitlement of the highest number of weeks available to eligible employees, as reported in Question 4.1d of the Public Report.

OR:

- 2a. Public Report – Question 4.1a
- 2b. Public Report – Question 4.1c
- 2c. Public Report – Question 4.1g
- 2d. Public Report – Question 4.1b
- 2e. Public Report – Question 4.1f
- 2f. Public Report – Question 4.2
- 2g. Public Report – Question 4.2
- 2h. Public Report – Question 4.1h.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation already offers employer-funded parental leave but does not provide at least 2 (option 1) or 3 (option 2) of the 8 specified options available in the target.

If you select option 2f, the superannuation must be paid on employer-funded (not Government-funded) parental leave.





## **Improve facilities or support for employees with carer responsibilities (action target)**

### **What target can be selected?**

Add at least 2 of the following:

- a. breastfeeding facilities
- b. onsite childcare
- c. employer-subsidised childcare
- d. internal support networks for employees who are parents or carers
- e. access to priority places at local care centres to support employees with carer responsibilities.

### **Where to find your organisation's baseline information**

Public Report – Question 4.5.

### **Eligibility**

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not provide at least 2 of the 5 specified options available in the target.



## Improve flexible work offering for employees (action target)

### What target can be selected?

Ensure that at least 6 of the following are in place for all employees:

- 1a. flexible hours (including flexible start and finish times)
- 1b. reduced hours or part-time work
- 1c. job-sharing arrangements
- 1d. compressed work weeks
- 1e. purchased leave
- 1f. time-in-lieu
- 1g. remote work.

AND add at least 4 of the following:

- 2a. training on flexible working and remote and hybrid teams for managers
- 2b. training on flexible working and remote and hybrid teams for all employees
- 2c. a business case for flexible working established and endorsed at the leadership level
- 2d. leaders to be held accountable for increasing take-up and approval of workplace flexibility
- 2e. all employees to be surveyed on whether they have sufficient flexibility
- 2f. the impact of flexibility to be measured and evaluated
- 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
- 2h. the ability to job-share to be incorporated into job design and the advertising of new roles
- 2i. flexible work arrangements to be available to all employees, with a default bias towards approval
- 2j. all team meetings to be offered online.

### Where to find your organisation's baseline information

Ensure:

1a – 1g. Public Report – Question 3.2.

AND:

2a – 2j. Public Report – Question 3.1a.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not specify more than 6 of the specified options in part 2 of the target in its policies.

If your organisation currently has a strategy not a policy in place, you must develop a policy and include at least 4 of the target options in the policy.

Having the flexibility options listed at 1a-1g already in place does not prevent you from selecting this target.



## Proportion of managers who are part-time (numeric target)

### What target can be selected?

Proportion of managers working part-time increased by [Lpp] at the end of the target cycle.

### Where to find your organisation's baseline information

Public Report – Employee data Table 1.

Employee data Table 1 displays the number of part-time managers, separated by whether they are employed on a permanent or contract basis. If you select this target, you will need to calculate the total count of part-time managers by combining the counts for permanent and contracts in the total column.

## Improve supports for employees experiencing family and domestic violence (action target)

### What target can be selected?

Add 4 of the following entitlements:

- a. protection for employees from adverse action or discrimination on the grounds that the employee disclosed family and domestic violence
- b. access to unpaid family and domestic violence leave
- c. access to paid family and domestic violence leave (in addition to the paid family and domestic violence leave provided for by the National Employment Standards)
- d. emergency accommodation assistance to employees experiencing family and domestic violence
- e. mechanisms for employees experiencing family and domestic violence to request to move to a different workplace location
- f. financial support for employees experiencing family or domestic violence
- g. an employee assistance program for employees who are experiencing family and domestic violence
- h. training for key personnel in supporting employees experiencing family and domestic violence
- i. workplace safety planning to support employees experiencing family and domestic violence
- j. procedures for referring employees experiencing family and domestic violence to support services.

### Where to find your organisation's baseline information

- a. Public Report – Question 5.11
- b. Public Report – Question 5.12
- c. Public Report – Question 5.12
- d. Public Report – Question 5.11
- e. Public Report – Question 5.11
- f. Public Report – Question 5.11
- g. Public Report – Question 5.11
- h. Public Report – Question 5.11
- i. Public Report – Question 5.11
- j. Public Report – Question 5.11.

If you select option c, the paid family and domestic violence leave must exceed the 10 days of paid family and domestic violence leave already required to be provided under the National Employment Standards.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not provide at least 4 of the 10 specified options in the target.



# GEI 5 | Consultation with employees on issues concerning gender equality

## Employee consultation on gender equality issues (action target)

### What target can be selected?

Consult annually with one of the following bodies:

- 1a. a diversity committee or equivalent
- 1b. an employee representative group or network

AND undertake annual consultation of all staff on gender equality in the employer's workplace using at least 2 of the following methods:

- 2a. experience survey
- 2b. employee focus groups
- 2c. exit interviews.

### Where to find your organisation's baseline information

- 1a. Public Report – Question 2.4b
- 1b. Public Report – Question 2.4b

AND:

- 2a. Public Report – Question 2.4a
- 2b. Public Report – Question 2.4a
- 2c. Public Report – Question 2.4a.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not consult either: a diversity committee (or equivalent) or an employee representative group or network. This means that you cannot select this target if your organisation consulted with either body listed in 1a or 1b in the baseline year.

Consulting 'all staff' does not count as consultation with either of the bodies listed in 1a and 1b and you may therefore still be eligible to select this target.



# GEI 6 – Sexual harassment, harassment on the ground of sex or discrimination

## Improve policies regarding preventing, reporting and responding to sexual harassment (action target)

### What target can be selected?

Add at least 4 of the following to policies:

- a. leadership accountabilities and responsibilities for preventing and responding to sexual harassment
- b. training for managers and non-managers on respectful workplace conduct and preventing and responding to sexual harassment
- c. options for disclosing (internally and externally), and processes for investigating and managing sexual harassment
- d. processes for anonymously disclosing complaints of sexual harassment
- e. processes relating to the use of non-disclosure or confidentiality agreements in relation to sexual harassment
- f. requirements relating to the frequency and nature of reporting to the governing body and management on sexual harassment
- g. access to trained, trauma-informed support staff or contact officers
- h. access to confidential external counselling to support employees involved in and affected by sexual harassment
- i. protection for employees from adverse action or discrimination on the grounds that the employee disclosed sexual harassment or discrimination
- j. a system for monitoring outcomes of disclosures of sexual harassment, including employment outcomes for those affected and any respondents
- k. reasonable adjustments to work conditions to support employees involved in and affected by sexual harassment
- 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.

### Where to find your organisation's baseline information

- a. Public Report – Question 5.1a
- b. Public Report – Question 5.1a
- c. Public Report – Question 5.1a
- d. Public Report – Question 5.6
- e. Public Report – Question 5.1a
- f. Public Report – Question 5.1a
- g. Public Report – Question 5.5
- h. Public Report – Question 5.5
- i. Public Report – Question 5.1a
- j. Public Report – Question 5.1a
- k. Public Report – Question 5.5
- l. Public Report – Question 5.1a.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show that your organisation did not provide at least 4 of the 12 specified things in the target in its policies.

If your organisation currently has a strategy not a policy in place, you must develop a policy and include at least 4 of the target options in the policy.



## Mechanisms for reporting to employer's CEO, key management personnel and governing body on sexual harassment (action target)

### What target can be selected?

Expand reporting practices to the CEO, KMP and governing body to include 3 of the following:

- a. identified risks of sexual harassment
- b. prevalence of sexual harassment
- c. the nature of sexual harassment
- d. analysis of trends in sexual harassment
- e. action taken by the organisation to prevent and respond to sexual harassment
- f. outcomes of reports of sexual harassment
- g. consequences for perpetrators of sexual harassment
- h. any use of non-disclosure agreements or confidentiality clauses as an outcome of disclosure of sexual harassment.

### Where to find your organisation's baseline information

Public Report – Questions 5.8, 5.8a.

We acknowledge that Question 5.8a of the Public Report currently does not include details of what is reported to KMP.

### Eligibility

To be eligible to select this target, your Public Report information for the baseline year must show either:

- your organisation did not report on sexual harassment to the CEO, KMP, and/or governing body, or
- your organisation reported on sexual harassment to the CEO, KMP, and/or governing body, but did not report on at least 3 of the specified options available in the target.



Australian Government



Workplace  
Gender Equality  
Agency

## Additional information

For further information, please contact:

### Workplace Gender Equality Agency

Level 7, 309 Kent Street

Sydney NSW 2000

T: 02 9432 7000 or 1800 730 233

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

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

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