Guide to Citation

WGEA Employer of Choice for Gender Equality

2020-21

(for applications submitted in 2020)

Version 2.0

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About the citation

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

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

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

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

As such, the Agency commissioned a strategic review of the EOCGE citation in 2017-18. This revised citation, effective from 2019-20, reflects findings from the latest academic research into drivers of improved gender equality outcomes, and consultation with gender equality experts and practitioners, industry groups, and employers.

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

De-identified information provided in EOCGE applications may be used by, or on behalf of, the Agency to conduct research to identify and inform leading practice initiatives. The Agency may also use de-identified information to promote leading practice initiatives.

Citation summary

Seven focus areas:

1. leadership, strategy and accountability

2. developing a gender balanced workforce

3. gender pay equity

4. support for caring

5. mainstreaming flexible work

6. preventing gender-based harassment and discrimination, sexual harassment and bullying

7. driving change beyond your workplace.

Employees' lived experience check:

- CEO interview is conducted to confirm leadership commitment

- the completed application is to be made available to employees (minus remuneration information where applicable)

- an employee survey is to be conducted to ensure lived experience reflects organisational commitment to gender equality.

Outstanding initiative/s:

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

This document has been prepared as a guide for organisations to determine their eligibility for the EOCGE citation. We strongly recommend you review this document thoroughly before beginning your application process online as it provides important information.

A Glossary and technical notes section is at the end of this document. For convenience, terminology in the criteria has been hyperlinked (in grey) to the glossary.

Eligibility

→ To be eligible for the EOCGE citation, organisations must be compliant with the Act and must meet all criteria.

→ **Partnership structures**: unless otherwise stated, the requirements that apply to employees or the 'workforce' also apply to all Partners.

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

Timing

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

→ As the compliance report submission date has been extended until 31 July 2020, the timeframe for submitting EOCGE applications for 2020-21 only has been revised. Specifically, applications will open on 1 October and will close on 15 October 2020.

→ The list of successful applicants is announced in mid-February of the year after applications are submitted. The announcement will include employers who are in their interim year (where an application submission is not required).

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

Fee

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

→ The fee covers the cost to the Agency of administering the citation, and assessing applications.

Application process

→ The EOCGE application process is separate to compliance reporting. Once a relevant employer submits their compliance report, the EOCGE application becomes available to complete via the 'Recognition' tab in the portal. We strongly recommend employers review the citation criteria prior to starting the application to assess their eligibility.

→ To continue to ensure the integrity of the citation, applicants will be required to supply evidence to verify claims. Where applicable, this is specified.

→ If a requirement is not applicable for a particular year, it is noted against the question what year it will become a requirement.

→ The reference date for timeframes stipulated in the criteria is 30 September in the year of an organisation's application. For example, for applications received in 2020, any requirement that needs to have taken place in the past two years relates to the two years prior to 30 September 2020 (i.e. 1 October 2018 to 30 September 2020).

→ The Agency will conduct a 15-20 minute telephone interview with the CEO of organisations applying for the citation for the first time or where a CEO is new and has not participated in an EOCGE interview. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.

→ Completed EOCGE applications must be downloaded from the portal, and signed by the CEO/head of business. The signed document must then be emailed to the Agency at EOCGE@wgea.gov.au.

→ EOCGE certificates will be issued to all citation holders, including those in the intervening year.

→ Information provided in citation applications may be used by, or on behalf of, the Agency to conduct research to identify and inform leading practice initiatives. The Agency may also use information to promote leading practice initiatives. This information will be de-identified.

Resources to assist you in becoming an EOCGE employer

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

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

- information which equips organisations with the skills and resources to start and/or continue the change process towards greater gender equality in your organisation. The change process involves evaluating the current status of gender equality in your organisation, planning future gender equality objectives and actions as well as tracking progress over time.

- a Gender Equality Diagnostic Tool (Diagnostic Tool) helps organisations to analyse the status of gender equality and pinpoint gender equality gaps within their organisation. The Diagnostic Tool includes a scoring framework across 17 gender equality focus areas, and can be used with the Guide to assist with the development of a strategy for addressing inequalities. The Diagnostic Tool can be used before an organisation develops its overarching strategy or as part of a regular review process.

Rescinding the citation

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

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

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

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

- where a court or tribunal has handed down a judgment or adverse final order against an organisation relating to a sex-based harassment or discrimination case

- where there has been a change of CEO and the new CEO does not uphold the values of the citation, or, where upon random selection for re-interview, the CEO of a current citation holder does not demonstrate an ongoing commitment to the values of the citation.

Focus areas

1. Leadership, strategy and accountability

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

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

1.1.	**Your organisation must have a strategy in place aimed at achieving gender equality in at least all the following areas:** → gender balance in leadership → gender balance across the organisation → equal pay (like-for-like roles) and the gender pay gap (the overall, organisation-wide gap) → flexible work and support available for employees at all levels, including those with caring responsibilities.
1.2.	**Your organisation must have a policy/policies in place supporting gender equality that covers all the following:** → promotions → performance review processes → recruitment – internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process → restructures and significant operational changes including planned redundancies → engagement of independent contractors → employment and engagement of casuals.
Additional requirement commences from 2021-22:	**Requirement 1.2 is a current requirement.** → However, from 2021-22 training for people managers on how to deal with potential fears and concerns about gender equality objectives/policies (e.g. resistance to gender equality initiatives) will also be required.

1.3.	**Your gender equality strategy must include clear objectives and measures, and an evaluation process that occurs at least every two years.**
	→ You will be required to provide details of your strategic objectives, measures and evaluation process (objectives and measures need to be specific).
Outcomes: Subsequent applications (every two years)	Your organisation will be required to show progress against measurable objectives over the previous two-year period. → If objectives are not met, you will have an opportunity to explain why.

1.4.	**Your gender equality strategy must be incorporated into your broader business strategy and planning process, and must be endorsed by your governing body, (and Partnership if applicable).**
Evidence:	Evidence that the governing body/board of directors has endorsed the gender equality strategy will need to be provided in one of the following ways: i) extract of governing body/board of directors minutes; ii) copy of an email from the CEO/CFO/Company Secretary confirming the strategy was tabled; or iii) a copy of the agenda where strategy was tabled. If none of the above is available, other evidence can be provided. → This evidence does not need to be complicated, for example the following wording would suffice: "Board endorsed the gender equality strategy" or "Board endorsed the Diversity and Inclusion strategy which includes gender equality."

1.5.	**Your organisation must evaluate its progress against your gender equality strategy every year at a minimum by tracking metrics in the following areas, and reporting progress to the following groups:**
	All your workforce (including Partners in Partnership structures): → gender composition of your workforce by manager and non-manager categories → promotions by gender and manager and non-manager categories → recruitment and exit (voluntary and involuntary) numbers by gender → graduate programs and paid or unpaid internships (where applicable) → utilisation of formal flexible working arrangements (including part-time) for women and men by manager and non-manager categories → utilisation of, and return from, parental leave (paid and unpaid), of women and men. **Key management personnel AND governing body/board of directors (NB: these metrics MUST be reported to the governing body/board of directors, not a sub-committee of the governing body)** → all of the above points, plus

	→ the results of your gender remuneration gap analysis, including pay equity metrics and actions taken
	→ progress on narrowing your organisation-wide gender pay gap
	→ all results from your EOCGE employee survey questions (refer section "Lived experience – Employee Survey")
	→ for <u>gender-based harassment and discrimination and sexual harassment complaints</u>, the following must be reported (if no complaints have been received, that fact still needs to be reported to your governing body/board of directors):
	• number and nature of complaints received
	• process for responding to the complaint
	• time taken to resolve complaint (e.g. complaint made in February, resolved in July)
	• <u>outcomes for complainant and respondent</u> (if a complaint was settled, this must be reported)
	• any organisational change following the complaint
	• complainant and respondent turnover.
Evidence:	Evidence that the above metrics were reported to your governing body/board of directors will need to be provided in one of the following ways: i) extract of governing body/board of directors minutes; ii) copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled; or iii) a copy of the agenda where the metrics were being tabled. (If none of the above is available, other evidence can be provided.) → The wording of the evidence does not need to be complicated, for example, the following would suffice: "WGEA Employer of Choice for Gender Equality metrics related to questions 1.5 a), b) and c) were tabled and noted at the board meeting on the (enter date)."

1.6.	**Where gender discrepancies exist for any areas listed in questions 1.5 a), b) and c), your organisation must, 1) analyse systems and processes to identify any gender bias, and 2) take actions to address issues identified.** **Note:** most, if not all organisations will have gender differences in at least one of the above areas, e.g. gender composition of managers and/or non-managers; a gender pay gap (at overall, organisation-wide level); utilisation of formal flexible working arrangements by men etc.

1.7.	**Your governing body/board of directors must be provided with a copy of your EOCGE application once submitted (and any supplementary information provided to WGEA after submission of your application).** **Please note: providing a copy to a sub-committee or equivalent does not meet this requirement.**

1.8. **The CEO/head of business must be a visible champion of gender equality by communicating with all their workforce (including Partners in Partnership structures) on the following in the past 12 months, and every 12 months thereafter:**

→ **the organisation's business case for improving gender equality (i.e. why improving gender equality is good for your business)**

Why the business case is important?

Research shows that leaders need to articulate WHY gender equality is important for their business and link it directly to the company's mission/purpose. This demonstrates that gender equality is not just the CEO's personal belief, but that it leads to improved business results. By presenting evidence on why change "makes us better", subsequent interventions achieve more impact.

Examples of a business case: "diverse and inclusive teams are safer and have better operational outcomes"; "increasing the take-up of flexible working arrangements reduces employee turnover, and increases employee engagement"; "gender equality contributes to diversity of thought which drives innovation and better business outcomes"; "enhances ability to attract talent"; "enhances organisational reputation".

→ **a commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying**

Important: in the CEO's statement, it will not suffice for generic statements to be made. The wording must specifically refer to gender-based harassment and discrimination, as well as sexual harassment and bullying, and include "zero tolerance" or words to that effect. Other forms of harassment and discrimination can also be referred to in the one, comprehensive statement, but the above must be explicitly stated.

→ **the organisation's overall gender equality strategy, priorities and progress**

→ **the organisation's commitment to equal pay (like-for-like gaps) and eliminating the gender pay gap (overall, organisation-wide pay gap).**

Examples of how this has been communicated could include all-workforce emails, an internal broadcast, roadshow or other.

→ You will need to provide a statement, details on the method and date of the CEO's communication.

1.9. **Your organisation must have a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation's gender equality strategy.**

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

1.10. **Your CEO/head of business must have direct involvement with your organisation's gender equality initiatives.**

→ You will need to provide details of your CEO/head of business's involvement in gender equality programs. This could include chairing your organisation's group, committee or council to oversee your gender equality strategy.

1.11. **Your organisation must ensure that women and men can access opportunities that are considered career-enhancing, equitably.**

For this criterion, we are interested in what your organisation does to ensure women also have access to, where applicable, higher earning roles, high-value or high-profile projects, grants, or roles that include attractive bonuses, commissions, equitable briefings etcetera.

When women are given the same access as men to these higher-earning opportunities, this contributes to reducing any gender pay-gap in your organisation (overall, organisation-wide gap).

→ Using typical examples in your organisation, you will need to provide up to 500 words explaining how you ensure this occurs for women and men.

1.12. **You must hold managers accountable for contributing to the implementation of your gender equality strategy.**

→ You will need to provide up to 500 words outlining how managers are held accountable (e.g. KPIs).

2. Developing a gender balanced workforce

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

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

2.1.	**Your organisation must have a formal policy or strategy that includes learning and development, including leadership and/or career development training, for women and men.**

2.2.	**Your organisation must have learning and development plans for all your permanent workforce, and long-term casuals (i.e. those who have been receiving regular and systematic work for at least 12 months).** → This may be part of an individual's performance and development plan.

2.3.	**Each year, your organisation must provide FORMAL leadership development programs to women and men, and track how many women and men, full-time and part-time, have participated in these programs.** **This may include:** • formal sponsorship by the CEO/head of business and/or senior management • formal mentoring program • formal succession plans • formal leadership networks • leadership training (internal or external). → Your organisation will need to provide details of these programs and the number of participants by gender. → If the percentage of women who have participated in leadership development training is lower than men, AND/OR there are no part-time employees who have accessed this type of training, you will be asked to provide an explanation as to why this is the case.

2.4.	**Your organisation must <u>set numerical targets</u> with timeframes to improve the representation of women in any manager category where their representation is less than 40%. Progress against manager targets must be tracked.** → Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years)	After submission of your first application under this citation, your renewal application (two years later) must show progress against targets (over the prior two-year period). → If targets are not met, you will have an opportunity to explain why.

2.5.	**Where the representation of women in management is less than 40%, gender <u>targets</u> for internal and external recruitment shortlists must be in place.** → Details of the targets, as well as the target date will need to be provided.

2.6.	**Your organisation must set numerical <u>targets</u> with timeframes to improve the representation of *women* in any non-manager occupational category where their representation is less than 40%.** → Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years)	Your renewal application (two years later) must show progress against targets (over the prior two-year period). → If targets are not met, you will have an opportunity to explain why.

2.7.	**Your organisation must set numerical <u>targets</u> with timeframes to improve the representation of *men* in any non-manager occupational category where their representation is less than 40%.** → Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years)	Your renewal application (two years later) must show progress against targets (over the prior two-year period). → If targets are not met, you will have an opportunity to explain why.

2.8.	**Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection policy or strategy, and numerical targets with timeframes must be set to improve the representation of women, where it is less than 40%.** → Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years)	After submission of your first application under this citation, your renewal application (two years later) must show progress against targets (over the prior two-year period). → If targets are not met, you will have an opportunity to explain why.
2.9.	**Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry. This also applies to areas where you may have gender segregation within your workplace, for example (but not limited to) under-representation of women or men in caring, administrative, technical, trades or senior roles.** → You will need to provide a written response that answers the following (maximum of 750 words): • How does gender segregation impact your organisation and/or industry? • What measures have you implemented to improve gender balance in your organisation? • Where have you made progress and what were/are the biggest challenges?

3. Gender pay gaps

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

Understanding the gender pay gap is confusing. Typically, when an employer declares that there is no gender pay gap in their organisation, they are referring to the fact that they pay women and men equally for the same or similar roles.

However, when the gender pay gap is published nationally, or WGEA refers to the gender pay gap, we are referring to the overall, organisation-wide pay gap.

Equal pay (like-for-like pay gaps)

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

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

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

The gender pay gap is different to equal pay and is not the difference between two people being paid differently for the same or similar job, which is unlawful.

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

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

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

The gender pay gap also reflects gender segregation in the workplace. If more men are in higher paid positions, and more women in lower paid positions, there is a gender pay gap in favour of men (refer to wgea.gov.au/topics/the-gender-pay-gap, for more information).

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

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

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

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

Gender pay equity objectives may include:

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

3.2. **Your organisation must undertake a gender pay gap analysis of ALL its workforce each year on all areas listed below to, a) ensure that women and men receive equal pay for work of equal or comparable value (like-for-like pay gaps), and b) to determine if you have a gender pay gap (overall, organisation-wide pay gap).**

A pay gap analysis must be conducted on the following:

→ base salary
→ total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation
→ performance pay
→ starting salaries
→ annual salary increases
→ salaries on promotion.

3.3. **i. Your organisation must meet its legal requirement and eliminate all salary differences between women and men who are performing the same work, or work of a comparable value (like-for-like roles), for base salary AND total remuneration.**

When determining if roles are "like-for-like", you would consider factors such as whether they are at the same performance standard and whether they are being paid a premium for scarce skills.

ii. Your organisation must set a target, and take other actions, to reduce its gender pay gap (overall, organisation-wide pay gap).

Examples of other actions could include:

- undertaking a job evaluation process to identify remuneration bias
- creating a pay equity action plan
- undertake a skills evaluation of award-based occupations
- increase the representation of women in higher paid or technical roles.

→ Details of the targets, as well as the target date will need to be provided.

Outcomes: Subsequent applications (every two years)	After submission of your first application under this citation, your renewal application (two years later) must show progress against this target (over the prior two-year period). → If the target is not met, you will have an opportunity to explain why.

| **3.4.** | **Women and men on primary carer's leave (paid and unpaid)* must be included in your organisation's annual reviews of salaries and annual bonus payments.**

*Employees should be included in annual salary reviews whether they are on paid or <u>unpaid</u> primary carer's leave, up to a **total** of 12 months' leave (paid and unpaid). |

| **3.5.** | **Your organisation must analyse and compare the results of performance reviews by gender.**

→ This requirement also applies if, instead of conducting performance reviews, there is a process/assessment of employees' work to determine an outcome (e.g. paid a bonus, move to a higher increment etc.). |

4. Support for caring

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

4.1.	**Your organisation must have a formal policy AND formal strategy to support its workforce (including Partners in Partnership structures) who have family or caring responsibilities.** **These must be relevant and accessible and cover a broad range of caring responsibilities including:** → support for return to work from parental leave → support for parents at all stages of children's lives.
Additional requirement commences from 2021-22:	**Requirement 4.1 is a current requirement.** → However, from 2021-22 provisions for elder care and disability care will need to be included.

4.2.	**Your organisation must offer all permanent employees (and Partners in Partnership structures) who are primary carers, at least eight weeks of employer-funded paid parental leave at full pay, plus superannuation on that paid leave. The following must be included:** → this must be paid in addition to the government scheme (not just topping up the government funded scheme) → available under any circumstances where there is a new baby: adoption, same-sex couple or surrogacy. This must also be available for parents of a stillborn baby → no requirement for anyone to repay any portion if they do not return to work → the amount of leave available to women must also be available to men (e.g. if more than eight weeks is offered, that amount must be paid to women AND men) → flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration).
Additional requirement commences from 2022-23:	**Requirement 4.2 is a current requirement**. → However, from 2022-23 superannuation must also be paid on the government funded paid parental leave at the employee's full salary. If your employer-funded paid parental leave is less than 18 weeks: from 2022-23, if your employer-funded paid parental leave is for a period of time is less than the government's scheme, superannuation must also be paid on the difference, paid at the minimum wage. Examples: if your employer-funded paid parental leave is 8 weeks, you would be required to pay superannuation on 10 weeks at the minimum wage (in addition to superannuation on the employee's full salary for the 8 weeks). If your employer-funded paid parental leave is 12 weeks, you would be required to pay superannuation on 6 weeks at the minimum wage

	(in addition to superannuation on the employee's full salary for the 12 weeks). (This is regardless of whether the employee is eligible for the government's paid scheme.)
4.3.	**Your organisation must offer all permanent employees who are secondary carers at least two weeks of paid parental leave at full pay.**
	→ this must be paid in addition to the government scheme (not just topping up the government- funded scheme)
	→ available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy; this must also be available to parents of a stillborn baby.
	→ no requirement for your workforce to repay any portion if they do not return to work
	→ available to women and men
	→ flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration).
Additional requirement commences from 2021-22:	**Requirement 4.3 is a current requirement.** → However, from 2021-22 three weeks of paid parental leave will be required to be offered to secondary carers.
Additional requirement commences from 2022-23:	**Requirement 4.3 is a current requirement.** → However, from 2022-23 four weeks of paid parental leave will be required to be offered to secondary carers.
4.4.	**The maximum eligibility period to access employer-funded paid parental leave is 12 months.**
Additional requirement commences from 2021-22:	**Requirement 4.4 is a current requirement.** → However, from 2021-22 there must be no eligibility period to access employer-funded paid parental leave (both primary and secondary carer's leave).
4.5	**Your organisation must actively encourage men to take parental leave.**
	This question is seeking to understand how men in your organisation would find out that they are supported to take paid parental leave without it adversely impacting their careers. Examples could include: by providing resources to managers and staff, staff being made aware of men who take parental leave, having managers encourage men in their team to take this leave.

→ Examples of how this is done must be provided.

4.6. Your organisation must track the following metrics relating to paid parental leave annually:

→ utilisation by women and men (manager and non-manager)

→ return to work of women and men following parental leave

→ promotions during parental leave

→ voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave.

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

→ keep-in-touch program while on parental leave

→ on-boarding support

→ tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return.

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

→ You will need to provide details of support provided, which may include subsidised or on-site childcare support for parents with school age children, referral services for those with caring responsibilities, including for aged parents or family members with disability.

4.9. Your organisation must have a policy or strategy to support those who are experiencing family or domestic violence.

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

• paid or unpaid leave

• employee assistance program

• training of key staff

• domestic violence clause in the enterprise agreement

• referral to appropriate domestic violence support services for expert advice.

5. Mainstreaming flexible working

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

5.1.	**Your organisation must have a flexible working policy AND flexible working strategy.**

The following must be included:

→ a business case for flexible working endorsed at the leadership level that must be communicated to all your workforce

→ manager accountability for flexible working (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)

→ if relevant, your organisation's approach to flexibility is integrated into client interactions. |
| **5.2.** | **Flexible working must be promoted throughout the organisation and to prospective employees, to both women and men, regardless of caring responsibilities.**

→ You will be required to provide details of how this is done. Examples include case studies featuring women and men, resources, events, intranet page. |
| **5.3.** | **All people managers must complete training on how to manage flexible working.**

→ This training must include how to address gender stereotypes that prevent men from requesting flexible working. This can be done in any way or as frequently as deemed necessary. |
| **5.4.** | **Managers, including the CEO/head of business, must be visible role models of flexible working.**

"Role models of flexible working" means that managers and the CEO/head of business are overt about working flexibly in order to manage personal commitments such as childcare responsibilities, caring for elders, maintaining their personal health and wellbeing such as going to the gym, or attending important personal events. This sends a strong message that it is acceptable to work flexibly in the organisation.

→ You will be required to provide examples of how the CEO/head of business and other leaders work flexibly. |

5.5.	**At least four of the following options must be available to women and men in your organisation:** → flexible hours of work → compressed working weeks → time-in-lieu → telecommuting → part-time work → job sharing → purchased leave → unpaid leave → self-rostering → other flexible working arrangement/s relevant to your workplace or industry – provide details.
5.6.	**How does your organisation support part-time / reduced hours in manager roles?** → You will be required to provide up to 500 words outlining your organisation's approach, including how you address real or perceived barriers to requesting reduced hours in senior roles.
5.7 **Requirement commences in 2021-22:**	**Your organisation must set targets with timeframes to increase the proportion of men (managers and non-managers) who have a formal flexible working arrangement in place.** → Details of the targets, as well as the target date will need to be provided.
Outcomes: Subsequent applications (every two years)	From 2021-22 when this requirement commences, your renewal application (two years later) must show progress against targets (over the prior two-year period). → If targets are not met, you will have the opportunity to explain why.

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

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

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

6.2.	**All employees (and Partners in Partnership structures), must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying at induction and at least every two years.**

This training must be completed by your entire workforce, i.e.

→ managers

→ non-managers

→ contract and casual staff

→ Partners in Partnership structures.

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

Training must include:

→ a legislative definition of gender-based harassment and discrimination, sexual harassment and bullying

→ definition of a workplace, rights and responsibilities of all the workforce

→ details of the grievance/complaints procedure

→ details of the internal and external contact support resources

→ clear explanation of organisational expectations around conduct and consequences for respondents.

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

6.3.	**Your organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to gender-based harassment or discrimination and sexual harassment in the last three years.**

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

7. Driving change beyond your workplace

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

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

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

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

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

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

Guidelines could include ensuring relevant organisations are compliant with the *Workplace Gender Equality Act 2012* and asking suppliers whether they have a gender equality policy or have conducted a gender pay gap analysis.

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

This criterion requires more than just attending an event, or sending an external email/online post etc.

It is related to what the CEO does to promote gender equality outside their workplace, and requires more than just attending an event. It could involve participation in a round-table with other CEOs, a speaking event, speaking at a conference or forum, participating on a panel etc. (This can be something your organisation has organised, or an event organised by someone else.)

→ You will be required to provide details of the event.

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

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

This could include:

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

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

7.5. **Your CEO/head of business (regardless of gender) must aim to achieve gender balance on internal / external speaking panels by taking action in the following ways:**

  i) requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved

  ii) insisting that as a condition of acceptance, you expect women/men to participate in a meaningful way

  iii) reserving the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised

  iv) offering names of women/men from within your organisation or network and if helpful, point them to resources for support in finding women/men.

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

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

Lived experience check

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

2.   CEO interview

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

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

1.   Employee consultation

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

At a minimum:

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

→ Your completed EOCGE application (including any supplementary information provided post submission) must be formally made available to all workers, before or upon successful granting of the citation. This could be via publication on an intranet or internal communications platform.

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

3.   Employee survey

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

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

Questions to ask your workforce

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

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

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

OR

Once you have **obtained approval from WGEA** on the suitability of alternatives **PRIOR** to conducting your survey, you may replace the three EOCGE questions provided the alternatives are comparable to, and align with, the intent of these three questions. You must include your replacement questions in your application.

Conducting your survey

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

Sample size

You must either:

→ give everyone (including casuals and Partners in Partnership structures) an opportunity to complete the survey;

OR

→ administer the survey to a statistically significant and representative sample.

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

Response rates

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

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

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

<u>Analysis and results thresholds</u>

→ All responses must be analysed by gender.

→ Analysing all responses received, your organisation must either:

1. achieve an agreement threshold of at least 70% 'agree' or 'strongly agree' on the first two questions (or the equivalent questions as approved by WGEA)

2. achieve an agreement threshold of at least 80% for the third question regarding zero tolerance of gender-based harassment and sexual harassment (or the equivalent question as approved by WGEA)

   OR

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

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

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

Outstanding initiative

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

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

Please provide the following information:

→ What was the gender equality challenge?

→ What was the initiative?

→ Who was involved in the initiative?

→ What were the outcomes?

Glossary and technical notes

Terminology	Explanation
Employee Assistance Program	A formal, external service provider that offers independent, anonymous counselling and advice to employees and their immediate families on issues that impact on their work. For example, concerns about workplace harassment and bullying, performance management, financial concerns, depression and anxiety, financial matters, domestic violence and family crises.
Formal	Where the word 'formal' appears in relation to a question, it refers to the specified item being articulated in writing and endorsed by a person with authority to do so.
Gender balance	For the purposes of applying for the EOCGE citation, the term gender balance refers to a gender composition of 40% female, 40% male and 20% either.
Gender segregation	Refers to where women or men are unequally represented in the workplace. This could relate to where an industry, a role or leadership position is female or male dominated.
Harassment or discrimination complaints	Complaints that are formally made to an organisation's contact officer/ manager have been formalised and have been escalated for investigation using the organisation's internal grievance procedures and/or referred to a court or tribunal.
Keep-in-touch program	A formalised inclusion strategy for members of the workforce on extended leave for example, parental leave, which provides an option for the employee to remain connected to their workplace. This includes the option to participate in organisation events such a product launches, end-of-year functions, meetings, training, receiving organisation newsletters and other communications, notification of employment opportunities and announcements of organisation changes.
Long-term casuals	Long-term casuals refer to those that have been employed casually on a regular and systematic basis for at least 12 months.
Occupational segregation	Refers to where different occupations are dominated by one or the other gender. For example, child-care workers are typically women, and trades roles are typically men.
Outcomes	For question 1.5, gender-based harassment and, discrimination and sexual harassment complaints must be reported to key management personnel and the governing body. This includes **outcomes for complainant and respondent.** Where a complaint was settled, this must also be included.
Partners	Refers to workers those within a Partnership structure who are engaged with the firm under Partnership terms and conditions. It **does not** include persons holding the title of 'Partner' and that are engaged on an employment contract.

Pay equity objectives	The actions an organisation will take to create a desired change, for example, conduct a pay equity audit or review starting salaries.
Policies and strategies	For all criteria requiring organisations to have a policy and/or strategy:
	→ they must be a formal policy and/or strategy, that is published, signed off by HR and/or management.
	These may be standalone or contained within another policy or strategy.
Promotion	'Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis, or a fixed term contract where the employee will not be returning to their previous substantive role (i.e. the promotion is not a temporary arrangement.) (This includes employees promoted from one manager position to another manager position.)
	→ Promotions do not typically include movement within a salary band or when an employee gains a salary increment within a band or level due to satisfactory service, unless there is a move to a higher office or rank.
	→ Promotions do not include transfers to a position of equal ranking even if the transfer resulted in the person taking on increased responsibilities and/or more complex matters.
Visible role models of flexible working	Overtly promote leaders who work flexibly to manage work-life balance issues such as working from home, late start/early departure to drop-off/pick-up children from school/day-care, coach children's sport or care for elderly parents; pursue health and well-being activities and communicate openly about their actions.
Targets	Stated numerical values with a realistic, achievable future oriented timeframe. For example, an organisation where the representation of women in non-traditional roles in its workforce is 6% may set a target to increase the representation of women in non-traditional roles to 8% by 2022. This represents a 33% increase over four years.
	A target is not a quota. A target is a flexible, desired state to aim for but not a rigid outcome.
	Targets enable an organisation to respond to internal and external operating influences and may be adjusted upwards or downwards accordingly.
Tracking flexible work	Refers to formal flexible working arrangements not informal flexible working.
Training on dealing with fears and concerns about gender equality	When promoting gender equality, employers can expect there will be fears and concerns, and sometimes resistance. It is important for organisations to build capability by training people managers on proactively dealing with these fears and concerns. Refer to "(En)countering resistance, Strategies to respond to resistance to gender equality initiatives" for further information on this.
Workforce/Employees	Throughout the citation, the term "workforce" or "employee" is generic and used for ease of reference. Please note that this covers employees, and Partners in Partnership structures. Unless otherwise stipulated, it includes full-time, part-time, casual and contract employees.

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