



Workplace Gender Equality

Targets

Gender equality targets: From compliance to confidence

Workplace Gender Equality Agency (WGEA)

11 September 2025



Australian Government



Workplace
Gender Equality
Agency



Acknowledgement of Country

In the spirit of reconciliation, the Workplace Gender Equality Agency acknowledges the Traditional Custodians of the country throughout Australia and their connections to the land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

After this session, you will know...

1

the purpose, principles and evidence for Gender Equality Targets

2

the new legislation and what's required for compliance

3

what you need to develop targets specific to your workplace setting

4

where to find WGEA's resources that will support you to select your targets



Your speakers



Mary Wooldridge
Chief Executive Officer



Elyse Lane
Evidence & Insights Manager
Insights & Capability

A decade of progress

WGEA's results show that over the last 10 years:



**Total remuneration
gender pay gap**
down to 21.1%



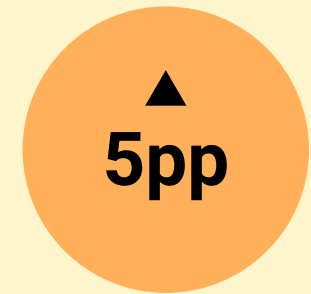
Proportion of
**workforce in
gender dominated
industries** down
to 51%



**Boards with no
women** down, but
still 26% have no
women



**Managers who are
women** up to 42%



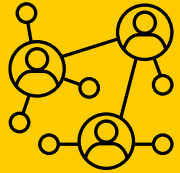
**Primary carers
leave taken by
men** up to 17%



Source: WGEA Progress Report 2022-24



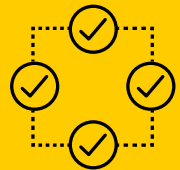
The purpose of gender equality targets



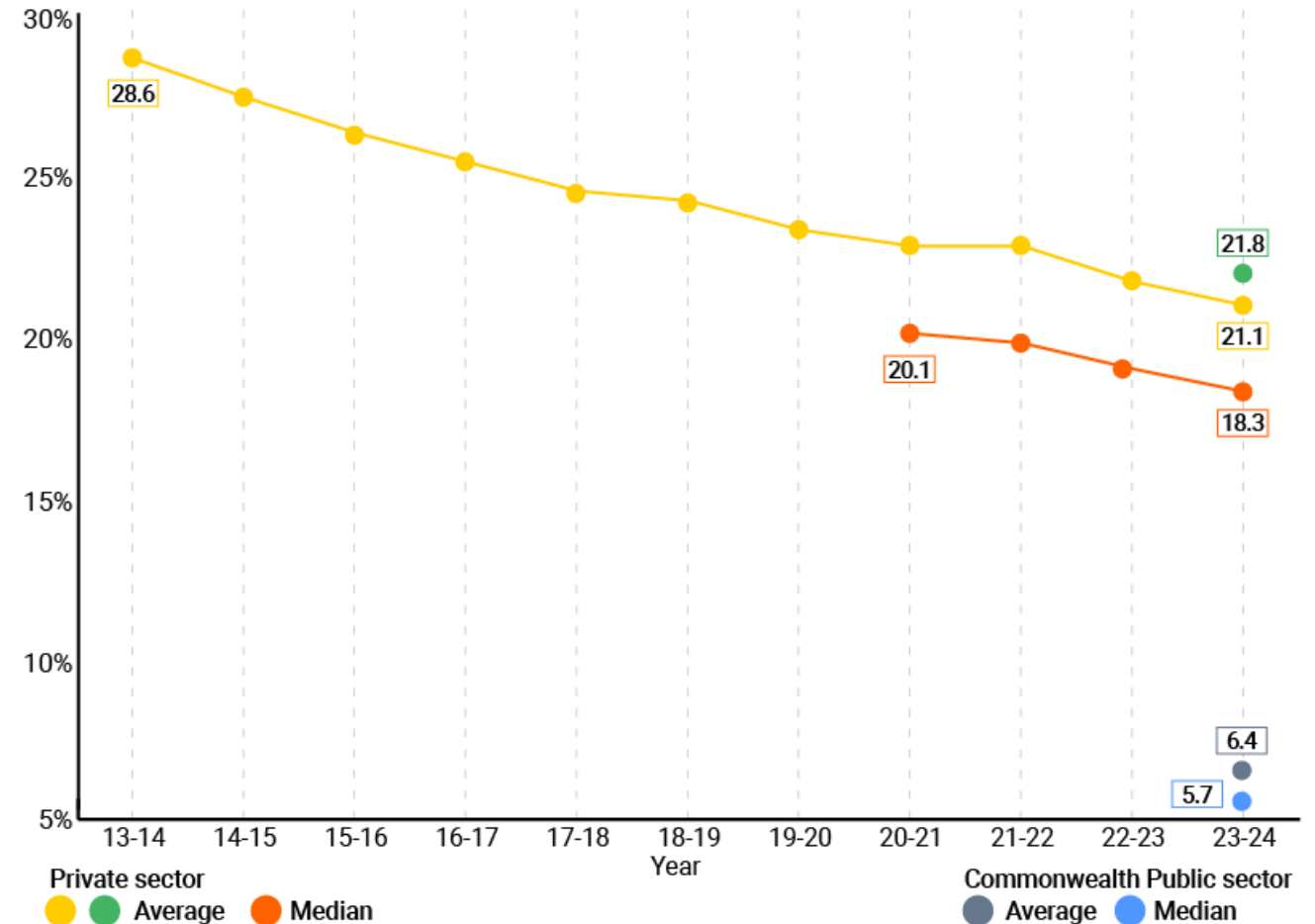
Reporting data is not enough to spur employers to continually act to improve gender equality



Other nations (and Victoria) have tackled this problem by making it a requirement to develop Gender Equality Action Plans



Evidence that targets work
Australia's Gender Equality Targets scheme places the emphasis on **outcomes**



Australia's flexible targets model



Employers have choice

Menu of 19 action and numeric targets and ability to nominate percentage point improvement



Aligns with employer practices

56% of DREs already set one internal target and 1/3 set at least 3 of the targets on the menu



Meet or demonstrate improvement

Progress is acceptable.
Employers should aim to meet the targets, with improvement also considered as compliance



Limited additional reporting

Targets align with information employers already report to WGEA. Targets cycle aligns with reporting cycles



Approach and timeline for implementation

- Applies to 'Designated Relevant Employers'. This means employers who directly employ 500 or more employees
- From 2026, employers must select and commit to achieve 3 gender equality targets from a defined menu, at least one target must be numeric
- Employers have 3 years to meet, or demonstrate improvement, against each target, compared to their baseline year
- WGEA will publish the selected targets on the WGEA website in the Data Explorer
- Progress measured annually, reported through WGEA Executive Summary



2024-25*

Baseline year

This is what your progress is measured against



2026

Targets selection

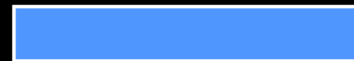
Select 3 targets.



2027

Progress

Work towards meeting your targets



2028

Progress

Work towards meeting your targets



2029

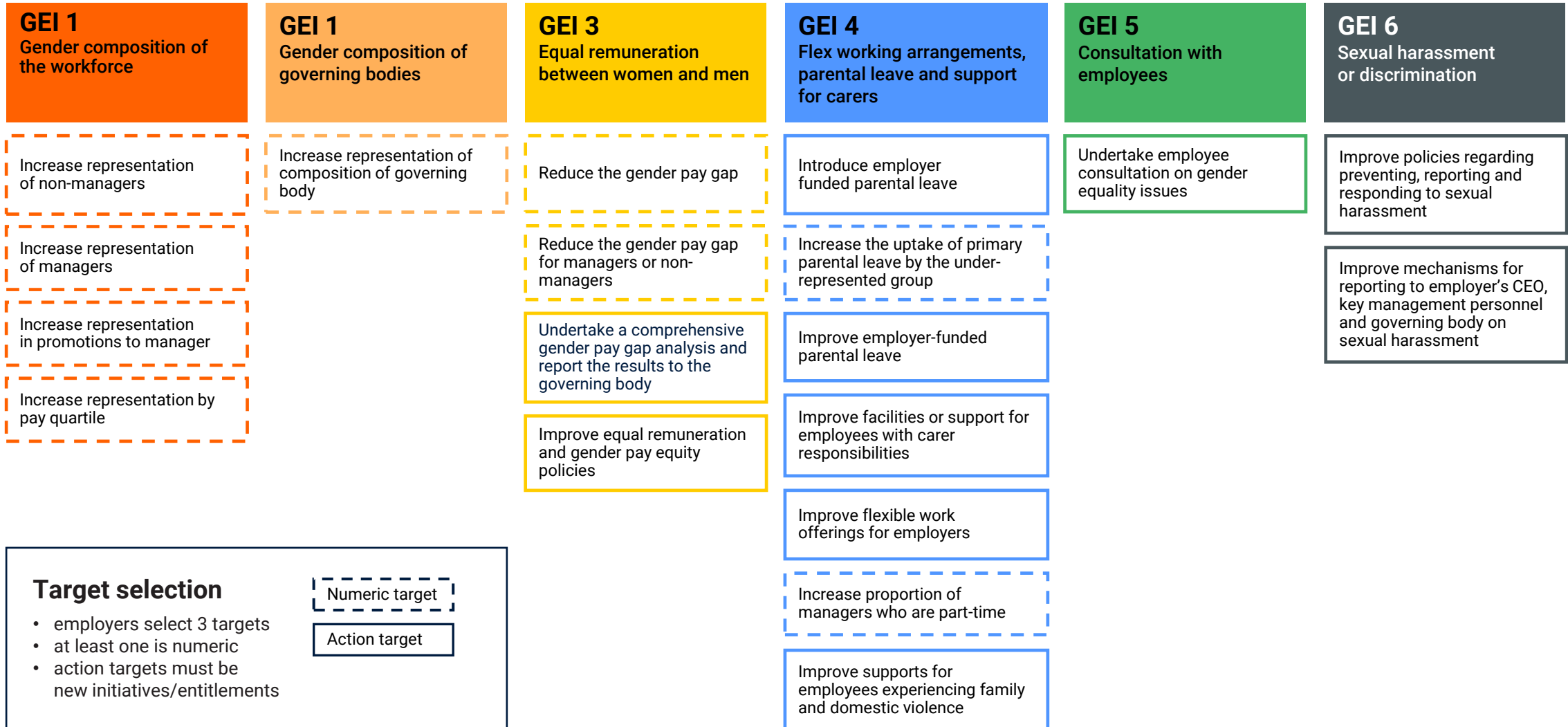
Assessment

WGEA checks if you have met or improved against each target in 2028-29, compared to the baseline year

* Baseline year for the Commonwealth public sector is 2024



What's on the Targets Menu?



Meeting or demonstrating improvement

Gender equality target	When target is met	Demonstrated improvement
<p>Increased representation (managers)</p> <p><i>Representation of [under-represented gender] in [one manager category or for managers overall] increased by [_pp].</i></p> <p>Manager category options:</p> <ul style="list-style-type: none"> • key management personnel • other executives and general managers • senior managers • other managers 	<p>Nominated percentage point change specified by the employer has been achieved at the end of the target cycle</p>	<p>This could be any percentage point improvement from the baseline.</p> <p>For example, if the employer nominated a 10pp change, a demonstrated improvement could be anywhere between 0.1 – 9.9pp</p>
<p>Equal remuneration and gender pay equity policies</p> <p>Add at least 2 of the following to existing policy:</p> <ol style="list-style-type: none"> remuneration review processes without gender biases transparency about pay scales and salary bands managers being held accountable for gender pay equity outcomes. 	<p>Employer's policies now provide for the 2 specified things at the end of the target cycle</p>	<p>Employer's policies now provide for one of the specified things</p> <p>The requirement under this target is that "the employer's policies provide for the specified things". It would not be sufficient for an employer to be in the process of developing and implementing a policy</p>



Compliance with the legislation

Compliance

Employers must select and commit to achieve targets in 2026

WGEA will assess whether employers have 'met or demonstrated improvement' against each target, by comparing the information they report in the final year of the target cycle to the information in the 'baseline year'

Non-compliance

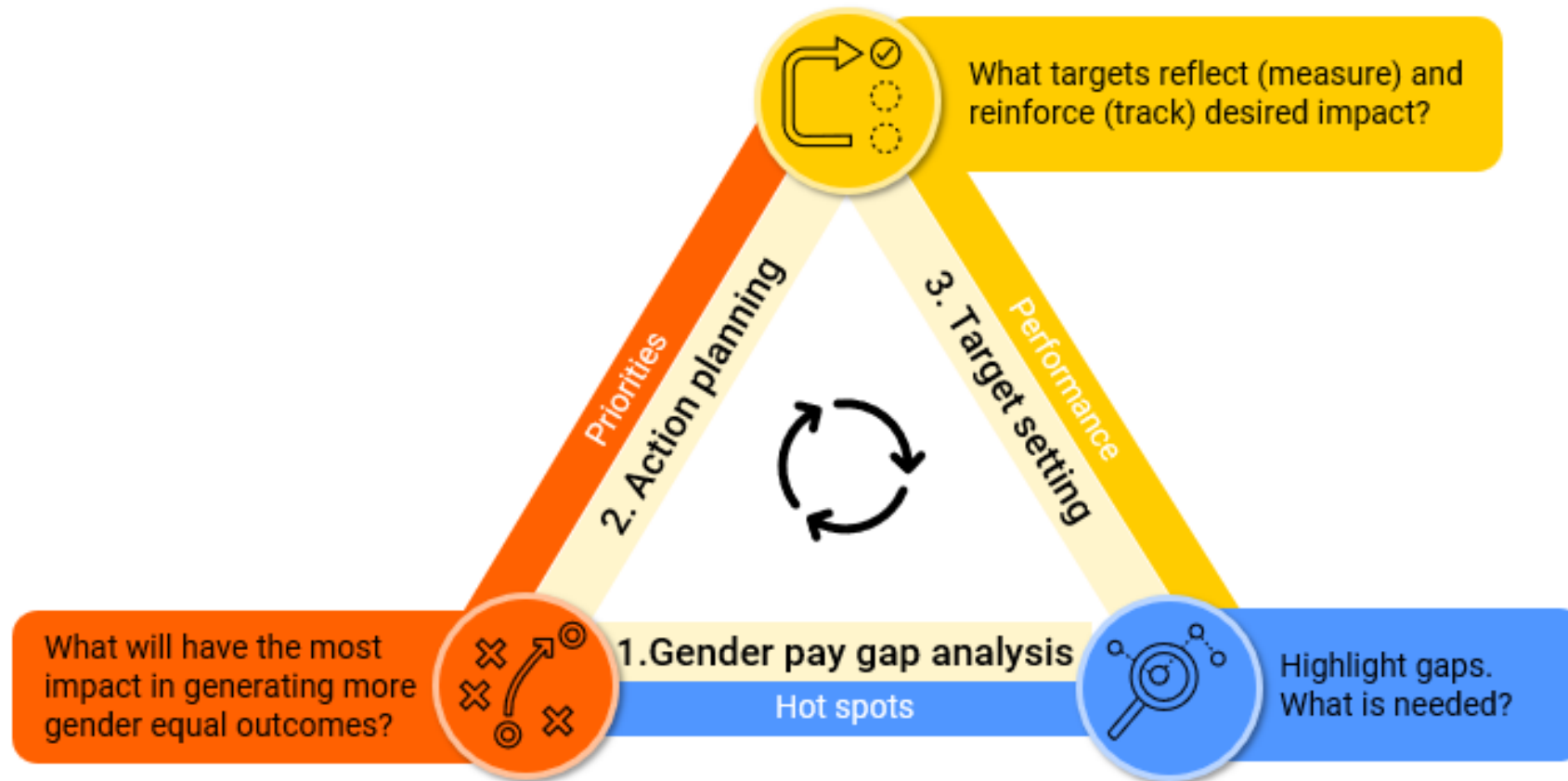
WGEA may name non-compliant employers who do not have a reasonable excuse

"A reasonable excuse must be one that an ordinary member of the community would accept as reasonable in the circumstances."

The employer may not be eligible for government contracts



Taking effective action



Gender Pay Gap
Analysis Guide



Action Planning Guide



Targets Hub



Why targets work

Drive organisational change and define organisational priorities



Serve as a practical response to organisational data and gaps



Drive accountability at all levels of an organisation



Improves self-efficacy



Targets are:

- aspirational
- a mechanism for benchmarking and measuring progress
- evidence-based levers for driving improvement
- quantitative and qualitative measures that are specific, measurable, achievable, realistic and time-bound
- a tool for accountability
- adaptable.



Steps to targets selection



Employers are driving better outcomes

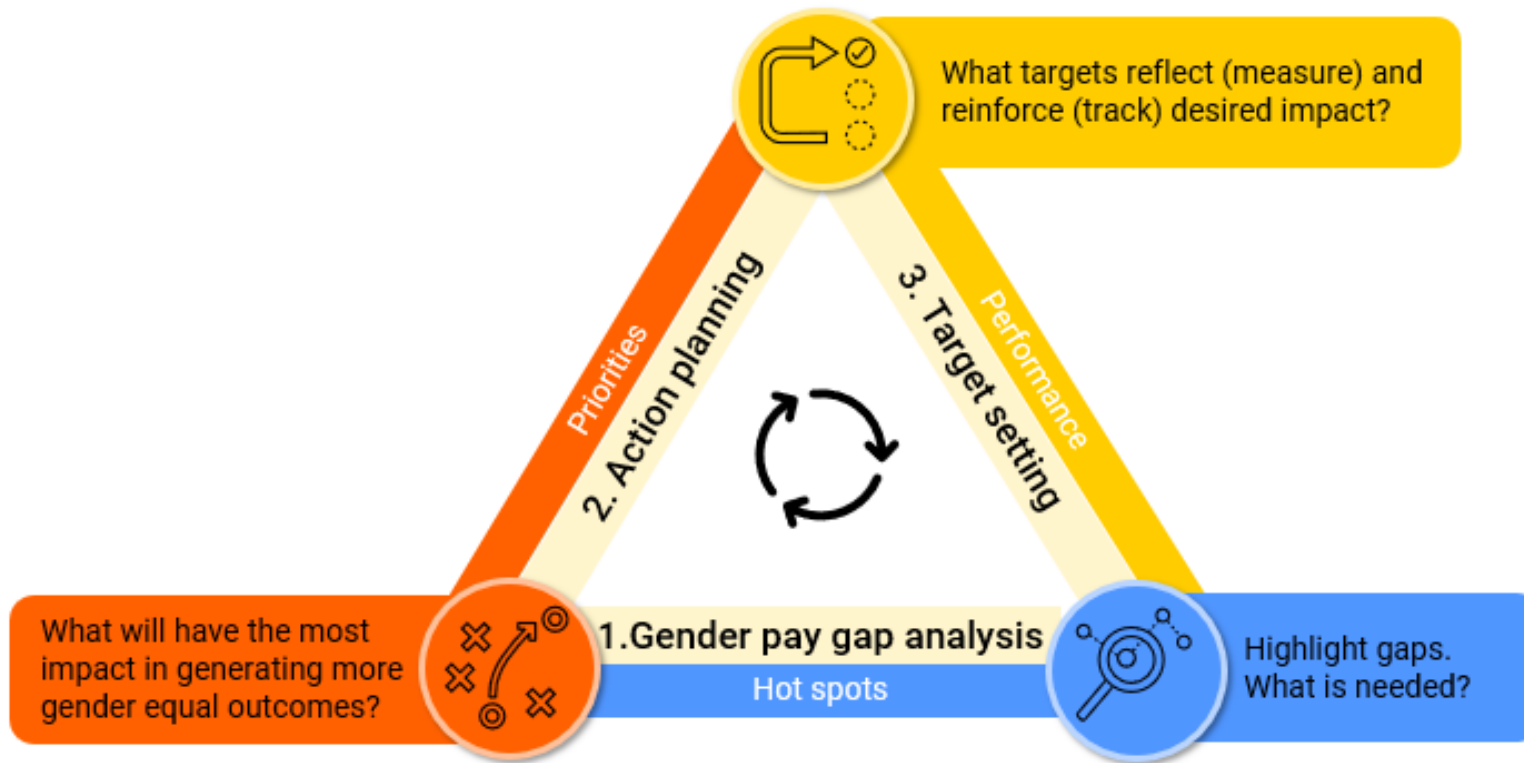
CPB Contractors

- Having a gender diverse workforce produces better results
- Targets are not new, and they create awareness for leadership
- What gets measured gets done
- A data driven approach is the best way to understand where you need to focus your action

WGEA Case Study: CPB Contractors



Call to action



Locate yourself in the triangle of success

Gender pay gap analysis: Find hot spots

If you haven't done a comprehensive gender pay gap analysis attend WGEA's Gender Pay Gap Analysis Masterclass for step-by-step advice

Action planning: Develop priorities

If you're yet to plan your actions, use WGEA's Action Planning Tool and Playbook to get started

Target setting: Monitor performance

If you have completed the above you are ready to begin process of selecting your targets



WGEA targets resources

[Targets Menu](#)

[Selection Guide](#)

[WGEA Masterclasses](#)

[Baseline and Eligibility Guide](#)

[Direct advisory session](#)

[Compliance Strategy](#)

[Frequently asked questions](#)

[Data Explorer](#)

Questions about targets?

Email WGEA

targets@wgea.gov.au

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Targets Hub





Workplace Gender Equality **Targets**

Q&A





Workplace Gender Equality **Targets**

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