

Workplace Gender Equality Citation Guide

September 2025

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Join us in shaping the future of gender equality in the workplace

The Workplace Gender Equality Citation (citation) is the Workplace Gender Equality Agency's (WGEA) high-performing employer recognition program.

The citation is an evidence-informed employer endorsement program designed to help workplaces build and sustain excellence in gender equality.

Becoming a citation holder is accessible, and achievable for all employers who report to WGEA - regardless of size, industry, or location.

It acknowledges and promotes employer commitment to advancing and achieving gender equality in the workplace across 2 categories of achievement:

- Employer of Choice for Gender Equality
- Employer Committed to Gender Equality

Each category recognises employer achievement for 3 years. More than an accolade; our citation program is recognised by employers and their employees as an emblem of achievement in gender equality and an active commitment to fostering gender equal outcomes in the workplace.

Citation-holders enjoy a range of benefits from participating in the program.

National recognition and a strengthened employer brand

The citation will enhance your reputation as a future-focused, gender-equal employer – amplifying your ability to attract and retain talented employees.

An evidence-informed blueprint for effective action on workplace gender equality

The citation provides a credible, cost-effective benchmark to assess your workplace's progress against peers and other relevant employers. WGEA's existing citation-holders use the citation framework as an evidence-informed plan of action and continuous improvement process to deliver a gender-equal experience across their employee lifecycle.

Contemporary education and tailored support

Citation-holders receive support above and beyond WGEA's high-quality mainstream resources. This includes special webinars, regular contact through the citation community of practice network. Citation-holders and aspiring citation-holders receive priority access to WGEA's Gender Equality Accelerator program. This workshop series for HR and Diversity and Inclusion practitioners builds capability to embed gender equality into everyday practices, strengthen organisational outcomes and experiences, and support progress towards citation recognition.¹

Generating a competitive advantage for the enterprise

WGEA will publish the citation logo next to the employer's name on the Data Explorer where the employer's gender pay gap and other gender equality data is published. We also list citation-holders on the WGEA website and, with approval, may use their stories as case studies of excellence in media and other promotions. Citation-holders can use the citation logo to further distinguish themselves in job advertisements, public comments, websites and social media for the 3-year period.

¹ Existing participants report they have greater confidence to deliver the employee experience outcomes that are assessed in the citation application after completing the workshops.



Both levels of program recognition can provide tangible benefits

- **Recognition:** Achieving the citation provides national recognition for your organisation's leadership in advancing gender equality, showcasing your commitment to meaningful, measurable change.
- **Brand:** The citation strengthens your organisation's brand identity as a progressive, inclusive, and socially-responsible employer.
- **Capability building:** Your organisation gains access to tools, resources, and insights that help build internal capability to drive sustainable change.
- **Competitive advantage in recruitment:** Your organisation becomes more attractive to high-calibre candidates who value equity and inclusion.
- **Practical roadmap for action:** The Citation offers your organisation a structured framework to guide planning, implementation, and measurement of gender equality initiatives.
- **Accelerator program:** Your organisation benefits from targeted support from WGEA's gender equality experts. This can help you to fast-track progress, explore innovative approaches and scale successful initiatives.
- **Thought leadership:** The citation positions your organisation as a thought-leader in workplace gender equality, contributing to sector-wide conversations and innovation.
- **Enhance organisational culture:** The citation process supports an inclusive and respectful workplace culture, improving employee satisfaction and collaboration.
- **Community of Practice:** Your organisation joins a network of like-minded employers, enabling shared learning, peer support, and collaboration.
- **CEO and Executive connection:** Senior leaders in your organisation gain access to strategic forums that drive collective impact.
- **Boost productivity, engagement and retention:** A fair and inclusive environment leads to higher employee morale, stronger engagement, and reduced turnover.

The following pages outline the application and assessment process in more detail.



Eligibility

The citation is open to Australian employers with 100 or more employees. Employers need to be compliant with the *Workplace Gender Equality Act 2012* (the Act) and maintain this throughout the course of each 3-year citation period.

Employers can apply for either the Employer of Choice or Employer Committed category. Each category has different assessment standards and thresholds. Before completing the application process, employers should decide which category they wish to apply for based on their current level of achievement.

Assessment

WGEA will assess citation applications against the Standards detailed in the [Citation Standards](#).

The robust assessment framework is focused on demonstrated achievement. It is underpinned by:

- the latest evidence on what drives gender equal outcomes and experiences in the workplace
- practice level benchmarks from WGEA's world class data set
- operational experience and subject matter expertise from practitioners, employers and the WGEA team.

WGEA's assessment process considers the employer's practices, policies and systems associated with delivering gender equal outcomes and experiences across the employee lifecycle. It critically includes employee experience standards and a CEO interview in the assessment process to affirm the quality of the employment experience and the executive level understanding and support of the citation. We know this is vital to ongoing progress and success in fulfilling your workplace equality aspirations.

These elements of assessment ensure the validity of the citation standards as leading practice in workplace gender equality. The WGEA citation is a valued and trusted endorsement that is visible in the day-to-day experience of employees.

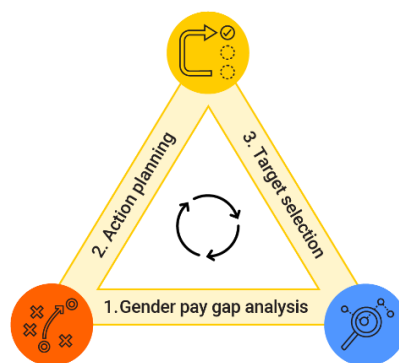
A consistent, outcomes-based assessment framework enables leading employers to drive national progress on workplace gender equality, while maintaining the integrity and value of WGEA's endorsement.

Preparing for application

3 key actions are essential to achievement and importantly, demonstrating and maintaining momentum and progress beyond the initial application.

- Undertaking a comprehensive gender pay gap analysis using the WGEA methodology
- Selecting relevant evidence-informed actions
- Selecting targets to track progress

Employers who embed these key actions into their workplace strategies and practices and build the knowledge and capability of their managers to progress them, consistently achieve more gender equal outcomes across their workforce. In addition, citation-holders will need to implement and draw on these actions to demonstrate their level of achievement at application and where required, provide details of progress, plans and targets for their continuous improvement.



Our foundational level Masterclasses cover WGEA's methodology for undertaking a comprehensive gender pay gap analysis, developing a related action plan and setting effective targets to drive your outcomes.

Existing and aspiring applicants who are yet to undertake these actions are encouraged to attend our foundational level WGEA Masterclasses that cover the intent and practice of these actions in more detail.

All aspiring applicants and citation-holders who have not yet participated are also offered a place in our Accelerator Program.

The application process

All applicants need to apply through the WGEA Employer Reporting Portal.

New applicants

You are a new applicant if you are not seeking to renew an existing citation status.

New applicants need to enter/provide relevant data and information demonstrating fulfillment of all citation standards.

The data and level of information you are required to provide will vary depending on the citation category you are applying for.

Your application can be saved in the portal. You will be able to re-enter at any time to complete it. However, the portal will not allow you to complete and lodge your application without the requested data.

Renewing applicants

Both Employer of Choice for Gender Equality and Employer Committed to Gender Equality categories of the program are awarded to employers 3 years.

All existing or past citation-holders need to reapply to continue to hold the citation including use of the citation logo and related branding and promotion.

WGEA will assess renewal applications against the baseline data, plans and targets provided by the applicant in the previous citation application.

Existing Citation-holders (2025)

Existing citation-holders (2025) should note and follow the application guidelines set out on the website [Workplace Gender Equality Citation | How to apply](#).

Key steps to complete the citation application

Employers who wish to apply for either category of the citation should follow these 7 steps.

Step 1: Establish the category of the citation you should apply for

Both citation categories have their own application standards and assessment requirements. To avoid completing an application unsuited to your current state, familiarise yourself with these in advance. These are set out in the [citation standards](#).

Pay particular attention to:

The gender pay gap and sample size requirements for the employee experience measures.

Step 2: Decide who and how to apply



Because the citation prioritises employee experience and outcomes, it assesses progress at the level of individual workplaces. However, the reporting structures of some employers don't align neatly with this approach. To address this, we've streamlined the application process for corporate groups, focusing efforts on the largest employers to maximise impact.

Corporate groups

The corporate group approach aims to enable an effective Workplace Gender Equality Citation application for employers with a range of corporate group structures. Focusing on the large/largest employers within a group, aims to ensure gender equality outcomes and improvement with the most potential impact for the business. At the same time, considering the leadership, governance and the experience of all employees in a group ensures the whole workforce within the group is represented in the application.

For employers that operate as part of a corporate group, all employers within the group seeking recognition must be named in the application and application questions for each Designated Relevant Employer (DRE)² must be completed.

When assessing applications for corporate groups, we will be looking to ensure several standards have been met for each large employer covered in the citation.

- The Education and Policy standards must be met and apply to each employer named in the application.
- At the corporate group level, the following Continuous Improvement Standards must be met (specific to the citation level of recognition sought)
 - gender-balanced executive
 - gender-balanced governing body/Board.
- Continuous improvement and employee experience standards apply to each DRE (specific to the citation category of recognition sought).
- Where there is no DRE included in a corporate group application, the continuous improvement and employee experience standards apply to the largest employer in the group **OR** If all the employers in the group operate under the same ANZSIC group, for the corporate group.
- At least all permanent employees of each employer named in the application must be given the opportunity to complete the employee experience survey.

When employers in a corporate group seek different categories of recognition separate applications will be required, one listing all employers seeking recognition as 'Employer of Choice for Gender Equality' and another listing those applying for 'Employer Committed to Gender Equality'.

Further information about applications for corporate groups is set out in [Appendix 4](#).

Step 3: Obtain approvals for any exceptions

Submit any exceptions requests at least 21 days before applications close — earlier submissions are strongly encouraged.

Step 4: Gather the information and data needed for application

You will need the following:

- Your most recent industry benchmark report/s.
- The results of your comprehensive gender pay gap analysis.
- Your action plans with targets for the continuous improvement standards.

² A Designated Relevant Employer (DRE) directly employs 500 or more employees



- Ensure you know the gender pay gap for total remuneration industry midpoint at the ANZSIC class or how it will alternatively be determined.
- If your organisation is a corporate group, ensure you know the gender pay gap for total remuneration industry midpoint for each DRE covered in your application or the largest employer (whichever applies).
- The results of your employee experience survey, including by DRE for Corporate Groups.

Step 5: Policy and education standards (self-assessment)

Check the self-assessment standards are in place for all the employers who will be covered in the application. You will need to confirm that your CEO signs off that this has occurred as part of the application.

Step 6: Register for the drop-in sessions

Keep a record of your questions and bring them along to the sessions. During the application period, WGEA will list the sessions on the wgea.gov.au website under the Citation section.

Step 7: Log into the portal to commence and submit your application

Exceptions

While consistency and fairness are foundational to any recognition program, allowing for carefully considered exceptions ensures the program remains inclusive.

Requests for exceptions are encouraged before applications open but must be received no later than 21 days before applications close. Exceptions will only be granted when there is confidence that granting the exception will not compromise the intent of the standard or the citation.

Employers seeking an exception will need to provide details about how the intent of the standard will be upheld.

A separate, completed 'Request for exception' form must be submitted for each exception sought. To obtain this form, please contact wgecitation@wgea.gov.au.



Program fee

The program fee for 3 years is \$8,000

The fee covers the direct cost to WGEA for administering the program. This includes assessing applications, providing advice and support, monitoring, evaluation, education and events offered exclusively to our citation-holders.

The fee can be paid in a lump sum on application or over 3 years.

All fees quoted include GST.

3-year payment schedule

Fee	When
\$4,000	On application
\$2,000	Year 2
\$2,000	Year 3

Key information for citation-holders

Developing your capacity – The Accelerator Program

The program is designed to guide current and aspiring organisations in developing leading practices in workplace gender equality. It supports organisations to actively demonstrate achievement and commitment across key areas of influence on workplace gender equality.

Organisations engage with the program through 3 key delivery components:

1. **Tools for Leading on Workplace Gender Equality:** A foundational in-person workshop that builds knowledge and capability, enabling the adoption of leading practices that contribute to gender-equal outcomes and experiences.
2. **Moments that Matter for Gender Equality Tutorials:** An online tutorial series that deepens capability across the employee lifecycle that reflects and reinforces gender equality.
3. **Amplifying the Lead on Gender Equality:** An advanced in-person workshop focused on strengthening organisational capability to achieve and sustain workplace gender equality through broader application and prevention.

This program is included as part of the experience of the Workplace Gender Equality Citation and is incorporated in the program fee.

Through participation, employers are positioned to work towards recognition in WGEA's Workplace Gender Equality Citation.



Maintaining your achievements and standards

Employers with the citation will need to review their status every 3 years.

Once a standard is met each subsequent application will need to confirm the achievement has been maintained and, in some cases, new targets and actions plans put in place. This satisfies the continuous improvement principles of the citation.

In the event a standard is not met, you may apply for a different category in the citation or reapply at a later date once the relevant benchmarks are achieved.

Rescinding the citation

The integrity of the citation depends on citation-holders demonstrating exemplary practices and outcomes. Citation-holders will need to be vigilant in upholding the standards. Not doing so could result in WGEA rescinding the citation.

Citation-holders will also need to be proactive about advising WGEA about any gender equality issues, or adverse actions that have occurred within their workplace that may compromise the integrity of the citation.



Overview of Standards

This summary provides a high-level overview of the key requirements and assessment standards. Detailed guidance for each standard is available on the following pages.

Standard 1: Policy and education (self assessment)

There are 28 standards organised under six domains.

Domain 1: Gender equality strategy and planning (Standards 1 - 5)

Domain 2: Leadership and governance (Standards 6 - 10)

Domain 3: Gender-informed remuneration practices, monitoring and evaluation (Standards 11- 13)

Domain 4: Gender-informed workplace policies (Standards 14 – 24)

Domain 5: Gender-informed training and development (Standards 25- 26)

Domain 6: Driving change beyond your workplace (Standards 27 – 28)

- Employers are responsible for ensuring all standards are met by their organisation, determined by way of self-assessment.
- The policy and education standards must be met by employers applying for either level of the citation.
- CEOs are required to sign off on the application, confirming that all standards are in place.

Standard 2: Continuous improvement

Employer of Choice for Gender Equality

Gender pay gap (average total remuneration)	Is between -5% and +5% (neutral range) or Is closer to 0% than the industry midpoint or equal to the industry midpoint
Executive team	Is gender-balanced (40% women 40% men)
Governing body/Board If the employer influences Governing body/Board appointments	Is gender-balanced (40% women 40% men)
Manager and non-manager levels	Is gender-balanced (40% women 40% men) at the manager level and non-manager level or Have an action plan in place and demonstrate progress towards the achievement of gender balance in 2 manager and 2 non-manager hotspots identified through analysis as a key driver of workplace gender inequality
Employer-funded paid parental leave	A policy in place which has:



	<ul style="list-style-type: none"> • 8 weeks for primary carers (if policy is universal) and 3 weeks for secondary carers (if policy makes primary/secondary carer distinction) • the amount is replacement pay, in addition to government-funded paid parental leave • superannuation is paid on replacement pay • eligibility is immediate. <p><i>Additional requirements apply, as set out in the Standards.</i></p>
Manager-level part-time work	Have an action plan in place and demonstrate achievement of the progress goals.
Uptake of paid parental leave	<p>The proportion of men and women utilising employer-funded paid parental leave (universal or primary care) is proportionate to each gender cohort in the workforce</p> <p>or</p> <p>Develop an action plan and demonstrate progress towards the achievement of narrowing the difference in the proportion of men taking paid parental leave, relative to the level taken by women in your workforce.</p>
CEO Interview	A CEO interview is required if the current CEO has not participated in a WGEA citation interview within the past six years
Employer Committed to Gender Equality	
Gender pay gap (average total remuneration)	<p>Is between -5% and +5% (neutral range)</p> <p>or</p> <p>Is closer to 0% than the industry midpoint or equal to the industry midpoint</p> <p>or</p> <p>Have an action plan in place and demonstrate progress towards or achievement of gender balance</p>
Executive team	<p>Is gender-balanced (40% women 40% men)</p> <p>or</p> <p>Have an action plan in place and demonstrate progress towards or achievement of gender balance</p>
Governing body/Board If the employer influences Governing body/Board appointments	<p>Is gender-balanced (40% women 40% men)</p> <p>or</p> <p>Have an action plan in place and demonstrate progress towards or achievement of gender balance</p>
Manager and non-manager levels	<p>Is gender-balanced (40% women 40% men) at the manager level and non-manager level</p> <p>or</p> <p>Have an action plan in place and demonstrate progress towards, or achievement of gender balance in 1 manager and</p>



	1 non-manager hotspot identified through analysis as a key driver of workplace gender inequality
Employer-funded paid parental leave	<p>A policy in place which has:</p> <ul style="list-style-type: none"> • 8 weeks for primary carers (if policy is universal) and 3 weeks for secondary carers (if policy makes primary/secondary carer distinction) • the amount is at least to top up government-funded paid parental leave, equating to replacement pay • superannuation is paid on at least the top up amount • eligibility is at the end of the employee's probation period <p><i>Additional requirements apply, as set out in the Standards.</i></p>
Manager-level part-time work	Have an action plan in place and demonstrate an increase in the proportion of managers working part-time.
Uptake of paid parental leave	<i>This is not a requirement for this level.</i>
CEO Interview	A CEO interview is required if the current CEO has not participated in a WGEA citation interview within the past six years

Standard 3: Employee experience

Employee experience data	<p>At least all permanent employees (including partners in partnership structures) must have an opportunity to respond anonymously to five survey questions specified by WGEA relating to workplace experience.</p> <p>Responses must be assessed on WGEA's five-point scale and analysed by gender.</p> <p>Minimum respondent sample size from both men and women surveyed must be achieved as follows:</p> <table border="1"> <thead> <tr> <th>Number of employees</th><th>Minimum response rate</th></tr> </thead> <tbody> <tr> <td>Less than 400 employees</td><td>70% of women 70% of men</td></tr> <tr> <td>400 to 1,000 employees</td><td>60% of women 60% of men</td></tr> <tr> <td>More than 1,000 employees</td><td>50% of women 50% of men</td></tr> </tbody> </table>	Number of employees	Minimum response rate	Less than 400 employees	70% of women 70% of men	400 to 1,000 employees	60% of women 60% of men	More than 1,000 employees	50% of women 50% of men
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Less than 400 employees	70% of women 70% of men								
400 to 1,000 employees	60% of women 60% of men								
More than 1,000 employees	50% of women 50% of men								
Employer of Choice for Gender Equality									
Minimum proportion of responses received from employees	<p>The percentage of respondents, by gender, who agree or strongly agree with each survey question must meet the following thresholds:</p> <ul style="list-style-type: none"> • Q1: 70% of women 70% of men • Q2: 70% of women 70% of men • Q3: 80% of women 80% of men • Q4: 70% of women 60% of men • Q5: 80% of women 80% of men 								



Employer Committed to Gender Equality

Minimum proportion of responses received from employees

The percentage of respondents by gender who agree or strongly agree with each survey question must meet the following thresholds:

- Q1: 60% of women | 60% of men
- Q2: 60% of women | 60% of men
- Q3: 80% of women | 80% of men
- Q4: 60% of women | 50% of men
- Q5: 80% of women | 80% of men



Standard 1: Policy and education (self-assessment)

The policy and education standard for **Employer of Choice for Gender Equality** and **Employer Committed to Gender Equality** are the same for both categories of citation.

This is the self-assessment component of the citation, which means your organisation must have all standards in place at the time of application. These standards do not need to be submitted to WGEA, unless specifically requested. These are generally accepted as foundation level provisions for workplace gender and are likely, already part of a citation applicant's employee offering. Your CEO is responsible for ensuring these measures are already in place. This is confirmed when they approve your application.

Domain 1: Gender equality strategy and planning

An effective gender equality strategy aims to promote equal outcomes and opportunities for all employees regardless of gender. Effective strategies build understanding, actively reduce disadvantage and strive to increase gender diversity across the workforce.

Your organisation's plans and strategy can be part of your broader people and culture strategy. It should include actions that address any gaps identified in your [gender pay gap analysis](#) and aim to improve outcomes or experiences for your employees to contribute to gender equality.

1. Your organisation has a formal Gender Equality Strategy in place to support and progress gender equality in your workplace, which your organisation's governing body/Board has endorsed.

The intent of this Standard

To embed gender equality into the organisation's strategy and governance, ensuring meaningful, sustained progress that is authorised at the highest levels.

Requirements to be in place at the citation application:

Your organisation must have a Gender Equality Strategy in place that sets the strategic direction of the organisation in relation to gender equality.

A Gender Equality Strategy is a structured plan to promote and achieve gender equality across all aspects of an organisation's operations. It sets the strategic direction for the organisation's approach and aligns intent, priorities, and resources to drive sustainable change.

A leading practice gender equality strategy should include:

- defined direction for gender equality in the organisation
- how the Gender Equality Strategy enables the organisation's business strategy and people and culture strategy ([Domain 1: Gender equality strategy and planning – Standard 3](#))
- leadership commitment and visibility
- gender equality goals/objectives/priorities
- consideration of WGEA's six Gender Equality Indicators (GEIs) ([Domain 1: Gender equality strategy and planning - Standard 2](#))
- mechanisms for stakeholder engagement to shape and implement the strategy (including [Domain 1: Gender equality strategy and planning – Standard 5](#))
- timeframes, milestones and accountabilities



- risk management approach
- evaluation and continuous improvement framework ([Domain 1: Gender equality strategy and planning – Standard 4](#))

Leading practice includes communicating the Gender Equality Strategy across the entire organisation. When employees understand the organisation's approach to gender equality, it raises awareness, provides a clear directive for progress, and contributes to the embedding of the direction into everyday actions and capability. Employer Statement ([Domain 2: Leadership and governance – Standard 8](#)) is one opportunity for this.

Formalising the strategy

Board approval/endorsement formalises the organisation's Gender Equality Strategy.

Endorsement by your organisation's governing body/Board

The Gender Equality Strategy must be presented and approved by the governing body/Board.

Board endorsement lends authority and accountability to a Gender Equality Strategy, ensuring it is recognised as a strategic priority, adequately resourced, and integrated into the organisation's strategic and operational decision-making.

Resources

[WGEA Gender Strategy Toolkit](#)

[WGEA Action Planning Playbook](#)

2. Your Gender Equality Strategy makes explicit links to, and supports, each of the 6 WGEA Gender Equality Indicators (GEIs).

The intent of this standard

Explicitly linking an organisation's Gender Equality Strategy to the 6 WGEA Gender Equality Indicators (GEIs) ensures the strategy comprehensively addresses the critical areas of influence on workplace gender equality, supports measurable progress, and drives a continuous improvement approach.

The WGEA Gender Equality Indicators

WGEA's Gender Equality Indicators represent the 6 key areas where workplace gender inequality persists – and where progress towards gender equality needs to be demonstrated for employers to progress gender equality in their workplace. The *Workplace Gender Equality Act 2012* requires employers to report annually against 6 Gender Equality Indicators.

The 6 gender equality indicators are:

1. Gender composition of the workforce
2. Gender composition of governing bodies
3. Equal remuneration
4. Employment conditions relating to flexible work and support for employees with family or caring responsibilities
5. Employee consultation
6. Sexual harassment, harassment on the ground of sex or discrimination

Requirements to be in place at the citation application

Your organisation must have explicit links to, and outline how the organisation's Gender Equality Strategy considers, each of the 6 WGEA Gender Equality Indicators.

Resources

[WGEA - The six Gender Equality Indicators](#)

[WGEA Developing policies and strategies for the six Gender Equality Indicators](#)

[WGEA Gender Strategy Toolkit](#)

3. Your Gender Equality Strategy explicitly relates to, and supports, your broader business strategy/plan, including your people and culture strategy (or similar).

The intent of this standard

Integrating the Gender Equality Strategy with the broader business strategy ensures gender equality is positioned as a business priority and integral to the organisation's success. This encourages shared accountability, resource allocation, and sustained leadership engagement, which boosts the likelihood of effective progress toward gender equality.

Requirements to be in place at the citation application

Your organisation's Gender Equality Strategy must align with your broader business and people strategies. This means embedding gender equality into the organisation's strategic direction and explicitly integrating it into organisational goals and priorities so gender equality is a core part of how the organisation operates and succeeds.

This may require a review of the business and people and culture strategies to ensure the Gender Equality Strategy is effectively integrated.

Resources

[WGEA Gender Strategy Toolkit](#)

[WGEA Workplace gender equality: the business case](#)

4. Your Gender Equality Strategy has an explicit process for evaluating the success of your gender equality action plans to support your Strategy.

The intent of this standard

An explicit evaluation process enables organisations to measure progress against their Gender Equality Strategy and the actions that support it, allowing for evidence-informed adjustments to improve outcomes.

Evaluation

Evaluation is central to the effectiveness of gender equality actions, providing the foundation for continuous improvement—and is therefore integral to the Workplace Gender Equality Citation.

Requirements to be in place at the citation application

An organisation will need to have an outline of the evaluation process of the gender equality action plan. This will outline how outcomes and milestones will be monitored, measured, reported, and evaluated within defined timeframes.

Evaluation should occur regularly and throughout the strategy. This may include cycles (e.g. quarterly) and key organisation cadences (e.g. annual reviews, budget planning, or formal reporting such as presenting WGEA's Executive Summary and Industry Benchmark Report to the board). For effectiveness, findings should inform action adjustments.

Questions to guide your organisation's evaluation process include:

- How regularly will gender equality action plans be evaluated?
- What data does the organisation need to collect to evaluate the gendered experiences and outcomes of the action comprehensively?



- Who is responsible for evaluation? Is there scope in their current position for this as regularly as planned?
- How will the organisation respond to emerging trends or lagging progress?

Resources

[WGEA Gender strategy toolkit](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)

5. Your organisation has an employee consultative committee (a diversity committee or an employee representative group/network) with representation from senior management level, or above, that provides advice on the development, implementation and evaluation of your organisation's gender equality strategies and endorses the WGEA Gender Equality Citation application.

The intent of this standard

To ensure workplace gender equality efforts, particularly strategy and practice are informed by employee experience, embedded in workplace practices, and championed by leadership.

A consultative committee

An employee consultative committee has an important role in shaping and supporting the organisation's Gender Equality Strategy and actions. It brings employee perspectives into the decision-making, reveal workplace experiences and outcomes and promotes the development of gender attuned capability to advance gender equality. Engaging staff through a consultative committee, in the development, implementation, and evaluation of strategy and action, contributes to effectiveness.

Senior management representation

Senior management representation on the committee reinforces leadership commitment to workplace gender equality and signals its strategic importance. Senior management involvement enables influence over decision-making, resource allocation, and accountability, ensuring the committee's guidance is influential in practice.

Requirements to be in place at the citation application

If not already in place, establish a committee with representation from senior management level to provide input on the development, implementation and evaluation of the organisation's Gender Equality Strategy and action, and endorse the WGEA Gender Equality Citation application.

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Guide to consulting employees on gender equality](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)

Domain 2: Leadership and governance

The governing body/Board and executive team play a critical role in achieving gender equal outcomes in the workplace. They support change by authorising the gender equality strategy and action plan/s, setting commitment expectations for the workplace and ensuring the appropriate allocation of effort and resources to the strategy and plan. The Board/governing body also has responsibilities around



minimising material risk to the organisation and maximising commercial and financial success. Gender equality can positively or negatively influence the risks and successes of the organisation.

6. Your organisation formally includes gender equality knowledge and capability as a consideration in the recruitment of executive team positions.

The intent of this standard

The recruitment process both reflects and reinforces an organisation's Gender Equality Strategy. By formally considering gender equality knowledge and capability in the recruitment of executive team positions, organisations ensure that incoming executives understand the organisation's commitment to advancing workplace gender equality and possess the skills to deliver on it. This approach also highlights the importance of gender equality to all involved in the recruitment process, including the governing body/board.

Requirements to be in place at the citation application

Ensure gender equality knowledge, and capability is included and considered in recruiting executive team members, (i.e. job descriptions, interview questions).

Resources

[WGEA - A Director's guide to accelerating Workplace Gender Equality](#)

[Champions of Change Coalition: The Leadership Shadow](#)

7. Each executive team member's performance management plan includes at least 1 measurable performance objective progressing gender equality.

The intent of this standard

To promote commitment and accountability for workplace gender equality outcomes across leadership roles. This practice contributes to progress and an expectation that leadership understand, prioritise and actively contribute to progressing gender equality. It's a visible action of commitment to workplace gender equality.

Measurable performance objectives for executive team members

Performance objectives should align with the employer's Gender Equality Strategy and reflect progress toward its strategic goals.

Including gender equality into Executive performance planning will help drive achievement of gender equality actions plans and embeds gender equality into the organisation's leadership capability matrix.

Requirements to be in place at the citation application

Executive performance plans include at least 1 measurable objective related to a specific gender equality objective.

Resources

[WGEA Gender strategy toolkit](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)



8. Your organisation has an Employer Statement and has it been provided to your governing body, CEO and executive team each year.

The intent of this standard

The Employer Statement demonstrates an employer's commitment to gender equality and purposeful action to narrow their gender pay gap. It can contribute to an employer's value proposition, help to attract and retain talent, and encourage collective action amongst industry peers, the community and Australia-wide.

An Employer Statement

An Employer Statement is a tool used by employers to communicate with key stakeholders about their gender pay gap and the actions they are taking to address it. It helps build transparency and deepen understanding by outlining the analysis, insights, and strategies behind their approach.

An effective Employer Statement includes:

- a statement of commitment to gender equality
- actions taken in the last year and their results
- key drivers of the organisation's gender pay gap
- the actions and inputs for the forthcoming year, highlighting actions related to executive leadership and governance teams.
- the ways the organisation will measure progress on these.

A link to the Employer Statement appears on WGEA's Data Explorer alongside the organisation's gender pay gap data.

Requirements to be in place at the citation application

Each year, an organisation must develop an Employer Statement highlighting progress on the gender pay gap, relevant insights and actions from the gender pay gap analysis and details of the actions to address workplace gender equality.

After its development, the statement link must be provided to WGEA and to the governing body/Board, the CEO and the executive team.

Resources

[WGEA Gender Pay Gap Employer Statement](#)

[WGEA Gender Pay Gap Analysis Guide](#)

[WGEA Webinar - Maximising the potential of your Employer Statement](#)

9. If your governing body/Board is based in Australia, it has undertaken the WGEA Governing Body Self-Assessment in the last 3 years.

The intent of this standard

To ensure high-level decision-making and organisational oversight incorporates gender considerations.

The self-assessment process provides a mechanism that prompts consideration of how effectively the board can identify and quantify risks and opportunities in the organisation that may be linked to gender. In doing so, strengthens the Board's role in driving measurable progress toward gender equality.

The WGEA Governing Body Self-Assessment



The **WGEA Governing Body Self-Assessment** is a set of questions that enable governing body/Board members to reflect on their individual and collective performance in relation to gender equality.

The assessment prompts consideration of both governance processes and the role of individual members, aligning with contemporary standards of effective governance. It supports Boards in assessing how well gender equality is integrated into their practices and helps identify strengths and opportunities for improvement.

Response methodology

An effective response approach includes gathering both quantitative data (such as Likert scale responses) and qualitative insights to inform the Board about directors' experiences and perceptions of effectiveness in governing for gender equality in the workplace.

Requirements to be in place at the Citation application

All current members of the governing body/Board must complete the WGEA Board Self-Assessment questions at least once within the 3-year period prior to Citation application.

The Board prepares and manages the self-assessment which is required to contain the WGEA prescribed questions in **Appendix 3: WGEA Governing Body Self-Assessment**. Results are required to be collected from each current Board member. This process is embedded within the Board cycle to ensure consistent collection and review of results, enabling informed discussion and alignment with governance standards and strategic objectives.

Resources

WGEA - A Director's guide to accelerating Workplace Gender Equality

10. The CEO and/or a member of the executive team has outlined the organisation's commitment to gender equality to the following stakeholders at least once per year:

- internally to all staff
- externally to relevant stakeholders (shareholders, members, program partners or similar).

The intent of this standard

Visible, regular and authentic communications from the CEO and/or executive team reinforces gender equality as a business priority. It drives accountability across the organisation and motivates the entire workplace to keep advancing towards workplace gender equality.

Requirements to be in place at the citation application

The CEO and/or an executive team member must articulate the organisation's commitment to workplace gender equality to key stakeholders, at least once per year.

Messages from the CEO and/or executive should include:

- Gender Equality Strategy (**Domain 1: Gender equality strategy and planning, Standard 1**)
- actions being taken to progress gender equality and close the gender pay gap
- the organisation's commitment to a safe workplace.

Opportunities to communicate with stakeholders

At almost every communication, there is an opportunity to reinforce an organisation's commitment to gender equality. These include:

- at business strategy updates
- within the organisation's Employer Statement (Domain 2: Leadership and governance, Standard 8)
- in advance of the public publishing of gender pay gaps
- alongside key organisational decisions



- in annual reports
- at policy launches
- in email signatures
- during the onboarding experience
- on the organisation's website and social media campaigns

Please note: Communicating a commitment to gender equality solely through the Employer Statement does not satisfy the requirements of this standard. Organisations are expected to demonstrate broader and more consistent engagement across multiple communication channels to reflect genuine and sustained leadership commitment.

Resources

[WGEA - A Director's guide to accelerating Workplace Gender Equality](#)

[WGEA Gender Pay Gap Employer Statement Guide](#)

Domain 3: Gender-informed remuneration practices, monitoring and evaluation

A gender pay gap is a measure of how much organisations value the contribution of men and women in the workforce. A neutral gender pay gap (between -5% and +5%), or at least a gender pay gap that is closer to zero than the industry midpoint or at the industry midpoint, demonstrates leading practice and outstanding achievement as an Employer of Choice for Gender Equality.

A comprehensive gender pay gap analysis, which goes well beyond like-for-like comparisons, should be undertaken to ensure remuneration practices and outcomes are gender equal. It should be part of a practice framework to identify potential biases or inequities that may be present in your organisational systems. The results of the analysis should be included in reporting to the governing body/Board and evaluation of the gender equality strategy.

Monitoring the success of your gender equality strategy and plans is essential for achieving gender equality. It forms the foundation of the continuous improvement mindset expected of our Employer of Choice for Gender Equality and Employer Committed to Gender Equality citation-holders.

11. Your organisation has undertaken an annual gender pay gap analysis using the mandatory data points relating to the five gender pay gap drivers:

- workforce composition
- distribution of pay
- mobility
- talent pool
- patterns of engagement.

The intent of this standard

Conducting an annual gender pay gap analysis using the [WGEA methodology](#) is a foundational practice for progressing toward and achieving gender-equal workplaces. It reveals the drivers of gendered differences across key employee experiences that shape workplace equality. This contextual evidence informs effective action planning, setting targets, and performance monitoring.

Requirements to be in place at the citation application

An organisation must complete a comprehensive gender pay gap analysis using [WGEA methodology](#) on an annual basis.

Resources

[WGEA Action Planning Tool](#)



[WGEA Action Planning Playbook](#)

[WGEA Gender Pay Gap Analysis Guide](#)

[WGEA Masterclasses](#)

12. The key results and the relevant action plan(s) to remedy any key gaps from your annual gender pay gap analysis (including measurable targets and a comparison to last year's results) have been shared with and endorsed by your governing body/Board.

The intent of this standard

Sharing key results and action plans from the annual gender pay gap analysis with the governing body or Board embeds gender equality into core governance and strategic oversight. Board endorsement authorises accountability, resource allocation, and commitment to measurable progress.

Regular reporting enables the Board to monitor outcomes, evaluate effectiveness, and support adjustments when necessary, helping to embed gender equality as a strategic imperative.

Requirements to be in place at the citation application

The key results of the annual gender pay gap analysis, including action plans, measurable targets and progress indicators, must be shared with and approved by the governing body/Board.

This must be done on an annual basis.

The report should include:

- Drivers of gendered differences revealed in analysis, i.e. the data point/s from the gender pay gap analysis that require attention
- A comparison of the results to the previous year
- Actions to address gendered differences
- How the actions contribute to the achievement of the Gender Equality Strategy
- Intended outcomes – How will your workplace, cohort, or employee experience be different?
- Measures of success – How will you know if the action plan is working?

Resources

[WGEA Masterclasses](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)

[WGEA Gender Strategy Toolkit](#)

13. Your organisation has met the legal requirement to equally pay men and women who are performing the same work, or work of a comparable value, for both base salary and total remuneration.

The intent of this standard

To ensure foundational fairness in pay practices by confirming that men and women receive equal remuneration for performing the same or comparable work. Meeting this legal obligation is a critical baseline for advancing workplace gender equality, as it directly addresses systemic undervaluation and helps prevent discriminatory pay practices.

Equal pay



Equal pay is when employees are paid the same for performing the same or different work of equal or comparable value. This is a legal requirement in Australia.

Requirements to be in place at the citation application

Employers are responsible for identifying and addressing unequal pay, also known as like-for-like gender pay gaps. This often involves conducting an equal pay audit as part of a broader gender pay gap analysis.

Resources

[Fair Work Ombudsman - Gender Pay Equity](#)

Domain 4: Gender-informed workplace policies

Strategies and policies can impact genders differently, such as through employee experiences and outcomes like the gender pay gap. Considering gender in the development of policies, and the processes contained in them, leads to more gender-equal employee outcomes and experiences. It is also important that the policies themselves contain clear guidance for managers on how to prevent gendered application of policy.

Gender composition of the workforce

14. Your organisation has a documented strategy and documented policy with explicit gender equality provisions, guidance and measures that apply to each of the following areas of the employee lifecycle:

- promotion and progress including talent and succession management programs
- performance management and review
- restructures and planned redundancies
- training, learning and development programs
- recruitment and onboarding of all staff, including in job advertising and salary setting procedures.

The intent of this standard

To support progress towards a gender-balanced workforce by guiding planning and implementation practices shaping key moments in the employee lifecycle which directly influence workforce composition.

The moments that matter for gender composition

The gender composition of the workforce refers to the proportion of employees by gender across an organisation. This composition is shaped by key moments in the employee lifecycle and are highlighted in this standard because they are central to achieving a gender balanced workforce.

Strategy and policy for advancing gender equality across the employee lifecycle

A strategy defines what the organisation aims to achieve at each stage of the employee lifecycle. The policy brings this strategy to life; it contains the guidelines, rules and procedures that govern actions (often in recurring situations). It outlines employees' specific entitlements or rights and define the limits (dos and don'ts) within which decisions must be made. Both are essential for the moments that contribute to gender equality to be intentionally and effectively addressed.

Explicit gender equality provisions, guidance and measures

Explicit gender equality provisions, guidance, and measures ensure that strategy and policy comprehensively address the complexities contributing to gender inequality and enhance their effectiveness.

Requirements to be in place at the citation application



Your organisation must have **both a documented strategy and policy** with explicit gender equality provisions, guidance and measures for each of the key moments specified across the employee lifecycle that contribute to gender composition:

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Gender strategy toolkit](#)

Equal remuneration between women and men

15. Your organisation has a remuneration policy that explicitly sets out the guidelines to achieve pay equity and close the gender pay gap.

The intent of this standard

Remuneration both reflects and reinforces workplace gender equality. When organisation's implement policies to ensure pay equity, they support the decision makers to enable pay equity and demonstrate that all employees are equally valued.

Pay equity

Pay equity means ensuring individuals are paid fairly for work of equal or comparable value, regardless of gender.

To achieve pay equity, employers must address drivers of inequity and focus on ensuring employees are fairly compensated by considering factors beyond the scope of equal pay for equal work. It requires employers to address systemic issues that cause certain groups to face barriers such as unequal access to high-paying roles or undervaluing work in female-dominated professions.

Requirements to be in place at the citation application

Your organisation must ensure the remuneration policy includes guidelines on ensuring pay equity. For this, it should have the following inclusions:

- Definition of pay equity
- Outline of how pay equity contributes to closing the gender pay gap
- Objective/s of the guidelines
- How issues are identified, including through gender pay gap analysis undertaken annually
- How issues, such as pay discrepancies or gender pay gaps, are addressed.

The outcomes of the annual [gender pay gap analysis \(Domain 3: Gender-informed remuneration practices, monitoring and evaluation, Standard 11\)](#) should inform the development of the equitable remuneration policy.

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

Support for employees with family or caring responsibilities

16. Your organisation offers employer-funded paid parental leave for primary and secondary carers or universal employer-funded paid parental leave (as outlined in [Standard 2: Continuous improvement – 4. Employer-funded parental leave](#))

The intent of this standard

How parental leave is designed determines who can access it and under what conditions. When aligned with the requirements of the citation, employer-funded parental leave contributes to neutralising the career impacts of caregiving. It enables both women and men to share parental care responsibilities more equally and integrate this into work, supporting a more gender-equal workplace.

Requirements to be in place at the citation application

Ensure your organisation's employer-funded paid parental leave policy meets the requirements for the level of citation your organisation aspires to ([Standard 2: Continuous improvement – 4. Employer-funded parental leave](#)). It is leading practice to communicate it across the entire workforce.

Resources

[WGEA Advancing Paid Parental Leave and Flexibility in the Workplace](#)

[WGEA Parental Leave](#)

17. Your organisation has a documented strategy and documented policy to support all genders with family or caring responsibilities and explicitly sets out the following inclusions:

- the assumption that eligible employees will take their parental leave entitlements unless they advise their managers they are not
- an action plan to support return to work from parental leave (paid and/or unpaid) that includes return to work discussions with the manager
- explicit provisions for employees with caring responsibilities (e.g. childcare, eldercare, caring responsibilities and for those living with a disability).
- women and men on paid and unpaid parental leave are included in annual review of salaries and bonuses.

The intent of this standard

The citation's inclusion requirements for employees with family or caring responsibilities collectively contribute to setting expectations and providing guidance for those responsible for managing leave and transition experiences, ensuring work and care are integrated in a way that removes gendered disadvantage and contributing to workplace gender equality.

Family or caring responsibilities

Under the [Sex Discrimination Act 1984 \(Cth\)](#) family responsibilities are the responsibilities of a person to care for or support a dependent child of the person, or any other immediate family member who is in need of care and support. The elements of this definition are further defined in s.4A of the [Sex Discrimination Act](#).

Carers

Carers may care for dependent children, people with medical conditions or who have a disability, people with substance abuse issues, or those who are aged and/or frail. Carers provide help and support with daily activities for the person being cared for, such as physical and personal care, or providing transport. Caring can also involve other forms of care such as providing emotional support, supervision, advocacy and service coordination.

Strategy and policy for progressing support for family or caring responsibilities



Having both a strategy and policy in place ensures long-term commitment to supporting all genders with family or caring responsibilities and contributes to continuous application of equitable support in practice. Both are essential for this.

Manager capability

Managers play a central role in shaping employee experiences around care and work, as they are often the key decision-makers for support and arrangements, both informal and formal. To promote gender equality in the moments that matter for gender equality, managers require leadership capability to recognise the gendered differences in access and experiences and to adapt them to effectively deliver gender-equal outcomes.

Look for opportunities to build capability in every mechanism that surrounds the experiences of parental leave, including the strategy and policy.

Requirements to be in place at the citation application

Your organisation must have a policy that includes, or links to, the process of how employees can access the following:

The assumption that eligible employees will take their parental leave entitlements unless they advise their managers they are not

This provision is commonly referred to as an opt-out approach to parental leave, where all eligible employees are automatically assumed to take their full parental leave entitlement, unless they actively notify their manager of their decision not to do so.

Rather than requiring employees to opt in or negotiate leave, this approach positions parental leave as a default expectation. This is effective in progressing parental leave participation because evidence suggests that people are more likely to participate in initiatives when they must actively opt out, rather than opt in.

Applied to parental leave, this model contributes to addressing barriers to men's participation in leave, contributes to greater gender balance in caregiving, and challenges traditional 'ideal worker' norms.

This policy should include:

- process for how employees inform their manager of a decision not to take parental leave
- process for how decisions are managed and recorded.
- As part of leading practice, managers are encouraged to meet with the employee to understand the decision to opt out and support this decision making in a gender attuned way.
- guidance for manager capability to ensure a gender-equal experience across all parental leave interactions, including when an employee chooses to opt out.

This should include guided discussion tools to support managers explore the decision to opt out. These conversations are central to progressing equitable uptake of parental leave as they can reveal gendered differences in access, experiences and outcomes, and prompts manager support that reflects and reinforces the organisation's gender equality aims. Questions could include:

- What is your understanding of the paid parental leave entitlement?

Can reveal more than knowledge of the strategy and policy. It opens an opportunity for the manager to understand how gender inclusive and accessible the employee perceives the policy to be, whether the employee feels supported in taking leave regardless of gender, and if there are any unspoken barriers that exist.

- What led to this decision?

Can reveal underlying factors such as workplace or cultural influences including prevalent gender norms that have influenced the decision.

An action plan to support return to work from parental leave (paid or unpaid) that includes return-to-work discussions with the manager

The return-to-work experience following parental leave reflects how caregiving is valued in practice and signals whether it is supported and seen as compatible with career participation.

The goal of the action plan to support return to work from parental leave is to design a transition process that avoids gendered differences in experience and outcomes, recognising this transition can be a key moment that influences workplace gender equality.

Explicit provision for employees with caring responsibilities (e.g. childcare, eldercare and care for those living with a disability)

Explicit provisions mean clearly stated offerings for employees with caring responsibilities.

The offering could include:

- ensuring employees are invited and supported in development and engagement opportunities
- providing access to facilities that support care, such as a dedicated or appropriate space for employees to breastfeed or express
- coaching and mentoring for the unique employee experiences that intersect with care and work
- providing technology to enable employees to work effectively and productively
- diverse flexible working arrangements options
- providing access to online webinars/podcasts with expert advice on parenting and caring
- providing access to concierge services to support families find childcare, aged care or disability care
- subsidised childcare/aged care or subsidised emergency care
- providing information packs which set out details of the offerings to parents and carers, and their teams

Providing workplace facilities and supports removes barriers to workforce participation during parental care years. When employers have systems that enable employees to integrate work and care responsibilities, they challenge outdated norms that position caregiving as incompatible with work and foster shared caregiving that is normalised and valued.

Women and men on paid and unpaid parental leave are included in annual review of salaries and bonuses

Taking parental leave can contribute to gender pay gaps, particularly when employees on leave are excluded from salary reviews or bonus considerations, leading to cumulative disadvantage over time. To prevent parental care from creating disadvantage for the employees on parental leave, it is essential that they are included in annual salary reviews and bonus processes.

Your organisation **must also have a strategy** that drives effective implementation of the policies to support those with family or caring responsibilities. This could include:

- capability development for managers and staff to deliver the policy in the way it is intended
- client transition plans to support clients during the transitions
- implementation of flexible working arrangements to support people with caring responsibilities
- redesigning jobs at the point of transition
- showcasing people with caring arrangements to celebrate their stories and achievements
- a wellbeing program that provides information for those with family or caring responsibilities
- the provision of virtual meeting facilities to support people who are working flexibly
- leadership role modelling
- communicating widely on the importance of supporting parents and carers in the workplace
- communicating the policy/strategy broadly across the organisation



Resources

[WGEA Advancing Paid Parental Leave and Flexibility in the Workplace](#)

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Flexible Work Checklist](#)

[WGEA Action Planning Playbook](#)

[Australian Human Rights Commission - Investing in care: Recognising and valuing those who care](#)

Mainstreaming flexible working arrangements

18. Your organisation has a policy on flexible working arrangements that includes:

- a range of flexible working arrangements beyond working from home and varying start and finish times
- explicit manager accountabilities for approvals and review, including a process for appeals
- outlines the metrics included and collected for applications and approvals
- inclusion of management and policy requirements and expectations in manager induction training or equivalent
- (if relevant) how your organisation integrates your approach to flexibility into client/customer interactions
- how flexible working is included in your recruitment process and procedures, and the provision of the policy to all new employees, at offer.

The intent of this standard

The citation's flexible working arrangement policy requirements collectively support the mainstreaming of flexibility across the organisation. Ensuring flexible working is offered and utilised equitably by employees is a key driver of workplace gender equality. These provisions help position flexibility as a standard and expected part of the employee experience.

Mainstreaming

Mainstreaming means making something the 'norm'. Mainstreaming flexible working arrangements means making flexible working arrangements normal practice.

Requirements to be in place at the citation application

Ensure your organisation's flexible working arrangements policy includes the following:

A range of flexible working arrangements beyond working from home and varying start and finish times

Flexibility is only bound by design. There is a limitless range of options to consider that can be developed and practiced in an organisation. These broadly fall into 2 categories:

- Time-Based Flexibility - arrangements focused on **when** work is done.
- Location-Based Flexibility - arrangements focused on **where** work is done.

Look to progress the range of flexible working options as a mechanism to respond to drivers of gender difference in your organisation's workforce composition, as this is central to progress towards workforce gender equality.

Explicit manager accountabilities for approvals and review, including a process for appeals

Clarify the manager's role in reviewing and authorising flexible working decisions ensures consistent access to, and experiences of flexibility. This reduces ambiguity, which can contribute to gendered disadvantage, and promotes the mainstreaming of flexibility within the organisation.

Outlines the metrics included and collected for applications and approvals



Ensures the application and approval process is equitable and transparent. Outlining the metrics that are included in and collected for applications signals a commitment to accountability and embeds gender equality into everyday decision-making

By collecting and analysing data on who applies for and is approved to utilise flexible working arrangements, organisations can identify patterns of gendered disadvantage, track progress, and drive continuous improvement

Metrics related to applications and approvals of flexible working arrangements could include:

- uptake of flexibility by gender and by department/business unit, including progress towards targets
- approvals by gender and by department/business unit
- number of appeals by gender and by department/business unit

Inclusion of management and policy requirements and expectations in manager induction training or equivalent

Managers play a critical role in delivering an employee's work experience and outcomes, particularly in flexible working arrangements, as they are often the first point for requests and hold significant influence over the outcomes of requests. Including management and policy requirements in manager induction training supports the mainstreaming of flexible working and builds the leadership capability in managers to make consistent, gender-informed decisions from day one.

How your organisation integrates your approach to flexibility into client/customer interactions (if relevant)

This transparency advances the understanding that flexibility is compatible with client and customer needs, which are often central to productivity, career development, and progression, and, in doing so, supports the extension of flexible options across all roles and contributes to normalising flexible work.

How flexible working is included in your recruitment process and procedures, and the provision of the policy to all new employees, at offer

Recruitment is a key moment of influence on workplace gender equality, as it serves as the gateway that shapes workforce composition. Integrating the organisation's flexibility offerings into recruitment processes and practices positions flexibility as a normal and valued part of the employee experience. This supports more equitable experiences and outcomes across genders.

Resources

[WGEA Advancing Paid Parental Leave and Flexibility in the Workplace](#)

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Flexible Work Checklist](#)

[WGEA Action Planning Playbook](#)

[WGEA Action Planning Tool](#)

[Australian Human Rights Commission - Investing in care: Recognising and valuing those who care](#)

Consultation with employees on issues concerning gender equality in the workplace

19. Your organisation has a documented policy for consulting workers about gender equality issues in the workplace that includes when and how they will be consulted.

The intent of the standard

Outlining the consultation process encourages employee perspectives in the organisation's decision-making processes. In relation to gender equality, consultation enables employers to uncover and

understand both explicit and latent gendered experiences and outcomes, which may otherwise go unrecognised.

Requirements to be in place at the citation application

The organisation is required to have a policy that outlines how and when employees will be consulted on gender equality.

Consulting with employees involves actively seeking and utilising their perspectives in decision-making. To gather employees' feedback effectively, organisations may need to apply a gender lens on feedback mechanism to ensure they are inclusive of all genders and all genders are included and heard.

It is considered leading practice for the consultation policy to be widely communicated, helping to ensure employees understand consultation is a standard part of the organisation's decision-making process.

Recommended policy inclusions:

- The purpose of the policy
- The purpose of employee consultation
- Scope – all aspects of employment that the policy applies to
- Legal obligations
- Policy commitments – such as, who will lead the consultation/s, how consultation will be conducted, how the information will be used and communicated, how often and when employees are consulted, risk management.
- Feedback mechanisms
- Responsibilities for policy
- Implementation and review process

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Guide to consulting employees on gender equality](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)

Sexual harassment and gender-based harassment

20. Your organisation has a standalone policy for sexual harassment and gender-based harassment that includes the express provisions and guidance outlined in 6.3: Standard 3c of the Guidelines for Complying with the Positive Duty under the *Sex Discrimination Act 1984 (Cth)*.

The intent of the standard

To ensure organisation's have a clear, standalone policy on sexual and gender-based harassment that aligns with best-practice guidance, sets clear expectations for workplace behaviour, adopts a people-centred and trauma-informed approach, and contributes to a safe and preventative workplace.

Sexual Harassment

The Australian Human Rights Commission's definition of sexual harassment is "any unwelcome sexual advance, unwelcome request for sexual favours, or unwelcome conduct of a sexual nature, in



circumstances where a reasonable person would have anticipated the possibility that the person harassed would be offended, humiliated or intimidated”³.

Gender-based harassment

Gender-based harassment is unwelcome conduct directed at someone because of their gender, gender identity, or gender expression, that creates a hostile, intimidating, or offensive environment. While not explicitly defined in the *Sex Discrimination Act 1984 (Cth)*, it is acknowledged by the Australian Human Rights Commission as behaviour driven by gender inequality.

Positive Duty

Positive duty is a legal obligation under the *Sex Discrimination Act 1984 (Cth)*. “The positive duty requires organisations to take reasonable and proportionate measures to eliminate, as far as possible, the following conduct:

- discrimination on the ground of sex in a work context
- sexual harassment in connection with work
- sex-based harassment in connection with work
- conduct creating a workplace environment that is hostile on the ground of sex
- related acts of victimisation.”⁴

Prevention is central to positive duty; it shifts the focus from responding to discrimination and harassment to proactively enabling environments where sexual harassment and gender-based harassment does not occur.

A standalone policy

Sexual harassment has unique dynamics and requires distinct prevention, reporting and response mechanisms. This warrants a standalone policy.

When sexual and gender-based harassment is embedded in more general policies, there is less opportunity to highlight the nuanced drivers of the experience, and progress prevention.

Having a standalone policy also makes it easier to take a person-centred and trauma-informed approach. This means focusing on the needs and wellbeing of individuals affected. The Australian Human Rights Commission (AHRC) expects organisations to use this approach as one of four key principles when addressing unlawful behaviour.

Requirements to be in place at the citation application

Ensure the organisation’s sexual harassment policy is a standalone policy. A standalone policy for sexual and gender-based harassment is a policy that explicitly covers sexual and gender-based harassment only.

The policy must include the core policy inclusions that are listed under 6.3: Standard 3c “Core policy content” on page 51 of the *Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 (Cth)*. This is a list of requirements that employers must include to comply with their Positive Duty under the *Sex Discrimination Act 1984 (Cth)*. Standard 3 of the Positive Duty covers expected standards of behaviour, how to identify unlawful behaviours, and employee rights and responsibilities in relation to safe, respectful and inclusive workplaces.

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Sexual harassment, harassment on the ground of sex or discrimination](#)

[Australian Human Rights Commission - Sexual harassment \(A Code in Practice\) - What is sexual harassment?](#)

³ *Sex Discrimination Act 1984 - Federal Register of Legislation* Division 3 -28A

⁴ *Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 (Cth)* p18



21. Your organisation reports to CEO, executive team and governing body against your organisation's attendance to, and progress towards, the 7 standards for complying with the Positive Duty:

- Leadership
- Culture
- Knowledge
- Risk management
- Support
- Reporting and response
- Monitoring, evaluation and transparency?

The intent of the standard

To ensure leadership accountability and transparency in advancing gender equality. Reporting actions and progress across the 7 standards for complying with the Positive Duty drives continuous improvement, embeds gender equality into governance, and ensure Positive Duty, and by extension workplace gender equality is a strategic priority.

The 7 standards for complying with the Positive Duty

The 7 standards under the Positive Duty are informed by research into the causes of unlawful behaviour, best practices for prevention, legal obligations, and insights from stakeholders and human rights principles. They guide organisation's to proactively prevent and address sexual and gender-based harassment and discrimination in their workplaces.

Requirements to be in place at the citation application

Undertake an assessment of the organisation's progress against the 7 standards for complying with the Positive Duty and report the results to the executive team and governing body/Board. The report should include what was assessed for each standard, what was measured, how it was measured and the results of the assessment. Any action plans to address gaps or issues should also be included.

The intent of the standard

To ensure leadership accountability and transparency in advancing gender equality. Reporting actions and progress across the 7 standards for complying with the Positive Duty drives continuous improvement, embeds gender equality into governance, and ensure Positive Duty, and by extension workplace gender equality is a strategic priority.

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[Australian Human Rights Commission - Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 \(Cth\)](#)

[WGEA - Sexual harassment, harassment on the ground of sex or discrimination](#)

[Australian Human Rights Commission - Steps to meet the Positive Duty](#)

[WGEA - Using evidence to improve workplace sexual harassment prevention and response](#)

22. Your Gender Equality Strategy evaluation plan includes reporting the following metrics for sexual harassment and gender-based harassment incidents to the governing body/Board:

- number and nature of complaints received (including if there were no complaints)
- process for responding to each complaint
- time taken to resolve complaint
- outcomes for complainant and respondent
- any organisational change following the complaint
- complainant and respondent turnover.

The intent of the standard

Policies and strategies that relate to the prevention of sexual harassment are among the most consistently implemented policies and strategies across all sectors; however, incidents continue to occur and often go unreported.

Reporting sexual harassment incidents ensures a greater accountability in addressing unlawful behaviour. When organisation's take steps to collect and report metrics about sexual harassment to the governing body/Board, it sends a clear message to the entire workforce that the organisation is committed to preventing sexual harassment. Employees will feel more confident about raising incidents of sexual harassment if they have some certainty about how action will be taken.

Collection and analysis of metrics enables employers to identify and manage trends, risks and performance. Employers can use information on the prevalence of sexual harassment to expand insights into prevention and tailor their responses to any issues.

A Gender Equality Strategy evaluation plan

An evaluation is a process that involves the collection and analysis of data to determine whether the expected outcomes of the strategy and the action plans are being achieved.

Requirements to be in place at the citation application

The Gender Equality Strategy evaluation plan includes information on what and how metrics on sexual harassment are collected, and when and how often they will be reported to the governing body. The gender equality strategy evaluation plan includes a requirement to collect the metrics listed (a-f) to the governing body/Board. The plan should also be communicated widely throughout the organisation.

Regarding the number and nature of complaints received (a), the data collected should include a range of resources, such as formal complaints, informal reports, whistleblower reports, anonymous disclosures, safety incidents, employee surveys and employee consultation.

The intent of the standard

Policies and strategies that relate to the prevention of sexual harassment are among the most consistently implemented policies and strategies across all sectors; however, incidents continue to occur and often go unreported.

Reporting sexual harassment incidents ensures a greater accountability in addressing unlawful behaviour. When organisation's take steps to collect and report metrics about sexual harassment to the governing body/Board, it sends a clear message to the entire workforce that the organisation is committed to preventing sexual harassment. Employees will feel more confident about raising incidents of sexual harassment if they have some certainty about how action will be taken.

Collection and analysis of metrics enables employers to identify and manage trends, risks and performance. Employers can use information on the prevalence of sexual harassment to expand insights into prevention and tailor their responses to any issues.

Resources



WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators

WGEA Sexual harassment, harassment on the ground of sex or discrimination

WGEA Using evidence to improve workplace sexual harassment prevention and response

23. Your organisation prohibits use of non-disclosure agreements and confidentiality clauses for matters arising from, or relating to, sexual harassment and gender-based harassment unless directly requested by the complainant.

The intent of the standard

By prohibiting the default use of non-disclosure agreements and confidentiality clauses, unless specifically requested by the victim-survivor, employers demonstrate a commitment to transparency, accountability, and change. This approach helps foster a workplace environment free from sexual and gender-based harassment, where individuals feel safe, supported, and empowered to speak up.

A non-disclosure agreement

A non-disclosure agreement (NDA) is a standalone contract focused entirely on confidentiality where one or more parties agree not to disclose information they have shared with each other.

A confidentiality clause

A confidentiality clause is a section within a settlement agreement that requires details to be kept confidential as part of reaching the settlement.

Requirements to be in place at the citation application

Ensure that non-disclosure agreements and confidentiality agreements in settlement agreements relating to sexual and gender-based harassment are not used unless the person who made the allegation/s requests one.

If an NDA or confidentiality clause has been directly requested by the victim-survivor, the organisation should adopt the recommended approach set out in the [Guidelines on the Use of Confidentiality Clauses in the Resolution of Workplace Sexual Harassment Complaints](#). These guidelines set out best practice principles for the use of NDAs in workplace sexual harassment matters. The recommendations emphasise that settlement negotiations should prioritise the claimant's wellbeing and safety and be guided by people-centred and trauma-informed approaches.

The [Respect@Work: Sexual Harassment National Inquiry Report \(2020\)](#) cautioned that the use of NDAs can "contribute to a culture of silence". They are often misused to silence victim-survivors and protect employer reputations and can be used to conceal serial offending. The Inquiry also indicated that confidentiality clauses may inhibit the elimination of sexual harassment by limiting an organisation's ability to respond to allegations.

When NDAs and confidentiality agreements are the exception, victim-survivors are empowered to come forward, and have their experience heard, knowing that the choice around disclosure and non-disclosure is theirs.

This approach also sends a clear message to employees that sexual harassment and gender-based harassment will not be tolerated, and the organisation will not enable a culture of silence.

Resources

[Australian Human Rights Commission Guidance - Use of Confidentiality Clauses in the Resolution of WSH Complaints](#)

24. Your organisation has maintained a record free from any judgment or adverse final orders relating to sexual harassment, gender-based harassment, sex-based harassment or sex discrimination made by a court or tribunal, and/or complaints investigations undertaken by regulators such as the Fair Work Ombudsman, the Australian Human Rights Commission or by another work, health and safety body.

The intent of the standard

Maintaining a workplace free from legal findings or regulatory actions related to sexual harassment, gender-based harassment, sex-based harassment, or sex discrimination reflects an organisation's commitment to safety and respect. It shows that employee experiences align with the organisation's values, strategy, and legal obligations. This includes upholding standards around pay equity, workplace health and safety, and diversity. Proactive measures must be in place to prevent harm and promote a culture of fairness and inclusion.

Even when organisations have policies, procedures, and training to prevent all types of harm and/or disadvantage relating to sex or gender, these harms can still occur. That's why being a citation holder means demonstrating genuine commitment to creating a safe and respectful workplace. It involves leading by example and actively fostering a positive culture.

A key indicator of this commitment is that the organisation has had no legal judgments or orders concerning harm related to sexual harassment, gender-based harassment, sex-based harassment or sex discrimination by a court or tribunal, nor have there been any complaints investigations undertaken by regulators such as the Fair Work Ombudsman, the Australian Human Rights Commission or by another work, health and safety body in the past 3 years. This signals that the employee experience matches what the organisation promises.

Resources

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA Sexual harassment, harassment on the ground of sex or discrimination](#)

[WGEA Using evidence to improve workplace sexual harassment prevention and response](#)

Domain 5: Gender-informed training and development

Training and development are key to equipping employees with new skills and knowledge and are central to career progression. A gender-equal workplace ensures all employees, regardless of gender, level or work arrangements, have equal opportunities to access and utilise these resources.

25. Your organisation tracks participation in all professional development training by gender and specifically for:

- managers and non-managers
- part-time and full-time.

The intent of the standard

Professional development is key to career progression and is an influential lever for changing workforce gender composition. Strengthening the talent pipeline through professional development can support succession planning and drive shifts in representation across management and leadership.

Requirements to be in place at the citation application

Organisation's must track who participates in professional development by gender, manager/non-manager and part-time/full-time. The data can extend an organisation's gender pay gap analysis to

incorporate development opportunities, revealing gendered patterns in access of and experiences of professional development.

Resources

[WGEA Action Planning Playbook](#)

26. Your organisation provides gender-sensitive recruitment education resources or guidance to all personnel directly responsible for recruitment decisions, including:

- internal recruitment personnel
- people managers responsible for selection (either at induction or promotion).

The intent of the standard

Providing gender-sensitive capability building for recruitment ensures that everyone involved in recruitment decisions is equipped with the knowledge and skills to recognise and address gendered experiences that contribute to disadvantage. This fosters recruitment practices that create more equitable pathways into the organisation and support internal progression.

Gender-sensitive recruitment

Gender-sensitive recruitment refers to practices intentionally designed to recognise, reduce, and eliminate gender disadvantage at every stage of the hiring process - attraction, selection, appointment and onboarding. Its goal is to ensure that all candidates have equal access to opportunities, and the organisation attracts and selects from the widest talent pool. This may mean different practices for different genders.

Requirements to be in place at the citation application

Develop educational resources to build gender-sensitive recruitment capabilities for everyone involved in the organisation's recruitment processes and decision-making. This may extend to external providers.

The education resources should include:

- Knowledge building on gendered differences in all the stages of recruitment including attraction, selection, appointment and onboarding
- Evidence informed actions that effectively contribute to removing disadvantage from recruitment practices
- Gender attuned capability development to ensure all personnel can respond to gendered behaviours during the process.

Resources

[WGEA Action Planning Playbook](#)

Domain 6: Driving change beyond your workplace

Employers are well placed to promote and influence improvements in gender equality, both externally and across their supply chain, through their internal procurement policies and practices and broader policies and advocacy.



27. Your organisation has procurement guidelines in place that encourage gender equality across its supply chain.

The intent of the standard

Organisations hold significant influence through their supply chains, and can leverage this power to advance gender equality. By embedding gender equality guidelines in procurement policies, organisations extend their contribution beyond their own workplaces, driving systemic change, promoting economic empowerment, and advancing gender equality more broadly across the supply chain.

Requirements to be in place at the citation application

Develop procurement guidelines that support gender equality and provide training for staff who are responsible for procurement decisions. Review and evaluate the guidelines on a regular basis to ensure they stay relevant. It is also good practice to share the purpose of the guidelines and why they have been put in place.

Organisations can use their discretion on what to include in the procurement guidelines. Examples of what organisations can do to encourage gender equality across their supply chain include a requirement for suppliers to:

- identify and address gender pay gaps
- foster gender balance on their teams, leadership pipeline and recruitment practices
- if relevant to their industry/workplace, work towards addressing gender segregation
- foster a culture where men's uptake of parental leave is free of stigma
- consider purchasing from women-led or women-owned businesses
- have a gender equality policy
- be compliant with the *Workplace Gender Equality Act 2012*, if they are a **relevant employer**
- be committed to a workforce free of harassment and unlawful behaviour
- outline what actions they are taking to promote and improve gender equality.

Once your procurement guidelines have been developed, it is important to communicate them to partners throughout the supply chains. It is likely some adjustments to their processes will need to be made and you should ensure you provide advanced notice to enable the implementation of any necessary changes. Introducing these guidelines provides an opportunity to strengthen your relationships. When you work with your suppliers to educate them about gender equality and support them through the change process, you may also find you increase your impact and improve your broader supplier engagement.

Once in place, it is important to conduct supplier audits to check consistency and identify anomalies with your gender equality policies and strategy, your brand values and organisational culture. Where you identify inconsistencies, you can develop actions to address them.

Resources

[WGEA Guide - Gender equitable procurement and supply chains](#)

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

The intent of the standard

Actively contributing to broader, systemic change by engaging in programs or initiatives that address gender equality issues beyond the workplace can significantly shape shifting norms, influence peers, and prompt collective action. This external engagement strengthens the overall environment for



gender equality, which in turn can reinforce internal progress and support sustained, wide-reaching change.

Requirements to be in place at the citation application

Your organisation and/or CEO or an executive team member must be involved in a program or initiative outside of the workplace to promote gender equality in your industry or community.

This could be:

- a school program designed to initiate interest in your occupation of focus
- a gender equality network within your industry
- sponsorship of an external gender equality program or research project
- sponsoring industry-funded university scholarships
- hosting industry-wide events which promote gender equality initiatives
- join or start an industry-focused Champions of Change Coalition group
- active participation by an executive team member in a round-table discussion, speaking at an external speaking event, conference or forum on gender equality (if your CEO, or executive team member is involved on a panel, our expectation is that they will aim to achieve gender balance on the panel).
- partner with your peak body to progress gender equality issues.



Standard 2: Continuous improvement

Performance on the gender pay gap

Employer of Choice for Gender Equality

At application

An organisation's average total remuneration gender pay gap must be:
between -5% and +5%.

or

closer to 0% than the industry midpoint or equal to the industry midpoint.

Where the organisation's average total remuneration gender pay gap is between -5% and +5%:

Monitor and maintain the organisation's average total remuneration gender pay gap at this level.

Where the organisation's average total remuneration gender pay gap is outside the -5% and +5% range but closer to 0% than the industry midpoint or equal to the industry midpoint: **Implement an action plan to maintain a gender pay gap below the industry midpoint AND to progress towards the -5% to 5% range.**

At re-application

An organisation's average total remuneration gender pay gap of the relevant employer has been:
maintained between -5% and +5%

or

maintained closer to 0% than the industry midpoint or equal to the industry midpoint AND reduced towards the -5% to +5% range.

Employer Committed to Gender Equality

At application

If the organisation average total remuneration gender pay gap is between -5% and +5%: monitor and maintain the organisation's average total remuneration gender pay gap at this level.

If the organisation's average total remuneration gender pay gap is outside the target range (-5% and +5%), but closer to 0% than the industry midpoint or equal to the industry midpoint: **monitor and maintain a gender pay gap below the industry midpoint and progress towards -5% and +5% range.**

If the organisation's gender pay gap is further from 0% than the industry midpoint or not equal to the industry midpoint and outside the -5% and +5% range: Develop and Implement an action plan to progress the gender pay gap to below the industry midpoint and towards the -5% and +5% range.

At re-application

Maintained the organisation's average total remuneration gender pay gap within -5% and +5%.

or

Maintained the organisation's average total remuneration gender pay gap closer to 0% than the industry midpoint or equal to the industry midpoint.



or

Demonstrated progress towards narrowing the organisation's average total remuneration gender pay gap.

Additional information

Intent of the standard

A gender-neutral pay gap is a widely accepted and evidence informed measure of the gender equality experience in the workplace.

A gender-neutral pay gap is strongly associated with having systems and structures in place to deliver a gender equal experience across the employee lifecycle, and manager competencies that are attuned to leading in ways that consider gender and its potential influence on delivery and outcomes.

For this reason, a neutral gender pay gap is considered a fundamental element of demonstrating exemplary achievement and leading practice in gender equality.

What you need to know

Reducing the gender pay gap is essential to achieving gender-equal workplaces and improving employee experiences and outcomes. The gender pay gap serves as a proxy for how men's and women's contributions are valued and reflects broader gendered patterns across the employee lifecycle. A neutral range ($\pm 5\%$) signals an organisation's commitment to equity, while alignment with industry benchmarks also indicates progress.

Practices in support

Addressing the gap requires more than identification—it demands evidence-informed action. Central to this is a comprehensive gender pay gap analysis, which uncovers both effective practices and areas of inequality. This analysis underpins action planning and informs broader gender equality strategies. Because many impactful actions take time to show results, sustained commitment is critical to achieving meaningful change.

Common questions

Which gender pay gap should our organisation use?

The measure for this standard is against the WGEA calculated average total remuneration gender pay gap of the relevant employer and it must be the most recent gender pay gap your organisation received from WGEA.

Which employer gender pay gap should be used for corporate group applications?

If applying by Designated Relevant Employer (DRE), you will need to use the gender pay gap and industry midpoint of each DRE.

If applying by largest employer, you will need to use the gender pay gap and industry midpoint of the largest employer.

If applying at the corporate group level, you will need to use the gender pay gap of the corporate group and the industry midpoint based on the ANZSIC class and employer size of the corporate group.

Where do I find our organisation's industry mid-point?

The industry midpoint gender pay gap is based on the ANZSIC class level and can be found in the most recent Industry Benchmark Report.

What if my organisation's comparator group at the ANZSIC class level was too small and my organisation's Industry Benchmark Report is based on the division level?



You will need to use industry midpoint at the ANZSIC group level. This can be found in the WGEA Data Explorer by following the steps below:

- Go to the WGEA Data Explorer
- Select 'Industry Data Explorer' from the menu on the left
- Scroll down to the Navigation pane
- Select 'Equal Remuneration and Gender Pay Gap' on the Navigation pane
- Scroll down to the Dashboard filters
- Select the Reporting period
- Select your Employer Size
- Select your Industry division
- Select your Industry sub-division
- Select your Industry group
- The industry group midpoint gender pay gaps will be displayed
- You will need to use the average total remuneration industry midpoint gender pay gap

If there are no employers of similar size at the group level, you can use the midpoint at the sub-division level.

What if there are no employers of similar size at any ANZSIC level?

If no comparator exists at any ANZSIC level, use the industry class midpoint for the employer size closest to yours, based on WGEA's dataset.

My organisation's WGEA comparator group compares me to organisations that are vastly different to mine, i.e. legal firm with salaried partners being benchmarked against partnership structures that are not required to report partner remuneration because their partners are not salaried.

You can submit a list of comparable employers to WGEA. As this qualifies as an exception, it will be reviewed accordingly. To begin, please email wgecitation@wgea.gov.au to request the 'Request for Exception' form. Along with your request, you will need to submit a list of comparable employers and a brief explanation of why they are appropriate comparators, including how the intent of the citation will be upheld.

Resources

[WGEA Masterclass - Gender Pay Gap Analysis](#)

[WGEA Masterclass - Gender Equality Action Planning](#)

[WGEA Action Planning Tool](#)

[WGEA Action Planning Playbook](#)

[WGEA Gender Pay Gap Analysis](#)

Gender-balanced executive team

Employer of Choice for Gender Equality

For application

Demonstrate a gender-balanced executive team is established, monitor and maintain gender balance.

For re-application

Demonstrate a gender-balanced executive team has been maintained and monitor and maintain gender balance.



Employer Committed to Gender Equality

For application

If your organisation has a gender-balanced executive team, monitor and maintain a gender-balanced executive team.

If your organisation does not have a gender-balanced executive team, implement an action plan to progress towards a gender-balanced executive team

For re-application

Demonstrate your organisation has maintained a gender-balanced executive team

or

Demonstrate progress towards a gender-balanced executive team.

Additional information

Intent of the standard

A gender-balanced executive team, specifically the team responsible for the strategic and operational leadership in an organisation, is critical to advancing gender equality. Gender balance at this level demonstrates that gender equality is a strategic priority, embeds gender-attuned leadership at the highest level, and ensures the experiences and perspectives of all genders inform the organisation's most influential decisions. When those with authority over workplace systems and culture consider gendered experiences and outcomes, the organisation is positioned to deliver equitable outcomes across the Australian workforce.

What you need to know

A gender-balanced executive team demonstrates and strengthens an organisation's commitment to workplace gender equality. As key decision-makers, executives shape culture and priorities—making gender balance at this level essential for equitable leadership and signalling the value of equality across the organisation.

Practices in support

Action to progress towards, or maintenance of, gender balance of the executive team must focus on delivering gender equal experiences and outcomes across the entire employee lifecycle, from recruitment to performance and transitions.

Once the key drivers of workplace gender inequality have been identified through analysis, apply a gender lens to current practices that contribute to the appointments of and retention of the executive team to reveal explicit, implicit, and latent disadvantages that could be contributing to gendered outcomes. This additional understanding should inform action plans.

Common questions

What is the definition of 'executive team'?

The executive team is responsible for an organisation's strategic and operational leadership. It is usually the CEO and their direct reports but does not include the executive assistant(s).

What does gender-balanced mean?

Gender-balanced means at least 40% women and 40% men.

What if my organisation's executive team is more than 60% women?

Overrepresentation of any one gender, regardless of which, is important to address in order to achieve gender equality. Organisations with executive teams that are imbalanced in favour of women, may apply for Employer Committed to Gender Equality while working towards achieving a gender-balanced executive team.

What if my organisation has no influence on who is appointed to the executive team? (Executives are appointed by our global parent company)

The gender balance standard is applied to the next level of leadership in Australia. This ensures that Australia's leadership is attuned to the gender equality needs of its workforce.

Resources

[WGEA Women in leadership](#)

[WGEA Developing policies and strategies for the six Gender Equality Indicators \(GEIs\)](#)

Gender-balanced governing body/Board

Employer of Choice for Gender Equality

At application

A gender-balanced governing body/Board is established and monitor and maintain gender balance.

For re-application

Demonstrate a gender-balanced governing body/Board has been maintained and monitor and maintain gender balance.

Employer Committed to Gender Equality

At application

If your organisation has a gender-balanced governing body/Board, monitor and maintain a gender-balanced governing body/Board.

If your organisation does not have a gender-balanced governing body/Board, develop and implement an action plan to progress towards a gender-balanced governing body/Board

At re-application

Demonstrate your organisation has maintained a gender-balanced governing body/Board

or

Demonstrate progress towards a gender-balanced governing body/Board

Additional information

Intent of the standard

Governing bodies/Boards play a critical role in accelerating workplace gender equality. Their influence over organisational strategy, CEO selection and performance, and governance makes them central to setting expectations and holding leadership accountable.

A gender-balanced board reflects a commitment to equality within its own composition and signals the organisation's values externally. When Boards are gender-balanced, they are better positioned to oversee gender-attuned governance and drive sustainable, organisation-wide progress toward gender equality.

What you need to know



The gender composition of a governing body is as important to achieving gender equality as the composition of an organisation's workforce.

When underrepresented groups, such as women, reach a critical mass, typically above 30%, they are more likely to influence decision-making, group dynamics, and culture. Below this threshold, their contributions risk being undervalued.

Achieving gender balance at this level requires intentional action.

Practices in support

Where your organisation has influence over governing body/Board appointments, develop an action plan to improve or maintain gender balance.

This plan should be informed by a comprehensive analysis of current appointment and retention practices, applying a gender lens to identify explicit, implicit, and latent barriers that may affect gender representation and outcomes.

The [WGEA Governing Body Self-assessment](#) can serve as an entry point for action and progress as it can identify opportunities to consider how gender affects governance, strategy, risk, and outcomes, and ensuring the Board's decisions contribute to gender equality.

Common questions

What does gender-balanced mean?

Gender-balanced means at least 40% women, 40% men

What if my organisation's governing body/Board is more than 60% women?

Organisations with a governing body/Board with a gender composition of more than 60% women are not eligible for Employer of Choice for Gender Equality Citation level as this is not gender balanced. Workplace gender equality ensures equal experiences and opportunities for both women and men. Your organisation can apply for Employer Committed to Gender Equality recognition while it works to progress towards a gender balanced governing body/Board.

What if my organisation does not have control over governing body/Board appointments?

This requirement only applies when the employer influences Governing Body/Board appointments. You will be given the opportunity to advise of this in the application.

Resources

[WGEA Action Planning Playbook](#)

[WGEA Developing policies and strategies for the six Gender Equality Indicators \(GEIs\)](#)

[WGEA - A Director's guide to accelerating Workplace Gender Equality](#)

Employer-funded paid parental leave

Employer of Choice for Gender Equality

For application

Employer-funded paid parental leave policy in place and available to employees at the time of the application.

The policy must meet all the following requirements:

- employer-funded paid parental leave of at least:
 - 8 weeks for universal or primary carers; and



— 3 weeks for secondary carers (if the policy makes primary/secondary carer distinction)

- the amount of leave available for the prescribed care arrangement is equally available to all eligible employees, regardless of gender
- amount paid is in addition to the government-funded parental leave pay scheme and at replacement pay
- superannuation is paid on replacement pay
- there is no qualifying period to access 8 weeks of primary carer or universal employer-funded paid parental leave, or 3 weeks of secondary carer leave (if applicable)
- If more than 8 weeks of Employer-funded paid parental leave is provided for primary/universal carers and/or more than 3 weeks for secondary carers (if applicable), any additional leave not available at commencement can be accessed after the probationary period or 6 months of employment—whichever comes first.
- is available to all permanent employees and, if applicable, partners in partnership structures
- is available under any circumstances where there is a new baby (birth, adoption, surrogacy, stillbirth)
- there is no requirement to repay any portion under any circumstances
- there is flexibility in how the leave can be taken

For re-application

As above

Employer Committed to Gender Equality

For application

Employer-funded paid parental leave policy, in place and available to employees at the time of the application.

The policy must meet all of the following requirements:

- employer-funded paid parental leave of at least:
 - 8 weeks for universal or primary carers; and
 - 3 weeks for secondary carers (if the policy makes primary/secondary carer distinction)
- the amount of leave available for the prescribed care arrangement is equally available to all eligible employees, regardless of gender
- the minimum amount paid is to at least **top-up** the government-funded parental leave pay scheme to achieve the employee's replacement wage
- superannuation is paid on at least the employer top-up amount
- is available once the employee's probationary period ends
- is available to all permanent employees and, if applicable, partners in partnership structures
- is available under any circumstances where there is a new baby (birth, adoption, surrogacy, stillbirth)
- there is no requirement to repay any portion under any circumstances
- there is flexibility in how this leave can be taken.

For re-application

As above



Additional information

Intent of the standard

Employer-funded parental leave sends a strong signal of an organisation's commitment to gender-equitable experiences and outcomes.

The way parental leave is designed determines who can access it and under what conditions. When aligned with the requirements of the citation, employer-funded parental leave contributes to neutralising the career impacts of caregiving. It enables both women and men to more equally share parental care responsibilities and integrate this into work, supporting a more gender-equal workplace.

What you need to know

Employer-funded parental leave shapes who takes leave, who is retained, who progresses, and who leads within an organisation.

The citation's parental leave policy requirements are designed to shift from parental leave offerings that primarily place care responsibilities on women or discourage uptake by men, as these approaches can unintentionally reinforce traditional gender norms and limit progress toward workplace equality.

To promote equitable use of parental leave, it is leading practice to communicate the policy broadly to all employees. This may involve using different communication methods to ensure the policy is understood and accessible for all genders. Gender attuned capability across the manager cohort is particularly supportive here.

Employer-funded paid parental leave can neutralise the impacts of parental caregiving and promote a more balanced division of paid and unpaid work.

Practices in support

Your organisation's Employer-funded parental leave policy must meet all of the requirements for the category of recognition you intend to apply for.

Each policy provision required for citation recognition is intended to promote equality of parental care and in doing so contributes to workplace gender equality:

Minimum periods and amounts of paid leave

Employer-funded parental leave extends an employee's pay and time of leave making it more viable for both parents to take time for parental care, particularly men, who are less likely to access the Australian Government's parental leave pay scheme alone.

Including superannuation: Contributes to normalising leave taken by all genders, reduces the long-term gender wealth gap, and recognises parental care as a shared and valued responsibility.

Removing/Reducing tenure/qualifying requirements: Ensures more employees, including those in early tenure, can access paid parental leave. Long tenure requirements can discourage utilisation and job mobility during key caregiving years, affecting career and pay progression and contributing to the gender pay gap.

Removing repayment requirements: Ensures all employees can access parental leave without financial risk. It can also support job mobility and encourage gender equal utilisation of parental leave.

Flexibility in how employer-funded paid parental leave is utilised: Promotes accessibility, recognises and supports diverse caregiving needs, and encourages gender equal utilisation of the leave.

Common questions

My organisation is updating its parental leave policy to meet this standard. We expect it to be implemented later this year. Is this sufficient to meet this standard?

The employer-funded parental leave policy must be in place and available to all employees when your organisation submits the application.

What if we don't have all the policy provisions in place?

As each provision contributes to creating equitable parental leave, your organisation will need to have all policy provisions in place to apply for the citation.

Resources

[WGEA Parental Leave](#)

[WGEA Action Planning Playbook](#)

[WGEA Advancing gender equitable take up of parental leave and flexible work](#)

Gender-balanced workforce: Manager and non-manager levels

Employer of Choice for Gender Equality

Conduct a gender pay gap analysis to determine whether your organisation is gender balanced at each manager level and non-manager level.

If not:

At application

Select 2 manager and 2 non-manager hotspots that are not gender-balanced and develop and implement an action plan to progress them towards gender balance.

At re-application

You will need to demonstrate progress towards gender balance goals for the 4 hotspots of workplace gender inequality selected.

Employer Committed to Gender Equality

Conduct a gender pay gap analysis to determine whether your organisation is gender balanced at each manager level and non-manager level.

If not:

At application

Select 1 manager and 1 non-manager hotspots that are not gender-balanced and develop and implement an action plan to progress them towards gender balance.

At re-application

You will need to demonstrate progress towards gender balance goals for the 2 hotspots of workplace gender inequality selected.

Additional information

Intent of the standard

A gender-imbalanced workforce reflects both the gendered experiences within an organisation and broader, deeply entrenched social and cultural norms that shape who has access to jobs and roles such as leadership and opportunities. Achieving gender balance at both manager and non-manager levels is critical because it helps dismantle these patterns, address occupational segregation,



broaden access to leadership, and create more equitable experiences and outcomes across the employee lifecycle.

What you need to know

Workforce gender composition shows how different genders are represented across roles and levels, highlighting patterns of access and inequality. Disproportionate representation contributes to the gender pay gap and reflects structural barriers. Achieving gender balance requires analysing vertical (job levels) and horizontal (functions) segregation, especially where fewer than 40% of a gender is present. Focusing on managers—those with the most day-to-day influence—is key to creating fair career pathways and driving progress toward a gender-balanced workforce.

Practices in support

Citation practices require employers to actively address gender segregation by identifying the occupations and positions where gender segregation is present and addressing the drivers of gender differences in access, experience, and outcomes.

This must be done through an annual gender pay gap analysis using the [WGEA methodology](#).

Based on the findings, employers are expected to develop and implement an action plan that addresses hotspots of gender imbalances for both managers and non-managers.

For the citation application, your organisation must submit the following data; this affirms that action against the standard is in place and your organisation is committed to progressing performance. Action plans will not be required to be submitted as part of the application process. The information for submission is:

- The occupations and/or categories identified for action in your gender pay gap analysis
- Confirm the occupation and/or category hotspots were selected based on a gender pay gap analysis
- An outline of the actions and strategies planned to achieve gender balance in these occupation and/or category hotspots by the time of your next application (note: 200-word limit)
- The current number of employees in these occupations and/or categories, and current gender composition (%).
- The target gender composition (%).
- The date your organisation has set for achieving the target.
- Whether resources have been allocated to achieve the plans.

Common Questions

Do we have to use WGEA standardised manager and non-manager categories?

No – your organisation can use your internal organisation categories.

What if our organisation shows overall gender balance in manager and non-manager roles, but deeper analysis reveals imbalances within specific sub-categories?

Even with overall gender balance, imbalances within sub-categories can reveal underlying patterns of inequality. Identifying these as hotspots and addressing these drivers of inequality is central to creating a gender-equal workplace.

Resources

[WGEA Action Planning Playbook](#)

[WGEA Gender segregation in Australia's workforce](#)

[WGEA Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators](#)

[WGEA masterclasses](#)

[WGEA Action Planning Tool](#)



Part-time work – Manager Level

Employer of Choice for Gender Equality

At application

Develop and implement an action plan with measures of progress to increase the proportion of managers working part-time.

At re-application

You will need to demonstrate achievement of the progress goals stated in the action plan in your application.

Employer Committed to Gender Equality

At application

Develop and implement an action plan with measures of progress to increase the proportion of managers working part-time.

At re-application

You will need to demonstrate progress towards measures outlined in the action plan.

Additional information

Intent of the standard

Part-time at the manager level is critical to advancing workplace gender equality because it challenges entrenched norms around work, care, and leadership.

When part-time jobs offer the same quality of experience as full-time ones, and are visibly valued, they demonstrate that part-time is compatible with performance, progression and leadership.

Normalising part-time work at manager levels expands access, supports retention across all genders, disrupts outdated assumptions, and strengthens the foundations of a more gender-equal workplace.

What you need to know

Part-time work offers predictable hours and proportional entitlements but remains undervalued—especially at manager levels where full-time is still the norm. This limits career progression and reinforces gendered leadership norms. To support gender equality, organisations must actively challenge biases around part-time roles, ensure they are visible and valued at all levels, and tailor actions to different gendered experiences. Doing so broadens access to leadership and promotes a more inclusive workforce.

Practices in support

Creating part-time work at the manager level is essential for progressing workplace gender equality, and it begins with data and deliberate design.

Start by examining gender-disaggregated data on part-time work as part of your **gender pay gap analysis**. This will uncover where gendered patterns exist in access, utilisation, and outcomes.

Strengthen this analysis with consultation, as employee insights can reveal both explicit, implicit and latent barriers, such as assumptions about availability, commitment, or leadership aspirations.

Use insights from the analysis to develop and implement an action plan that actively addresses the drivers of inequality and supports increased part-time participation among managers.



For the citation application, your organisation must submit the following data; this affirms that action against the standard is in place and your organisation is committed to progressing performance. Action plans will not be required to be submitted as part of the application process. The information for submission is:

- Number of managers working part-time
- Number of managers in the organisation
- What is the current % of managers working part-time?
- What is the target for managers working part-time?
- What are the key strategies and actions you will initiate to achieve this? (note 200 word limit)
- When do you plan to achieve this? (Date)
- What areas of the business will you target and why? (note 200 word limit)

Common questions

What does part-time mean?

A regular schedule with fewer hours than a standard full-time role.

How will we know if this standard has been achieved?

Your organisation will be able to demonstrate an increase in the proportion of managers working part-time.

Resources

[WGEA Action Planning Playbook](#)

[WGEA New data shows Australian workers face a 'part-time promotion cliff'](#)

[WGEA Masterclasses](#)

[WGEA Action Planning Tool](#)

Gender-balanced utilisation of paid parental leave

Employer of Choice for Gender Equality

At application

If utilisation of paid parental leave (whether offered universally or designated for primary carers) is gender-balanced, monitor and maintain this balance.

If utilisation of paid parental leave (whether offered universally or designated for primary carers) is not gender-balanced, develop and implement an action plan to progress utilisation of paid parental leave (whether offered universally or designated for primary carers) towards gender balance.

At re-application

Demonstrate sustained gender-balanced utilisation of paid parental leave (whether offered universally or designated for primary carers).

or

Demonstrate achievement of progress in gender-balanced utilisation of paid parental leave.

Employer Committed to Gender Equality

Not a requirement for this category of recognition.



However, a recommended optional action for organisations working towards Employer of Choice for Gender Equality.

Additional information

Intent of the standard

Gender-balanced utilisation of paid parental leave is critical for achieving and sustaining workplace gender equality, as it directly challenges entrenched norms around caregiving and work.

This citation standard promotes parental leave to become less gendered by encouraging and enabling all employees, regardless of gender, to take paid parental leave without disadvantage. When men are supported to take on primary caregiving roles, it helps to redistribute unpaid care more equitably, promotes shared responsibility at home, and supports greater workforce participation and advancement for women.

What you need to know

While a comprehensive employer-funded paid parental leave policy is a critical enabler (**Continuous Improvement #4: Employer-funded Parental Leave**), to change patterns in who takes leave, and how it's experienced, the policy must be supported by practice that enables all employees to use it without creating disadvantage.

When women predominantly utilise parental leave, it reinforces gendered expectations and contributes to unequal career experiences and outcomes, including obstacles to progression. Conversely, low uptake among men can reflect the presence of system or capability influences.

This citation standard contributes to challenging workplace norms that limit men from taking leave and supports all employees to participate in care, and in doing so, promotes a more equal division of paid and unpaid work and contributes to narrowing the gender pay gap.

Practices in support

Promoting gender-balanced utilisation of parental leave may require different actions for different genders.

If your organisation's **gender pay gap analysis** revealed gendered differences in access, experiences, and outcomes of parental leave this may guide your organisation to consider gendered differences in how leave is perceived, supported, and taken, and in doing so direct your organisation's actions, and inform the action plan required to achieve balance.

Respond to these with an action plan that aims to address these differences.

In addition to an action plan, **Domain 4: Gender-informed workplace policies**, Standard 17 outlines four provisions that must be in place at the time of application:

1 - The assumption that eligible employees will take their parental leave entitlements unless they advise their managers they are not

This is an opt-out approach to parental leave, which assumes that any employee eligible to take parental leave will, by default, take their full entitlement to provide parental care.

This approach enhances utilisation by men and sends a strong signal of expectation and an active endorsement to fathers to take on a primary carer role for their children, breaking down the ideal worker/carer model norms that often lock fathers out of pursuing care.

2 - An action plan to support return to work from parental leave (paid or unpaid) that includes return to work discussions with the manager

The return-to-work experience after parental leave is critical to workplace gender equality, as it reflects how parental leave is valued in practice and reinforces whether caregiving is supported and compatible with valued participation in work.



Managers play a central role in delivering the return-to-work experience. Their approach may need to reflect gendered differences in expectations and experiences during this transition and demonstrate the leadership capability fundamental to a gender-equal workplace.

3 - Explicit provisions for employees with caring responsibilities (e.g. childcare, eldercare, caring responsibilities and for those living with a disability)?

Providing workplace facilities and supports for employees with parental care responsibilities addresses barriers to workforce participation. When employers have systems that enable employees to integrate work and care responsibilities, they challenge outdated norms that position caregiving as incompatible with work and foster shared caregiving that is normalised and valued.

4 - Women and men on paid and unpaid parental leave are included in annual review of salaries and bonuses

Parental leave can contribute to an organisation's gender pay gap, particularly when employees on leave are excluded from salary reviews or bonus considerations, leading to cumulative disadvantage over time. To prevent parental caring from creating disadvantage for the employees on parental leave, it is essential that they are included in annual salary reviews and bonus processes.

For the citation application, your organisation must submit the following data; this affirms that action against the standard is in place and your organisation is committed to maintaining or progressing performance. Action plans will not be required to be submitted as part of the application process. The information for submission is:

- What is the gender composition of men at this organisation?
- What is the current proportion of men who take paid parental (universal or primary carer leave)
- What is the target proportion of men to take parental leave?
- How did you calculate your target for this?
- What are the key strategies and actions you will initiate to achieve this? (Note 200 word limit)
- When do you plan to achieve this target?

Common questions

What is the measure for achieving this standard at re-application?

Your organisation must demonstrate either maintenance of gender-balanced uptake of paid parental leave (universal or primary carer leave) or progress towards gender-balanced uptake of paid parental leave (universal or primary carer leave).

What does 'progress' mean in the context of this standard?

Progress means an increase in the proportion of the under-represented gender utilising paid parental leave (universal or primary carer leave).

What is considered gender-balanced utilisation of paid parental leave?

Gender-balanced utilisation of paid parental leave is paid parental leave (universal or primary care leave) proportionate to the overall gender composition of the workforce that is eligible for paid parental leave, i.e. if 80% of men in the workforce are eligible for paid parental leave and 80% of paid parental leave (universal or primary care) is taken by men.

Resources

[WGEA Parental leave](#)

[WGEA Designing and supporting gender equitable parental leave](#)

[WGEA Action Planning Playbook](#)

[Parental Leave for Men | Supporting men as fathers in the workplace](#)



CEO interview with WGEA

Employer of Choice for Gender Equality

The organisation's current CEO has been interviewed by WGEA for the citation in the last six years.

Employer Committed to Gender Equality

The organisation's current CEO has been interviewed by WGEA for the citation in the last six years.

Additional information

Intent of the standard

The CEO interview confirms leadership commitment and capability to support the practices required to achieve and sustain a gender-equal workplace.

What you need to know

CEO endorsement is essential to workplace gender equality as it signals strategic commitment, drives accountability, and authorises action toward the achievement of gender-equal experiences and outcomes.

The CEO interview confirms gender equality is an organisational priority, driven from the top.

Practices in support

After your organisation's citation application has been submitted, the organisation's CEO will need to participate in a 30-minute interview.

This interview is required:

- If the CEO has not been interviewed before
- if it has been six years or more since their last interview, or
- if a new CEO been appointed since the last citation application.

A WGEA representative will contact your organisation to organise the interview.

Interviews will be recorded for recording keeping purposes, and the questions will not be shared ahead of time.



Standard 3: Employee experience

This standard is designed to demonstrate the employee experience of gender equality in the workplace.

The questions to be asked, the requirements for conducting the survey and the respondent response rates are the same for both levels of the citation. The difference in citation levels lies in the strongly agree/agree thresholds.

At application

Your organisation will need to have results for five survey questions specified by WGEA, to which at least all permanent employees have been given an opportunity to respond anonymously.

Survey requirements

The survey must meet the following requirements:

Survey requirement	Requirement intent
All permanent employees are given an opportunity to complete the survey	Ensuring all permanent employees can participate in a workplace survey is essential for gathering accurate insights into the whole workforce experience. Surveying casual and contract staff is encouraged but not required.
Partners in partnership structures, where applicable, must be given an opportunity to complete the survey	For the Workplace Gender Equality Citation, partners must have their observations surveyed as well.
Responses are anonymous	Anonymity encourages honest feedback, protects employees, and boosts participation. It also helps organisations uncover the implicit drivers of workplace gender inequality which are essential insights for guiding effective action.
Use WGEA's five-point scale to capture responses <ul style="list-style-type: none">Strongly disagreeDisagreeNeither agree nor disagreeAgreeStrongly agree	A five-point scale is leading practice because it offers balanced response options, including a neutral midpoint, making it easier for respondents to express their experiences accurately. A five-point scale also simplifies participation, supports meaningful analysis, and helps uncover nuanced insights - important when capturing experience that contribute to workplace gender equality.
Responses are analysed by gender	Gender analysis is essential for gaining a comprehensive and nuanced understanding of workplace gender equality and for developing actions that address gendered differences.
Data is collected no more than 2 years prior to submitting an organisation's citation application	To ensure the organisation understands how gender equality is currently being experienced across the organisation. This enables a reliable analysis of progress and insights into strengths and opportunities for development of further action.
Minimum participation rates for both men and women are	Substantive participation ensures survey results accurately reflect the experiences of the entire workforce. Representative results are essential for guiding effective action.



required. These vary based on number of employees surveyed.	
Minimum proportions of respondents for both men and women are required.	Substantive participation ensure survey results accurately reflect the experiences of the entire workforce. Representative results are essential for guiding effective action.

Minimum respondent requirements

Number of employees surveyed	Minimum response rate required, by gender
Less than 400 employees	70% of women 70% of men
400 to 1,000 employees	60% of women 60% of men
More than 1,000 employees	50% of women 50% of men

Minimum proportions of respondents

Manager Capability	
<p>The question evaluates whether employees have observed their immediate leader taking actions that support gender equality in the workplace.</p> <p>Managers play a key role in progressing gender equal workplace experiences and outcomes, as they are often the first point of contact for decisions made in the moments in the employee lifecycle that most influence gender equality.</p>	
Question 1	Minimum strongly agree/agree responses
My [immediate supervisor/manager/direct leader] demonstrates support for gender equality in the workplace.	<p>Employer of Choice for Gender Equality</p> <p>70% of women 70% of men</p> <p>Employer Committed to Gender Equality</p> <p>60% of women 60% of men</p>
Manager capability	
<p>The question evaluates whether employees have observed their immediate leader taking actions that support gender equality in the workplace.</p> <p>Managers play a key role in progressing gender equal workplace experiences and outcomes, as they are often the first point of contact for decisions made in the moments in the employee lifecycle that most influence gender equality.</p>	
Question 2	Minimum strongly agree/agree responses
My [immediate supervisor/manager/direct leader] supports employees with family or other caring responsibilities, regardless of gender.	<p>Employer of Choice for Gender Equality</p> <p>70% of women 70% of men</p> <p>Employer Committed to Gender Equality</p>



	60% of women 60% of men
De-gendering flexibility	
This question assesses whether employees experience flexibility in managing their work and other commitments, reflecting how well flexibility is supported and practised in their workplace.	
Question 3	Minimum strongly agree/agree responses
I have the flexibility I need to manage [my] work and other commitments.	Employer of Choice for Gender Equality 80% of women 80% of men Employer Committed to Gender Equality 80% of women 80% of men
Breaking down the ideal worker/carer norm	
This question assesses whether employees observe that using flexible work arrangements does not negatively impact career progression, reflecting how effectively flexibility is integrated into organisational practices.	
Question 4	Minimum strongly agree/agree responses
[Using/accessing] flexible work arrangements is not a barrier to achieving my career objectives in my organisation.	Employer of Choice for Gender Equality 70% of women 60% of men Employer Committed to Gender Equality 60% of women 50% of men
Preventing gendered harm	
This question assesses whether employees observe their organisation taking actions to prevent and address sexual and gender-based harassment. This question is designed to provide an overview of a dimension of the employee experience by combining 2 related types of gendered harm. It's not meant to provide detailed insights, but to support the organisation to identify whether further investigation is needed.	
Question 5	Minimum strongly agree/agree responses
My organisation/organisation name] takes steps to eliminate sexual harassment and gender-based harassment.	Employer of Choice for Gender Equality 80% of women 80% of men Employer Committed to Gender Equality 80% of women 80% of men



Additional information

The intent of this standard

Employee experience results are a key component of the Workplace Gender Equality Citation application, as they affirm the delivery of a gender-equal workplace experience across the whole workforce.

What you need to know

Employees provide the strongest evidence of a gender-equal experience across the employee lifecycle.

Substantive participation and response rates are important in ensuring your organisation obtains results that reflect the employee experience and can be acted upon. The results offer insights into how different genders perceive and experience their work environment and can reveal both the levers already adding value in creating a gender-equal workplace and the drivers of inequality and, by extension, the organisation's gender pay gap.

The survey can also effectively engage employees on progress, promote the development of the leadership capability central to delivering a gender-equal experience, and drive continuous improvements in policies and practices.

Common questions

If our organisation did not meet the required response rate and/or agreement thresholds, how will this impact our application?

A tolerance threshold is applied to each question's response rate and strongly agree/agree thresholds.

If your organisation does not meet the required response rate by 5% or less and/or the required strongly agree/agree threshold for any question by 5% or less, WGEA will progress your application.

WGEA's expectation is that action is taken to identify the driver/s for the low response rate and/or strongly agree/agree threshold and address them so that the standards are met at re-application for the level of recognition you apply for. This may mean different actions for different genders.

Do the questions have to be asked verbatim?

The questions have been designed so that responses are based on observations rather than perceptions, and responses are based on direct experience or evidence. To ensure the intent of the survey questions does not change, the survey questions must be asked verbatim.

Minor terminology changes are permissible to ensure the questions are contextually relevant and understood. These changes must not change the intent of the question. A list of permissible questions is available in [Appendix 2](#).

Resources

[WGEA Employee consultation](#)

[Employer guidance on developing policies and strategies for the 6 Gender Equality Indicators | WGEA](#)



Appendix 1: WGEA methodology – comprehensive gender pay gap analysis

WGEA's gender pay gap analysis methodology facilitates a comprehensive analysis of the employee lifecycle. It requires organisation to obtain and analyse the following data points:

Workforce composition

- total workforce, by gender
- composition of manager and non-manager cohorts, by gender
- composition of each pay grade / job family / occupation (as relevant), by gender
- composition of graduate cohort or equivalent (e.g. apprentices or similar), by gender
- composition by employment status (full-time, part-time, casual), by gender.

Distribution of pay (base salary and total remuneration)

- organisation gender pay gap
- gender pay gap, by manager and non-manager cohorts
- gender pay gap, by each relevant pay grade / job family / occupation (as relevant)
- gender pay gap, by graduate cohort (or equivalent)
- gender pay gap, by employment status (e.g. full-time, part-time, casual).

Mobility

Promotions

- proportion of promotions overall, by gender
- proportion of promotions from non-manager to manager, by gender.

Resignations

- resignations, by gender, department/business unit and occupation group, including reason for exit
- redundancy, by gender
- return from parental leave (primary carer or universal), by gender (at return, 12 and 24 months).

Talent pool

- applicants, by gender
- gender composition of short-listed candidates
- gender composition of interviewed candidates
- gender composition of appointments.

Patterns of engagement

Flexible work

- utilisation of flexible working arrangements, by gender, for people managers and non-managers
- annual rates of approval for flexible work applications, by gender.

Parental leave

- utilisation of employer-funded paid parental leave (full or partial including top-up), by gender, and
- by people managers and non-managers, by gender
- duration of parental leave for primary care, by gender.



Appendix 2: Acceptable alternative employee experience questions

WGEA Prescribed Question	Acceptable alternative question
1. My immediate supervisor/manager demonstrates support for gender equality in the workplace	My direct leader demonstrates support for gender equality in the workplace
	My immediate line manager demonstrates support for gender equality in the workplace
2. My immediate supervisor/people manager supports employees with family or other caring responsibilities, regardless of gender	My immediate manager supports employees with family or other caring responsibilities, regardless of gender
	My immediate line manager supports employees that have family or other caring responsibilities, regardless of gender
3. I have the flexibility I need to manage my work and other commitments	I have the flexibility I need to manage work and other commitments
	I have the flexibility I need to manage my work and other commitments outside of work
4. Using flexible work arrangements is not a barrier to achieving my career objectives in my organisation	In my organisation, accessing flexible work arrangements is not a barrier to achieving my career objectives
	Using flexible work arrangements is not a barrier to achieving my career goals in my organisation
	Using flexible work arrangements is not a barrier to achieving my career objectives at [Organisation_name]
5. My organisation takes steps to eliminate sexual harassment and gender-based harassment	[Organisation_name] takes steps to eliminate sexual harassment and gender-based harassment

How to request alternative wording for the employee experience questions

Employers may request minor changes to the wording of survey questions through the exceptions process. Each request must be submitted using a separate, completed 'Request for Exception' form, which should include the rationale for the change and demonstrate that the intent of the original question will be maintained. To obtain this form, please contact wgecitation@wgea.gov.au.



Appendix 3: WGEA governing body self-assessment

WGEA's governing body self-assessment enables the governing body/Board to reflect on their individual and collective achievements in relation to advancing gender equality. It is an effective tool to reflect on and reinforce the governing body/Boards attendance and commitment to gender equality in their decision-making frameworks and stewardship of the organisation.

Methodology

This self-assessment can be utilised prior to application for the citation and again at each renewal (every three years).

It is recommended responses gather quantitative (such as Likert scale) and qualitative insights drawn from related discussions. The outcomes may be included in the CEO interview component of your Citation application.

Self-assessment statements

1. The governing body/Board reviews the WGEA Executive Summary and Industry Benchmark Report diligently and strives to identify where gendered risks and opportunities may be present in business activities and decisions.
2. The governing body/Board considers the knowledge, capability and demonstrated commitment to gender equality as a component of CEO appointments and performance assessments.



Appendix 4: Corporate group applications

For employers seeking to apply for the Workplace Gender Equality Citation as a corporate group, the following applies:

- All employers within the group seeking recognition must be named in the application (by ABN).
- The Education and Policy standards must be met by all the employers named in the application.
- At least all permanent employees of all the employers named in the application must be given the opportunity to complete the employee experience survey.
- At the corporate group level, the following Continuous Improvement Standards must be met (specific to the citation level of recognition sought)
 - Gender-balanced executive
 - Gender-balanced governing body/Board
- Corporate Group CEO will be interviewed

When there is 1 or more Designated Relevant Employers (DRE⁵) in the group:

- The Continuous Improvement and employee experience standards must be met by each DRE

When there is no DRE in the group:

- The Continuous Improvement and employee experience standards must be met for the largest employer in the group **OR** If all the employers in the group operate under the same ANZSIC group, for the corporate group.

Your organisation will need to confirm the above at the time the application is submitted.

Intent of assessing applications at the DRE and group level for entities in corporate group structures

This approach aims to enable an effective Workplace Gender Equality Citation application for organisations with a range of corporate group structures. Focusing on the large/largest employers within a group, aims to ensure gender equality outcomes and improvement in the largest part of the business. At the same time, considering the leadership, governance and the experience of all employees in a group ensures the whole workforce within the group is represented in the application.

⁵ A Designated Relevant Employer (DRE) directly employs 500 or more employees



Glossary of terms

Term	Definition
Corporate group	A corporate group, also known as <i>Corporate Structure</i> – is a group of legal entities (subsidiaries) controlled by a parent entity.
Evaluation plan/s	An evaluation plan sets out how your organisation measures the effectiveness of the Gender Equality Strategy (GES) and actions and should be reported to the executive team and governing body/Board.
Executive team	The team responsible for the strategic and operational leadership in an organisation. It is usually the CEO and their direct reports but does not include the executive assistant(s).
Designated relevant employer	An employer that directly employs 500 or more employees.
Documented	The specified item must be in writing and endorsed by a person with authority.
Gender equality indicators	<ol style="list-style-type: none"> 1. gender composition of the workforce 2. gender composition of governing bodies 3. equal remuneration between women and men 4. availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities 5. consultation with employees on issues concerning gender equality in the workplace 6. sexual harassment, harassment on the ground of sex or discrimination
Gender equality strategy	A structured plan to promote and achieve gender equality across all aspects of an organisation's operations. It sets the strategic direction for the organisation's approach and aligns intent, priorities, and resources to drive sustainable change.
Gender equality targets	Targets are achievable, time-framed objectives that organisations can set and monitor regularly to focus their efforts on improving gender equality outcomes. They are an essential monitoring and evaluation component of any gender equality action plan.
Gender lens	Examining policies, practices, programs, or decisions with an awareness of how they may affect people differently based on gender.
Governing body/Board	<p>Governing bodies are the group of people who endorse policy and direct and oversee the conduct of an organisation, supported by the organisation's managers.</p> <p>A governing body may be a:</p> <ul style="list-style-type: none"> • Board of directors



	<ul style="list-style-type: none"> • Management committee • Council • Other governing authority. <p>It is important to note that governing bodies are not:</p> <ul style="list-style-type: none"> • a diversity council or committee • a global diversity and inclusion team.
Hotspot	A hotspot refers to a specific area within an organisation, such as a team, department, role type or cohort, where gender inequality is evident, often reflected in disparities in pay, representation, or advancement opportunities.
Industry	The comparison group that an organisation is compared to in the WGEA Industry Benchmark Report.
Industry mid-point	The industry mid-point of employer gender pay gaps provides an important comparison point for employers seeking to understand their gender pay gap. The industry mid-point is the number 50% of employers are above and 50% are below.
Influences	Refers to the ability to shape decision making
Occupational segregation	Refers to the unequal distribution of women and men in certain jobs.
Partner/s	Refers to workers 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 who are engaged on an employment contract.
Person-centred (people-centred) approach	Prioritises the needs, experiences, perspectives, and wellbeing of the people/person it is designed to serve or affect.
Promotion	<p>'Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis, or a fixed term contract where the employee will not be returning to their previous substantive role (i.e. the promotion is not a temporary arrangement). This includes employees promoted from one manager position to another more senior manager position.</p> <p>Promotions do not typically include movement within a salary band or when an employee gains a salary increment within a band or level due to satisfactory service, unless there is a move to a higher office or rank.</p> <p>Promotions do not include transfers to a position of equal ranking even if the transfer resulted in the person taking on increased responsibilities and/or more complex matters.</p>
Proportion	A measure used to compare the results of the gender pay gap analysis against the overall gender composition of an organisation, or cohort, e.g. managers, non-managers or occupational group.
Relevant employer	An employer that employs 100 or more employees. A 'relevant employer' can be a standalone company, a corporate group, or a subsidiary of a corporate group.



Replacement pay	Employer-funded paid parental leave at replacement pay means employees receive their full regular earnings, based on total remuneration, ensuring that employees are not penalised for taking parental leave.
Self-assessment Standards	Baseline policy and practices that need to be in place at the time of applying for the Workplace Gender Equality Citation.
Sexual harassment incidents	Incidents 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.
Standalone employer	An entity with a single ABN with no parent organisation and no subsidiaries.
Trauma-informed approach	Recognises the prevalence and impact of trauma, prioritises emotional and physical safety, and actively works to avoid re-traumatisation while supporting empowerment, choice, and collaboration.
Victim-survivor	A person who has experienced sexual harassment, assault, or related misconduct.
WGEA five-point scale	A five-point Likert scale that must be used in the employee experience survey, allowing respondents to express the extent of their agreement with each statement. The response options for inclusion in the survey are: Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree
WGEA governing body self-assessment	WGEA Governing Body Self-Assessment is a process for analysing how a governing body or Board considers and integrates gender equality into its governance practices.
Workforce/employees	Generic terms used for ease of reference. Refers to all employees, including partners in partnership structures, unless otherwise specified. This includes full-time, part-time, casual, and contract employees.