



Guide to citation

# WGEA Employer of Choice for Gender Equality

2017



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# Introduction

The WGEA Employer of Choice for Gender Equality (EOCGE) citation is designed to encourage, recognise and promote active commitment to achieving gender equality in Australian workplaces.

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

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

The criteria were developed in consultation with leading academics in workplace gender equality and current citation holders. They reflect the areas of focus of organisations which have elevated gender equality as a business imperative, moving beyond compliance and leading the way with sustainable and measurable outcomes in gender performance.

The online survey format enables the Workplace Gender Equality Agency (Agency) to collate and analyse data which is used to inform and define leading-practice gender equality initiatives to share with employers, and over time, it will also enable EOCGE benchmarks to be developed.

The EOCGE criteria focuses on initiatives that have been shown to underpin improved gender equality outcomes<sup>1</sup> and the process of investigating whether a company complies with the citation criteria can also be an excellent driver of change within an organisation.

Being awarded the EOCGE citation provides recipients with significant differentiation in a competitive marketplace. The citation provides public recognition of an organisation's focus on gender equality, which supports its ability to attract and retain the best possible talent to build a high-performance workforce.

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<sup>1</sup> Workplace Gender Equality Act – Review of evidence based on Gender Equality Indicators and Practices; Graeme Russell & Cecelia Herbert; October 2012.

# Eligibility criteria - WGEA Employer of Choice for Gender Equality

This document has been prepared as a guide for organisations to determine their eligibility for the WGEA Employer of Choice for Gender Equality (EOCGE) citation.

We strongly recommend you review this document thoroughly before beginning your application process online as it provides important information.

## Changes to the 2017 citation process

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- In 2017 the citation process will be separated from compliance reporting. This is to simplify the EOCGE application process and allow employers to include relevant gender equality initiatives that have occurred after the reporting period in their EOCGE application. As a result, the compliance reports will not contain any validations for EOCGE eligibility.
- When a relevant employer submits their compliance report, they will no longer receive a flag advising they are eligible to apply for the EOCGE citation. Instead, the EOCGE application will be available for any reporting organisation to complete via the 'Recognition' tab in the portal. We strongly recommend employers review the citation prerequisites in this document prior to starting the application to assess their eligibility.
- From 2017, the EOCGE application deadline will be changed to 30 September, with the list of successful organisations being announced in mid-February of the following year.
  - Employers awarded the citation in 2016 will remain an EOCGE organisation until the next list is announced in February 2018.
- To continue to ensure the integrity of the citation, applicants may be required to supply evidence to verify claims.
- The citation continues to evolve and strengthen from year to year. In 2017, the Agency will begin a process of consulting employers regarding potential new prerequisites for 2018 and 2019.
- The Agency is also looking at other ways to recognise employers that demonstrate a high level of achievement with reference to workplace gender equality and so will be introducing a new awards framework from 2018. Further details will be announced in 2017. This will not impact on the prerequisites to become an EOCGE.

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## Eligibility

- To be eligible for this citation, organisations must be compliant with the Act and must meet all prerequisites, which are indicated by a black tick (✓) in the in the right column of each criterion table.
- For questions that are **not** prerequisites, answering NO will not prevent an employer from being successful with their application.

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

## Application and assessment process

- The EOCGE application comprises questions related to seven criteria. All questions must be answered.
- Where there is a prerequisite for the citation, you will need to confirm you meet this prerequisite.
- Where necessary, additional information and examples are provided for guidance. These are indicated with the ⓘ symbol.
- Employers are also required to provide information that substantiates these answers. For example, where an employer is required to take action on a particular matter, they need to provide information on the action(s) taken. This requirement is indicated by an asterisk (\*) next to the question in this document.
- The Agency will conduct a 15-20 minute telephone interview with the CEO of organisations applying for the citation for the first time or where a CEO is new and has not participated in an EOCGE interview.
- Applications for the EOCGE citation that are submitted to the Agency are confidential.
- From 2017, as part of the EOCGE assessment process, we will continue to conduct random interviews with CEOs of current citation holders to assess their ongoing leadership commitment.

## Timing

- Online applications will open on 1 June and close on 30 September each year. The list of successful applicants will be announced in mid-February of the following year.
- Successful applicants will enjoy recognition as an EOCGE employer and be authorised to use the EOCGE logo for a period of 12 months from the announcement of the EOCGE awards each year.

## Fee

Being recognised as an EOCGE organisation delivers significant benefits to the recipients including increased employee retention, enhanced levels of employee engagement, reduced recruitment costs and increased media interest.

Determining an organisation's eligibility, producing high quality materials to support successful applicants and providing unique benefits to citation holders, is a resource-intensive process for the Agency.

To ensure we can maintain the high standard of service and quality expected from our leading organisations, there is an annual application fee of \$750. For not-for-profit sector applicants, a reduced fee of \$400 will apply. This fee is payable at the time of submission of an application and is non-refundable.

## Resources to assist you in becoming an EOCGE employer

In becoming an EOCGE employer we encourage organisations to take a strategic approach to improving gender equality performance, rather than a programmatic approach. By this we mean building a gender equality strategy that is embedded in your business strategy.

The Agency has developed a gender strategy toolkit to help you build your strategy. This can be found on the Agency's website, along with a hub of resources on the key levers of change. The toolkit includes:

- gender equality roadmap: an overarching guide outlining six phases of workplace gender equality
- gender equality scorecard: a measurement framework detailing 12 key result and focus areas, mapped to the gender equality indicators, employer of choice criteria, and other business metrics
- diagnosis methodology: a systematic process for assessing current performance
- guidance on building gender strategies based on the diagnosis phase, including strategy-setting process and change management
- guidance on monitoring and improving strategy over time.

The strategy toolkit is available at [www.wgea.gov.au/lead/building-gender-equality-strategy](http://www.wgea.gov.au/lead/building-gender-equality-strategy).

## Rescinding the citation

- Should the Workplace Gender Equality Agency become aware of any issue that results in an organisation contravening any of the WGEA Employer of Choice for Gender Equality citation criteria or compromises the inherent values of the citation, the Agency may contact the organisation to seek further information and may, upon consideration, rescind the citation. The decision to rescind the citation will be made by a panel of three persons. It will be convened by the Agency and will include the Director of the Agency and at least one independent panel member.
- Examples where this would apply (but not limited to):
  - where a court or tribunal has handed down a judgment or adverse final order against an organisation relating to a sex-based harassment or discrimination case
  - where there has been a change of CEO and the new CEO does not uphold the values of the citation, or, where upon random selection for re-interview, the CEO of a current citation holder does not demonstrate an ongoing commitment to the values of the citation.

## Key

Symbol	Meaning
✓	Prerequisite.
✓	Prerequisite effective from 2017.
2018	Prerequisite effective from 2018.
ⓘ	Explanatory information.
*	Additional information required when applying.

## Criterion 1

# Leadership, accountability and focus

### Overview

This criterion assesses an organisation's overall strategies, policies and processes to achieve gender equality. It recognises that creating a workplace culture in which women and men are equally represented, valued and rewarded requires:

- leadership from the CEO, executive team and senior managers
- accountability for improvement through performance measures and
- organisational focus on this as a business priority.

This criterion considers the way an organisation reflects the following factors:

#### **Leadership**

Leaders believe in, advocate for and role model gender equality and must set clear expectations for others to follow.

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#### **Accountability**

Accountability is embedded throughout the organisation. Results are often most effectively achieved when accountability is linked directly to remuneration outcomes.

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#### **Focus**

Gender equality is recognised as a priority within an organisation's overall strategy. Gender equality initiatives and desired outcomes are clearly articulated, measured and reported.

## Leadership and accountability

No.	Elements	Prerequisite
1.	<p>Your organisation must have a formal policy AND formal strategy in place that supports gender equality in relation to recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning, and training and development.</p> <p>These may be individual standalone policies and strategies or covered in another formal policy/ies and formal strategy/ies, for example contained within an overall gender equality strategy.</p> <p>② Refer to the Gender equality strategy toolkit for more information on developing a gender equality strategy.</p>	✓
1.	<p>Does your organisation have a formal <b>policy</b> and/or formal <b>strategy</b> in place that supports gender equality in relation to key performance indicators for the following?</p> <p>i. key management personnel</p> <p>② An example of a key performance indicator could be having gender equality objectives for which key management personnel are responsible for achieving (that is, not delegating to their team). This could also be linked to remuneration.</p> <p>② The Agency has provided guidance on developing a gender equality policy at <a href="http://www.wgea.gov.au/sites/default/files/Characteristics-of-a-Gender-Equality-policy.pdf">www.wgea.gov.au/sites/default/files/Characteristics-of-a-Gender-Equality-policy.pdf</a>.</p> <p>ii. other managers</p> <p>iii. other.*</p>	
2.	<p>All managers in your organisation must entrench flexible working for their employees.*</p> <p>② Flexible working is defined as “the ability of workers to make choices influencing when, where and for how long they engage in work-related tasks.”<sup>2</sup></p> <p>② Examples of entrenching flexible working arrangements could include managers proactively considering how roles in their team can be worked flexibly, and promoting, encouraging and measuring the take-up of flexible working arrangements.</p>	✓
3.	<p>Your organisation must have a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation’s formal gender equality strategy or strategy/ies that support gender equality in relation to: recruitment, retention, performance management processes, promotions, talent identification/identification of high potentials, succession planning and training and development.*</p> <p>② This group can also be in place for other purposes additional to gender equality.</p>	✓
4.	<p>The CEO of your organisation must be a visible champion of gender equality in the areas below:</p> <p>i. they must have communicated your formal strategy/ies that support gender equality in relation to the areas covered in question 1 to all workers in the last 12 months.*</p> <p>② This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road-show or via your intranet.</p>	✓

<sup>2</sup>(Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsouphes, 2008).

<p>ii. in the last 12 months they must have explicitly made a statement, either written or verbal, to all workers stating her/his commitment to achieving gender equality in your workplace. This statement is to be provided to the Agency and may be used to promote your gender equality initiatives and/or the EOCGE citation.*</p> <p>☉ <i>This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road-show or via your intranet.</i></p>	✓
<p>iii. in the last 12 months they, or a member of your governing body must have made a public <b>external</b> statement stating her/his commitment to gender equality. This statement is to be provided to the Agency and may be used to promote your gender equality initiatives and/or the EOCGE citation.*</p> <p>☉ <i>This can be done by various means, for example, via a media release, on the organisation's website, in the annual report, and/or at public forums.</i></p>	✓
<p>iv. they must have made a statement in the last 12 months to all workers within the organisation stating her/his commitment to gender pay equity. This statement is to be provided to the Agency.*</p> <p>☉ <i>This can be done by various means, for example, by an all-staff email, via a statement on the intranet or in person at an all-staff meeting or event.</i></p>	✓
<p>v. they must actively promote flexible working arrangements.*</p> <p>☉ <i>Examples include promoting via a CEO blog or a regular communication to workers and/or external stakeholders, a written article, media release interview, the website, intranet, a staff meeting and/or external public speaking commitments.</i></p>	✓
<p>vi. do they personally role model flexible working within the organisation?*</p> <p>☉ <i>'Role models flexible working' means that the CEO is overt about working flexibly in order to manage personal commitments such as childcare responsibilities, caring for elders or attending important personal events. This sends a strong message that it is acceptable to work flexibly in the organisation.</i></p>	
<p>vii. they must either chair the group, committee or council responsible for the implementation and oversight of your organisation's formal strategy/ies that support gender equality as outlined in question 1, <b>OR</b> has direct involvement with your organisation's gender equality programs.*</p> <p>☉ <i>This could be meeting regularly with this group, or having direct involvement in other gender-specific networks or forums.</i></p>	✓
<p>viii. do they participate in external knowledge sharing and public advocacy on gender equality? *</p> <p>☉ <i>This participation may be through forums such as roundtables or at conferences.</i></p>	
<p>ix. for the initial EOCGE application, and where your CEO has not previously participated in an EOCGE interview, they must participate in a 15-minute telephone interview with a senior adviser from the Agency. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter.</p>	✓
<p>x. your CEO must advise all staff that your organisation is applying for the EOCGE citation.</p> <p>☉ <i>This can be done by various means, for example, by an all-staff email, internal broadcast, all-staff road-show or via your intranet.</i></p>	✓

## Focus

5.	Your formal gender equality strategy must be incorporated into your broader business strategy and planning process.	✓
	Your organisation must evaluate its progress against your formal gender equality strategy at least every two years in the following two ways:	
6.	i. tracking progress internally	✓
	ii. tracking and reporting progress to the governing body and key management personnel.	✓
	Does your organisation report on the progress of its formal gender equality strategy to its workforce AND externally at least every two years?	
	<p>② <i>Examples of 'reporting externally' include via an annual report or website.</i></p>	
	<p>In 2018, we anticipate your organisation will evaluate its progress against your formal gender equality strategy <b>every year at a minimum</b> in the following ways:</p> <p>i. tracking and reporting progress to the governing body, including progress achieved against targets, on:</p> <ul style="list-style-type: none"> <li>• your pay gap analysis, including pay equity metrics, and actions taken</li> <li>• utilisation of flexible working (including part-time) for women and men by manager and non-manager categories</li> <li>• gender composition of the workforce by manager and non-manager categories</li> <li>• promotions by gender and manager and non-manager categories</li> <li>• utilisation of, and return from parental leave (paid and unpaid) of women and men</li> <li>• number of harassment claims.</li> </ul>	2018
	<p>ii. tracking and reporting progress to key management personnel, including progress achieved against targets, on:</p> <ul style="list-style-type: none"> <li>• utilisation of flexible working (including part-time) for women and men by manager and non-manager categories</li> <li>• gender composition of the workforce by manager and non-manager categories</li> <li>• promotions by gender and manager and non-manager categories</li> <li>• utilisation of, and return from parental leave (paid and unpaid) of women and men</li> <li>• number of harassment claims.</li> </ul>	2018

	<p>iii. tracking and reporting progress to workers, including progress achieved against targets, on:</p> <ul style="list-style-type: none"> <li>• utilisation of flexible working (including part-time) for women and men by manager and non-manager categories</li> <li>• gender composition of the workforce by manager and non-manager categories</li> <li>• promotions by gender and manager and non-manager categories</li> <li>• utilisation of, and return from parental leave (paid and unpaid) of women and men.</li> </ul>	2018
	Does your organisation track and report progress to key management personnel, including progress achieved against targets, on your pay gap analysis, including pay equity metrics, and actions taken?	2018
	Does your organisation track and report progress to all workers, including progress achieved against targets, on the organisation-wide gender pay gaps for base salary and total remuneration?	2018
7.	Where your organisation has control over its governing body/ies' appointments, it must have in place a formal selection policy or formal selection strategy designed to promote gender equality for governing body appointments.	✓
8.	Your organisation must have in place a formal selection policy or formal selection strategy that is designed to promote gender equality for OTHER governing bodies over which it has control.	✓
9.	Where your organisation has control over other governing bodies, does your organisation's formal selection policy or formal selection strategy include the following?	
	i. identifying a potential female talent pool from which new members can be selected	
	ii. analysing potential gender biases in the selection criteria and appointment process, for example, removing the requirement to have past governing body experience	
	iii. a targeted succession plan.	
10.	Does your organisation have a procurement plan or policy that requires suppliers to have in place a policy or strategy which includes gender equality principles?	
11.	Your organisation must analyse its systems and processes to identify gender bias in decision making in relation to the following:	
	i. recruitment	✓
	ii. training and development	✓
	iii. promotions	✓
	iv. talent identification/identification of high potentials	✓
	v. succession planning.	✓

12.	<p>Your organisation must take action to eliminate gender biases identified in the analysis of your systems and processes, and monitor and measure improvements and progress.*</p> <p>② <i>An example could be prior to making a hiring decision, having a hiring manager consult with another manager who is external to the recruitment of a candidate, to ensure there is objectivity in the recruitment decision.</i></p>	✓
13.	<p>Your organisation must analyse and compare the results of performance appraisals by gender.</p> <p>② <i>This can be done whether your organisation uses numerical or qualitative ratings (for example 'outstanding', 'strong performer', etc.).</i></p>	✓
14.	<p>Your organisation must analyse its promotions data by gender to compare how many female and male managers and non-managers, part-time and full-time, were promoted in the last 12 months.</p>	✓
15.	<p>Your organisation must analyse the number of resignations by gender to compare how many female and male managers and non-managers, part-time and full-time, resigned in the last 12 months. In the analysis of resignations, you must have:</p> <ul style="list-style-type: none"> <li>i. assessed whether females and males are leaving your organisation at comparable rates</li> <li>ii. assessed whether there are any differences between why females and males leave your organisation</li> <li>iii. taken action to address issues identified.</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>
16.	<p>Is remuneration linked to gender equality outcomes for the following?</p> <ul style="list-style-type: none"> <li>i. key management personnel only</li> <li>ii. all managers (including key management personnel).</li> </ul>	<p>✓</p> <p>✓</p>

# Criterion 2

## Learning and development

### Overview

This criterion assesses an organisation’s learning and development strategies, policies and processes aimed at building capability throughout the organisation, as well as having career development and leadership programs in place for women and men.

Learning and development		
No.	Elements	Prerequisite
17.	Your organisation must have a formal policy or formal strategy that includes learning and development, including leadership and/or career development training, for women and men.	✓
18.	Your organisation must include learning and development in the annual performance and development plans of all workers.	✓
19.	Your organisation must track how many women and men have participated in the following in the past 12 months to ensure there is gender equality in accessing training and development:	
	i. leadership development training/education	✓
	ii. career development training/education.	✓
	Does your organisation track how many women and men have participated in the following forms of learning and development in the past 12 months to ensure there is gender equality in accessing training and development?	
	iii. formal sponsorship or mentoring program	
	iv. formal succession plan	
	v. women’s leadership networks.	

20.	Does your organisation provide training/awareness programs on gender equality for the following workers?	
	<p>☺ <i>This could include educating both women and men about conscious and unconscious gender biases and how they manifest themselves in organisations, in for example, informal networks.</i></p>	
	i. for managers only*	
	ii. for all workers (including managers).*	

## Criterion 3

# Gender pay gap

### Overview

This criterion assesses an organisation's policies, strategies and processes to address gender pay equity and show progress in closing any gender pay gaps over time.

Gender pay gaps (also referred to as gender remuneration gaps) can occur either at a like-for-like and/or on an overall organisation-wide basis.

### Like-for-like gender pay gaps

Like-for-like gaps are pay gaps between women and men undertaking work of equal or comparable value, comparing job to job at the same performance standard, for example, comparing two senior engineers in the same organisation.

### Organisation-wide gender pay gap

The organisation-wide gender pay gap is the difference between the average remuneration of women and the average remuneration of men across the organisation. (Remuneration is base salary, and total remuneration is base salary plus any other payments such as bonus and performance payments, superannuation, discretionary payments, overtime and other allowances).

This gap is largely due to occupational segregation where men are often in higher paid roles and women in lower paid roles. This can reflect a range of structural and cultural barriers that inhibit women from undertaking higher paying roles, including gender stereotypes about 'men's work' and 'women's work' and the undervaluing, hence underpayment, of work traditionally carried out by women.

An analysis that assesses the value of roles in terms of skills, knowledge, responsibility, effort and working conditions often reveals that female-dominated roles are undervalued when compared with roles of similar skills, knowledge, responsibility, effort and working conditions that are traditionally held by men. When this analysis is carried out, and action is taken to appropriately remunerate work of equal or comparable value (rather than just within the same occupational level), it can have a positive impact on closing an organisation's overall gender pay gap.

Closing the gender pay gap requires organisations to take a multi-faceted approach, which is captured in each of the elements of this criterion.

### Resources available to address the gender pay gap

In collaboration with employers, the Agency has developed a comprehensive suite of resources to help organisations identify and address pay gaps. Resources have been developed for directors, CEOs, human resources and diversity managers, and other managers. These resources are available at [www.wgea.gov.au/addressing-pay-equity/toolkits-developing-pay-equity-strategy](http://www.wgea.gov.au/addressing-pay-equity/toolkits-developing-pay-equity-strategy).

## Gender pay gap

No.	Elements	Prerequisite
21.	<p>Your organisation must have a formal remuneration policy or formal remuneration strategy that contains specific gender pay equity objectives.*</p> <ul style="list-style-type: none"> <li>④ <i>Gender pay equity objectives may include ensuring gender bias does not occur at any point in the remuneration review process; being transparent about pay scales and/or salary bands; ensuring managers are held accountable for pay equity outcomes.</i></li> <li>④ <i>The Agency has provided guidance on the development of a gender-equitable remuneration policy at <a href="http://www.wgea.gov.au/sites/default/files/characteristics-of-an-equitable-remuneration-policy.pdf">www.wgea.gov.au/sites/default/files/characteristics-of-an-equitable-remuneration-policy.pdf</a>.</i></li> </ul>	✓
21a.	<p>Is your organisation's CEO a WGEA Pay Equity Ambassador?</p> <ul style="list-style-type: none"> <li>④ <i>WGEA Pay Equity Ambassadors are CEOs who have signed the pay equity pledge. As a minimum, Ambassadors sign a statement acknowledging the impact of gender bias in their workplace and declare their commitment to addressing pay equity.</i></li> </ul>	
22.	<p>Your organisation must have undertaken a gender remuneration gap analysis of its workforce both on a like-for-like and an overall organisation-wide basis in the last two years.</p> <ul style="list-style-type: none"> <li>④ <i>Refer to the explanation of these types of gaps at the introduction to this criterion.</i></li> </ul>	✓
23.	<p>Your organisation's gender remuneration gap analysis must include the following:</p>	
	<p>i. base salary by gender</p>	✓
	<p>ii. total remuneration (additional to base salary) by gender</p> <ul style="list-style-type: none"> <li>④ <i>Elements of additional remuneration can include bonus and performance payments, superannuation, discretionary payments, overtime and other allowances.</i></li> </ul>	✓
	<p>iii. starting salaries by gender.</p>	✓
	<p>Does your organisation's gender remuneration gap analysis include the following?</p> <p>iv. annual salary increases by gender</p> <p>v. salaries on promotion by gender.</p>	
24.	<p>Where gender remuneration gaps are identified as a result of your gender remuneration gap analysis, action/s must have been taken in any of the following ways:</p> <ul style="list-style-type: none"> <li>④ <i>WGEA has a comprehensive suite of resources to help organisations take action on pay equity.</i></li> </ul>	✓
	<p>i. created a pay equity strategy or action plan</p>	
	<p>ii. identified the cause/s of the gaps</p>	
	<p>iii. reviewed remuneration decision-making processes</p>	
	<p>iv. analysed commencement salaries by gender to ensure there are no pay gaps</p>	
<p>v. analysed performance ratings to ensure there is no gender bias (including unconscious bias)</p>		

	vi. analysed performance pay to ensure there is no gender bias (including unconscious bias)	
	vii. trained people-managers in addressing gender bias (including unconscious bias)	
	viii. set targets to reduce any like-for-like gaps	
	ix. set targets to reduce any organisation-wide gaps	
	x. reported pay equity metrics to the governing body, to the executive, to all employees and externally	
	xi. corrected like-for-like gaps	
	xii. conducted a gender-based job evaluation process	
	xiii. conducted leadership and/or career development training <i>Ⓢ Providing leadership and/or career development training increases the representation of available women in the pipeline for potential leadership positions.</i>	
	xiv. other.*	
25.	Women and men on primary carer's leave must be included in your organisation's annual reviews of salaries and annual bonus payments.	✓
26.	Does your organisation make superannuation contributions to workers on paid primary carer's leave, either for government funded and/or employer funded primary carer's leave?	
27.	Has your organisation conducted a formal job evaluation to ensure jobs are fully and fairly described without gender bias (i.e. a gender inclusive job evaluation and grading process)? <i>Ⓢ Gender bias in job evaluation and remuneration is a significant contributor to the ongoing pay gap between women and men. The Australian Standard on Gender Inclusive Job Evaluation and Grading (AS 5376-2012) outlines fair and transparent job evaluation processes and provides guidelines for auditing gender inclusiveness. See WGEA's guide to this Standard at <a href="http://www.wgea.gov.au/sites/default/files/Guide_to_Australian_Standard.pdf">www.wgea.gov.au/sites/default/files/Guide_to_Australian_Standard.pdf</a>.</i>	
28.	Has your organisation undertaken a skills evaluation of award-based occupations in the last three years, using a formal process such as the "Spotlight tool for job evaluation"?	

## Criterion 4

# Flexible working arrangements and other initiatives aimed at supporting women and men, including for those with family or caring responsibilities

### Overview

This criterion assesses an organisation's policies, strategies and processes to encourage the use of flexible working arrangements<sup>3</sup> for women and men at all levels of the organisation.

This criterion recognises that access to, and utilisation of, flexible working arrangements – for both women and men – drives gender equality for individuals in combining their work and caring responsibilities.

It enables those with caring responsibilities to remain in the paid workforce and continue to have opportunities for growth, development and promotion.

### Parental leave

Parental leave allows employees to take time away from work for the birth or adoption of a child.

The primary carer is the person who most meets the child's needs, including feeding, dressing, bathing and otherwise supervising the child. They are the member of a couple or a single carer identified as having greater responsibility for the day-to-day care of a child. A primary carer can be the birth parent or non-birth carer.

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<sup>3</sup> Definition of flexible working arrangements is "the ability of workers to make choices influencing when, where and for how long they engage in work-related roles" (Hill, Grzymacz, Allen, Blanchard, Matz-Coast, Shulkin and Pitt-Catsouphes, 2008).

No.	Elements	Prerequisite
29.	<p>Your organisation must have a formal policy <b>AND</b> formal strategy to support workers with family or caring responsibilities (<i>refer Q44 – can be part of that same policy and strategy</i>).</p> <p>② <i>These can be contained within your overall gender equality strategy or within other policies or strategies.</i></p>	✓ New prereq in 2017
30.	<p>Once the eligibility period of no more than 12 months' service has passed, at least eight weeks of paid parental leave at full pay must be provided to primary carers (available to women and men). (This must be in addition to the government's paid scheme, not just topping up the government's scheme.)</p> <p>② <i>This requirement only needs to cover permanent workers.</i></p>	✓
31.	<p>The eligibility period to access the minimum of eight weeks employer funded paid parental leave for primary carers must be 12 months or less.</p>	✓
32.	<p>Does your organisation require workers to return from parental leave to access any component of the employer funded parental leave payment?</p>	
33.	<p>Workers who do not return to work after paid parental leave must not be required to repay any portion of their paid parental leave.</p>	✓
34.	<p>Your organisation must actively encourage men to take parental leave.*</p> <p>② <i>Examples include profiling men who take parental leave in internal or external publications/website or on your intranet; overtly communicating that parental leave is also for men; having managers talk to men to encourage them to take this leave.</i></p>	✓
35.	<p>Your organisation must track the number of female and male managers and non-managers utilising parental leave, and must track the number of women and men returning from parental leave.</p>	✓
36.	<p>Your organisation must have support mechanisms, other than leave, for employees with family or caring responsibilities. These may include:</p>	✓
	i. employer subsidised childcare	
	ii. on-site childcare	
	iii. breastfeeding facilities	
	iv. childcare referral services	
	v. internal support networks for parents	
	vi. return-to-work bonus	
	vii. information packs to support new parents	
	viii. referral services to support workers with family and/or caring responsibilities	
	ix. targeted communication mechanisms, for example intranet/forums etc.	
	x. support in securing school holiday care	
xi. coaching for employees returning to work from parental leave		

	xii. parenting workshops targeting mothers	
	xiii. parenting workshops targeting fathers	
	xiv. other support mechanisms.*	
37.	Your organisation must have a keep-in-touch program or process in place for workers on paid and unpaid parental leave.	✓
38.	Your organisation must have on-boarding support for workers (women or men) returning from primary carer's leave.	✓
39.	Your organisation must consider workers on parental leave (paid and unpaid) for promotion.	✓
40.	Does your organisation track promotions of women and men in the following ways?	
	i. the number of women and men promoted during parental leave (paid and unpaid)	
	ii. the promotion rate for employees who are pregnant	
	iii. the promotion rate of employees who are working flexibly (including part-time) on return from parental leave.	
41.	Your organisation must track the number of women and men exiting the organisation (including dismissals and redundancies) during parental leave.	✓
	Does your organisation track the number of women and men exiting the organisation (including dismissals and redundancies) in the following circumstances?	
	i. within one year after returning from parental leave	
	ii. one to two years after returning from parental leave	
	iii. those who are working flexibly (including part-time) on return from parental leave	
	iv. in the case of women, when pregnant.	
42.	Your organisation must seek to understand the reasons why workers do not return from parental leave and whether the reasons are related to any of the gender equality indicators. <sup>4</sup>	✓
43.	Your organisation must track the reasons why women and men who return from parental leave do not return to their original role and to which role they return.	✓
44.	Your organisation must have a formal flexible working policy AND flexible working strategy.	✓ New prereq in 2017
	Your formal flexible working strategy must ensure that: i. flexible working is promoted throughout the organisation*	✓ New prereq in 2017

<sup>4</sup> Gender equality indicators are: 1) gender composition of the workforce 2) gender composition of governing bodies of relevant employers 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) any other matters specified in an instrument: sex-based harassment and discrimination.

ii. leaders are held accountable for improving workplace flexibility \*

Ⓢ *Examples of how flexible working can be promoted include: having a dedicated page on your intranet where flexible working resources can be accessed; ensure flexible options are promoted to women and men; including examples of men working flexibly on intranet and any promotional materials; showcasing the many ways employees are working flexibly across a range of needs such as family or caring, or other reasons e.g. study, health reasons etc. on your intranet via videos etc.*

Ⓢ *Examples of leaders being held accountable for improving workplace flexibility include: requiring all managers to report on their progress in entrenching flexible work and how they are role-modelling flexible work in their annual performance reviews (thus creating visibility around the importance of flexibility as a business imperative), tracking the number of requests for flexible working that were and were not approved (and the reason why a request was not approved and if alternatives were considered).*

✓ New prereq in 2017

Your organisation's flexible working strategy could also include any of the following:

i. a business case for flexibility has been established and endorsed at the leadership level

ii. leaders are visible role models of flexible working

iii. targets have been set for engagement in flexible work

iv. targets have been set for men's engagement in flexible work

v. manager training on flexible working is provided throughout the organisation

vi. employee training is provided throughout the organisation

vii. team-based training is provided throughout the organisation

viii. employees are surveyed on whether they have sufficient flexibility

ix. the organisation's approach to flexibility is integrated into client conversations

x. the impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)

xi. metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel

xii. metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body.

At least four of the following options must be available to both women and men in your organisation:

✓

i. flexible hours of work

Ⓢ *This is where workers are able to vary their start and finish times.*

ii. compressed working weeks

Ⓢ *This is where a worker works the same number of weekly (or fortnightly or monthly) working hours over a shorter period.*

iii. time-in-lieu

Ⓢ *This is where a worker who works approved overtime may be compensated by way of time-in-lieu instead of overtime. No payment is involved.*

45.

	<p>iv. telecommuting</p> <p>⌚ <i>This refers to working at a location other than the official place of work.</i></p>	
	<p>v. part-time work</p> <p>⌚ <i>This is a regular work pattern where a worker works less than standard hours/days in a period and is paid on a pro-rata basis for that work.</i></p>	
	<p>vi. job sharing</p> <p>⌚ <i>This refers to a situation where a full-time job role is analysed and its tasks divided into two job roles to be undertaken by two workers who each works part of the designated period (part-week or part-fortnight or other) and are paid on a pro-rata basis for the part of the period they complete.</i></p>	
	<p>vii. carer's leave</p> <p>⌚ <i>This leave is taken to help a worker deal with caring responsibilities, family emergencies, and the death or serious illness of close family members. This is in addition to what is provided for under legislation.</i></p>	
	<p>viii. purchased leave</p> <p>⌚ <i>This is a voluntary provision where workers may purchase additional leave. It is funded through the reduction of a worker's ordinary rate of pay where an ordinary salary rate will be reduced by the number of weeks leave purchased and then annualised at a pro-rata rate over the 12-month period.</i></p>	
	<p>ix. unpaid leave</p> <p>⌚ <i>This is leave additional to other leave provisions which a worker may access without payment.</i></p>	
	<p>x. self-rostering.</p> <p>⌚ <i>This involves a worker proposing what times they would like to work and the times they would prefer not to work. Rosters are then formed that match individual preferences as closely as possible whilst still maintaining agreed levels of cover.</i></p>	
46.	<p>Your organisation must actively promote flexible working arrangements to both women and men.*</p> <p>⌚ <i>Examples of 'actively promotes' include providing information to workers on the range of flexible working options available to them; discussing the benefits of flexible working arrangements as an effective resource management option and retention strategy; encouraging workers to discuss flexible working arrangements with their managers etc.</i></p>	✓
47.	<p>Your organisation must support managers in how to manage flexible working through:</p>	
	<p>i. providing educational materials*</p> <p>⌚ <i>Examples of educational materials include online materials or other management training materials that address the specific issues of managing flexibility.</i></p>	✓
	<p>ii. training for all managers.*</p> <p>⌚ <i>Examples of training include internal or external face-to-face sessions and e-learning modules. This training could be incorporated into training for other purposes.</i></p>	✓
<b>Other initiatives</b>		
48.	<p>Your organisation must have a formal policy or formal strategy to support workers who are experiencing family or domestic violence.</p>	✓

## Criterion 5

# Employee consultation

### Overview

This criterion gives an indication of an organisation’s culture in relation to gender equality using feedback from workers via anonymous survey questions.

Organisations must undertake consultation with their workers, verifying that the experience of workers points to a workplace culture that actively supports and promotes gender equality. The Agency will be looking for evidence that the employee experience reflects the content of the organisation’s EOCGE application.

**This criterion recognises that effective consultation with workers has been associated with:**

improved team effectiveness

increased employee satisfaction and motivation and decreased employee stress by enhancing workers’ feelings of control

improved employee psychological and physical well-being by being able to speak up when mistreatment has occurred

### Conducting your survey and reporting results

#### Frequency of survey

Organisations must consult at least every two years and report those results in their EOCGE application.

- At the time of submitting the 2017 application, your organisation must have consulted with its workers via an anonymous survey within the two years prior and include those results, analysed by gender, in your application.

#### Questions

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

The survey questions employers need to ask are either:

- i. the following three questions (also outlined in the criterion table):
  - “My immediate supervisor/manager genuinely supports equality between women and men”
  - “I have the flexibility I need to manage my work and caring responsibilities”
  - “In my organisation sex-based harassment is not tolerated”.

OR

- ii) you may replace the three EOCGE questions with alternatives provided they are comparable to, and align with, the intent of these three questions. Employers must obtain approval by the Agency on the suitability of alternatives **PRIOR TO** conducting their survey. You must include your replacement questions in your application.

## Conducting your survey

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

## Sample size

You must either:

- i. give all workers (including casuals) an opportunity to complete the survey; or
- ii. administer the survey to a statistically significant and representative sample of workers (including casuals). You must provide the Agency with the method/rationale you used to determine that the employee sample you surveyed was both statistically significant and representative.

## Response rates

- i. As a general guide, your organisation's survey sample is considered representative if you obtain 400 or more responses. Where samples of less than 400 are collected, a response rate of 60% of your workforce is required, as well as establishing that the sample is comparable to your organisation's total employee profile by age and gender.<sup>5</sup>
- ii. The Agency acknowledges that in some instances, and despite best efforts, organisations will not be able to achieve the desired response rate. In these instances you will provide an explanation why this is the case.

## Analysis and results thresholds

- You must analyse all responses by gender.
- Analysing all responses received, your organisation must either:
  - i. achieve an agreement threshold of at least 65% 'agree' or 'strongly agree' on the three questions in the criterion table below (or the equivalent questions). Refer to guidance on calculating this threshold below; or
  - ii. achieve an agreement threshold above the industry norm for the survey tool used.
- The results of your analysis must be included in your EOCGE application, including the gender breakdown of responses for each question.
- If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place when the survey was conducted, please contact the Agency to discuss the details. The Agency will use its discretion in determining whether your organisation may still be eligible to apply for the citation based on your survey data results.

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<sup>5</sup> Based on research by Dr G. Russell 2013.

## Employee consultation

No.	Elements	Prerequisite
49.	Your organisation must consult with workers, including casuals, on issues concerning gender equality in the workplace by means of an anonymous employee survey, using a five-point scale. This must have been undertaken in the past two years.	✓
	Survey questions (or WGEA-approved alternatives, as explained above): Criterion 1 i. My immediate supervisor/manager genuinely supports equality between women and men.	✓
	Criterion 4 ii. I have the flexibility I need to manage my work and caring responsibilities.	✓
	Criterion 6 iii. In my organisation sex-based harassment is not tolerated.	✓
	Your organisation must meet the sample size, response rates and analysis and results thresholds outlined above, including analysis by gender.*	✓
50.	Your organisation must take action to address gender equality issues identified through the employee consultation process.*	✓
51.	Does your organisation make the EOCGE citation application available (minus confidential remuneration data) to your workforce?	

## Survey calculation

### To calculate the level of agreement to the survey questions above:

You must include **all** responses received when calculating the level of agreement within each question, that is, if using the five-point scale example above, you must include the 'not sure' responses in your calculations. For example, in a sample of 100 response rates, as indicated below, you would add the 'agree' and 'strongly agree' options together, totalling 50. Then you would divide that 50 by 100 (i.e. total number of all responses), resulting in 50% of employees agreeing or strongly agreeing.

<b>Not sure</b>	30 responses
<b>Strongly disagree</b>	5 responses
<b>Disagree</b>	15 responses
<b>Agree</b>	<b>45 responses</b>
<b>Strongly Agree</b>	<b>5 responses</b>

## Criterion 6

# Preventing sex-based harassment and discrimination

### Overview

This criterion assesses the way an organisation educates all workers (including casual and contract staff) on their rights and obligations regarding sex-based harassment and discrimination, with the aim of eliminating sex-based harassment and discrimination in the workplace and promoting an inclusive culture through education and skills-based training.

It recognises that sex-based harassment and discrimination in the workplace has significant impacts on an organisation which can include reduced personal well-being and depression of those experiencing the harassment; increased absenteeism; reduced job satisfaction, organisational commitment and productivity; and increased employee turnover.

Not only do these factors lead to increased costs for individuals and organisations, they also have a significant impact on the engagement of women in work, the types of industries that are appealing to women and the promotional opportunities for women.

## Preventing sex-based harassment and discrimination

No.	Elements	Prerequisite
52.	Your organisation must have a formal policy or formal strategy on sex-based harassment and discrimination (SBH) prevention, with a formal SBH grievance process being in place.	✓
53.	<p>Your organisation must provide workplace training for all managers on sex-based harassment and discrimination prevention at induction and at least every two years.*</p> <p>Ⓢ <i>This training may be conducted online, face-to-face, via management meetings or video presentations. The Agency suggests it includes a legislative definition, definition of a workplace, rights and responsibilities, details of the grievance/complaints procedure, details of the internal and external contact point(s).</i></p> <p><b>Note:</b> An email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is not considered to be training.</p>	✓
54.	<p>Your organisation must provide workplace training for all workers on sex-based harassment and discrimination prevention, including contract and casual staff at induction and at least every two years.*</p> <p>Ⓢ <i>This training may be conducted online, face-to-face, via employee meetings or video presentations. The Agency suggests it includes legislative definitions, definition of a workplace, rights and responsibilities, details of the grievance/complaints procedure, details of the internal and external contact point(s).</i></p> <p><b>Note:</b> An email with an attached policy and/or advising rights and responsibilities relating to sex-based harassment and discrimination is not considered to be training.</p>	✓
55.	<p>Your organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to sex-based harassment or discrimination in the last three years.</p> <p>Ⓢ <i>Where an individual employee has had a judgment or adverse final order made against them, this does not apply.</i></p>	✓

## Criterion 7

# Targets for improving gender equality outcomes

### Overview

This criterion assesses whether an organisation has set specific, measurable, achievable and time-framed numerical targets where the representation of women in management and on its governing body (where the organisation has control over governing body appointments) is less than 40%.

The Agency's position on targets for women in leadership positions is based on the social context within which it operates, recognising the historically disadvantaged position of women in relation to employment and the ongoing impacts of this disadvantage. In the future, after consultation with the relevant sectors, the Agency may consider introducing targets for men in female dominated organisations. In the meantime, employers may wish to consider implementing a target to increase the representation of men where their representation is less than 40% in leadership positions.

### Targets should be:

- based on rigorous analysis and baseline data
- realistic and achievable, taking into account an organisation's unique circumstances
- measurable and time-framed
- reviewed and updated as appropriate
- driven at the CEO level.

### This criterion recognises that:

- Gender targets, like financial and operational targets, are an essential part of managing and improving business performance.
- The process of setting voluntary targets for gender composition throughout an organisation, then tracking, measuring and transparently reporting progress against those targets, promotes cultural and structural change, focuses efforts, embeds accountability and sends a strong message that gender representation is a central business issue.
- For employers who have already achieved 40% representation of women in management and on their governing body (where the organisation has control over governing body appointments) they should track their numbers with a minimum target being to ensure the representation of women does not drop below 40%.

## Targets for improving gender equality outcomes

No.	Elements	Prerequisite
56.	Where your organisation has control over its governing body appointments, your organisation must set numerical targets (with time frames) to improve the representation of women, where it is less than 40%. <i>For a comprehensive guide to setting targets, refer to the Setting gender targets toolkit at <a href="http://www.wgea.gov.au/lead/setting-gender-targets">www.wgea.gov.au/lead/setting-gender-targets</a>.</i>	✓
57.	Where your organisation has control over <b>other</b> governing bodies, it must set numerical targets (including time frames) to improve the representation of women, where it is less than 40%.	✓
58.	Your organisation must set numerical targets (with time frames) to improve the representation of women across all levels of management, where their representation is less than 40%.	✓
59.	Your organisation must evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management by:	
	i. tracking progress internally	✓
	ii. reporting to the governing body and key management personnel.	✓
	Does your organisation evaluate and/or report/communicate its progress towards achieving targets to improve the representation of women in management in the following ways?	
	iii. report progress to all your workforce	
	iv. report progress externally.	
60.	Where the representation of women in non-manager roles is less than 40%, does your organisation set numerical targets (with time frames) to improve the representation of women?	
61.	Where the representation of women across manager or non-manager roles is less than 40%, your organisation must set gender representation targets for the following (the target, and target date, needs to be provided):	
	i. internal recruitment shortlists*	✓
	ii. external recruitment shortlists.*	✓
	Where the representation of women across management and non-management roles is less than 40%, does your organisation set gender representation targets for the following?	
	iii. talent identification lists	
	iv. succession plans	
v. career development and leadership training		
	vi. retention.	

## Outstanding initiatives and/or innovations

Organisations will be given the opportunity to voluntarily provide information on outstanding and innovative initiatives in advancing gender equality in their workplace in the past two years. The type of information provided could include a description of:

- the workplace gender equality issue(s)
- the strategy or plan to address the issue(s)
- the actions or activities that were implemented
- the time frame for achieving change
- the outcome(s).

## Advice and assistance

Workplace Gender Equality Agency  
Level 7, 309 Kent Street  
Sydney NSW 2000

t: 02 9432 7000 or 1800 730 233

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

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

