# New EOCGE criteria checklist

## From 2019-20

This document contains a top-level summary of the criteria to highlight those that are new. For full details, please refer to the Guide to Citation WGEA Employer of Choice for Gender Equality 2019-20.

Instructions:

* Use the last two columns of this checklist, Not met (x) and Met (🗸) to identify gaps in the EOCGE criteria in your organisation and track your progress with meeting these gaps and preparing your organisation’s EOCGE application.
* The new criteria from 2019-20 is identified with a tick (**🗸**). Where only part of a criterion is new, that part is noted in brackets next to the tick.
* If a new criterion is not being introduced in 2019-20, the year it is being introduced is noted in brackets next to the tick.
* For complete details on the new EOCGE criteria and application refer to the Guide to Citation WGEA Employer of Choice for Gender Equality 2019-20document on the WGEA website.

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| Focus area and criteria | | New  (🗸) | Not met (x) | Met  (🗸) |
| 1. Leadership, strategy and accountability | |  |  |  |
| **Q 1.1** | **Must have a strategy aimed at achieving gender equality that includes:** |  |  |  |
|  | * gender balance in leadership | 🗸 |  |  |
| * gender balance across the organisation | 🗸 |  |  |
| * gender pay equity at a like-for-like and organisation-wide basis |  |  |  |
| * flexible work and support available for employees at all levels, including those with caring responsibilities. |  |  |  |
| **Q 1.2** | **Must have a policy/policies in place supporting gender equality that covers:** |  |  |  |
|  | * promotions |  |  |  |
| * performance review processes |  |  |  |
| * recruitment – internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process | 🗸 |  |  |
| * restructures and significant operational changes including planned redundancies | 🗸 |  |  |
| * independent contractors and casuals | 🗸 |  |  |
| * training for people managers on how to deal with potential fears and concerns about gender equality objectives/policies (e.g. resistance to gender equality initiatives) will also be required. | 🗸  (2021-22) |  |  |
| **Q 1.3** | **Your gender equality strategy must include clear objectives and measures, and an evaluation process that occurs at least every two years.** | 🗸 |  |  |
|  | * First application: from 2019-20 you must provide clear details of your strategic objectives, measure and evaluation processes. | 🗸 |  |  |
| * **Outcomes:**  for subsequent applications, after submission of your first application (from 2019-20), your organisation will be required to show progress against measureable objectives over the previous two-year period.   If objectives are not met, you will have an opportunity to explain why. | 🗸 |  |  |
| **Q 1.4** | **Your gender equality strategy must be incorporated into your broader business strategy and planning process, and must be endorsed by your governing body and Partnership (if applicable).** |  |  |  |
|  | * **Evidence:** governing body endorsement of the gender equality strategy must be provided (e.g. extract of meeting minutes of resolution). | 🗸 |  |  |
| **Q 1.5** | **Your organisation must evaluate its progress against your gender equality strategy every year at a minimum by tracking metrics in the following areas, and reporting progress to the following groups:** |  |  |  |
|  | **All your workforce** |  |  |  |
| * gender composition of your workforce by manager and non-manager categories |  |  |  |
| * promotions by gender and manager and non-manager categories |  |  |  |
| * recruitment and exit (voluntary and involuntary) numbers by gender | 🗸 |  |  |
| * graduate programs and paid and unpaid internships (where applicable) | 🗸 |  |  |
| * utilisation of formal flexible working arrangements (including part-time) for women and men by manager and non-manager categories |  |  |  |
| * utilisation of, and return from, parental leave (paid and unpaid), of women and men |  |  |  |
| **Key management personnel AND governing body (Board)** |  |  |  |
| * all of the above points plus |  |  |  |
| * the results of your gender remuneration gap analysis, including pay equity metrics and actions taken |  |  |  |
| * progress on narrowing your organisation-wide gender pay gap | 🗸 |  |  |
| * all results from your EOCGE employee survey questions | 🗸 |  |  |
| * for gender-based, discrimination and sexual harassment complaints, the following: |  |  |  |
| * + number and nature of complaints | 🗸  (nature of complaints) |  |  |
| * + process for responding to the complaint | 🗸 |  |  |
|  | * + timeframes | 🗸 |  |  |
| * + outcomes for complainant and respondent | 🗸 |  |  |
| * + any organisation change following the complaint | 🗸 |  |  |
| * + complainant and respondent turnover. | 🗸 |  |  |
| * **Evidence:** that thegoverning body has been informed will need to be provided (e.g. extract of meeting minutes of resolution). | 🗸 |  |  |
| **Q 1.6** | **Where gender discrepancies exist for any areas listed in question 1.5, your organisation must analyse systems and processes to identify gender bias in decision making, and take actions to address issues identified.** |  |  |  |
| **Q 1.7** | **Your governing body must be provided with a copy of your completed EOCGE application once completed.** | 🗸 |  |  |
| **Q 1.8** | **The CEO/head of business of your organisation must be a visible champion of gender equality by communicating with all employees on the following at least every 12 months:** |  |  |  |
|  | * the organisation’s business case for improving gender equality | 🗸 |  |  |
| * a commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying | 🗸 |  |  |
| * the organisation’s overall gender equality strategy, priorities and progress | 🗸  (priorities & progress) |  |  |
| * the organisation’s commitment to gender pay equity. |  |  |  |
| Examples of how this has been communicated could include all-workforce emails, an internal broadcast, roadshow or other. You will need to provide details on the method and date of communication. |  |  |  |
| **Q 1.9** | **Your organisation must have a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation’s gender equality strategy.**   * This group can also be in place for other purposes additional to gender equality |  |  |  |
| **Q 1.10** | **Your CEO/head of business must have direct involvement with your organisation’s gender equality initiatives.**   * You will need to provide details of your CEO/head of business’s involvement in gender equality programs. This could include chairing your organisation’s group, committee or council  to oversee your gender equality strategy. |  |  |  |
| **Q 1.11** | **Your organisation must ensure that women and men can access opportunities that are considered career-enhancing equitably. For example, this would include high-value or high-profile projects, client allocation, training, grants or sales opportunities (where relevant).**   * provide up to 500 words outlining your approach. | 🗸 |  |  |
| **Q 1.12** | **You must hold managers accountable for contributing to the implementation of your gender equality strategy.**   * provide up to 500 words outlining how managers are held accountable (e.g. KPIs). | 🗸 |  |  |

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| Focus area and criteria | | New  (🗸) | Not met  (x) | Met  (🗸) |
| 2. Developing a gender balanced workforce | |  |  |  |
| **Q 2.1** | **Your organisation must have a policy or strategy that includes learning and development, including leadership and/or career development training, for women and men.** |  |  |  |
| **Q 2.2** | **Your organisation must have learning and development plans for all your permanent workforce, and long-term casuals.**   * This may be part of an individual’s performance and development plan. |  |  |  |
| **Q 2.3** | **Each year, your organisation must track how many women and men, full-time and part-time, have participated in formal leadership development programs.**  Your organisation will need to provide details of these programs and the number of participants by gender. |  |  |  |
| **Q 2.4** | **Your organisation must set targets with timeframes to improve the representation of women across all levels of management, where their representation is less than 40%. Progress against manager targets must be tracked.** |  |  |  |
|  | * **First application:** from 2019-20 details of the targets, as well as the target date will need to be provided. |  |  |  |
| * **Outcomes:** renewal applications (two years later) must show progress against targets (over the prior two-year period).   If targets are not met, you will have an opportunity to explain why. | 🗸 |  |  |
| **Q 2.5** | **Where the representation of women in management is less than 40% gender targets for internal and external recruitment shortlists must be in place.**   * details of the targets, as well as the target date will need to be provided. |  |  |  |
| **Q 2.6** | **Your organisation must set targets for non-manager occupational categories where representation of *women* is less than 40%.** | 🗸 |  |  |
|  | * details of the targets as well as the target date will need to be provided. | 🗸  (2021-22) |  |  |
| * **Outcomes:** from 2021-22 when this requirement commences, renewal applications (two years later) must show progress against targets (over the prior two-year period).   If targets are not met, you will have an opportunity to explain why. | 🗸 |  |  |
| **Q 2.7** | **Your organisation must set targets for non-manager occupational categories where the representation of *men* is less than 40%.** | 🗸 |  |  |
|  | * details of the targets as well as the target date will need to be provided. | 🗸  (2021-22) |  |  |
| * **Outcomes:** from 2021-22 when this requirement commences, renewal applications (two years later) must show progress against targets (over the prior two-year period).   If targets are not met, you will have an opportunity to explain why. | 🗸 |  |  |
| **Q 2.8** | **Where your organisation has control over its governing body appointments, and control over other governing bodies (for example subsidiaries), a selection policy or strategy, and numerical targets with timeframes must be set to improve the representation of women, where it is less than 40%.** |  |  |  |
|  | * **First application:** from 2019-20 details of the targets, as well as the target date will need to be provided. | 🗸 |  |  |
| * **Outcomes:** renewal applications (two years later) must show progress against targets (over the prior two-year period).   If targets are not met, you will have an opportunity to explain why. | 🗸 |  |  |
| **Q 2.9** | **Your organisation must identify and address gender segregation challenges relevant in your organisation and/or industry, e.g. under-representation of women or men in caring, administrative, technical, trades or senior roles.**   * You will need to provide a written response that answers the following (maximum of 750 words):   + How does gender segregation impact your organisation and/or industry?   + What measures have you implemented to improve gender balance in your organisation?   + Where have you made progress and what were/are the biggest challenges? | 🗸 |  |  |

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| Focus area and criteria | | New  (🗸) | Not met  (x) | Met  (🗸) |
| 3. Gender pay equity | |  |  |  |
| **Q 3.1** | **Your organisation must have a remuneration policy and strategy that contains specific gender pay equity objectives.** | 🗸  (and strategy) |  |  |
| **Q 3.2** | **Your organisation must undertake a gender pay gap analysis of its workforce on a like-for-like and organisation-wide basis each year.** | 🗸  (each year) |  |  |
|  | A pay gap analysis must be conducted by gender and for full-timers and part-timers on the following: |  |  |  |
| * base salary |  |  |  |
| * total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation |  |  |  |
| * performance pay | 🗸 |  |  |
| * starting salaries |  |  |  |
| * annual salary increases | 🗸 |  |  |
| * salaries on promotion. | 🗸 |  |  |
| **Q 3.3** | **Where gender pay gaps are identified, your organisation must set targets and take other actions to reduce the like-for-like and organisation-wide gender pay gaps.** | 🗸  (set targets) |  |  |
|  | * **First application:** from 2019-20 details of the targets, as well as the target date will need to be provided. | 🗸 |  |  |
| * **Outcomes:** renewal application (two years later) must show progress against targets (over the prior two-year period). | 🗸 |  |  |
| **Q 3.4** | **Women and men on primary carer’s leave must be included in your organisation’s annual reviews of salaries and annual bonus payments.** |  |  |  |
| **Q 3.5** | **Your organisation must analyse and compare the results of performance reviews by gender.** | 🗸 |  |  |

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| Focus area and criteria | | New  (🗸) | Not met (x) | Met  (🗸) |
| 4. Support for caring | |  |  |  |
| **Q 4.1** | **Q 4.1 Your organisation must have a policy AND strategy to support its workforce who have family and caring responsibilities.**  These must be relevant and accessible for employees with a broad range of caring responsibilities including: |  |  |  |
|  | * support for return to work from parental leave |  |  |  |
| * support for parents at all stages of children’s lives | 🗸 |  |  |
| * provisions for elder care and disability care will need to be included. | 🗸  (2021-22) |  |  |
| **Q 4.2** | **Your organisation must offer all permanent employees who are primary carers at least eight weeks of paid parental leave at full pay, plus superannuation on its employer-funded scheme.** | 🗸  (super on employer-funded scheme) |  |  |
|  | * this must be paid in addition to the government scheme (not just topping up the government funded scheme) |  |  |  |
| * available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy |  |  |  |
| * no requirement for your workforce to repay any portion if they do not return to work |  |  |  |
| * available to women and men |  |  |  |
| * flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration). | 🗸 |  |  |
| * if your employer-funded paid parental leave is for a period of time that is less than the government scheme’s, superannuation must also be paid on the difference, paid at the minimum wage. | 🗸  (2022-23) |  |  |
| **Q 4.3** | **Your organisation must offer all permanent employees who are secondary carers at least two weeks of paid parental leave at full pay.** | 🗸 |  |  |
|  | * this must be paid in addition to the government scheme (not just topping up the government funded scheme) | 🗸 |  |  |
| * available under any circumstances where there is a new baby: adoption, same-sex couple, surrogacy | 🗸 |  |  |
| * no requirement for your workforce to repay any portion if they do not return to work | 🗸 |  |  |
| * available to women and men | 🗸 |  |  |
| * flexibility in how this can be taken must be provided (e.g. part-time for part of the paid duration). | 🗸 |  |  |
|  | * three weeks of paid parental leave will be required to be offered to secondary carers. | 🗸  (2021-22) |  |  |
| * four weeks of paid parental leave will be required to be offered to secondary carers. | 🗸 (2022-23) |  |  |
| **Q 4.4** | **The maximum eligibility period to access parental leave is 12 months** |  |  |  |
|  | * there must be no eligibility period to access employer-funded paid parental leave (both primary and secondary carer’s leave) | 🗸 (2021-22) |  |  |
| **Q 4.5** | **Your organisation must actively encourage men to take parental leave.**  Details of how this is done must be provided. Examples could include through the provision of manager and staff resources, case studies, extending the period when the leave is available etc. |  |  |  |
| **Q 4.6** | **Your organisation must track the following metrics relating to paid parental leave:** |  |  |  |
|  | * utilisation by women and men (manager and non-manager) |  |  |  |
| * return to work of women and men following parental leave |  |  |  |
| * promotions during parental leave |  |  |  |
| * voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave. | 🗸 |  |  |
| **Q 4.7** | **Your organisation must have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes:** | 🗸 |  |  |
|  | * keep-in-touch program while on parental leave |  |  |  |
| * on-boarding support |  |  |  |
| * tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return |  |  |  |
| **Q 4.8** | **Your organisation must have support mechanisms, other than leave, for those with family or caring responsibilities, including elder and disability care.**   * You will need to provide details of support provided, which may include subsidised or on-site childcare support for parents with school age children, referral services for those with caring responsibilities, including for aged parents or family members with disability. | 🗸  (including elder & disability care) |  |  |
| **Q 4.9** | **Your organisation must have a policy or strategy to support those who are experiencing family or domestic violence.** |  |  |  |
|  | You will be required to provide details or the support available, which could include:   * paid or unpaid leave * employee assistance program * training of key staff * domestic violence clause in the enterprise agreement * referral to appropriate domestic violence support services for expert advice. | 🗸 |  |  |

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| Focus area and criteria | | New  (🗸) | Not met  (x) | Met  (🗸) |
| 5. Mainstreaming flexible working | |  |  |  |
| **Q 5.1** | **Your organisation must have a flexible working policy AND flexible working strategy.**  The following must be included: |  |  |  |
|  | * a business case for flexible working endorsed at the leadership level that must be communicated to all your workforce | 🗸 |  |  |
| * manager accountability for flexible working (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons) |  |  |  |
| * if relevant, your organisation’s approach to flexibility is integrated into client interactions. | 🗸 |  |  |
| **Q 5.2** | **Flexible working must be promoted throughout the organisation and to prospective employees, to both women and men, regardless of caring responsibilities.**  You will be required to provide details of how this is done. Examples include case studies featuring women and men, resources, events, intranet page. | 🗸  (promoted to prospective employees) |  |  |
| **Q 5.3** | **All people managers must complete training on how to manage flexible working.** |  |  |  |
|  | * **Additional requirement:** Requirement 5.3 commences in 2019-20 but from 2020-21 this training must include addressing gender stereotypes that prevent men from requesting flexible working arrangements. This can be done in any way or as frequently as deemed necessary. | 🗸  (2020-21) |  |  |
| **Q 5.4** | **Managers, including the CEO/head of business, must be visible role models of flexible working.** | 🗸 |  |  |
| **Q 5.5** | **At least four of the following options must be available to women and men in your organisation:** |  |  |  |
|  | * flexible hours of work |  |  |  |
| * compressed working weeks |  |  |  |
| * time-in-lieu |  |  |  |
| * telecommuting |  |  |  |
| * part-time work |  |  |  |
| * job sharing |  |  |  |
| * purchased leave |  |  |  |
|  | * unpaid leave |  |  |  |
| * self-rostering |  |  |  |
| * other flexible working arrangements relevant to your workplace or industry. |  |  |  |
| **Q 5.6** | **How does your organisation support part-time/reduced hours in manager roles?**   * provide up to 500 words outlining your organisation’s approach, including how you address real or perceived barriers to requesting reduced hours in senior roles. | 🗸 |  |  |

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| Focus area and criteria | | New  (🗸) | Not met  (x) | Met  (🗸) |
| 6. Preventing gender-based harassment and discrimination, sexual harassment and bullying | |  |  |  |
| **Q 6.1** | **Your organisation must have a policy on the prevention of gender-based harassment and discrimination, sexual harassment and bullying, with a formal grievance process in place.** | 🗸  (and bullying) |  |  |
| **Q 6.2** | **All employees must have completed training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying at induction and at least every two years.**  This training must be provided to your entire workforce, i.e.   * managers * non-managers * contract and casual staff * Partners in Partnership structures.   This training may be conducted online, face-to-face, via management and/or staff/team meetings or video presentation. |  |  |  |
|  | Training must include:   * a legislative definition of gender-based harassment and discrimination, sexual harassment and bullying | 🗸 |  |  |
| * definition of a workplace, rights and responsibilities of all the workforce | 🗸 |  |  |
| * details of the grievance/complaints procedure | 🗸 |  |  |
| * details of the internal and external contact support resources | 🗸 |  |  |
| * clear explanation of organisational expectations around conduct and consequences for respondents. | 🗸 |  |  |
| **Note:** an email with an attached policy and/or advising rights and responsibilities relating to gender-based harassment and discrimination, sexual harassment and bullying is not considered training. |  |  |  |
| **Q 6.3** | **Your organisation must have had no judgment or adverse final order made against it by a court or other tribunal relating to gender-based harassment and discrimination, sexual harassment and bullying in the last three years.**  Where an **individual employee** has had a judgment or adverse final order made against them, this does not apply. |  |  |  |

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| Focus area and criteria | | New  (🗸) | Not met  (x) | Met  (🗸) |
| 7. Driving change beyond your workplace | |  |  |  |
| **Q 7.1** | **In the last 12 months your CEO/head of business, or a member of your governing body, must have made at least one external statement regarding their commitment to gender equality overall (each year for subsequent applications).**   * This can be done by various means, including a media release on the organisation’s website, a social media message, a statement in the annual report, and/or at public forums.   You will be required to provide this statement in your application. It may be used to promote your gender equality initiatives and/or the EOCGE citation. |  |  |  |
| **Q 7.2** | **Your organisation must have procurement guidelines that encourage gender equality across your supply chain.** | 🗸  (2020-21) |  |  |
| **Q 7.3** | **Each year, your CEO/head of business must be actively involved in at least one external event focused on gender equality.** | 🗸 |  |  |
| **Q 7.4** | **Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community.**  **This could include:**   * schools program * gender equality industry network * sponsorship of gender equality program * research project   You will be required to provide details of this gender equality initiative. | 🗸 |  |  |
| **Q 7.5** | **Your CEO/head of business must aim to achieve gender balance on internal/external speaking panels.**  This involves:   * requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved * insist that as a condition of acceptance, you expect women to participate in a meaningful way * reserve the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised * offer names of women from within your organisation or network and if helpful, point them to the resources for support in finding women.   Members of the Male Champions of Change, Chief Executive Women and Women’s Leadership Institute Australia are required to make similar pledges. See the [MCC website.](https://malechampionsofchange.com/wp-content/uploads/2016/04/The-Panel-Pledge.pdf) To meet this criterion, you are not required to become a member of any of these organisations. | 🗸 |  |  |

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| Focus area and criteria | New  (🗸) | Not met  (x) | Met  (🗸) |
| Lived experience check |  |  |  |
| **1. CEO Interview** |  |  |  |
| For first time applicants, or for existing citation holders where your CEO is new to your organisation, your CEO must participate in a 15-20 minute telephone interview with an Agency representative, regarding their leadership and commitment to gender equality. CEOs that have previously been interviewed may be randomly selected for a follow up interview thereafter. |  |  |  |
| **2. Employee consultation** |  |  |  |
| To promote transparency around the citation process, employees must have an opportunity to contribute to the application and be given access to the final submission. |  |  |  |
| At a minimum:   * The group or committee that is responsible for implementation and oversight of your gender equality strategy must be consulted in the development of your EOCGE application. | 🗸 |  |  |
| * All workers must be informed that the organisation is applying for the citation. |  |  |  |
| * Your completed EOCGE application must be made formally available to all workers, before or upon successful granting of the citation. This could be via publication on an intranet or internal communications platform. | 🗸 |  |  |
| **3. Employee survey** |  |  |  |
| **Organisations must consult with all employees, including casuals, and Partners in Partnership structures on gender equality via an anonymous survey at least every two years and report those results in their EOCGE application.**  Prior to administering your survey, please read all the sections below prior to ensure all survey requirements are met. |  |  |  |
| * **Questions**   The survey questions need to be asked using a five-point scale (for example ‘strongly agree’; ‘agree’; ‘not sure’; ‘disagree’; ‘strongly disagree’).  The following three questions (also outlined in the criterion table) employers need to ask are either: |  |  |  |
| * “My immediate supervisor/manager genuinely supports equality between genders.” | 🗸 |  |  |
| * “I have the flexibility I need to manage work and other commitments.” | 🗸 |  |  |
| * “In my organisation gender-based harassment and sexual harassment is not tolerated.” | 🗸 |  |  |
| **OR**  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 from 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 is determined by your organisation, however, the process must facilitate anonymous participation. Organisations may choose to administer a pulse survey, incorporating questions into an existing survey, for example, a biennial employee engagement survey, or by incorporating questions into an existing process, for example, rolling it out within another forum such as organisation-wide training, or by using other feedback mechanisms, providing the confidentiality of respondents is maintained. |  |  |  |
| **Sample size**  You must either:   * give everyone (including casuals and Partners in Partnership structures) an opportunity to complete the survey;   or   * administer the survey to a statistically significant and representative sample.   You will need to provide the Agency with the method/rationale you used to determine the employee sample you surveyed was both statistically significant and representative. |  |  |  |
| **Response rates**   * As a general guide, your organisation’s survey sample is considered representative if you obtain 400 or more responses. Where samples of less than 400 are collected, a response rate of 60% of your [workforce](#Workforce) is required, as well as establishing that the sample is comparable to your organisation’s total employee profile by age and gender. * The Agency acknowledges that in some instances, and despite best efforts, organisations will not be able to achieve the desired response rate. In these instances, please provide an explanation why this is the case. If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place at the same time as the survey, please contact the Agency to discuss the details. The Agency will use its discretion to determine your eligibility to apply for the citation. |  |  |  |
| **Analysis and results thresholds**   * All responses must be analysed by gender. * Analysing all responses received, your organisation must either: |  |  |  |
| 1. achieve an agreement threshold of at least 70% ‘agree’ or ‘strongly agree’ on the first two questions (or the equivalent questions as approved by WGEA) | 🗸 |  |  |
| 1. achieve an agreement threshold of at least 80% for the third question regarding zero tolerance of gender-based harassment and sexual harassment (or the equivalent question as approved by WGEA). | 🗸 |  |  |
| **Or**   1. achieve an agreement threshold above the industry norm for the survey tool used (if a specific survey tool is used, this is not simply survey software).  * The results of your analysis must be included in your EOCGE application, including the gender breakdown of responses for each question.   If you are unable to achieve either of the above thresholds, and there is a legitimate and significant reason why, for example a merger took place at the same time as the survey, please contact the Agency to discuss the details. The Agency will use its discretion to determine your eligibility to apply for the citation. |  |  |  |

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| Outstanding initiatives | Initiatives identified (🗸) |
| We encourage you to provide details of an outstanding initiative your organisation has implemented that has successfully addressed a particular gender equality challenge, so we can promote best practice.  This information may be provided in any format including text, video or other media.  Please provide the following information:   * what was the gender equality challenge? * what was the initiative? * who was involved in the initiative? * what were the outcomes? |  |