



TABLE: 2

### Effectiveness – Overall Achievement of the Outcome Including Performance Information for Administered Items

Effectiveness Indicator	Actual Performance
<b>Extent to which organisations:</b>	
Comply with the Act	As at 16 September 2004 there were 2695 Compliant and 17 Non-Compliant organisations.
Improve their performance	There was an increase in the number of Employment Matters reporting organisations actioned this year, increasing from an average of 3.9 EMs actioned per organisation in 2002-03 to 4.6 in 2003-04.
Are eligible for Waiving, the EOWA Employer of Choice for Women (EOCFW) citation and the EOWA Business Achievement Awards (BAAs)	As at 16 September 2004, 145 organisations had been Waived, compared with 72 in 2002-03. 114 organisations were lauded with 2003 EOCFW citations, compared with 93 in 2002. As at 25 August 2004, 142 organisations had been nominated for the 2004 BAAs, an increase from 105 nominations in 2003.
<b>Extent of employer awareness and progress measured by:</b>	
Requests for information and advice	EOWA received over 1600 telephone calls during the year.
Usage of website	EOWA's website received 404,915 visits (273,000 visits in 2002-03).
Stakeholder feedback	95% of clients were satisfied with EOWA services and 99% were satisfied with the competency of EOWA staff.
Workshop attendance	28 workshops and 12 customised workplace consultations were held. 247 clients attended EOWA workshops, an increase from 210 attendees in 2002-03.
Quality media coverage	Media increased from 154 story mentions in 2002-03 to 359 in 2003-04.
Support of partnership events	13 external partners sponsored or supported EOWA events, an increase from 11 in 2002-03.

#### Actual Performance for Output

EOWA's identified Output in the PBS is:

#### Encouragement of Australian employers to improve equal opportunity outcomes for women in the workplace

In the PBS 2003-2004, the total price of delivering EOWA's Output was \$3,497,000.00. The performance targets set out in the PBS for EOWA's Output have been achieved at a cost totalling \$3,562,000.00. Payment of a contingent liability of \$25,000.00 was realised in 2003-04 which explains this deficit.

Performance information on EOWA's achievement of the Output, as determined by the quality and quantity measures identified in the PBS, is given in Table 3.

TABLE: 3

### Performance Information for Departmental Output

Output: Encouragement of Australian employers to improve equal opportunity outcomes for women in the workplace

<b>Quality</b>	<p><b>Response of key stakeholders, employer understanding and customer satisfaction with:</b></p> <ul style="list-style-type: none"> <li>• Administration of the Act</li> <li>• Value-added services provided</li> <li>• Improvement in clients' workplace programs</li> <li>• EOWA's standards of service, information and advice</li> <li>• Client management systems</li> <li>• Attendance at workshops, site visits and workplace consultations</li> <li>• Usage of EOWA's website and online tools</li> <li>• Access to EOWA publications</li> <li>• Speeches, presentations and media exposure</li> <li>• Feedback from the EOWA Business Achievement Awards (BAAs)</li> <li>• Partnership events and strategic alliances with employers and key stakeholders to enable EOWA to provide up-to-date leading-edge expertise</li> </ul>
<b>Quantity</b>	<p><b>Level of satisfaction of key stakeholders, determined by responses to:</b></p> <ul style="list-style-type: none"> <li>• Client Consultants</li> <li>• Complaints to EOWA and the Minister</li> <li>• Number of employers who send electronic reports</li> <li>• Number of employers provided with information and advice</li> <li>• Partnerships, liaisons and consultations with client organisations and industry bodies</li> <li>• Clients who improve their knowledge by attending workshops, measured by evaluation sheets</li> <li>• EOWA's newsletters and other publications</li> <li>• Number of unique hits and pages accessed on the EOWA website</li> <li>• Number of relationships EOWA has with employers: Waived organisations, CEOs who attended the BAAs and employers awarded the EOWA Employer of Choice for Women (EOCFW) citation</li> </ul>
<b>Actual Performance</b>	<ul style="list-style-type: none"> <li>• All reporting organisations were telephoned by EOWA and offered tailored feedback.</li> <li>• 95% of clients were satisfied with EOWA services and 99% were satisfied with EOWA staff competencies.</li> <li>• Complaints made to EOWA were regarding minor teething problems with EOWA's new eReporting tool. No complaints were made to the Minister.</li> <li>• Approximately 94% of organisations submitted electronic reports. 502 were submitted via EOWA's new eReporting tool.</li> <li>• Increase in the number of Employment Matters actioned. 18% of organisations actioned all 7 Employment Matters, an increase from 7% of organisations in 2002-03.</li> <li>• 13 external partners sponsored or supported EOWA events, an increase from 11 in 2002-03.</li> <li>• 300 business leaders, including over 50 CEOs, attended the 2003 BAAs, an increase from 270 attendees in 2002. Over 100 clients attended the 2003 Intimate Conversation forum and over 400 clients attended EOWA's <i>Chief Executives Unplugged</i> book launches in 2004.</li> </ul>

- 247 clients attended 28 EOWA workshops in 2003-04, an increase from 210 attendees at the 20 workshops held in 2002-03. Workshop evaluation sheets measured a 95% client satisfaction rate.
- Over 2000 copies of *Chief Executives Unplugged* have been distributed since its launch in 2004.
- EOWA's *eActionNews* and *Action News* newsletters were distributed to over 5000 and 6000 people respectively. EOWA's government newsletter, *EOWA Connections*, was distributed to over 130 contacts.
- 404,915 discrete visits and over 20 million pages were accessed on EOWA's website in 2003-04.
- 145 organisations were Waived this year, an increase from the 72 last year. 114 organisations were awarded EOWA's EOFCW citation in 2003, an increase from 93 in 2002.

Price in PBS	Actual Expenditure
\$3.497m	\$3.562m

### Reporting

In accordance with the Act, EOWA assesses organisations based on whether they are Compliant with the Act, eligible to be Waived from reporting requirements for a specified period or Non-Compliant with the Act. Employers report to EOWA on:

- The composition of their workforce
- Issues for women in their organisation across the seven Employment Matters
- Actions taken
- Evaluation of the actions taken
- Planned future actions

This provides EOWA with valuable opportunities to observe the actions and initiatives being undertaken by reporting organisations to promote equal opportunity for women in their workplaces.

Each year EOWA publishes all compliance reports by uploading them into a searchable database of reports on the EOWA website. This enables employers to read about how other organisations in their industry are addressing equal opportunity issues.

To assist employers with reporting, EOWA proactively communicates with them well in advance of the reporting deadline. In March 2004, a personal letter from EOWA's Director was sent to nearly 2550 reporting Chief Executive Officers, followed in April by an email to the respective reporting contacts. The objectives were to remind organisations of their reporting obligations under the Act, provide them with essential information and resources and encourage them to report in a timely manner. By 31 May 2004, 1483 organisations had submitted their reports, an increase from 1405 organisations in 2003.

### Report Assessment

Client Consultants who are highly skilled in managing clients and human resource issues assess EOWA reports. Client Consultants receive comprehensive training to enable them not only to assess reports, but also to provide tailored advice that is relevant and appropriate to each employer's needs. They are allocated specific industries to assess, which enables them to develop a comprehensive knowledge of industry-specific issues.

For every report received, Client Consultants telephone that organisation's report contact to provide personalised, detailed feedback on their workplace program and give confirmation of their compliance status. This conversation not only enhances the relationship between EOWA and reporting organisations but also provides an opportunity for them to discuss their individual program, ensuring that employers receive the maximum benefit of EOWA's industry knowledge.

Compliant employers are assessed according to three categories: Starting out, Moving forward and Leading the way. Client Consultants recognise that each reporting organisation is at a different stage in implementing a workplace program for achieving equal opportunity, hence strategic advice is tailored to that organisation's particular stage.

**“The reporting process is of great value in getting us to think about what we are doing and how it’s going. Our EO program is of benefit to our business and I appreciate that EOWA understands the constraints under which we, as a small business in a male-dominated industry, operate.”**

**A E Atherton & Sons Pty Ltd**

This strategic advice places clients in a better position to influence change within their organisation, with the aim of shifting the organisation's focus from compliance to the strategic implementation of equal opportunity for women.

Client feedback is an important tool used continually to enhance EOWA's level of client service, and is proactively sought in telephone conversations with clients. This year 96% of feedback received indicated a positive level of satisfaction with EOWA's service delivery, compared with 94% last year.

“Our relationship with EOWA is proving extremely fruitful in being able to keep on top of our policies and constantly measuring ourselves in how we ‘step up to the plate’. Looking forward to another enjoyable year ahead working with you.”

SC Johnson & Son Pty Ltd

### eReporting Tool

In April 2004, EOWA introduced a new eReporting tool to further improve the reporting process as part of our commitment to making it easier for employers to comply with the Act. The tool allows employers to write and submit compliance reports through EOWA's website. 502 reports submitted this year were eReports received through the website.

### 2003–04 Non-Compliant Organisations

As at 16 September 2004, there were 17 reporting organisations that did not comply with the *Equal Opportunity for Women in the Workplace Act 1999*.

Of these, 11 were Non-Compliant the previous year. The assessment team spent many months encouraging Non-Compliant organisations to comply with the Act but none responded with a report. Of the 15 organisations that were Non-Compliant in 2002–03, 4 were Compliant this year.

For the names of 2003–04 Non-Compliant organisations, please see Appendix 9.

### Waiving

The *Equal Opportunity for Women in the Workplace Act 1999* (Section 13C) provides organisations covered by the Act with the opportunity to apply for Waived status. This means that the employer is not required to submit a report to EOWA for a period of up to three years. Under the Act, Waived organisations are required to continue to develop their workplace program during the Waived period.

Waiving aims to:

- Encourage organisations to develop effective workplace programs to achieve equal opportunity in the workplace
- Recognise organisations that have done as much as they can, given their unique organisational circumstances
- Enable organisations to divert resources from reporting into their workplace program
- Respond to organisations that believe and can demonstrate that there are no further actions they can reasonably and practicably take to progress equal opportunity for women in the workplace

EOWA's Waiving Consultants provide organisations interested in Waiving with a high level of one-on-one support and assistance. This involves consultation, feedback and guidance relating to EO in their workplace. Educational 'Waiving Information Kits' continue to be developed and emailed to clients. As a result, a significant business relationship has been forged with leading-practice organisations.

This year, 193 organisations from a broad range of industry sectors, states and organisational sizes applied to be Waived, a significant increase from 85 applications last year. In 2003–04, the Director Waived the reporting requirements of 145 organisations (compared with 72 organisations in 2002–03), demonstrating that more organisations are taking all reasonable and practical actions to progress equal opportunity for women in the workplace.

A detailed list of Waived organisations is provided in Appendix 10.

### Analysis of Reporting Data

The 2003–04 report assessment data provides insight into how employers are taking action to implement equal opportunity for women in the workplace.

The total number of organisations registered with EOWA in 2003–04 was 2712, a decrease of 32 (1.2%) from 2002–03. Changes in the total number of registered organisations occur on a continuous basis throughout the year and result from factors such as the sale, merger and closure of companies, and reductions in employee numbers that bring organisations below the 100-employee threshold.

Of the 2712 reporting organisations registered with EOWA, 93.5% (2535) were due to report to the Agency in 2003–04. The remaining 6.5% (177) were exempt from reporting this year as they had been Waived in previous years. These figures compare with 92.7% (2,545) of organisations required to report and 7.3% (199) Waived in 2002–03.

This year, 99.3% of reporting organisations (2518 out of 2535) were assessed as Compliant under the Act, compared with last year when 99.4% (2530 of 2545 reporting organisations) complied.

The number of Non-Compliant organisations increased this year to 17 (0.7% of 2535), compared with 15 (0.6% of 2545) in 2002–03. 26 organisations (1.0% of 2541) were Non-Compliant in 2001–02.

### Employee Data

In 2003–04, employee data was available for 2705 of the 2712 organisations registered with EOWA. These 2702 organisations employed 2,493,906 people, an increase from 2,392,729 in 2002–03.

Employee gender data was available for 2412 reporting organisations in 2003-04. Women in these organisations comprised:

- 46.9% of employees
- 30.8% of managers
- 77.4% of part-time employees
- 77.9% of part-time managers
- 58.8% of casual employees
- 40.7% of casual managers

### Analysis of Report Assessment Data

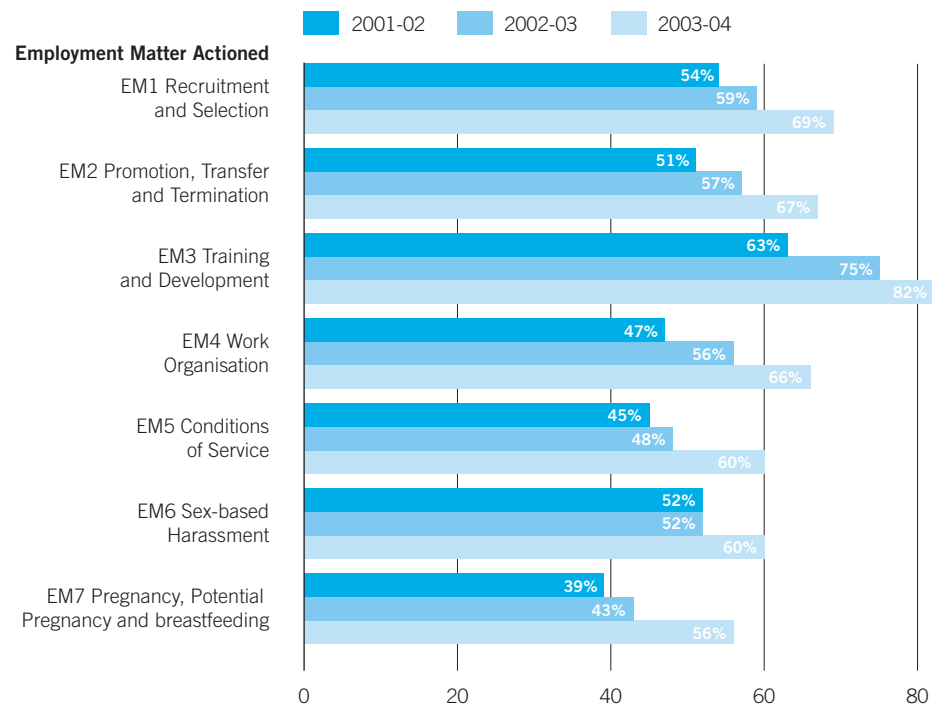
As at 24 August 2004, final assessments had been made on the reports of 2100 organisations. Of these, 1996 (95.0%) were assessed as Compliant with the Act, 104 (5.0%) were approved to be Waived from reporting for a future period of up to three years, and none had been assessed as Non-Compliant with the Act. The following analysis of report assessment data is based on the 1996 organisations that had been assessed as Compliant as at 24 August 2004.

### Employment Matters Actioned

Figure 3 shows the proportion of organisations that reported taking action in relation to each Employment Matter (EM), in 2003-04, 2002-03 and 2001-02.

FIGURE 3

### Organisations Reporting Initiatives or Actions under each of the 7 Employment Matters – 2002–2004



The results show a continuing trend of increase in the proportion of organisations reporting taking actions under the seven Employment Matters. The Employment Matters most actioned were EM1 Recruitment & Selection and EM3 Training & Development. The largest increases in organisations taking action occurred under EM7 Arrangements for Dealing with Pregnancy, Potential Pregnancy and Breastfeeding and EM5 Conditions of Service.

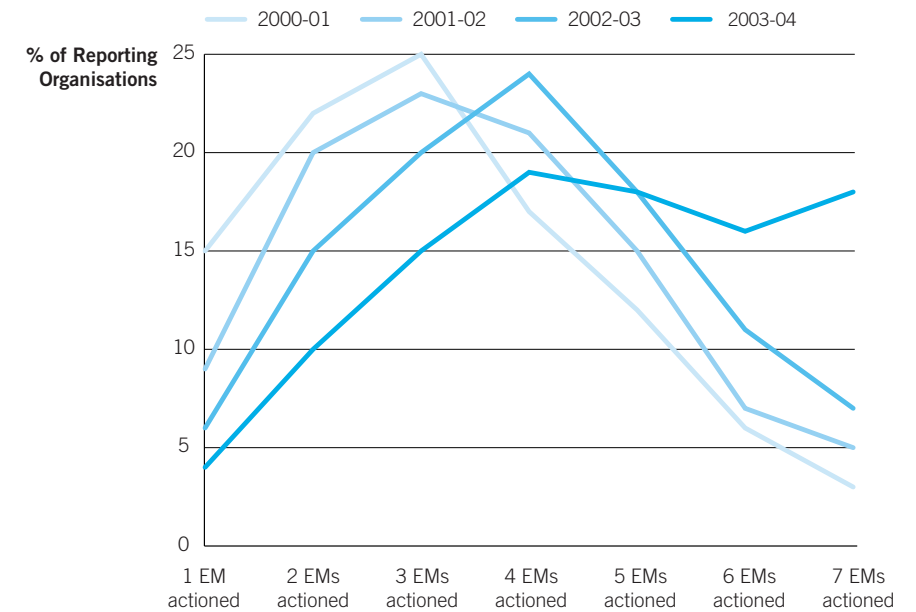
### Number of Employment Matters Actioned

Figure 4 charts reporting organisations according to the number of different Employment Matters they actioned, from the first year of reporting under the present Act to the current year.

The data reveals an overall increase in the number of Employment Matters actioned by employers, and a marked increase in the number of employers actioning all seven Employment Matters. The assessment data collected to date shows that 18% of organisations actioned seven EMs in 2003-04, compared with 7% in 2002-03, 5% in 2001-02 and 3% in 2000-01.

FIGURE 4

### Number of Employment Matters Actioned by Reporting Organisations: 2001–2004



NB: For figures 3 and 4:

1. 2001-02 data as at 23 August 2002, 2002-03 as at 19 August 2003 and 2003-04 as at 24 August 2004
2. 'Actioned' combines all assessment coding relating to actions taken, ie. Actioned, Actioned effectively, and Actioned innovatively &/or excellent outcome

### Annual Survey

Each reporting year, EOWA conducts a telephone survey of its reporting organisations to assist in identifying the current issues for women in the workplace. The results are intended to augment the Agency's data collection and provide benchmarking information to further educate organisations on equal opportunity in the workplace issues.

“...Your office provided benchmarking information on flexibility of maternity leave benefits which was necessary to assist us in building our business case to provide a more flexible maternity leave policy.”

Nortel Networks

The 2003 survey examined issues of work-life flexibility, and was conducted during the course of report feedback calls to organisations from June to September. A total of 1595 organisations were surveyed on their paid maternity leave provisions, maternity leave retention rates, flexible-working arrangements and attitudes to managers working part-time. This response rate represents 63% of all organisations due to report to EOWA in 2002-03.

The main findings of the 2003 survey were released to the media and published on the EOWA website in two separate launches, December 2003 and May 2004.

The survey found that 36% of surveyed employers provide paid maternity leave, up from 23% in 2001, an increase of 55% in two years.

Paid maternity leave is most frequently provided in industries with high numbers of skilled female employees and/or government involvement (such as accreditation processes): education (71%), finance and insurance (45% of organisations) and health and community services (43%).

However, paid maternity leave is less common in industries such as retailing (17%) and hospitality (6%) which have a high concentration of lower-skilled and casual female employees.

The main 2003 survey findings on paid maternity leave and access to work-life flexibility arrangements are shown in the following figures.

FIGURE 5

EOWA 2003 Survey: Provision of Paid Maternity Leave

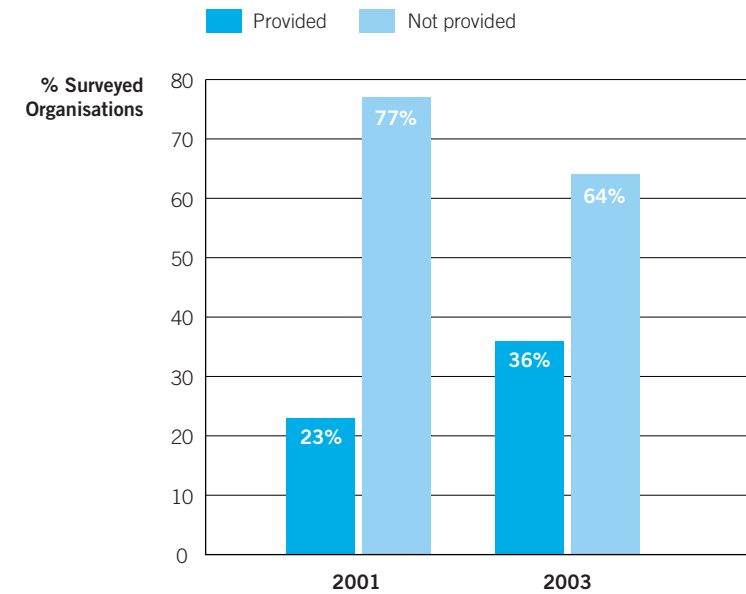
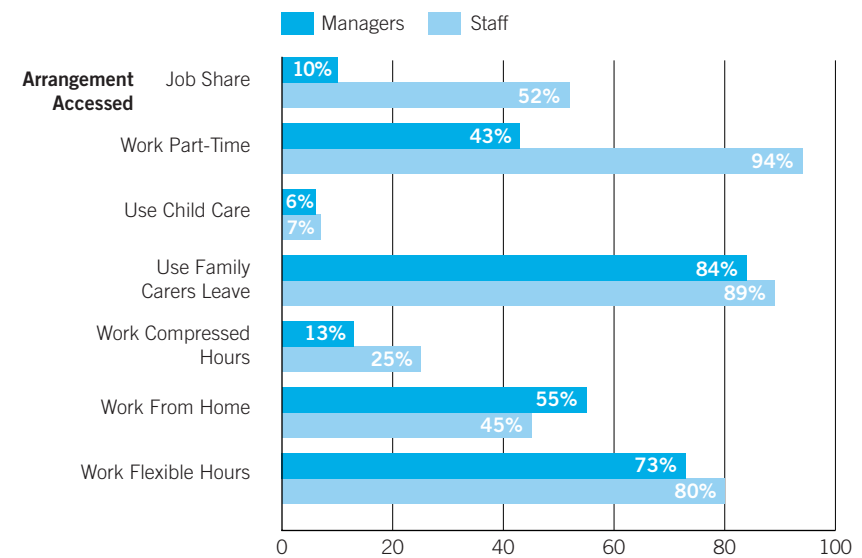


FIGURE 6

EOWA 2003 Survey: Access to Work-Life Flexibility Arrangements



The published results of the 2003 survey can be viewed in full on EOWA's website at: [http://www.eowa.gov.au/Information\\_Centres/Media\\_Centre/Media\\_Releases.asp](http://www.eowa.gov.au/Information_Centres/Media_Centre/Media_Releases.asp)

## Educating HR and Diversity Practitioners

### Workshops and Education Sessions

EOWA continues to conduct workshops and other educational sessions as part of its function to assist clients in developing EO workplace programs and to educate employers about the business benefits of removing barriers and advancing women in the workplace.

This year, workshops were offered in New South Wales, Queensland, Victoria, Tasmania, South Australia and Western Australia. A total of 23 workshops were conducted during the year, attracting 203 attendees. This was an increase from the 120 clients who attended the 20 workshops offered in 2002-2003. In addition, 44 participants took part in five workshops delivered by EOWA as onsite workshops.

A new workshop, *Workshop 4: How to Get More Women into Management and How to Get More Women into Non-Traditional Employment* was developed in 2003-04 and conducted three times in Sydney and Melbourne, attracting a total of 36 attendees. *Workshop 3: Equal Opportunity for Line Managers* was developed this year and will be rolled out in 2004-05. This workshop caters to a new audience and provides further educational options.

Workshop content and information packs were also revised and improved to include more information materials such as EOWA's *Chief Executives Unplugged* book and the *EOWA Australian Census of Women in Leadership*.

All workshop participants received an evaluation form with which to provide feedback in relation to content and achievement of objectives. Most participants completed these forms. 95% of attendees rated each question with an Agree or Strongly Agree grading, acknowledging the high standard of the presenter, content and relevance of the workshop.

### Consultancy Services

This reporting year, EOWA introduced a new range of consultancy services which have significantly raised the quality of service offered to EOWA clients. These personalised, in-depth and industry-specific consultations are designed to deliver improved outcomes for women and align equal opportunity practices with organisations' business needs. Employers are able to choose from a range of services, including informative and practical workshops, an analysis of current workplace programs, internal training, motivational presentations and industry-specific reports, along with advice on how to become a leading organisation for the advancement of female employees. Consultations present senior managers with the organisational benefits of equal opportunity for women in the workplace and provide them with ideas and strategies to encourage women in their workplaces to reach their full potential, and improve organisational outcomes.

This year, EOWA conducted 12 site visits and workplace consultations, a significant increase on the number of visits in 2002-03. EOWA has already

received a high level of positive feedback from organisations participating in EOWA's new consultancy services.

### Advice and Consultation

Advice and consultation is an important component to achieving EOWA's planned Outcome of educating and assisting clients in creating equality of opportunity in employment for women. Advice and consultation is provided throughout the year to reporting clients, media, academics, students, government organisations, women's groups and the general public.

During the 2003-04 reporting year, EOWA received over 1600 telephone calls and enquiries. Additionally, at least 3600 calls were made to reporting organisations to provide personalised and industry-specific feedback on their reports. The CEOs from these organisations also received a tailored letter and report contacts received a tailored email advising of their compliance with the Act.

Detailed assistance is provided to employers on interpretation of the Act, how to comply with the Act, workplace program development, EOWA's new tools and how to use them, case studies from leading organisations and general information on women in the workplace issues.

EOWA's 2004 Service Delivery Evaluation Survey found that 98% of respondents considered EOWA advice and information by telephone useful, while 97% found advice or information by email useful. An extremely high 95% of respondents were satisfied with EOWA services and 99% were satisfied with EOWA staff competencies.

**"I wish to thank the staff at EOWA for their assistance and wise counsel, which has been of value, both to me personally and this organisation generally, in advancing our objectives over recent years in this important aspect of employment."**

**APN News & Media**

### Website

EOWA's website receives heavy traffic and continual user feedback. The 2003-04 website survey showed that 80% of respondents found the website easy or very easy to use, and 82% found the information either helpful or very helpful. User feedback from this survey formed the basis of the 2004 website re-development, which has further improved its value to users. Each year, the number of website visitors and individual page hits continue to increase substantially. There were over 20 million page hits and 404,915 discrete visits in 2003-04, a significant increase from 273,162 discrete visits in 2002-03 and 151,566 in 2001-02.

EOWA continues to educate clients on equal opportunity issues through the Agency's extensive range of online tools and online library of rich resources including leading organisations' policies, practices and case studies, designed to enhance the development of successful EO workplace programs. This year, a new eReporting tool was developed, enabling clients to create and submit their reports online, to further streamline the reporting process. Ongoing updates, new tools and educational resources ensure that EOWA's website usage and satisfaction continues to increase. Future website projects include the launch of a pay equity tool which was developed in the 2003-04 reporting year.

## Communications

### Speeches and Presentations

Speeches and presentations play an important educational role for the Agency and provide an opportunity to present the 'real' issues facing women in the workplace. Representatives of EOWA use these opportunities to educate, inspire and create debate around improving outcomes for women and business.

In 2003-04, over 28 public addresses were delivered across the nation by EOWA's Director and Deputy Director. Audiences included government agencies, women's networks, private companies, industry groups, universities and conferences.

### Publications

#### Chief Executives Unplugged

EOWA launched its first book, *Chief Executives Unplugged*, in March 2004, describing how and why ten leading Australian chief executives sought to achieve equal opportunity in their organisations. This book has been a highlight in improving employer and community understanding of EO issues. It has been well-received and EOWA's most successful publication to date, with over 2000 copies distributed.

#### Action News

EOWA's annual hardcopy newsletter, *Action News*, with a circulation of over 6000, showcases leading-edge practices and seeks to inspire change among employers who are not as far along the EO path.

#### eActionNews

This bi-monthly email newsletter provides our clients and other interested parties with relevant reporting-related information, along with the latest developments on EO issues and events. Since its introduction in 2002, circulation has risen from approximately 3000 to more than 5000.

#### EOWA Connections

Introduced in 2003 and distributed to 130 government contacts, this newsletter provides an update on EOWA activities and reports on case studies, industry issues and international EO research.

## EOWA Australian Census of Women in Leadership

Details on this publication are in the Census section.

### Media

EOWA's media strategy continues to generate coverage and stimulate debate about the issues that affect Australian working women. A key feature of EOWA's media strategy is to showcase individuals and organisations that are improving equal opportunity outcomes for working women, with the aim of inspiring other employers.

In 2003-04, the Agency achieved a significant increase in media coverage – 218 print articles and 141 radio, TV and electronic media, compared with 97 print and 57 electronic articles in 2002-03. EOWA has become a reliable source of information about women in the workplace issues, evidenced by the number of unsolicited media enquiries the Agency continues to receive.

EOWA's major events in 2003-04 included the launches in Sydney and Melbourne of EOWA's first book, *Chief Executives Unplugged*, the release of the *2003 EOWA Australian Census of Women in Leadership* and the 2003 EOWA Business Achievement Awards and Employer of Choice for Women citations. All events attracted significant interest from the media, demonstrating the strength of public interest in these topics.

## Building Partnerships and Engaging Business Leaders

EOWA has continued to develop and strengthen strategic relationships with leading organisations and networks in Australia during the past year.

The two key projects that aim to inspire leaders to take action to help women advance in the workplace, whilst also attracting considerable financial support from external organisations, are:

- The EOWA Business Achievement Awards
- The EOWA Australian Census of Women in Leadership

Other key initiatives contributing to EOWA's objectives and which also attract financial support include:

- The Intimate Conversation forum
- The competitively-awarded EOWA Employer of Choice for Women citation
- Networking and representation of EOWA on industry bodies
- The *Chief Executives Unplugged* book-launch events in Sydney and Melbourne

### EOWA Business Achievement Awards

The EOWA Business Achievement Awards were held in Sydney on 19 November 2003. Close to 300 business leaders, including over 50 Chief Executive Officers, attended this inspiring event to honour Australian business leaders and organisations that have strategically driven the advancement of women in their workplace. Addresses were delivered by the Hon Kevin Andrews MP, Minister for Employment and Workplace Relations; Fiona Krautl,

then EOWA Director; and Brian Schwartz, CEO of Ernst & Young. Corporate sponsors included Alcoa World Alumina Australia, the Australian Industry Group, Autoliv Australia, the Commonwealth Bank of Australia, IBM Australia, Ford Motor Company and McDonald's Australia Limited.

This prestigious EOWA event is a way of focusing attention on women in the workplace and of recognising equal opportunity excellence. The positive response that EOWA received from organisations and individuals who are committed to advancing women in the workplace has been overwhelming. The number of award nominations continues to increase each year, as has the number of awards to cater for the increasing number of worthy winners.

The 2003 winners are listed in Appendix 11.

#### **EOWA Australian Census of Women in Leadership**

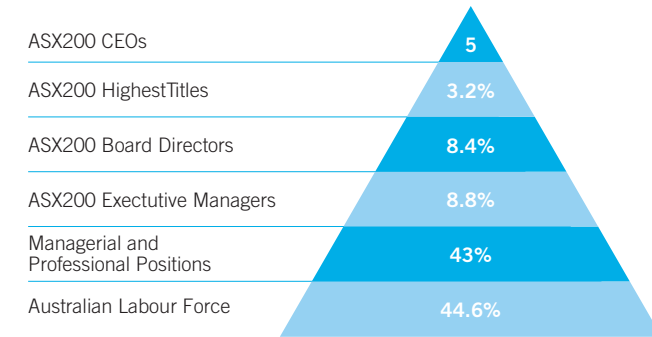
The *2003 EOWA Australian Census of Women in Leadership* was launched in Sydney at an Australian Institute of Company Directors (AICD) luncheon for over 300 guests. The event was a great success and generated significant debate in the Australian business community.

The Census was instigated to inspire Australia's top companies to increase the level of female representation on their boards and in executive management positions. The Census gives exact numbers of women in senior management and on the boards of the nation's top 200 Australian Stock Exchange companies. It also enables international comparisons with similar censuses. The main results are provided in Figure 7.

The Census was undertaken by EOWA in partnership with the US-based research organisation, Catalyst, and in collaboration with Macquarie University. Sponsorship was provided by ANZ, Esanda, Macquarie University and Edith Cowan University.

FIGURE 7

#### **Census Pyramid – Australian Women in Business**



Source: EOWA 2003 Census of Women Board Directors & Executive Managers. ABS, Australian Labour Market Statistics 6105.0 – July 2003

#### **Intimate Conversation Forum**

The 2003 BAAs were preceded by the second Intimate Conversation forum. This event consisted of two parts, the first with CEOs and the second with diversity leaders, both drawn from leading-edge organisations. Speakers talked openly about their personal commitment and experiences in helping women to advance in their organisations. The highly successful and fully-booked forum reflected the high standard of the Intimate Conversation event and employers' increasing interest in the advancement of women in the workplace.

#### **EOWA Employer of Choice for Women**

Business interest in the EOWA Employer of Choice for Women (EOCFW) citation continues to gain strength, with more employers applying for the citation each year. In October 2003, 114 organisations were announced as EOWA Employers of Choice for Women, an increase from 93 organisations in 2002.

Companies who receive this citation use the EOCFW branding on their promotional materials to improve their positioning in a competitive marketplace.

“ANZ’s strong relationship with EOWA is aligned with ANZ’s strategic direction and our commitment to the creation of a diverse workplace where employee difference is valued and leveraged for individual and business success. Through sponsoring the EOWA Australian Census of Women in Leadership we hope to assist corporate Australia to recognise the importance of women in leadership.”

Shane Freeman, Group General Manager, People Capital & Breakout, ANZ

“You have no idea how much positive feedback we get from this [EOCFW citation] and how it gives us a great platform to both continue doing what we already do well in this regard... but more importantly to put energy around refocussing our efforts.”

ExxonMobil

To be an EOWA Employer of Choice for Women, an organisation needs to:

- Have policies in place across Employment Matters that support women across the organisation
- Have effective processes across Employment Matters that are transparent
- Have strategies in place that support a commitment to fully utilising and developing its people (including women)
- Educate its employees (including supervisors and managers) on their rights and obligations regarding sex-based harassment
- Have an inclusive organisational culture that is championed by the CEO, driven by senior executives and holds line managers accountable
- Deliver improved outcomes for women and the business

Organisational recipients are reviewed and updated annually to ensure that their current workplace programs continue to meet the six criteria required to maintain their EOCFW status. Organisations that no longer demonstrate the criteria are removed from the list.

The increasing number of organisations reaching EOCFW status shows that employer interest in and commitment to becoming employers of choice is increasing.

The 2003 EOCFW list is provided in Appendix 12.

#### **Networking and Representation of EOWA**

Senior staff spoke at a number of conferences and forums throughout the year. EOWA employees represented the Agency at a wide range of public and industry events, including judging several industry awards such as the Women in Non-Traditional Roles, VIVE magazine and the 2003 AFR Boss True Leaders List awards.

EOWA is represented on a number of external executive committees including:

- The National Diversity Think Tank (NDTT)
- The NSW Equal Employment Opportunity Practitioners' Association (NEEOPA)

- The Equal Employment Opportunity Network, Victoria (EEON)
- The Equal Opportunity Practitioners' Association, Queensland (EOPA)
- The Forum of Commonwealth Agencies

EOWA also sponsored several events, including the Macquarie Graduate School of Management's *Women, Management and Employment Relations Conference* and the Clare Burton Lecture Series.

#### **Purchaser/Provider Arrangements**

EOWA has not entered into a purchaser/provider arrangement with the Department of Finance for 2003-2004.

#### **Where Performance Targets Differ from PBS**

Not applicable. Performance targets did not differ from the PBS.

#### **Factors and Events Influencing Performance**

Both external and internal factors have impacted positively on EOWA's operations and performance this reporting year.

After five years of operations under the revised Act, the business community (95% of surveyed reporting clients) are satisfied with EOWA's services and despite being a compliance agency, an independent evaluation found a high 85% of clients value their relationship with EOWA. The excellent relationships EOWA has with business greatly assist the Agency to use the legislation as a tool to make changes within workplaces.

2003-2004 saw the embedding of a new EOWA culture which has had a positive impact on EOWA's performance. Additional planning took place and a more thorough evaluation of projects meant that there was less downtime and increased staff productivity.

#### **Significant Changes in Nature of Principal Functions/Services**

There have been no significant changes to EOWA's principal functions or services over the past reporting period. In addition, EOWA has had no significant changes in its principal functions or services since the introduction of the amended legislation as outlined in the EOWA Annual Report 1999-2000.

#### **Service Charter**

EOWA reviewed and updated its Service Charter which outlines the key service standards EOWA commits to abide by. During the 2003-2004 reporting period, EOWA received no complaints under the Service Charter concerning the level or standard of service delivered.

EOWA is proud of its Service Charter and associated absence of complaints, and will continuously strive to remain a client-focused, proactive organisation. The Service Charter is available on EOWA's website at: [http://www.eowa.gov.au/About\\_EOWA/Our\\_Services/EOWA\\_Service\\_Charter.asp](http://www.eowa.gov.au/About_EOWA/Our_Services/EOWA_Service_Charter.asp)

## Financial Performance

The total appropriation for EOWA in 2003-2004 was \$3,006,000 for the financial year. This included funds from extra measures provided in previous years and funds provided at Additional Estimates of \$88,000. A contingent liability of \$25,000 was realised in 2003-04, which explains the deficit of \$24,396.

In 2001-02, the Government provided \$3,000,000 over four years to streamline the reporting process and decrease the paperwork burden on businesses meeting obligations under the Act through the introduction of e-commerce and online lodgements.

## Significant Changes from Prior Year or from Budget

There were no significant changes.

## Summary Resource Table by Outcome

TABLE: 4

Summary Resource Table by Outcome

	(1) Budget* 2003-04 (\$)	(2) Actual Revenue 2003-04 (\$)	(3) Actual Expenses 2003-04 (\$)	Variation (column 3 minus column 2)	Budget** 2004-05 (\$)
<b>Administered Expenses (including third party outputs)</b>	0	0	0	0	0
<b>Total Administered Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Price of Output</b>					
Output – Administration of the Act, Advice, Education, Information and Communication	3,497,000	-	3,561,714	-	3,347,000
Subtotal of Output	3,497,000	-	3,561,714	-	3,347,000
Revenue from Government (Appropriation) for Outputs	3,006,000	3,006,000	-	-	2,727,000
Revenue from Other Sources Other Sources – Resources received free of charge from Government, EOWA services to external entities	491,000	531,318	-	-	620,000
<b>Total Price of Output</b>	<b>3,497,000</b>	<b>3,537,318</b>	<b>3,561,714</b>	<b>24,396</b>	<b>3,347,000</b>
<b>TOTAL FOR OUTCOME (Total Price of Outputs and Administered Expenses)</b>	<b>3,497,000</b>	<b>3,537,318</b>	<b>3,561,714</b>	<b>24,396</b>	<b>3,347,000</b>
Average Staffing Levels (ASL)	21	21	21	0	21

\* Full-year Budget, including additional estimates

\*\* Budget prior to additional estimates

## Developments Since End of Financial Year

No new developments have occurred since the end of the financial year.