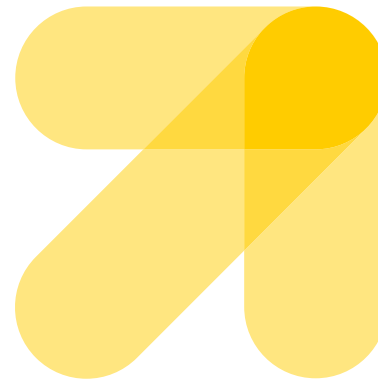




# Workplace Gender Equality Agency

2018-19 Corporate Plan

31 August 2018





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# Director's Introduction

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I am pleased to present the 2018-19 Workplace Gender Equality Agency Corporate Plan, covering the periods from 2018 to 2022. This plan has been prepared in accordance with the requirements of the paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

WGEA is a statutory agency established under the *Workplace Gender Equality Act 2012* (WGE Act). The WGE Act requires non-public sector employers with 100 or more employees (relevant employers) to report to the Agency annually against standardised gender equality indicators (GEIs) by completion of a workplace profile and a reporting questionnaire.

The GEIs relate to areas that are critical to gender equality:

- GEI 1 – gender composition of the workforce
- GEI 2 – gender composition of governing bodies of relevant employers
- GEI 3 – equal remuneration between women and men
- GEI 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
- GEI 5 – consultation with employees on issues concerning gender equality in the workplace
- GEI 6 – any other matters specified by the Minister – currently sex-based harassment and discrimination

The Workplace Gender Equality Agency is a regulator, as well as an educator and influencer with a vision for women and men to be equally represented, valued and rewarded in the workplace. We have an active program of engagement with media, academia and business including through our Employer of Choice for Gender Equality citation and Pay Equity Ambassador program.

Our efforts to achieve this are driven by the findings from our unique dataset, which covers approximately 12,000 organisations and over 4 million employees and provides an unrivalled insight into gender equality in Australian workplaces. We work collaboratively with employers by providing advice, educational materials and practical tools to help them to improve their performance on workplace gender equality. As Australian workplaces evolve, we work creatively to develop innovative solutions to the barriers to equality.

Our corporate plan sets out our strategy for the four years ahead and how we will measure our performance. The strategic priorities for WGEA in 2018-19 and the forward years are to increase our impact and reach, realise the potential of our data and to develop our team.



**Libby Lyons**

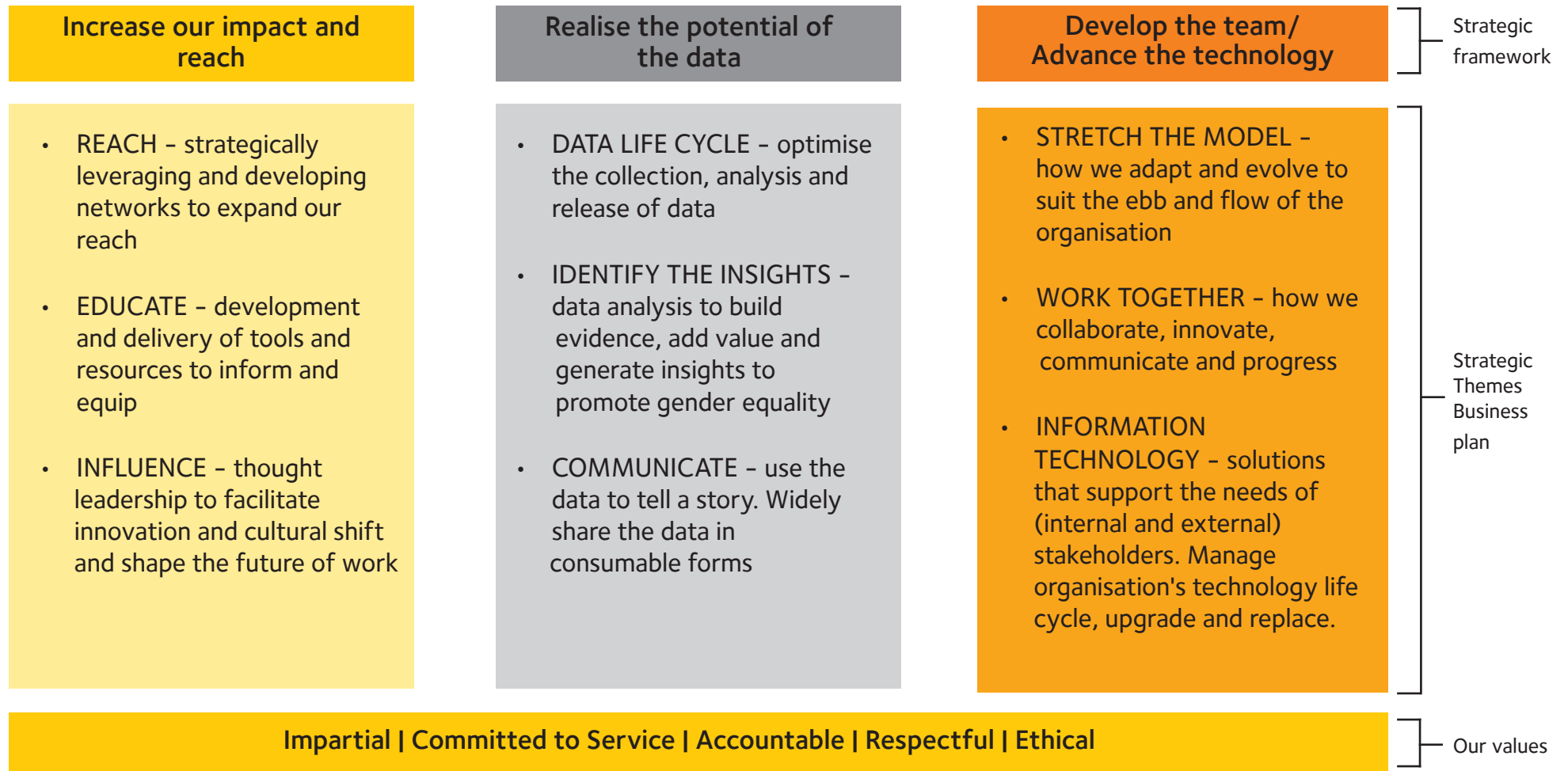
Director

Workplace Gender Equality Agency

# 2018-2022 Agency strategy

Our vision is for women and men to be equally represented, valued and rewarded in the workplace.

Our strategic mission is to lead, influence and inspire change to promote gender equality in Australian workplaces utilising our world-leading dataset.



# Purpose

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The Workplace Gender Equality Agency (WGEA, the Agency) is charged with promoting and improving gender equality in Australian workplaces, including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

# Operating Environment

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The efforts of the Agency to improve gender equality in Australian workplaces are having significant impact, however much work remains to be done.

Public understanding of the issues and barriers to gender equality at work has risen. This is in no small way due to the contribution of the Agency to the debate through regular speaking engagements and presentations, important research collaborations, increased media coverage, the recognition of 120 organisations as Employers of Choice for Gender Equality and an ever-increasing number of Pay Equity Ambassadors.

The Agency continued to produce research reports in collaboration with other organisations. In 2017, the Agency collaborated with McKinsey & Company and the Business Council of Australia to produce *Women in Leadership: Lessons from Australian companies leading the way*. This ground-breaking report identified the 10 common practices that high performing companies utilised to improve women's career progression and increase the representation of women in leadership. In 2018, Bankwest Curtin Economics Centre (BCEC) and the Agency released the third report in a gender equity series which provides a detailed analysis of the Agency's data for pay equity insights.

Our 2016-17 dataset shows the full-time total gender pay gap has declined year on year, but there is still on average a difference of \$26,527 between women's and men's total remuneration at an organisation-wide level. The number of women being appointed or promoted to manager roles is higher than their current representation at those levels – a result gleaned from reporting indicators introduced for the first time in 2016. In 2016-17, women comprised 38% of managers in Australian workplaces but 43% of appointments to manager positions went to women. If this trend continues we will move closer to 50% of women in management in the foreseeable future. Encouragingly, the data showed that 37.7% of employers conducted a gender pay gap analysis, an increase of 10.8 percentage points from the previous year. The data also revealed that more than 70% of employers have a gender equality policy and/or strategy in place.

In November 2018, data from the fifth year of reporting under the *Workplace Gender Equality Act 2012* will be released, providing a compelling time series from our unique, world-leading dataset. The Agency is able to monitor progress towards improved gender equality in Australian workplaces through changes to metrics in the organisations reporting to us as per the table below:

Workplace metric	2013-14	2014-15	2015-16	2016-17
Women on governing bodies	23.7%	23.6%	24.7%	24.9%
Women in management roles	35.9%	36.5%	37.4%	38.4%
Appointment of women into management roles	N/A	N/A	42.6%	43.4%
Gender pay gap (full time total remuneration)	24.7%	24.0%	23.1%	22.4%
Organisations that have conducted a gender pay gap analysis	24.0%	26.3%	27.0%	37.7%
Organisations with a flexible working strategy that have set targets for men's engagement in flexible work	N/A	N/A	1.2%	1.4%

Source: Workplace Gender Equality dataset

Whilst the Agency does not have direct input into the movements in workplace metrics, our activities do have influence. Further information can be found in Australia's gender equality scorecard available on the WGEA website.

## Planned performance

WGEA performance will be measured by tracking:

- how we increase our impact and reach on gender equality issues;
- the realisation of the potential of the data we collect; and
- how we develop the team and advance the technology.

Performance criteria	Key Activities	Target
<p><b>Measuring the progress of gender equality in Australian workplaces through analysis of reporting data</b></p>	<ul style="list-style-type: none"> <li>• Conduct five-year trend analysis of reporting data</li> <li>• Biennial Report to the Minister under WGE Act</li> <li>• Identify drivers and barriers to change.</li> </ul>	<ul style="list-style-type: none"> <li>• Movement in the gender pay gap</li> <li>• Improved gender composition in leadership</li> <li>• Increase in employer actions to address gender equality</li> <li>• Analysis and publication of five-year trends.</li> </ul>
<p><b>Broadening the stakeholder base for promotion of gender equality in Australian workplaces</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a communications strategy to drive an increase in recipients of the Employer of Choice for Gender Equality citation</li> <li>• Scoping options for public sector organisations to voluntarily report to the Agency</li> <li>• Conduct stakeholder survey on the status of gender equality in the workplace, which incorporates non-reporting organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of organisations participating in the Agency’s leading practice programs</li> <li>• Identify funding for a new online reporting system to cater for changes such as voluntary reporting by the public sector</li> <li>• Stakeholders use Agency tools and resources to promote gender equality in their own networks.</li> </ul>
<p><b>Increasing our impact and reach internationally</b></p>	<ul style="list-style-type: none"> <li>• Increase engagement with government agencies of other nations to share the importance of data collection and measurement to improve gender equality outcomes in workplaces</li> <li>• Input into international research projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Visits to the Agency from international delegations</li> <li>• Interviews with international media outlets</li> <li>• Increased reference to dataset in international publications</li> <li>• Participation in international events.</li> </ul>



Performance criteria	Key Activities	Target
<p><b>Gender equality is recognised as a mainstream business issue</b></p>	<ul style="list-style-type: none"> <li>Identify opportunities to include gender equality in the curriculum for company directors</li> <li>Expand ways to communicate the business case for gender equality to all employers.</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of gender data in business reporting</li> <li>Develop key messages and mechanisms for distribution of business case</li> <li>Implement an awards recognition program for leading employers.</li> </ul>
<p><b>Analyse WGEA data to provide targeted and accessible insights</b></p>	<ul style="list-style-type: none"> <li>Identify potential partners to interrogate WGEA's dataset for more in-depth insights</li> <li>Identify appropriate visual concepts to translate key data into accessible insights.</li> </ul>	<ul style="list-style-type: none"> <li>Circulation of targeted employer resources based on analysis of WGEA's dataset to improve key gender equality outcomes in their own workplace and industry</li> <li>Website incorporates data visualisation functionality.</li> </ul>
<p><b>Agency meets contemporary expectations of performance and outputs</b></p>	<ul style="list-style-type: none"> <li>Operational review of the Agency activities</li> <li>Review of competitor analysis benchmark reports and reporting processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify areas of improvement for reporting analysis outputs</li> <li>Development of requirements for new reporting and data management system.</li> </ul>

## 2020-2021

Performance criteria	Key Activities	Target
<p>WGEA data is part of the international gender equality discussion and body of knowledge</p>	<ul style="list-style-type: none"> <li>• Support United Nations 2030 Agenda for Sustainable Development initiatives related to workplace gender equality</li> <li>• Continued inclusion of international context and comparisons in Agency fact sheets and submissions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased direct engagement with governments of other countries seeking to improve gender equality in workplaces</li> <li>• International media mentions increased.</li> </ul>
<p>WGEA implements a fit-for-purpose reporting and data management system that provides for expanded voluntary reporting</p>	<ul style="list-style-type: none"> <li>• Consultation with reporting organisations, federal and state public sector agencies</li> <li>• Continued review and consultation on data compliance reports and competitor analysis benchmark reports</li> <li>• Development of targeted education and communication campaign to stakeholders about new reporting and data management tools and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of organisations reporting under the framework</li> <li>• Reduced reporting burden on organisations</li> <li>• Increased take-up and use of education and communications tools.</li> </ul>
<p>WGEA data collection is relevant to the workforce of the future</p>	<ul style="list-style-type: none"> <li>• Biennial Report to the Minister to include commentary on the value of data points collected</li> <li>• Review of minimum standards to be undertake.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender equality indicators confirmed as relevant or are enhanced</li> <li>• Minimum standards reflect community expectations of the efforts of large business in respect to workplace gender equality.</li> </ul>

## 2021-2022

Performance criteria	Key Activities	Target
<p><b>WGEA has a world-leading data tool, providing meaningful analysis for organisations and the public</b></p>	<ul style="list-style-type: none"> <li>• Delivering insights from expanded dataset encompassing voluntary public sector reporting</li> <li>• Provide expanded, accessible analysis dashboard for reporting organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement with the Data Explorer</li> <li>• Increase in employer analysis dashboard downloads</li> <li>• Data analysis incorporates the public sector.</li> </ul>
<p><b>Agency expands recognition program for leading practice initiatives</b></p>	<ul style="list-style-type: none"> <li>• Implement partnerships to support government and small to medium enterprises in workplace gender equality</li> <li>• Engage with employees to be influencers for change in gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>• Small business and public sector receive Agency recognition for best practice programs</li> <li>• Launch an interactive data tool.</li> </ul>
<p><b>WGEA tailors data analysis to its users</b></p>	<ul style="list-style-type: none"> <li>• Introduce the capability of tailored feedback to employers on gender equality issues in their workplace and industry</li> <li>• Review data explorer and integration with Agency website.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of analysis tools that provide real-time results</li> <li>• Increased visits to the WGEA data visualisation tool.</li> </ul>

# Regulator performance framework

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The Workplace Gender Equality Agency is committed to achieving its objectives with minimum impact on the entities we regulate. In accordance with the Regulator Performance Framework, the Agency has developed Key Performance Indicators (KPIs) and performance metrics which are available on our [website](#). The six KPIs are:

- Regulators do not unnecessarily impede the efficient operation of regulated entities.
- Communication with regulated entities is clear, targeted and effective.
- Actions undertaken by regulators are proportional to the regulatory risk being managed.
- Compliance and monitoring approaches are streamlined and coordinated.
- Regulators are open and transparent in their dealings with regulated entities.
- Regulators actively contribute to the continuous improvement of regulatory framework.

The Agency will publish the outcomes of assessment against the Regulator Performance Framework on its website prior to 31 December 2018.

# Capability

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## Our People

The Agency has an average staffing level of 30. This small team is motivated, highly qualified and able to draw on wide industry and public sector experience. Employees work flexibly to meet the changing demands across the annual reporting cycle. External expertise is procured where necessary to bolster capability and capacity. WGEA currently has an arrangement to share financial administration with the Asbestos Safety Eradication Agency, another small agency.

The Agency's capability framework outlines the technical capabilities and professional competencies required to meet the challenges throughout the life of the Corporate Plan as we continue to expand our impact and reach through insights from our data set. Organisational capabilities can be categorised under four broad areas of:

- Data collection and management;
- Provision of advice to employers;
- Promoting awareness and action; and
- Governance and enabling resources.

In accordance with the capability framework the Agency has increased the resources applied to informing and educating employers and the public. We have moved to a flatter organisational structure and so work with more agility across and within teams.

## Enabling Services

Under a Memoranda of Understanding with the Department of Employment and the Service Delivery Office of the Department of Finance, the Agency accesses services in the areas of information technology, human resources, payroll, records management, security and other administration.

# Risk oversight and management systems

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Risk management is a key business process at the Workplace Gender Equality Agency and an essential component of management within the Agency. The risk management framework includes the:

- WGEA Risk Management Policy;
- WGEA Risk Register;
- WGEA Business Continuity Plan;
- WGEA Fraud Control Plan; and
- WGEA Audit Committee.

The WGEA Risk Management Policy is published on the Agency website and is consistent with the Commonwealth Risk Management Framework. The Director is responsible for the overall management of risk with the Operations Executive Manager responsible for the centralised oversight of the risk system.

The Executive Management team is responsible for establishing the Agency's risk appetite, conducting an annual risk review as part of the Agency's strategic review and for reviewing and monitoring Agency-wide risks on a regular basis. Risk is a standing agenda item for all Executive team meetings. Managers are responsible for applying the Agency risk management policy and practices in their areas of responsibility whilst each business unit is responsible for reviewing and monitoring its business unit risk at least quarterly.

Every project plan developed within the Agency includes a risk assessment. External events, to which the agency is a party, are also subject to a risk assessment and post-event risk review.

Effective risk management is the responsibility of all Agency staff. Agency staff are accountable for identifying and actively managing risks within their day-to-day work and environment.

The Agency has developed a system of internal controls and governance mechanisms which incorporate the advice of independent external experts. These are submitted for review and endorsement by the Audit Committee. The Agency is subject to annual audits by the Australian National Audit Office.



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