



# Corporate Plan

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Workplace Gender Equality Agency  
Corporate Plan 2023-2027



This plan has been prepared in accordance with the requirements of paragraph 35(1)(b) of the ***Public Governance, Performance and Accountability Act 2013*** (PGPA Act).

The Workplace Gender Equality Agency (WGEA/Agency) is a statutory agency established under the ***Workplace Gender Equality Act 2012 (WGE Act)***. The WGE Act requires private and Commonwealth public sector employers with 100 or more employees (relevant employers) to report to the Agency annually against standardised gender equality indicators and for larger employers (500 or more employees) to meet the Gender Equality Standards.

## **Acknowledgement of Country**

The Workplace Gender Equality Agency acknowledges all First Nations people for their continuing care of everything Country encompasses – land, waters and community. We pay our respects to First Nations people, and to Elders past and present.

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# Chief Executive Officer's introduction

I am pleased to present WGEA's corporate plan for 2023-24. The plan outlines our vision, purpose and activities from 2023-24 through to 2026-27.

We are at a pivotal point in our work to promote and improve gender equality in Australian workplaces.

In 2023 we marked the tenth year since the Agency started collecting data from Australian employers. Since reporting commenced in 2013-14 there has been steady improvement across the gender equality indicators, but in the past two years progress has slowed and, for the first time, the gender pay gap has remained stagnant at 22.8%.

The passage of the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023 through Federal Parliament and the associated remade Legislative Instruments are a significant step in accelerating employer action to close the gender pay gap.

Under the reforms, WGEA will publish employer gender pay gaps for the first time in early 2024, a measure that has been shown internationally to prompt action on gender equality. They will also promote accountability by requiring organisations to share their WGEA reports with their Boards and will allow WGEA to collect additional information about matters that might compound gender inequality in the workplace.

The reforms enacted this year are the first step. There is more we want to do. We are currently consulting widely with stakeholders to inform Government on implementing the remaining recommendations of the 2021 Workplace Gender Equality Act Review.

This corporate plan supports our existing functions and describes our implementation of these critical reforms to accelerate action on workplace gender equality including by:

- ✓ Publishing employer gender pay gaps and establishing new gender equality standards
- ✓ Expanding our dataset to include the Commonwealth public sector and supporting voluntary reporting by State and Territory government agencies
- ✓ Deeply analysing our data and developing new dashboards and targeted insights for employers, as well as resources and tools for change
- ✓ Motivating change through direct engagement and capacity building with employers and an enhanced Employer of Choice citation
- ✓ Undertaking sustained communications campaigns for change, with both employers and the broader public.

WGEA is valued and trusted and all our work is done by a team of highly capable and committed employees. As a result, we are well placed to speed up the rate of change and realise our vision for gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.



**Mary Wooldridge**

CEO

Workplace Gender  
Equality Agency

**Mary Wooldridge**

# About us

**WGEA is responsible for promoting and improving gender equality in Australian workplaces.**

We provide advice and assistance to employers, collect and analyse information provided by employers, assess and measure workplace gender equality performance and undertake research, education and other programs to promote and improve gender equality in the workplace. We are both a regulator and a driver of change and we provide Australia with the most comprehensive gender equality dataset and collection approach in the world.



## Our Vision

**Our vision is achieving gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.**

## Our Purpose

Our purpose is to accelerate change to achieve gender equality in Australian workplaces, by providing data backed insights, practical enabling support, tools and research, and accessible pathways to leading practice

## Our Values

Our culture and values support us to achieve our purpose now and into the future. We are committed to the Australian Public Service values of being impartial, committed to service, accountable, respectful and ethical.

# Our key activities

To achieve our purpose to accelerate change in Australian workplaces, we will focus on the following:

1

## Enhance the reporting experience

Continuously improve our technology and reporting mechanisms. Deliver clear guidance on what and how to comply. Communicate and consult regularly with relevant employers.

2

## Generate knowledge, insights and tools for change through our comprehensive dataset, education and research

Expand public sector reporting program. Produce targeted insights, engaging and accessible visualisations, diagnostic tools and educational resources.

3

## Drive broader, deeper action with employers

Expand advisory and education services to provide focused interventions and increased capability and develop new pathways and actions plans to achieve gender equality.

4

## Enable and amplify national gender equality momentum

Increase employer engagement with our messaging, especially on digital channels. Deploy targeted campaigns for change, leveraging WGEA data and insights including publishing employer gender pay gaps.

5

## Enhance our people's capability to accelerate change

Support our people to develop and meet their full potential and facilitate a diverse, respectful and inclusive culture.

# Our environment

Compared to just over a decade ago, when the *Workplace Gender Equality Act 2012* (WGE Act) passed, gender equality is now a mainstream issue in the business community and wider society. WGEA has contributed through supporting employers to report annually and delivering data insights. Our communications campaigns (especially Equal Pay Day and our Annual Scorecard Launch), regular speaking engagements and presentations, ongoing research collaborations and the Employers of Choice for Gender Equality citation program serve to keep public attention focused on workplace gender equality and stimulate employers to do better.

The past two years have been a time of reflection on what has worked and strategic thinking about what needs to change to accelerate the rate of improvement, culminating in the ten recommendations of the Review of the *Workplace Gender Equality Act 2012*.

The passage of the *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023* and remade Legislative Instruments have laid the foundation for WGEA's accelerated action.

WGEA will now publish employer gender pay gaps, in addition to publishing the gender pay gap at a national, industry and occupational level. The first release of employer gender pay gaps will occur in early 2024, WGEA will publish base salary and total remuneration median employer gender pay gaps and gender composition by pay quartile. The Agency has begun a widespread education campaign titled *Get Future Ready* to explain the changes, educate employers (and the broader public) on the gender pay gap and why it is an important measure of workplace gender equality, and motivate employers to engage with our range of support and tools and take action to address gender equality.

The first stage of reform is also delivering expanding gender equality reporting to include the Commonwealth public sector, collection of more detailed information relating to sexual harassment and discrimination, employee data on age and location as well as CEO remuneration. It also sets new standards for larger companies to have policies or strategies on each of the gender equality indicators and requires employers to present the WGEA Executive Summary and Benchmarking Report to their Board.

Consultation is currently underway on the implementation of the remaining Review recommendations which would require larger companies to set targets for improvement and employers to report on broader diversity data. If enacted, these changes will have a far-reaching impact on how employers engage and act on gender equality.

WGEA is continuing to engage state and territory governments on their in-principle commitment to report to WGEA.





# Our environment continued

## The dataset and insights

The Agency collects the most comprehensive dataset on workplace gender equality in the world. Our efforts to achieve gender equality are informed by the findings from our unique dataset, which covers approximately 11,000 employers and 4.5 million employees. WGEA implemented a new reporting platform in 2021 to enable improved analysis resulting in deeper insights of the data for employers. An ongoing program of enhancements has resulted in an improved reporting experience and the Agency's largest dataset.

Our Education and Research team produced new insights on the cause of the gender pay gap and how to address it. In October 2022, WGEA released its seventh Gender Equity Insights report in collaboration with BCEC. Drawing on WGEA's voluntary data on employees' primary workplace location for the first time, the report found that women face a "remoteness penalty" in access to remuneration and that Western Australia has the highest gender pay gap largely due to industry segregation. The research demonstrates the importance of promoting balance across Australian industries because this would reduce the gender pay gap by one third.

WGEA partnered with Diversity Council Australia and KPMG to produce the fourth iteration of She's Price(d)less: The economics of the gender pay gap in July 2022. The report investigates the main drivers of the gender pay gap and shows that gender discrimination (36%); care, family responsibilities and workforce participation (33%); and gender segregation by job type (24%) continue to be the three main contributors. For the first time, this report also included an analysis of the gender pay gap by industry and occupation using the WGEA dataset, showing that women are more likely to work in lower paid industries while men who join those industries are more likely to be in higher-paid, managerial positions. The analysis clearly shows the need to address gender discrimination, gender segregation in the workforce, and gender imbalances in work and care in order to progress workplace gender equality.

The Agency continues to see improvements in gender equality in Australian workplaces, however, progress is slow, uneven and much work remains to be done. WGEA's biennial Progress Report was tabled in Parliament in March 2023 and noted employer progress on gender equality has stalled.

The Agency has reflected on and articulated our role as both a regulator and driver of change. The Agency is transitioning to provide a deeper and more direct level of support and advice to employers as well as a new range of tools, education and resources. This is critically important in accelerating gender equality outcomes and cement our relationships with employers to support them to take action.



# Our environment continued

## Gender equality indicators (GEIs)

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

<b>GEI 1</b>	gender composition of the workforce
<b>GEI 2</b>	gender composition of governing bodies of relevant employers
<b>GEI 3</b>	equal remuneration between women and men
<b>GEI 4</b>	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
<b>GEI 5</b>	consultation with employees on issues concerning gender equality in the workplace
<b>GEI 6</b>	sexual harassment, harassment on the ground of sex or discrimination



The Agency monitors progress towards improved gender equality in Australian workplaces through the changes to metrics in the organisation's reporting under the WGE Act since 2013-14.

### Key statistics:

- **22.8% Gender Pay Gap** (total remuneration), amounting to women earning \$26,596 less, on average, than men, has remained unchanged in the last two reporting periods. Men are twice as likely to be in the top earning quartile and women are 1.5 times more likely to be in the lowest quartile
- **2.4pp increase** in organisations that have conducted a **gender pay gap analysis**, and up to 54%, only 58% took action as a result
- **1pp increase** in **women on boards**, up to 34%, but 72% of boards comprise more than 60% men and 22% have no women directors
- **62%** of employers offer **paid parental leave** with over 90% offering it equally to men and women. Of them, 83% also paid superannuation
- **38%** of organisations responding to a voluntary question have implemented an '**all roles flex**' approach to flexible working arrangements

A full analysis of the Australian gender equality scorecard is available on the WGEA website at [www.wgea.gov.au](http://www.wgea.gov.au)

# Our capability

## Our organisational capability is core to achieving our purpose

Our small, highly-skilled team is key to the Agency's ongoing success. In recognition of our expanded functions our workforce will grow to 59 in the 2023-24 financial year.

Our employees are motivated, highly qualified and able to draw on a wide range of industry and public sector experience. Employees work flexibly to meet the changing demands across the annual gender equality reporting programs, data analysis, education and research, advisory services and external communication. External expertise supplements the team where necessary to bolster capability and capacity.

The Agency was authorised for our first ever SES position with the creation of a COO role, bringing deep expertise and experience key to our role as a regulator and our engagement with regulatory reform. Our new Capacity Building team is focused on effective ways of engaging more directly with employers to accelerate change. We have brought all of our gender equality programs together in one team, including private and Commonwealth public sector reporting, the Employer of Choice program and voluntary State and Territory public sector reporting. A dedicated Data and Analytics team has also been created to focus on our data management and deliver both expanded and targeted analysis, insights and visualisations.

Our Australian Public Service Employee Census results show that WGEA employees are proud to work for the Agency, believe strongly in our purpose and are prepared to go the 'extra mile' at work when required. WGEA employees report feeling empowered to suggest new ways of doing things and understand how their role contributes to achieving an outcome for the Australian public. In the coming year we will continue to invest in training and development to ensure each team has the appropriate skills, capabilities and knowledge to perform well. We will also prioritise development for our new managers and supervisors to build the capabilities critical for success, in line with the APS Leadership Capability Framework.

We are committed to fostering an inclusive workforce that champions difference and harnesses the advantages of diversity. We prioritise employee health and wellbeing, providing information, advice, and safe and healthy work environments for our employees. To operate effectively, we need to continue to invest in our capability – in our people, our systems and our practices. Our people, in particular, are the key to our performance. We continue to refresh our strategies to attract, build and retain the talent and skills we need; embrace data, technology and flexible workforce models.



# Our capability

## Communication is key to all we do

In many ways, workplace gender equality, and the information we use to measure it, remain deeply misunderstood or deprioritised by many employers and the broader public. To motivate employers to act on workplace gender equality, they must first understand the issue and why it is important to tackle it. That is why our communications, and our reputation as the country's leading authority on workplace gender equality, is central to everything we do.

Our communications is divided into two equal parts – communications directly with employers, and communications with audiences who influence employers. We use a range of tactics to reach both groups. To directly communicate with employers, we run a direct email campaign related to the regulatory reforms, produce tailored social media content, run a series of webinars with industry associations and peak bodies and produce content for a range of employer focus channels.

To reach a broader audience of policy makers and employees, we conduct proactive and reactive regular media engagement, maintain an informative and engaging website, produce tailored social media content, produce a regular newsletter, and engage with a wide range of speaking engagements. This provides us with regular opportunities to advance the public debate on gender equality in the workplace by presenting findings and insights from our world-leading dataset as well as the most recent research on gender equality and our work directly with employers.

We consistently review and revise our approach to ensure we expand and deepen our reach, motivate employers to take action and keep the broader community informed and engaged.



# Risk oversight and management systems

## Managing risk is everyone's responsibility at WGEA

Risk management is a key business process and essential management component at the Agency.

The risk management framework includes the:

- ✓ WGEA Risk Management Policy
- ✓ WGEA Risk Register
- ✓ WGEA Business Continuity Plan
- ✓ WGEA Fraud Control Plan
- ✓ WGEA Audit Committee

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.

The Agency's overall risk appetite reflects the importance of being able to engage with risk to pursue opportunity and create value. We are committed to embedding a positive risk culture and enhancing risk maturity within the Agency. Effective risk management is the responsibility of all Agency staff. Agency staff are accountable for identifying and proactively 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, who we are actively engaged on the topic. The Agency is subject to annual audits by the Australian National Audit Office.

The WGEA Risk Management Policy is consistent with the Commonwealth Risk Management Framework. The CEO is responsible for the overall management of risk with the Chief Operating Officer responsible for the centralised oversight of the risk system.

All staff are required to undertake bi-annual risk management and privacy training and annual fraud awareness and security training. In 2023–24 we will enhance supporting tools and training, alongside maintaining progress on priority treatments. These developments will further build awareness of our risk profile and priorities, better target risk conversations in our decision-making and strengthen our risk management capability.

# WGEA's key potential risks

Key potential risks	Management response
WGEA fails to protect the information entrusted to us	Ensure information policy and information security arrangements (PSPF, IRAP) - Maintain privacy management plan, privacy impact assessments and data breach response plan - Opt into Data Availability and Transparency Act resources - Appointment and training of chief security officer, privacy champion, privacy officers and all staff
Business-as-usual is compromised by the WGE Act reform priorities	Cross-team secondment and surge capacity - In-year adjustment of budget allocation to meet emerging priorities - Effective team planning and workflow and priority management - Creation of overarching reform delivery program board
WGEA is unable to attract and retain a capable workforce	Workforce planning and organisational design strategy - Interagency engagement and use of talent search to support recruitment - Comprehensive induction program and ongoing training and development - Flexible and remote working arrangements
WGEA's dataset is compromised by declining employer compliance	Continuous improvement of reporting platform - Internal review and QA of support channels - Post interaction employer surveys to identify pain points – Identify all employers required to report
Publishing employer gender pay gaps creates unintended consequences	Proactive engagement with employers to build knowledge and ongoing support with tools and resources - Public awareness campaign to maintain community support – Pre-mortem undertaken to support planning – Proactive data validity checking
Employers do not adequately engage with WGEA to support targeted outcomes and increased action	Comprehensive engagement, campaign and education strategy and plan - Multi-tiered multi-year education and advisory program across targeted cohorts - Investment in tools for employers to undertake analysis and identify areas for action – Quarantined employer-centric capacity and resources

# Corporate and enabling services

## The smart use of shared services arrangements contributes to our success

Under Memorandums of Understanding with the Department of Employment and Workplace Relations 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.

The Agency engages external providers to manage and enhance our reporting portal and data warehouse and data visualisation tool.

To enable our people to operate effectively we support flexible and remote working arrangements. For working days in the office, we provide contemporary, safe, secure and sustainable office accommodation and facilities in Sydney's CBD.



## Technology capability

The work of the Agency is underpinned by technology. Our 2023-24 ICT strategy and roadmap will ensure the Agency's technology remains effective, efficient and builds trust in our regulatory functions.

Our technology goals are:

1. Enhanced Programs Delivery: we continually seek to reduce employer burden and enable the new regulatory reforms
2. Technical Innovation: we provide innovative tools for staff to improve inbound and outbound engagement
3. Technology Improvement: we continuously improve the reliability and performance of the technology that underpins all Agency operations
4. Continuous Service Improvement: we source better ways to meet the Agency's goals in supporting employers
5. Capability Growth: we grow the Agency's technical capabilities to keep pace with change.

# Our Performance

The Agency is committed to achieving our vision and purpose, while seeking to minimise the regulatory impact on employers. Our key activities and targets in this Corporate Plan consider and support the achievement of the principles of regulator best practice.

WGEA's performance measures provide information about what we are working to achieve in the next four years. We will report annually on our performance and achievements against our key activities and will review the performance measures each year to ensure they remain relevant and appropriate. The performance measurement framework is based on progress to accelerate change as well as our work and effectiveness as a regulator.

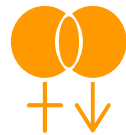
## Measuring progress in gender equality outcomes

The ultimate measures that workplace gender equality has progressed are improvements in the gender equality indicators that WGEA raises awareness about, collects information on, and drives action to change.

The Agency will continue to track performance against all gender equality indicators and for the first time has established an overall evaluation framework for the Agency with targets on national workplace performance against three themes:



**Gender pay gap**



**Workforce composition**



**Alternative working arrangements**



# WGEA's overall outcome evaluation framework

Theme	Gender pay gap	Workforce composition	Alternative working arrangements
<b>Success</b>	<b>Elimination of the Gender Pay Gap</b>	<b>The workforce gender mix of the Board, Key Management Personnel (KMP) and Managers overall becomes balanced</b>	<b>Part-time working arrangements available for managers and gender equal take up of paid parental leave</b>
<b>Current state (2021- 2022 reporting)</b>	22.8% across WGEA's reporting employers.	Women represent: 31% of Board members 35% of KMP 41% of Managers	13.4% of paid primary carer's leave is taken by men  6.5% of manager roles are part-time
<b>Benchmark (2017-2018 reporting)</b>	Reduction in last 4 years of 1.7%	Improvement in last 4 years: 5.5% Board members 4.6% KMPs 1.9% Managers	Improvement in last 4 years: 8.3% men taking primary carers leave 0.1% of managers roles being part-time
<b>Target</b>	<b>Reduction of 3 percentage points over next four years</b>	<b>Positive movement over next four years of</b> 5% Board members 5% KMPs 4% Managers	<b>Positive movement over next four years of 8 percentage points of men taking primary carers leave</b> <b>2 percentage points in part-time manager roles</b>

# Plan 2023-24 and beyond

## WGEA enhances the reporting experience (Activity 1 and Regulator BP Principle 1 and 3)

Key Performance indicator	Latest result (2022-23)	2023-24	2024-25	25-26 & 26-27
1.1 Percentage of positive responses from reporting employers about their reporting experience	New measure for 23-24	<p><b>Target:</b> 50% satisfaction with the reporting platform and 50% satisfaction with reporting support.</p> <p><b>Methodology:</b> Annual survey of reporting organisations about reporting experience</p>	<p><b>Target:</b> 5% Improvement</p>	<p><b>Target:</b> Maintain</p>
1.2 Time taken to complete WGEA Census	New measure for 23-24	<p><b>Target:</b> Under development</p> <p><b>Methodology:</b> Survey of representative sample of reporting employers</p>	<p><b>Target:</b> Under development in context of Act reforms</p>	<p><b>Target:</b> Under development</p>
1.3 Regulated employers understand their obligations	5,178/92.7% employers compliant	<p><b>Target:</b> Increase number/ maintain proportion of employers compliant with the legislation</p> <p><b>Methodology:</b> Internally generated report on relevant employers by submission group who are compliant. NB. Method of determining KPI to be reviewed</p>	<p><b>Target:</b> Increase/Maintain</p>	<p><b>Target:</b> Maintain</p>
1.4 Number of privacy, security or data breach training and awareness activities delivered to WGEA employees	3 activities	<p><b>Target:</b> 6</p> <p><b>Methodology:</b> Internal capture</p>	<p><b>Target:</b> 8</p>	<p><b>Target:</b> Maintain</p>

# Plan 2023-24 and beyond

## Generate knowledge, insights and tools for change through our comprehensive dataset, education and research (Activity 2 and Regulator BP Principle 2)

Key Performance indicator	Latest result (2022-23)	2023-24	2024-25	25-26 & 26-27
2.1 Number of employees covered by WGEA reporting	4.5 million employees	<b>Target:</b> 5 million <b>Methodology:</b> Number of employees represented at the end of the reporting periods/ data cut-offs	<b>Target:</b> Maintain or increase	<b>Target:</b> 5.5 million
2.2 Reporting generates timely insights	<b>Benchmarks provided with 2 months 5 days</b>	<b>Target:</b> Industry Benchmark Report provided to employers within 2 months of data cut-off <b>Methodology:</b> Internal capture of system cut-off and report publication date	<b>Target:</b> Maintain	<b>Target:</b> Maintain
2.3 WGEA provides access to data and insights	<b>New measure for 2023-24</b>	<b>Target:</b> Under development <b>Methodology:</b> Analytics on Data Explorer usage	<b>Target:</b> Under development	<b>Target:</b> Underdevelopment
2.4 WGEA provides access to education and research	<b>2 research report released # downloads (not captured)</b>	<b>Target:</b> Increased engagement with tools and resources <b>Methodology:</b> # of downloads of key education tools and resources, # of research reports released	<b>Target:</b> 5% increase in downloads	<b>Target:</b> Maintain
2.5 Tools and resources available to enable employers to take action and implement leading practice	<b>New measure for 23-24</b>	<b>Target:</b> 90% coverage of priority tools <b>Methodology:</b> Internally generated report on coverage of priority tools informed by employer consultation.	<b>Target:</b> Under development	<b>Target:</b> Under development

# Plan 2023-24 and beyond

## Drive broader, deeper action with employers (Activity 3 and Regulator BP Principle 2)

Key Performance indicator	Latest results (2022-23)	2023-24	2024-25	25-26 & 26-27
3.1 Number of employer or stakeholder interactions to build capability	New measure for 23-24	<p><b>Target:</b> Under development.</p> <p><b>Methodology:</b> Internal capture</p>	<p><b>Target:</b> Under development</p>	<p><b>Target:</b> Under development</p>
3.2 Satisfaction with WGEA’s support for improved practice via capacity building, education and research	New measure for 23-24	<p><b>Target:</b> Under development</p> <p><b>Methodology:</b> Feedback gathered post interaction across a sample of WGEA activities</p>	<p><b>Target:</b> Under development</p>	<p><b>Target:</b> Under development</p>
3.3 Employers undertaking a gender pay gap analysis and taking action as a result	54% undertook analysis, 57.6% took action	<p><b>Target:</b> 5% annual increase</p> <p><b>Methodology:</b> Internally generated report through employer annual census</p>	<p><b>Target:</b> 5% annual increase</p>	<p><b>Target:</b> Maintain</p>
3.4 Number of employers who have improved their gender pay gap in a reporting year	New measure for 23-24	<p><b>Target:</b> Under development</p> <p><b>Methodology:</b> Internally generated report on relevant employers</p>	<p><b>Target:</b> Under development</p>	<p><b>Target:</b> Under development</p>

# Plan 2023-24 and beyond

## Enable and amplify national gender equality momentum (Activity 4 and Regulator BP Principle 3)

Key Performance indicator	Latest results (2022-23)	2023-24	2024-25	25-26 & 26-27
4.1 Reach and engagement of communications to improve gender equality outcomes	<p><b>Media:</b> 7,000 mentions</p> <p><b>Social Media:</b> Av impression rate of 20,000 on LinkedIn</p> <p><b>Website:</b> 550,000 unique users</p> <p><b>Email:</b> Not yet captured</p>	<p><b>Target:</b> Year on year increase of 5%</p> <p><b>Methodology:</b> Internal capture of reach. Internally generated report gathered using resources available for the media, website, social media and email</p>	<p><b>Target:</b> year on year increase</p>	<p><b>Target:</b> year on year increase</p>
4.2 Engagement with key sector stakeholders on gender equality	<p><b>New measure for 23-24</b></p>	<p><b>Target:</b> Under development</p> <p><b>Methodology:</b> Internally generated report capturing speaking and other engagement activities</p>	<p><b>Target:</b> year on year increase</p>	<p><b>Target:</b> year on year increase</p>

# Plan 2023-24 and beyond

## Enhance our people’s capability to accelerate change (Activity 5 and Regulator BP Principle 1)

Key Performance indicator	Latest result (2022-23)	2023-24	2024-25	25-26 & 26-27
5.1 Percentage of positive responses to the APS Census question “Does my workgroup have the skills, capabilities, and knowledge to perform well”	67%	<p><b>Target:</b> 80%</p> <p><b>Methodology:</b> APS Census</p>	<p><b>Target:</b> Maintain or improve result from previous survey</p>	<p><b>Target:</b> as per 2024-25</p>
5.2 Percentage of positive responses to the APS Census question “I understand how my role contributes to achieving an outcome for the Australian public”	96%	<p><b>Target:</b> Maintain</p> <p><b>Methodology:</b> APS Census</p>	<p><b>Target:</b> Maintain</p>	<p><b>Target:</b> as per 2024-25</p>
5.3 Percentage of positive responses to the APS Census question “I believe that one of my responsibilities is to continually look for new ways to improve the way we work”	86%	<p><b>Target:</b> 90%</p> <p><b>Methodology:</b> APS Census</p>	<p><b>Target:</b> Maintain</p>	<p><b>Target:</b> as per 2024-25</p>
5.3 Percentage of positive responses to the APS Census question “My immediate supervisor/manager genuinely supports equality between genders”	93%	<p><b>Target:</b> Maintain</p> <p><b>Methodology:</b> APS Census</p>	<p><b>Target:</b> Maintain</p>	<p><b>Target:</b> as per 2024-25</p>

# Key activities and Regulator Best Practice Principles

## Key activities

1. Enhance the reporting experience
2. Generate knowledge, insights and tools for change through our comprehensive dataset, education and research
3. Drive broader, deeper action with employers
4. Enable and amplify national gender equality momentum
5. Enhance our people's capability to accelerate change

## Regulator Best Practice Principles

1. **Continuous improvement and building trust:** Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings.
2. **Risk-based and data driven:** Regulators maintain safeguards, using data and digital technology to manage risks proportionally to minimise regulatory burden and to support those they regulate to comply and grow.
3. **Collaboration and engagement:** Regulators are transparent and responsive, implementing regulations in a modern and collaborative way.

# Workplace Gender Equality Agency

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**T** 02 9432 7000

1800 730 233

**E** [wgea@wgea.gov.au](mailto:wgea@wgea.gov.au)

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



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