



Workplace Gender Equality Agency

2017-18 Corporate Plan

31 August 2017



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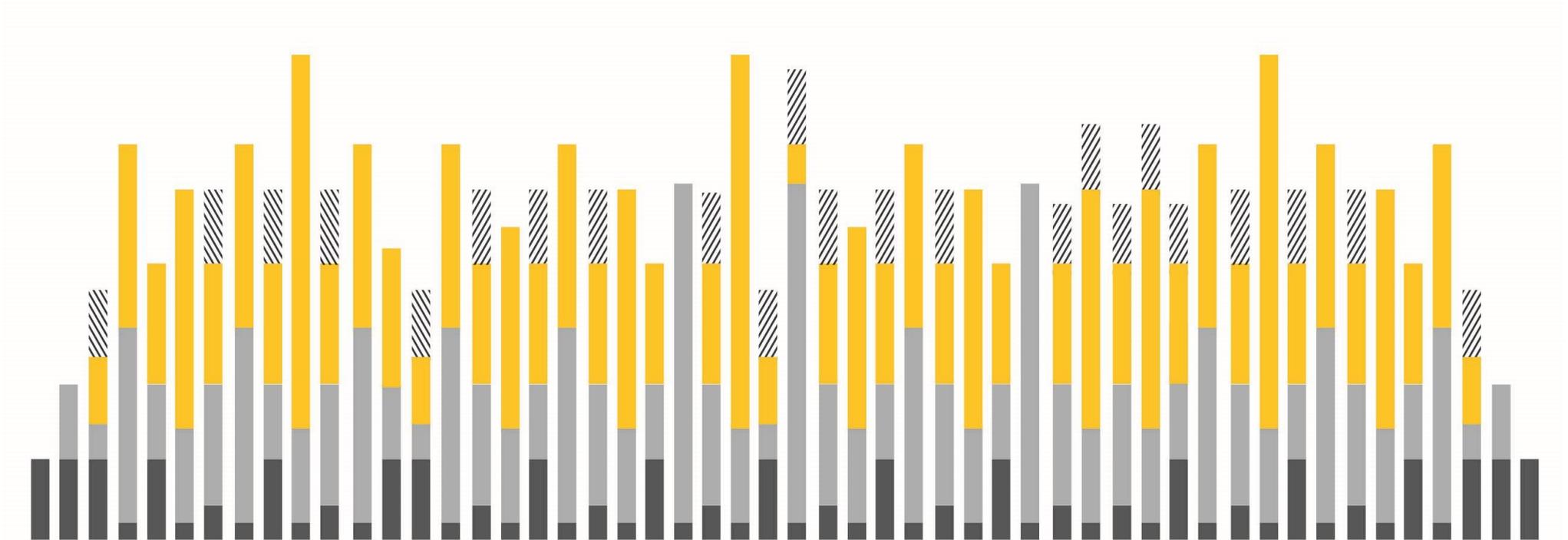
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Director's introduction

I am pleased to present the 2017-18 Workplace Gender Equality Agency Corporate Plan, covering the periods to 2017 to 2021. 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 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.

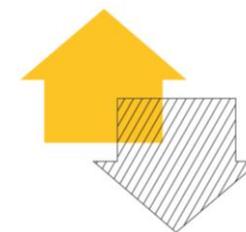
Our efforts to achieve this are driven by findings from our unique dataset, which covers over 4 million employees and provides an unrivalled insight into gender equality in Australian workplaces. We work collaboratively with employers; providing advice, educational materials and practical tools to help 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 2017-18 and the forward years are to increase our impact and reach, realise the potential of our data and to develop our team.



Libby Lyons

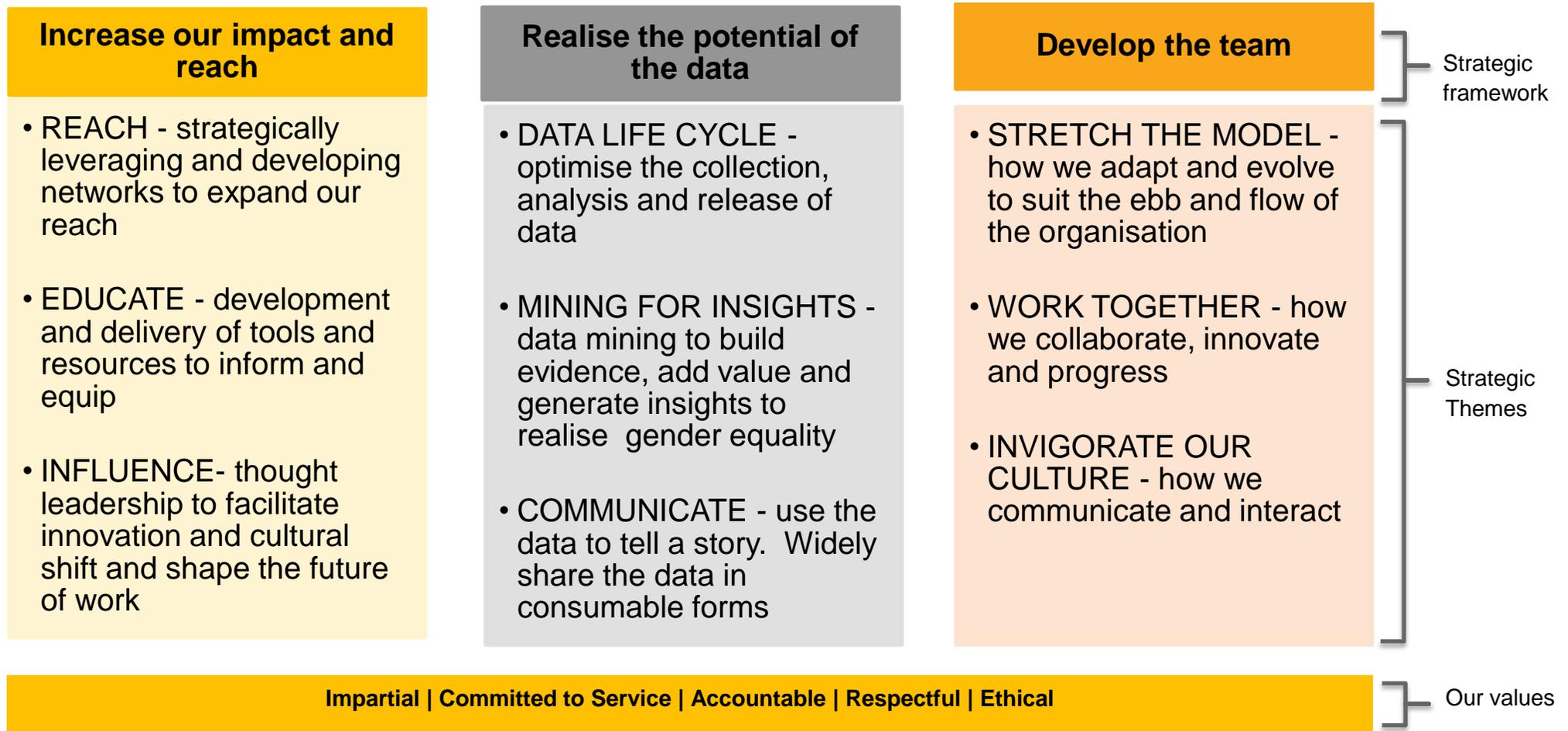
Director
Workplace Gender Equality Agency



2017-2021 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

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

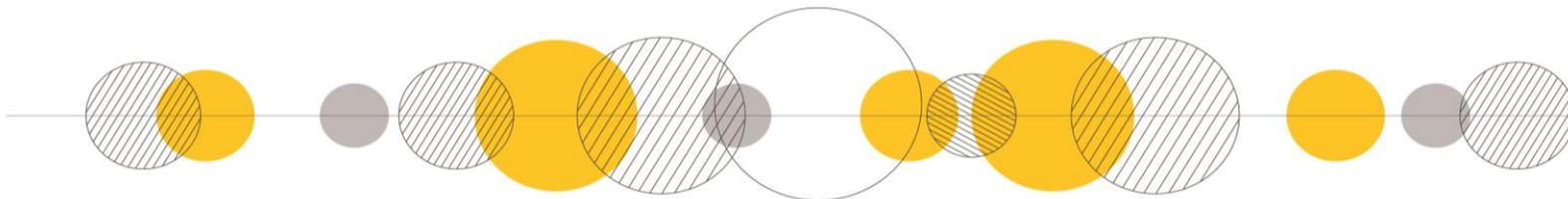
The efforts of the Agency to improve gender equality in Australian workplaces are having significant impact, however much work remains to be done.

Public understanding of the causes and forms of gender inequality at work has risen and this is in no small way due to the contribution of the Agency to the debate in 89 speaking engagements, through three submissions to senate inquiries, increased media coverage, the recognition of 106 organisations as Employers of Choice for Gender Equality and an increase in the number of Pay Equity Ambassadors to 113.

The heightened national attention on workplace gender segregation in particular, was driven by our research and data. In 2017 we released a new report and campaign - *women's work / men's work* – to raise awareness among young women and men of this issue. We were also pleased to provide a submission and give evidence to senate inquiries into gender segregation in the workplace and paid parental leave.

Our 2015-16 dataset shows the full-time total gender pay gap has declined year on year, yet there is still a difference of \$26,853 between women and men's remuneration. Similarly, 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. Yet the proportion of female managers is still too low. Encouragingly the data also showed that for the first time more than 70% of employers have a gender equality policy and/or strategy in place.

Our research team released new fact sheets on topics including, Australia's gender pay gap statistics, international gender reporting schemes, the graduate labour market and unpaid care work. We also participated in 11 educational roundtables, including hosting seminars on recognising men as carers and attracting employees to non-traditional careers.



In November 2017 data from the fourth year of reporting under the *Workplace Gender Equality Act, 2012* will be released providing a compelling time series in a from our unique data set which is world leading and covers more than four million Australian employees. The Agency will be able to monitor progress towards improved gender equality in Australian workplaces through changes to metrics in the organisations reporting to us, such as:

- gender composition of governing boards;
- women in key management roles;
- the gender pay gap; and
- the availability of flexible working arrangements.

Workplace metric	2013-14	2014-15	2015-16
Women on governing boards	23.6%	23.7%	24.7%
Women in key management roles	26.1%	27.4%	28.5%
Gender pay gap (full time total remuneration)	24%	24%	23.1%
Organisations with a policy or strategy for flexible work	57.5%	60.2%	62.9%

Source: Workplace Gender Equality Agency data set

Whilst the Agency does not have direct input to movement in workplace metrics, our activities do have influence. Further information is available 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;
- realise the potential of the data we collect; and
- how we develop the team.

2017-18

Performance criteria	Key Activities	Target
Increasing our impact and reach on gender equality issues through development and delivery of educational tools and resources to inform and equip	<ul style="list-style-type: none">• Develop resources that can be used by small business• Review and refresh of educational resources and toolkits• Expansion of education delivery program including webinars	<ul style="list-style-type: none">• Increased variety of education tools and resources available on website• Increased participation in webinars
Realising the potential of gender equality data by mining for evidence to add value and generate insights	<ul style="list-style-type: none">• Establish key areas of interest for further research to inform the debate to effect change• Introduce 5 year trend capability to the data visualisation tool	<ul style="list-style-type: none">• Establish additional research partnerships• Trend capability operational prior to 2017 report submission period
Communicating widely on gender equality matters in consumable forms which tell a story.	<ul style="list-style-type: none">• Refresh of website content• Expand case studies to small business and government audiences and other mainstream audiences• Develop tailored organisational level insights for CEO	<ul style="list-style-type: none">• Increased case studies and multi-media resources on website• Increased visits to the website• Level of take up of CEO targeted resources

2018-19

Performance criteria	Key Activities	Target
Measuring the progress of gender equality in Australian workplaces through analysis of reporting data	<ul style="list-style-type: none">• Conduct 5 year trend analysis of reporting data• Biennial report to the Minister under WGE Act	<ul style="list-style-type: none">• Identify drivers and barriers to change• Movement in gender pay gap• Gender composition of governing boards• Gender composition in leadership
Broadening the stakeholder base for promotion of gender equality in Australian workplaces	<ul style="list-style-type: none">• Provide mechanism for non-relevant organisation to use Agency reporting process• Conduct stakeholder survey which incorporates non-reporting organisations	<ul style="list-style-type: none">• Increase in the number of organisations not covered by WGE Act who voluntarily report to the Agency• Efficacy of tools and service levels
Increasing our impact and reach internationally	<ul style="list-style-type: none">• Increase engagement with government agencies of other nations• Input into international research projects	<ul style="list-style-type: none">• Increased reference to data set in international publications• Increased membership and representation on international bodies

2019 -20

Performance criteria	Key Activities	Target
<p>Gender equality is recognised as a mainstream business issue</p>	<ul style="list-style-type: none"> • Inclusion of gender equality curriculum content in company director training • Development of tools to place business ahead of the curve based on WGEA data • Audit of employee consultation process 	<ul style="list-style-type: none"> • Increased use of gender data in business reporting • Efficacy of Agency response to employee comments
<p>Gender equality concepts and data are included as part of the education curriculum</p>	<ul style="list-style-type: none"> • Develop and implement a schools and tertiary education program • Comprehensive review of major tools and resources 	<ul style="list-style-type: none"> • Increased awareness of gender equality issues in the workplace among teachers and students • Level of engagement with WGEA resources
<p>Agency meets contemporary expectations of performance and outputs</p>	<ul style="list-style-type: none"> • Operational review of the Agency activities • Review of competitor analysis benchmark reports • Active engagement with cross government initiatives to streamline reporting 	<ul style="list-style-type: none"> • Increased relevance of information to providers • Increased comparability of information across government • Reduce the burden of reporting to the Agency

2020 -21

Performance criteria	Key Activities	Target
WGEA data is part of the international gender equality conversation and body of knowledge	<ul style="list-style-type: none">• Support to United Nations initiatives around workplace gender equality• Continued inclusion of international context and comparisons in Agency fact sheets and submissions	<ul style="list-style-type: none">• Increased direct engagement with governments of other countries seeking to improve gender equality in workplaces• International media mentions increased
WGEA tailors data analysis to its users	<ul style="list-style-type: none">• Introduce the capability of real time feedback to employers on gender equality issues in their workplace and industry	<ul style="list-style-type: none">• Increased uptake of competitor analysis benchmarks• Increased visits to the WGEA data visualisation tool
WGEA data collection is relevant to the workforce of the future	<ul style="list-style-type: none">• Biennial report to the Minister to include commentary on the value of data points collected• Review minimum standards	<ul style="list-style-type: none">• Gender equality indicators confirmed as relevant or enhanced• Minimum standards reflect community expectations of the efforts of large business in respect to workplace gender equality

Regulator performance framework

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 proportionate 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 2017.



Capability

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 another small agency, the Asbestos Safety Eradication 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 and to other insights from our data set. Organisational capabilities can be categorised under four broad areas of:

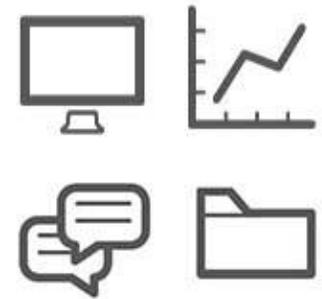
- Data collection and management;
- Provision of advice to employers;
- Promoting awareness and action; and
- Governance and enabling resources.

In accordance with the capability framework the Agency has increased the resources applied to educating and informing employers and the general public and has also commenced a move to a flatter hierarchy and working 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 enabling services in the areas of information technology, human resources, payroll, records management, security and other administration.

The Agency has engaged an external provider for the development, maintenance and ongoing improvement of the website, client relationship management system and online reporting portal. Another external provider is engaged to develop and maintain the Agency's data visualisation tool.



Risk oversight and management systems

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 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. Events in the external environment will also trigger risk review where there may be learnings to be had by the Agency. 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.

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

www.wgea.gov.au

