



# Workplace Gender Equality Agency

**2016-17 Corporate Plan**

31 August 2016





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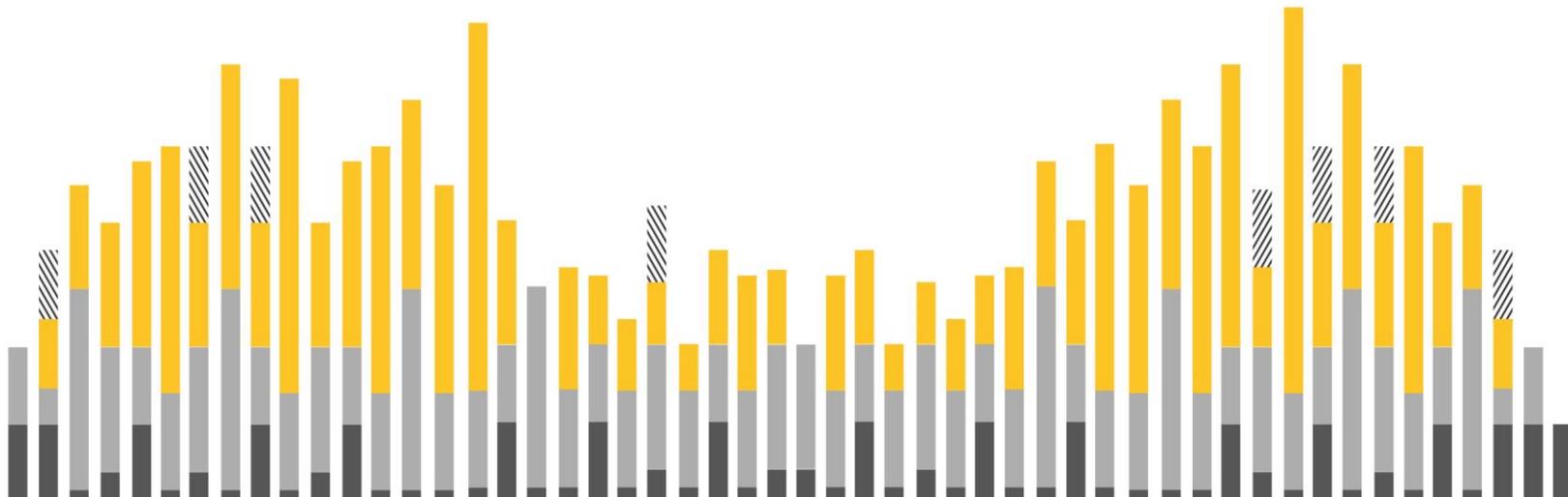
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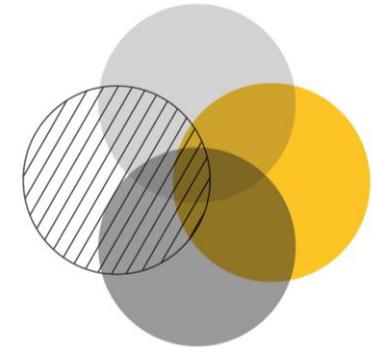
## Director's introduction

I am pleased to present the 2016-17 Workplace Gender Equality Agency Corporate Plan, covering the periods to 2016 to 2020. 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.

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 2016-17 and the forward years are to increase our impact and reach, realise the potential of our data and to develop our team.

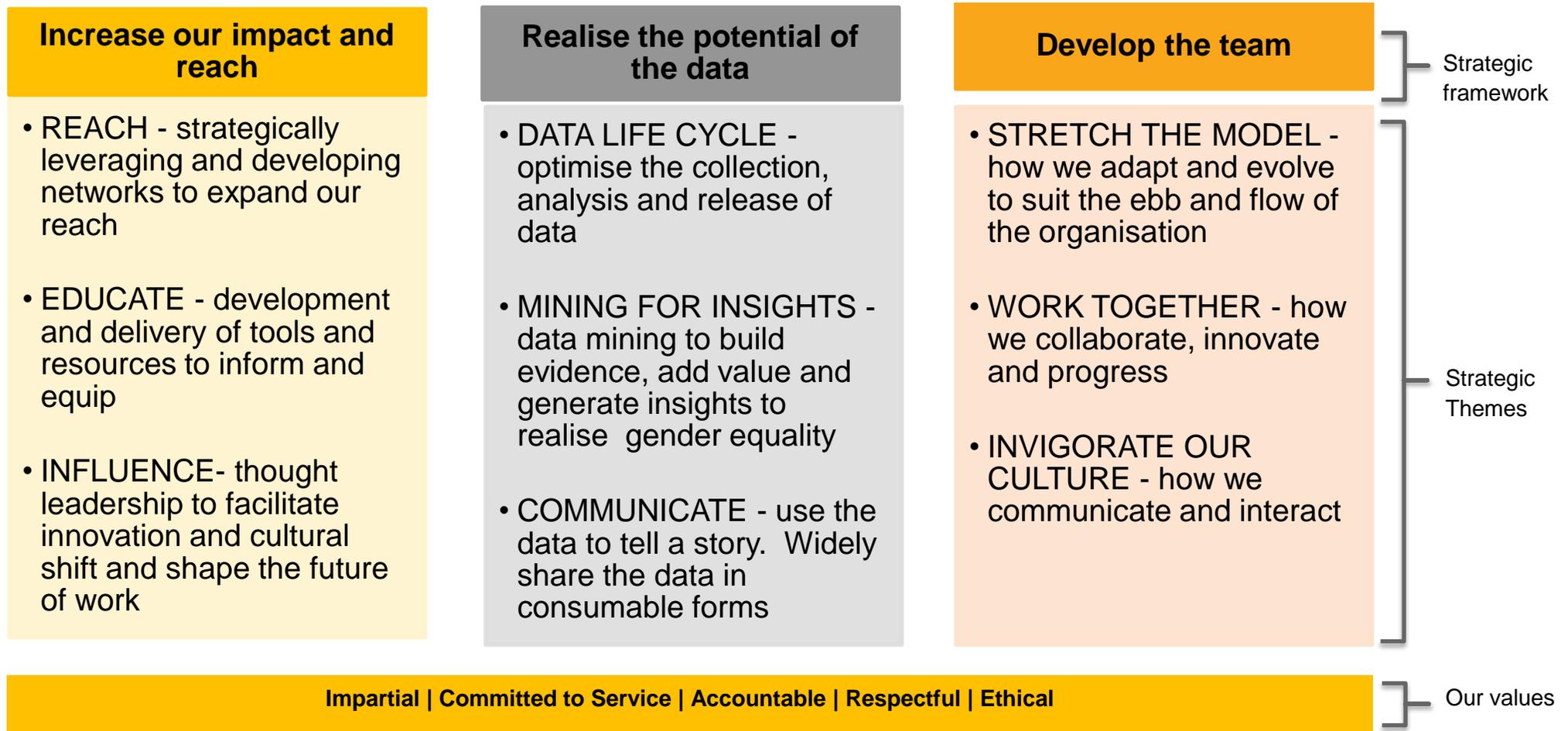
**Libby Lyons**

Director  
Workplace Gender Equality Agency

# 2016-2020 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

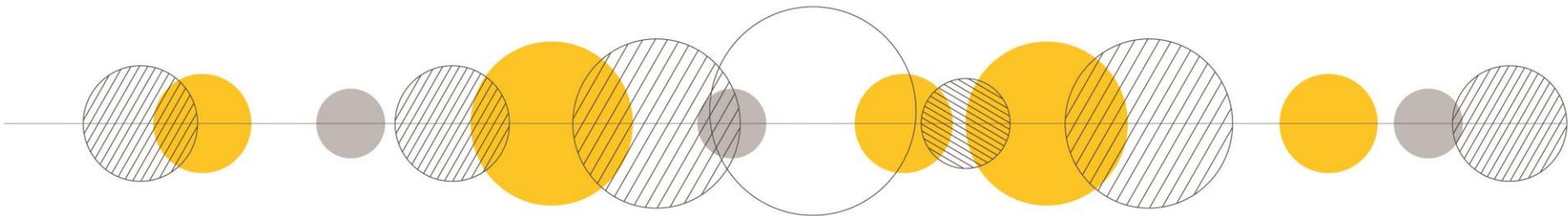
The Workplace Gender Equality Agency (WGEA, the Agency) is charged with promoting and improving gender equality in Australian workplaces, including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

## Operating environment

It would be fair to say that advances in gender equality in Australian workplaces have occurred at a glacial pace since the introduction of the *Sex Discrimination Act, 1984*. Now, however, gender equality is a topic of broad interest within the community and media and the opportunity exists for the Workplace Gender Equality Agency to be a key contributor and influencer to this debate.

There is a growing recognition amongst leading employers that addressing gender inequality in the workplace is essential to remain viable in competitive markets to harness diversity of thinking, to attract and retain the best talent and to promote and build organisational effectiveness. The business case is clear. For example, in the past twelve months the Agency has seen a significant increase in the number of organisations committing to our Pay Equity Ambassador program together with an increase in the number of organisations eligible to apply for the Employer of Choice for Gender Equality (EOCGE) citation. The Agency is undertaking a review of the EOCGE to ensure outstanding work in discrete businesses and industries, which would not normally be eligible for the EOCGE but contributes to workplace gender equality, is recognised and shared.

We are also observing increased community and media awareness of the need to encourage more women into Science, Technology, Engineering and Mathematics (STEM) careers. The Agency through, its campaigns, is inspiring both men and women to consider non-traditional roles. The Department of Health predicts that by 2030 the nursing profession will face a shortfall of 123,000 people which could partly be answered by encouraging more men to take up nursing as a career.



For organisations reporting to the Agency the average gender pay gap (GPG) remains stubbornly at 24% for full time total remuneration (based on 2014/15 data). Average graduate salaries for women are 9.4% less than for men and the average annual salary of women in key management roles was \$100,000 lower than their male counterparts. One of the ongoing negative impacts of the GPG, is the fact that women on average retire with half the superannuation of men, resulting in far too many women living in poverty in retirement.

Many Australian workplaces continue to reflect the “male bread winner” model. Figures from the Australian Bureau of Statistics showed that of all women in the workforce who had a child under the age of two, 84% worked part-time, while 86% of their partners worked full time. There is a ground swell of movement toward more flexible work arrangements, and not just for parenting responsibilities, however currently, Australian men are both less likely to request part-time or other flexible work arrangements and are more likely to have such a request rejected when they do.

In November 2016 data from the third year of reporting under the *Workplace Gender Equality Act, 2012* will be released providing a compelling time series in a data set which is world leading and covers approximately 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.

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

*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

### 2016-17

Performance criteria	Key activities	Target
<b>Increasing our impact and reach on gender equality issues through leveraging and development of our networks</b>	<ul style="list-style-type: none"> <li>• Brokering networks between our stakeholders to facilitate sharing best practice</li> <li>• Engagement with industry groups</li> <li>• Working collaboratively across government where common interests lie</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in speaking engagements and event participation</li> </ul>
<b>Realising the potential of gender equality data by optimising the collection, analysis and release</b>	<ul style="list-style-type: none"> <li>• Run pilot project for collection of non-manager categories</li> <li>• Launch of the WGEA data at multiple nationwide events</li> <li>• Ongoing partnerships with research bodies and institutions to use our data set for further insights</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the ease of reporting</li> <li>• Increase the means by which the data is communicated</li> </ul>
<b>Communicating effectively on gender equality matters by reviewing our channels and audience</b>	<ul style="list-style-type: none"> <li>• Provision of original content to media outlets</li> <li>• First biennial report to the Minister under the WGE Act</li> <li>• Development of competitor analysis benchmark summaries for CEOs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase our media presence and third party advocacy and increase industry roundtables</li> </ul>

## 2017-18

Performance criteria	Key Activities	Target
<p><b>Increasing our impact and reach on gender equality issues through development and delivery of educational tools and resources to inform and equip</b></p>	<ul style="list-style-type: none"> <li>• Develop resources for small business</li> <li>• Expansion of education delivery program including webinars</li> <li>• Review and refresh of educational resources and toolkits</li> </ul>	<ul style="list-style-type: none"> <li>• Increased variety of education tools and resources available on website</li> <li>• Increased participation in webinars</li> </ul>
<p><b>Realising the potential of gender equality data by mining for evidence to add value and generate insights</b></p>	<ul style="list-style-type: none"> <li>• Establish key areas of interest for further research to inform the debate to effect change</li> <li>• Develop communications plan targeted to research community</li> <li>• Develop global benchmarking on gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• Establish additional research partnerships</li> <li>• Demonstrable evidence of influence of the research agenda on gender equality</li> <li>• New benchmarks developed</li> </ul>
<p><b>Communicating widely on gender equality matters in consumable forms which tell a story.</b></p>	<ul style="list-style-type: none"> <li>• Refresh of website content</li> <li>• Expand case studies to small business and government audiences and other mainstream audiences</li> <li>• Develop tailored organisational level insights to CEO</li> </ul>	<ul style="list-style-type: none"> <li>• Increased case studies and multi-media resources on website</li> <li>• Increased visits to the website</li> <li>• Level of take up of CEO targeted resources</li> </ul>

## 2018-19

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

## 2019 -20

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>• Inclusion of gender equality curriculum content in company director training</li> <li>• Development of tools to place business ahead of the curve based on WGEA data</li> <li>• Audit of employee consultation process</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of gender data in business reporting</li> <li>• Efficacy of Agency response employee comments</li> </ul>
<p><b>Gender equality concepts and data are included as part of the education curriculum</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a schools program</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of gender equality issues in the workplace among teachers and students</li> <li>• Level of engagement with WGEA resources</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</li> <li>• Active engagement with cross government initiatives such as Single Touch Payroll Project to streamline reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Increased relevance of information to providers</li> <li>• Increased comparability of information across government</li> <li>• Reduce the burden of reporting to the Agency</li> </ul>

## 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.

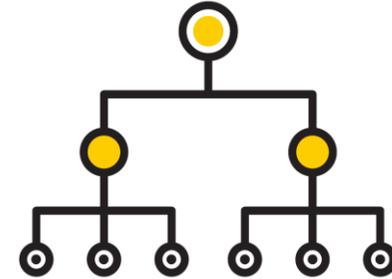
The Agency will publish the outcomes of assessment against the Regulator performance framework on its website prior to 31 December 2016.



# 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 and management resources with another small agency, the Asbestos Safety Eradication Agency.



In 2015-16 the Agency developed a capability framework to analyse and assess current technical capabilities and professional competencies and the technical and 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.

## Enabling Services

Under a Memorandum of Understanding with the Department of Employment/Department of Education Shared Services Centre 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.

## 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. 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. 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](http://www.wgea.gov.au)

