



Corporate Plan

Workplace Gender Equality Agency

Corporate Plan for the 2021-25 period



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)***.

The Workplace Gender Equality Agency (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.

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Director's Introduction

I am pleased to present the 2021-22 Workplace Gender Equality Agency Corporate Plan, which outlines our roadmap for the next year and beyond through to 2025.

The upcoming year is an exciting one for the Workplace Gender Equality Agency. For the first time in nearly a decade, there is a review of the *Workplace Gender Equality Act 2012*. Alongside that review, the Agency is also developing a new strategy and an evaluation framework.

The review and the Agency's planning process allows us to reflect on what we have done well over the last decade, talk to reporting companies, staff and broader stakeholders and examine best practice to determine how we can further promote and improve gender equality in Australian workplaces in the future.

On most metrics, workplace gender equality has improved since the Agency started collecting data from Australian employers in 2013. There are more women on boards and in senior management and the gender pay gap is declining. However, discrimination and gender stereotypes persist and estimates from our research show that, at current rates, it will take another 26 years to close the gender pay gap. That is too slow and we need to double down on our work to ensure everyone is valued and treated as equals in the workplace, regardless of their gender.

Our efforts to achieve equality between men and women are informed by the findings from our unique dataset, which covers approximately 13,000 organisations and over 4.3 million employees. Our world-leading dataset provides an unrivalled insight into the state of gender equality in Australian workplaces.

The priorities outlined in this plan will help us increase our impact by:

- ✓ Expanding our reach so we are engaging more workplaces, such as bringing on the Federal Public Sector, and initiating voluntary reporting for State and Territory government entities,
- ✓ Deepening our relationships through analysing our data and providing meaningful feedback to, and engagement with, employers, and
- ✓ Motivating change through sharing best practice, latest research, tools and evidence as well as broader advocacy.

WGEA is valued and trusted, and as a result, well placed to utilise all available levers to speed up the rate of change. Only then can we realise our vision that women and men are equally represented, valued and rewarded in Australian workplaces.

Mary Wooldridge

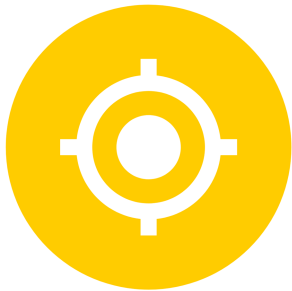


Mary Wooldridge

Director
Workplace Gender
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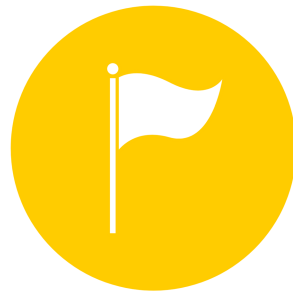
Our Vision, Mission, Values and Purpose

Who we are and what we stand for



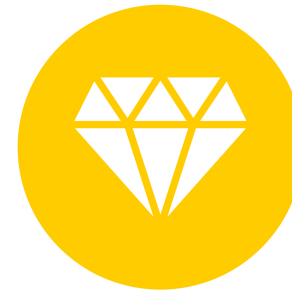
Our Vision

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



Our Mission

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



Our Values

Impartial
Committed to Service
Accountable
Respectful
Ethical



Our Purpose

We are 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.

Strategic priorities

Our strategic framework

Increase our impact and reach

Reach

strategically leveraging and developing networks to expand our reach and impact

Education

development and delivery of tools and resources to inform and equip all our stakeholders

Influence

thought leadership to facilitate innovation and cultural shift and shape the future of work

Maximise the potential of the data

Lifecycle

optimise the collection, quality, analysis and release of data

Insights

data analysis to build evidence, add value and generate insights to promote gender equality

Communication

use the data to tell a story, widely share the data in varied and consumable forms

Develop the team and advance the technology

Stretch the model

adapt and evolve to suit the digital age

Work together

collaborate, innovate, communicate and progress

Technology

platforms & solutions that support the needs of our stakeholders

Operating environment

The efforts of the Agency to improve gender equality in Australian workplaces since we started collecting data from Australian private sector employers under the *Workplace Gender Equality Act 2012* is continuing to drive positive change. However the improvements are modest and uneven in some areas so much work remains to be done.

Gender equality is now a mainstream issue in the business community and wider society. This is, in part, due our contribution to the national debate through media coverage, external communications campaigns and outreach (especially Equal Pay Day and the Annual Data Launch), regular speaking engagements and presentations, ongoing research collaborations and the public recognition of organisations as Employers of Choice for Gender Equality and Pay Equity Ambassadors.

In November 2020, we released our seventh year of reporting data under the WGE Act, building on the compelling time series from our unique, world-leading dataset. By providing a detailed picture of the state of gender equality in Australia's workplaces, our data identifies the areas of strongest improvement (which is usually where employers have a direct influence on the outcome) and pinpoints where progress has slowed or stalled.

The Agency continues to produce research reports in collaboration with other organisations. In 2021, we released the sixth report in a gender equity series in collaboration with Bankwest Curtin Economics Centre (BCEC). The findings identified that at current rates, the total remuneration gender pay gap will not close for another 26 years. Employers can improve this trajectory if they all make consistent and continuous action to improve gender equality in their workplaces.



Gender equality indicators

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



4.6pp drop in Gender Pay Gap (full-time remuneration), but still a difference of 20.1% or \$25,534



22.4pp increase in organisations that have conducted a gender pay gap analysis to 46.4%, but many still not taking action to address the gap



6.6pp increase in women in Key Management Personnel (full-time) to 31.2%



18.4pp increase in organisations that have a flexible working policy or strategy to 75.9%



10.3pp increase in organisations that have a gender equality policy or strategy to 76.5%

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

A full analysis of the Australian gender equality scorecard is available on the WGEA website at www.wgea.gov.au

2021-22 priorities

To lead, influence and inspire change, in 2021-22 we will focus on the following.



Bridging the gap
between evidence and
action



Maximising the potential
of the data set



Enhancing the analytical
capability of our
reporting and data
management platform



Enabling reporting by
the public sector and
responding to changing
reporting requirements

We will outline our performance and achievements against these priorities in our annual performance statement published in our Annual Report. We have identified the following key activities and targets and outcomes that we will use to assess our performance against each priority.

Plan 2021-22 and beyond

Priorities	Key activities	Targets / Outcomes	21-22	22-23	23-24	24-25
Bridging the gap between evidence and action	Identify opportunities to further drive gender equality through new strategic plan, and implementation and evaluation plans	Clear plan, deliverables and KPIs	X			
	Support review of WGE Act and its related instruments and related reforms to further promote and improve gender equality	Opportunities for increased impact identified, legislated, and implemented	X	X		
	Further recognise outstanding leading practice initiatives or outcomes by employers	Expansion of WGEA recognition for best practice approaches	→			
	Develop program that utilises knowledge and networks to facilitate the sharing of leading practice and driving change	Development of a Communities of Practice and incorporation into leading practice programs and all reporting companies	→			
	Use the dataset (including new data points) to inform educational resources	Increase engagement with educational tools Develop new research and educational resources and tools	→			
	Build research partnerships to provide expanded analysis and insights	New research partnerships established and underway	X	→		

Plan 2021-22 and beyond

Priorities	Key activities	Targets / Outcomes	21-22	22-23	23-24	24-25
Maximising the potential of the dataset	Develop and maintain partnerships and close collaboration with government agencies, including ATO, ABS, DTA and APSC	Establish data sharing policies and protocols, integrating into Reporting and Data Platform	X	→		
	Establish interactive platforms (e-learning/data visualisations in Tableau) capability and integrate into WGEA's website	Agency has increased digital access and engagement, including with dynamic data platforms	→			
	Deliver insights from expanded dataset	Incorporation of age and location in data scorecard/insights and communications Expand range of voluntary diversity data collected	X	→		
Enhancing the analytical capability of our reporting and data management platform	Develop feedback options on report submission including expanding live chat function	Expansion of the reporting feedback loop to include polling, suggestions and just in time communications (chat) segmentation		X		
	Identify and incorporate areas of improvement for reporting and leading practice analysis and education	Expansion of data analysis and data visualisation of workplace gender equality issues including new CEO summary report and Tableau Public visualisations Deepen knowledge of EOCGE drivers of change, benchmark performance and develop additional leading practice resources, including by industry and sector	X	→		
	Work with the Respect@Work Council to measure and monitor sexual harassment prevalence, prevention and response	Meaningful measures of Sexual Harassment are identified and incorporated into WGEA reporting	→			

Plan 2021-22 and beyond

Priorities	Key activities	Targets / Outcomes	21-22	22-23	23-24	24-25
Enabling reporting by the public sector and responding to changing reporting requirements	Build Public Sector reporting program and supporting education tools	Voluntary reporting program for targeted public sector organisations in place	→			
		Program for mandatory public sector reporting operational by 22-23		X		
	In collaboration with APSC, education resources and tools to support Public Sector reporting implemented by 22-23	X	→			
	Engage State and Territory Governments about voluntary public sector reporting	X	X			
	Develop data matching protocol to assist the public sector enable standardised comparisons against private sector reporting	Benchmark report back to public sector agencies who voluntarily report	X	X		
		Increased number of organisations in the dataset and inclusion of Public Sector in data analysis.		→		

Capability

Our organisational capabilities are core to our ability to deliver on our legislative mandate

Our small, highly-skilled team is key to the Agency's ongoing success. We have an approved average staffing level of 36 for the financial year 2021-22.

This small team is 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 reporting and data collection cycle. External expertise is acquired where necessary to bolster capability and capacity.

As we continue to expand our impact and reach through insights from our dataset, the Agency's capability framework, which outlines the capabilities and professional competencies required of our employees, continues to evolve to enable us to manage the challenges over the life of the Plan.

Core capabilities include survey design, data collection, analysis and management, provision of advice and education to employers, promoting awareness and action, governance and enabling services.

We continue to operate in a flat organisational structure. This enables us to work with more agility.



Corporate and enabling services

The smart use of shared services arrangements contributes to our success

Under a Memorandum of Understanding with the Department of Education, Skills and 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.

The Agency engaged an external provider for the build, delivery and ongoing maintenance of our online reporting portal and data management platform. Another external provider is engaged to develop and maintain the Agency's current data visualisation tool.

To facilitate the full implementation of our new fit-for-purpose reporting and data management platform, the Agency has a dedicated team with specialised expertise.

The Agency has formulated a digital transformation strategy in line with guidance provided by the Digital Transformation Agency and reviewed our organisational model and capabilities in line with our future needs and requirements.

Communication is key to all we do

As one of the Agency's key legislative mandates is to promote and improve workplace gender equality in Australia, our work aims to position the Agency as the nation's primary authority on the issue.

We undertake a range of activities including media outreach, digital communications campaigns, speaking engagements and presentations to increase both the profile of the Agency and recognition of the value of its data. This provides us with regular opportunities to advance the public debate on gender equality issues in the workplace by presenting findings and insights from our world-leading dataset as well as the most recent research on gender equality.

We are working to diversify our communication channels and tools to expand and deepen our reach and keep stakeholders informed and engaged.

We use targeted communications to our audiences utilising the new reporting and data management platform and engaging with emerging technologies.

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.

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. In addition, each business unit is responsible for reviewing and monitoring its business unit risks 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.

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.

The WGEA Risk Management Policy is published on the Agency's 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.

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.

All staff are required to undertake bi-annual risk management and privacy training and annual fraud awareness and security training. Management personnel are required to undertake annual risk training.

Performance as a regulator

The Agency is committed to achieving our objectives while seeking to minimise the impact on the entities we regulate.

In accordance with the principles of regulator best practice outlined in the Regulator Performance Guide, the Agency will report on our performance against the principles. The principles for regulator best practice are:

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.

As the Agency transitions from reporting on performance under the Regulator Performance Framework we will refine our outcomes-based performance indicators and measures.

Our key activities and targets in this Corporate Plan consider and support the achievement of these principles.



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