

# Corporate Plan

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Workplace Gender Equality Agency  
Corporate Plan for the 2019-20 period



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# Libby Lyons

Director,  
Workplace Gender Equality Agency

I am pleased to present the **2019–20** Workplace Gender Equality Agency Corporate Plan, covering the periods to 2019 to 2023. 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)*.

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 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.

## 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

# Introduction

## Our unique position to support gender equality

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 nearly **4.5 million employees** and provides an unrivalled insight into gender equality in Australian workplaces.

We work collaboratively with employers providing **advice, practical tools and education** to help them improve their performance on workplace gender equality. Our staff are workplace gender equality specialists and provide industry-specific advice. As Australian workplaces evolve, we work creatively to help develop innovative solutions to address the barriers that prevent gender equality in Australian workplaces.

Our corporate plan sets out our strategy for the four years ahead and articulates our performance measures. The **strategic priorities** for WGEA in 2019–20 and the forward years are:

- to increase our impact and reach
- maximise the potential of our data
- develop our technology and our team.

Our exciting and **significant current project** is the development and delivery of a replacement fit-for-purpose reporting and data management platform.



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



## Our Purpose

The Workplace Gender Equality Agency is **charged with promoting and improving gender equality in Australian workplaces**, including through:

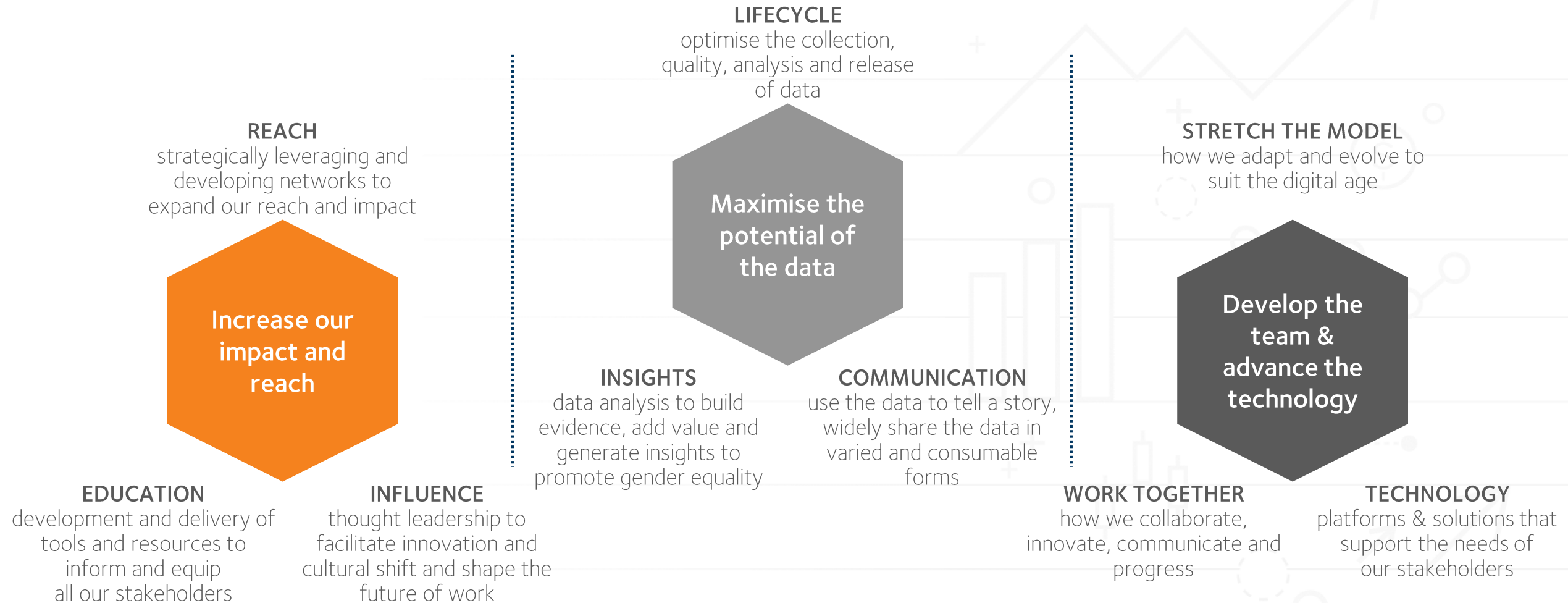
- the provision of advice and assistance to employers, and
- the assessment and measurement of workplace gender data.

## Our Values

Impartial  
Committed to Service  
Accountable  
Respectful  
Ethical

# Strategic Plan 2019-2023

These are our three strategic pillars and supporting strategic activity themes



## Operating environment

### Much work remains to be done

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

Public understanding of the issues and barriers to gender equality at work have risen. This is due to the Agency's contribution to the debate through **regular speaking engagements and presentations, research collaborations, increased media coverage**, the recognition of 141 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 2018, Bankwest Curtin Economics Centre (BCEC) and the Agency released the fourth report in a gender equity series which provides a detailed analysis of the Agency's data for pay equity insights.

In November 2018, the Agency released data from **the fifth year of reporting** under the Workplace Gender Equality Act 2012, providing a compelling time series from our unique, world leading dataset. We have developed a detailed picture of the state of gender equality in Australia's workplaces – and the results are positive.



**“There has been a strong increase in employer action on gender equality. As employers have taken action, gender equality outcomes have improved and the gender pay gap has declined.”**

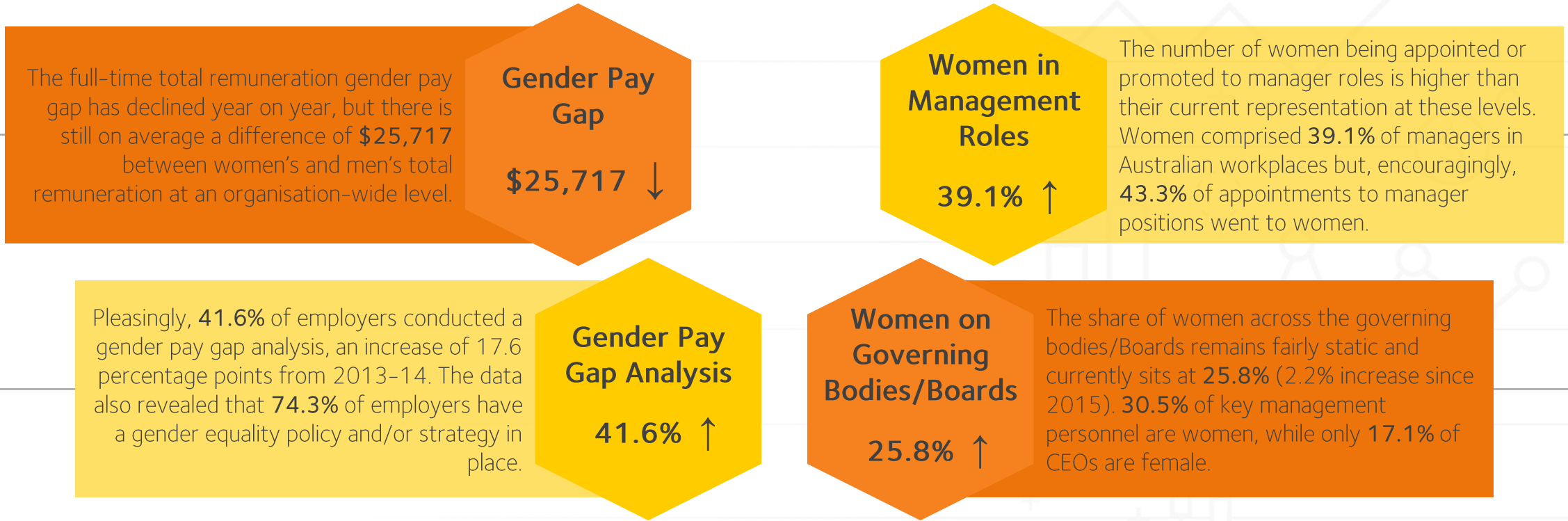
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WGEA 5 Year Data Comparison  
Report



# Gender Equality Indicators

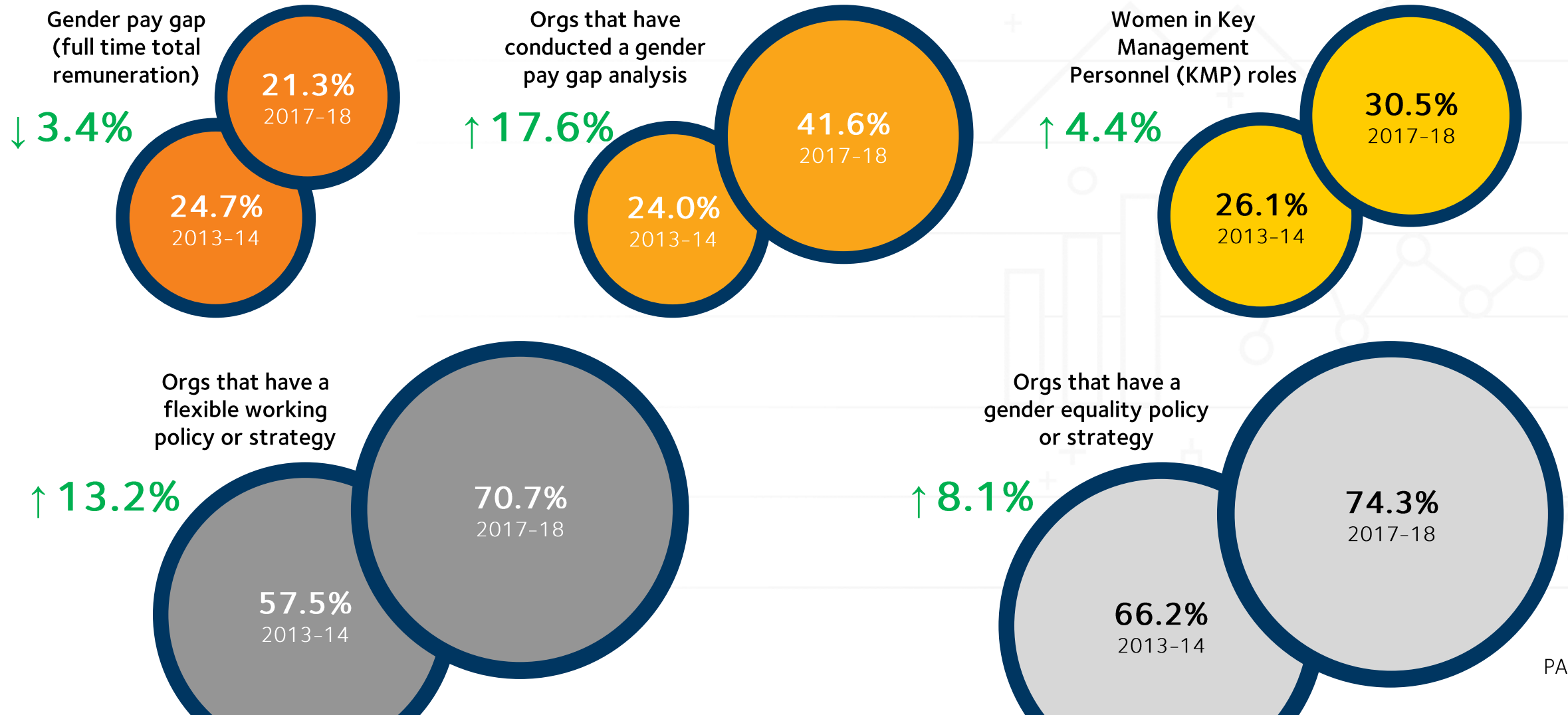
A snapshot of census results for 2017-18 reporting period



The Agency is able to monitor progress towards improved gender equality in Australian workplaces through changes to metrics in the organisations reporting to us under the WGE Act.

## Key Gender Equality Indicators' changes over the years

Extract from Australia's gender equality scorecard available on WGEA website



**“Whilst the Agency does not have direct input into the movements in workplace metrics, our activities have positive influence.”**

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Workplace Gender Equality  
Agency

## Planned Performance

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Our planned activities, target outcomes and underlying performance criteria across short and medium terms



# Performance Plan for 2019/20 period

## Increase our impact and reach

Gender equality continues to be recognised as a mainstream business issue.

- ✓ Expansion of **ways to communicate** the business case for gender equality to all employers.
- ✓ Assessment of **business interest** with having management KPIs on gender equality.
- ✓ Active encouragement of organisations to **report results** of pay gap analysis to their Boards.
- ✓ Continued promotion of **workplace flexibility arrangements** through communications and stakeholder engagement strategies.

## Maximise the potential of the data

Analyse WGEA data to provide targeted and accessible insights.

- ✓ Identification of appropriate **visual concepts** to translate key data into accessible insights.
- ✓ Research and promotion of **industry specific best practices** in the Building & Construction industries.
- ✓ Identification of **additional partners** to interrogate WGEA's dataset for further in-depth insights (international and national).

## Develop the team & advance the technology

Agency meets key milestones in the development of a new reporting and data management system.

- ✓ Development and delivery of a **minimum viable product (MVP)** by competitively appointed software development vendor.
- ✓ Operational review of the Agency's **business rules** for data collection, delivery and reporting.
- ✓ **Consultation** with relevant employers regarding potential changes to reporting processes.

## Targets

- 🚩 **Increased reporting** of gender data to executive teams and governing bodies / Boards.
- 🚩 **Continued improvement** across GEI measures relating to flexible working arrangements and working arrangements to support employees with family or caring responsibilities.

- 🚩 Inclusion of **data visualisation functionality** into the website.
- 🚩 Establishment of new **research partnerships**.
- 🚩 Circulation of **industry targeted employer resources** based on analysis of WGEA's dataset to improve key gender equality outcomes.

- 🚩 **Development of requirements** for new reporting and data management system.
- 🚩 Identify and incorporate **areas of improvement** for reporting and leading practice and analysis outputs.
- 🚩 The Agency has **clarity on the impacts** of any changes to reporting processes.

# Performance Plan for 2020/21 period

## Increase our impact and reach

WGEA data is part of the international gender equality discussion and body of knowledge.

- ✓ Support United Nations **2030 Agenda for Sustainable Development** initiatives related to workplace gender equality.
- ✓ Continued inclusion of **international context** and comparisons in Agency fact sheets and submissions.

## Maximise the potential of the data

WGEA data collection is relevant to the workforce of the future.

- ✓ **Biennial Report** to the Minister to include commentary on the value of data points collected.
- ✓ Undertake a review of the gender equality **minimum standards**.

## Develop the team & advance the technology

WGEA implements a fit-for-purpose reporting and data management system that provides for expanded voluntary reporting.

- ✓ Development and delivery of **targeted education and engagement campaign** about new reporting and data management tools and processes.
- ✓ **Consultation** with reporting organisations as well as federal, state and local government bodies.
- ✓ Continued **review** of data compliance reports and **redesign** of competitor analysis benchmark reports.

## Targets

- 🚩 Increased **direct engagement** with governments of other countries seeking to improve workplace gender equality.
- 🚩 International **media mentions** increased.

- 🚩 Reporting framework is assessed and **recommendations** made to the Government.
- 🚩 Minimum standards **reflect community expectations** of employers regarding workplace gender equality.

- 🚩 Organisations are able to successfully report using the new **Reporting and Data Management System platform**.
- 🚩 Increased **take-up and use** of education and communications tools.

# Performance Plan for 2021/22 and 2022/23 periods

## Increase our impact and reach

WGEA is bridging the gap between evidence and action.

- ✓ Direct **engagement with employees** other than senior leadership to be influencers for change in gender equality.
- ✓ Introduction of the capability of **tailored feedback to employers** on gender equality issues in their workplace and industry.
- ✓ Implementation of **partnerships to support small to medium enterprises** in workplace gender equality.
- ✓ Development of **data link and sharing partnerships** with international data providers / sources.

## Maximise the potential of the data

WGEA tailors data analysis to its users with data and resources reflecting changing work patterns.

- ✓ **Biennial Report** to the Minister providing additional commentary on the outcome of review of **data collection processes and practices**
- ✓ Review **Data Explorer capabilities** and its integration into WGEA's website.
- ✓ Develop research partnerships with **ATO, ABS and HILDA**.

## Develop the team & advance the technology

WGEA has a world-leading data tool, providing meaningful analysis for organisations and the public.

- ✓ Delivering insights from **expanded dataset** encompassing voluntary public sector reporting.
- ✓ Provide expanded, accessible **performance dashboard** for reporting organisations.
- ✓ **Collaboration** with other data providers / sources to build the evidence base on activities that drive improvement in GEIs.

## Targets

- 🚩 Launch of an **interactive data tool for employees**.
- 🚩 Implementation of education and engagement campaigns tailored to **employers' action gaps**.
- 🚩 **Small business and public sector** receive WGEA **recognition** for best practice programs.

- 🚩 Deployment of **analysis and visualisation tools** that provide real-time results.
- 🚩 Increased **engagement with ATO, ABS and HILDA** expanding the capacity for insights.

- 🚩 Increased number of organisations **reporting under the framework**, and inclusion of **Public sector** in data analysis.
- 🚩 Increased engagement with the **Data Explorer** and **employer performance dashboards (CABR)**.
- 🚩 Reduction in **compliance and reporting burden** on organisations.

# Capability

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





## Our core capabilities

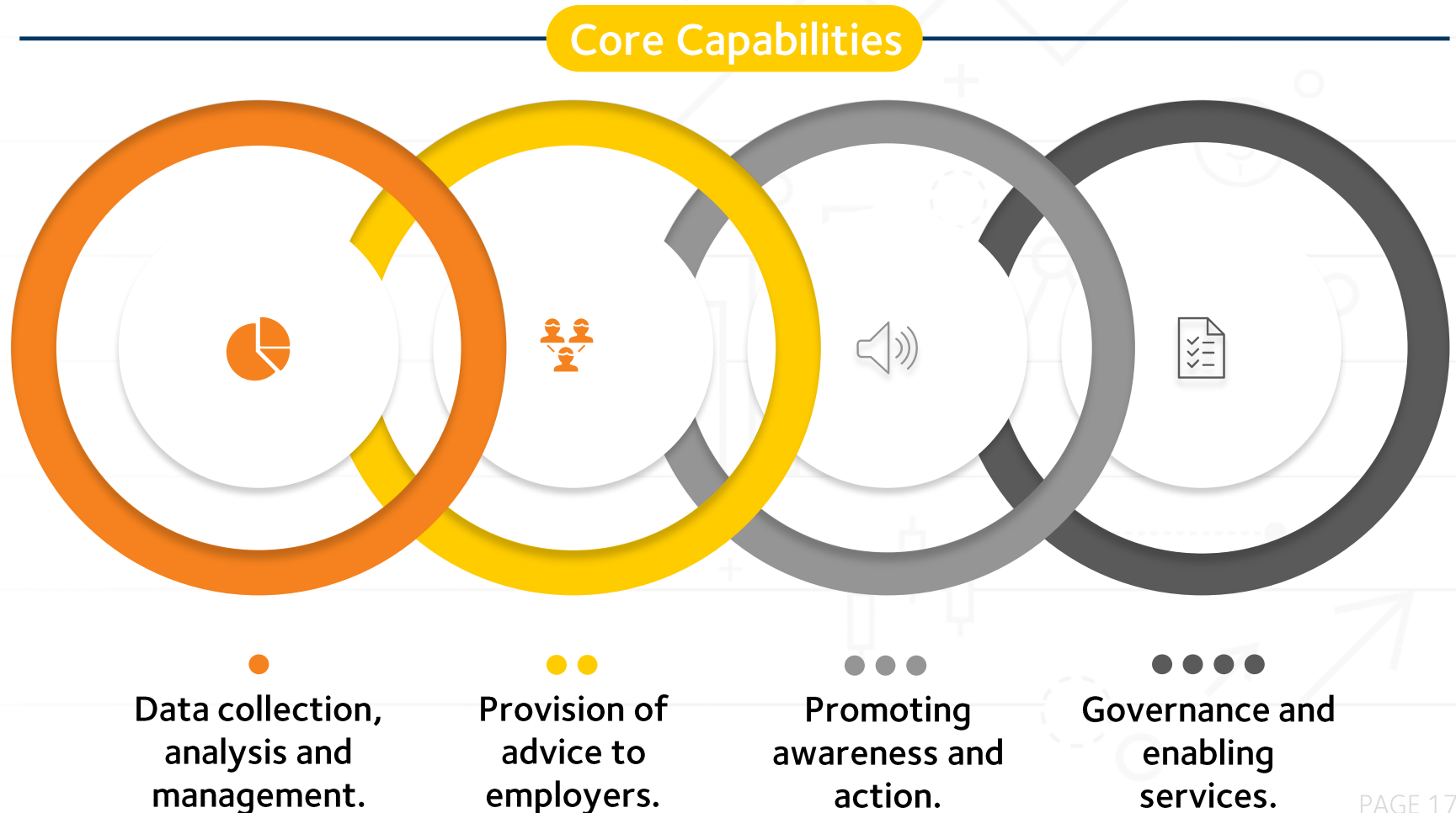
Our small motivated highly skilled team is a key to the Agency's ongoing success

The Agency has an approved average **staffing level of 33** for the financial year 2019-20.

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 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 **technical capabilities and professional competencies**, continues to evolve to enable us to manage the challenges over the life of the Plan.

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 Employment, Skills, Small and Family Business 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.

WGEA currently has an arrangement to **share financial administration** with the Asbestos Safety Eradication Agency, another small agency.

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

To facilitate the delivery of a new fit-for-purpose reporting and data management platform the Agency has created a **dedicated project team** with specialised expertise.

During the current planning cycle, the Agency **formulated a digital transformation strategy** in line with guidance provided by the Digital Transformation Agency and **commenced a review of our capabilities framework** in line with our future needs and requirements.



# Risk Management

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## Risk oversight and management systems

Risk management is a **key business process and essential management component** at the Workplace Gender Equality 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 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.

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.

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.

# Thank you

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## Use of the coat of arms

The terms under which the Coat of Arms can be used are detailed on the It's an Honour website.  
[www.itsanhonour.gov.au/coat-arms/index.cfm](http://www.itsanhonour.gov.au/coat-arms/index.cfm)