

# Corporate Plan

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Workplace Gender Equality Agency  
Corporate Plan for the 2020-21 period



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## Libby Lyons

Director,  
Workplace Gender Equality Agency

I am pleased to present the **2020–21** Workplace Gender Equality Agency Corporate Plan, covering the periods to 2020 to 2024. 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 2020-21 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

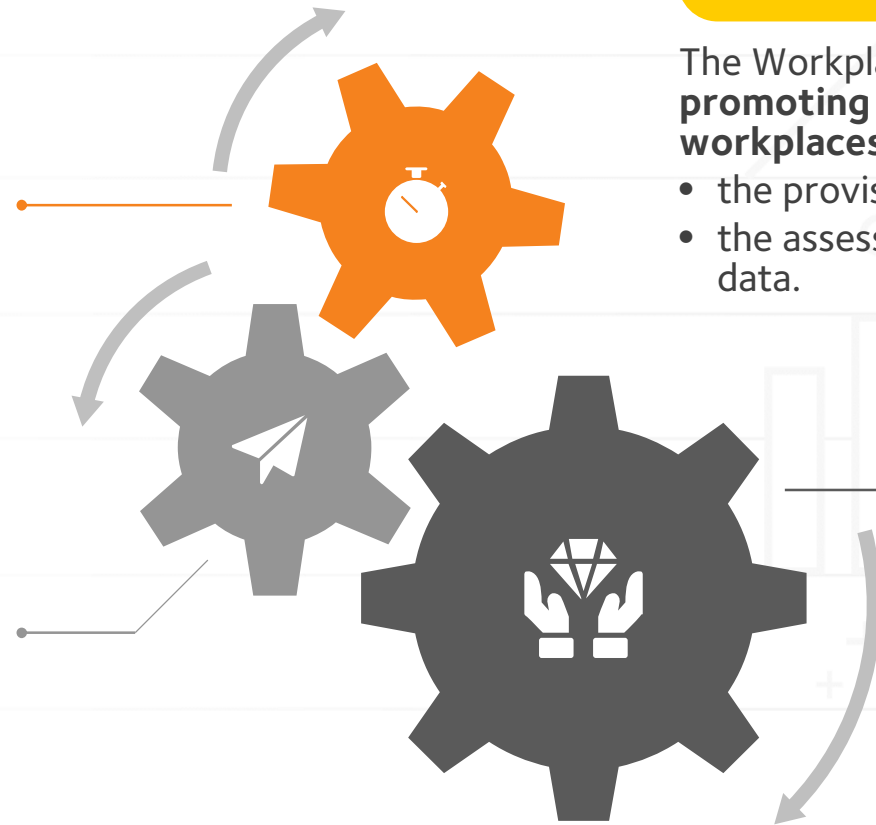
Who we are and what we stand for

## Our Vision

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

## Our Mission

Our 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:

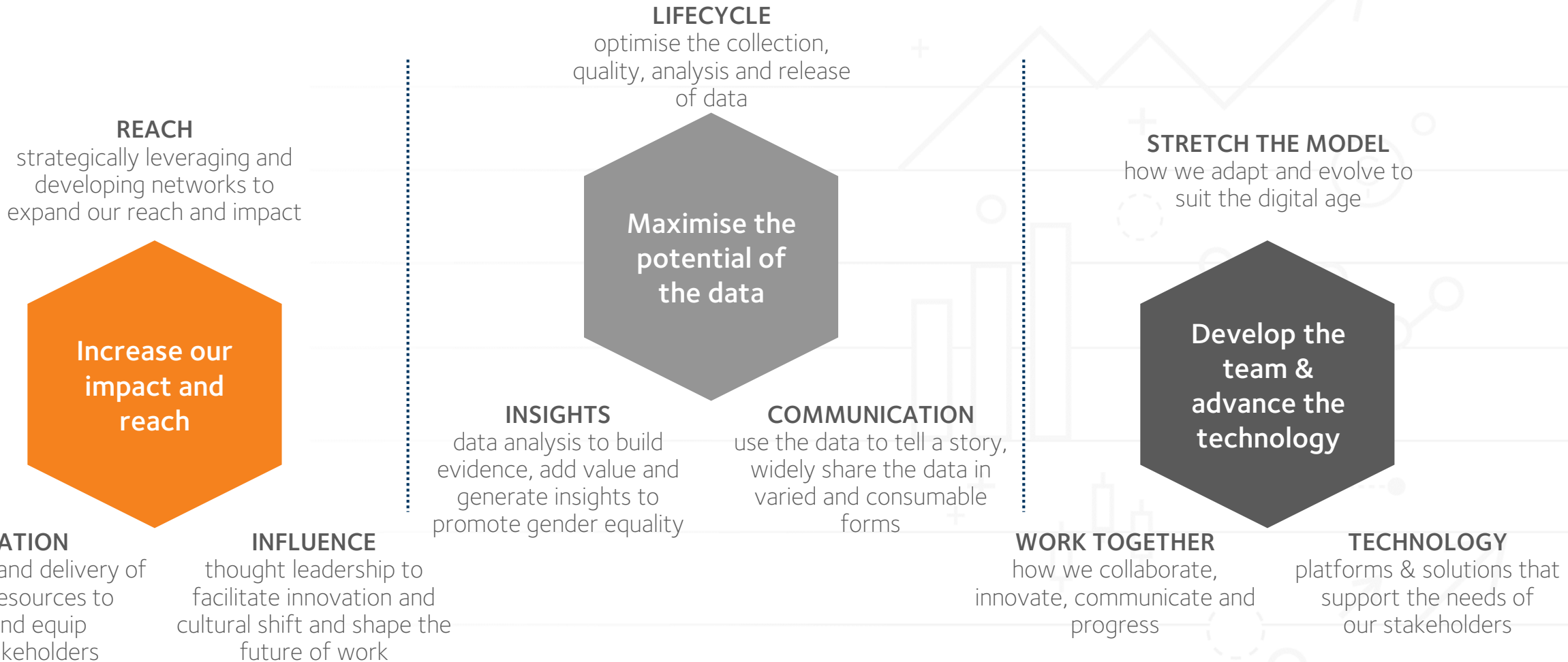
- the provision of advice and assistance to employers, and
- the assessment and measurement of workplace gender data.

## Our Values

Impartial  
Committed to Service  
Accountable  
Respectful  
Ethical

# Strategic Plan 2020-2024

These are our three key pillars and supporting 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, in part, due to the Agency's contribution to the debate through **regular speaking engagements and presentations, research collaborations, increased media coverage**, the recognition of 119 organisations as Employers of Choice for Gender Equality and an increasing number of Pay Equity Ambassadors.

In November 2019, the Agency released data from **the sixth 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.

The Agency continued to produce research reports in collaboration with other organisations. In 2020, Bankwest Curtin Economics Centre (BCEC) and the Agency released the **fifth report in a gender equity series**. The findings identified a strong and **convincing causal relationship** between improved company productivity, performance and profitability and the presence of women on Boards and in senior leadership positions. Based on the Agency's analysis of available information, the establishment of this causal relationship **is a world-first**.



**“There has been a strong increase in employer action on gender equality. As employers take action, gender equality outcomes improve and the gender pay gap declines.”**

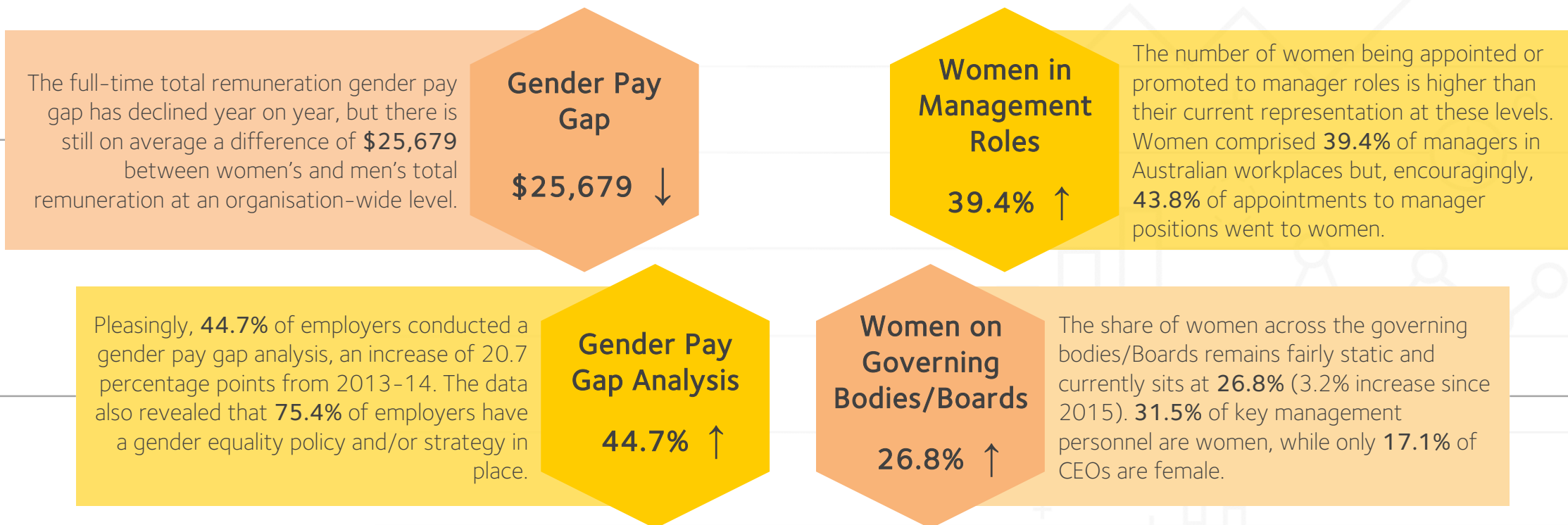
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WGEA 5 Year Data Comparison  
Report



## Gender equality indicators

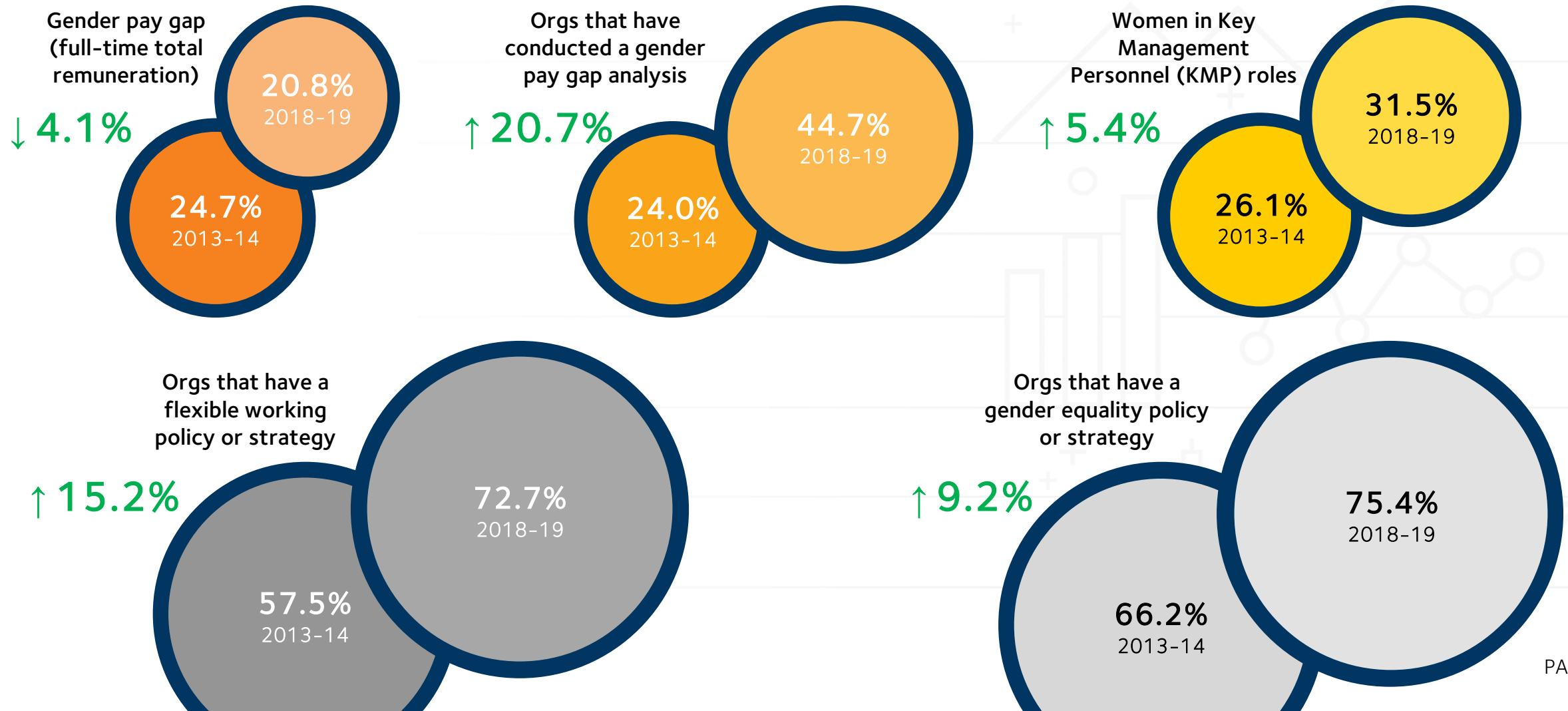
A snapshot of census results for 2018-19 reporting period



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



**“Our data shows that when employers take action, it makes a difference. More women are getting promoted to managerial roles. More employers are offering paid parental leave to their staff. More organisations are implementing policies or strategies to support gender equality or promote flexible working, as well as measuring their pay gaps and taking action to close them.”**

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WGEA gender equality  
scorecard 2018-19

## Planned Performance

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We have identified the following key activities, performance measures and targets that we will use to assess our performance against each of the three overarching themes of our strategic plan.



# Performance Plan for 2020/21 period

## Increase our impact and reach

WGEA establishes a framework for public sector and SME reporting.

- ✓ Engage with **public sector** agencies to establish a voluntary reporting program and agree reporting commitment
- ✓ Develop **data matching protocol** to assist the public sector enable standardised comparisons against private sector reporting.
- ✓ Undertake a **pilot voluntary reporting** program and develop supporting resources

## 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 and recommendations on potential amendments and changes .
- ✓ Assessment of the value and use of **voluntary data points** collected to provide for enhanced and expanded analysis of workplace gender equality issues

## 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

- 🚩 A voluntary reporting program for public sector commences with some State, Local and Federal governments agencies submitting their **first voluntary report**
- 🚩 A sample of voluntary data collected is statistically significant **allowing aggregate comparison** with private sector.

🚩 Effectiveness of the WGE Act is reviewed and **recommendations** made to Government.

🚩 **Data quality score** maintained.

🚩 Expansion of **data analysis and data visualisation** of workplace gender equality issues including utilisation of new CEO summary report and Tableau Public visualisations

🚩 Over 98% of organisations are able to successfully report using the new **Reporting and Data Management System platform**.

🚩 Over **50% of reporting** organisations provide some voluntary data.

🚩 Increased utilisation of **digital support channels**, such as live-chat, self-service cases and knowledge hub

# Performance Plan for 2021/22 period

## 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 achievement **awards program**.

## Maximise the potential of the data

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

- ✓ Review **Data Tool capabilities** and its integration into WGEA's website.
- ✓ Develop and maintain research partnerships and close collaboration with **ATO, ABS and HILDA**.
- ✓ Undertake **consultation with stakeholders** to maintain and build **targeted educational** resources/tools.

## 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

- 🚩 Public and private employers embed gender equality principles in procurement policies
- 🚩 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.
- 🚩 Launch of an **interactive data tool** for employees.

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

# Performance Plan for 2022/23 and 2023/24 periods

## Increase our impact and reach

WGEA is a leading source of data and research on gender equality.

- ✓ Identification of **additional partners** to interrogate WGEA's dataset for further in-depth insights (international and national).
- ✓ Build **broader research partnerships** to provide expanded analysis .
- ✓ Undertake **a review** of the gender equality minimum standards.
- ✓ Develop a gender equality **champions program**

## Maximise the potential of the data

WGEA responds to the changing data landscape and provides fresh insights

- ✓ **Biennial Report** to the Minister providing additional commentary on the outcome of review of **data collection processes and practices**
- ✓ **Collaborate** with other government agencies to provide **integrated data**.
- ✓ Development of **data link and sharing partnerships** with international data providers / sources.

## Develop the team & advance the technology

WGEA expands integrated customer engagement tools in the reporting and data management platform.

- ✓ Program that provides **targeted resources**, tools and information to transition employers into leading practice employers
- ✓ Undertake survey and **consultation** with reporting organisations
- ✓ Develop **feedback options** on public report submission and **expand** live chat function

## Targets

WGEA **data is used** in the consideration of **public policy** including economic recovery policies .

Minimum **standards reflect** community expectations of employers regarding workplace gender equality

**Gender champions with SME, public and private sector** receive WGEA **recognition** for best practice programs.

WGEA data collection is recognised by **legislative change** of more relevant mandated data points.

WGEA produces **expanded intersectionality** in data scorecard.

Agency has **increased digital literacy** with a 'digital first' communications strategy

Identify and incorporate **areas of improvement** for reporting and leading practice and analysis outputs.

The Agency has **clarity on the impacts** of any potential or flagged changes to reporting processes.

increased **engagement** with Agency education tools and resources

# 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

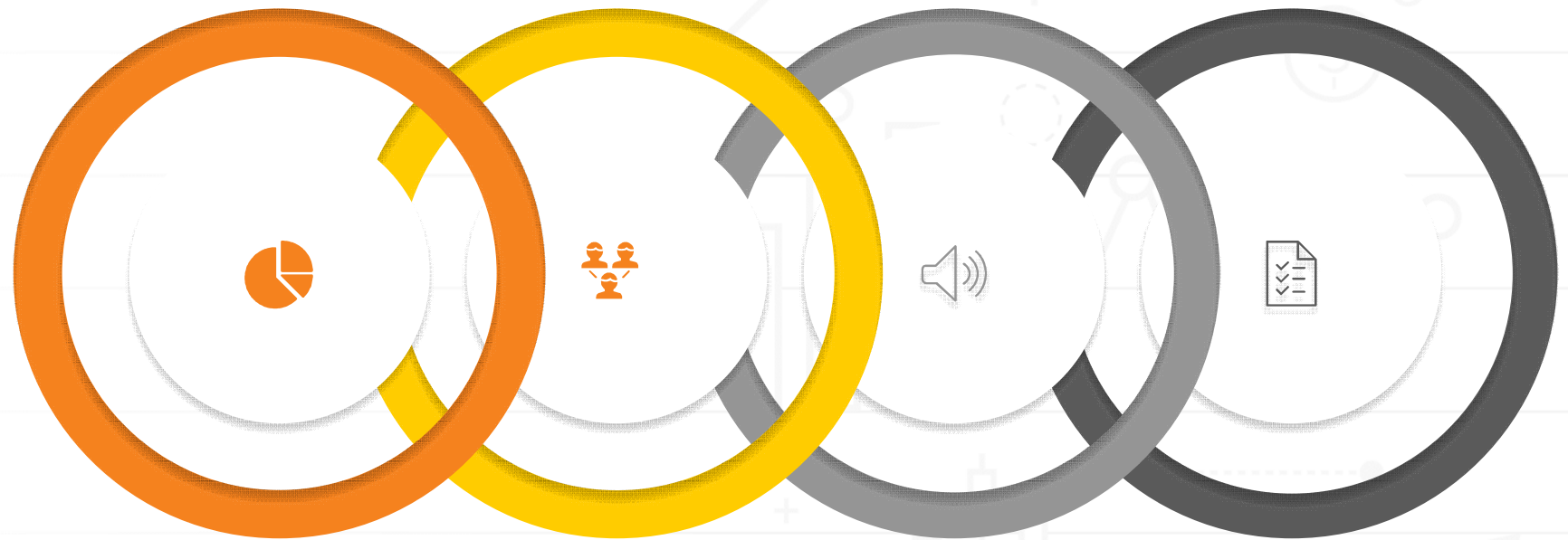
The Agency has an approved average **staffing level of 33** for the financial year 2020-21.

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** required of our employees, 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.

### Core Capabilities



●  
**Data collection, analysis and management.**

● ●  
**Provision of advice to employers.**

● ● ●  
**Promoting awareness and action.**

● ● ● ●  
**Governance and enabling services.**

## 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.

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

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

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

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



# Risk Management

Managing risk is everyone's responsibility at WGEA.



## 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 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.

**Note:** The publication of the Agency's Corporate Plan 2020-21 was deferred for one month due to the impact of extended reporting submission arrangements put in place by WGEA to support employers affected by COVID-19.

# Thank you

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Workplace Gender Equality Agency

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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## 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)