



## Senator the Hon Katy Gallagher

Minister for Finance  
Minister for Women  
Minister for the Public Service  
Minister for Government Services  
Senator for the Australian Capital Territory

The Hon Mary Wooldridge  
Chief Executive Officer  
Workplace Gender Equality Agency

Dear Ms <sup>Mary</sup>Wooldridge

I write to provide you with an updated Statement of Expectations (Statement), as the Minister responsible for the Workplace Gender Equality Agency (WGEA). The Statement provides clarity about the Government's policies and objectives as well as the priorities for WGEA to observe in conducting its regulatory functions.

Updating the Statement now is timely given the Government's significant legislative reforms enabling transparency and accountability on employer gender pay gaps and accelerating action through a gender equality targets scheme.

The attached Statement acknowledges WGEA's independence as a statutory agency and outlines the Government's expectation that WGEA align its current and future work with the directions set out in *Working for Women: A Strategy for Gender Equality*. It also acknowledges the Government's election commitment to strengthen compliance with procurement rules to ensure the Government is only contracting with compliant companies under the WGE Act.

The Statement outlines expectations for WGEA to act in accordance with regulatory best practice, and drive change in workplace gender equality through regulatory action, awareness and education. It sets out expectations in relation to CEO leadership, transparency, communication ahead of major data releases and reporting and collaboration with myself and the Office for Women.

I request that you respond with a Statement of Intent outlining how WGEA will deliver on these expectations. Both the Statements of Expectations and Intent should be made publicly available on the WGEA website. These statements should also be incorporated into processes under the *Public Governance, Performance and Accountability Act 2013* (that is, in WGEA's corporate plan and annual report).

I look forward to continuing to work closely with WGEA to further advance gender equality in workplaces and accelerate action to close the gender pay gap. I also recognise the important implementation work being undertaken to support the gender equality targets scheme and am eager to see the first round of targets being set in 2026.

I acknowledge and thank you for all the work you have done and are continuing to do as CEO of WGEA.

Yours sincerely

A handwritten signature in black ink that reads "Katy Gallagher". The script is fluid and cursive, with the first letters of each word being capitalized and prominent.

**Katy Gallagher**

23 JUL 2025

## **WORKPLACE GENDER EQUALITY AGENCY STATEMENT OF EXPECTATIONS**

### **Introduction**

The Workplace Gender Equality Agency (WGEA) is an Australian Government statutory agency created by the *Workplace Gender Equality Act 2012* (WGE Act). WGEA is a non-corporate Commonwealth entity (a listed entity) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

As a regulator, WGEA administers the WGE Act whereby relevant non-public and Commonwealth public sector employers report annually to WGEA against the six gender equality indicators (GEIs) as defined in the WGE Act. The GEIs address the most pressing challenges to workplace gender equality. WGEA drives change through shining a light on gender pay gaps at a national, industry and employer level and supporting employers with the evidence, insights and capabilities they need to close the gender pay gap in their workplaces. WGEA also promotes and contributes to building public understanding about the impact of gender inequality in Australian workplaces.

This Statement of Expectations acknowledges WGEA's independence as a statutory agency and is designed to guide WGEA in exercising its functions and powers in line with Government's priorities and its policy agenda on gender equality. It also reflects WGEA's expanded functions as a result of recent legislative reforms.

WGEA is a key part of the Australian Government's architecture to achieve gender equality, with an important role to promote, improve, and accelerate the rate of change for gender equality in Australian workplaces.

### **Government priorities for gender equality**

The Government is committed to creating a better, gender equal Australia for everyone. *Working for Women: A Strategy for Gender Equality (Working for Women)* sets out the Government's vision for gender equality over the next decade.

WGEA has developed one of the world's leading data sets on workplace gender equality, and this data is a prominent source in *Working for Women's* reporting framework and WGEA plays a critical role in helping to drive this effort, especially in the sharing of good practice and as an interface between Government and private sector action.

I expect WGEA to align its current and future work with the directions set out in *Working for Women* and contribute its expertise on workplace gender equality to meet these ambitions. This includes the Government's election commitment to strengthen compliance with procurement rules to ensure the Government is only contracting with compliant employers under the WGE Act.

The Government has also introduced significant workplace reforms to accelerate the closing of the gender pay gap, support flexible work and protect against workplace harassment and abuse. WGEA's regulatory and reporting efforts should align with these reforms.

I also expect WGEA to be responsive to changing social, technological and commercial contexts, including relevant policy priorities agreed to by the Australian Government and the National Cabinet.

### **Driving change through regulatory action, awareness and education**

I expect WGEA to act in accordance with regulatory best practice, including under *Resource Management Guide (RMG) – Regulator Performance 128*, in its decision making, policies, processes and communication.

I expect WGEA to enhance its regulatory role to drive change in workplace gender equality outcomes by:

- Implementing recent and any future legislative reforms. This includes supporting relevant employers to select, commit to achieve or make progress on, and report on measurable genuine targets to advance gender equality in their workplaces.
- Responding to government priorities, including streamlining regulation to improve Australia's productivity performance. This could include rationalising data collection to focus on highest impact items, streamlining the employer reporting experience, and ensuring necessary data expansion aligns with agreed priorities in consultation with stakeholder groups, including unions.
- Building and maintaining public support and trust in WGEA's data collection, reporting and insights, including through effective and accessible communications and education resources.
- Supporting employers' ease of engagement with WGEA, including by working with employers and other regulators, government agencies and data collections to improve efficiency and reduce friction in reporting processes
- Supporting employers to comply with their obligations under the WGE Act, through appropriate guidance and regular review of data collected in consultation with stakeholders, including with unions.
- Strengthening compliance processes with employers and sharing data, where appropriate, with the Office for Women so it can effectively monitor and improve compliance with and transparency of the WGE Procurement Principles.

I expect WGEA to closely engage and collaborate with the Office for Women in the Department of the Prime Minister and Cabinet, other Government agencies, and the Respect@Work Council to develop and implement funded initiatives.

## **Build capacity and awareness of employers and the public**

As a driver of change and key partner in the gender equality landscape, I expect WGEA to use its dataset and insights to educate, motivate, and support Australian employers, unions and other key stakeholders in improving gender equality outcomes in Australian workplaces. WGEA's strong engagement with peak bodies, employers and unions will support it to optimally deliver its functions.

In addition to progress and annual reports, I ask WGEA for timely briefings to ensure the Government understands examples of best practice and tangible actions that employers are undertaking to make a difference across the six GEIs. I also ask for WGEA's participation in Government initiatives that aim to close the gender pay gap, at my or the Office for Women's request.

I ask for advance notice of WGEA's public campaigns and significant public data releases and reports, as well as opportunities for me to collaborate on these campaigns and data releases to maximise impact and reach.

## **Collaboration and engagement with the Office for Women**

I expect WGEA and the Office for Women in the Department of the Prime Minister and Cabinet to foster a strong working relationship to support me as Minister for Women. This includes agreeing a three-year strategic work plan to deliver on Government's workplace gender equality priorities and working as partners to develop the data and legislative amendments necessary to achieve the ambitions of *Working for Women*.

## **Leadership of the CEO**

As CEO of WGEA, I expect that you will lead the agency to strive for best practice and will be accountable for ensuring WGEA fulfils its obligations. I ask that in your role as CEO you:

- Build WGEA staff wellbeing, morale and capability to support a high performing agency responsible for regulatory and education and awareness functions.
- Actively manage risks associated with implementing WGEA's legislative functions.
- Provide high quality advice to me to identify and address key issues that arise in implementing functions under the WGE Act, including any significant issues relating to the work health and culture or capability requirements of the agency.

I expect this Statement of Expectations to be incorporated into PGPA Act processes.