



Australian Government



Workplace
Gender Equality
Agency

Annual Report 2024-25



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Annual Report: Available online at wgea.gov.au/about/governance/annual-report

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Communications & Campaigns Executive Manager



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Acknowledgement of Country

The Workplace Gender Equality Agency acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

Letter of transmittal

28 November 2025
Senator the Hon. Katy Gallagher
Minister for Women
Parliament House
Canberra ACT 2600

Dear Minister

I have pleasure in presenting to you the Annual Report of the Workplace Gender Equality Agency (WGEA or the Agency) for the 2024-25 year. Subsection 12 (1) of the *Workplace Gender Equality Act 2012* requires me to submit this report to you by 30 November.

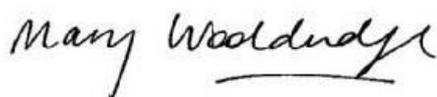
This report has been prepared in accordance with all applicable obligations of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This report includes the Agency's annual performance statements and audited financial statements, as required by subsections 39(1)(b) and 43(4) of the PGPA Act.

I certify that I am satisfied that for the financial year 2024-25 the Agency, in compliance with section 10 of the Public Governance, Performance and Accountability Rule 2014, has:

- prepared fraud risk assessments and a fraud control plan
- put in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes that meet the specific needs of the Agency
- taken all reasonable measures to deal appropriately with fraud relating to the entity.

Yours sincerely



Hon. Mary Wooldridge
Chief Executive Officer



Overview

Reader's guide

This WGEA Annual Report informs the Minister for Women, Parliament, relevant employers, and the public about the performance of the Agency in 2024–25.

This Report has been prepared according to parliamentary reporting requirements.

The year in review

Profiles the Agency's relevant employers, the key activities for the year and includes a message from the Chief Executive Officer (CEO).

Agency overview

Provides an overview of the Agency's purpose, vision and values, and outlines its functions and structure as defined by the *Workplace Gender Equality Act 2012 (Cth)* (the Act).

Report on performance

Provides specific information on the Agency's performance in 2024–25, including an analysis of its performance as a regulator.

Management and accountability

Provides information on the Agency's corporate governance, human resource management, financial management and other management areas.

Financial statements

Contains the Agency's audited Financial Statements for 1 July 2024 to 30 June 2025.



Year in review

Message from the CEO

Each year the Agency's Annual Report shows how the dedicated team at WGEA strives to fulfill the Agency's vision to achieve gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.

This year, progress towards that vision has begun to accelerate, driven in part by legislative reforms that set an expectation of transparency, accountability and employer action to achieve a gender equal experience at work. Investment in the growth of the Agency has enabled WGEA to support employers through these changes and to work directly with them to deliver more effective actions to improve equality.

Our world-leading dataset is an established, trusted baseline to measure our nation's progress before and after these reforms. It's also a powerful lever to inform the most effective pathway to positive change – with employers supported to use the insights contained within it to improve employee experiences.

As legislative reforms refocused employer attention on gender equality, WGEA provided employers with evidence-informed guidance and access to gender-equality experts. WGEA's Insights and Capability team supports employers to undertake gender pay gap analysis and craft action

plans that are more likely to deliver gender equal outcomes. Our stakeholder and public communications has put more emphasis on education, shifting perceptions of the gender pay gap and the drivers that sit behind it, and repeating messages about how to take action – based on the evidence of what works.

As a result, this year we have momentum with significant increases in the number of employers reporting undertaking a gender pay gap analysis and taking action as a result. Men account for a larger share of employees taking primary carer's parental leave. More CEOs, board members and workplace leaders are paying attention, and challenging the status quo to improve their policies, practices and workplace culture to support gender equality.

This progress is a reflection on the incredible work of all WGEA's employees, their dedication, expertise, and powerful sense of purpose. Every WGEA employee is part of a comprehensive approach helping workplaces to accelerate change. They work with employers to improve compliance and the reporting process, check and analyse the data, empower workplace leaders to build fairness into every interaction and shift perceptions of what gender-equal means.



“It’s been a tremendous honour to have guided the Agency’s work since 2021. I’m energised by the engagement and improvement that I have seen from employers in that time.”

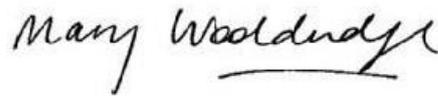
WGEA CEO Mary Wooldridge

It’s been a tremendous honour to have guided the Agency’s work since 2021. I’m energised by the engagement and improvement that I have seen from employers in that time. Their dedication and commitment to creating equal and fair workplaces is clear - both in conversation with business leaders and in the progress we can see from the data they report to WGEA.

I also offer my thanks to the Minister for Women, Senator the Hon. Katy Gallagher, her team and the Office for Women. Their clear articulation of an expectation of employer action to ensure

gender equal workplaces, and their support for WGEA and our role to accelerate change are a critical part of the progress we see in this Annual Report.

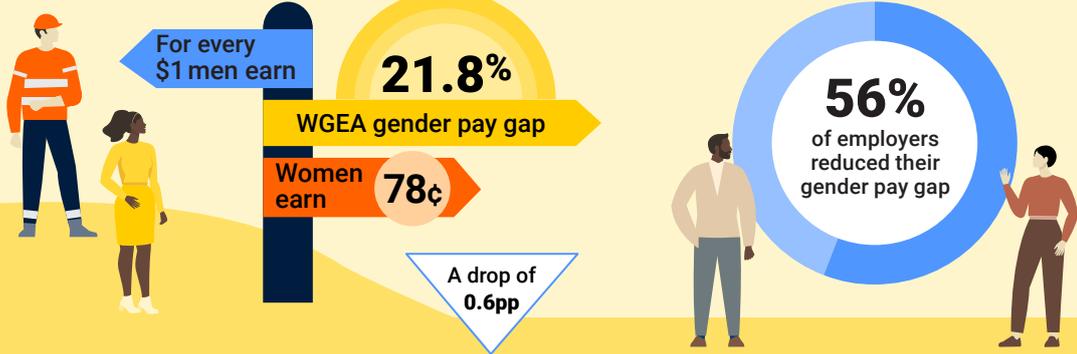
Together, we are making positive inroads to close the national gender pay gap and make workplaces fair, safe and equal for everyone.



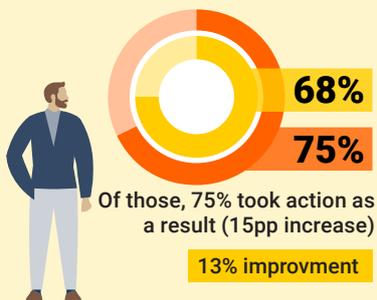
Mary Wooldridge
CEO



Key statistics



68% of employers undertook a gender pay gap analysis



50%

of employers have a **median gender pay gap above 8.9%** and an **average gender pay gap above 12.1%**

Targets legislation passed the Parliament in March 2025

Employers who directly employ 500 or more employees are required to select 3 gender equality targets and meet or demonstrate improvement against each of them at the end of 3 years

27%

of organisations have gender-balanced boards (2pp increase)

66%

of organisations have men-dominated boards (2pp decrease)

68%

of employers offer paid parental leave (5pp increase)

Men account for 17% of all primary carer parental leave taken (3pp increase)

Average of nearly

15,000

views per month of the Data Explorer



1 nifty calculator for employer gender pay gaps

developed to help Australians understand and connect with Equal Pay Day in 2025

120

Commonwealth public sector gender pay gaps published for the first time covering

241,000

employees

More than **8,600**

media mentions across print, broadcast and online publications



3,700

participants in WGEA masterclasses and webinars to build employer capacity for action



13

tools and education resources with advice on taking action and leading practice developed or refined

Employee data relates to 2023-24 reporting release which was published in November 2024



Progress towards workplace gender equality

Key achievements

2024-25 both follows and precedes the implementation of legislative reforms designed to mobilise employers and ensure they are delivering a gender equal experience for all their workers.

These reforms began with the requirement for large employers to have a policy or strategy for each of the 6 Gender Equality Indicators (GEIs). The GEIs cover areas that evidence shows improves gender equality at work. Having comprehensive strategies and entitlements for each GEI provides a foundation for ensuring fairness, safety and equality.

There is no equality at work without safety at work. Expanded employer reporting on sexual harassment prevention and response in the context of new positive duty requirements places a spotlight on the critical areas where employers can improve.

Evidence shows transparency drives action in relation to workplace gender equality. The legislative amendments took a two-pronged approach in this regard.

Requirements for employers to provide their WGEA reports to their governing body drives internal transparency and accountability while the publication of employer gender pay gaps provides external transparency, with executives and Boards now publicly accountable for their performance and progress.

The new requirement for large employers to select and meet, or demonstrate improvement, on gender equality targets clearly sets the expectation that employers will enhance their employees' experience at work and deliver tangible improved outcomes.

Finally, with the Commonwealth Public Sector now reporting to WGEA, the Agency's reach expands and more workers are the beneficiaries of a renewed focus and efforts in this regard.

This suite of reforms, based on evidence of 'what works', is already resulting in progress as measures of gender equality in workplaces improve.

Figure 5: Workplace Gender Equality Act legislative reforms 2022-2025

Reform	Have policies / strategies covering the 6 GEIs*	Expanded sexual harassment reporting (GEI 6)	WGEA reports go to the Board	Publish employer gender pay gaps	Select and meet Gender Equality Targets*	Reporting by Commonwealth public sector
Objective	Employers have a foundation of strategies and entitlements in areas that improve gender equality	Deeper assessment of sexual harassment and discrimination prevention and response actions	Internal transparency and accountability on performance	External transparency and accountability on performance	Requirement for employers to take action and deliver tangible improvements in their workplace	Expand coverage of gender equality reporting

* Employers who directly employ 500 or more employees.



To achieve our purpose, WGEA administers gender equality reporting and undertakes compliance activity. WGEA uses data from reporting to track progress and develop insights. The Agency provides direct advice and capability building with employers and widely promotes understanding and

acceptance of the importance of workplace gender equality. This work would not be possible without WGEA's dedicated and highly-skilled employees. Supporting their work and enhancing their capabilities is fundamental to driving change both for the Agency, and for all Australian workplaces.

Reporting, compliance and accountability

Employer reporting is the foundation of WGEA's work to promote and improve gender equality in Australian workplaces. Under the Act, private sector employers and Commonwealth public sector employers with 100 or more employees are required to report to WGEA annually against 6 GEIs. The act of reporting brings widespread attention to the data about employer performance, a key element in driving progress. Publishing the results is an important transparency and accountability mechanism to help motivate positive change.

WGEA monitors our reporting systems and processes, continually seeking to improve the employer experience.

Improvements to compliance and the reporting experience

During 2024-25 the Agency revised service standards to respond to enquiries within 5 business days. Our achievement rate was 83%.

There was an 11% increase in employers reporting to the Agency in 2024-25, employing over a quarter of a million additional employees.

An evaluation by Deloitte¹ found first-time reporters had poorer gender equality outcomes than other employers on average. This suggests the act of reporting itself may lead to improvement in performance and can help accelerate progress towards workplace gender equality.

To increase employer understanding of the requirements of the Act, the Agency published a Compliance Strategy in October 2024. This details employer obligations under the Act including the requirement to share their reports with their employees, shareholders and the governing body.

The Agency worked directly with employers to help them to report on time and provided clear communications about how and when to request an extension. If an employer did not report on time they were given the opportunity to explain the circumstances and/or why they should not be named as non-compliant. As a 'right touch' regulator, WGEA assesses and prioritises instances of non-compliance to determine an appropriate response.

WGEA helped employers to understand and prepare for reporting by updating the Reporting Guide to improve the navigation, add step-by-step instructions and provide clearer definitions.

We identified areas of confusion or delay within the Employer Reporting Portal and implemented fixes to improve the experience for employers. This included adding simple, clear and timely instructions at the point of each delay and better explaining submission errors.

¹ wgea.gov.au/sites/default/files/documents/DAE-WGEA-Evaluation-Baseline-Report-Final.pdf



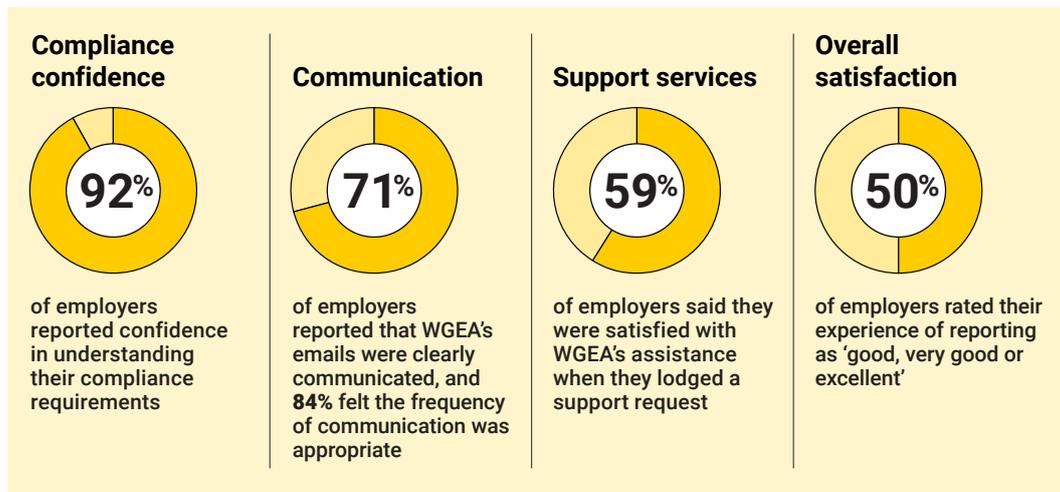
WGEA reduced the number of clicks to lodge the reporting questionnaire, streamlined the information provided in the Public Report and improved the look and feel. We also made the Public Report easier to download, review and share, particularly for employer CEO sign-off.

The Gender Equality Reporting team held drop-in sessions for employers to help them to understand the process of

reporting and their obligations. We also introduced call-back functionality for employers requiring individual assistance from this small team during the lodgment reporting period.

Following the lodgement period, WGEA surveys employers on their experience. The 2025 survey results showed that WGEA's efforts are improving the reporting experience.

Employer satisfaction survey 2024-25



Enhanced reports for corporate groups and subsidiaries

Employers who report to WGEA can choose to report as a submission group if the policies of the group are the same. This reduces the reporting burden for many employers as their submission can be made once, rather than multiple times. However, submission groups reflect a variety of corporate structures. This year, WGEA altered the way we publicly report employer information to capture all relevant employers, across corporate groups, subsidiaries and standalone employers.

This change provides more detailed and accurate information back to employers and the broader community. In March, for the private sector employer gender pay gap release, WGEA published information for 7,800 individual employers and 1,700 corporate groups, compared to 5,000 submission groups in the previous year.

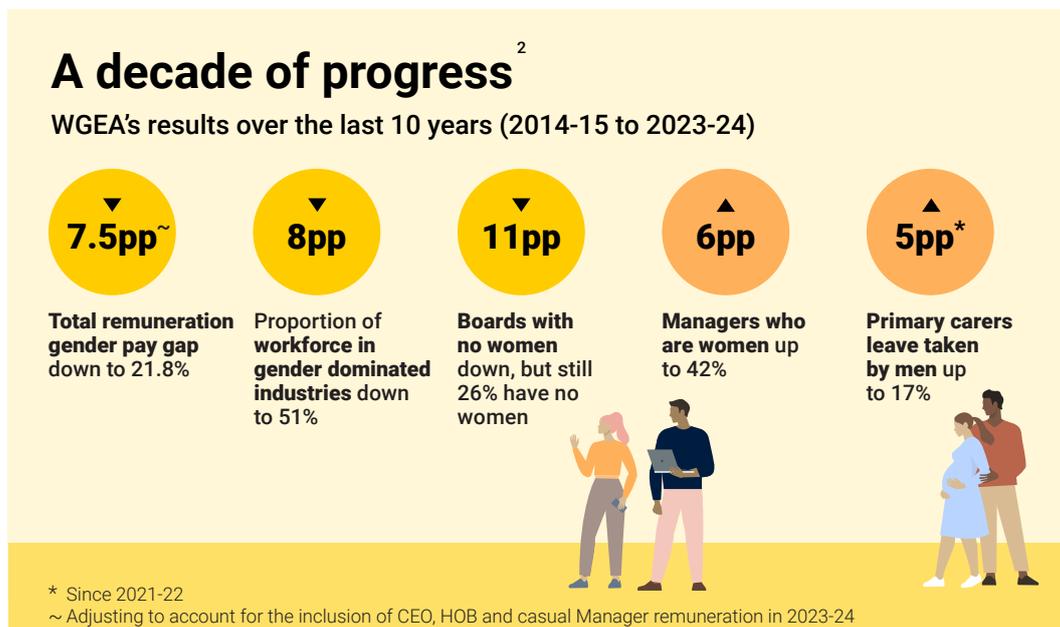
The Agency also introduced the Corporate Group Executive Summary. This new report complements the existing relevant employer Executive Summary, summarising an employer's results against each of the GEIs and giving an aggregate account of gender equality performance across the entire corporate group.



Data-driven progress tracking and insights

WGEA's world-leading workplace gender equality dataset offers insights into the experience of more than 5 million employees in Australia. This information, combined with evidence-informed education and research is a powerful tool to improve fairness, equality and safety in Australian workplaces.

This year's data and insights reports mark a decade of private sector employer reporting to WGEA and shows significant progress can be achieved from long-term, deliberate action.



Private sector Gender Equality Scorecard

The 2023-24 WGEA Gender Equality Scorecard released in November 2024, analysed the gender equality reports lodged by nearly 7,500 employers to provide an insight into the working experience of nearly 5.2 million Australians.

The gender pay gap published in the Scorecard included CEO, Head of Business and Casual Manager remuneration for the first time. Including these salaries increased the average total remuneration gender pay gap from 21.1% to 21.8%, which shows the impact of these highly paid and men-dominated roles.

During the year, WGEA supported employers to build their knowledge of the data and the actions they can take to improve gender equality with 1:1 advisory sessions, Masterclasses and updated guides on topics such as conducting a comprehensive gender pay gap analysis and drafting gender equality Action Plans. We also included these messages about how to take action in public communication.

Results across each of the 6 GEIs showed employers are making progress. The proportion of employers who conducted a gender pay gap analysis increased from 55% to 68% and the proportion of those taking action on the results rose from 60% to 75%, a reflection of WGEA's work to communicate the importance of these actions and public accountability as a result of gender pay gap publishing.

² wgea.gov.au/about/governance/progress-report

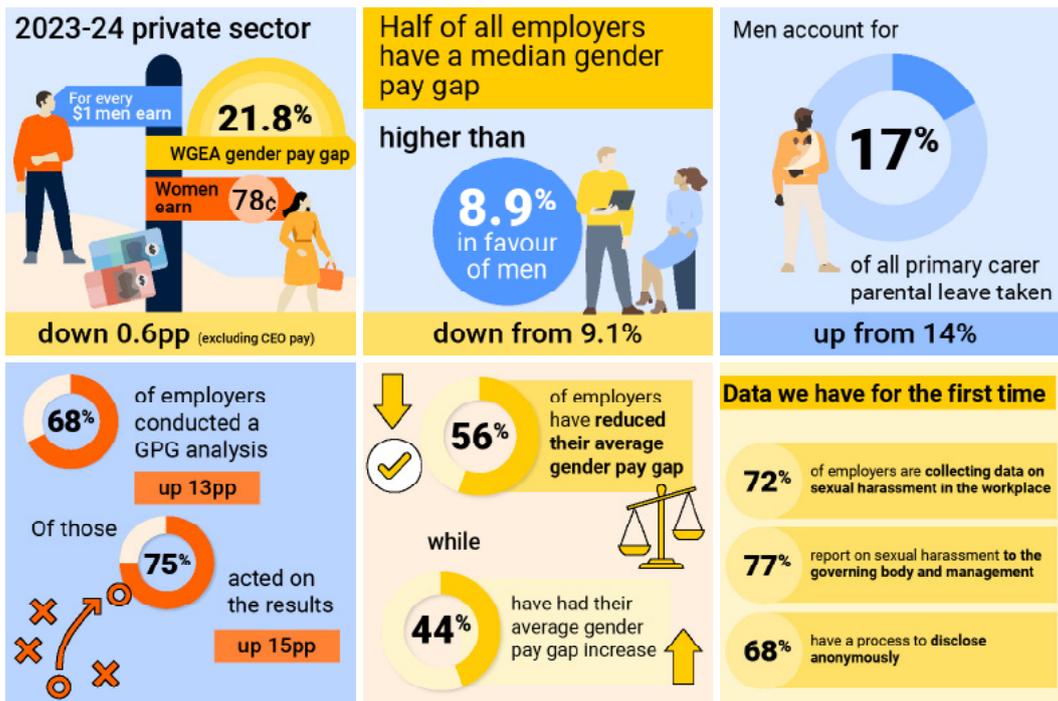




More employers (up 5pp to 68%) offer paid parental leave, and a greater proportion of parental leave was taken by men (up 3pp to 17%). More employers have a policy or strategy for employee consultation on gender equality (up 20pp to 51%) and more employers are consulting employees on gender equality (up 22pp to 69%), enabling them to better understand and address employees' experiences and priorities.

The Scorecard also included new information on employer policies and actions to prevent sexual harassment. WGEA partnered with Australian Human Rights Commission (AHRC) in releasing the data to demonstrate how employers could use the data to assess, improve and exceed their 'positive duty' requirements and why sexual harassment is a critical workplace gender equality issue.

Figure 6: Key results from private sector reporting



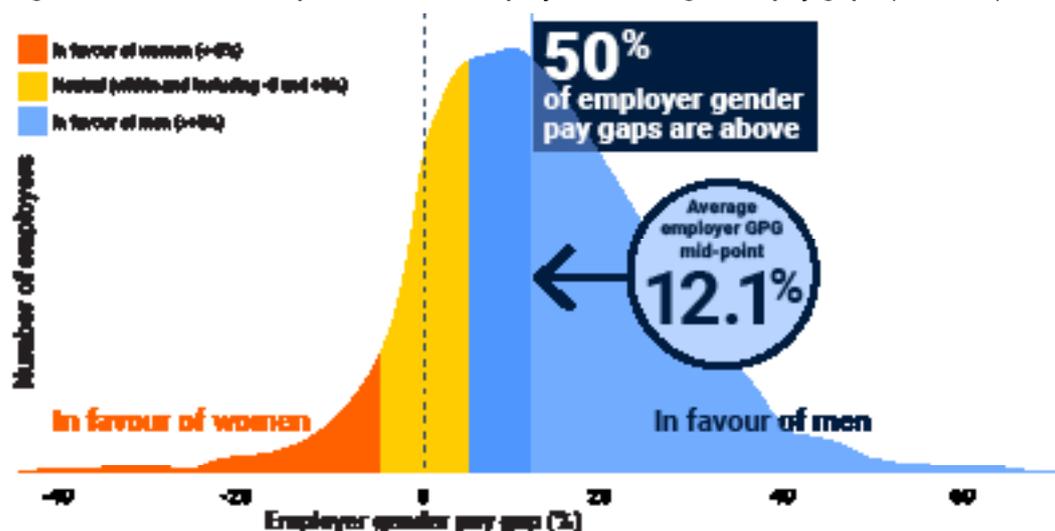
Publishing private sector employer gender pay gaps

In March 2025, WGEA published the 2023-24 gender pay gaps of 7,800 private sector employers and 1,700 corporate groups – covering more than 5.3 million Australian workers on the Data Explorer². The Agency also released an analysis of the results in the *2023-24 Employer Gender Pay Gaps Report*.

At 30 June the Report has had 33,729 views and 13,732 downloads, making it WGEA’s most popular report.

WGEA’s analysis of employer gender pay gaps found 56% of employers had improved their gender pay gap in the last 12 months, but 79% of employers still have a gender pay gap outside the target range of +/-5%.

Figure 7: Distribution of private sector employer median gender pay gaps (2023-24)



With CEO, Head of Business and casual Manager remuneration collected, WGEA could publish employer average gender pay gaps and average total remuneration per pay quartile for the first time in addition to median gender pay gaps in 2025. Comparing the average and the median can provide valuable insights for employers. For many employers, the average gender pay gap is larger than the median gender pay gap because it captures inequality in high-paid positions.

Commonwealth public sector Scorecard and employer gender pay gap release

123 Commonwealth public sector employers³ reported 2023 calendar year data to WGEA in the 2024 reporting program, up from 116 in the first year of reporting. In May 2025, WGEA published their median gender pay gaps⁴ and gender composition by remuneration quartile for the first time in the Commonwealth public sector Scorecard and on the Data Explorer. This information is an important new benchmark for public sector employers to understand their gender equality performance against the entire sector and compared to the private sector.

2 Gender pay gap publishing and the Data Explorer cover more employers than the Scorecard as they include employers who lodge reports to WGEA after the Scorecard data cut off date of 31 August 2024.
 3 As 3 employers were security agencies, no employee data was reported
 4 The release included median gender pay gaps only as these employers were not yet required to report CEO remuneration to WGEA.



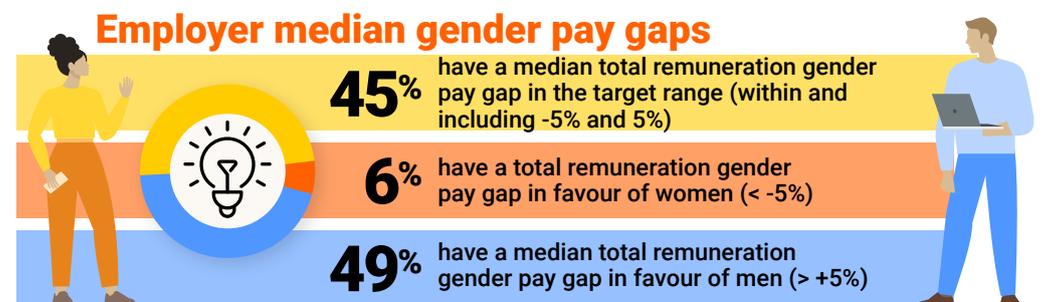
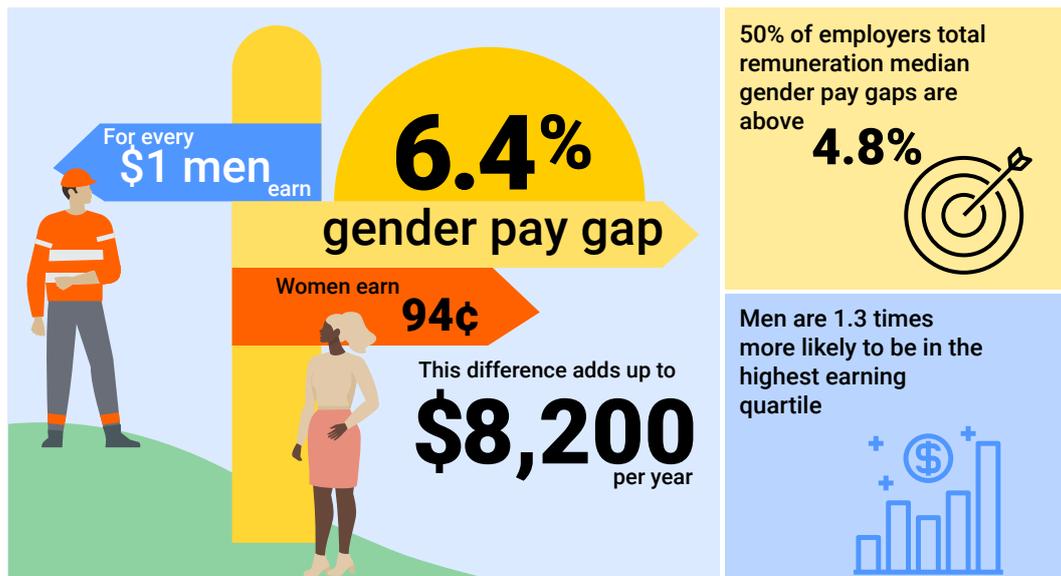
The results indicate Commonwealth public sector employers have lower gender pay gaps than the private sector. 50% of Commonwealth public sector employers have a median total remuneration gender pay gap lower than 4.8%, compared to 8.9% in the private sector. 45% of employers had a median gender pay gap in the target range of + or – 5%, compared to 21% in the private sector. Overall, the Commonwealth public sector had an average total remuneration gender pay gap of 6.4%, compared to the private sector’s 21.1% gap⁵.

A significant proportion of Commonwealth public sector employers understand the complexity of the drivers of their gender pay gap and they are taking action to reduce it. This is seen in the large numbers

of employers that undertook a gender pay gap analysis and took action as a result. It is also reflected in a large number of employers consulting their employees about their experiences in the workplace. Promisingly, even with generally low gender pay gaps, 51% of employers reduced their gender pay gap year-on-year.

The Scorecard also showed the Commonwealth public sector has achieved gender balance in workforce composition at the manager level, in the upper pay quartile, and on governing bodies. But employers have an opportunity to accelerate progress by increasing men’s uptake of parental leave and broadening the range of information they examine to become a comprehensive gender pay gap analysis each year.

Figure 8: Highlights from Commonwealth public sector results



5 Compared on a like-for-like basis





Data Explorer refresh

The Data Explorer on WGEA's website is a public database of the information employers report to the Agency against the 6 GEIs. The tool provides valuable benchmarks for industries and employers to assess their progress on improving workplace gender equality.

WGEA has continued to work to improve the functionality of the Data Explorer this year by expanding the number of data points published and improving the ability to compare employers. Changes to the user interface made it possible to filter employers by attributes such as their industry or size. The refresh led to a significant increase in users. Nearly 15,000 average monthly page views were recorded in 2024-25, up from 7,400 in 2023-24.

Gender Equity Insights report

WGEA's longstanding partnership with Bankwest Curtin Research Centre (BCEC) has led to leading edge analysis of our dataset. The 9th installment of the *Gender Equity Insights Series* was released in September 2024, titled '*The changing nature of part-time work in Australia*'.

Australia has one of the highest shares of part-time employment across OECD countries. Employees are increasingly seeking flexibility and opportunities to tailor work schedules and locations to their needs. However, the report identifies a decline in the share of women engaged in part-time work. At the same time, full-time roles that incorporate flexible work arrangements, such as remote and hybrid work options are becoming more prevalent in Australian workplaces. The findings present employers with an opportunity to actively consider what more they can do to support part-time employees as well as those who need to, or choose to, work flexibly.

Advise and empower employers

Reporting alone is not enough to achieve gender-equal workplaces. Employers also require support, expertise, and evidence to make decisions that improve safety, fairness and equality. WGEA uses insights from the results of employer reporting to develop tailored advice and to inform where initiatives and programs can have the most impact. Over the past year, WGEA's team of data and gender equality experts have provided valuable evidence and insights, helping employers identify and make changes that make a difference to their employees.

Setting gender equality targets

Parliament amended the Act in March 2025 to require designated relevant employers (DREs) who directly employ 500 or more employees, to select and meet targets against the 6 GEIs. In 2026, DREs will select and commit to achieve 3 gender equality targets from a menu of 19 numeric and action targets. They have 3 years to meet or demonstrate improvement against each target.

WGEA advised the Minister and worked with the Office for Women to design and draft the amending legislation to base it on the evidence to ensure it would achieve its objective of accelerating change for gender equality and set a realistic and achievable framework for employers.

The Agency moved quickly to implementation by scoping requirements, delivering solutions collaboratively across the Agency. Technology and data warehouse changes were required along with a comprehensive campaign of stakeholder engagement and education to support employers to select meaningful targets.

New resources include an FAQ website page, Targets Menu Guide, Baseline Information Guide, and Targets Selection Guide.

WGEA launched a new Masterclass in May 2025 to support employers to select and meet gender equality targets. In the first month of launching, hundreds of people attended the 'Target setting for workplace gender equality' Masterclass



with 84% of responding attendees saying they were either very satisfied or satisfied with the learning experience.

We will continue this work in 2025-26 to help employers to comply and drive genuine and meaningful change in their workplaces.

Updated employer guides and tools

Employers and the community are engaging with WGEA's resources across a broad range of topics including the gender pay gap, action planning, selecting targets, employee consultation, improving composition and preventing sexual harassment.

In 2024-25, there were more than 17,500 downloads of these key educational resources, including 3,400 of the Gender Pay Gap Analysis Guide and 1,500 downloads of the Action Planning Playbook.

The WGEA Action Planning Playbook and the Action Planning Tool, provide employers with valuable resources to inform and enhance their own autonomous action planning.

Industry capability development program

WGEA developed a new 4-month workshop series, the Accelerator Program, to build HR practitioners' and line managers' capability to embed gender equality into everyday practices. The content covered in the 2 day in-person days and 6 online tutorials aims to strengthen employee experiences, enhance organisational outcomes, and support sustained achievement of workplace gender equality. Developed using a train-the-trainer model, the series enables leading practice to be scaled across the organisation and the broader industry.

WGEA piloted workshops for construction industry employers in response to the ACA Culture Pledge for 75% of members to achieve WGEA's Employer of Choice for Gender Equality Citation by 2028.

Updated and improved Workplace Gender Equality Citation

Following an extensive review, WGEA made substantial changes to the Citation and launched the new Workplace Gender Equality Citation Standards in December 2024.

The new Citation represents a significant step forward in recognising and promoting meaningful progress toward gender equality. It encourages and celebrates employers' achievement and commitment to achieving gender equality with a focus on outcomes and the employee experience.

The revised Citation provides employers with an evidence-informed blueprint for taking effective action on workplace gender equality and supports employers to implement a continuous improvement process to deliver a gender-equal experience across their employee lifecycle.

Participants in the program receive education and tailored support from WGEA's gender equality advisers, including access to our Accelerator Program. Achieving the Workplace Gender Equality Citation provides national recognition as a future-focused, gender-equal employer.

Employer Masterclasses and direct advisory services

In 2024-25 1,478 people attended a WGEA Masterclass. The online classes cover topics such as how to conduct a gender pay gap analysis, how to develop an effective action plan, selecting gender equality targets, and designing roles for part-time.

In addition, the Agency held 68 Direct Advisory sessions with employers, responding to their specific contexts and organisational data to provide tailored advice and guide their action planning. This tailored advice helps employers to take effective action that is suited to their individual workplace context.



Build understanding and acceptance

Recent reforms have shown public attention drives change. Media and employee attention brings a spotlight to key areas for action, challenging outdated myths and generating discussions about the impact of inequality for employees.

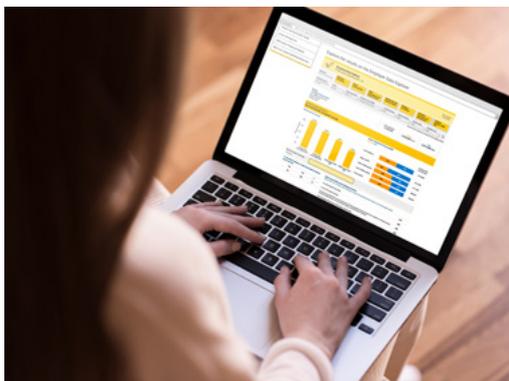
WGEA delivered a series of data-led national awareness campaigns to build understanding and shift mindsets throughout 2024-25. This included Equal Pay Day, annual data releases and the publishing of gender pay gaps for private and Commonwealth public sector employers.

More community interaction with WGEA's digital resources

There were 1.86 million views of the WGEA website in 2024-25, from more than 468,000 active users. The Agency's Employer Data Explorer was viewed nearly 115,000 times. The national Data Explorer closely followed with nearly 112,000 views.

This shows many Australians are interested in the gender equality performance of their employer, potential employers or perhaps even the organisations they support and choose to spend money with.

On social media, our LinkedIn recorded an average impression rate of 78,000 while the monthly newsletter reached more than 16,200 subscribers.



Equal Pay Day

The Agency highlighted the real and life-long impact of the gender pay gap on women with an Equal Pay Day campaign titled, 'It doesn't add up'. Falling on 19 August 2024 Equal Pay Day marked the 50 days into the new financial year that Australian women must work to earn the same, on average, as men did the previous year.

Equal Pay Day is an important moment for us to connect with employees and to promote workplace discussions about the part all employees can play in working towards gender equality. The campaign built understanding of the key drivers of the gender pay gap and the actions employers can take to address each of these drivers. It was recognised in the Equal Pay International Coalition's *Equal Pay Best Practices* as one of the key examples of effective awareness-raising initiatives on the gender pay gap.

The 2024 campaign website page was viewed more than 5,100 times. WGEA's social media posts reached 244,642 people on LinkedIn and 21,920 on Instagram. Equal Pay Day was mentioned in the media 424 times during the campaign with a combined reach of 6 million people.



End the Gender Pay Gap interactive campaign



In the lead-up to the publishing of gender pay gaps in March 2025, WGEA launched an interactive webpage to encourage community engagement with gender equality in workplace.

The 'End the Gender Pay Gap' campaign included an educational quiz to test knowledge of what the gender pay gap is and how it can be addressed. Users were encouraged to share their experiences of workplace gender equality and to visit WGEA's Data Explorer to access their employer's gender equality results. By raising awareness of the information

and resources that are available on the WGEA website this campaign aimed to empower all Australians to help mobilise their employers to take action to address the issues that create the gender pay gap. Over the duration of the campaign 4,800 people participated in the quiz.

Public speaking and community engagement

WGEA representatives participated in 33 public speaking engagements throughout 2024–25. Sharing our expert insights at panel discussions, webinars, keynote speeches and employer and industry group workshops supports our role to educate and engage with key stakeholders on gender equality.

The Agency is frequently asked to speak about our workplace gender equality dataset and associated insights at roundtables, business conferences and industry summits. The organisers are wide-ranging and include the CEOs for Gender Equity annual CEO Summit, Australia and New Zealand School of Government (ANZSOG) Deputies Leadership Program, the Future Women Leadership Summit, the Diversity Council Australia's Accountability in Action webinar, Women on Boards Directors Lunch and the Australasian Railway Association.

Enhance our people's capability to accelerate change

Our people are the key to our performance. We are constantly evolving our strategies to attract, develop, and retain the talent and expertise we need. WGEA is dedicated to fostering a workforce that values inclusion, champions difference, and harnesses the strengths that diversity brings.

Supporting the health and wellbeing of our employees is a top priority. We offer information resources and guidance to employees and proactively strive to maintain a safe, supportive workplace for our people. We also embrace data-driven approaches, innovative technologies, and flexible workforce models to stay ahead.



To remain effective, we must continue investing in our capabilities, including our people, technology systems, and operational practices.

Employer Census results

WGEA is one of more than 100 agencies and entities that participates annually in the APS Employee Census. Our 2025 APS Census results show that WGEA employees continue to be proud to work for the Agency, believe strongly in our purpose. WGEA employees report feeling engaged and empowered by their managers to respond to future challenges and understand how their role contributes to delivering outcomes for the Australian public.

Following the 2024 Census, the Agency took several actions to celebrate the strong uplift achieved in our health and wellbeing policies and support scores, and to investigate any factors detracting from our positive workplace culture. This included a commitment to improve and fully implement the project management governance framework and practices. WGEA also improved and expanded the Agency Intranet, creating an effective HUB for information and resources to enhance employee communication.

Boosting our internal capability

The Agency upskilled our middle managers with a new leadership capability program designed against the APS Integrated Leadership System.

WGEA continued the APS Craft program that includes integrity, risk management, fraud, privacy, security and respect in the workplace to equip our team members with the skills, tools and knowledge and operate effectively as an APS employee. The Agency also enhanced employee

capability with education to help employees understand and implement legislative reforms to optimise work practices with a focus on project management and governance.

Strengthening security, project management and technical development

Security remained a key focus in 2024–25 with a specific focus on the Agency's commitment to privacy, compliance, and operational resilience. WGEA re-evaluated our readiness and resilience against cybersecurity risks and identified a roadmap of improvements to further secure our systems.

In 2024-25, WGEA continued to find digital, technology-based solutions to improve our project management and record keeping. Digitising our project management tools, using software already available within WGEA, has reduced the manual workload for project leads, enhanced cross-team collaboration through shared online platforms, and unlocked new ways to visualise and track project progress in real time. These improvements are helping to embed a more agile, transparent, and efficient approach to project delivery across the Agency.

The Agency transitioned to a new service and support delivery model which has helped retain critical intellectual property within our Technology team. This reduces the time and cost of onboarding and retraining developers. It has also enabled more strategic, long-term planning, allowing us to deliver Employer Reporting Portal improvements in a more deliberate and sustainable manner, rather than through short, reactive bursts of development.



Agency overview

About the Agency

WGEA is a non-corporate Commonwealth entity established by the *Workplace Gender Equality Act 2012*.

Our purpose

The objects of the Act are to promote and improve gender equality in employment and the workplace, and to work with and provide support to employers to remove barriers to women's full and equal workforce participation, to eliminate gender-based discrimination in employment, to encourage employer-employee consultation, and to enhance business productivity through advancing gender equality.

Role and functions

The legislation sets out WGEA's powers to achieve the objects of the Act. To achieve these and accelerate progress on gender equality in Australian workplaces, WGEA undertakes and focusses on the following functions:

Reporting, compliance and accountability:

Administers annual gender equality reporting, ensuring employers comply with the Act and promote transparency of employer performance and outcomes.

Data-driven progress tracking and insights:

Determine benchmarks for the 6 gender equality indicators to track progress, develop insights and use findings to promote effective practice.

Advise and empower employers:

Provide education, advice and support that equips employers to implement effective gender equality interventions.

Build understanding and acceptance:

Promote and contribute to workplace and public discussions of gender equality.

Our vision

Achieving gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.

Our values

WGEA is committed to the APS values of being impartial, committed to service, accountable, respectful, ethical and practicing stewardship. Our culture and values support us to achieve our purpose now and into the future.



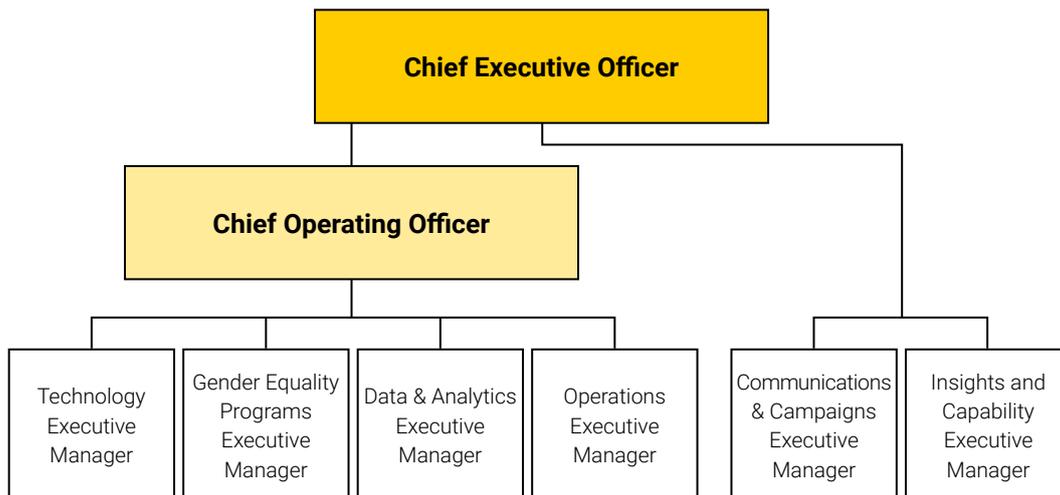
Our dataset

The Act requires private sector employers and Commonwealth public sector employers with 100 or more employees to report to the Agency annually against 6 gender equality indicators (GEIs). 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: Sexual harassment, harassment on the ground of sex or discrimination.

Our executive structure

Organisational structure of the WGEA as at 30 June 2025



Latest snapshot of employers

In 2024-25¹, there were 8,239 private sector relevant employers² and 123 public sector relevant employers that reported to WGEA against the 6 GEIs. These employers employ 5,441,663 Australian employees.

Figure 1: Employers for 2024–25 private sector Gender Equality reporting, by industry

Industry ³	Relevant employers (No. of)	Employees (No. of)	Women (%)	Men (%)	Non-binary ⁴ (%)
Accommodation and Food Services	545	345,726	51.40	48.15	0.45
Administrative and Support Services	508	326,351	46.50	53.18	0.33
Agriculture, Forestry and Fishing	104	39,420	36.64	63.31	0.05
Arts and Recreation Services	176	111,805	51.53	48.01	0.46
Construction	444	191,569	20.93	79.03	0.04
Education and Training	697	552,917	66.37	33.33	0.30
Electricity, Gas, Water and Waste Services	98	65,619	27.48	72.31	0.21
Financial and Insurance Services	396	346,700	52.84	47.03	0.13
Health Care and Social Assistance	1,216	950,682	77.68	22.00	0.33
Information Media and Telecommunications	167	80,241	42.78	56.83	0.38
Manufacturing	870	375,421	27.68	72.26	0.06
Mining	277	201,758	22.64	77.32	0.05
Other Services	249	104,257	51.82	47.99	0.19
Professional, Scientific and Technical Services	977	431,100	43.38	56.40	0.22
Public Administration and Safety	62	53,951	28.63	71.26	0.12

1 Based on a data cut-off of 31 August 2025.

2 Obligations under the WGE Act apply to relevant employers. A relevant employer includes (1) any employer with 100 or more employees in Australia, (2) a registered higher education provider that is an employer, or, (3) a Commonwealth company or entity that is an employer of 100 or more employees in Australia. A relevant employer does not include state government public sector employers and any associated state-owned employers.

3 Industry figures are calculated using the employer-designated primary industry, (ANZSIC) for each relevant employer.

4 The reporting of non-binary employees is voluntary.



Industry	Relevant employers (No. of)	Employees (No. of)	Women (%)	Men (%)	Non-binary (%)
Rental, Hiring and Real Estate Services	115	46,816	39.04	60.88	0.08
Retail Trade	496	811,742	55.90	43.65	0.46
Transport, Postal and Warehousing	371	214,210	26.56	73.37	0.07
Wholesale Trade	471	191,378	37.71	62.00	0.28
All industries	8,239	5,441,663	51.27	48.46	0.27

Figure 2: Employers for 2024–25 private sector Gender Equality reporting, by size

Organisation size	Number of employers	Number of employees	Women (%)	Men (%)	Non-binary (%)
5,000+	130	1,607,238	57.29	42.34	0.37
1,000-4,999	841	1,653,944	51.7	48.04	0.26
500-999	1,014	701,524	45.74	54.08	0.18
250-499	1,964	687,963	47.73	52.02	0.25
100-249 ²	4,290	790,994	46.09	53.71	0.20

² Once classified as a relevant employer, if employee numbers fall below 100, they continue to be a relevant employer until they have fewer than 80 employees.

Figure 3: Employers for 2023 Commonwealth public sector reporting, by employer type⁵

Public sector APS employer type	Number of employers	Number of employees	Women (%)	Men (%)	Non-binary (%)
APS employers	80	157,800	61.85	37.75	0.40
Non-APS employers	39	83,424	41.18	58.54	0.28
Total	119	241,224	54.70	44.94	0.36

Figure 4: Employers for 2023 Commonwealth public sector reporting, by size

Commonwealth public sector employer type	Number of employers	Number of employees	Women (%)	Men (%)	Non-binary (%)
5,000+	11	144,763	54.56	45.00	0.43
1,000-4,999	29	68,633	54.17	45.57	0.26
500-999	17	11,993	53.65	46.22	0.13
250-499	27	9,998	59.36	40.42	0.22
100-249	35	5,837	58.56	41.22	0.22

⁵ Department of Defence’s submission to WGEA was not included in the main results but appears in Appendix 1 of the Commonwealth Public sector Scorecard. ³ security agencies did not report employee numbers.



Report on performance

Annual performance statement

The 2024-25 WGEA Annual Performance Statement has been prepared in accordance with the requirements of section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) for the 2024-25 financial year.

It reflects WGEA's performance in accordance with section 39(2) of the PGPA Act.

Performance reporting framework

WGEA's Annual Performance Statement reports on the period from 1 July 2024 to 30 June 2025 and provides an assessment of performance against key activities, performance measures and targets in the Corporate Plan 2024-28. Our evaluation framework sets targets on national workplace performance in 3 areas: (1) the gender pay gap, (2) workforce composition and (3) alternative working arrangements. The Corporate Plan 2024-28 includes measures on our effectiveness as a regulator and driver of change, and targets against the principles of regulator best practice.

Our key activities

The WGEA Corporate Plan 2024-28 outlines the key activities we focus on to accelerate change in Australian workplaces to deliver on our purpose. These are:

1. enhance the reporting experience
2. generate knowledge, insights and tools for change through our comprehensive dataset, education and research
3. drive broader, deeper action with employers
4. enable and amplify national gender equality momentum
5. enhance our capability to accelerate change.



The Agency’s overall outcome evaluation framework provides targets to be achieved by 2026-27. These are:

Objective		Target by 2026-27
Elimination of the gender pay gap		Reduction of 3pp
The workforce gender mix of the Board, KMP and managers overall, becomes balanced		Positive movement of 5% Board members, 5% KMPs, 4% managers
Part-time working arrangements are available for managers, and there is gender-equal take-up of parental leave.		Positive movement of 8pp of proportion of primary carers’ leave taken by men, 2pp in part-time manager roles

Progress against this outcome evaluation framework is reported below.

In our capacity as a regulator, the Agency upholds the Government’s principles of regulatory best practice. We are committed to continuous improvement, building trust, risk-based and data-driven regulation, and collaboration and engagement, as articulated in the Regulator Performance Guide (July 2021).

We embed and act in accordance with these principles by:

- collaborating and engaging with our stakeholders to adopt a whole-of-system perspective
- continuously improving our performance
- building staff capability and enhancing our culture
- using data and digital technology to manage risks proportionately
- being transparent and responsive
- implementing regulations in a modern and collaborative way.

The Ministerial Statement of Expectations and WGEA Statement of Intent underpin our regulatory responsibilities. They can be found on the [WGEA website](#).

Analysis of performance against purpose

The Agency has performed strongly against performance criteria in 2024-25.

By supporting employers to report to us annually against the 6 GEIs and publishing that data and insights, WGEA generates crucial evidence that people have different experiences in the workplace because of their gender. These insights help us support employers to build their capability to improve equality and fairness in their workplace.

In response to significant legislative reform in 2023, WGEA published private sector employer gender pay gaps for the second time in February 2025 and Commonwealth public sector employer gender pay gaps for the first time in May 2025. This measure has been shown internationally to be a catalyst for action on gender equality.

In March 2025, the Parliament passed the *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025*. This legislation sets a new bar for performance by large employers. From 2026 it requires employers who directly employ 500 or more employees to select



3 gender equality targets and meet or demonstrate improvement against them at the end of 3 years. WGEA undertook research and consulted extensively with key stakeholder groups to advise the Government on the design of the scheme and the menu of targets that employers can select. WGEA is now working to support employers to select meaningful targets that will improve gender equality in their workplace.

Over the past 12 months, the Agency has continued work to reduce the burden on employers by:

- improving the reporting experience through simplification and reduction in the number of documents for employers to handle
- a comprehensive upgrade of reporting communications and guidance materials
- enhancements to the reporting portal and improved response times for support requests.

In November 2024, the Agency released its annual Gender Equality Scorecard, reporting and analysing the gender equality data provided to us for the period 1 April 2023 to 31 March 2024 by private sector employers. The Agency released additional

insights and research during the year. The Agency continued to enhance the useability of our Data Explorer by improving the ability to compare employer performance, including gender pay gaps and workforce composition.

The Agency has made progress against the targets set for achievement by 2026-27 in our overall outcome evaluation framework:

- 1.7pp reduction achieved against the target of 3pp reduction for the Gender Pay Gap
- 0.9pp positive movement achieved against 5% positive movement target for percent of women Board members
- 2.5pp positive movement achieved against 5% target for percent increase of women KMPs
- 1.2pp positive movement achieved against 4% target for percent increase of women managers
- 3.5pp positive movement achieved against 8pp target of proportion of primary carers leave taken by men.

Progress against target of 2pp increase in part-time manager roles has not yet been achieved. The Agency is continuing to focus effort on progress on this important metric.

Current state (2024-2025 reporting) and progress

21.8% across WGEA's reporting employers – 1.7pp reduction**	Women represent: <ul style="list-style-type: none"> • 34.9% of Board members – 0.9pp positive movement • 37.5% of KMP – 2.5pp positive movement • 42.2% of Managers – 1.2pp positive movement 	16.9% of primary carer's leave is taken by men – 3.5pp positive movement 6.5% of manager roles are part-time – no change
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**With the gender pay gap calculation methodology change, to include CEO, HOB and casual manager remuneration, a 0.7pp reduction is applied to the result to account for this.

Further discussion and statistics on WGEA's key activities, aligned with our legislative mandate, can be found in the **2024-25 Year in Review** section of this report.



Results

Key activity 1 and Regulator BP Principle 1 and 3: WGEA enhances the reporting experience

The Agency is committed to improving the reporting experience and monitoring and minimising the regulatory burden on relevant employers while maintaining the relevance and accuracy of the data we collect. Each year, WGEA surveys employers on their reporting experience to identify areas for improvement.

In 2024–25, WGEA undertook a comprehensive review of its reporting communications and guidance materials to improve clarity, accessibility, and usability for employers. Key actions included the revision of correspondence related to reporting and non-compliance, as well as a significant update to the Reporting Guide.

Overall result for the measure: Achieved

Key Performance Indicator (KPI)	1.1 Percentage of positive responses from reporting employers about their reporting experience Target: 55% satisfaction with the reporting platform (Portal) and 50% satisfaction with reporting support
Results	Fully achieved
Analysis	Employer survey results following the 2025 private sector submission period were a 57% satisfaction rating with the reporting platform (5pp increase) and 59% satisfaction rating with reporting support (22pp increase). The results reflect multiple actions to better support employers and reduce the regulatory burden in 2024-2025 including online drop-in sessions; redesign and reduction of Public Report documents; a review of reporting communications and guidance materials; introduction of a call-back function for employers who lodge a support request; and early identification and resolution of potential employer login issues.
Measurement methodology	Annual survey of representative sample of private sector reporting organisations about reporting experience.
Key Performance Indicator (KPI)	1.2 Time taken to complete WGEA Census Target: Improve proportion taking 40 hours or less to prepare and lodge report
Results	Achieved
Analysis	Employer survey results following the 2025 private sector submission period were that 64% took an average of 40 or less hours to complete the WGEA Census. This is a new methodology so not comparable to previous year.
Measurement methodology	Survey of representative sample of reporting organisations about reporting experience.



Key Performance Indicator (KPI)	1.3 Regulated employers understand their obligations Target: Increase number of employers compliant with the legislation
Results	Achieved
Analysis	Compliance increased by 4% in the 2023-24 reporting year with an 89% compliance rate in 2022-23 and a 93% compliance rate in 2023-24.
Measurement methodology	Internally generated report on relevant employers who are compliant for completed reporting period. Note: compliance previously calculated by submission group.
Key Performance Indicator (KPI)	1.4 Number of privacy, security or data breach training and awareness activities delivered to WGEA employees Target: Maintain 5 activities
Results	Achieved
Analysis	5 privacy, security and data breach training and awareness activities were delivered to WGEA staff. The mix of activities includes online modules, externally facilitated sessions and participation in Privacy Awareness Week.
Measurement methodology	Internal capture.

Criterion source

- Workplace Gender Equality Agency 2024-25 Corporate Plan
- Workplace Gender Equality Agency – Entity resources and plan performance 2024-25 Portfolio Budget Statement (PBS)



Key activity 2 and Regulator BP Principle 2: Generate knowledge, insights and tools for change through our comprehensive dataset, education and research

During the year WGEA produced Gender Equality Scorecards for the private and public sectors as well as standalone insight pieces. Usage rates for the Data Explorer continued to increase.

In November 2024, WGEA released data on sexual harassment that was collected for the first time in the 2023-24 reporting period. This provided valuable insights into how employers are preventing and responding to workplace sexual harassment.

Section 12(2A) of the Act requires the Agency to submit a report to the Minister on the progress achieved in relation to the GEIs every 2 years. The Agency provided the 2022-24 Progress Report to the Minister in June 2025.

Overall result for the measure: Achieved

Key Performance Indicator (KPI)	2.1 Number of employees covered by WGEA reporting Target: Maintain or increase
Results	Achieved
Analysis	The dataset grew from 5.29 million to 5.41 million employees in 2024-2025. This includes the private and Commonwealth public sectors, and expands the picture of the state of gender equality in Australia.
Measurement methodology	Number of employees represented in WGEA scorecard datasets.
Key Performance Indicator (KPI)	2.2 Reporting generates timely insights Target: Industry Benchmark Report for Private Sector provided to employers by November each year
Results	Achieved
Analysis	Industry Benchmark Reports compare an employer's results with other similar-sized employers in the same industry. The CEO must provide this report to the governing body. Industry Benchmark Reports were made available on 6 November 2024.
Measurement methodology	Internal capture of system cut-off and report publication date.
Key Performance Indicator (KPI)	2.3 WGEA provides access to data and insights Target: page views per month for the Data Explorer (new analytics being implemented into Data Explorer)
Results	Achieved
Analysis	The WGEA Data Explorer is an online interactive resource available to the public that presents gender equality data collected by WGEA. In November 2024, WGEA significantly improved the Data Explorer user interface. Since then usage has increased from 7,405 average monthly page views to 14,981 average monthly page views.
Measurement methodology	Analytics on Data Explorer usage.



Key Performance Indicator (KPI)	2.4 WGEA provides access to education and research Target: Increased engagement with tools, resources and research
Results	Baseline established
Analysis	104,945 users and 40,378 downloads key tools, resources and reports. 3 research insights reports.
Measurement methodology	# of users and downloads of key tools, resources and reports, # of research reports released.
Key Performance Indicator (KPI)	2.5 Tools and resources available to enable employers to take action and implement leading practice Target: At least 10 tools/resources newly developed or refined
Results	Achieved
Analysis	13 tools and resources were developed or refined to support employers to take action to promote workplace gender equality. These included the Gender Pay Gap Analysis Guide, the Employer Statement Guide, the Employer Gender Pay Gap Technical guide, Action Planning Playbook, and the Flexible Work Checklist. A Target Setting Masterclass was developed and is being delivered.
Measurement methodology	Internally generated report on new or refined resources.

Criterion source

- Workplace Gender Equality Agency 2024-25 Corporate Plan
- Workplace Gender Equality Agency – Entity resources and plan performance 2024-25 PBS2024-25 PBS



Key activity 3 and Regulator BP Principle 2: Drive broader, deeper action with employers

The Agency is committed to delivering advisory and education services to provide focused interventions and increased capability. WGEA has invested in, produced and delivered Masterclasses, direct advisory services, webinars and education guides on actions that evidence shows work to improve gender equal outcomes. This includes assisting employers to undertake a gender pay gap analysis, craft action plans and select targets.

Feedback from employers shows they find these resources to be valuable and importantly, this enhanced support is effective as the number of employers undertaking a gender pay gap analysis has increased year-on-year.

Overall result for the measure: Achieved

Key Performance Indicator (KPI)	3.1 Number of employer or stakeholder interactions to build capability Target: Maintain
Results	Achieved
Analysis	The Agency recorded 1,598 attendees at webinars and events during 2024-25, an increase of 68 from 2023-24. There were 2,098 attendees at capability sessions, an increase of 226 from 2023-24. WGEA delivered 63 masterclasses delivered to 1,478 learners, 68 direct advisory sessions and 3 face-to face full day gender equality workshops.
Measurement methodology	Internal capture of attendance at events/webinars and capability sessions.
Key Performance Indicator (KPI)	3.2 Satisfaction with WGEA's support for improved practice via capacity building, education and research Target: 85% satisfied or very satisfied
Results	Achieved
Analysis	Masterclasses and webinars survey results 94% satisfied/very satisfied.
Measurement methodology	Feedback gathered post interaction across a sample of WGEA activities.
Key Performance Indicator (KPI)	3.3 Employers undertaking a gender pay gap analysis and taking action as a result Target: 5% annual increase
Results	Achieved
Analysis	There was a 12 percentage point increase (68%) (2022-23 to 2023-24) in the number of employers who undertook a gender pay gap analysis. There was a 15 percentage point increase (75%) (2022-23 to 2023-24) in the number of employers who took action as result of undertaking a gender pay gap analysis.
Measurement methodology	Internally generated report through employer annual census.



Key Performance Indicator (KPI)	3.4 Number of employers who have improved their gender pay gap in a reporting year Target: Increased proportion of employers improve their gender pay gap
Results	Achieved
Analysis	There was a 1.7 percentage point increase (56%) in the number of employers who improved their GPG (2022-23 to 2023-24).
Measurement methodology	Internally generated report through employers annual census.

Criterion source

- Workplace Gender Equality Agency 2024-25 Corporate Plan
- Workplace Gender Equality Agency – Entity resources and plan performance 2024-25 PBS

**Key activity 4 and Regulator BP Principle 3:
Enable and amplify national gender equality momentum**

WGEA builds public understanding of gender equality in the workplace by publishing data and insights and gender pay gaps at an employer, industry and national level. Our active presence on digital channels and targeted campaigns build momentum for positive change.

WGEA delivered targeted communications campaigns to improve employer and community understanding of workplace gender equality. Our Equal Pay Day and End the Gender Pay Gap campaigns built knowledge of the drivers of the gender pay gap and the key actions employers can take to address them.

The Agency’s annual release of the Private sector gender equality Scorecard and the Commonwealth public sector Scorecard continued public education and acceptance of the broad range of issues causing inequality in workplaces. Key findings and opportunities to accelerate progress are communicated and amplified through media appearances, social media posts and interactive website content.



Overall result for the measure: Substantially achieved

Key Performance Indicator (KPI)	<p>4.1 Reach and engagement of communications to improve gender equality outcomes</p> <p>Target: Maintain media mentions above 7,000, social media - 90,000 average monthly impressions on LinkedIn. Website: 65% website engagement rate, 5% increase in website events (new tools to measure 2024-25). Email: 5% increase in newsletter subscribers list</p>
Results	Substantially achieved
Analysis	<p>WGEA secured 8,617 media mentions. Our website engagement rate was 83%. Our email newsletter reached 16,259 subscribers, a 335% increase thanks to connection and promotion through LinkedIn. Our website had 468,000 users and recorded 5,990,174 events. Progress on this metric is unable to be measured as it was a new metric brought into analytics this financial year.</p> <p>LinkedIn continues to be a vital social media platform for engaging employers and managers. The year’s WGEA’s LinkedIn posts generated an average of 78,044 impressions per month. This figure was lower than the KPI due to the Agency being unable to post content during the Caretaker period.</p>
Measurement methodology	Internal capture of reach. Internally generated report gathered using resources available for the media, website, social media and email.
Key Performance Indicator (KPI)	<p>4.2 Engagement with key sector stakeholders on gender equality</p> <p>Target: 40 per year</p>
Results	Substantially achieved
Analysis	WGEA develops and maintains meaningful relationships with stakeholders, including through individual meetings with employers as well as undertaking regular public speaking engagements that contribute to the national conversation on gender equality. WGEA undertook 33 speaking engagements that covered a range of employers, sectors and industries.
Measurement methodology	Internally generated report capturing speaking engagement activities.

Criterion source

- Workplace Gender Equality Agency 2024-25 Corporate Plan
- Workplace Gender Equality Agency – Entity resources and plan performance 2024-25 PBS



Key activity 5 and Regulator BP Principle 1: Enhance our people’s capability to accelerate change

The Agency is supporting our people to meet their full potential as we implement legislative reforms and work with employers to achieve our vision.

We have focused on advancing knowledge management and sharing processes, project management frameworks and practices, providing targeted development opportunities and selecting and successfully recruiting all roles across the Agency.

Overall result for the measure: Substantially achieved

Key Performance Indicator (KPI)	5.1 Percentage of positive responses to the APS Census question “My workgroup has the skills, capabilities and knowledge to perform well” Target: Improve result from previous survey
Results	Not achieved
Analysis	WGEA achieved a positive response rate of 64% in the 2025 APS Census, a 12 percentage point reduction on 2024 APS Census results. A focus of the Agency’s Census Action Plan in 2024 was to improve project management and work planning and continue to work to embed practices and improve capability. Focus and investment in this area will continue for the 2025 Action Plan.
Measurement methodology	APS Census.
Key Performance Indicator (KPI)	5.2 Percentage of positive responses to the APS Census question “I understand how my role contributes to achieving an outcome for the Australian public” Target: Maintain
Results	Achieved
Analysis	WGEA achieved a 95% positive response rate in the 2025 APS Census. Our results show that WGEA employees are proud to work for the Agency and believe strongly in our purpose. WGEA received an employee engagement index score of 77% placing 38 th out of 107 APS agencies.
Measurement methodology	APS Census.
Key Performance Indicator (KPI)	5.3 Percentage of positive responses to the APS Census question “I believe that one of my responsibilities is to continually look for new ways to improve the way we work” Target: Improve result from previous survey (81%)
Results	Partially achieved
Analysis	WGEA achieved a response of 78% representing a 3 percentage point drop from a high result of 81% in 2024. WGEA maintained an enabling innovation index score of 69% in the 2025 APS Census results, placing WGEA 43 rd out of 107 APS agencies.
Measurement methodology	APS Census.
Key Performance Indicator (KPI)	5.4 Percentage of positive responses to the APS Census question “My immediate supervisor/manager genuinely supports equality between genders” Target: Maintain
Results	Achieved
Analysis	WGEA achieved a 98% positive response rate representing a 3 percentage point increase from 2024.
Measurement methodology	APS Census.



Criterion source

- Workplace Gender Equality Agency 2024-25 Corporate Plan
- Workplace Gender Equality Agency – Entity resources and plan performance 2024-25-PBS

Financial Performance

The Agency’s appropriation was \$11.961 million in 2024-25, representing an increase of \$0.223 million from 2023-24. Additional funding of \$0.194 million was received through the Women’s Leadership Program, enabling the Agency to deliver on the recommendation of the WGEA Review and enhance our capacity to drive change and action on gender equality.

Total expenditure in 2024–25 was **\$12.952 million**, down \$0.03 million from 2023-24

Expenditure breakdown

Supplier **expenses** totalled **\$3.723 million**, accounting for **28.74%** of total expenditure. These costs included:

- IT and office equipment
- Memorandum of Understanding with DEWR and SDO
- Staff travel and professional development
- Subscriptions, printing, and publications

Lease costs associated with premises were **\$0.442 million**.

Employee **benefits** expenditure was **\$6.793 million**, representing **52.45%** of total expenditure.

Figure 11: Agency Resource Statement

	Actual available appropriation for 2024-25 (\$'000)	Payments made 2024-25 (\$'000)	Balance remaining 2024-25 (\$'000)
Ordinary annual services			
Departmental appropriation ⁽¹⁾	14.639	11.732	2.907
Total resourcing and payments	14.639	11.732	2.907
	2024–25	2023–24	
Average Staffing Level (number)	58	59	

⁽¹⁾ Appropriation Bill (No. 1), prior year departmental appropriation and section 74 receipts

Footnote

Appropriation Bill (No. 1), prior year departmental appropriation, Section 74 receipts are included in Actual available Appropriation.

Departmental and Capital Budgets are appropriated through Appropriation Acts (No.1). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

PGPA Act Section 74 receipts for \$171,600 (GST Inclusive)

Variance reflects the movement in the cash held and the appropriation receivable over the year.



Management and accountability

Corporate governance

WGEA's governance framework supports the Chief Executive Officer as the accountable authority to manage the Agency. The Chief Executive Officer and the Chief Operating Officer provide the top tier of authority, accountability, and control and exercise most financial and human resource delegations.

The CEO, COO and Executive Managers who are responsible for functional areas aligned with the Agency's strategic priorities form the Executive Team. The Executive Team is responsible for ensuring cross-agency collaboration and alignment of effort, day to day business and strategic planning as well as risk and performance management.

Executive management

As at 30 June 2025, the Executive team was the CEO, the COO and 6 Executive Managers.

The Executive Managers for Communications and Campaigns and Insights and Capability report to the CEO. The Executive Managers for Data and Analytics, Gender Equality Programs, Operations and Technology report to the COO.

This leadership structure supports a collaborative and agile approach to delivering the Agency's mandate, with each Executive Manager bringing expertise as well as strategic and management oversight.

Executive Team (as at July 2025):

- Chief Executive Officer, Mary Wooldridge
- Chief Operating Officer, Janette Dines
- Communications and Campaigns Executive Manager, Alison Godfrey (*Acting*)
- Data and Analytics Executive Manager, Dr Joel Holwerda (*Acting*)
- Gender Equality Programs Executive Manager, Tori Gooding
- Insights and Capability Executive Manager, Dr Samone McCurdy
- Operations Executive Manager, Anne Beath
- Technology Executive Manager, Felicity Leyne (*Acting*)

Planning and reporting

Each year, WGEA sets its strategic direction with a clear focus on purpose, impact, and performance. The Corporate Plan is our primary planning document, outlining the Agency's purpose, key activities, and the metrics by which success is measured.

The Corporate Plan anchors our broader planning framework, cascading into detailed operational business plans that show how each team contributes to strategic priorities. These plans encompass our core functions, resource allocation, risk management, and individual staff contributions, ensuring alignment from the Agency's overarching goals down to day-to-day operations.



The planning framework enables a strong line of sight from strategy to execution, empowering staff to connect with Agency purpose.

Performance is tracked through a robust evaluation framework, including key performance indicators that assess progress against our purpose and strategic activities. This framework supports both internal and external reporting requirements and is designed to adapt to evolving government policy.

We report our performance against the performance measures in the Corporate Plan; Portfolio Budget Statement; and through our Annual Performance Statements (presented from page 50), as required under section 39 of the PGPA Act.

Fraud control and risk management

The Agency did not identify any instances of fraud in 2024–25.

Fraud prevention and risk management remain integral to the Agency's governance and operational integrity. At WGEA, risk management supports us to regulate effectively, supporting sound decision-making and directing our efforts to the right priorities. We periodically review our strategic and enterprise risks to reflect changes in the operating environment, and to inform our approach to managing our risks and determining controls.

The Risk Management Policy, Fraud and Corruption Control Plan, Business Continuity Plan, and associated Risk Registers are reviewed regularly with oversight by the Audit Committee, ensuring they remain current and effective.

The Agency continues to take all reasonable measures to minimise the incidence of fraud. We foster a culture of transparency and ethical conduct. Our policies and procedures cover prevention and detection including reporting procedures and investigation protocols.

WGEA's Fraud and Corruption Control Plan complies with the Commonwealth Fraud and Corruption Control Framework and incorporates key requirements of the *National Anti-Corruption Commission Act 2022* (Cth) and *Public Interest Disclosure Act 2013* (Cth). The Plan is available to staff via the WGEA intranet. Our staff are required to complete fraud awareness training as part of induction and annually thereafter.

Annual refresher training ensures that managers and staff remain informed and engaged. All staff undertake annual refresher training on risk management. Risk management is integrated into Agency business planning and project management processes. Strategic planning includes the identification and treatment of risk. The introduction of pre-mortems for significant activities has kept managers and staff informed and engaged on the management of risk.

External scrutiny

The Agency is subject to an annual statutory audit performed by the Australian National Audit Office (ANAO). The outcomes of the 2024-25 audit were presented to the Audit Committee.

The members of the Audit Committee are:

- Margaret Smylie (Chair)
- George Sutton
- Lauren Humphrey

The role and responsibilities of the Audit Committee are set out in its Charter. The Committee provides independent assurance and assistance to the CEO on the Agency's governance framework and its financial statement responsibilities.

More information about the Audit Committee is included in Appendix 2.

There were no significant developments requiring external scrutiny of WGEA during 2024-25.



Managing our human resources

Assessment of effectiveness

Our people determine our success. Our team is skilled, engaged and motivated, playing a critical role in delivering on our strategic priorities. In 2024–25, we continued to invest in both individual and organisational excellence, with a strong focus on attracting, developing, and retaining staff who demonstrate the necessary capabilities. Our investment in leadership capability has ensured our people leaders have the capability and confidence to lead their teams to high performance and through change to support the Agency's strategic agenda.

In response to staff feedback, we prioritised enhanced planning actions with access to tools and resources that support high performance. This included initiatives to enhance role clarity and strengthen project governance, particularly for cross-team collaborations and change implementation.

Our staff engagement remains strong, with the 2025 engagement index being an impressive 77%. The 2024 APS Census provided clear insights into our workplace strengths and areas for growth, informing a targeted action plan that was published and successfully implemented. Our workforce remains highly engaged, productive, and committed to delivering outcomes for the Government and the Australian public.

A key focus of our 2024-28 Corporate Plan is to build capability that accelerates change. This is both for employers in their workplaces and for our staff in contributing to it. We are committed to helping our people reach their full potential and fostering a diverse, respectful, and inclusive culture. Our workforce strategies are continuously refreshed to ensure we attract and retain the skills we need, to embrace data and technology and support flexible work models.

Key initiatives during 2024-25 included:

- review and update of all human resource policies and guidelines
- advancing workforce and wellbeing strategies that support career and personal life balance
- recruiting and retaining skilled and motivated staff
- providing staff with professional and career development opportunities with 60% of staff participating in external professional development
- exploring flexible delivery models for training and capability building.

Capability development

In 2024–25, the Agency continued to strengthen our workforce capability to support employers and be an effective regulator. Team structures were refined to better align with our priorities. The Education and Research Team and the Capacity Building Team were combined into a new Insights and Capability Team.

The Insights and Capability Team plays a vital role in accelerating change through educating and supporting employers to build their capability to analyse their performance, plan and implement improvements and deliver a gender equal employee experience.

We increased resources to support employers in meeting reporting obligations and strengthened our privacy team, ensuring our regulatory practices are trusted and compliant. We also increased the resourcing for our data and analytics function to enable deeper insights from employer reporting into what works.

Capability development was informed by training needs analysis, enabling the delivery of tailored learning programs at both group and individual levels. Staff were encouraged to participate in a wide range of developmental activities, including:



- leadership coaching
- one-on-one and on-the-job training
- online learning via LearnHub
- APS Academy programs
- formal study
- temporary transfer
- participation in external conferences and training sessions.

The Executive Team participated in a 360 degree feedback process to support their development. In 2024–25, a total of \$148,310 was invested in training and development to support the growth and capability of our people.

Values, Code of Conduct and ethical behaviour

The Agency is committed to upholding the APS Values and Code of Conduct, which are embedded in our internal policies and procedures. By incorporating the values into daily operations and decision-making they become part of our workplace culture.

We maintain clear policies and procedures to ensure that appropriate behaviours and ethical standards, including the APS Codes of Conduct and Values, are upheld and actively promoted in accordance with the *Public Service Act 1999* (PS Act). This includes robust processes for identifying and managing actual or perceived conflicts of interest.

All staff complete mandatory 'Integrity in the APS' training at induction with annual refresher modules reinforcing our shared commitment to ethical behaviour and public service integrity.

In 2024-25, we undertook an extensive program of consulting and training staff on refreshed agency policies and guidelines and created a centralised information hub on the WGEA intranet. We also promoted and provided access to training and resources on the new APS value of stewardship.

Flexible work practices

Flexibility is key to workplace gender equality and a high-performing, inclusive culture. In 2024–25, 96% of staff accessed a range of flexible work arrangements, including remote work, adjusted hours, part-time and compressed working roles, and purchased leave. These arrangements are available to all staff including Executive Managers.

Our hybrid work model supports both operational effectiveness and employee wellbeing. Insights from the 2025 APS Census showed that 93% of staff felt that flexibility positively supported their productivity and engagement.

Diversity and inclusion

In 2024–25, the Agency continued to champion diversity and inclusion as core drivers of workplace equality and performance. We aim to foster a workplace that is inclusive, safe and respectful, to leverage the voices, skills and experience of our people and give everyone the opportunity to perform at their best. Our workforce reflects a broad range of backgrounds and experiences.

We continue to monitor and improve diversity across recruitment, retention, and leadership pathways. WGEA utilises RecruitAbility, a scheme which aims to attract and develop applicants with disability.

All staff completed mandatory training on integrity, inclusion, family and domestic violence and cultural safety. We also partnered with external organisations to deliver Agency specific training and resources.

Diversity and inclusion are central to our mission to advance workplace gender equality. By fostering an inclusive culture internally, we strengthen our ability to deliver impactful, equitable outcomes for employers and employees across Australia.



Our people demographics according to the 2025 APS Census include:

- 18% who report an ongoing disability
- 46% with carer responsibilities
- 22% identifying as LGBTIQ+
- 23% who identify as culturally and linguistically diverse
- 17% who consider themselves neurodivergent.

Information on enterprise bargaining

Under the WGEA Enterprise Agreement 2024-27 staff received a 3.8% payrise on 13 March 2025.

At 30 June 2025, 47 employees were covered by the WGEA Enterprise Agreement.

As at 30 June 2025, WGEA had one SES employee. Employment conditions for our SES employee are provided by an individual determination made under section 24(1) of the PS Act, relevant policies and Commonwealth legislation.

The salary ranges available for non-SES employees covered under the Agency Enterprise Agreement by classification level are outlined in Table 8. Table 9 refers to the remuneration of Key Management Personnel in the Agency.

Superannuation

The Agency pays 15.4% employer superannuation contributions to all employees. We also pay superannuation on behalf of employees during periods of unpaid parental leave. Contributions are made for up to 52 weeks from the commencement of paid leave, supporting continuity of retirement savings during critical life stages.

This policy reflects our commitment to gender equality and economic security for carers—particularly women—who are more likely to take extended leave for caring responsibilities. In 2024–25, 2 employees accessed this provision.

Non-salary benefits

The Agency offers additional benefits that support employee wellbeing, professional growth, and work-life balance and reflect our commitment to fostering an inclusive, high-performing workplace culture. This includes:

Health and wellbeing:

- access to the Employee Assistance Program (EAP) for employees, their partners, and dependants
- annual influenza immunisation.

Professional development:

- learning and development opportunities
- study assistance, including paid study leave and financial support for accredited courses
- paid time off for professional accreditation and memberships.

Flexible work and supportive leave options:

- purchased leave (up to 8 weeks annually)
- 2 paid volunteer leave days per year
- miscellaneous leave for cultural, ceremonial, and emergency situations.



Financial Benefits

Salary sacrifice arrangements such as additional superannuation contributions and leased motor vehicles.

Workforce profile and remuneration

At 30 June 2025, the Agency had 49 staff, including the CEO (with recruitment underway for 6 vacancies). This was 4% fewer than the previous year. (51 staff) See Figure 12 and 13 for details.

The majority of staff are based in Sydney, where our physical office is located. **20% (10)** staff work under formal remote arrangements:

- South Australia: 5 staff
- Victoria: 4 staff
- Queensland: 1 staff

These arrangements support our strategic goals to attract and retain specialist talent across Australia, enhance workplace flexibility, and promote gender equality through inclusive employment practices.

Figure 12: Ongoing staff as at 30 June 2025

Band	Full-time	Part-time	Man	Woman	Non-binary	Prefers not to answer	Uses a different term
CEO	1			1			
SES 1	1			1			
EL 1 and 2	10	2	2	10			
APS Level 5 and 6	23	3	7	19			
APS Level 2 to 4	2			2			
APS Level 1							
Total	37	5	9	33	0	0	0

Note: Includes ongoing staff on parental leave.



Figure 13: Non-ongoing staff as at 30 June 2025

Band	Full-time	Part-time	Man/Male	Woman/ Female	Non-binary	Prefers not to answer	Uses a different term
CEO							
SES 1							
EL 1 and 2	3			3			
APS Level 5 and 6	4		1	3			
APS Level 2 to 4							
APS Level 1							
Total	7	0	1	6	0	0	0

Figure 14: Ongoing staff as at 30 June 2024

Band	Full-time	Part-time	Men	Women	Indeterminate	Uses a different term
CEO	1			1		
SES 1	1			1		
EL 1 and 2	15		3	12		
APS Level 5 and 6	19	3	7	14	1	
APS Level 2 to 4	3		1	2		
APS Level 1						
Total	39	3	11	30	1	0

Note: Includes ongoing staff on parental leave.

Figure 15: Non-ongoing staff as at 30 June 2024

Band	Full-time	Part-time	Men	Women	Indeterminate	Uses a different term
CEO						
SES 1						
EL 1 and 2	4	1		5		
APS Level 5 and 6	5		1	4		
APS Level 2 to 4						
APS Level 1						
Total	9	1	1	9	0	0



Figure 16: Salary ranges by employment classification for non-SES at 30 June 2025

Band	Minimum (\$)	Maximum (\$)
EL2	142,760	162,629
EL1	122,574	132,269
APS Level 6	94,773	108,263
APS Level 5	87,953	93,194
APS Level 4	78,497	85,197
APS Level 3	70,934	76,503
APS Level 2	62,330	68,695
APS Level 1	55,167	60,650

Key: EL1 and 2: Executive Level 1 and 2. APS 1–6: Australian Public Service Levels 1 to 6.

Note: All figures reflect base salary only and exclude superannuation.

Executive remuneration

This section provides information on remuneration for WGEA's KMPs and senior executives during 2024-25. The Agency had 2 Executives who met the definition of KMP. The remuneration for the CEO was determined by the Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination 2025. Remuneration for WGEA's SES employee is established through an individual determination made under section 24(1) of PS Act.

Figure 17: KMP remuneration during financial year 2024-25

Name	Position title	Base salary	Bonus	Other benefits and allowances	Superannuation contributions	Short-term	Post-employment benefits	Other long-term benefits	Termination benefits	Total remuneration
						Long service leave	Other long-term benefits			
Mary Wooldridge	CEO	283,999	0	0	29,738	7,052	0	0	0	320,789
Janette Dines	COO	235,258	4,639	0	35,485	6,378	0	0	0	281,760
Total		519,257	4,639	0	65,223	13,430	0	0	0	602,549

Remuneration for senior executives

WGEA had no senior executives during financial year 2024-25 that were not KMP.

Information about remuneration of other highly paid staff

The Agency had no staff members who received remuneration above the threshold amount of \$260,000 during the reporting period.



Performance pay

The Agency's performance framework is designed to recognise and reward high performance. The WGEA Enterprise Agreement provides that eligible employees who have reached the top of their salary

band may receive a one-off payment of 2% of their base salary if they achieve a rating of 'consistently achieves' or above.

The following table outlines performance payment outcomes for the 2024-25 performance cycle.

Figure 18: Performance payments to non-SES staff during financial year 2024-25

Band	Number of staff who received performance pay	Aggregate of actual payments (\$)	Range of payments (\$)	Average payment (\$)
EL2	3	\$9,401	\$3,134	\$3,134
EL1	8	\$21,917	\$2,039 - \$2,549	\$2,421
APS Level 6	13	\$26,701	\$1,877 - \$2,086	\$2,054
APS Level 5	3	\$5,387	\$1,796	\$1,796
APS Level 4 to Level 1	1	\$1,313	\$1,313	\$1,313
All staff	28	\$69,358	\$1,313 - \$3,134	\$2,232

Strategic Commissioning Framework

In 2024-25 WGEA brought core work in-house in line with the APS Strategic Commissioning Framework. Our targets for 2024-25 aimed to bring \$172,710 (GST excl) of core work in-house in the job family Portfolio Program and Project Management. This target was substantially achieved with an actual reduction of \$155,439 (GST excl) in relevant supplier expenditure in 2024-25.

Disability reporting

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that support people with disability to participate in all areas of Australian life.

All levels of government have committed to deliver more comprehensive and visible reporting under the strategy. A range of reports on progress of the strategy's actions and outcome areas will be published and available at disabilitygateway.gov.au/ads.

Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at apsc.gov.au.



Work, health and safety performance

The Agency is committed to providing a safe, healthy, and inclusive workplace for all employees. Our work, health and safety (WHS) approach is proactive, people-centred, and aligned to the principles of the *Work Health and Safety Act 2011 (Cth)* (WHS Act) and broader APS wellbeing priorities.

In 2024 -25, we continued to invest in the physical and psychological safety of our workforce, recognising that a healthy workplace supports engagement, productivity, and retention. WHS matters were regularly discussed at Executive Team and all-staff meetings. New employees are educated on our policies, procedures and guidelines. All staff are required to complete WHS refresher modules annually.

As at 30 June 2025, we had 10 WHS workplace responsibility roles in the Agency to assist in maintaining WHS standards including 1 Health and Safety representative, 2 First Aid Officers, 3 Mental Health First Aid Officers, 1 Workplace Harassment Contact Officer and 3 Fire Wardens.

Our WHS framework supports early intervention and safe return-to-work processes for employees who are injured, ill, or impaired. The WHS Policy was reviewed and updated in 2024-25, reinforcing the Agency's commitment to a safe, healthy and supportive workplace and our approach to continuous improvement.

Comcare conducted a proactive inspection to determine whether the Agency has implemented an incident management system that allows it to achieve legislative compliance and is systematically reviewed to ensure it is delivering its intended WHS

outcomes. Comcare found no instances of non-compliance during the inspection. WGEA implemented all recommendations from Comcare's proactive engagement, strengthening our incident notification and reporting processes.

We are committed to preventing and managing injury and illness at work. In 2024-25:

- there were no notifications made under section 38 of the WHS Act
- no notices were issued under sections 90, 191, 195 or 198 of the WHS Act and no investigations were conducted.

Key initiatives in 2024-25 included:

WHS governance and culture

- maintenance of elected trained Health and Safety Representatives, First Aid Officers, Harassment Contact Officers, Mental Health First Aid Officers, and Fire and Floor Wardens
- targeted training delivered to staff in workplace responsibility roles
- psychosocial safety focus integrated into leadership development and onboarding programs.

Health and wellbeing

- access to Before Blue program offered through Comcare & Beyond Blue
- annual wellbeing program including seminars, resources, and campaigns focused on mental health, resilience, and respectful workplaces.

These efforts reflect our commitment to continuous improvement and a culture of care, safety, and accountability. The Agency continues to monitor and review its WHS practices to ensure compliance and safeguard the wellbeing of staff, contractors, and visitors.



Other mandatory information

Purchasing

The Agency ensures that all purchasing is handled in accordance with the Commonwealth Procurement Rules (CPRs) as detailed in the Agency's Accountable Authority Instructions and is in keeping with the principles of ethical, effective and economical use of Commonwealth resources.

The Agency publishes planned procurements on AusTender in accordance with the requirements of the CPRs. AusTender is regularly updated with a record of all procurements in excess of \$10,000.

All Agency contracts of \$100,000 or more provide for the Auditor-General to have access to the contractor's premises.

The Agency had no contracts in excess of \$10,000 that were exempted by the Accountable Authority from being published on AusTender because it would disclose exempt matters under the *Freedom of Information Act*, 1982 (the FOI).

The Agency has access to whole-of-government purchasing arrangements in a range of areas including information and communications technology, travel and

accommodation.

Consultants

The Agency adheres to the CPRs and the Accountable Authority Instructions when engaging consultants and entering contractual arrangements.

During the 2024-25 financial year, the Agency did not enter any consultancy contracts exceeding \$10,000.

Non-consultancy contracts

Reportable non-consultancy contracts refer to an arrangement that is published on AusTender and is not a reportable consultancy contract. This means that a contract published on AusTender as anything other than a consultancy, is a reportable non-consultancy contract for the purposes of the reporting requirements. The following table sets out the Agency's total actual expenditure on all reportable non-consultancy contracts in the reporting period.

Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Figure 19: Expenditure on reportable non-consultancy contracts during financial year 2024-25

Reportable non-consultancy contracts 2024-25	Number of contracts	Total Expenditure \$ (GST Inc.)
New contracts entered into during the reporting period	17	1,186,487
Ongoing contracts entered into during a previous reporting period	29	3,222,517
Total	46	4,409,004



The following table shows the top 5 non-consultancy contracts (by value of expenditure) with WGEA during 2024–25.

Figure 21: Organisations receiving a share of reportable non-consultancy contract expenditure during financial year 2024-25

Name of organisation	Expenditure \$ (GST inc.)	Proportion of 2024-25 total spend (%)
Capgemini Australia Pty Ltd	1,470,364	33.4
Nous Group Pty Ltd	672,969	15.3
Salesforce DC Australia	660,746	15.0
Dexus Property Group	453,223	10.3
Chandler Macleod Group	281,806	6.4
Total	3,539,108	80.4

Support of small business

The Agency supports small business participation in the procurement. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website at [finance.gov.au](https://www.finance.gov.au). The Agency ensures SMEs are included in the mix of organisations requested to provide quotes for provision of specific goods and services below the relevant procurement threshold. Procurement and contracting processes are frequently reviewed for clarity and ease of engagement.

Procurement-related initiatives that support small business include:

- the Australian Government commitment to non-corporate Commonwealth entities sourcing at least 20% of procurement value from SME
- the Australian Government target of non-corporate Commonwealth entities procuring 35% of contracts, by value, with a value of up to \$20 million from SME
- using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- using credit cards for low-risk procurements valued under \$10,000 where possible
- participating in whole-of-government arrangements

- adhering to the small business engagement principles
- using financial management information systems to facilitate on-time payment
- ensuring invoices are processed as soon as possible after receipt
- encouraging market approaches to a variety of businesses.

The Agency recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website at www.treasury.gov.au

Compliance

There were no significant issues of non-compliance with finance law during 2024-25 and therefore no report was made to the Minister under paragraph 19(1)(e) of the PGPA Act.

Advertising and market research

The Agency made no payments to advertising or market research organisations, polling organisations, media advertising organisations or direct mail organisations in 2024-25 which require disclosure under section 311A of the *Commonwealth Electoral Act 1918*.



The Agency did not conduct any advertising campaigns during the period. The report on **Campaign Advertising by Australian Government Departments and Agencies**, prepared by the Department of Finance, provides details of campaigns where expenditure was greater than \$250,000 (excluding GST).

Information Publication Scheme

Entities subject to the FOI Act are required to publish information as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act. Each agency must display a plan on its website showing what information it publishes in accordance with IPS requirements. This can be viewed at wgea.gov.au

Environmental performance

The following information is presented in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999 (Cth)* and in line with the Net Zero in Government Operations Strategy.

The Agency's management and staff are committed to the principles of ecologically sustainable development. As we do not administer programs or legislation relating to sustainable development or the environment, the direct impact of our activities on the environment is confined to the operation of our leased office accommodation.

The Agency has embedded the following initiatives to minimise the Agency's environmental impacts:

- continued access for staff to flexible working arrangements, which reduces energy consumption within the office and the impact of transport to and from the workplace
- non-essential lighting and appliances are turned off and sensor devices and timers are used to minimise electricity consumption throughout the office
- the Agency uses water-saving facilities to help minimise water consumption
- all office equipment conforms to environmental standards and the Agency uses information technology that abides by strict ecologically sustainable development guidelines
- all printers are defaulted to print on both sides of the paper. Printer ink cartridges and toners are recycled
- the Agency reduces waste generation by recycling paper, cardboard, glass, plastics and metals.

The Agency is a tenant in a non-Commonwealth-owned building, which has a National Australian Built Environment Rating System (NABERS) energy rating of 5.5 and a NABERS water rating of 5.0.

APS Net Zero 2030 emissions reporting

APS Net Zero 2030 is the Government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of the Net Zero Government Operations Strategy, non-corporate and corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2024–25 period. Results are presented on the basis of Carbon Dioxide Equivalent (CO₂-e) emissions. Greenhouse gas emissions have been calculated in line with the Australian Public Service Emissions Reporting Framework, consistent with the whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of the report and amendments to data may be required in future reports.



Figure 23: Greenhouse gas emissions inventory 2024-25 – location based method

Emission source	Scope 1 t (CO ₂ -e)	Scope 2 t (CO ₂ -e)	Scope 3 t (CO ₂ -e)	Total t (CO ₂ -e)
Electricity (location-based approach)	N/A	21.81	1.32	23.13
Natural gas	–	N/A	–	–
Solid waste	–	N/A	0.58	0.58
Refrigerants	–	N/A	N/A	–
Fleet and other vehicles	–	N/A	–	–
Domestic commercial flights	N/A	N/A	18.58	18.58
Domestic hire car	N/A	N/A	–	–
Domestic travel accommodation	N/A	N/A	5.40	5.40
Other energy	–	N/A	–	–
Total t CO₂-e	–	21.81	25.88	47.69

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

Figure 24: Electricity greenhouse gas emissions 2024-25

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	21.81	1.32	23.13	33,045.79
Market-based electricity emissions	21.90	2.97	24.87	27,033.11
Total renewable electricity consumed	n/a	n/a	n/a	6,012.68
Renewable Power Percentage ¹	n/a	n/a	n/a	6,012.68
Jurisdictional Renewable Power Percentage ^{2, 3}	n/a	n/a	n/a	–
GreenPower ²	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁴	n/a	n/a	n/a	–
Total renewable electricity produced	n/a	n/a	n/a	–
Large-scale generation certificates ²	n/a	n/a	n/a	–
Behind the meter solar ⁴	n/a	n/a	n/a	–

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

- 1 Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
- 2 Listed as Voluntary renewables in 2023-24 Annual Reports.
- 3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
- 4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.



Financial statements





INDEPENDENT AUDITOR'S REPORT

To the Minister for Women

Opinion

In my opinion, the financial statements of the Workplace Gender Equality Agency (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Chief Executive Officer (CEO) and Chief Operating Officer COO;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300



Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Michael Bryant
Senior Director
Delegate of the Auditor-General

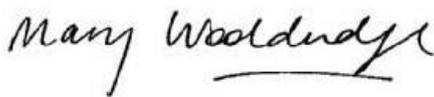
Canberra
23 October 2025

Statement by the Chief Executive Officer (CEO) and Chief Operating Officer (COO)

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Workplace Gender Equality Agency (WGEA) will be able to pay its debts as and when they fall due.

Signed



Mary Wooldridge
Chief Executive Officer

Signed



Janette Dines
Chief Operating Officer



Financial statements

Statement of Comprehensive Income

for the year ended 30 June 2025

		2025	2024	Original Budget
	Notes	(\$)	(\$)	(\$)
NET COST OF SERVICES				
Expenses				
Employee benefits (a)	3A	6,793,479	6,729,894	8,299,000
Suppliers (b)	3B	3,722,901	4,007,061	2,469,000
Depreciation and amortisation (c)	3C	2,384,019	2,182,508	927,000
Finance costs - unwinding of discount		52,031	65,835	20,000
Total expenses		12,952,430	12,985,297	11,715,000
OWN SOURCE INCOME				
Own-source revenue				
Rendering of services (d)	4A	154,278	213,088	200,000
Other revenue	4B	48,500	38,000	33,000
Total own-source income		202,778	251,088	233,000
Gains				
Other gains (e)	4C	–	225,300	–
		–	225,300	–
Net cost of services		12,749,652	12,508,910	11,482,000
Revenue from Government	4D	11,106,000	10,843,000	11,106,000
Total comprehensive loss		(1,643,652)	(1,665,910)	(376,000)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve (e)		273,770	–	–
Total comprehensive loss		(1,369,882)	(1,665,910)	(376,000)



Budget variances

Variances are considered to be 'major' when the difference is greater than 10% or more than \$50,000 or a lesser amount if pertinent to the understanding of the financial statements.

- a. Employee Benefits - The underspend is primarily due to delays in recruiting staff, alongside uncertainty regarding the continuation of Respect@Work funding. Recruitment efforts were further impacted by the challenges of a highly competitive labour market.
- b. Suppliers - The overspend in this category was offset by savings in employee benefits. This reflects the strategic use of short-term contractors to mitigate recruitment delays and ensure delivery of priority projects.
- c. Depreciation - Higher-than-budgeted depreciation and amortisation expenses were driven by the capitalisation of newly completed projects.
- d. Rendering of Services - Variability in this item is influenced by the number of applicants for the Employer of Choice for Gender Equality citation, as well as the extent of in-kind support received by WGEA.
- e. Changes in asset revaluation reserve - Movements in the asset revaluation reserve reflect changes in the fair value of assets following revaluation, in accordance with applicable accounting standards.

The above statement should be read in conjunction with the accompanying notes.



Statement of Financial Position

for the year ended 30 June 2025

		2025	2024	Original Budget
	Notes	(\$)	(\$)	(\$)
ASSETS				
Financial assets				
Cash and cash equivalents	5A	256,640	261,965	261,000
Trade and other receivables (a)	5B	2,332,567	1,947,643	2,105,000
Total financial assets		2,589,207	2,209,608	2,366,000
Non-financial assets				
Leasehold improvements	6	529,999	399,327	–
Buildings (b)	6	1,035,280	1,449,393	1,089,000
Plant and equipment	6	134,528	144,117	55,000
Intangibles (c)	6	1,588,388	2,594,121	4,835,000
Other non-financial assets - Prepayments (d)		427,955	474,831	382,000
Total non-financial assets		3,716,149	5,061,789	6,361,000
Total assets		6,305,356	7,271,397	8,727,000
LIABILITIES				
Payables				
Suppliers	7A	136,240	241,340	681,000
Leases	7B	1,166,689	1,557,070	802,000
Other payables	7C	198,765	176,067	157,000
Total payables		1,501,694	1,974,477	1,640,000
Provisions				
Employee provisions	8A	1,035,477	1,024,289	843,000
Provision for restoration obligation	8B	241,448	231,012	225,000
Total provisions		1,276,925	1,255,301	1,068,000
Total liabilities		2,778,620	3,229,778	2,708,000
Net assets		3,526,736	4,041,617	6,019,000
EQUITY				
Contributed equity		12,964,000	12,109,000	12,963,000
Reserves		304,146	30,377	30,000
Accumulated deficit		(9,741,410)	(8,097,757)	(6,974,000)
Total equity		3,526,736	4,041,619	6,019,000



Budget variances

Variances are considered to be 'major' when the difference is greater than 10% or more than \$50,000 or a lesser amount if pertinent to the understanding of the financial statements.

- a. Trade and other receivables - comprised mainly of unspent appropriations. The increase in unspent appropriation is mostly due to the underspend in employee-related expenses.
- b. WGEA has negotiated a 5-year lease at the current location effective 1 January 2023. Right-of-use asset (AASB 16) for a new lease is included in Buildings. The new lease is less expensive than previously budgeted.
- c. Intangibles - Variance is explained in the Statement of Comprehensive Income (Depreciation).
- d. Prepayment - Costs associated with IT licence agreements were processed in January and February 2025, covering the contracted period as per the negotiated terms.

The above statement should be read in conjunction with the accompanying notes.



Statement of Changes in Equity

as at 30 June 2025

	2025	2024	Original Budget
	(\$)	(\$)	(\$)
CONTRIBUTED EQUITY			
Opening balance	12,109,000	11,214,000	12,108,888
Departmental capital budget	855,000	895,000	855,000
Section 51	-	-	-
Total transactions with owners	855,000	895,000	855,000
Closing balance as at 30 June	12,964,000	12,109,000	12,963,888
RETAINED EARNINGS			
Opening balance	(8,067,381)	(6,401,471)	(6,598,000)
Comprehensive income			
Deficit for the period	(1,643,652)	(1,665,910)	(376,000)
Total comprehensive income (a)	(1,643,652)	(1,665,910)	(376,000)
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	30,377	30,377	30,000
Other comprehensive income	273,769	-	-
Total other comprehensive income	304,146	30,377	30,000
Closing Balance as at 30 June	304,146	30,377	30,000
Closing balance as at 30 June	(9,437,264)	(8,067,381)	(6,974,000)
Closing balance as at 30 June	3,526,736	4,041,619	6,019,888

Budget variances

a. Comprehensive loss - The \$1,257,216 variance for the period is explained in the Statement of Comprehensive Income

The above statement should be read in conjunction with the accompanying notes.



Cash Flow Statement

for the year ended 30 June 2025

	2025	2024	Original Budget
Notes	(\$)	(\$)	(\$)
OPERATING ACTIVITIES			
Cash received			
Appropriations	10,745,697	11,222,719	11,106,000
Sales of goods and rendering of services	169,700	234,387	200,000
Net GST received (a)	422,739	439,407	
Total cash received	11,338,136	11,896,513	11,306,000
Cash used			
Employees (b)	6,759,591	6,522,770	8,299,000
Suppliers (b)	4,141,496	4,957,411	2,436,000
Interest payments on lease liability	–	–	20,000
Total cash used	10,901,087	11,480,181	10,755,000
Net cash from operating activities	437,049	416,331	551,000
INVESTING ACTIVITIES			
Cash used			
Purchase of plant and equipment	26,990	92,073	855,000
Purchase of leasehold improvement	–	10,253	–
Purchase of intangibles	784,537	565,963	–
Total cash used	811,527	668,289	855,000
Net cash (used) by investing activities	(811,527)	(668,289)	(855,000)
FINANCING ACTIVITIES			
Cash received			
Departmental capital budget	811,527	668,289	855,000
Total cash received	811,527	668,289	855,000
Cash used			
Principal payments of lease liability	442,372	415,683	551,000
Total cash used	442,372	415,683	551,000



		2025	2024	Original Budget
	Notes	(\$)	(\$)	(\$)
Net cash from financing activities		369,155	252,606	304,000
Net decrease in cash held		(5,323)	648	-
Cash and cash equivalents at the beginning of the reporting period		261,965	261,317	261,000
Cash and cash equivalents at the end of the reporting period	5A	256,640	261,965	261,000

Budget variances

Variances are considered to be 'major' when the difference is greater than 10% or more than \$50,000 or a lesser amount if pertinent to the understanding of the financial statements.

- a. Net GST received - Not included in budget.
- b. Employees and Suppliers - reflects the variance in the Statement of Comprehensive Income.
- c. Interest payments on our lease has been included in cash used for Suppliers

The above statement should be read in conjunction with the accompanying notes.



Notes to the financial statements

Note 1: Overview

1.1 Objectives of WGEA

WGEA is chartered through the *Workplace Gender Equality Act 2012 (the Act)* with both regulatory and educative functions and responsibilities.

The continued existence of WGEA in its present form and with its present programs is dependent on government policy and on continuing funding by Parliament for WGEA's administration and programs.

WGEA's purpose is to promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data. WGEA has only one outcome.

WGEA is based on Level 7, 309 Kent Street, Sydney NSW 2000.

1.2 The Basis of Preparation

The financial statements are required by Section 42 of the PGPA Act.

The financial statements have been prepared in accordance with:

- a. Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR), and;
- b. Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest dollar.

1.3 Significant Accounting Judgements and Estimates

WGEA has made assumptions or estimates in the following areas that have the most significant impact on the amounts recorded in the financial statements:

- a. Leave provisions involve assumptions based on the expected tenure of existing staff, patterns of leave claims and payouts, future salary movements and future discount rates.
- b. Leased ROU (Right-of-Use) asset are capitalised at the commencement date of the lease and comprise of the initial lease liability amount less any lease incentives received.
- c. Make good provision - Under paragraphs 36-52 of AASB 137, the initial measures of the provisions should be the best estimate of expenditure needed to settle the present obligation at the end of the financial reporting period.

No other accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities with the next 12 months.



1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

All new/revised/amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the entity's financial statements.

AASB 2022-10 applies to annual periods beginning on or after after 1 January 2024. This standard amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. This standard also adds implementation advice and relevant illustrative examples for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows.

AASB 18 applies to annual reporting periods beginning on or after 1 July 2021 and replaced reduced disclosure requirements (RDR) framework. The application of AASB 1060 involved some reduction in disclosure compared to the RDR with no impact on the reported financial positions, financial performance and cash flow of the entity.

1.5 Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

WGEA had no contingent assets and liabilities (2024:nil).

1.6 Taxation

WGEA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST except:

- a. where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- b. for receivables and payables.

1.7 Comparative changes

Where required by accounting standards, comparative figures have been adjusted to conform with changes to presentation for the current financial year. Expenses disclosed in Note 3 were reviewed and reclassified where appropriate to better represent the nature of expenditure.

Note 2: Events After the Reporting Period

There are no known events occurring after the reporting period that could impact on WGEA's 2024–25 financial statements.



Note 3: Expenses

	2025	2024
	(\$)	(\$)
Note 3A: Employee benefits		
Wages and salaries	5,364,131	5,300,987
Superannuation:		
Defined contribution plans	820,905	782,500
Defined benefit plans	36,437	46,600
Leave and other entitlements	560,123	581,649
Other employee expenses	11,883	18,158
Total employee benefits	6,793,479	6,729,893

Accounting Policy

Accounting Policy for employee related expenses is contained in the note 8.

Note 3B: Suppliers

Consultants and contractors	285,327	1,037,619
IT and office equipment	2,597,016	2,003,442
Travel-related	92,917	145,100
Printing, stationery and publications	120,767	108,391
Other building-related cost	213,724	190,865
Workers Compensation Expenses	14,145	12,741
Audit, legal, subscription and insurance	337,089	391,805
Staff Recruitment Costs	9,581	74,369
Other	52,335	42,729
Total goods and services	3,722,901	4,007,061

Goods and services are made up of:

Provision of goods	607,832	507,126
Rendering of services	3,115,069	3,499,935
Total goods and services	3,722,901	4,007,061

Accounting Policy

The WGEA has applied AAB16 Leases from July 2019.



	2025	2024
	(\$)	(\$)
Note 3C: Depreciation and amortisation		
Depreciation:		
Leasehold improvements	114,094	113,887
Depreciation short term lease RoU	414,112	414,112
Plant and equipment	65,544	52,094
Total depreciation	593,749	580,093
Amortisation:		
Intangibles	1,790,270	1,602,415
Total depreciation and amortisation	2,384,019	2,182,508



Note 4: Income

	2025	2024
	(\$)	(\$)
Note 4A: Rendering of services		
Rendering of services	154,278	213,088
Total	154,278	213,088
Disaggregation of revenue from contracts with customers		
Major product/service line:		
Research services	154,278	213,088
Total	154,278	213,088
Type of customers:		
Non-government entities	154,278	213,088
Total	154,278	232,028
Timing of transfer of goods and services:		
Point- in- time	154,278	213,088
Total	154,278	213,088

WGEA adopted AASB 15 *Revenue from Contracts with Customers* from 2019-20. Revenue recognition is consistent with paragraphs 31 and 35 of AASB 15.

Revenue from rendering of services is recognised when control has been transferred to the buyer. The revenue is recognised when a performance obligation is satisfied by:

- a. transferring a promised good or service to a customer. An asset is transferred when (or as) the customer obtains control of that asset.
- b. the customer simultaneously receives and consumes the benefits.

	2025	2024
	(\$)	(\$)
Note 4B: Other revenue		
Resources received free of charge		
Related entities - Auditor's remuneration	48,500	38,000
Total	48,500	38,000



Accounting Policy

Resources received free of charge are recorded as either revenue or gains depending on their nature. Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another government entity as a consequence of a restructuring of administrative arrangements.

	2025	2024
	(\$)	(\$)
Note 4C: Gains		
Gain:		
Other gains (make good)	–	225,300
Total gains	–	225,300

Accounting Policy

A gain should be recognised for the derecognition of the make good liability on the original lease.

Note 4D: Revenue from Government

Appropriations:		
Departmental appropriation	11,106,000	10,843,000
Total revenue from Government	11,106,000	10,843,000

Amounts appropriated for departmental outputs for the year (adjusted to reflect formal additions, reductions and restructures) are recognised as revenue from government when the Agency gains control of the appropriation.

Appropriations receivable are recognised at their nominal amounts (note 5B).

Amounts appropriated which are designated as equity injections (less any formal reductions) and the departmental capital budget are recognised directly in contributed equity in that year (Statement of Changes in Equity).



Note 5: Financial Assets

	2025	2024
	(\$)	(\$)
Note 5A: Cash and cash equivalents		
Cash on hand or on deposit	256,640	261,965

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- cash on hand;
- demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Note 5B: Trade and other receivables

Services	–	–
Appropriations receivable for existing program	2,249,768	1,845,992
GST receivable from the Australian Taxation Office	82,799	101,651
Total trade and other receivables (net)	2,332,567	1,947,643

Receivables are expected to be recovered within 12 months and are not overdue. Credit terms are net 30 days (2024: 30 days).

Receivables are measured at amortised cost using the effective interest method less impairment and carrying value of receivables approximates fair value. Receivables are assessed for impairment at the end of each reporting period.

Appropriations receivable are undrawn appropriations controlled by the Agency but held in the Official Public Account under the Government's just in time drawdown arrangements.

Trade receivables, loans and other receivables that have fixed or determinable payments and that are not quoted in an active market are classified as 'loans and receivables'.



		2025	2024
	Notes	(\$)	(\$)
Categories of financial instruments			
Financial assets at amortised cost			
Cash and cash equivalents	5A	256,640	261,965
Trade and other receivables	5B	82,799	101,651
Carrying amount of financial assets		339,439	363,616
Financial liabilities measured at amortised cost			
Trade creditors	7A	1,713	66,616
Carrying amount of financial assets		1,713	66,616

The net fair values of the financial instruments approximate their carrying amounts.

Accounting Policy

Financial assets

In accordance with AASB 9 Financial Instruments, the entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Comparatives have not been restated on initial application.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.



Note 6: Non-Financial Assets

Note 6: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment, Intangibles (2024-2025)

	Intangibles	Leasehold improvements	Buildings	Plant and equipment	Total
	\$	\$		\$	\$
As at 1 July 2024					
Gross book value	6,999,485	703,154	2,070,560	393,531	10,166,730
Accumulated depreciation	(4,405,364)	(303,827)	(621,167)	(249,414)	(5,579,773)
Net book value 1 July 2024	2,594,121	399,327	1,449,393	144,117	4,586,956
Purchase or internally developed	597,037	–	–	26,990	624,027
Revaluation recognised in other comprehensive income	–	244,766	–	29,004	273,770
Assets Under Construction	187,500	–	–	–	187,500
Disposal	–	–	–	(360)	(360)
Disposal (amortisation)	–	–	–	320	320
Depreciation expense	(1,790,270)	(114,094)	–	(65,544)	(1,969,907)
Deprecation on RoU assets	–	–	(414,112)	–	(414,112)
Net book value 30 June 2025	1,588,388	529,999	1,035,281	134,528	3,288,195
As at 30 June 2025					
Gross book value	7,784,022	688,775	2,070,560	248,525	10,791,882
Accumulated depreciation	(6,195,634)	(158,777)	(1,035,279)	(113,997)	(7,503,687)
Net book value 30 June 2025	1,588,388	529,999	1,035,280	134,528	3,288,195

Accounting Policy

Acquisition of Assets

Purchases of non-financial assets are initially recognised at cost in the Statement of Financial Position, except for purchases costing less than \$2,000 (2024: \$2,000), which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Property, plant and equipment

Revaluations

Following initial recognition at cost, leasehold improvements and plant and equipment are carried at fair value. Carrying amounts are reviewed every year to determine if an independent valuation is required. The regularity of independent valuations depend upon the volatility of movements in market values for the relevant assets.



WGEA has engaged Jones Lang LaSalle Advisory Services Pty Ltd (JLL) to perform a valuation of these assets for financial report purposes. Both the market and cost approach has been utilised to determine the fair value of the assets. Assets measured using the market approach were level 2 measurements. Assets measured using the cost approach were considered level 3 measurement in the fair value hierarchy. The valuation has been conducted in accordance with Australian Accounting Standards, including AASB 13. Fair Value Measurement and AASB 116 Property, Plant and Equipment, as well as with the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 for the period ending on or after 1 July 2024.

Revaluation adjustments are made on a class basis. Any revaluation increments are credited to equity under the heading of “asset revaluation reserve” except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit.

Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class. Upon revaluation, any accumulated depreciation is eliminated against the gross carrying amount of the asset.

Depreciation

Depreciable plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to WGEA, using in all cases, the straight-line method of depreciation. Leasehold improvements are depreciated over the lesser of the estimated useful life of the improvement or the lease term.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	2024
Leasehold improvements	5 years	5 years
Plant and equipment	3 to 9 years	3 to 9 years



Impairment

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustments made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

WGEA's intangibles comprise internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of the Agency's software are 5 years (2024: 5 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

Impairment tests were carried out during the year which resulted in one asset being impaired (2024: Nil).

Lease RoU Assets

AASB 16 Leases takes effect from 1 January 2019 replacing AASB 117 Leases . WGEA has recognised a RoU asset representing its right- to- use underlying leased asset and a lease liability representing its obligation to make lease payments.

The depreciation rates for RoU assets are based on the commencement date to the earlier of the end of the useful life of the RoU asset or the end of the lease term.



Note 7: Payables

	2025	2024
	(\$)	(\$)

Note 7A: Suppliers

Trade creditors	1,713	66,616
Accruals	134,527	174,724
Total supplier payables	136,240	241,340

Settlement is usually made within 30 days.

Note 7B: Leases

Leases	1,166,689	1,557,070
Total other payables	1,166,689	1,557,070

Note 7C: Other payables

Salaries and wages	170,500	151,208
Superannuation	28,265	24,859
Total other payables	198,765	176,067

Total other payables are expected to be settled in:

No more than 12 months	433,482	390,381
More than 12 months	733,207	1,166,689
Total other payables	1,166,689	1,557,070

Note 7D: Leases

Maturity analysis		
Within one year	433,482	390,381
Between 1 to 5 years	733,207	1,166,689
More than 5 years	–	–
Total leases	1,166,689	1,557,070

Total cash outflow for leases for the year ended June 2025 was \$442,372 (2024: \$415,683)

Financial liabilities are recognised and derecognised upon 'trade date'.

Supplier and other payables are recognised at amortised amounts. Liabilities are recognised to the extent that the goods or services have been received, even if they have not yet been invoiced. Settlement was usually made within 30 days.

The net fair value of the financial instruments approximate their carrying amounts.



Note 8: Provisions

	2025	2024
	(\$)	(\$)
Note 8A: Employee provisions		
Leave - No more than 12 months	565,293	553,584
Leave - More than 12 months	470,184	470,705
Total employee provisions	1,035,477	1,024,289

Accounting Policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits due within 12 months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the entity is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates, to the extent that the leave is likely to be taken during service rather than paid out on termination.

In late 2020, the Department of Finance engaged the Australian Government Actuary (AGA) to review the shorthand method used to value long service leave (LSL) provisions for financial reporting purposes. As part of the review, an employee-based spreadsheet model (the shorthand model) was developed for entities with no more than 1,000 employees (small entity) to calculate LSL provisions. The model incorporates updated standard demographic assumptions and relevant parameters applicable to small entities. WGEA has updated the model with employee data to enable automatic calculation of LSL provisions, including associated oncosts based on the Agency's input data.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.



Superannuation

WGEA’s staff are members of the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) and various choice schemes.

The PSS is defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance’s administered schedules and notes.

WGEA makes employer contributions to the employees’ superannuation schemes at rates determined by the Entity’s Enterprise Agreement. The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the final fortnight of the year.

	2025	2024
	(\$)	(\$)

Note 8B: Provision for restoration obligation

Obligatio-more than 12 months	241,448	231,012
Total other provisions	241,448	231,012



Note 9: Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any CEO (whether executive or otherwise) of that entity. WGEA has determined, in accordance with AASB 124, that the CEO and COO meet the definition of KMP. KMP remuneration is reported in the table below:

	2025	2024
	(\$)	(\$)
Short-term employee benefits	523,896	508,612
Post-employment benefits	65,223	60,825
Other long-term employee benefits	13,430	11,022
Total KMP remuneration expenses¹	602,549	580,459

The total number of KMP that are included in the above table is 2 (2024:2).

¹ The above KMP remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

Note 9A: Related party relationships

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by WGEA, it has been determined that there are no related party transactions to be separately disclosed.



Note 10: Current/non current distinction for assets and liabilities

		2025	2024
	Notes	(\$)	(\$)
Assets expected to be recovered in:			
No more than 12 months:			
Cash and cash equivalents	5A	256,640	261,965
Trade and other receivables	5B	2,332,567	1,947,643
Other non-financial assets - Prepayments		427,955	474,831
Total no more than 12 months		3,017,162	2,684,439
More than 12 months			
Leasehold improvements	6	529,999	399,327
Buildings	6	1,035,280	1,449,393
Plant and equipment	6	134,528	144,117
Intangibles	6	1,588,388	2,594,121
Total more than 12 months		3,288,195	4,586,960
Total assets		6,305,356	7,271,399
Liabilities expected to be settled in:			
No more than 12 months			
Suppliers	7A	136,240	241,340
Leases	7B	433,482	390,381
Employee provisions	8A	565,293	553,584
Other payable		198,765	176,067
Total no more than 12 months		1,333,780	1,361,372
More than 12 months			
Employee provisions	8A	470,184	470,705
Leases	7B	733,207	1,166,689
Provision for restoration obligation	8B	241,448	231,012
Total more than 12 months		1,444,839	1,868,406
Total liabilities		2,778,619	3,229,778



Note 11: Appropriations

Table A: Annual appropriations ('Recoverable GST exclusive')

Annual Appropriations for 2025	Annual appropriation	Adjustments to appropriation(b)	Appropriation Total applied (current appropriation and prior years)		Variance(c)
	(\$)	(\$)	(\$)	(\$)	(\$)
DEPARTMENTAL					
Ordinary annual services	11,106,000	171,600	11,277,600	(10,920,720)	356,880
Capital Budget (a)	855,000	–	855,000	(811,527)	43,473
Total departmental	11,961,000	171,600	12,132,600	(11,732,247)	400,353

Annual Appropriations for 2024

DEPARTMENTAL					
Ordinary annual services	10,843,000	234,100	11,077,100	(11,040,774)	36,326
Capital Budget (a)	895,000	–	895,000	(1,083,972)	(188,972)
Total departmental	11,738,000	234,100	11,972,100	(12,124,746)	(152,646)

Notes

- Departmental and Capital Budgets are appropriated through Appropriation Acts (No.1). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
- These adjustments comprise PGPA Act Section 74 receipts for \$171,600 (GST Inclusive)
- Variance reflects the movement in the cash held and the appropriation receivable over the year.

Table B: Unspent Annual Appropriations ('Recoverable GST exclusive')

	2025	2024
Authority	\$	\$
DEPARTMENTAL		
2024-25 Appropriation Act 1	1,935,137	
2023-24 Appropriation Act 1		1,574,834
2024-25 Departmental Capital Budget	314,631	
2023-24 Departmental Capital Budget		271,158
Cash and cash equivalents	256,640	261,965
Total	2,506,408	2,107,957



Note 12. Regulatory Charging Summary

	2025	2024
	(\$)	(\$)
Amount applied		
Own source revenue	154,278	213,088
Total amounts applied	154,278	213,088
Expenses		
Departmental	212,583	293,619
Total expenses	212,583	293,619

Organisations who report to WGEA may apply to be considered to receive a citation as an Employer of Choice for Gender Equality (EOCGE). The citation has certain criteria which indicate the organisation goes above and beyond the mainstream in undertaking activities and implementing policies and conditions which support workplace gender equality. WGEA has paused applications while we complete a review of the program.

Documentation for the above activities is available at www.wgea.gov.au.



Note 13. Net Cash Appropriation Arrangements

	2025	2024
	(\$)	(\$)
		Restated
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	-1,643,652	-1,665,910
(a) Plus: depreciation/amortisation expenses previously funded through appropriation (department capital budget funding)	1,969,907	1,768,396
(b) Plus: depreciation of right-of-use assets	414,112	414,112
(b) Less: lease principal repayments	-442,372	-415,683
Net Cash Operating Balance	297,995	100,915

- (a) From 2010-11, the government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of Non-corporate Commonwealth entities and selected Corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.
- (b) The inclusion of depreciation/amortisation related to RoU leased assets and the lease liability principle repayment amount reflects the cash impact on implementation of AASB 16 Leases. It does not directly reflect a change in appropriation arrangements.



Appendix 1

WGEA Employer of Choice for Gender Equality citation holders

List of WGEA EOCGE in 2024-25

There are 115 employers recognised as EOCGE citation holders.

AbbVie Pty Ltd	Daimler Truck Australia Pacific Pty Ltd
AECOM Australia Pty Ltd	Deloitte Australia
Alcoa of Australia Limited	Dentons Australia Ltd
Allens	Diageo Australia
Arcadis Australia Pacific Pty Ltd	DLA Piper
Arup Australia Services Pty Ltd	ENGIE ANZ
AstraZeneca Pty Ltd	FB Rice
ASX	FleetPartners (previously Eclipx)
Aurecon Australasia Pty Ltd	Ford Motor Company of Australia Pty Ltd
AustralianSuper Pty Ltd	Frasers Property
AwareSuper	GHD
Bain & Company	Gilbert + Tobin
Baker McKenzie Australia	Gilchrist Connell
BDO Australia Limited	GPT Group
Bank of Queensland Limited	Hall & Wilcox
Blackmores Limited	Hatch Pty Ltd
carsales	Helia Insurance Pty Ltd
Challenger Limited	HESTA
Charter Hall	Holding Redlich
Clayton Utz	IDP Education
Clough	IMB Bank Ltd
Coles Group Limited	ING Bank Australia Limited
CPB Contractors	Investa Management Pty Ltd



APPENDIX 1

IQVIA Australia	PwC Australia
Jacobs Group (Australia) Pty Ltd	Queensland Law Society
John Holland Group	Royal Melbourne Institute of Technology
Johnson & Johnson Family of Companies in Australia	Russell Kennedy Lawyers
Kearney	Seven West Media Limited
Kellogg (Aust) Pty Ltd	Smartgroup Corporation
Kimberly-Clark Australia Pty Ltd	SMEC Australia Pty Ltd
Laing O'Rourke Australia Pty Ltd	Sparke Helmore Lawyers
Lander & Rogers	Stockland
Lifestyle Communities Ltd	Super Retail Group Limited
Lion Pty Ltd	TAL Dai-ichi Life Australia Pty Limited
L'Oréal Australia Pty Ltd	Telstra Super Pty Ltd
Maddocks	The NRMA
Maurice Blackburn	The Trustee for KPMG Australian Service Trust
Max Solutions Pty Ltd	Thermo Fisher Scientific
McCullough Robertson	ThoughtWorks Australia Pty Ltd
McKinsey & Co	Toyota Finance Australia Ltd
Medtronic Australia Pty Ltd	Toyota Motor Corporation Australia
Mercedes-Benz Australia Pacific	Transurban
Mercedes-Benz Financial Services Australia Pty Ltd	UBS AG Australia Branch
Mercer (Australia) Pty Ltd	Unilever Australia Limited
Mercy Health	Unisuper
MinterEllison	UOWGE Ltd
Mondelez International	Urbis Pty Ltd
Motorola Solutions Australia Pty Ltd	Vanguard Investments Australia
MSD	Victoria University
Mutual Trust Pty Ltd	Victorian Chamber of Commerce and Industry
NDY	Viva Energy Australia Pty Ltd
Norton Rose Fulbright Australia	Viva Energy Retail Pty Ltd
Novotech (Australia) Pty Ltd	Western Sydney University
ORIX Australia Corporation Limited	Woolworths Group Limited
Pernod Ricard Winemakers Pty Ltd	WSP
Perpetual Limited	YWCA Canberra
Philips Electronics Australia Limited	Zurich Financial Services Australia
Plenary Services Pty Ltd	



Appendix 2

Audit Committee

Margaret Smylie (Chair)

Margaret is a Non-Executive Director and board advisor with over 30 years' experience in uplifting and embedding improved governance risk and assurance practices. She is a retired KPMG senior partner having held national and state-based leadership roles to manage people and drive business growth for infrastructure, government and healthcare clients. Margaret has extensive experience working with Audit Committees in both the private and public sector including Qantas, Origin Energy and Sydney Water.

Qualifications

- Bachelor of Arts (Accounting), University of South Australia
- Graduate, AICD
- Certified Practising Accountant

Number of meetings attended

2 out of the possible 2 meetings

Membership details

Term on the Committee commenced April 2020 and appointed Chair in September 2020. The appointment has been extended until 6 April 2027.

George Sutton

George is the Partner & National Head of Risk Consulting, Grant Thornton. He has over 20 years professional experience serving clients as a Big 4 partner. Most recently, he was the leader of KPMG's Internal Audit, Risk and Control practice in NSW for 10 years. George has worked with a portfolio of clients across financial services and the government sector. He also worked extensively with Transport for NSW and Roads and Maritime Services as an independent auditor on a number of significant NSW infrastructure projects in the rail and road sectors.

Qualifications

- Bachelor of Business Studies (Finance and Economics), Trinity College, Dublin
- Graduate, AICD
- FCA, Institute of Chartered Accountants in Ireland
- CAANZ

Number of meetings attended

2 out of the possible 2 meetings

Membership details

Term on the Committee commenced April 2020. The appointment has been extended until 6 April 2027.



Lauren Humphrey

Lauren has extensive experience in topics spanning corporate strategy, operations, and executional effectiveness. She is the General Manager, Group Strategy at Commonwealth Bank of Australia. Prior to that, she was an Associate Partner in McKinsey and Company's Sydney office, specialising in advising clients on topics related to strategy and corporate finance, and digital innovation and venture-building. She has extensive strategy consulting experience, working across a diverse range of industries including financial services, consumer retail and telecommunications and media. Lauren has helped to lead McKinsey and Company's efforts to promote inclusion and diversity across Australia and New Zealand for the last decade.

Qualifications

- Bachelor of Economics, University of Queensland
- Bachelor of Laws (1st Class Honours), University of Queensland
- Master of Business Administration, Stanford University Graduate School of Business

Number of meetings attended

2 out of the possible 2 meetings

Membership details

Term on the Committee commenced September 2021. The appointment has been extended until 7 September 2028.

Remuneration: There is no remuneration for members of the WGEA Audit Committee.

Electronic address of the charter determining the functions of the entity's Audit Committee:

www.wgea.gov.au/sites/default/files/documents/WGEA_Audit_Committee_Charter_June_2023.pdf



Appendix 3

Entity resource statement and expenses for outcomes

Figure 24: WGEA resource statement

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)-(b)
Departmental			
Annual appropriations – ordinary annual services			
Prior year appropriations available	2,108	2,108	0
Departmental appropriation	11,106	8,643	2,463
s74 External Revenue (a)	172	172	0
Departmental capital budget (b)	855	811	44
Total departmental annual appropriations	14,241	11,734	2,507
	2024–25	2023–24	
Average staffing level (number)	58	59	

All figures shown above are GST exclusive

Prepared on a resourcing (i.e. appropriations available) basis.

(a) Appropriation Bill (No. 1) 2024-25.

(b) Estimated External Revenue receipts under section 74 of the PGPA Act.

(c) Departmental capital budgets are not separately identified in Appropriation Bill (No.1) and form part of ordinary annual services items.



Figure 25: Budgeted expenses for Outcome 1

Outcome 1: Promote and improve gender equality in Australian workplaces including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.			
2024–25			
	Actual Budget \$'000	Budget \$'000	Variation \$'000
Program 1.1: Workplace Gender Equality			
Departmental expenses			
Departmental appropriation	11,106	11,106	0
s74 External Revenue (a)	154	200	-46
Expenses not requiring appropriation in the Budget year (b)	2,432	960	1,472
Departmental total	13,692	12,266	1,426
Total expenses for program 1.1	13,692	12,266	1,426

(a) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

(b) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses and audit fees



Appendix 4

List of requirements

The list of annual report requirements in the table below is prepared in accordance with paragraph 17AJ(d) of the PGPA Rule.

Page references for WGEA's compliance with these requirements are provided in the column labelled 'Part of report'.

PGPA Rule reference	Part of report	Description	Requirement
17AD(g) Letter of transmittal			
17AI	2	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the PGPA Act and any enabling legislation that specifies additional requirements in relation to the annual report	Mandatory
17AD(h) Aids to access			
17AJ(a)	1	Table of contents (print only)	Mandatory
17AJ(b)	95-97	Alphabetical index (print only)	Mandatory
17AJ(c)	4-5	Glossary of abbreviations and acronyms	Mandatory
17AJ(d)	89-94	List of requirements	Mandatory
17AJ(e)	Inside front cover	Details of contact officer	Mandatory
17AJ(f)	Inside front cover	Entity's website address	Mandatory
17AJ(g)	Inside front cover	Electronic address of report	Mandatory
17AD(a) Review by accountable authority			
17AD(a)	6-7	A review by the accountable authority of the entity	Mandatory



PGPA Rule reference	Part of report	Description	Requirement
17AD(b) Overview of the entity			
17AE(1)(a)(i)	26	A description of the role and functions of the entity	Mandatory
17AE(1)(a)(ii)	27, 42	A description of the organisational structure of the entity	Mandatory
17AE(1)(a)(iii)	28-40	A description of the outcomes and programmes administered by the entity	Mandatory
17AE(1)(a)(iv)	28-29	A description of the purposes of the entity as included in corporate plan	Mandatory
17AE(1)(aa)(i)	27, 42	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)	27, 42	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	27	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity	Portfolio departments mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change	If applicable, mandatory
17AD(c) Report on the Performance of the entity			
Annual performance Statements			
17AD(c)(i); 16F	28-30	Annual performance statement in accordance with paragraph 39(1)(b) of the PGPA Act and section 16F of the PGPA Rule	Mandatory
17AD(c)(ii) Report on Financial Performance			
17AF(1)(a)	41	A discussion and analysis of the entity's financial performance	Mandatory
17AF(1)(b)	41	A table summarising the total resources and total payments of the entity	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: <ul style="list-style-type: none"> the cause of any operating loss of the entity how the entity has responded to the loss and the actions that have been taken in relation to the loss and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results. 	If applicable, mandatory



PGPA Rule reference	Part of report	Description	Requirement
17AD(d) Management and Accountability			
Corporate Governance			
17AG(2)(a)	2, 43	Information on compliance with section 10 (fraud systems)	Mandatory
17AG(2)(b)(i)	2	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared	Mandatory
17AG(2)(b)(ii)	2	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place	Mandatory
17AG(2)(b)(iii)	2	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity	Mandatory
17AG(2)(c)	43	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance	Mandatory
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the PGPA Act that relates to noncompliance with finance law and action taken to remedy noncompliance	If applicable, mandatory
Audit Committee			
17AG(2A)(a)	86	A direct electronic address of the charter determining the functions of the entity's audit committee	Mandatory
17AG(2A)(b)	43, 85-86	The name of each member of the entity's audit committee	Mandatory
17AG(2A)(c)	85-86	The qualifications, knowledge, skills or experience of each member of the entity's audit committee	Mandatory
17AG(2A)(d)	85-86	Information about the attendance of each member of the entity's audit committee at committee meetings	Mandatory
17AG(2A)(e)	86	The remuneration of each member of the entity's audit committee	Mandatory
External Scrutiny			
17AG(3)	43	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny	Mandatory
17AG(3)(a)	N/A	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity	If applicable, mandatory
17AG(3)(b)	N/A	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the PGPA Act), a Parliamentary Committee, or the Commonwealth Ombudsman	If applicable, mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period	If applicable, mandatory



PGPA Rule reference	Part of report	Description	Requirement
Management of Human Resources			
17AG(4)(a)	44-45	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives	Mandatory
17AG(4)(aa)	46	Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: <ul style="list-style-type: none"> • statistics on full time employees • statistics on part time employees • statistics on gender • statistics on staff location. 	Mandatory
17AG(4)(b)	46-47	Statistics on the entity's APS employees on an ongoing and nonongoing basis, including the following: <ul style="list-style-type: none"> • statistics on staffing classification level • statistics on fulltime employees • statistics on parttime employees • statistics on gender • statistics on staff location • statistics on employees who identify as Indigenous. 	Mandatory
17AG(4)(c)	45	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the PS Act	Mandatory
17AG(4)(c)(i)	47-48	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c)	Mandatory
17AG(4)(c)(ii)	47	The salary ranges available for APS employees by classification level	Mandatory
17AG(4)(c)(iii)	45	A description of non-salary benefits provided to employees	Mandatory
17AG(4)(d)(i)	48	Information on the number of employees at each classification level who received performance pay	If applicable, mandatory
17AG(4)(d)(ii)	48	Information on aggregate amounts of performance pay at each classification level	If applicable, mandatory
17AG(4)(d)(iii)	48	Information on the average amount of performance payment, and range of such payments, at each classification level	If applicable, mandatory
17AG(4)(d)(iv)	48	Information on aggregate amount of performance payments	If applicable, mandatory
Assets Management			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
Purchasing			
17AG(6)	50	An assessment of entity performance against the CPRs.	Mandatory



PGPA Rule reference	Part of report	Description	Requirement
Reportable consultancy contracts			
17AG(7)(a)	50-51	A summary statement detailing: <ul style="list-style-type: none"> the number of new reportable consultancy contracts entered into during the period the total actual expenditure on all such contracts (inclusive of GST) the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). 	Mandatory
17AG(7)(b)	50	A statement that <i>"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"</i>	Mandatory
17AG(7)(c)	50	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged	Mandatory
17AG(7)(d)	50	A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website"</i>	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	50-51	A summary statement detailing: <ul style="list-style-type: none"> the number of new reportable non-consultancy contracts entered into during the period the total actual expenditure on such contracts (inclusive of GST) the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). 	Mandatory
17AG(7A)(b)	50	A statement that <i>"Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website"</i>	Mandatory
17AD(daa) Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts			
17AGA	50-51	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts	Mandatory



PGPA Rule reference	Part of report	Description	Requirement
Australian National Audit Office access clauses			
17AG(8)	N/A	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract	If applicable, mandatory
Exempt contracts			
17AG(9)	N/A	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters	If applicable, mandatory
Small business			
17AG(10)(a)	51-52	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. SME and small enterprise participation statistics are available on the Department of Finance's website"	Mandatory
17AG(10)(b)	51-52	An outline of the ways in which the procurement practices of the entity support SMEs	Mandatory
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature, a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website"	If applicable, mandatory
Financial statements			
17AD(e)	54-82	Inclusion of the annual financial statements in accordance with subsection 43(4) of the PGPA Act	Mandatory
Executive remuneration			
17AD(da)	47-48, 78	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the PGPA Rule	Mandatory



PGPA Rule reference	Part of report	Description	Requirement
17AD(f)	Other mandatory information		
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that <i>"During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website"</i>	If applicable, mandatory
17AH(1)(a)(ii)	52	If the entity did not conduct advertising campaigns, a statement to that effect	If applicable, mandatory
17AH(1)(b)	N/A	A statement that <i>"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]"</i>	If applicable, mandatory
17AH(1)(c)	45, 48-49	Outline of mechanisms of disability reporting, including reference to website for further information	Mandatory
17AH(1)(d)	52	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found	Mandatory
17AH(1)(e)	N/A	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	52-53	Information required by other legislation	Mandatory





Glossary and acronyms

AAI	Accountable Authority Instructions
the Act	<i>Workplace Gender Equality Act 2012 (Cth)</i>
the Agency	Workplace Gender Equality Agency
APS	Australian Public Service
APS Census	The APS Employee Census is an annual survey which is used to collect confidential attitude and opinion information from APS employees on issues in the workplace
APSC	Australian Public Service Commission
BCEC	Bankwest Curtin Economic Centre
CO₂-e	carbon dioxide equivalent emissions
CPRs	Commonwealth Procurement Rules
Employer Census	The program to which relevant employers submit an annual Reporting Questionnaire, Workplace Profile and Workforce Management Statistics, to WGEA
EOCGE	Employer of Choice for Gender Equality
FOI Act	<i>Freedom of Information Act 1982</i>
GEIs	Gender Equality Indicators as defined in section 3 of the Act
IPS	Information Publication Scheme
KMP	Key Management Personnel
KPI	Key performance indicator



Legislative Instruments	<i>Workplace Gender Equality (Gender Equality Standards) Instrument 2023</i> , the <i>Workplace Gender Equality (Matters in relation to Gender Equality Indicators) Instrument 2023</i> and the <i>Workplace Gender Equality (Gender Equality Targets) Instrument 2025</i>
Legislative reforms	Amendments to the <i>Workplace Gender Equality Act 2012</i> made in March 2023 by the <i>Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023</i> and changes to the associated Legislative Instruments as well as amendments to the Act made in March 2025 by the <i>Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025</i> and the creation of the <i>Workplace Gender Equality (Gender Equality Targets) Instrument 2025</i>
NABERS	National Australian Built Environment Rating System
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PS Act	Public Service Act 1999
relevant employers	employers that are covered under the Act for reporting purposes
2024–25 reporting	WGEA Gender Equality Reporting for the private sector for the period covering 1 April 2024 to 31 March 2025
Respect@Work Report	Australian Human Rights Commission's <i>Respect@Work: Sexual Harassment National Inquiry Report</i>
the 2021 Review	the <i>2021 Review of the Workplace Gender Equality Act 2012</i>
SES	Senior Executive Service
SME	Small and medium enterprises
Submission groups	Relevant employers that submit reports to the Agency, sometimes on behalf of other relevant employers within their corporate structure that have the same, or similar, policies and strategies for action on gender equality
WCAG 2.1	<i>Web Content Accessibility Guidelines (WCAG) 2.1</i>
WGEA	Workplace Gender Equality Agency
WGEA Review	The <i>2021 Review of the Workplace Gender Equality Act 2012</i>
WH&S	Work, health and safety
WH&S Act	<i>Work Health and Safety Act 2011</i>
workplace profile	relevant employers must supply a workplace profile to WGEA in the annual Employer Census. The workplace profile is an Excel worksheet designed to collect information about workforce composition, base salaries, and total remuneration



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Australian Government



Workplace
Gender Equality
Agency

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