

# Corporate Plan

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Workplace Gender Equality Agency

**Corporate Plan 2025-2029**



## **Acknowledgement of Country**

In the spirit of reconciliation, the Workplace Gender Equality Agency acknowledges the Traditional Custodians of the country throughout Australia and their connections to the land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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# Chief Executive Officer's introduction

I am pleased to present WGEA's Corporate Plan for 2025-26, which outlines our strategic direction and activities through to 2028-29.

This plan builds on the momentum of recent legislative reforms and sets a clear path forward for WGEA to work with employers to accelerate gender equality in Australian workplaces.

Enhanced transparency and accountability through the publishing of employer gender pay gaps is already driving improvement. WGEA published employer gender pay gaps for the private sector for the second time in February 2025, and the Commonwealth public sector for the first time in May 2025.

Further progress will occur as employers who directly employ 500 or more employees select and commit to achieving 3 gender equality targets from 2026. These employers have 3 years to meet or demonstrate improvement against each target they select.

The targets legislation sets a new bar for performance by larger employers. Over the next 4 years WGEA will support employers to select and achieve meaningful targets to accelerate change.

In addition to a significant focus on implementing the new target setting requirements, WGEA will continue to focus on:

- **Enhancing transparency** of employer performance through our dynamic and searchable public-facing Data Explorer and the publication of employer gender pay gaps.
- **Delivering actionable insights** through advanced data analysis and timely and accessible insight reports.
- **Building employer capability** through masterclasses, workshops and advisory services, extensive support for selecting targets and recognising leading practice.
- **Driving public awareness** through sustained national communications campaigns that inspire evidence-informed action across workplaces and communities.

I am also particularly pleased that more employers expressed greater satisfaction with the WGEA reporting experience and support over the past year.

WGEA will continue our efforts to be a best practice regulator, assisting employers to comply with their legal obligations and ensuring that regulatory decisions are proportionate, consistent and fair. We are committed to ongoing evaluation and continuous improvement of our regulatory function, reducing unnecessary burden and using technology to reduce friction in the employer experience.

WGEA is powered by a dedicated and skilled team, valued and trusted by employers and stakeholders alike. Together, we are well positioned to help accelerate the rate of change and realise our vision for gender equality, a future where all people are fairly represented, equally valued and rewarded in the workplace.



**Mary Wooldridge**

CEO

Workplace Gender Equality Agency

This Corporate Plan has been prepared in accordance with the requirements under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



# About us

## WGEA is responsible for promoting, improving and accelerating the rate of change for gender equality in Australian workplaces.

The Workplace Gender Equality Agency is an independent Commonwealth statutory authority established by the *Workplace Gender Equality Act 2012* (WGE Act). The WGE Act requires Australian employers with 100 or more employees to report to WGEA annually against 6 gender equality indicators (GEIs). Large employers must also meet Gender Equality Standards and select and meet or demonstrate improvement against 3 gender equality targets.

WGEA is a key part of the Australian Government's architecture to achieve gender equality, with a legislative mandate which includes working to remove the barriers to full and equal participation of women, eliminating discrimination on the basis of gender and improving the productivity and competitiveness of Australian employers through the advancement of gender equality in employment and in the workplace.

WGEA's functions include assisting employers to achieve the purpose of, and monitoring their compliance with, the WGE Act.

WGEA also advises the Minister for Women on matters relating to workplace gender equality. This occurs either directly or in collaboration with the Office for Women in the Department of the Prime Minister and Cabinet who is the policy owner of the WGE Act.

The annual reporting process contributes to a world-leading dataset. As a driver of change WGEA provides advice and assistance to employers, assesses and measures workplace gender equality performance and delivers education, insights and capability building support to promote and improve gender equality in the workplace.

By publishing data and insights, including gender pay gaps at an employer, industry and national level, WGEA builds public understanding of gender equality in the workplace and equips employers and Government with insights to take action to close the gender pay gap.

### Our vision

Our vision is to achieve gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.

### Our purpose

Our purpose is to accelerate change to achieve gender equality in Australian workplaces, by providing data backed insights, practical enabling support, tools and research, and accessible pathways to leading practice.

### Our values

Our culture and values support us to achieve our purpose now and into the future. We are committed to the Australian Public Service values of being impartial, committed to service, accountable, respectful, ethical and displaying stewardship.



# Our key activities

To achieve our purpose to accelerate change in Australian workplaces, we will focus on the following:

1

## Enhance the reporting experience

Continuously improve our employer reporting portal and streamline reporting mechanisms.

Deliver clear guidance on what employers need to do to comply with the legislation.

Communicate and consult regularly with relevant employers.

2

## Generate knowledge, insights and tools for change

Use WGEA's world-leading dataset to publish timely, engaging and accessible reports such as Scorecards, insights and educational resources.

Use the Data Explorer to present employer data in a transparent, user-friendly and dynamic way.

3

## Drive broader, deeper action with employers

Support employers to analyse, plan and improve gender equality in their workplace and to close their gender pay gap.

Support large employers to select and achieve gender equality targets.

Provide benchmarking, tailored guidance and focused interventions to increase employer capability and accelerate change.

Recognise leading practice employers.

4

## Enable and amplify national gender equality momentum

Conduct data-led national awareness campaigns to build understanding, and shift mindsets.

Conduct targeted campaigns to motivate employers to take action to improve gender equality in their workplace.

Publish employer gender pay gaps.

Help drive *Working for Women: A Strategy for Gender Equality* and contribute data to the monitoring framework.

5

## Enhance our people's capability to accelerate change

Build our people's capability to support WGEA's regulatory, awareness, education and capability-building functions.

Facilitate a diverse, respectful and inclusive culture.

Focus on WGEA staff wellbeing and morale.

WGEA aligns its key activities to the Ministerial Statement of Expectations issued in July 2025.

# Our environment

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

The priority areas for action set out in the Strategy reinforce the importance of WGEA's role in driving gender equality, particularly in relation to economic equality and security, leadership, representation and decision-making. This reinforcement of WGEA's contribution builds on that identified in the Respect@Work Report 2020 and the 2021 Review of the WGE Act, especially to achieving fair, equal and safe workplaces.

By supporting employers to report to us annually and publishing that data, WGEA generates crucial evidence supporting the lived experience reflected in the Strategy - that people have different experiences in the workplace because of their gender. Our work enables employers to act using facts, evidence-based resources and direct advice and support.

Similarly, our national communications campaigns including Equal Pay Day and our annual Scorecards shift mindsets around pay equity and workplace inclusion and promote positive change. Through regular webinars, speaking engagements, research collaborations and the sharing of leading practice, we keep public attention focused on workplace gender equality and motivate Australian employers to do better.

In the past 2 years, WGEA has implemented key Government reforms aimed at accelerating the closing of the gender pay gap, supporting flexible working arrangements and protecting against workplace sexual harassment and abuse.

The publication of employer gender pay gaps commencing 2024 for the private sector and in 2025 for the Commonwealth public sector followed a widespread campaign to educate employers and the broader public about the gender pay gap and why it is a meaningful proxy for workplace gender equality. Publishing employer gender pay gaps increased public awareness and successfully galvanised employer action. Many employers also publish an Employer Statement to give context to their results and detail their proposed actions. Accountability for performance was heightened with a new requirement for CEOs to provide the WGEA Executive Summary and Industry Benchmark Report to their governing body.

The Commonwealth public sector gender equality reporting program is entering its third year. This was a recommendation of the Respect@Work report and has expanded the dataset, providing additional insights regarding the state of gender equality in Australian workplaces and an opportunity for comparison between the private and public sector.

In March 2025, the Parliament passed the *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025* requiring employers who directly employ 500 or more employees to select 3 gender equality targets and meet or demonstrate improvement against at the end of 3 years. The introduction of target setting was a recommendation of the 2021 Review of the WGE Act. WGEA has worked extensively over the past 3 years consulting with employers, unions and employer peak bodies as well as key stakeholder groups and advising the Government as well as collaborating with the Office for Women on the design of the scheme and the menu of targets employers can select.

WGEA is now working to support employers to select and achieve meaningful targets to improve gender equality in their workplace. WGEA will monitor and publish progress with implementation after the first round of targets selected in 2026.



# Our environment continued

## Gender equality indicators (GEIs)

WGEA collects data relating to 6 GEIs. These indicators provide a consistent, comprehensive framework for assessing individual employer performance and progress towards gender equality in Australian workplaces. The GEIs are detailed in the WGE Act and address areas that are most critical to workplace gender equality.

<b>GEI 1</b>	gender composition of the workforce
<b>GEI 2</b>	gender composition of governing bodies of relevant employers
<b>GEI 3</b>	equal remuneration between women and men
<b>GEI 4</b>	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
<b>GEI 5</b>	consultation with employees on issues concerning gender equality in the workplace
<b>GEI 6</b>	sexual harassment, harassment on the ground of sex or discrimination

## Focus | WGEA Targets

### Selecting and meeting targets

- From 2026, employers who directly employ 500 or more employees need to select and commit to achieve 3 gender equality targets. Employers will select their targets from a menu of 19 evidence-informed options, based on the GEIs.
- The menu includes 9 numeric and 10 action targets. Employers must select at least one numeric target, which requires measurable improvement.
- Employers will use the information from the Gender Equality Report they lodged in 2025 as the baseline for selecting their targets in 2026.
- At the end of the 3-year target cycle, employers need to meet or demonstrate improvement from their baseline against each target selected.

[WGEA Targets hub](#)



# Our environment continued

## Harnessing data to drive change

More than a decade of employer data has built the world's most comprehensive dataset on workplace gender equality. It provides evidence for WGEA's interventions to help drive improvement. WGEA reporting currently covers approximately 8,000 relevant employers and 5.3 million employees. WGEA's public facing data visualisation tool, the Data Explorer, enables employers, the public and governments to access individual employer and industry results and benchmark performance.

WGEA's data features prominently in Working for Women's reporting framework and by sharing good practice WGEA plays a critical role in driving efforts to accelerate gender equality over the next decade.

## Insights that inspire action

WGEA translates reporting data into insights that can be used to drive change. WGEA's Employer Gender Pay Gaps Report released to coincide with publishing employer gender pay gaps underscores that workforce composition and remuneration are critical drivers of the gender pay gap. The over-representation of men in the upper quartile is a significant factor driving the majority of employer gender pay gaps. Discretionary payments such as bonuses, superannuation, and overtime are more likely to benefit men. While 56% of employers reduced their gender pay gap year on year, sustained focus is needed to address the structural and cultural factors that lead to the under-representation of women in leadership and high paying roles and over-representation in lower paying roles in order to close the gender pay gap.

WGEA's 9th *Gender Equity Insights* report with BankWest Curtin Economics analysed the role of part-time work as a factor in workplace gender equality. It found similar proportions of women and men were choosing part-time work out of preference. But part-time manager roles were rare. Improving the availability and support for part-time work at all levels of workplaces could

expand employer's access to talent, support them to reduce the gender pay gap and give both women and men the option for working arrangements that better align with how, when and where they want to, or need to, work.




In May 2025, the Agency published the individual gender pay gaps for 120 Commonwealth public sector employers and insights on the differences between Commonwealth public sector employers and the private sector. The Commonwealth public sector average total remuneration gender pay gap was 6.4%, compared to the private sector's 21.1% gap. While the Commonwealth public sector performed well overall relative to the private sector, there are still many opportunities for improvement.

WGEA will continue to build public support and trust in our data collection and insights, with a focus on timely and accessible reports and educational resources and support to translate this knowledge into action in the workplace.

### Focus | Data Explorer

WGEA's dataset is split into 3 interactive dashboards. The National dashboard shows progress in reducing the gender pay gap since 2013 and highlights key insights for the latest reporting period. The Employer dashboard enables direct comparisons between employers across all data points, with the ability to download the data for further analysis.

#### Start exploring our data

National 	Industry 	Employer 
<b>National Data Explorer</b>  Investigate the private sector employer gender equality data at a national level.	<b>Industry Data Explorer</b>  Drill down into the data by industry division, sub-division, group or class, as well as employer size, to gain deeper insights.	<b>Employer Data Explorer</b>  Find individual employer results including gender pay gaps, rates of women and men in different occupations, access to parental leave and the actions they are taking to improve gender equality



# Our environment continued

## Building employers' capacity to plan and implement change

WGEA has strengthened its insights and capability function by expanding our employer capacity programs and capability development services. This includes a more targeted and proactive advisory support service, an expanded suite of practice-based masterclasses, and a revitalised web-based tools and knowledge hub for written guidance and insights.

To further amplify impact, WGEA will introduce a gender equality accelerator program, offering an intensive, face-to-face learning experience for employers that is grounded in gender mainstreaming principles. This program is designed to be readily adapted for specific industries and employer cohorts, such as women-dominated and men-dominated workforces and groups of employers seeking recognition through our Workplace Gender Equality Citation program.

Together, these offerings form a targeted and fit-for-purpose platform that supports capacity-building and will empower employers to leverage their reporting data and build the internal expertise to develop more effective, strategic action plans that drive meaningful change.

## Driving change through regulatory action

WGEA will continue our effort to be a best-practice regulator, consistent with the Regulator Performance Resource Management Guide.

WGEA's Compliance Strategy describes our constructive regulatory approach prioritising education to support compliance and direct support to aid continuous improvement. To maintain integrity of the legislative scheme, WGEA responds to non-compliance by naming employers, if the non-compliance is deliberate, repeated or without reasonable excuse.

In the year ahead WGEA will support the Office for Women to update the Workplace Gender Equality Procurement Principles and Commonwealth agencies to uphold Government's commitment to only contract with companies that are compliant with the WGE Act.

WGEA will also continue to pursue opportunities to contribute to improving Australia's productivity performance by streamlining gender equality reporting requirements without diminishing the ability to generate actionable insights through our dataset and noting that the introduction of gender equality targets requires consistency in data collection over a 3-year target cycle.



# Our environment continued

## Key results from gender equality reporting

### Key statistics for private sector employers (2023-24)

- 21.8% average gender pay gap (total remuneration). If calculated the same way as 2022-23, i.e. excluding the remuneration of CEOs, Heads of Business and Casual Managers, the gender pay gap was 21.1%, a decline by 0.6 pp from the previous year.
- 50% of employers have a median gender pay gap above 8.9% (down 0.2pp) and an average gender pay gap above 12.1%.
- 56% of employees have reduced their average gender pay gap while 44% have had their average gender pay gap increase.
- 13pp increase in organisations that conducted a gender pay gap analysis, up to 65%, and of those 75% took action as a result.
- 27% (2pp increase) of organisations having gender-balanced boards and 66% (2pp decrease) of organisations have men-dominated boards.
- 68% of employers offer paid parental leave, an increase of 5pp with men accounting for 17% of primary care parental leave taken, up 3pp from last year.
- 22pp increase in organisations reporting they consult with employees, up to 69%.
- 72% of employers have reported they are collecting data on sexual harassment in the workplace and 68% saying they have a process to disclose anonymously.

A full analysis of the private sector gender equality is available in the Gender Equality Scorecard on the WGEA website at [WGEA Gender Equality Scorecard | Latest results employer reporting](#)

### Key statistics for commonwealth public sector employers (2023):

- 6.4% average gender pay gap (total remuneration), excluding CEOs and Casual Managers.
- 50% of employers have a median gender pay gap above 4.8%.
- 8pp increase in organisations conducting a gender pay gap analysis, up to 72%. Of those, 75% took action as a result, an increase of 11pp.
- 49% of employers have a gender-balanced board, down 6pp.
- 98% of employers continue to offer paid parental leave with no change in the proportion of primary parental leave taken by men (11%).
- 15pp increase in organisations reporting that they consult with employees on gender equality, up to 93%, with 55% (an increase of 25pp) having a formal policy or strategy to do so.
- 13pp increase of employers provided training to managers on prevention of sexual harassment or discrimination, to 91% with 52% of those offering training annually.

A full analysis of the first Commonwealth Public Sector Gender Equality Scorecard is available on the WGEA website at [WGEA Commonwealth Public Sector Gender Equality Scorecard | WGEA](#)



# Our capability

## Our organisational capability is core to achieving our purpose

While we are a small agency our workforce has diverse expertise in communications, data analytics, technology, privacy, regulatory practice as well as gender equality expertise. To operate effectively and achieve our purpose we will continue to invest in our people and use technology effectively. Our People Plan sets out our vision for an inclusive, collaborative, adaptable and high-performing workforce.

Results from the Australian Public Service Employee Census highlight the strength of our workplace culture. WGEA employees are proud to work for the Agency, believe strongly in our purpose and are prepared to go the 'extra mile' at work when needed. They understand how their role contributes to achieving an outcome for the Australian public.

In the year ahead we will continue to invest in training and development to ensure each team has the skills, knowledge and capabilities to perform at a high level. A particular focus will be supporting our emerging leaders with targeted development aligned with the APS Leadership Capability Framework and covering high-performing hybrid teams, and cultural and psychological safety. We will also ensure that staff are equipped to meet accessibility requirements and plain English in our written and website content and engage confidently and responsibly with emerging technologies.

We have continued to strengthen our gender equality reporting team, key to our role as a regulator and supporting employers to comply with the WGE Act. We have also expanded our direct engagement with employers to build capability, providing focused education and advisory services.

While we continue to draw on external expertise when necessary, WGEA is committed to reducing outsourcing and building internal capability. In 2025-26, WGEA will examine any opportunities to reduce outsourcing of core work in line with the APS Strategic Commissioning Framework in particular the Job Family Portfolio Service Delivery work.

We are committed to creating an inclusive environment that values difference and leverages the strengths of a diverse workforce. Employee health and wellbeing remains a priority through providing access to information, advice, and a respectful work environment.



# Our capability continued

## Strategic communication for change

Effective communication is central to WGEA's mission. The publication of employer gender pay gaps and new legislation on gender equality targets has motivated employers and elevated workplace gender equality as an important issue. However, many employers and members of the public still benefit from additional understanding of the drivers of inequality, the data used to uncover them and the evidence-informed actions they can use to ensure a gender equal experience at work.

WGEA will continue to use the successful annual Equal Pay Day campaign to educate the public and employers on the drivers of the gender pay gap and actions that evidence shows works to address them. We are undertaking strategic and targeted employer outreach to inform designated relevant employers of the new requirements to select and meet gender equality targets. While we will focus our attention on key data releases such as employer gender pay gaps, and the release of private and Commonwealth public sector Scorecards, we will also work to communicate important insights from the WGEA's dataset throughout the year and bring attention to key areas with the potential to accelerate change.

WGEA will use our communications channels to explain the impact of employer actions on gender equality in the workplace. We will continue to explain the impact of unequal access to parental leave and the need to assess employer approaches to preventing sexual harassment and discrimination. We reach employers directly through email campaigns, tailored social media content, webinars, industry events, educational masterclasses and guides and 1:1 advisory sessions.

We also engage broader audiences - including policymakers, employees, and the public—through:

- media outreach and commentary.
- a dynamic and informative website
- social media storytelling
- a regular subscriber newsletter
- speaking engagements across sectors.

**Driving Public Dialogue** - Our communications strategy builds on WGEA's reputation as a trusted authority. We regularly share insights from our national dataset, findings from leading gender equality research, and stories from our work with employers. This helps shape public discourse, build understanding, and motivate action.

**Continuous Improvement** - We continually refine our approach to expand our reach, deepen engagement and keep gender equality front of mind for employers and the broader community.



# Risk oversight and management systems

## Managing risk is everyone's responsibility at WGEA

We encourage our staff to embrace risk management to inform project planning and decision-making. Our approach ensures that risks are identified and treated at every level of the organisation in day-to-day operations, cross-agency projects and strategic planning.

The WGEA Risk Management Framework is consistent with the Commonwealth Risk Management Framework. It sets out the policy and governance arrangements for the identification, management and communication of risk. We periodically review the framework in the context of our operating environment to ensure controls and treatment strategies remain effective. The CEO is responsible for the overall management of risk and the Chief Operating Officer ensures it is embedded into the way we work.

The Executive Management team is responsible for reviewing and endorsing the Agency's risk appetite statement, conducting an annual risk review as part of the Agency's strategic review and for reviewing and monitoring Agency-wide risks on a regular basis.

The Agency's overall risk appetite reflects the importance of being able to engage with risk to pursue opportunity and create value. We are committed to embedding a positive risk culture – accepting some risk and treating others and enhancing risk maturity within the Agency.

The Agency has developed a system of internal controls and governance mechanisms which incorporate the advice of independent external experts. These are submitted for review and endorsement by the Audit Committee, who we are actively engaged on the topic. The Agency is subject to an annual audit by the Australian National Audit Office.

All staff are required to undertake bi-annual risk management and privacy training and annual fraud awareness and security training. In 2025–26 we will support our staff through enhanced tools and training and continue to monitor progress on our risk treatments. This includes sharing findings on pre-mortem and post implementation reviews undertaken for major projects, building greater awareness of our risk profile and priorities, improving risk conversations in our decision-making and strengthening our risk management capability.



# WGEA's key potential risks

WGEA proactively identifies potential risks that could affect our ability to deliver on our purpose. Our risk mitigation strategies are designed to protect our data, people, reputation, and operations while enabling innovation and progress. These pre-emptive strategies ensure WGEA remains resilient, responsive, and effective in a changing environment.

Key potential strategic risks	Mitigating strategies / management response
<b>WGEA fails to protect the information entrusted to us</b>	Ensure robust information policy and information security arrangements (PSPF, IRAP) Maintain privacy management plan, privacy impact assessments and data breach protocols New data governance framework and policies Maintain annual mandatory privacy training
<b>Business-as-usual is compromised by the WGE Act reform priorities</b>	Use cross-team secondments and surge capacity In-year adjustment of budget allocation to meet emerging priorities Effective team planning and workflow and priority management Embed project governance framework
<b>WGEA is unable to attract and retain a capable workforce</b>	Apply workforce planning and organisational design strategies Interagency engagement and use of talent search to support recruitment Comprehensive induction program and ongoing development programs Offer flexible and remote working arrangements
<b>WGEA funding results in reduced capacity to support employers</b>	Clarity on funding required to maintain support for employer reporting, compliance and education and capability building Review budget and undertake scenario planning for operating model at different funding levels
<b>New requirement to select targets leads to employer delay in lodging gender equality reports</b>	Proactive engagement with employers to build knowledge including tailored education and ongoing support with tools and resources Public awareness campaigns to maintain community support Pre-mortem undertaken to support planning and communications Proactive data validity checking and technical thresholds
<b>Employers do not adequately engage with WGEA to support targeted outcomes and increased action</b>	Comprehensive engagement campaign and capability building strategy and plan Investment in resources and masterclasses for employers to undertake analysis and identify areas for action
<b>WGEA's reporting and data management legacy platform becomes unaffordable and increases employer reporting burden</b>	Pursue solutions for the effective future management of WGEA's data and technology assets Seek assistance from Digital Transformation Agency and/or other government stakeholders to leverage whole government solution as technology approaches end of life.



# Corporate and enabling services

## The smart use of shared services arrangements contributes to our success

Under Memorandums of Understanding with the Department of Employment and Workplace Relations and the Service Delivery Office of the Department of Finance, the Agency accesses services in the areas of information technology, human resources, payroll, records management, security and other administration.

The Agency engages external providers to manage and enhance our reporting portal and data warehouse.

To enable our people to operate effectively we support flexible and remote working arrangements. For working days in the office, we provide contemporary, safe, secure and sustainable office accommodation and facilities in Sydney's CBD.

## Technology capability

The work of the Agency is underpinned by technology. Our actions in 2025-26 and beyond are designed to ensure the Agency's technology systems are secure, scalable and responsive to the evolving needs.

WGEA has an ongoing program of system enhancement including expanding self-service for employers. We will investigate trialling AI agents to support our small team in responding to less complex employer support requests. WGEA's AI Statement confirms that WGEA uses AI to enhance workplace productivity and support corporate and enabling functions.

Our technology goals are:

1. Enhanced Programs Delivery: continually seek to reduce employer burden and enable the new regulatory reforms
2. Technical Innovation: provide modern, user-centric tools that enhance inbound and outbound stakeholder engagement and internal efficiencies
3. Technology Improvement: continuously improve the reliability and performance of the technology that underpins all Agency operations
4. Inclusive and accessible digital: ensure all users can engage with the Agency's platforms through accessible and inclusive digital experiences.

WGEA's employer reporting portal is a legacy system that is halfway through its lifecycle. As the employer reporting portal moves closer to end of life, the Agency will scope future options to ensure that we comply with the Data and Digital Government Strategy, especially in relation to ensuring WGEA technology is scalable, secure, resilient and interoperable. This will be done according to the whole of government Digital and ICT Investment Oversight Framework operated by the Digital Transformation Agency.

Against the backdrop of enhanced public interest and scrutiny of our data assets following the publishing of gender pay gaps, WGEA has reviewed its data model and data systems that support the gender equality reporting portal. The aim was to identify how we can improve the user experience for employers, increase self-service ability in data analysis and insights reporting and enable seamless integration with other government data assets. Implementation of a new system is on hold due to budget limitations, but we are continuing to explore in-house improvements.



# Our performance

The Agency is committed to achieving our vision and purpose, while seeking to minimise the regulatory impact on employers. Our key activities and targets in this Corporate Plan consider and support the achievement of the principles of regulator best practice.

WGEA's performance measures provide information about what we are working to achieve in the next 4 years. We will report annually on our performance and achievements against our key activities and will review the performance measures each year to ensure they remain relevant and appropriate. The performance measurement framework is based on progress to accelerate change as well as our work and effectiveness as a regulator. We are committed to applying the 3 principles of regulatory best practice through our strategy and regulatory operations and this commitment has been formalised through the Ministerial Statement of Expectations issued to WGEA.

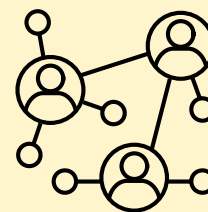
## Regulator Best Practice Principles

- 1. Continuous improvement and building trust:** Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings. The Government expects all regulators to commit to continuous improvement in their processes, governance and capabilities, and identify and develop organisational values and a positive culture that supports best practice.
- 2. Risk-based and data driven:** Regulators maintain safeguards, using data and digital technology to manage risks proportionally to minimise regulatory burden and to support those they regulate to comply and grow. The Government expects regulators to weigh the efficiency and cost-effectiveness of their regulatory actions, seeking to impose the least burden on this that are regulated while maintaining essential safeguards.

- 3. Collaboration and engagement:** Regulators are transparent and responsive, implementing regulations in a modern and collaborative way.

## Measuring progress in gender equality outcomes

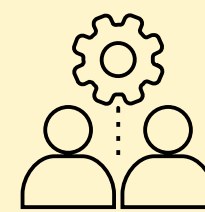
Improvements in employer performance against the GEIs are the ultimate measures that workplace gender equality has progressed. The Agency will continue to track performance against all GEIs and has established an overall evaluation framework with targets on national workplace performance against 3 themes:



Workforce  
composition



Gender pay gap



Alternative working  
arrangements

# WGEA's overall outcome evaluation framework

Theme	Gender pay gap	Workforce composition	Alternative working arrangements
<b>Success*</b>	Elimination of the Gender Pay Gap	The workforce gender mix of the Board, Key Management Personnel (KMP) and Managers overall becomes more balanced	Part-time working arrangements for managers and gender equal take up of parental leave
<b>Current state (2023-2024 reporting) and progress</b>	21.1% across WGEA's reporting employers** <b>1.7pp reduction</b>	Women represent: 34.9% of Board members – <b>0.9pp positive movement</b> 37.5% of KMP – <b>2.5pp positive movement</b> 42.2% of Managers – <b>1.2pp positive movement</b>	16.9% of primary carer's leave is taken by men <b>3.5pp positive movement</b> 6.5% of manager roles are part-time <b>no change</b>
<b>Baseline (2021-2022 reporting)</b>	22.8% across WGEA's reporting employers.	Women represent: 34% of Board members 35% of KMP 41% of Managers	13.4% of primary carer's leave is taken by men 6.5% of manager roles are part-time
<b>Benchmark for target (2017-18 to 2020-21 reporting)</b>	Reduction in 4 years of 1.7%	Improvement in 4 years of: 5.5% Board members 4.6% KMPs 1.9% Managers	Improvement in 4 years of: 8.3% primary carer's leave taken by men 0.1% of managers roles being part-time
<b>Target by 2026-27</b>	<b>Reduction of 3 percentage points</b>	<b>Positive movement of:</b> <b>5% Board members</b> <b>5% KMPs</b> <b>4% Managers</b>	<b>Positive movement of:</b> <b>8 percentage points of men's update of primary carer's leave</b> <b>2 percentage points in part-time manager roles</b>

\*Measurements drawn from private sector reporting data

\*\*Based on if calculated the same way as 2022-23 i.e. excluding the remuneration of CEOs, Heads of Business and Casual Managers. 0.7pp is added to the Gender Pay Gap with the changed reporting requirements that include the remuneration of CEOs, Heads of Business and Casual Managers.



# Plan 2025-26 and beyond

## WGEA enhances the reporting experience (Activity 1 and Regulator BP Principle 1 and 3)

Key Performance indicator	Latest result (2024-25)	2025-26	2026-27 to 2028-29
<b>1.1</b> Percentage of positive responses from relevant employers about their reporting experience	<b>57% - reporting platform</b> <b>59% - reporting assistance</b> <b>63% - reporting guide</b>	<b>Target:</b> 60% satisfaction with the reporting platform and reporting support and guide <b>Methodology:</b> Annual survey of representative sample of private sector reporting organisations about reporting experience	<b>Target:</b> Improve
<b>1.2</b> Time taken to complete WGEA Gender Equality Reporting	<b>64% took an average total of 40 or less hours to complete*</b>	<b>Target:</b> Improve or maintain proportion taking 40 hrs or less to prepare and lodge report <b>Methodology:</b> Survey of representative sample of reporting employers	<b>Target:</b> Improve
<b>1.3</b> Regulated employers understand their obligations	<b>7,705 employers compliant in 2023-24</b>	<b>Target:</b> Increase the number of relevant employers compliant with the legislation <b>Methodology:</b> Internally generated report on relevant employers who are compliant for completed reporting period.	<b>Target:</b> Improve
<b>1.4</b> Number of privacy, security or data breach training and awareness activities delivered to WGEA employees	<b>5 activities</b>	<b>Target:</b> Maintain <b>Methodology:</b> Internal capture	<b>Target:</b> Maintain

\*Survey of reporting organisations provided improved insights on time taken to complete WGEA Gender Equality Reporting with total hours taken to complete utilised rather than elapsed number of weeks



# Plan 2025-26 and beyond

**Generate knowledge, insights and tools for change through our comprehensive dataset, education and research (Activity 2 and Regulator BP Principle 2)**

Key Performance indicator	Latest result (2024-25)	2025-26	2026-27 to 2028-29
<b>2.1</b> Number of employees covered by WGEA reporting	<b>5.41 million employees (2023-24 reporting)</b>	<b>Target:</b> Maintain or increase <b>Methodology:</b> Number of employees represented in WGEA scorecard dataset (private and commonwealth public sector)	<b>Target:</b> Maintain or increase
<b>2.2</b> Reporting generates timely insights	<b>Benchmark Report from 6 November 2024</b>	<b>Target:</b> Industry Benchmark Report for Private Sector provided to employers by November <b>Methodology:</b> Internal capture of system cut-off and report publication date	<b>Target:</b> Maintain
<b>2.3</b> WGEA provides access to data and insights	<b>Average 14,981 views per month</b>	<b>Target:</b> Maintain or increase pages views per month for the Data Explorer <b>Methodology:</b> Analytics on Data Explorer usage	<b>Target:</b> Maintain or increase
<b>2.4</b> WGEA provides access to education and research	<b>104,945 users and 40,378 downloads key tools, resources/ reports. 3 research/insights reports</b>	<b>Target:</b> Maintain or increase engagement with tools, resources and research <b>Methodology:</b> # of users and downloads of key tools, resources and reports, # of research reports/insights released	<b>Target:</b> Maintain or increase
<b>2.5</b> Tools and resources available to enable employers to take action and implement leading practice	<b>13 tools and resources developed or refined.</b>	<b>Target:</b> At least 10 tools/resources newly developed or refined <b>Methodology:</b> Internally generated report on new or refined resources	<b>Target:</b> Maintain



# Plan 2025-26 and beyond

## Drive broader, deeper action with employers (Activity 3 and Regulator BP Principle 2)

Key Performance indicator	Latest result (2024-25)	2025-26	2026-27 to 2028-29
<b>3.1</b> Number of employer or stakeholder interactions to build capability	1,598 attended webinars/events 2,098 attended capability sessions	<b>Target:</b> Maintain <b>Methodology:</b> Internal capture of attendance at events/webinars and capability sessions	<b>Target:</b> Maintain
<b>3.2</b> Satisfaction with WGEA's support for improved practice via capacity building, education and research	94% satisfied/very satisfied with activities	<b>Target:</b> Maintain satisfaction rates <b>Methodology:</b> Feedback gathered post interaction across a sample of WGEA activities	<b>Target:</b> Maintain
<b>3.3</b> Employers undertaking a gender pay gap analysis and taking action as a result	68% undertook analysis, 75% took action in 2023-24	<b>Target:</b> Maintain <b>Methodology:</b> Internally generated report through employer annual census	<b>Target:</b> Maintain
<b>3.4</b> Number of employers who have improved their gender pay gap (GPG) in a reporting year	56% of employers improved their GPG (2022/23 to 2023/24)	<b>Target:</b> Increased proportion of employers improve their GPG <b>Methodology:</b> Internally generated report on average total remuneration GPG for relevant employers	<b>Target:</b> Increase



# Plan 2025-26 and beyond

## Enable and amplify national gender equality momentum (Activity 4 and Regulator BP Principle 3)

Key Performance indicator	Latest result (2024-25)	2025-26	2026-27 to 2028-29
4.1 Reach and engagement of communications to improve gender equality outcomes	<b>Media:</b> 8,617 mentions <b>Social Media:</b> LinkedIn Av impression rate of 78,044 <b>Website:</b> 83% engagement rate, 468,000 users. <b>Newsletter:</b> 16,259 subscribers	<b>Target:</b> Maintain <b>media</b> mentions above 7,000, <b>Social media</b> – average monthly impressions on LinkedIn above 80,000, <b>Website</b> – maintain website engagement rate, 5% increase in website users <b>Email</b> – 5% increase in newsletter subscribers list  <b>Methodology:</b> Internal capture of reach. Internally generated report gathered using resources available for the media, website, social media and email	<b>Target:</b> Maintain
4.2 Engagement with key sector stakeholders on gender equality	<b>33 speaking engagements</b>	<b>Target:</b> Maintain  <b>Methodology:</b> Internally generated report capturing speaking engagements	<b>Target:</b> Maintain



# Plan 2025-26 and beyond

## Enhance our people's capability to accelerate change (Activity 5 and Regulator BP Principle 1)

Key Performance indicator	Latest result (2024-25)	2025-26	2026-27 to 2028-29
<b>5.1</b> Percentage of positive responses to the APS Census question "Does my workgroup have the skills, capabilities, and knowledge to perform well"	64%	<b>Target:</b> Improve result from previous survey <b>Methodology:</b> APS Employee Census	<b>Target:</b> Improve result from previous survey
<b>5.2</b> Percentage of positive responses to the APS Census question "I understand how my role contributes to achieving an outcome for the Australian public"	95%	<b>Target:</b> Maintain <b>Methodology:</b> APS Employee Census	<b>Target:</b> Maintain
<b>5.3</b> 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"	78%	<b>Target:</b> Improve result from previous survey <b>Methodology:</b> APS Employee Census	<b>Target:</b> Improve result from previous survey
<b>5.4</b> Percentage of positive responses to the APS Census question "My immediate supervisor/manager genuinely supports equality between genders"	98%	<b>Target:</b> Maintain <b>Methodology:</b> APS Employee Census	<b>Target:</b> Maintain



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## **Use of the coat of arms**

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

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