



Corporate Plan

Workplace Gender Equality Agency

Corporate Plan 2026-2030



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

Australia's future prosperity will depend on how effectively we develop, attract and make full use of the capability of our people. Every Australian whose skills are under-utilised represents lost potential; for individuals, organisations and the nation.

As our economy evolves, we must ensure we are still making the most of Australia's talent and not leaving anyone behind.

Workplace Gender Equality is not just a matter of fairness. It is fundamental to lifting productivity, strengthening competitiveness and ensuring Australian businesses can access the skills and capability they need to succeed.

Workplaces are where many Australians spend a significant part of their lives. They shape opportunity, influence economic participation and contribute to wellbeing, productivity and social cohesion.

Improving workplace gender equality is therefore not only good for individuals, it is good for Australia's future.

At WGEA our purpose is clear: to improve the productivity and competitiveness of Australian businesses through the advancement of gender equality in the workplace. We know that when individuals can participate fully, when their skills and experience are recognised, and when opportunities are accessible to all, organisations perform better, and economies grow stronger.

We also know that progress is not driven by intention alone. It requires evidence, transparency and practice action.

This Corporate Plan sets out how we will continue to support employers with trusted data, practical insights and evidence

that supports better decisions. Because data only creates value when it leads to action.

It reflects our commitment to being an efficient, responsive and evidence-based agency. We cannot achieve this alone.

Progress depends on employers, employees, researchers, government and the broader community working together to remove barriers and unlock opportunity.

Australia has enormous capacity and talent. Our task is to ensure that every Australian has every opportunity to contribute. This is good for workplaces, good for business and good for the nation.

This is a challenge worth tackling together and one that will benefit us all.

I am pleased to present WGEA's Corporate Plan for 2026-27 which outlines our strategic direction and activities through to 2029-30.

Christine Castley

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 helps employers unlock workforce capability and create better workplaces

The Workplace Gender Equality Agency (WGEA) is an independent Commonwealth statutory authority established by the *Workplace Gender Equality Act 2012* (WGE Act).

WGEA helps create workplaces where everyone can participate, contribute and progress to their full potential by advancing workplace gender equality. In doing so, WGEA supports stronger workforce participation, workforce resilience, organisational performance and the productive use of Australia's skills, experience and leadership capability.

The WGE Act requires Australian employers with 100 or more employees to report annually against six Gender Equality Indicators (GEIs). Every year, around 10,500 employers, representing almost 5.9 million employees, report to WGEA. Large employers are also required to meet Gender Equality Standards and select, achieve, or demonstrate improvement against gender equality targets.

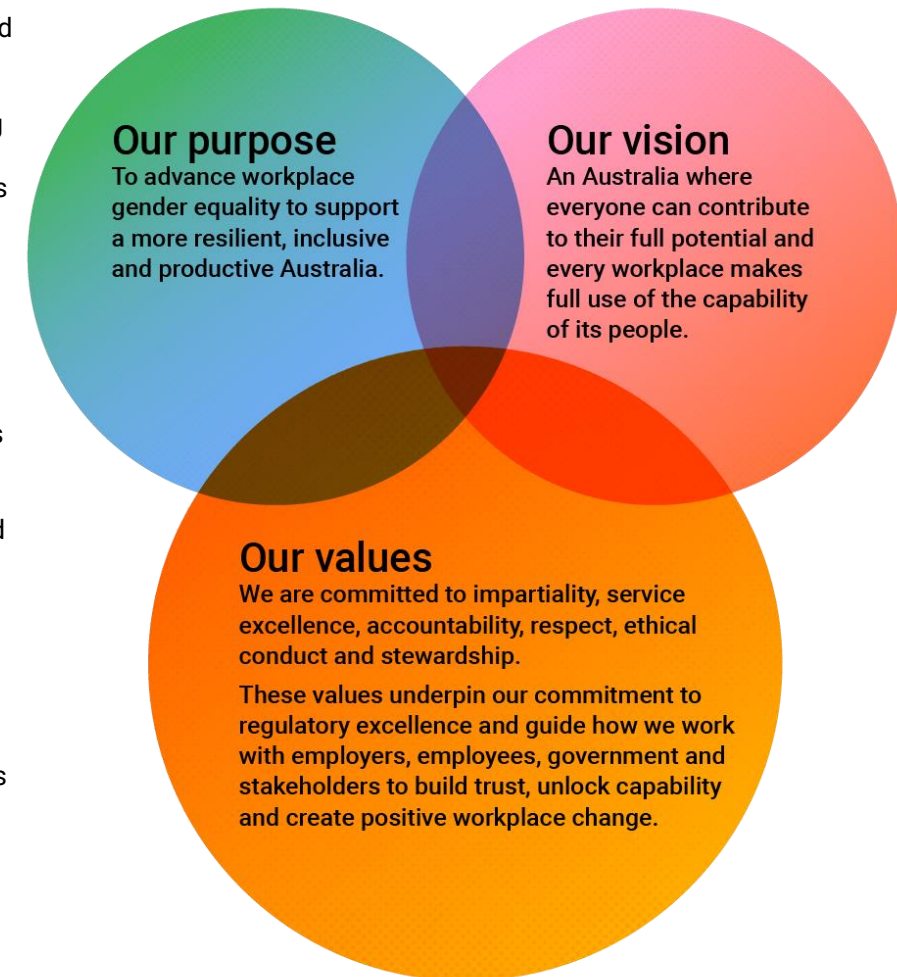
WGEA transforms this data into practical insights, benchmarking and evidence that help employers identify barriers to participation and progression, better utilise available talent and take informed action to improve workplace outcomes. Through the publication of employer gender pay gaps and other workforce indicators, WGEA promotes transparency and accountability while contributing to public understanding of workplace gender equality and national conversations about workforce participation, productivity, economic security and opportunity.

The objects of the WGE Act recognise that advancing workplace gender equality is not only a matter of fairness,

but also a driver of productivity and competitiveness. A principal object of the Act is to improve the productivity and competitiveness of Australian business through the advancement of gender equality in employment and in the workplace. WGEA's work supports this objective by helping employers address barriers that limit participation, progression and leadership representation, broaden access to opportunity, and make better use of the capability already present within Australia's workforce.

WGEA's functions include supporting employers to meet their obligations, undertaking research and educational activities, building employer capability, monitoring compliance and minimising regulatory burden. As a contemporary regulator, WGEA is committed to continuous improvement, proportionate and risk-based regulation, innovation, and the delivery of accessible, user-centred services that support employers to achieve meaningful and sustainable workplace change.

As Australia's trusted source of workplace gender equality data and insights, WGEA plays a leading role in informing public discussion, showcasing leading practice and supporting evidence-based policy development. Working closely with employers, researchers, unions, industry bodies, government and the Office for Women, WGEA helps translate evidence into action, strengthen employer capability and contribute to national conversations about workforce participation, productivity, workforce resilience and economic opportunity. Through collaboration, trusted evidence and practical action, WGEA contributes to a more productive, resilient and gender-equal Australia.



About us 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.

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

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 as the baseline for selecting their targets.
- 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 key activities

We achieve our purpose through 5 activities:

1

Deliver regulatory excellence

Work with employers, stakeholders and other regulators to improve our effectiveness and performance.

Use data to inform a risk-based approach to compliance and enforcement.

Make it easy for employers to understand how to comply.

Use emerging technology to deliver simpler, smarter regulation.

Provide advice and evidence to support an effective and fit for purpose legislative framework.

2

Turn Australia's world-leading data into action

Support employers, policymakers and stakeholders to make better decisions through evidence and insights.

Partner with researchers and integrate data sets to maximise the utility of our world-leading data asset.

Publish accessible, evidence-based insights, reports and resources .

Showcase employer data through a transparent and dynamic Data Explorer.

3

Accelerate employer action and workplace change

Strengthen employer capability through education and engagement.

Champion and showcase leading employer practice..

Partner with employers and stakeholders to accelerate change.

Provide practical tools, guidance and resources that drive action.

Enable sustained progress towards workplace gender equality.

4

Lead the national conversation

Position WGEA as Australia's trusted voice and thought leader on workplace gender equality.

Build Understanding and support through clear, compelling communication.

Engage employers, stakeholders and community to drive collective action.

Promote transparency and accountability to sustain momentum for change.

Contribute to national gender equality priorities and public policy outcomes.

5

Aspire to excellence

Cultivate a culture where curiosity, innovation and continuous improvement are embedded in how we work.

Prioritise partnership and collaboration across and beyond our workplace.

Create opportunities for everyone to build the skills and confidence to grow and lead.

Be a high-purpose, diverse and inclusive workforce where different perspectives strengthen our thinking, decisions and impact.

Harness technology and AI to enhance our impact and help employers achieve theirs.

WGEA aligns its key activities to the Ministerial Statement of Expectations.

WGEA | Corporate Plan 2026 - 27



Our environment

The Australian Government is committed to building a more productive, resilient and gender-equal Australia. *Working for Women: A Strategy for Gender Equality* sets out the Government's vision for the next decade, recognising that advancing gender equality is not only a matter of fairness, but also essential to strengthening workforce participation, improving productivity and supporting sustainable economic growth. The Strategy's priority areas reinforce WGEA's role in helping employers unlock the full potential of their workforce through evidence-based action and accountability.

This role builds on the recommendations of the *Respect@Work Report 2020* and the *2021 Review of the Workplace Gender Equality Act 2012*, which identified the importance of safe, flexible and inclusive workplaces in supporting both workforce wellbeing, organisational performance and economic participation. Together, these reforms recognise that barriers to workforce participation, progression and leadership representation can constrain labour market efficiency, limit the effective use of skills and contribute to workforce shortages.

Through annual employer reporting, WGEA maintains one of the world's largest employer-level datasets on workplace gender equality, covering almost 5.9 million employees across more than 10,000 employers. This unique evidence base enables employers, governments and the broader community to identify barriers to workforce participation and progression, benchmark performance, and better understand the drivers of workplace productivity, workforce resilience and labour market efficiency. By transforming data into practical

insights, guidance and support, WGEA helps employers make better decisions that strengthen workforce capability, improve organisational outcomes and expand opportunity.

Australia's workforce, workplaces and communities continue to evolve. Employers are navigating changing workforce expectations, persistent skills shortages, demographic shifts and increasing demand for flexibility and inclusion. In this environment, workplace gender equality is increasingly recognised as an issue of workforce capability and economic resilience, not simply fairness. Productivity depends not only on making full use of the skills, experience and leadership capability already within Australia's workforce. By helping employers identify and address barriers to participation, progression and leadership, WGEA supports workplaces to unlock capability, strengthen organisational performance and create more opportunities for people to contribute to their full potential.

WGEA's data also highlights the persistence of occupational segregation across the Australian workforce. More than half of Australian employees work in an industry dominated by one gender, limiting access to available talent pools and contributing to skills shortages in key sectors of the economy. As workforce expectations evolve and labour market pressures continue, there is a growing opportunity for employers to broaden participation, expand leadership pipelines and make better use of the skills, experience and capability already present within Australia's workforce. By expanding opportunities for people to contribute regardless of

gender, employers can build more inclusive workplaces, unlock underutilised capability and improve productivity through better use of the talent already available to them.

During 2025-2026 WGEA implemented the *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025*, a world-leading reform requiring large employers to select and achieve, or demonstrate improvement against, 3 gender equality targets. The framework is designed to drive meaningful action while minimising additional compliance burden. Employers use data already collected and provided to WGEA to establish baselines and measure progress. The menu-based model provides flexibility for employers to focus on the issues most relevant to their workforce profile, industry context and business priorities.

Extensive consultation informed the design of the framework, with employers, unions, industry groups and stakeholders highlighting the importance of a proportionate approach that balances accountability with flexibility. Consistent with our commitment to accelerate employer action and workplace change, WGEA provided practical tools, guidance, advisory services and capability-building programs to help employers establish meaningful targets and achieve measurable improvements in workplace gender equality.



Our environment continued

As Australia responds to productivity challenges, skills shortages and changing workforce expectations, workplace gender equality remains an important lever for improving labour market performance and organisational resilience. WGEA's role is to provide trusted evidence, practical guidance and proportionate regulation to help employers better utilise available talent, remove barriers to participation and progression, and create workplaces where all employees can contribute to their full potential. Through this work, WGEA contributes to a stronger, more productive and more resilient Australia.

Turning Australia's world-leading data into action

More than a decade of employer reporting has created one of the world's largest and most comprehensive datasets on workplace gender equality. WGEA's reporting currently covers more than 10,000 employers and approximately 5.9 million employees, providing a unique evidence base on workforce participation, leadership representation, remuneration, workplace flexibility and other drivers of workplace gender equality. This evidence enables employers and government to better understand the workforce factors that drive capability, labour market participation, organisational performance, resilience and productivity.

WGEA is committed to maximising the value, accessibility and impact of this national data asset. Through our Data Explorer, publications, benchmarking reports and insights program, employers, policymakers, researchers and the broader community can access timely, transparent and evidence-based information to support better decision-making.

WGEA's data also forms an important part of the Working for Women reporting framework and contributes to national efforts to improve workforce participation, economic security and workplace gender equality.

As Australia's trusted authority on workplace gender equality data and insights, WGEA informs national discussion by translating complex workforce data into accessible and practical insights. WGEA helps employers, governments and the community better understand the factors that influence workplace gender equality outcomes and the actions that can drive meaningful change.

WGEA's role extends beyond collecting and publishing data. We translate workforce data into practical insights that help employers identify opportunities to improve workplace outcomes, strengthen workforce participation, build workforce resilience and make better use of available skills and leadership capability.

The impact of transparency is already evident. Since the publication of employer gender pay gaps, the proportion of employers undertaking a gender pay gap analysis has increased from 55% to 68%, while the proportion taking action on the results has grown from 60% to 75%. Employee consultation on gender equality issues has also increased significantly, from 47% to 73%. These changes demonstrate how evidence, transparency and accountability can convert awareness into action and encourage sustained organisational focus on workplace gender equality.



Our environment continued

Turning Australia's world-leading data into action

WGEA's March 2026 Employer Gender Pay Gaps Report shows that workforce composition remains a key driver of employer gender pay gaps. The under-representation of women in senior and higher-paid roles, combined with unequal access to discretionary payments such as bonuses, superannuation and overtime, continues to contribute to pay disparities. While 55% of employers reduced their gender pay gap year on year, sustained effort is required to address the structural and cultural barriers that influence workforce participation, progression and leadership representation.

WGEA's tenth Gender Equity Insights Report, developed in partnership with the Bankwest Curtin Economics Centre, reinforces the value of employer action. The report found that retaining women is critical to achieving more gender-balanced workplaces and that organisations taking proactive action, including regular gender pay gap analysis, are better placed to retain talent and support progression into leadership roles. The report also found that gender-balanced leadership teams consistently outperform their peers on measures of market value, profitability and investor returns, highlighting the connection between workplace gender equality, workforce resilience and organisational performance.

WGEA will continue to strengthen public trust and confidence in its data, insights and reporting by ensuring information is timely, accessible and relevant. Through research, reporting, public data releases, thought

leadership and employer engagement, WGEA will continue to lead the national conversation on workplace gender equality, helping employers, governments and the community better understand the workplace factors that influence participation, productivity, workforce resilience and gender equality outcomes. By turning evidence into action and fostering informed public discussion, WGEA supports better decision-making, more effective workplace practices and sustained progress towards gender equality in Australian workplaces.

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 
National Data Explorer Investigate the private sector employer gender equality data at a national level.	Industry Data Explorer Drill down into the data by industry division, sub-division, group or class, as well as employer size, to gain deeper insights.	Employer Data Explorer 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

Accelerating employer action and workplace change

WGEA has strengthened its employer capability and engagement programs to support employers to translate data, evidence and insights into meaningful workplace action. Through targeted advisory services, practice-based masterclasses and an expanding suite of digital tools, guidance and resources, WGEA helps employers identify priorities, build capability and implement workplace gender equality initiatives that deliver measurable outcomes. These initiatives support employers to strengthen workforce participation, improve retention, build workforce resilience, broaden leadership pipelines and make better use of available skills and talent, contributing to stronger organisational performance and productivity outcomes.

An independent evaluation of WGEA's administration of legislative reform published in 2026 found that greater transparency, stronger employer accountability and increased employer action is laying the foundations for more sustained and accelerated change. The evaluation identified the introduction of gender equality targets as a key mechanism for supporting continued progress over time.

WGEA convenes, showcases and scales leading practice, helping employers learn from one another and build momentum for change across industries and sectors. By creating opportunities for employers to share insights and adopt proven approaches, WGEA accelerates the spread of effective workplace practices and supports continuous improvement across the economy.

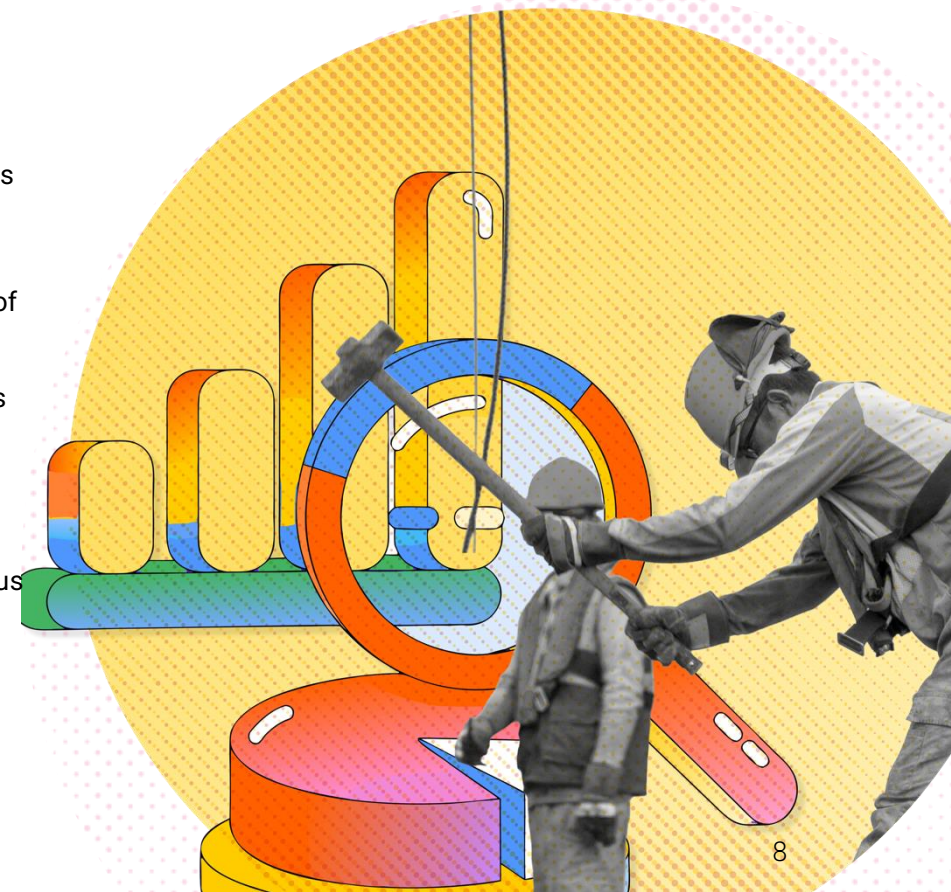
The refreshed Workplace Gender Equality Citation plays a central role in this approach by recognising employers that demonstrate meaningful progress, continuous improvement and a commitment to delivering positive workplace gender equality outcomes for employees.

By broadening access to the Citation and recognising organisations at different stages of maturity, WGEA is encouraging more employers to engage with leading practice, strengthen organisational capability and embed workplace gender equality into workforce planning, leadership and decision-making.

To further amplify impact, WGEA will continue to deliver its Gender Equality Accelerator program, providing intensive, face-to-face learning experiences grounded in gender mainstreaming principles and practical workplace application. The program is designed to support cohorts of employers facing common challenges or opportunities, including industry-specific groups, gender-segregated workforces and employers seeking to accelerate progress towards leading practice.

As employers begin implementing workplace gender equality targets, these programs will play an increasingly important role in helping organisations move from awareness to action, embedding accountability, continuous improvement and evidence-based decision-making. Together, these offerings form a targeted capability-building ecosystem that supports employers to leverage

their reporting data, strengthen internal expertise and take sustained, evidence-based action to improve workplace gender equality outcomes. In doing so, WGEA helps employers build more productive, inclusive and resilient workplaces that are better equipped to attract, retain and develop talent and respond to changing workforce and economic conditions.



Our environment continued

Delivering regulatory excellence

Expectations of regulators are changing. Governments, employers and the community increasingly expect regulation that supports productivity, workforce participation, innovation and economic resilience while minimising unnecessary burden and maintaining trust, transparency and accountability. WGEA is uniquely positioned to meet these expectations through our world-leading dataset, evidence-based insights and close engagement with employers.

By continuously improving our services, embracing new technologies, strengthening employer capability and maintaining a proportionate regulatory approach, WGEA supports better workplace gender equality outcomes while contributing to stronger workforce participation, more effective utilisation of skills and leadership capability, and a more productive and resilient Australian economy.

As WGEA continues to strengthen its performance as a best-practice regulator, understanding the employer experience remains central to our approach. WGEA undertakes an annual employer reporting experience survey to identify opportunities to reduce regulatory burden, improve digital services and streamline reporting processes. Feedback from employers directly informs improvements to our reporting systems, guidance, support services and educational resources, helping employers comply efficiently while enabling WGEA to maintain the integrity and value of Australia's workplace gender equality evidence base.

WGEA is committed to delivering regulation that is effective, proportionate and increasingly user-centred, reducing unnecessary burden while strengthening the quality and integrity of Australia's workplace gender equality evidence base. As the new gender equality targets framework is implemented, WGEA will continue to focus on supporting employers to translate their data into measurable workplace improvements. This reflects WGEA's broader role in helping employers better utilise available talent, strengthen workforce participation and retention, address barriers to progression, and contribute to improved organisational performance and productivity outcomes.



Our environment continued

Harnessing technology to amplify our impact

WGEA is taking a responsible and purposeful approach to adopting artificial intelligence (AI) to enhance service delivery, improve organisational capability and support better outcomes for employers, government and the community.

Our current focus is on targeted, low-risk applications that improve productivity, strengthen decision-making and streamline routine activities. This includes the use of AI-assisted tools to support information synthesis, content development, knowledge management and selected operational processes, allowing staff to focus on higher-value activities that deliver greater impact.

We are prioritising AI where it can:

- Improve productivity and workflow efficiency
- Reduce administrative effort and regulatory friction
- Support high-volume, low-complexity activities
- Improve access to information, evidence and insights
- Enhance the quality, consistency and accessibility of services
- Strengthen the employer experience and support self-service
- Improve the timeliness and relevance of guidance and support

AI is currently used in an assistive capacity only. Accountability for decisions remains with WGEA staff, and all AI-generated outputs are subject to appropriate human oversight and review.

As capability matures, WGEA will continue to explore opportunities to use AI and emerging technologies to improve how we regulate, engage, educate and support employers. This includes identifying ways to simplify reporting processes, improve access to guidance and insights, strengthen compliance support and maximise the value of WGEA's world-leading workplace gender equality dataset.

All use of AI at WGEA aligns with Australian Government policy, legislative obligations and our commitment to transparency, accountability, privacy and responsible innovation.

Our approach is to adopt AI progressively and deliberately, ensuring it supports regulatory excellence, strengthens employer capability, improves access to evidence and insights, and enhances WGEA's ability to deliver trusted, effective and future-focused services. Through the responsible adoption of AI, WGEA aims to improve productivity and reduce unnecessary burden, allowing WGEA to respond more quickly, produce richer insights and amplify the impact of Australia's workplace gender equality evidence base.



Our environment continued

Key results from gender equality reporting

Key statistics for private sector employers (2024-25)

- 21.1% average total remuneration gender pay gap. This is a decrease of 0.7pp compared to the previous reporting year (2023-24). 50% of employers have an average gender pay gap above 11.2% (down 0.9pp compared to the previous year), and 50% of employers have a median gender pay gap above 8.0% (down 0.9pp compared to the previous year).
- 54.8% of employers have reduced their average gender pay gap while 45.2% have had their average gender pay gap increase.
- The proportion of employers that conducted a gender pay gap analysis has remained steady year-on-year at 68%. 75% of those employers took action as a result.
- 28% (1pp increase) of organisations have gender-balanced boards and 64% (2pp decrease) of organisations have men-dominated boards.
- 67% of employers offer paid parental leave, a year-on-year decrease of 1pp. Men account for 20% of primary care parental leave taken, an increase of 3pp from last year.
- 73% of organisations consult with their employees on gender equality (4% increase).
- 75% of employers have reported they are collecting data on sexual harassment in the workplace (up 3pp from last year) and 73% reported that they have a process to disclose anonymously (up 5pp from last year).

A full analysis of private sector data is available in the Gender Equality Scorecard on the WGEA website [WGEA Gender Equality Scorecard](#)

Key statistics for commonwealth public sector employers (2024):

- 7.4% average total remuneration gender pay gap.
- 50% of employers have an average gender pay gap above 6.0%.
- 1pp increase in organisations conducting a gender pay gap analysis, up to 73%. Of those, 76% took action as a result, an increase of 1pp.
- 98% of employers continue to offer paid parental leave with 19% of primary carer parental leave taken by men.
- 91% of employers report that they consult with employees on gender equality in the workplace, with 67% having a formal policy or strategy to do so.
- 96% of employers provided training on the prevention of sexual harassment, with 69% of those offering training to managers annually and 85% offering training to managers at induction.

A full analysis of public sector data is available on the WGEA website at [WGEA Commonwealth Public Sector Scorecard](#) | WGEA



Our capability

Building the capability to maximise our impact

Our people, systems and culture are the foundation of our ability to create lasting national impact.

WGEA's workforce has expertise across workplace gender equality, regulation, data and analytics, communications, technology, service delivery and stakeholder engagement. To remain effective in a rapidly changing operating environment, we are deliberately and strategically investing in our people, systems and ways of working to ensure we are agile, innovative and equipped to meet emerging challenges and opportunities.

Our People Plan sets out our vision for an inclusive, collaborative, adaptable and high-performing workforce. Results from the Australian Public Service Employee Census continue to demonstrate the strength of WGEA's culture, with employees reporting high levels of engagement, commitment to the Agency's purpose and a strong understanding of how their work contributes to improving workplace outcomes for employers and employees across Australia.

In the year ahead, we will continue to strengthen capability through targeted learning and development, with a particular focus on leadership, regulatory practice, stakeholder engagement, accessibility, digital capability and the responsible use of emerging technologies. We will also continue to build the specialist skills required to support implementation of the Workplace Gender Equality

Act reforms, deliver high-quality regulatory services and support employers to translate evidence into meaningful workplace action.

Consistent with our commitment to regulatory excellence, WGEA is continuously maturing as a contemporary, evidence-based regulator. This includes improving our regulatory practice, strengthening knowledge management, investing in workforce capability and enhancing the systems and processes that support effective, proportionate and user-centred regulation. We are also exploring how technology and artificial intelligence can improve productivity, strengthen service delivery and reduce administrative effort while maintaining trust, transparency and accountability.

WGEA is committed to maintaining a sustainable workforce with the skills and capability required to deliver high-quality services, insights and regulatory functions. We will continue to build internal expertise and reduce reliance on external providers where appropriate, consistent with APS workforce priorities and the APS Strategic Commissioning Framework.

As required by the APS Strategic Commissioning Framework, WGEA has identified the following job families as core work: Compliance and Regulation, Data and Research, Portfolio Programs and Project Management, Service Delivery, Senior Executive, Accounting and Finance,

and Communications and Marketing. During 2026–27 we will continue embedding the Framework by strengthening knowledge sharing, documenting critical processes, investing in workforce development and building capability in areas that are essential to WGEA's long-term success.

We are committed to fostering a diverse, respectful and inclusive workplace that values different perspectives, experiences and ways of thinking. Supporting employee wellbeing, cultural safety and psychological safety remains a priority, enabling our people to perform at their best, contribute their full capability and help WGEA maximise its impact for employers, employees and the broader Australian community.



Our capability continued

Leading the national conversation

Workplace gender equality is both a workforce and economic issue.

As Australia's trusted authority on workplace gender equality data and insights, WGEA plays an important role in helping employers, policymakers and the broader community understand the factors that influence participation, productivity, workforce resilience and economic opportunity.

Effective communication and engagement are central to how WGEA creates impact. We engage employers directly through industry and university events, roundtables, webinars, educational masterclasses, advisory services, digital channels, newsletters, our website and the Employer Portal. These activities help translate evidence into practical action and ensure employers have access to the information, guidance and support they need to improve workplace outcomes.

WGEA's communications and engagement activities build on our reputation as a trusted, independent and evidence-based authority. Major data releases, including the Gender Equality Scorecard, Employer Gender Pay Gaps Report and Gender Equity Insights series, are important moments of transparency and accountability that inform public discussion and highlight opportunities for workplace improvement. Through clear, accessible and evidence-based communication, we help employers, governments and the community better understand the relationship between workplace gender equality, workforce capability and organisational performance.

As Australia's workplace gender equality framework matures, WGEA's communications will increasingly focus on supporting employers to move from awareness to action. Employers consistently tell us they understand the case for workplace gender equality and are looking for practical guidance on how to drive sustainable change within their organisations.

In response, WGEA will place greater emphasis on showcasing leading practice, sharing lessons from employers making progress, and highlighting practical approaches that support participation, retention, leadership representation and workplace inclusion.

By partnering with employers, researchers, peak bodies and stakeholders, WGEA helps ensure advice and guidance are informed by evidence and adaptable to workplace realities. Our communications and engagement programs will continue to build employer capability, support implementation of workplace gender equality targets and encourage more organisations to embed gender equality into workforce planning, leadership and decision-making.

Success will not be measured solely by reach or audience growth. WGEA will also assess the extent to which communications and engagement activities improve awareness, strengthen employer capability and support workplace action. Indicators such as participation in capability-building programs, employer use of guidance and tools, stakeholder trust, employer action on gender equality issues and engagement with leading-practice resources will help demonstrate whether communication efforts are

contributing to improved workplace outcomes and sustained progress towards gender equality.

Through trusted communication, thought leadership and meaningful engagement, WGEA will continue to lead the national conversation on workplace gender equality. In doing so, we aim to strengthen public understanding, build support for change and help employers unlock the full potential of their workforce, contributing to a more productive, resilient and gender-equal Australia.



Risk, assurance and organisational resilience

Managing risk is everyone's responsibility at WGEA

WGEA promotes a positive risk culture in which all staff contribute to the effective identification, assessment and management of risk. Risk management is integrated into project planning, operational activities, decision-making and strategic planning to support the achievement of the Agency's objectives.

As a best-practice regulator and custodian of one of the world's largest workplace gender equality datasets, WGEA recognises that effective risk management is critical to maintaining public trust, supporting sound decision-making, enabling innovation and ensuring we achieve our purpose.

The WGEA Risk Management Framework is aligned with the Commonwealth Risk Management Policy and establishes the Agency's approach to identifying, assessing, managing and communicating risk. The framework supports a proactive, risk-informed approach to decision-making across regulatory, operational, strategic, reputational, technology and data-related risks.

The framework is reviewed regularly to ensure it remains fit for purpose and responsive to changes in WGEA's operating environment. The CEO is responsible for the overall management of risk, while the Chief Operating Officer ensures risk management is embedded into day-to-day operations and organisational decision-making. The Executive Management Team reviews and endorses

WGEA's risk appetite, undertakes an annual review of strategic risks and monitors enterprise risks on an ongoing basis. This ensures a clear understanding of the risks that may affect our ability to deliver regulatory excellence, maximise the value of our data and insights, support employer action and achieve our strategic objectives.

WGEA recognises that innovation and continuous improvement require thoughtful management of risk. As the Agency expands its use of technology, digital services and artificial intelligence, we continue to strengthen governance arrangements so emerging opportunities can be pursued responsibly while protecting privacy, security, transparency and public confidence.

The Agency maintains a system of internal controls and governance arrangements supported by independent assurance and expert advice. The Audit Committee provides independent advice and assurance on the effectiveness of WGEA's governance, risk management and control frameworks. WGEA is also subject to independent scrutiny through audits conducted by the Australian National Audit Office.

Effective risk management enables informed decision-making, innovation and the pursuit of opportunities that create value for employers, government and the community. WGEA maintains a balanced risk appetite,

accepting managed levels of risk where appropriate while ensuring significant risks are identified, treated and monitored.

All staff undertake regular training in risk management, privacy, fraud awareness and security to support a strong risk culture across the Agency. During 2026–27, WGEA will continue to strengthen its risk management capability through enhanced tools, targeted training and ongoing monitoring of risk treatments. This includes strengthening data governance and cybersecurity capability, improving understanding of emerging risks, supporting risk-informed decision-making and sharing lessons learned from major projects and reforms.

WGEA's strategic risks reflect the key factors that could affect our ability to achieve our purpose and maximise our impact. Through proactive risk management, capability-building, innovation and continuous improvement, we seek to strengthen organisational resilience, maintain stakeholder trust and confidence, and ensure WGEA remains a trusted, high-performing regulator supporting a more productive, resilient and gender-equal Australia.



Strategic Risks

The following risks reflect the factors most likely to affect our ability to achieve our purpose and deliver on our key activities. We actively monitor and manage these risks to maintain stakeholder trust and confidence, support employer action, protect and maximise the value of our data assets, and ensure WGEA remains a resilient, high-performing and innovative regulator.

Strategic risk	How we will manage risk
Pressure on resources limits WGEA's ability to achieve its strategic objectives	Prioritise activities that deliver the greatest impact against WGEA's strategic objectives and legislative responsibilities. Maintain a flexible workforce and operating model that enables resources to be directed to emerging priorities. Improve productivity and service delivery through technology, automation and responsible adoption of AI. Strengthen workforce planning, capability development and knowledge management. Monitor financial, workforce and operational performance to identify emerging pressures and respond proactively.
Workforce capability and capacity do not keep pace with WGEA's current and future needs	Build specialist capability in regulation, data and analytics, communications, stakeholder engagement and digital delivery. Invest in leadership development, succession planning and psychosocial resilience. Strengthen employee experience initiatives. Embed cross-agency collaboration, knowledge sharing and critical process documentation. Maintain flexible ways of working that support attraction, engagement and retention.
Employers do not translate WGEA's data, insights and reforms into sustained workplace action	Build employer capability through targeted education, engagement and advisory services. Support employers to implement gender equality targets and evidence-based workplace initiatives. Showcase leading practice and practical approaches that drive workplace change. Partner with employers, industry bodies, unions, researchers and other stakeholders to maximise the effectiveness of our resources. Monitor employer action and outcomes to continuously improve our impact.
WGEA is unable to maintain and maximise the value, integrity and trustworthiness of its data and digital assets	Invest in technology and digital platforms that support future reporting, regulatory and analytical requirements. Strengthen data governance, stewardship and quality assurance practices. Maintain robust cyber security, privacy and information management controls. Improve accessibility and usability of data, insights and reporting tools. Maintain public confidence through transparent and evidence-based data practices. Monitor emerging technology, data and regulatory requirements to inform future investment decisions.
WGEA does not leverage emerging technologies to improve productivity and impact	Identify opportunities to use emerging technologies and AI to improve productivity, service delivery and regulatory effectiveness. Build workforce capability in digital innovation, AI and responsible technology adoption. Establish governance and assurance arrangements that support safe, ethical and transparent use of AI. Pilot and evaluate technology-enabled solutions that improve employer experience and reduce administrative burden. Monitor emerging technology opportunities and risks to inform future investment and capability decisions.



Corporate and enabling services

Strong enabling services support WGEA to maximise its impact

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

These arrangements enable the Agency to focus resources on delivering its regulatory, data, employer capability and engagement functions while benefiting from efficient and scalable corporate services. The Agency also partners with specialist providers to manage and enhance its reporting platform, digital services and data warehouse, ensuring employers continue to have access to secure, reliable and user-friendly reporting systems.

To support a high-performing and resilient workforce, WGEA provides flexible and hybrid working arrangements and maintains contemporary, safe, secure and sustainable office accommodation in Sydney's CBD. As technology continues to evolve, WGEA will pursue opportunities to improve employer experience, strengthen regulatory effectiveness and reduce unnecessary administrative burden.

Through responsible innovation, strong governance and the practical application of emerging technologies, we will continue to enhance organisational capability, maximise the value of our data assets and support better outcomes for employers, employees and the broader Australian community.

Harnessing technology to amplify our impact

Technology is a critical enabler of WGEA's ability to deliver regulatory excellence, maximise the value of its world-leading dataset and support employers to take meaningful action on workplace gender equality.

WGEA's technology capability supports the delivery of secure, reliable and accessible digital services, while enabling continuous improvement in regulatory performance, employer experience and organisational productivity.

We work collaboratively across the Agency to identify opportunities to streamline processes, improve access to data and insights, reduce administrative effort and strengthen service delivery.

Our focus is on:

- Delivering secure, reliable and accessible digital services that support employers, employees and stakeholders.
- Strengthening the integrity, accessibility and value of WGEA's data and digital assets.
- Improving productivity, efficiency and service delivery through technology, automation and process improvement.
- Strengthening cyber security, privacy, governance and organisational resilience in line with Australian Government requirements.
- Responsibly adopting emerging technologies, including artificial intelligence, where they improve productivity, regulatory performance and stakeholder experience.

Investment in technology will continue to focus on maintaining secure, trusted and resilient digital platforms that support current reporting, regulatory and analytical needs, while providing flexibility to respond to future business, workforce and legislative requirements. We will continue to align our technology environment with Australian Government policies, standards and whole-of-government initiatives.

As technology continues to evolve, WGEA will pursue opportunities to improve employer experience, strengthen regulatory effectiveness and reduce unnecessary administrative burden. Through responsible innovation, strong governance and the practical application of emerging technologies, we will continue to enhance organisational capability, maximise the value of our data assets and support better outcomes for employers, employees and the broader Australian community.



Our performance

The Agency is committed to achieving its vision and purpose while minimising regulatory burden and maximising value for employers, government and the broader community. Our performance framework reflects WGEA's dual role as a contemporary regulator and a trusted source of workplace gender equality data, insights and capability-building. It focuses on both the outcomes we seek to achieve and the effectiveness with which we deliver our functions.

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. Our performance framework measures both progress towards workplace gender equality outcomes and WGEA's effectiveness in delivering regulatory excellence. It assesses whether WGEA is successfully turning data into action, accelerating employer capability and workplace change, leading informed public discussion, and continuously improving our regulatory performance, services and organisational capability.

WGEA's performance framework is aligned with the Australian Government's Regulator Performance Framework and the Ministerial Statement of Expectations, recognising that effective regulation should be proportionate, evidence-based, transparent and focused on outcomes.

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 remain the clearest indicators of progress towards workplace gender equality. WGEA will continue to track national trends across all GEIs and monitor the impact of employer action, transparency measures and the implementation of gender equality targets.

These measures help assess whether employers are strengthening workforce participation, reducing barriers to progression, improving representation and creating more inclusive workplaces. Over time, this contributes to stronger workforce capability, organisational performance and a more productive and resilient Australian economy.



WGEA's overall outcome evaluation framework

Theme	Gender pay gap	Workforce composition	Alternative working arrangements
Success*	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
Current state (2024-2025 reporting) and progress	21.1% across WGEA's reporting employers** 1.7pp reduction	Women represent: 35.5% of Board members- 1.5pp positive movement 38.8% of KMP – 3.8pp positive movement 42.7% of Managers – 1.7pp positive movement	19.7% of primary carer's leave is taken by men 6.3pp positive movement 6.8% of manager roles are part-time 0.3pp positive movement
Baseline (2021-2022 reporting)	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
Benchmark for target (2017-18 to 2020-21 reporting)	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
Target by 2026-27	Reduction of 3 percentage points	Positive movement of: 5% Board members 5% KMPs 4% Managers	Positive movement of: 8 percentage points of men's uptake of primary carer's leave 2 percentage points in part-time manager roles

*Measurements for baseline and benchmark drawn from private sector reporting data only

**Remuneration of CEOs and Head of Business was not collected prior to 2023-24 and therefore excluded from 2021-22 baseline gender pay gap. Including these employees increased the reported gender pay gap by approximately 0.7 percentage points impacting the total reduction from baseline.



Plan 2026-27 and beyond

WGEA delivers regulatory excellence (Activity 1 and Regulator BP Principle 1 and 3)			
Key Performance indicator	Latest result (2025-26)	2026-27	2027-28 to 2029-30
1.1 Percentage of positive responses from relevant employers about their reporting experience	59% - reporting platform 64% - reporting assistance 64% - reporting guide	Target: 60% satisfaction with the reporting platform and 65% satisfaction with reporting support and guide Methodology: Annual survey of representative sample of employers about reporting experience	Target: Improve
1.2 Time taken to complete WGEA Gender Equality Reporting	75% took an average total of 40 or less hours to complete	Target: Improve or maintain proportion taking 40 hrs or less to prepare and lodge report Methodology: Survey of representative sample of reporting employers	Target: Improve
1.3 Regulated employers understand their obligations	9,807 employers compliant in 2024-25	Target: Increase the number of relevant employers compliant with the legislation Methodology: Internally generated report on relevant employers who are compliant for completed reporting period.	Target: Improve
1.4 Number of privacy, security or data breach training and awareness activities delivered to WGEA employees	5 activities	Target: Maintain Methodology: Internal capture	Target: Maintain



Plan 2026-27 and beyond

Turn Australia's world-leading data into action (Activity 2 and Regulator BP Principle 2)

Key Performance indicator	Latest result (2025-26)	2026-27	2027-26 to 2029-30
2.1 Number of employees covered by WGEA reporting	5.72 million employees (2024-25 reporting)	Target: Maintain or increase Methodology: Number of employees represented in WGEA scorecard dataset (private and commonwealth public sector)	Target: Maintain or increase
2.2 Reporting generates timely insights	Benchmark Report from 25 November 2025	Target: Industry Benchmark Report for Private Sector provided to employers by November Methodology: Internal capture of system cut-off and report publication date	Target: Maintain
2.3 WGEA provides access to data and insights	Average 14,537 views per month	Target: Maintain or increase pages views per month for the Data Explorer Methodology: Analytics on Data Explorer usage	Target: Maintain or increase
2.4 WGEA provides access to education and research	158,740 users and 105,317 downloads key tools, resources/ reports. 6 research/insights reports	Target: Maintain or increase engagement with tools, resources and research Methodology: # of users and downloads of key tools, resources and reports, # of research reports/insights released	Target: Maintain or increase
2.5 Tools and resources available to enable employers to take action and implement leading practice	18 tools and resources developed or refined.	Target: At least 10 tools/resources newly developed or refined Methodology: Internally generated report on new or refined resources	Target: Maintain



Plan 2026-27 and beyond

Accelerate employer action and workplace change (Activity 3 and Regulator BP Principle 2)

Key Performance indicator	Latest result (2025-26)	2026-27	2027-28 to 2029-30
3.1 Number of employer or stakeholder interactions to build capability	1,600 attended webinars/events 2,517 attended capability sessions	Target: Maintain Methodology: Internal capture of attendance at events/webinars and capability sessions	Target: Maintain
3.2 Satisfaction with WGEA's support for improved practice via capacity building, education and research	89% satisfied/very satisfied with activities	Target: Maintain satisfaction rates Methodology: Feedback gathered post interaction across a sample of WGEA activities	Target: Maintain
3.3 Employers undertaking a gender pay gap analysis and taking action as a result	68% undertook analysis, 75% took action in 2024-25	Target: Maintain Methodology: Internally generated report through employer annual census	Target: Maintain
3.4 Number of employers who have improved their gender pay gap (GPG) in a reporting year	55% of employers improved their GPG (2023/24 to 2024/25)	Target: Increased proportion of employers improve their GPG Methodology: Internally generated report on average total remuneration GPG for relevant employers	Target: Increase



Plan 2026-27 and beyond

Lead the national conversation (Activity 4 and Regulator BP Principle 3)

Key Performance indicator	Latest result (2025-26)	2026-27	2027-28 to 2029-30
4.1 Reach and engagement of communications to improve gender equality outcomes	Media: 5,193 mentions Social Media: LinkedIn Av impression rate of 25,736 Website: 86% engagement rate, 441,532 users. Newsletter: 19,218 subscribers	Target: Maintain media mentions above 7,000, Social media – average monthly impressions on LinkedIn above 80,000, Website – maintain website engagement rate, 5% increase in website users Email – 5% increase in newsletter subscribers list Methodology: Internal capture of reach. Internally generated report gathered using resources available for the media, website, social media and email	Target: Maintain
4.2 Engagement with key sector stakeholders on gender equality	44 speaking engagements	Target: Maintain Methodology: Internally generated report capturing speaking engagements	Target: Maintain



Plan 2026-27 and beyond

Aspire to excellence (Activity 5 and Regulator BP Principle 1)

Key Performance indicator	Latest result (2025-26)	2026-27	2027-28 to 2029-30
5.1 Percentage of positive responses to the APS Census question "Does my workgroup have the skills, capabilities, and knowledge to perform well"	75%	Target: Maintain or improve results from previous survey Methodology: APS Employee Census	Target: Maintain
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"	91%	Target: Maintain Methodology: APS Employee Census	Target: Maintain
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"	80%	Target: Maintain or improve result from previous survey Methodology: APS Employee Census	Target: Maintain
5.4 Percentage of positive responses to the APS Census question "My immediate supervisor/manager demonstrates support for gender equality in the workplace"	91%	Target: Maintain or improve results from previous survey Methodology: APS Employee Census	Target: Maintain



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