



# Corporate Plan

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Workplace Gender Equality Agency  
Corporate Plan 2024-2028



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

The Workplace Gender Equality Agency (WGEA/Agency) is a statutory agency established under the ***Workplace Gender Equality Act 2012 (WGE Act)***. The WGE Act requires private and Commonwealth public sector employers with 100 or more employees (relevant employers) to report to the Agency annually against standardised gender equality indicators and for larger employers (500 or more employees) to meet the Gender Equality Standards.



## **Acknowledgement of Country**

The Workplace Gender Equality Agency acknowledges all First Nations people for their continuing care of everything Country encompasses – land, waters and community. We pay our respects to First Nations people, and to Elders past and present.

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# Chief Executive Officer's introduction

I am pleased to present WGEA's Corporate Plan for 2024-25. The plan outlines our vision, purpose and activities from 2024-25 through to 2027-28.

The next four years present a unique opportunity for WGEA to build on the momentum created by legislative changes to improve gender equality in Australian workplaces.

Following the passage of the *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023* through Federal Parliament, WGEA published private sector employer gender pay gaps for the first time in February 2024, a measure that has been shown internationally to be a catalyst for action on gender equality. We published the first comprehensive analysis of gender equality in the Commonwealth public sector in June and will publish employer gender pay gaps for Commonwealth public sector employers with 100 or more employees for the first time in early 2025.

Employers are now required to share their WGEA reports with their boards and WGEA has begun to collect additional information about matters that might compound gender inequality in the workplace.

These changes have promoted more employers to focus their attention on their performance and to seriously consider the ways in which they can change policies, procedures and culture to improve gender equality in their workplaces. WGEA will continue to assist employers in this process with new educational guides, courses and research.

There is more we want to do. We are currently consulting widely with stakeholders to inform Government about implementation of the remaining recommendations of the 2021 Workplace Gender Equality Act Review.

This Corporate Plan supports our existing functions and describes our implementation and embedding of these critical reforms to accelerate action on workplace gender equality including by:

- ✓ Enhancing the publication of employer gender pay gaps with the inclusion of additional private sector remuneration data and 'relevant employer' level reporting
- ✓ Embedding Commonwealth public sector reporting and commencing publication of their gender pay gaps
- ✓ Deeply analysing our data and developing new dashboards and targeted insights for employers, as well as resources and tools for change
- ✓ Motivating change through direct engagement and capacity building with employers and an enhanced Employer of Choice for Gender Equality citation
- ✓ Undertaking sustained communications campaigns for change, with both employers and the broader public.

WGEA is valued and trusted and all our work is done by a team of highly capable and committed employees. As a result, we are well placed to help accelerate the rate of change and realise our vision for gender equality, where all people are fairly represented and equally valued and rewarded in the workplace.



# About us

**WGEA is responsible for promoting and improving gender equality in Australian workplaces.**

We provide advice and assistance to employers, collect and analyse information provided by employers, assess and measure workplace gender equality performance and undertake research, education and capacity building programs to promote and improve gender equality in the workplace. We are both a regulator and a driver of change and we provide Australia with the most comprehensive gender equality dataset and collection approach in the world.

## Our Vision

Our vision is achieving 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 technology and reporting mechanisms.

Deliver clear guidance on what and how to comply.

Communicate and consult regularly with relevant employers.

2

## Generate knowledge, insights and tools for change through our comprehensive dataset, education and research

Expand public sector reporting program.

Produce targeted insights, engaging and accessible visualisations, diagnostic tools and educational resources.

3

## Drive broader, deeper action with employers

Expand advisory and education services to provide focused interventions and increased capability and develop new pathways and actions plans to achieve gender equality.

4

## Enable and amplify national gender equality momentum

Increase employer engagement with our messaging, especially on digital channels.  
Deploy targeted campaigns for change, leveraging WGEA data and insights including publishing employer gender pay gaps.

5

## Enhance our people's capability to accelerate change

Support our people to develop and meet their full potential and facilitate a diverse, respectful and inclusive culture.

# Our environment

The Australian Government has demonstrated its strong commitment to gender equality and to improving the lives of women in Australia. On 7 March 2024, Senator the Hon Katy Gallagher, Minister for Women released *Working for Women: A Strategy for Gender Equality* (the Strategy).

The priority areas for action set out in the Strategy reinforce the importance of WGEA's role in driving gender equality, particularly in the areas of economic equality and security, leadership, representation and decision-making. This reinforcement of the contribution WGEA can make builds on that identified by the *Respect@Work Report 2020* and the *Women's Economic Equality Taskforce Final Report 2023*, especially to economic equality and safe workplaces. It provides further impetus to implement the recommendations of the 2021 Review of the *Workplace Gender Equality Act 2012* (the 2021 Review).

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 and supports Government, business and the community to take action.

Similarly, our communications campaigns including Equal Pay Day and our annual Scorecards, regular speaking engagements and presentations, ongoing research collaborations and the Employers of Choice for Gender Equality citation program keep public attention focused on workplace gender equality and motivates employers to do better.

Of critical importance to our efforts to accelerate change was the first time publication of employer pay gaps in February 2024. This was a key recommendation of the 2021 Review and legislated in March 2023. The publication followed a widespread education campaign titled *Get Future Ready* to explain the changes, educate employers and the broader public about the gender pay gap and why it is a meaningful proxy for workplace gender equality, and motivate employers to utilise our range of support and tools to take action to address gender equality.

Publishing employer gender pay gaps stimulated tremendous public awareness and discourse, and resulted in increased engagement by employers, both internally and through publishing Employer Statements to explain their results and proposed actions. This transparency reform was accompanied by heightened accountability with a new requirement for CEOs to provide the WGEA reporting Executive Summary of their results and Industry Benchmark Report to their governing body.

Another significant change in WGEA's environment in the past year was the commencement of reporting by the Commonwealth public sector. This was a Recommendation of the *Respect@Work* report and has expanded our dataset, providing additional insights regarding the state of gender equality in Australian workplaces.

Consultation has continued on the potential for larger employers to set targets for improvement and all employers to report on broader gender and diversity data. If enacted, these changes will have a far-reaching impact on how employers engage and act on gender equality. WGEA continues to work closely with the Office for Women to advise government on the implementation of the remaining 2021 Review recommendations to deliver the Government's commitment to close gender pay gaps as well as actively supporting the vision and ambitions of the Strategy.



# Our environment continued

## The dataset and insights

The Agency maintains the most comprehensive dataset on workplace gender equality in the world. Our efforts to drive action to improve workplace gender equality are informed by our dataset, which for 2023-24, covered approximately 11,000 employers and 5 million employees. WGEA's reporting platform and supporting data visualisation tool enables valuable insights for government, employers and the community to act upon.

Our Education and Research team produced new insights on the policies and practices needed to address the gender pay gap. In October 2023, WGEA released its eighth Gender Equity Insights report in collaboration with the Bankwest Curtin Economics Centre. Drawing on WGEA's data the report examined why progress towards narrowing gender pay gaps has been slow, and what actions and targets were needed to accelerate the pace of change. This report found that when employers undertook a gender pay audit, the improvement to the gender pay gap more than doubled. Employers that integrate workplace gender equality into their businesses and strategies reduced the number of women leaving management roles to just 0.3 percentage points. The analysis showed that businesses were found to outperform their sector on gender equality metrics when they adopt a comprehensive and connected set of gender equity policies with strong accountabilities across all areas of activity.

In late 2023, Commonwealth public sector employers of 100 or more employees reported to WGEA for the first time. This implemented a recommendation of the Respect@Work Report and informed the publication of a Commonwealth Public Sector Scorecard. A total of 116 employers, covering 338,951 employees reported to WGEA. The Scorecard provides the most comprehensive analysis of gender equality in the Commonwealth public sector to date and serves as a baseline for future evaluation.

The Agency continues to see improvements in gender equality in Australian workplaces, however, progress continues to be uneven and much work remains to be done. The enhanced reporting of employer gender pay gaps and other key insights will provide a catalyst for focus and action.

The Agency has reflected on and articulated our role as both a regulator and driver of change. The Agency is transitioning to provide a deeper and more direct level of support and advice to employers as well as a new range of tools, education and resources. This is critically important in accelerating gender equality outcomes and cementing our relationships with employers to support them to take action.



# Our environment continued

## Gender equality indicators (GEIs)

The Agency monitors progress towards gender equality in Australian workplaces through a range of metrics covering the 6 Gender Equality Indicators reported to WGEA under the Workplace Gender Equality Act since 2013-14. From 2024 this has included the Commonwealth public sector employers of 100 or more employees (reporting 2022 data).

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### The GEIs relate to areas that are critical to 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

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# Our environment continued

## Key statistics on gender equality indicators (GEIs)

### Key statistics for private sector employers (2022-23)

- ✓ 21.7% gender pay gap (total remuneration), a decrease of 1.1 pp from the previous year. The key driver was an increase in the proportion of women in management and in the upper pay quartile
- ✓ 50% of employers have a gender pay gap above 9.1%
- ✓ 1pp increase in organisations that conducted a gender pay gap analysis, up to 55%, of those 60% took action as a result
- ✓ 50% of employees work in gender-balanced industries, a 2pp increase from the previous year
- ✓ No change in women on boards, sitting at 34%, with 25% of organisations having gender-balanced boards and 68% of organisations have men-dominated boards or boards with no women
- ✓ 63% of employers offer paid parental leave, an increase of 1pp with 33% of those organisations offering it equally to men and women, an increase of 9pp from last year
- ✓ 47% of organisations reported they consult with employees on gender equality. This figure has not changed from 2021-22.
- ✓ 88.7% of employers provided training to managers on prevention of sexual harassment or discrimination with 40% of those offering training at least annually.

A full analysis of the private sector gender equality is available in the Gender Equality Scorecard on the WGEA website at [www.wgea.gov.au](http://www.wgea.gov.au)

### Setting the baseline - key statistics for commonwealth public sector employers (2022):

- ✓ 13.5% gender pay gap (total remuneration) with 50% of employer gender pay gaps above 6.9%.
- ✓ 64% of organisations conducted a gender pay gap analysis, of those 64% took action as a result
- ✓ 48% of employees work in gender-balanced employer (employing between 40% and 60% women)
- ✓ 55% of employers have a gender-balanced board, 42% of Chairs are women.
- ✓ 98% of employers offer paid parental leave with 13% of those organisations offering it equally to men and women.
- ✓ 78% of organisations reported that they consult with employees on gender equality, however few (30%) have a formal policy or strategy to do so.
- ✓ 78% of employers provided training to managers on prevention of sexual harassment or discrimination with 55% of those offering training annually.

A full analysis of the first Commonwealth Public Sector Gender Equality Scorecard is available on the WGEA website at [www.wgea.gov.au](http://www.wgea.gov.au)



# Our capability

## Our organisational capability is core to achieving our purpose

Our employees are motivated, highly qualified and able to draw on a wide range of subject matter, business and public sector experience. Employees work flexibly to meet the changing demands across the annual gender equality reporting programs, data analysis, education and research, advisory services and external communication.

Our Australian Public Service Employee Census results show that 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 required. WGEA employees report feeling empowered to suggest new ways of doing things and understand how their role contributes to achieving an outcome for the Australian public. In the coming year we will continue to invest in training and development to ensure each team has the appropriate skills, capabilities and knowledge to perform well. We will also continue to invest in the development for our newer managers to build the capabilities critical for success, in line with the APS Leadership Capability Framework.

The Agency has focused on strengthening our gender equality reporting team, key to our role as a regulator and our engagement with employers. We have dedicated resources to provide additional support to employers including providing clarity on reporting requirements and ensuring compliance and privacy obligations.

While external expertise supplements the team where necessary, WGEA is committed to reducing outsourcing and to strengthen the capability of our staff. In 2024-25, WGEA will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024-25 focus on reduced outsourcing of the Job Family Portfolio Program and Project Management work, with an expected reduction of \$172,000 in 2024-25 in outsourcing expenditure.

We are committed to fostering an inclusive workforce that champions difference and harnesses the advantages of diversity. We prioritise employee health and wellbeing, providing information, advice, and safe and healthy work environments for our employees. To operate effectively, we need to continue to invest in our capability – in our people, our systems and our practices. Our people, in particular, are the key to our performance. We continue to refresh our strategies to attract, build and retain the talent and skills we need; embrace data, technology and flexible workforce models.



# Our capability continued

## Communication is key to all we do

The publication of employer gender pay gaps ensured attention towards workplace gender equality in 2024. In many ways, however, the drivers of inequality and the data we use to measure it are not fully understood by employers and the broader public. For employers to take action to improve workplace gender equality, they need to see that inequality exists, know it has a business impact and understand how their decisions contribute to those outcomes.

That is why our communications, and our reputation as a leading authority on workplace gender equality, is central to everything we do. Our communications directly reach employers through email, tailored social media content, webinars and events with industry associations and peak bodies. We offer educational masterclasses and 1:1 capacity building services and produce content for a broad range of employer-focussed channels.

We also communicate with the audiences that influence employers to maximise our efforts to improve understanding and motivate action. To reach this broader audience of policy makers and employees, we conduct proactive and reactive media engagement, maintain an informative website, produce appealing social media content, a regular subscriber e-newsletter, and present at a wide range of speaking engagements.

This provides us with regular opportunities to advance the public debate on gender equality in the workplace by presenting findings and insights from our dataset as well as the most recent research on gender equality and our work directly with employers.

We consistently review and revise our approach to ensure we expand and deepen our reach, motivate employers to take action and keep the broader community informed and engaged.



# Risk oversight and management systems

## Managing risk is everyone's responsibility at WGEA

Risk management is a key business process and essential management component at the Agency.

Our risk management framework 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. We identify and manage risk at the enterprise and team or project level, with oversight provided by the Chief Risk Officer and governance committees.

The WGEA Risk Management Framework is consistent with the Commonwealth Risk Management Framework. The CEO is responsible for the overall management of risk with the Chief Operating Officer responsible for the centralised oversight of the risk system.

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

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 and enhancing risk maturity within the Agency. Effective risk management is the responsibility of all Agency staff. Agency staff are accountable for identifying and proactively managing risks within their day-to-day work and environment.

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 2024–25 we will support our staff through enhanced tools and training and continue to monitor progress on our risk treatments. This will further build awareness of our risk profile and priorities, better target risk conversations in our decision-making and strengthen our risk management capability.

# WGEA's key potential risks

Key potential strategic risks	Mitigating strategies / management response
WGEA fails to protect the information entrusted to us	<ul style="list-style-type: none"> <li>Ensure robust information policy and information security arrangements (PSPF, IRAP)</li> <li>Maintain privacy management plan, privacy impact assessments and data breach response plan</li> <li>Opt into Data Availability and Transparency Act resources</li> <li>Expanded training of chief security officer, privacy champion, privacy officers and all staff</li> </ul>
Business-as-usual is compromised by the WGE Act reform priorities	<ul style="list-style-type: none"> <li>Cross-team secondment and surge capacity</li> <li>In-year adjustment of budget allocation to meet emerging priorities</li> <li>Effective team planning and workflow and priority management</li> <li>Creation of overarching delivery program board and supporting project governance framework</li> </ul>
WGEA is unable to attract and retain a capable workforce	<ul style="list-style-type: none"> <li>Workforce planning and organisational design strategy</li> <li>Interagency engagement and use of talent search to support recruitment</li> <li>Comprehensive induction program and ongoing training and development</li> <li>Flexible and remote working arrangements</li> </ul>
WGEA's dataset is compromised by declining employer compliance	<ul style="list-style-type: none"> <li>Continuous improvement of reporting platform</li> <li>Internal review and QA of support channels</li> <li>Post interaction employer surveys to identify and action pain points</li> <li>Identify all employers required to report</li> <li>Internal review of compliance timeframes and consequences</li> <li>Publish compliance and enforcement strategy</li> </ul>
Publishing employer gender pay gaps creates unintended consequences	<ul style="list-style-type: none"> <li>Proactive engagement with employers to build knowledge and ongoing support with tools and resources</li> <li>Public awareness campaigns to maintain community support</li> <li>Pre-mortems undertaken to support planning</li> <li>Proactive data validity checking</li> </ul>
Employers do not adequately engage with WGEA to support targeted outcomes and increased action	<ul style="list-style-type: none"> <li>Comprehensive engagement campaign and education strategy and plan</li> <li>Multi-tiered multi-year education and advisory program across targeted cohorts</li> <li>Investment in tools for employers to undertake analysis and identify areas for action</li> <li>Employer-centric capacity building and resources</li> </ul>
WGEA's reporting and data management platform required enhancements and maintenance costs become prohibitive	<ul style="list-style-type: none"> <li>ICT Review of systems and services with recommendation of options for future management and expenditure</li> <li>Engage early in review of vendor contract</li> <li>Incorporate ICT Review outcomes into workforce and ICT budget planning</li> </ul>

# 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 and data visualisation tool.

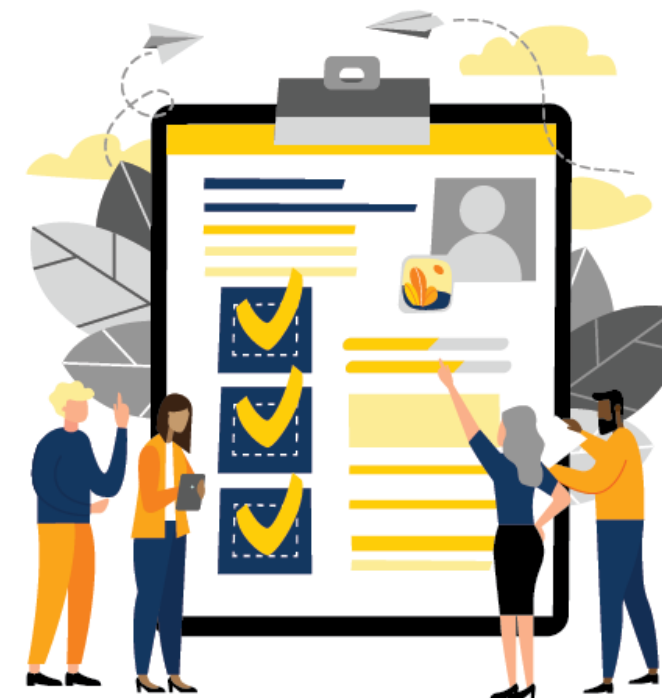
To enable our people to operate effectively we support flexible and remote working arrangements. For working days in the office, we provide contemporary, safe, secure and sustainable office accommodation and facilities in Sydney's CBD.

## Technology capability

The work of the Agency is underpinned by technology. Our 2024-25 ICT strategy and roadmap will ensure the Agency's technology remains effective, efficient and builds trust in our regulatory 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 innovative tools for staff to improve inbound and outbound engagement
3. Technology Improvement: continuously improve the reliability and performance of the technology that underpins all Agency operations
4. Service Delivery Transformation: look to leverage whole of government shared service models to source better ways to meet the Agency's goals in supporting employers and deliver a sustainable operating model.





# 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 four 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.

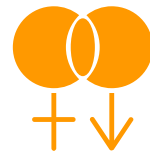
## Measuring progress in gender equality outcomes

The ultimate measures that workplace gender equality has progressed are improvements in the gender equality indicators that WGEA raises awareness about, collects information on, and drives action to change.

The Agency will continue to track performance against all gender equality indicators and has established an overall evaluation framework for the Agency with targets on national workplace performance against three themes:



**Gender pay gap**



**Workforce composition**



**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 balanced	Part-time working arrangements for managers and gender equal take up of paid parental leave
<b>Current state (2022-2023 reporting )</b>	21.7% across WGEA's reporting employers <b>1.1pp reduction</b>	Women represent: 34% of Board members – <b>No change</b> 37% of KMP – <b>2pp positive movement</b> 42% of Managers - <b>1pp positive movement</b>	14% of paid primary carer's leave is taken by men <b>0.6pp positive movement</b> 7% of manager roles are part-time <b>0.5pp positive movement</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 paid primary carer's leave is taken by men 6.5% of manager roles are part-time
<b>Benchmark for target (2017-2018 reporting)</b>	Reduction in last 4 years of 1.7%	Improvement in last 4 years: 5.5% Board members 4.6% KMPs 1.9% Managers	Improvement in last 4 years: 8.3% men taking primary carer's leave 0.1% of managers roles being part-time
<b>Target by 2026-27</b>	Reduction of 3 percentage points	Positive movement of: 5% Board members 5% KMPs 4% Managers	Positive movement of: 8 percentage points of men taking primary carer's leave 2 percentage points in part-time manager roles

\* Measurements drawn from private sector reporting data

# Plan 2024-25 and beyond

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

Key Performance indicator	Latest result (2023-24)	2024-25	2025-26 to 2027-28
1.1 Percentage of positive responses from reporting employers about their reporting experience	50% - reporting platform 37% - reporting assistance	<b>Target:</b> 55% satisfaction with the reporting platform and 50% satisfaction with reporting support <b>Methodology:</b> Annual survey of representative sample of private sector reporting organisations about reporting experience	<b>Target:</b> 5% Improvement
1.2 Time taken to complete WGEA Census	44% took <2 weeks, 56% took > 2 weeks	<b>Target:</b> Improve proportion taking less than 2 weeks to report <b>Methodology:</b> Survey of representative sample of reporting employers	<b>Target:</b> Improve
1.3 Regulated employers understand their obligations	5,034 (94.4%) employers compliant in 2022-23	<b>Target:</b> Increase the number of employers compliant with the legislation <b>Methodology:</b> Internally generated report on employers who are compliant for completed reporting period. Note: Submissions groups in 22/23, relevant employers to come in 23/24.	<b>Target:</b> Improve
1.4 Number of privacy, security or data breach training and awareness activities delivered to WGEA employees	5 activities	<b>Target:</b> Maintain <b>Methodology:</b> Internal capture	<b>Target:</b> Maintain

# Plan 2024-25 and beyond continued

## 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 (2023-24)	2024-25	2025-26 to 2027-28
2.1 Number of employees covered by WGEA reporting	5.29 million employees	<p><b>Target:</b> Maintain or increase</p> <p><b>Methodology:</b> Number of employees represented in the data explorer (private and commonwealth public sector)</p>	<b>Target:</b> Maintain or increase
2.2 Reporting generates timely insights	Benchmark Report from 5 December '23	<p><b>Target:</b> Industry Benchmark Report for Private Sector provided to employers by November each year</p> <p><b>Methodology:</b> Internal capture of system cut-off and report publication date</p>	<b>Target:</b> Maintain
2.3 WGEA provides access to data and insights	Average 7,405 views per month	<p><b>Target:</b> TBD page views per month for the Data Explorer (new analytics being implemented into Data Explorer)</p> <p><b>Methodology:</b> Analytics on Data Explorer usage</p>	<b>Target:</b> Maintain or increase
2.4 WGEA provides access to education and research	# users and downloads <sup>1</sup> 4 research reports	<p><b>Target:</b> Increased engagement with tools, resources and research</p> <p><b>Methodology:</b> # of users and downloads of key tools, resources and reports, # of research reports released</p>	<b>Target:</b> Maintain or increase
2.5 Tools and resources available to enable employers to take action and implement leading practice	27 tools and resources developed or refined.	<p><b>Target:</b> At least 10 tools/resources newly developed or refined</p> <p><b>Methodology:</b> Internally generated report on new or refined resources</p>	<b>Target:</b> Maintain

1. Technical issues with Google analytics prevented gathering of this data this year

# Plan 2024-25 and beyond continued

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

Key Performance Indicator	Latest results (2023-24)	2024-25	2025-26 to 2027-28
3.1 Number of employer or stakeholder interactions to build capability	1,530 attended webinars 1,872 attended capability sessions	<b>Target:</b> Maintain <b>Methodology:</b> Internal capture of attendance at events/webinars and capability sessions	<b>Target:</b> Maintain
3.2 Satisfaction with WGEA's support for improved practice via capacity building, education and research	82% satisfied /very satisfied with activities	<b>Target:</b> 85% satisfied or very satisfied <b>Methodology:</b> Feedback gathered post interaction across a sample of WGEA activities	<b>Target:</b> Maintain
3.3 Employers undertaking a gender pay gap analysis and taking action as a result	55% undertook analysis, 60% took action in 2022-23	<b>Target:</b> 5% annual increase <b>Methodology:</b> Internally generated report through employer annual census	<b>Target:</b> 5% annual increase/Maintain
3.4 Number of employers who have improved their gender pay gap (GPG) in a reporting year	54.3% of employers improved their GPG (2021/22 to 2022/23)	<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 2024-25 and beyond continued

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

Key Performance indicator	Latest results (2023-24)	2024-25	2025-26 to 2027-28
<p><b>4.1</b> Reach and engagement of communications to improve gender equality outcomes</p>	<p><b>Media:</b> 10,261 mentions  <b>Social Media:</b> LinkedIn Av impression rate of 90,160  <b>Website:</b> 600,000 users  <b>Email:</b> 3,737 subscribers</p>	<p><b>Target:</b> Maintain <b>media</b> mentions above 7000, <b>Social media</b> - 90,000 average monthly impressions on LinkedIn, <b>Website</b> – 65% website engagement rate, 5% increase in website events (new tools to measure 2024-25) <b>Email</b> – 5% increase in newsletter subscribers list</p> <p><b>Methodology:</b> Internal capture of reach. Internally generated report gathered using resources available for the media, website, social media and email</p>	<p><b>Target:</b> Year on year increase</p>
<p><b>4.2</b> Engagement with key sector stakeholders on gender equality</p>	<p><b>67 speaking engagements</b></p>	<p><b>Target:</b> 40 per year</p> <p><b>Methodology:</b> Internally generated report capturing speaking engagements</p>	<p><b>Target:</b> Maintain</p>

# Plan 2024-25 and beyond continued

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

Key Performance indicator	Latest result (2023-24)	2024-25	2025-26 to 2027-28
5.1 Percentage of positive responses to the APS Census question “Does my workgroup have the skills, capabilities, and knowledge to perform well”	67%	<p><b>Target:</b> Improve result from previous survey</p> <p><b>Methodology:</b> APS Employee Census</p>	<p><b>Target:</b> Improve result from previous survey</p>
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”	100%	<p><b>Target:</b> Maintain</p> <p><b>Methodology:</b> APS Employee Census</p>	<p><b>Target:</b> Maintain</p>
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”	81%	<p><b>Target:</b> Improve result from previous survey</p> <p><b>Methodology:</b> APS Employee Census</p>	<p><b>Target:</b> Improve result from previous survey</p>
5.4 Percentage of positive responses to the APS Census question “My immediate supervisor/manager genuinely supports equality between genders”	93%	<p><b>Target:</b> Maintain</p> <p><b>Methodology:</b> APS Employee Census</p>	<p><b>Target:</b> Maintain</p>

# Key activities and Regulator Best Practice Principles

## Key activities

1. Enhance the reporting experience
2. Generate knowledge, insights and tools for change through our comprehensive dataset, education and research
3. Drive broader, deeper action with employers
4. Enable and amplify national gender equality momentum
5. Enhance our people's capability to accelerate change

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





# Workplace Gender Equality Agency

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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)