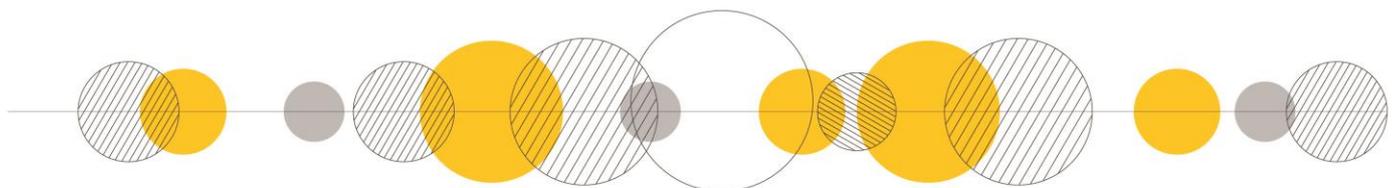




Workplace Gender Equality Agency

2015-16 Corporate Plan

31 August 2015



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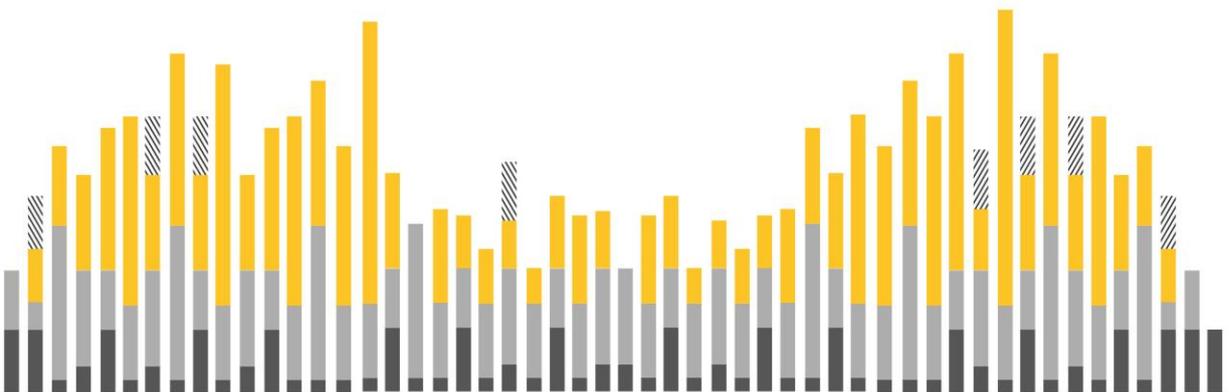
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Director's Introduction

I am pleased to present the 2015-2016 Workplace Gender Equality Agency Corporate Plan.

The 2015-16 Workplace Gender Equality Agency corporate plan, which covers the periods of 2015 to 2019, 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 vision of the Workplace Gender Equality Agency is for women and men to be equally represented, valued and rewarded in the workplace.

The Agency's values are Lead, Innovate and Collaborate. We are committed to proactively drive positive gender equality outcomes by developing best-practice solutions and inspiring change. We explore, embrace and create new ways to address gender equality by operating with rigour, flexibility and creativity. The Agency's work supports employers to maximise workplace productivity by improving gender equality in their workplaces.

Our corporate plan sets out our strategy for the four years ahead and how we will measure our performance.

A key focus for the Agency will be reducing regulatory burden by innovative technological changes.



Louise McSorley
Acting Director
Workplace Gender Equality Agency

Purpose

The Workplace Gender Equality Agency is an Australian Government statutory agency. It is established under the *Workplace Gender Equality Act 2012* (WGE Act).

The WGE Act requires non-public sector employers with 100 or more employees (relevant employers) to report to the agency annually against standardised gender equality indicators (GEIs) by completion of a workplace profile and a reporting questionnaire.

The GEIs relate to areas that are critical to gender equality:

- GEI 1 – gender composition of the workforce
- GEI 2 – gender composition of governing bodies of relevant employers
- GEI 3 – equal remuneration between women and men
- GEI 4 – availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangement supporting employees with family or caring responsibilities
- GEI 5 – consultation with employees on issues concerning gender equality in the workplace
- GEI 6 – any other matters specified by the Minister – sex-based harassment and discrimination

The Workplace Gender Equality Agency is a regulator, as well as an educator and influencer.

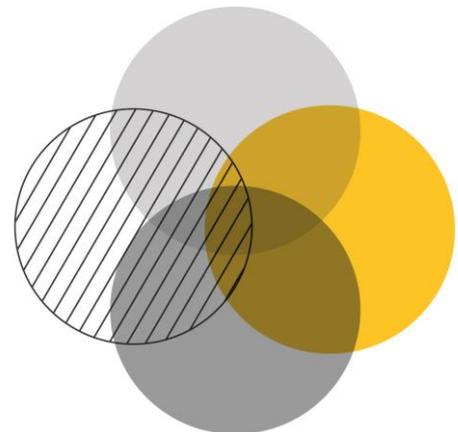
It is charged with promoting and improving gender equality in Australian workplaces, including through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

In order to achieve its outcome, the Agency has the following objectives:

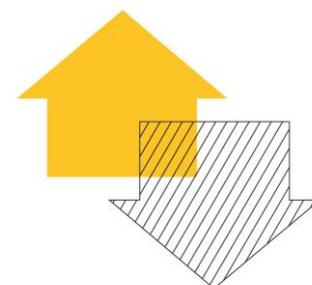
- promote, amongst employers, the elimination of discrimination on the basis of gender in relation to employment matters,
- foster workplace consultation between employers and employees on issues concerning gender equality in employment and in the workplace
- improve the productivity and competitiveness of Australian business through the advancement of gender equality in employment and in the workplace
- remove barriers to the full and equal participation of women in the workforce.

Key activities to support these objectives include:

- advising and assisting employers to promote and improve gender equality in the workplace including providing advice and assistance on the collection and analysis of workplace data to underpin measures to improve gender equality outcomes
- undertaking research, educational and other programmes designed to promote and improve gender equality in the workplace
- promoting and contributing to understanding and acceptance and public discussion of gender equality in the workplace
- reviewing compliance with the Act by relevant employers.



Environment within which the entity operates



The Workplace Gender Equality Agency was established under the *Workplace Gender Equality Act 2012* (the Act), however it is an evolution from the former Equal Opportunity for Women in the Workplace Agency, established in 1999 and the even earlier Affirmative Action Agency established in 1986.

2014 was the first year in which non-public sector employers with 100 or more employees reported online against six gender quality indicators in accordance with the Act.

On 25 February 2015, Senator Eric Abetz, the Minister for Employment and Senator Michaelia Cash, the Minister Assisting the Prime Minister for Women, announced changes to workplace gender equality reporting requirements.

From the 2015-16 reporting period, employers will provide data regarding:

- appointments, promotions and resignations for managers and non-managers
- the proportion of employees that ceased employment following parental leave for managers and non-managers.

However, to reduce complexity of reporting whilst still allowing employers to identify and address gaps in gender equality in their workplace, employers are not required to provide data on:

- remuneration of Chief Executive Officers or equivalent, key management personnel above the Chief Executive Officer and managers employed on a casual basis
- workers engaged on a contract for services basis (eg independent contractors who run their own business and negotiate their own fees)
- annualised average full-time components of total remuneration
- information on the number of applications received and interviews conducted
- the number of requests made, and approvals granted, for extensions to parental leave

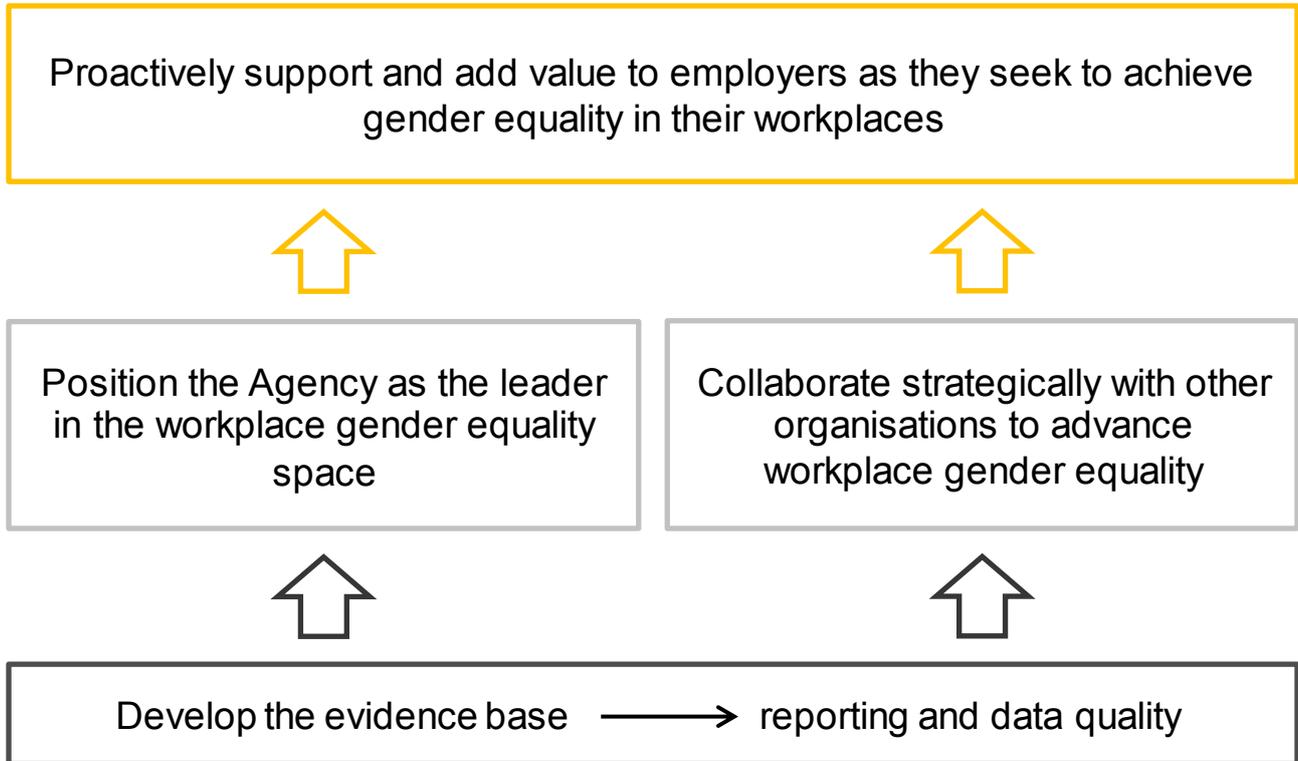
In response to feedback from consultation with employers, the Senator Abetz established a working group to address the difficulties experienced in reporting against non-manager categories and in particular, remuneration data against those categories. The working group comprising key stakeholders and supported by the Department of Employment will develop options for improvement to the non-manager categories to be tested with employers.

Australian Bureau of Statistics data reveals that there is not equal representation of women in many facets of Australian workplaces; for example, 82.7% of CEOs in non-public sector organisations are men. At the same time, the data shows higher levels of educational engagement and achievement among women than men; including 34.2% of women aged 18-24 enrolled in a bachelor degree or above, compared with 25% of men.

Australia ranks 52nd in the world for workforce participation of women according to the World Economic Forum. This is a major drain on the economy with the loss of capable, educated women into the workforce and into senior leadership roles.

Planned performance

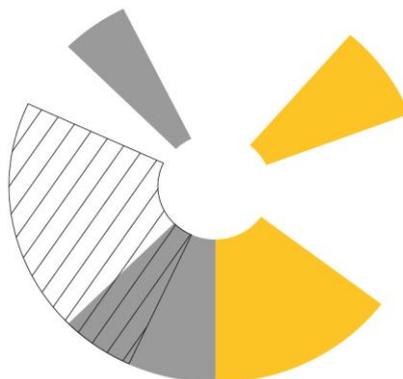
Strategic framework



Deliverables

The Agency will support improved workplace gender equality by:

- assisting relevant employers to report to the Agency;
- educating employers on improving gender equality outcomes;
- promoting and contributing to understanding and acceptance, and public discussion, of gender equality in the Australian workplace;
- using gender equality data to improve workplace gender equality and
- fostering compliance with the reporting and transparency provisions of the Act.



Education

	2015–16	2016–17	2017–18	2018–19
Education participants	1419	1489	1564	1642
Educational resources available on Agency website	66	73	80	88
Benchmarks developed	43	43	43	43

Understanding and acceptance and public discussion

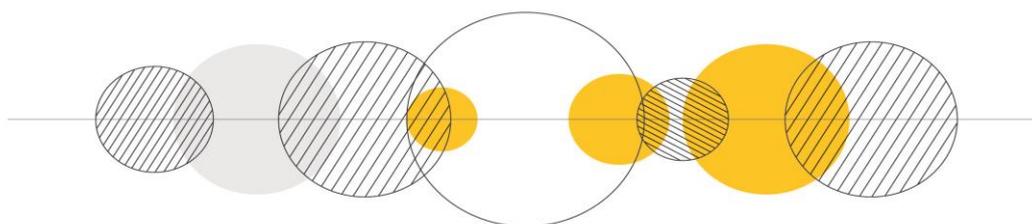
	2015–16	2016–17	2017–18	2018–19
Speeches and events delivered	52	52	52	52
Employer of choice organisations	88	97	106	117

Compliance

	2015–16	2016–17	2017–18	2018–19
Employers registered with the Agency as relevant employers	11,759	11,817	11,876	11,936
Employer reviews conducted	10	11	12	13

Reporting by Agency

	2015–16	2016–17	2017–18	2018–19
Biennial report to the Minister	-	1	-	1



Key performance indicators

The Agency will be able to monitor progress toward improved workplace gender equality by tracking:

- percentage of women in leadership including governing board members, key management personnel (KMP) and other managers
- percentage of employers conducting gender remuneration gap analyses
- percentage of employers with a strategy or policy to support employees with family and caring responsibilities and
- number of visits to the Agency website.

	2015–16	2016–17	2017–18	2018–19
Percentage of women in leadership roles in relevant employers				
→ Governing board members	24.5%	25.3%	26.1%	26.9%
→ KMP	26.5%	26.9%	27.3%	27.7%
→ Other managers	38%	39%	40%	41%
Percentage of relevant employers that have conducted gender remuneration gap analyses	25%	25.5%	26%	27%
Percentage of relevant employers with a strategy or policy to support employees with family or caring responsibilities	56%	57%	58%	59%
Number of visits to Agency website	210,000	220,500	231,525	243,101

Regulator performance framework

The Workplace Gender Equality Agency is committed to achieving its objectives with minimum impact on the entities we regulate. In accordance with the Regulator Performance Framework the Agency has developed Key Performance Indicators (KPIs) and performance metrics which are available on our [website](#). The six KPIs are:

- Regulators do not unnecessarily impede the efficient operation of regulated entities.
- Communication with regulated entities is clear, targeted and effective.
- Actions undertaken by regulators are proportionate to the regulatory risk being managed.
- Compliance and monitoring approaches are streamlined and coordinated.
- Regulators are open and transparent in their dealings with regulated entities.
- Regulators actively contribute to the continuous improvement of regulatory frameworks.

During the life of this corporate plan the Agency will be pursuing continual improvement in its IT systems to simplify the reporting process for the organisations we regulate.

Capability of the entity

Our People

The Agency has an average staffing level of 29. This small team is motivated, highly qualified and able to draw on wide industry and public sector experience. Employees work flexibly to meet the changing demands across the annual reporting cycle. External expertise is procured where necessary to bolster capability and capacity.

Enabling Services

Under a Memorandum of Understanding with the Department of Employment/Department of Education Shared Services Centre the Agency accesses enabling services in the areas of information technology, human resources, payroll, records management, security and other administration.

The Agency has engaged an external provider for the development, maintenance and ongoing improvement of the website, client relationship management system and online reporting portal.

Risk oversight and management systems

Risk management is a key business process at the Workplace Gender Equality Agency and an essential component of management within the Agency. The Risk management framework includes the WGEA Risk Management Policy, WGEA Risk Register, WGEA business Continuity Plan, WGEA Fraud Control Plan and WGEA Audit Committee. The Director is responsible for overall management of risk with the Operations Executive Manager 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 reviewing and monitoring Agency-wide risks on a regular basis. Managers are responsible for applying the Agency risk management policy and practices in their areas of responsibility while each business unit is responsible for reviewing and monitoring its business unit risk quarterly. Effective risk management is the responsibility of all Agency staff. Agency staff are accountable for identifying and actively managing risks within their day-to-day work.



The Agency has developed a system of internal controls and governance mechanisms which incorporate the advice of independent external experts and which are submitted for review and endorsement by the Audit Committee. The Agency is subject to annual audits by the Australian National Audit Office.