



Annual Report

2017 - 2018



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Workplace Gender Equality Agency

GPO Box 4917

Sydney NSW 2001

Telephone (02) 9432 7000

Fax (02) 9929 4383

www.wgea.gov.au

For any enquiries about the annual report, please contact:

Murray Black

Media and Communications Manager

murray.black@wgea.gov.au

An electronic copy of this report is available at:

www.wgea.gov.au/sites/default/files/wgea-annual-report-17-18.pdf



GPO Box 4917
Sydney NSW 2001

www.wgea.gov.au

ABN 47 641 643 874

31 October 2018

Hon Kelly O'Dwyer MP
Minister for Women
Parliament House
Canberra ACT 2600

Dear Minister

I have pleasure in presenting to you the annual report of the Workplace Gender Equality Agency for the 2017-18 year.

The report has been prepared in accordance with Part III, subsection 12(1) of the *Workplace Gender Equality Act 2012*, which requires the Agency to submit to the Minister a report on its operations for the year ending 31 May. The report must be submitted as soon as practicable, and in any event within six months after 31 May.

The report also contains the Financial Statements for the year ended 30 June 2018, as required by section 34(1) of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*.

This annual report covers the period from 1 July 2017 to 30 June 2018, and also includes the Agency's most current report assessment data from compliance reports for the 1 April 2017 to 31 March 2018 reporting period.

I certify that I am satisfied that for the financial year 2017-18 the Agency, in compliance with section 10 of the *Public Governance, Performance and Accountability Rule 2014*, has:

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

Yours sincerely

Libby Lyons
Director

Reader's guide

This report informs the Minister for Women, Parliament, relevant employers and the public about the performance of the Workplace Gender Equality Agency in 2017-18.

This report has been prepared according to parliamentary reporting requirements.

The year in review

Profiles the Agency's year and includes a review by the Director.

Agency overview

Provides an overview of the Agency and its functions, and a profile of the organisations that are covered by the Act.

Report on performance

Provides specific information on the Agency's performance in 2017-18.

Management and accountability

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

Financial Statements

Contains the Agency's audited Financial Statements for 1 July 2017 to 30 June 2018.

Contents

Annual Report 2017-18

| | |
|-----------------------|---|
| Letter of transmittal | 1 |
| Reader's guide | 2 |
| Contents | 3 |
| Glossary and acronyms | 4 |

2017-18: Year in review 5

| | |
|-------------------------------------|----|
| Review by the Director | 6 |
| 2017-18 Highlights | 8 |
| Snapshot of reporting organisations | 10 |

Agency overview 11

| | |
|------------------|----|
| About the Agency | 12 |
|------------------|----|

Report on performance 15

| | |
|--------------------------------------|----|
| Annual Performance Statement 2017-18 | 16 |
| Financial Performance | 19 |
| Key Agency activities | 20 |

Management and accountability 23

| | |
|-----------------------------|----|
| Corporate governance | 24 |
| External scrutiny | 24 |
| Human resources management | 24 |
| Other mandatory information | 29 |

Financial Statements 31

| | |
|---|----|
| Independent auditor's statement | 32 |
| Statement by the Director and Operations Executive Manager | 34 |
| Financial Statements | 35 |
| Notes to Financial Statements | 39 |

Appendices 55

| | |
|--|----|
| Appendix 1: Non-compliant organisations | 56 |
| Appendix 2: WGEA Employer of Choice for Gender Equality | 61 |
| Appendix 3: Pay Equity Ambassadors | 62 |
| Appendix 4: List of requirements | 66 |
| Index | 71 |

Glossary and acronyms

| | |
|-----------------------------------|---|
| The Act | <i>Workplace Gender Equality Act 2012</i> |
| Agency | Workplace Gender Equality Agency |
| APS | Australian Public Service |
| ASX | Australian Securities Exchange |
| Financial year 2017–18 | 1 July 2017 to 30 June 2018 |
| FOI Act | <i>Freedom of Information Act 1982</i> |
| Gender equality indicators | Defined in section 3 of the <i>Workplace Gender Equality Act 2012</i> |
| IPS | Information Publication Scheme |
| IT | Information technology |
| Legislative instrument | The Workplace Gender Equality (Matters in relation to Gender Equality Indicators) Instrument 2013 (No. 1) |
| NABERS | National Australian Built Environment Rating System |
| PAES | Portfolio Additional Estimates Statements |
| PBS | Portfolio Budget Statement |
| Relevant organisations | Employers that are covered under the <i>Workplace Gender Equality Act 2012</i> for reporting purposes |
| Reporting organisations | Relevant employers that submit reports to the Agency, sometimes on behalf of other subsidiary entities within their corporate structure |
| Reporting period | 1 April 2017 to 31 March 2018 |
| WGEA | Workplace Gender Equality Agency |
| WH&S | Work, health and safety |

2017-18: Year in review

| | |
|-------------------------------------|----|
| Review by the Director | 6 |
| 2017-18 Highlights | 8 |
| Snapshot of reporting organisations | 10 |



Review by the Director

The issue of gender equality has been in the spotlight this year more than ever before. Tackling the gender pay gap is now a growing public priority both in Australia and around the world.

Consequently, the release of our fourth comprehensive set of workplace data on 17 November 2017 was greeted with significant media and public interest. It received extensive media coverage, with stories published in most major metropolitan newspapers and many TV, radio and online outlets reporting the key findings of the data. Almost 1400 people attended the subsequent launch events in every state and the ACT where the results of our dataset were presented and discussed with great interest.

The momentum for gender equality in the workplace was reflected in some of the positive results. There was a significant increase in employer action on gender equality and a surge in the number of employers conducting a pay gap analysis (up nearly 11 percentage points to more than 37%). Over two-thirds of employers now have either a policy and/or strategy in place to support gender equality or promote flexible work. There was a stronger pipeline of women into management (38.3%) with increases in the representation of women in all manager categories. In 2017, women achieved 43% of appointments to manager positions.

However, our data also revealed some problem areas. Although the gender pay gap is declining, it is still too high at 22.4% for full-time total remuneration – an average difference of \$26,527 between women and men. Women remain under-represented in management and leadership roles, comprising only 16.5% of all CEOs. Female representation on boards remained static at 24.9%. The data also identified an accountability gap. Organisations have policies

and strategies in place, but are not making managers accountable. This has to change so that we can ensure gender equality policies and strategies are embedded into Australia's workplace cultures.

During the reporting period, our research partnerships continued to deepen our understanding of how to achieve workplace gender equality in Australia. In 2017, the Agency collaborated with McKinsey & Company and the Business Council of Australia to produce *Women in Leadership: Lessons from Australian companies leading the way*. This ground-breaking report identified how high-performing companies had 10 common practices that they utilised to improve women's career progression and increase the representation of women in leadership. In March 2018, we released our third insight report with the Bankwest Curtin Economics Centre (BCEC). Its findings highlighted the importance of leadership accountability in improving pay equity outcomes.

The 2017-18 period also saw unprecedented international interest in the Agency's work and Australia's approach to gender equality reporting. Many countries and organisations contacted the Agency for information, advice and guidance. I was delighted to speak at the UN Committee on the Status of Women in New York and at the Fourth Global Forum on Business for Gender Equality in Santiago, Chile. I also visited Singapore in August 2017 for the Singapore-Australia High Level Womens Dialogue 2017 and Vietnam in March 2018 to help the Department of Foreign Affairs and Trade (DFAT) with the work they are doing to promote gender equality in the region. Everywhere I went, the thirst for learning more about Australia's legislation and our journey was inspiring. It was also a great honour for me to be included in the inaugural list of "100 most influential

The 2017-18 period also saw unprecedented international interest in the Agency's work and Australia's approach to gender equality reporting. Many countries and organisations contacted the Agency for advice and guidance.

people in gender equality policy" by *Apolitical*, a global network of public servants, and to be profiled in the book *200 Hundred women who will change the way you see the world*.

In February 2018, we announced our latest round of WGEA Employer of Choice for Gender Equality (EOGCE) citation holders. The number of citation holders increased yet again, up from 106 in 2016 to 120 in 2017-18. The steady growth we see each year in our list of EOGCE citation holders indicates that the business benefits and competitive advantage gained by improving gender equality in Australian workplaces is becoming more widely recognised. The Agency also continued to expand its engagement with our network of Pay Equity Ambassadors: a group of 141 directors and chief executive officers who are advocates for pay equity within their own organisations and the broader community. All of these employers are setting the benchmark and the pace for other Australian workplaces to follow.

As ever, I would like to thank and pay tribute to the expertise, enthusiasm and professionalism of Agency staff. Their irrepressible dedication and commitment to the work of the Agency is extraordinary. The results from our data and the ever-increasing interest in our work show that our efforts to improve gender equality in Australia's workplaces is making a considerable difference. It is my hope, and indeed my mission, that the Agency's activities continue to deliver meaningful change for women and men at work in the years ahead.



Libby Lyons
Director

Highlights

Building evidence through data

The Agency's ongoing partnership with the Bankwest Curtin Economics Centre saw the release of the third Gender Equity Insights report analysing the Agency's data in detail. The report's findings highlighted the importance of leadership accountability in closing the gaps between women's and men's pay. It found that action to correct gender pay gaps was three times more effective when combined with reporting pay gap data to the executive or Board.

We embarked on a new partnership with the Business Council of Australia and McKinsey & Co to produce the co-branded report on *Women in Leadership, Australian companies leading the way*. Released in November 2017, the report provided an evidence-based recipe for dismantling the barriers to women's participation at senior levels. It revealed that leading-practice organisations used 10 common practices that have been proven to be effective in achieving a more balanced gender representation in leadership. These 10 practices can be implemented in organisations across different industries and operating environments.

Awareness of our online interactive Data Explorer increased, attracting more than 14,500 people in 2017-18, which was an increase of 34% on the previous year.

Increasing our global reach

Australia's distinctive approach to workplace gender equality and our unique gender equality reporting system received increased international interest and recognition in 2017-18.

Agency Director Libby Lyons was invited to deliver keynote speeches at the UN Committee on the Status of Women in New York, where she presented the findings of the *Women in Leadership* Report, and at the Fourth Global Forum on Business for Gender Equality in Santiago, Chile, held by the UN, The International Labour Organisation (ILO) and the Chilean Government. She also visited Singapore for the Singapore-Australia High Level Womens Dialogue 2017 and Vietnam to assist DFAT in promoting gender equality in the region.

Representatives from many countries contacted the Agency for advice during the reporting period and Agency staff met with officials from Kuwait, Sri Lanka, the UK, New Zealand and the ASEAN Secretariat in the past year.

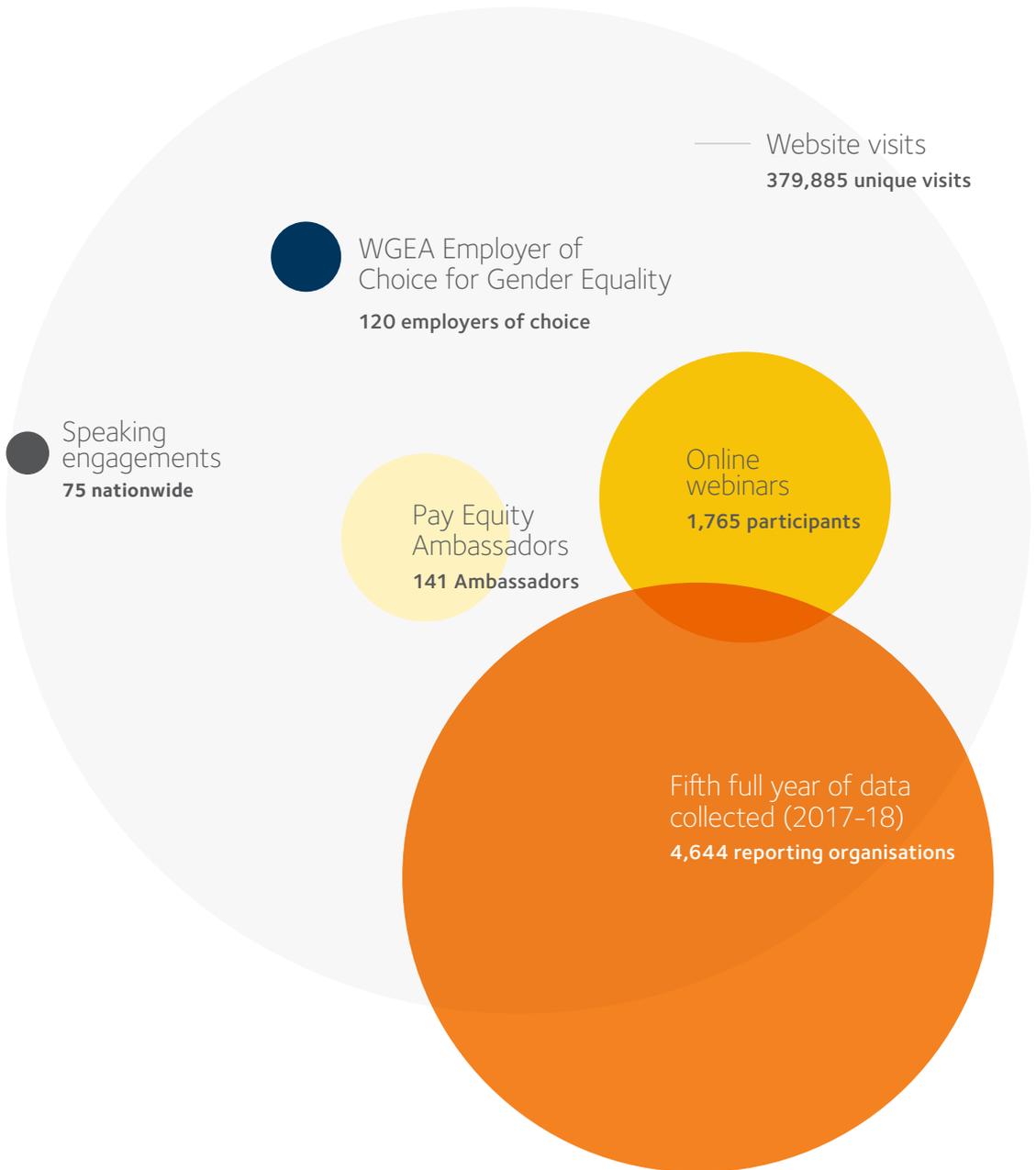
In May 2018, Libby Lyons was one of nine Australians recognised in the inaugural list of "100 most influential people in gender equality policy" by *Apolitical*, a global network of public servants. She was also profiled in the book *200 Women who will change the way you see the world*.

Recognising leading practice

In 2017-18, the Agency continued to actively invest time and resources in developing our networks of leading practice employers.

In February, we accredited a record 120 organisations as WGEA Employers of Choice for Gender Equality citation holders. Two launch events in Melbourne and Sydney proved very popular, drawing capacity audiences who heard inspiring speeches from the Minister for Women, the Hon. Kelly O'Dwyer and Sex Discrimination Commissioner Kate Jenkins in Melbourne, journalist and author Catherine Fox in Sydney and Agency Director Libby Lyons at both events.

Our network of Pay Equity Ambassadors continued to expand, reaching 141 in the year reported. Many ambassadors played a high-profile role in promoting the issue of pay equity on Equal Pay Day (4 September 2017) through their social media and online channels. The number of Ambassadors increased from 114 to 137 in the fortnight around Equal Pay Day.



Snapshot of reporting organisations

As at 12 September 2018, 4,644 reports had been assessed as compliant for the 2017-18 reporting period. These employers represented 4,156,340 employees, approximately 40% of employees in Australia.

Table 1: Reporting organisations by industry

| | Number of reporting organisations | Number of employees | % Women | % Men |
|---|--|----------------------------|----------------|--------------|
| Accommodation and Food Services | 236 | 203,434 | 52.0 | 48.0 |
| Administrative and Support Services | 254 | 305,937 | 44.4 | 55.6 |
| Agriculture, Forestry and Fishing | 49 | 21,424 | 34.8 | 65.2 |
| Arts and Recreation Services | 102 | 89,102 | 50.6 | 49.4 |
| Construction | 202 | 124,862 | 17.0 | 83.0 |
| Education and Training | 514 | 420,626 | 63.6 | 36.4 |
| Electricity, Gas, Water and Waste Services | 46 | 43,279 | 24.8 | 75.2 |
| Financial and Insurance Services | 254 | 273,038 | 54.9 | 45.1 |
| Health Care and Social Assistance | 648 | 655,949 | 80.0 | 20.0 |
| Information Media and Telecommunications | 136 | 120,508 | 38.9 | 61.1 |
| Manufacturing | 583 | 344,270 | 26.3 | 73.7 |
| Mining | 140 | 142,411 | 16.7 | 83.3 |
| Other Services | 140 | 53,079 | 46.2 | 53.8 |
| Professional, Scientific and Technical Services | 514 | 283,413 | 40.9 | 59.1 |
| Public Administration and Safety | 21 | 34,475 | 20.6 | 79.4 |
| Rental, Hiring and Real Estate Services | 82 | 43,844 | 41.3 | 58.7 |
| Retail Trade | 305 | 682,834 | 57.7 | 42.3 |
| Transport, Postal and Warehousing | 187 | 192,749 | 26.4 | 73.6 |
| Wholesale Trade | 231 | 121,106 | 36.3 | 63.7 |
| All reporting organisations | 4,644 | 4,156,340 | 50.1 | 49.9 |

Table 2: Reporting organisations by size

| Organisation size | Number of reporting organisations | Number of employees | % Women | % Men |
|--------------------------|--|----------------------------|----------------|--------------|
| 0-249 | 2,045 | 312,720 | 48.0 | 52.0 |
| 250-499 | 1,129 | 393,243 | 47.4 | 52.6 |
| 500-999 | 655 | 457,310 | 46.2 | 53.8 |
| 1000 - 4999 | 688 | 1,430,303 | 48.5 | 51.5 |
| 5000+ | 127 | 1,562,764 | 53.9 | 46.1 |

Detailed statistics on the 2017-18 reporting period results are available at data.wgea.gov.au.

Agency overview

About the Agency

12



About the Agency

Our purpose

The Workplace Gender Equality Agency (WGEA, the Agency) 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. It is established by the *Workplace Gender Equality Act 2012*.

Our vision

The Agency's vision is for women and men to be equally represented, valued and rewarded in the workplace.

Our strategic priorities

The Agency's strategic mission is to lead, influence and inspire change to promote gender equality in Australian workplaces utilising our world-leading dataset. The strategic priorities until the year ending 30 June 2018 were to:

- increase our impact and reach
- realise the potential of the data; and
- develop the team.

Our role and functions

The *Workplace Gender Equality Act 2012* outlines our role and functions as follows:

- advise and assist employers in promoting and improving gender equality in the workplace
- develop, in consultation with relevant employers and employee organisations, benchmarks in relation to gender equality indicators
- issue guidelines to assist relevant employers to achieve the purposes of the Act
- review compliance with the Act by relevant employers, review public reports lodged by relevant employers and deal with those reports in accordance with the Act
- collect and analyse information provided by relevant employers under the Act to assist the Agency to advise the Minister in relation to legislative instruments made under the Act
- undertake research, educational programs and other programs to promote and improve gender equality in the workplace
- work with employers to maximise the effectiveness of the administration of the Act, including by minimising the regulatory burden on employers
- promote and contribute to understanding and acceptance, and public discussion, of gender equality in the workplace
- review the effectiveness of the Act in achieving its purposes
- report to the Minister on such matters in relation to gender equality in the workplace as the Agency thinks fit.

Our objectives

In order to achieve its purpose, 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.

The *Workplace Gender Equality Act 2012* 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 arrangements 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.

Organisational structure

The Director of the Workplace Gender Equality Agency has overall accountability for management of the Agency and is appointed by the Governor-General of Australia. Libby Lyons was appointed as Director of the Agency on 17 September 2015 and commenced a five-year term on 19 October 2015.

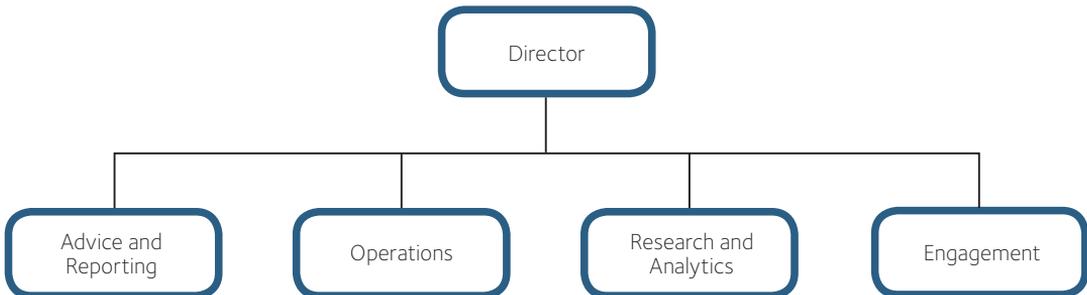
The Agency is divided into four business units:

- Advice and Reporting
- Operations
- Research and Analytics
- Engagement.

Workforce

A breakdown of employees by ongoing and non-ongoing status, APS classification level, type of employment arrangement, salary range, performance pay and more information on the management of human resources is provided on pages 26–28.

Figure 1: Organisational structure of the Workplace Gender Equality Agency



Report on performance

| | |
|------------------------------|----|
| Annual Performance Statement | 16 |
| Financial Performance | 19 |
| Key Agency activities | 20 |



Annual Performance Statement 2017-18

Introductory statement

The Annual Performance Statement for the Workplace Gender Equality Agency (WGEA, The Agency) has been prepared in accordance with the requirements of section 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) for the 2017-18 financial year and accurately presents the Agency's performance in accordance with section 39(2) of the PGPA Act.

Entity purpose

The Workplace Gender Equality Agency 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.

Results

Performance Criterion

Increasing our impact and reach on gender equality issues through development and delivery of educational tools and resources to inform and equip.

Target: Review and refresh of educational resources and toolkits

Target: Increased variety of education tools and resources available on website

Target: Increased participation in webinars

Criterion Source

Workplace Gender Equality Agency 2017-18 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2017-18 (PBS)

Result Against Performance Criterion

- The Agency has reviewed and refreshed 14 educational resources and web-page content, including the e-learning module, video content and infographics.
- New educational resources and insights, including webinars, has increased from 104 in 2016-17 to 111 in 2017-18.
- Attendees of reporting webinars has increased by 12% in 2017-18.

Target met

Performance Criterion

Realising the potential of gender equality data by mining for evidence to add value and generate insights.

Target: Establish additional research partnerships and influence the research agenda on gender equality

Target: Trend capability operational prior to 2017 report submission period

Criterion Source

Workplace Gender Equality Agency 2017-18 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2017-18 (PBS)

Result Against Performance Criterion

- WGEA has developed research partnerships delivering valuable insights, including:
 - Gender Equity Insights – a three-year partnership with Bankwest Curtin Economics Centre examining Agency data on pay gaps and pay equity action.
 - Women in Leadership report with Business Council of Australia and McKinsey and Company – quantitative and qualitative research identifying key drivers of improved representation of women in leadership.
 - Ageing Agendas – a collaborative project with the University of South Australia and the Australian National University into Australia's ageing population, female participation in paid work and retirement income.
- Agency representatives also participate in a range of advisory bodies, steering committees and working groups.
- New multi-year trend visualisations were added to the Agency's public Data Explorer tool for the 2017-18 reporting period, with additional functionality included to support five-year trends.

Target exceeded

Performance Criterion

Communicating widely on gender equality matters in consumable forms which tell the story.

Target: Refresh of website content to include increase in case studies and result in more visits to the site.

Target: Increased visits to the website

Target: Level of take up of CEO targeted resources

Criterion Source

Workplace Gender Equality Agency 2017-18 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2017-18 (PBS)

Result Against Performance Criterion

- The Agency has published a wide variety of new website content during 2017-18, including a suite of 'gender equality in action' case studies; and an update to the popular 'what is the gender pay gap?' web page.
- The Agency has had an increase of 12.3% in unique visits to the website in 2017-18.
- The Agency's Data Explorer tool attracted 14,737 unique visitors in 2017-18, representing a 34.0% increase on the previous year's results.
- 5,501 Competitor Analysis Benchmark Reports (CABRs) were downloaded from November 2017 onwards, representing a 28.8% increase on the previous year.
- A two-page summary of key benchmark results was sent to the CEOs of the 4,621 reporting organisations in the Agency's final 2017 dataset in late December 2017. This contributed to a 61.0% increase in the number of CABR downloads in the following two months compared to the previous year.

Target met

Analysis of performance against purpose

The Workplace Gender Equality Agency has met or exceeded all performance criteria in the 2017-18 year.

With four years of data released by the Workplace Gender Equality Agency (WGEA) and a fifth annual reporting period coming to a close, capturing and reporting on workplace gender equality indicators is now established as a mainstream activity for Australian business. The Agency acknowledges that more can always be done to streamline the collection processes and continues to work with partners in government and business to this end.

Both the profile of the Agency and recognition of the value of the data continue to rise. WGEA data and the Agency Director are regularly quoted in the media and Agency staff are invited to participate in a broad range of workshops, roundtables and business and community discussions.

The Agency continued to produce research reports in collaboration with other notable organisations. In 2017, the Agency collaborated with McKinsey & Company and the Business Council of Australia to produce *Women in Leadership: Lessons from Australian companies leading the way*. This report revealed how high-performing companies use a suite of 10 common practices to improve women's career progression and increase the representation of women in leadership. The Agency's Director presented the findings of the report at the UN committee on the status of women in New York in March in 2018.

In 2018, Bankwest Curtin Economics Centre (BCEC) and the Agency released the third report in a gender equity series which provides detailed analysis of the Agency's data for pay equity insights. The insights from both of these reports have been widely disseminated by the Director and Agency staff in media and communications activity and public speaking engagements.

An increasing number of organisations not currently covered under the *Workplace Gender Equality Act, 2012*, are seeking out WGEA expertise, tools and

resources. These include public sector agencies and small businesses.

The Agency continues to review and refine communication channels and to develop expanded networks to ensure we link individuals and employers with information, resources and examples of good practice. This helps drive positive gender equality outcomes in their workplaces.

2017-18 has seen an increasing number of Pay Equity Ambassadors and WGEA Employer of Choice for Gender Equality recipients. These and other advocates for the Agency and gender equality more broadly, continue to amplify the ongoing public discussion on workplace gender equality. They reinforce the business case for taking proactive steps in support of equal representation, recognition and reward of women and men.

Further discussion and statistics on key Agency activities aligned with our legislative mandate can be found on pages 20-22.

Regulator Performance Framework

An assessment of the Agency's performance under the Regulator Performance Framework will be available on the wgea.gov.au website from 31 December 2018.

Financial Performance

The total appropriation for the Agency in 2017-18 was \$4,875,000.

Expenditure in 2017-18 decreased by 0.20% from the previous year to \$5,938,375 due to a decrease in depreciation costs.

Expenditure on suppliers was \$1,947,985 or 33% and included:

- IT and office equipment
- lease and other costs associated with premises
- contractors and consultants
- travel and training for staff
- subscriptions, printing and publications.

Expenditure on employee benefits was \$3,054,582 or 51% which represented a decrease of 2% from last year and is attributable to staff turnover and a delay in recruitment.

Table 3: Agency resource statement

| | Actual available appropriation for 2017-18 \$'000 | Payments made 2017-18 \$'000 | Balance remaining 2017-18 \$'000 |
|---|--|---|---|
| Ordinary annual services | | | |
| Departmental appropriation ⁽¹⁾ | 6.293 | 5.367 | 926 |
| Total resourcing and payments | 6.293 | 5.367 | 926 |
| | 2017-18 | 2016-17 | |
| Average Staffing Level (number) | 30 | 30 | |

⁽¹⁾ Appropriation Bill (No. 1) 2017-18, prior year departmental appropriation and section 74 receipts

Key Agency activities

The Agency undertook a range of activities in support of, and in alignment with, its legislative mandate.

Supporting employers to report

In 2017-18 relevant employers reported on the six gender equality indicators outlined in the *Workplace Gender Equality Act 2012*. The Agency continued its ongoing commitment to support, inform, advise and educate relevant employers through the 2017-18 reporting period.

To help employers meet their reporting requirements under the Act, the Agency conducted seven webinars with 1,765 attendees, an 11.9% increase on last year's participation numbers. The Agency also introduced two live Q&A sessions this year to help key contacts complete their reports.

Improving the reporting process and level of service provided to employers remains a high priority for the Agency. In 2017-18, the Agency provided telephone support, a range of improved reporting resources and produced two pre-recorded screencasts to address specific areas of difficulty for employers.

Opening access to our knowledge

In 2017-18, visitor numbers increased across the Agency's digital platforms, including the website, Data Explorer and educational publications, helping to cement the Agency's reputation as a trusted and respected source for gender equality statistics, research and resources.

The number of unique visitors to wgea.gov.au increased 13% on the previous year to more than 379,000 visitors and the number of users accessing our resources grew, with more than 230,000 downloads of the Agency's toolkits and educational resources. Unique downloads of the organisation's public reports also increased by 7% to over 34,000.

The Agency's social media presence expanded significantly. In 2017-18 our Facebook followers increased by 13% to 3,387 and our Twitter followers increased by 29% to 6,384. The Agency's LinkedIn account grew, on average, by 110 people per month. In June 2018, the Agency launched its own Instagram account to expand its reach in the digital realm.

The Agency's staff and, in particular, the Agency's Director, Libby Lyons, have been in great demand for speaking engagements. In 2017-18, the Agency was represented at 75 speaking events.

The Agency conducted and participated in a range of workshops with stakeholders, co-presenting a workshop with the Agenda Agency in November 2017 on how organisations can leverage benchmarking data for their gender equality strategy. The Agency also collaborated with Consult Australia, the Victorian Government (for the Women@Work conference) and the South Australian Office for Women and SA Chiefs for Gender Equity, to deliver educational workshops and presentations.

Building evidence through data

In 2017-18, the Agency continued to ensure the data it collects is as accessible, useful and usable as possible, subject to relevant legislation. In November 2017, the fourth comprehensive set of workplace data was released, accompanied by a national roadshow of events beginning on 17 November. These presentations were held across the country, in partnership with the Committee for Economic Development of Australia (CEDA). Nearly 1400 people attended the events, covering all states and territories with the exception of the Northern Territory.

The Agency's online interactive Data Explorer featured new data in 2017-18 and attracted 14,737 unique users between 1 July 2017 and 30 June 2018. This represented an increase of 34% compared to the previous year. The Agency's data is also accessible through data.gov.au.

The Agency continued its partnership with the Bankwest Curtin Economics Centre, releasing the *Gender Equity Insights 2018: Inside Australia's Gender Pay Gap* in March 2018. This third report in the series strengthened the insights around gender pay gaps and demonstrated how they have changed over time across Australian workplaces. It also highlighted the impact of workplace pay equity policies and the importance of taking action to address and reduce organisational gender pay gaps.

The Agency forged a new partnership with the Business Council of Australia and McKinsey & Company to deliver a new report providing a detailed analysis of the Agency's data. The co-branded report *Women in Leadership, Australian companies leading the way* was released in November 2017, presenting evidence-based advice to address the under-representation of women in leadership.

Supporting employers to report

| | |
|--|--------|
| Reporting webinar participants | 1,765 |
| Views of reporting webinars on YouTube | 971 |
| Downloads of reporting-related resources | 30,152 |

Building evidence through data

| | |
|--|-----------|
| Employees covered by the 2017-18 dataset | 4,156,340 |
| Users of the online Data Explorer | 14,737 |
| Competitor Analysis Benchmark Reports produced | 5,501 |

Expanding our education outreach

| | |
|---|---------|
| Online education resources | 74 |
| Downloads of pay equity resources | 7,861 |
| Downloads of gender pay gap statistics fact sheet | 27,258 |
| Unique website visits | 379,885 |

Generating national debate

| | |
|--|-----|
| Public speaking events by Agency staff | 75 |
| Increase in LinkedIn 'likes' | 71% |
| Increase in Twitter followers | 29% |
| Media mentions | 927 |

Recognising leading practice

| | |
|--|-----|
| WGEA Employer of Choice for Gender Equality citation holders | 120 |
| Pay Equity Ambassadors | 141 |
| Pay Equity Official Supporters | 33 |

The Agency produced and distributed customised and confidential Competitor Analysis Benchmark Reports from the 2016-17 reporting data to compliant reporting organisations, accompanied by succinct executive summaries. This improved communication process led to a 5% increase in the share of organisations accessing their Benchmark Reports from the previous reporting period.

Expanding our educational reach

To fulfil its role in promoting workplace gender equality, the Agency continued to place significant importance on producing practical education materials, case studies, research and news.

As at 26 July 2018, there were more than 70 educational tools and resources available on the Agency's website and YouTube. These include written toolkits, data collection spreadsheets, videos, e-learning modules and recorded webinars. They cover strategies for gender equality, support for reporting, pay equity, flexibility, strategies for gender equality and the WGEA Employer of Choice for Gender Equality program.

A key theme for the Agency was encouraging men to take up flexible working arrangements and parental leave. In October 2017, we released the insight paper 'Towards gender balanced parental leave', providing in-depth evidence on how gender balanced parental leave policies improves gender equality. The paper offers a summary of Australia's paid parental leave scheme with a comparison of other OECD countries and builds a strong case for encouraging men to take up a bigger share of caring duties.

The Agency remained focused on promoting and addressing pay equity in organisations. Our comprehensive suite of online pay equity resources was improved and updated. With more than 125,000 unique visits to the addressing pay equity section and almost 22,000 downloads of the educational resources, this is the most utilised section of the Agency's website.

In June 2018, the Agency also released an educational animation entitled '*Pay gaps and life hacks: 5 ways you can tackle gender inequality*'. The campaign explored how the gender pay gap grows over one's lifetime and what individuals can do to address gender equality.

Raising national awareness

The Agency continued to generate significant coverage and commentary about gender equality during 2017-18 and our reach to mainstream audiences increased, with the Agency's Director, Libby Lyons, featured on popular TV programs such as Channel Nine's 60 Minutes and The Today Show as well as a feature article in the November 2017 publication of *The Australian Women's Weekly*.

The Agency's campaigns received regular media attention, with the release of the reporting dataset attracting extensive media coverage, including mentions in most major Australian newspapers and a wide range of TV and radio outlets and online publications.

Global footprint

Australia's approach to workplace gender equality received significant international recognition during 2017-18 and we witnessed more countries invest in research and policy to raise the profile of women in the workforce. During 2017-18, the representatives of a number of countries contacted the Agency for information and advice. The Agency's Director was invited to speak at international events, including in the USA, Chile, Vietnam and Singapore. The Agency also met with officials from Kuwait, Sri Lanka, the UK, New Zealand and the ASEAN Secretariat in the past year.

International access of the Agency's resources also expanded, with people from 25 different countries accessing our resources, including the UK, USA, Brazil and Malaysia.

Recognising leading practice

The Agency has actively invested time and resources to develop networks of leading practice employers focused on driving change across different industries.

In February 2018, the Agency released the list of successful applicants for our leading recognition program: the WGEA Employer of Choice for Gender Equality (EOCGE) citation. The number of citation holders increased from 106 to 120, reflecting growing commitment to gender equality from the business community. The Agency recognised and celebrated the citation holders at sold out launch events in Melbourne and Sydney.

Throughout the year, we expanded our engagement with our Pay Equity Ambassadors: a network of 141 chief executive officers and directors who have committed to pay equity and to work with the Agency to drive change. We hosted four CEO roundtables and public leadership forums, where our Ambassadors spoke publicly on the business case for equality and outlined the strategies they are implementing to address gender equality in their businesses.

On Equal Pay Day (4 September 2017), our network of Ambassadors posted items on social media in support of our campaign to educate the public and business community on the need for change.

EOCGE recipients are listed at Appendix 2 and Pay Equity Ambassadors at Appendix 3.

Management & accountability

| | |
|-----------------------------|----|
| Corporate governance | 24 |
| External scrutiny | 24 |
| Human resources management | 24 |
| Other mandatory information | 29 |



Management and accountability

Corporate governance

During the 2017-18 year, the Agency operated under the *Public Governance, Performance and Accountability Act 2013*. The Director is the accountable authority of the Agency.

The Agency's Corporate Governance Framework ensures that the Workplace Gender Equality Agency achieves its objectives, manages risks and uses resources responsibly and with accountability. The framework aligns legislative requirements with other Australian Public Service and internal policy requirements and promotes a level of governance and oversight commensurate with risk.

The Executive management of the Agency is active in the implementation of the framework including but not limited to strategic planning, policy development, review of controls and participation in project steering committees.

Executive management

As at 30 June 2018, the Executive was comprised of four Executive Manager positions reporting to the Director.

- **Advice and Reporting Executive Manager**
Vanessa Paterson
- **Operations Executive Manager**
Anne Beath
- **Research and Analytics Executive Manager**
Janin Bredehoeft
- **Engagement Executive Manager**
Jackie Woods

Fraud control and risk management

During the financial year 2017-18, the Agency did not identify any fraud. The Fraud Control Plan is part of the Agency's induction program and Fraud Awareness training is undertaken by all staff annually. The Agency's Risk Management Policy, Fraud Control Plan, Business Continuity Plan and associated Risk Registers are reviewed regularly with oversight by the Audit Committee. The Agency has taken all reasonable measures to minimise the incidence of fraud by ensuring appropriate fraud prevention, detection, investigation and reporting procedures and processes are in place.

The Agency integrates risk management into business planning and project management and incorporates the identification of risks and risk treatments into strategic planning. Managers undertake refresher training in Risk Management annually and all other Agency staff biennially. Risk management is a standing agenda item at Executive meetings.

External scrutiny

The Agency is subject to an annual statutory audit performed by the Australian National Audit Office. The outcomes of the 2017-18 audit were presented to the Audit Committee. The committee is chaired by an external member.

The members of the Audit Committee at 30 June 2018 were:

- Heather Watson (Chair)
- Sean Van Gorp
- Jackie Woods

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

There have been no significant developments in external scrutiny of the Workplace Gender Equality Agency during 2017-18.

Human resources management

Assessment of effectiveness

The Agency has operated successfully under its organisational and staffing structure. The Agency continued to review and revise its people management policies as well as procedures, systems and documentation to reflect contemporary better practice and reduce redundant or overly prescriptive practices or procedures to enable staff to better deliver on the Agency's strategic priorities.

Work is continuing in the Agency to create a flexible and agile workforce through cross-Agency project team work, the movement of staff on a short-term basis to work in different teams and the operation of a flat management structure. The Agency is in the process of identifying existing and required skill sets and developing a strategy and implementation plan to more effectively utilise these skills in strategic projects.

Information on enterprise bargaining

A three-year Enterprise Bargaining Agreement was approved and commenced on 29 December 2015. The 2015-2018 Enterprise Agreement has a nominal expiry date of 21 December 2018.

Employees received four wage increases over the three-year duration of the Agency Enterprise Agreement. The first increase of 1.5% took effect on 29 December 2015. The second increase of 1% took effect on 1 March 2016. The third increase of 1% took effect 1 March 2017 with the fourth increase of 1.5% taking effect on 1 March 2018.

The number of employees covered by the Agency Enterprise Agreement and the salary ranges available for APS employees by classification structure are outlined in Table 8.

Superannuation

The Agency pays employer superannuation contributions on behalf of employees during periods of unpaid leave for maternity or primary carer's leave. The contributions are made for a period equal to a maximum of 52 weeks from the commencement of paid maternity or primary carer's leave.

Non-salary benefits

The Agency provides the following non-salary benefits to its employees:

- access to salary packaging for a vehicle or laptop
- salary packaging of supplementary superannuation contributions.

Flexible work practices

The Agency helps employees balance their work and personal lives by offering remote working arrangements, changed patterns of hours, flex-time, part-time work, and providing purchased leave, access to two paid volunteer days per year and other arrangements. Flexibility is vital to improving workplace gender equality and the Agency leads by example. The vast majority of staff, including the Executive (81%), engage in flexible working arrangements.

Capability development

The Agency promotes and supports the development of its workforce to ensure the Agency has the capability to respond to the challenges of the changing workplace and deliver the Agency's strategic priorities.

In 2017-18, a total of \$68,943 was spent on training and development activities to develop the capability of our workforce.

Training and development opportunities and enhancement of skills were provided through extension projects, formal training, temporary transfers to higher duties and short-term transfers to other teams. The Agency encouraged employees to attend conferences, seminars and other events, in addition to structured external training. Access was provided to a suite of e-learning courses with in-house seminars held for all employees to promote discussion and increase understanding of issues impacting on gender equality in the workplace.

All employees received targeted training and development, including courses on project management, organisational and management skills, presentation and influencing skills, business intelligence software skills and legislative obligations, ensuring we can provide accurate information, advice and education on reporting compliance matters and gender equality initiatives.

The Agency also continues to support formal study through its Study Assistance Policy with four employees undertaking formal accredited courses.

Staffing and remuneration

The following tables provide a comparison of the Agency's ongoing and non-ongoing staffing profile as at 30 June 2018 and 30 June 2017. All staff are located in Sydney.

Table 4: Ongoing staff as at 30 June 2018

| Band | F/T | P/T | Men | Women | Indigenous | Culturally and linguistically diverse | People with a disability |
|-------------------|------------|------------|------------|--------------|-------------------|--|---------------------------------|
| PEO | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| EL 1 and 2 | 8 | 1 | 1 | 8 | 0 | 2 | 1 |
| APS Level 5 and 6 | 7 | 3 | 1 | 9 | 0 | 0 | 0 |
| APS Level 2 to 4 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| APS Level 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 16 | 5 | 2 | 19 | 0 | 3 | 1 |

Note: Includes ongoing staff on secondment.

Table 5: Non-ongoing staff as at 30 June 2018

| Band | F/T | P/T | Men | Women | Indigenous | Culturally and linguistically diverse | People with a disability |
|-------------------|------------|------------|------------|--------------|-------------------|--|---------------------------------|
| PEO | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EL 1 and 2 | 1 | 0 | 0 | 1 | 0 | 1 | 0 |
| APS Level 5 and 6 | 2 | 0 | 1 | 1 | 0 | 0 | 0 |
| APS Level 2 to 4 | 2 | 0 | 1 | 1 | 0 | 1 | 0 |
| APS Level 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 5 | 0 | 2 | 3 | 0 | 2 | 0 |

Table 6: Ongoing staff as at 30 June 2017

| Band | F/T | P/T | Men | Women | Indigenous | Culturally and linguistically diverse | People with a disability |
|-------------------|------------|------------|------------|--------------|-------------------|--|---------------------------------|
| PEO | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| EL 1 and 2 | 8 | 1 | 1 | 8 | 0 | 0 | 1 |
| APS Level 5 and 6 | 8 | 5 | 2 | 11 | 0 | 3 | 0 |
| APS Level 2 to 4 | 1 | 1 | 0 | 2 | 0 | 1 | 0 |
| APS Level 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 18 | 7 | 3 | 22 | 0 | 4 | 1 |

Note: Includes ongoing staff on parental leave.

Table 7: Non-ongoing staff as at 30 June 2017

| Band | F/T | P/T | Men | Women | Indigenous | Culturally and linguistically diverse | People with a disability |
|-------------------|------------|------------|------------|--------------|-------------------|--|---------------------------------|
| PEO | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EL 1 and 2 | 1 | 0 | 0 | 1 | 0 | 1 | 0 |
| APS Level 5 and 6 | 1 | 1 | 0 | 2 | 0 | 0 | 0 |
| APS Level 2 to 4 | 2 | 0 | 0 | 2 | 0 | 1 | 0 |
| APS Level 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 4 | 1 | 0 | 5 | 0 | 2 | 0 |

Table 8: Number of staff by APS classification level, type of employment arrangement and salary range

| Band | Employee covered | Type of employment arrangement | Lower salary (\$) | Upper salary (\$) |
|--------------|-------------------------|---------------------------------------|--------------------------|--------------------------|
| PEO | | | | Not applicable |
| EL 2 | 5 | Collective agreement | \$118,965 | \$135,521 |
| EL 1 | 5 | Collective agreement | \$102,143 | \$110,223 |
| APS Level 6 | 8 | Collective agreement | \$78,975 | \$90,217 |
| APS Level 5 | 4 | Collective agreement | \$73,293 | \$77,661 |
| APS Level 4 | 1 | Collective agreement | \$65,412 | \$70,996 |
| APS Level 3 | 2 | Collective agreement | \$59,111 | \$63,751 |
| APS Level 2 | 0 | Collective agreement | \$51,940 | \$57,245 |
| APS Level 1 | 0 | Collective agreement | \$45,972 | \$50,541 |
| Total | 25 | | | |

Key:

PEO: Principal Executive Officer. Not covered by Enterprise Agreement or Individual Industrial Agreement.

EL 1 and 2: Executive Level 1 and 2

APS 1–6: Australian Public Service Levels 1 to 6

Performance pay

Eligible employees who have reached the top of their salary band may receive a bonus payment of 2% if they achieve a performance rating of fully effective or above. Table 9 outlines performance payment information for the 2017 performance cycle.

Table 9: Performance payments to staff during FY 17-18

| Band | Number of staff who received performance pay | Aggregate of actual payments | Range of payments | Average bonus payment |
|----------------------|---|-------------------------------------|--------------------------|------------------------------|
| EL2 | 4 | \$10,872 | \$2,710 - \$2,710 | \$2,710 |
| EL1 | 3 | \$6,208 | \$1,799 - \$2,204 | \$2,069 |
| APS Level 6 | 7 | \$10,285 | \$586 - \$1,804 | \$1,469 |
| APS Level 5 | 3 | \$3,624 | \$647 - \$1,759 | \$1,208 |
| APS Level 4- Level 1 | 1 | \$1,136 | \$1,136 - \$1,136 | \$1,136 |
| All staff | 18 | \$35,095 | | |

Disability reporting

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007-08, reporting on the employer role was transferred to the Australian Public Service Commission's State of the Service Report and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au. From 2010-11, departments and agencies are no longer required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by the National Disability Strategy 2010-2020, which sets out a ten-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high level two-yearly report will track progress against each of the six outcome areas of the Strategy and present a picture of how people with disability are faring. The first report is available at www.dss.gov.au.

Work health and safety performance

The Agency is committed to providing and maintaining a safe and healthy workplace, and meeting its responsibilities under the *Work Health and Safety Act 2011*.

The Agency has a WH&S Officer to address issues and provide solutions to ensure the health, welfare, safety and wellbeing of staff. The officer consults with stakeholders at all stages of decision-making about WH&S in the workplace.

WH&S is a standing agenda item at all Executive staff meetings and the Agency has a health and safety representative. All staff are required to undertake an annual refresher e-learning module on workplace health and safety.

As part of the induction program, new employees go through informal WH&S training and have an ergonomic assessment of their workstation by an occupational therapist. The Agency also carries out ergonomic workstation assessments for all staff with a remote working arrangement.

The Agency has purchased additional sit-to-stand workstations to support a sit-to-stand work solution in the workplace, maintained a flu vaccination program for all staff and to help support a healthy workplace and introduced trained staff as mental health first aid officers.

Incidents

During the year, the Agency had no incidents or dangerous occurrences that arose from the conduct of its undertakings for which it would have been required to give notice under section 38 of the *Work Health and Safety Act 2011*.

Investigation

The Agency did not undertake any investigations or conduct any tests on any plant, substance or thing in the course of any such investigation. No notices were given to the Agency under sections 191, 195 or 198 of the *Work Health and Safety Act 2011* during the 2017-18 financial year.

Other mandatory information

Purchasing

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

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

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

Consultants

The Agency adheres to the Commonwealth Procurement Rules and the Accountable Authority Instructions when engaging consultants and entering into contractual arrangements.

During the 2017-18 financial year, the Agency entered into nine new consultancy contracts involving a total expenditure of \$171,724.26.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.

Support of small business

The Agency supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

The Agency has not initiated any significant approaches to the market in 2017-18. However, the Agency ensures SMEs are included in the mix of organisations requested to provide quotes for provision of specific goods and services below the relevant procurement threshold. Procurement and contracting processes are frequently reviewed for clarity and ease of engagement. Providers of goods and services are promptly paid.

Compliance

There were no significant issues of non-compliance with Finance law during 2017-18 and therefore no report was made to the Minister under paragraph 19(1)(e) of the PGPA Act.

Advertising and market research

The Agency made no payments to advertising or market research organisations in 2017-18 which require disclosure under section 311A of the *Commonwealth Electoral Act 1918*.

Ethical standards

The Agency is committed to the Australian Public Service (APS) Values and Code of Conduct. The Agency staff induction program draws attention to the APS Values and Code of Conduct, and these values are incorporated into the Agency's daily management and operations.

Information Publication Scheme

Entities subject to the *Freedom of Information Act, 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with IPS requirements www.wgea.gov.au.

No requests for information under the FOI Act were made to the Agency in 2017-18.

Ecologically sustainable development and environmental performance

The following information is provided in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*.

The Agency's management and staff are committed to the principles of ecologically sustainable development. In accordance with government guidelines, the Agency once again participated in Earth Hour.

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

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

The Agency is a tenant in a non-Commonwealth-owned building, which has a National Australian Built Environment Rating System (NABERS) energy rating of 4.5 and a NABERS water rating of 3.5.

Financial statements

| | |
|--|----|
| Independent auditor's report | 32 |
| Statement by the Director and Operations Executive Manager | 34 |
| Financial Statements | 35 |
| Notes to the Financial Statements | 39 |





INDEPENDENT AUDITOR'S REPORT

To the Minister for Women

Opinion

In my opinion, the financial statements of the Workplace Gender Equality Agency for the year ended 30 June 2018:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Workplace Gender Equality Agency as at 30 June 2018 and its financial performance and cash flows for the year then ended.

The financial statements of the Workplace Gender Equality Agency, which I have audited, comprise the following statements as at 30 June 2018 and for the year then ended:

- Statement by the Director and Operations Executive Manager;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

Basis for Opinion

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

Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the Workplace Gender Equality Agency the Director is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under that Act. The Director is also responsible for such internal control as the Director determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Australian National Audit Office



Clea Lewis
Executive Director

Delegate of the Auditor-General

Canberra
10 September 2018

Statement by the Director and Operations Executive Manager

In our opinion, the attached financial statements for the year ended 30 June 2018 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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



Libby Lyons

Director
7 September 2018



Anne Beath

Operations Executive Manager
7 September 2018

Financial Statements

Workplace Gender Equality Agency Statement of Comprehensive Income

for the year ended 30 June 2018

| | Notes | 2018 (\$) | 2017 (\$) | Original Budget (\$) |
|---------------------------------------|-------|------------------|--------------|-------------------------|
| NET COST OF SERVICES | | | | |
| Expenses | | | | |
| Employee benefits (a) | 3A | 3,054,582 | 3,119,516 | 3,520,000 |
| Suppliers (b) | 3B | 1,947,985 | 1,845,838 | 1,478,000 |
| Depreciation and amortisation | 3C | 933,574 | 985,184 | 882,000 |
| Finance costs - unwinding of discount | | 2,234 | - | 10,000 |
| Total expenses | | 5,938,375 | 5,950,538 | 5,890,000 |
| OWN-SOURCE INCOME | | | | |
| Own-source revenue | | | | |
| Rendering of services (c) | 4A | 87,750 | 66,550 | 100,000 |
| Other revenue | 4B | 46,600 | 54,100 | 33,000 |
| Total own-source income | | 134,350 | 120,650 | 133,000 |
| Gains | | | | |
| Gain on make good (d) | 4C | 335,729 | - | - |
| Total gains | | 335,729 | - | - |
| Loss on disposal | | | | |
| | 4D | 3,027 | 121 | - |
| | | 3,027 | 121 | - |
| Net cost of services | | 5,471,323 | 5,830,009 | 5,757,000 |
| Revenue from Government | 4E | 4,875,000 | 4,891,000 | 4,875,000 |
| Total comprehensive loss | 3C | (596,323) | (939,009) | (882,000) |

Budget variances

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

- Employee Benefits - the underspend is due to staff turnover and delay in recruitment.
- Suppliers - the overspend was funded by the underspend on employees' benefits. This includes use of short term contractors to support backfall delays and deliver on projects.
- Rendering of Services - this item varies with the number of applicants for Employer of Choice for Gender Equality citation and the level of in-kind support received by the WGEA.
- Gain on make good - the provision for make good is derecognised as the premises is made good and provision reversal is recognised in the Profit and Loss statement. We have remained on same premises but with reduced footprint.

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

Financial Statements (continued)

Workplace Gender Equality Statement of Financial Position

as at 30 June 2018

| | Notes | 2018 (\$) | 2017 (\$) | Original Budget (\$) |
|--|-------|------------------|--------------|-------------------------|
| ASSETS | | | | |
| Financial assets | | | | |
| Cash and cash equivalents | 6A | 180,719 | 217,060 | 220,000 |
| Trade and other receivables (a) | 6B | 781,334 | 942,958 | 705,000 |
| Total financial assets | | 962,053 | 1,160,018 | 925,000 |
| Non-financial assets | | | | |
| Leasehold improvements (b) | 7 | 231,178 | 88,234 | - |
| Plant and equipment | 7 | 32,315 | 92,991 | 55,000 |
| Intangibles (c) | 7 | 645,650 | 1,276,822 | 787,000 |
| Other non-financial assets - prepayments | | 4,592 | 6,344 | 3,000 |
| Total non-financial assets | | 913,735 | 1,464,391 | 845,000 |
| Total assets | | 1,875,787 | 2,624,409 | 1,770,000 |
| LIABILITIES | | | | |
| Payables | | | | |
| Suppliers | 8A | 89,085 | 273,083 | 77,000 |
| Other payables | 8B | 43,096 | 46,499 | 67,000 |
| Total payables | | 132,181 | 319,582 | 144,000 |
| Provisions | | | | |
| Employee provisions | 9A | 600,164 | 542,997 | 528,000 |
| Provision for restoration obligation (d) | 9B | 189,310 | 412,375 | 412,000 |
| Total provisions | | 789,474 | 955,372 | 940,000 |
| Total liabilities | | 921,655 | 1,274,954 | 1,084,000 |
| Net assets | | 954,132 | 1,349,455 | 686,000 |
| EQUITY | | | | |
| Contributed equity (a) | | 4,251,000 | 4,050,000 | 4,251,000 |
| Accumulated deficit | | (3,296,868) | (2,700,545) | (3,565,000) |
| Total equity | | 954,132 | 1,349,455 | 686,000 |

Budget variances

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

- Trade and other receivables - comprised mainly of unspent appropriations.
- Leasehold improvement - Recognition of make good provision for a new lease.
- Intangibles - software development was less than originally planned.
- Provision for restoration obligation - provision for the makegood provision for a new lease is recognised.
- Departmental capital budget \$201,000

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

Workplace Gender Equality Agency Statement of Changes in Equity

as at 30 June 2018

| | 2018 (\$) | 2017 (\$) | Original Budget (\$) |
|---------------------------------------|--------------------|--------------|-------------------------|
| CONTRIBUTED EQUITY | | | |
| Opening balance | 4,050,000 | 3,856,000 | 4,050,000 |
| Departmental capital budget | 201,000 | 194,000 | 201,000 |
| Total transactions with owners | 201,000 | 194,000 | 201,000 |
| Closing balance as at 30 June | 4,251,000 | 4,050,000 | 4,251,000 |
| RETAINED EARNINGS | | | |
| Opening balance | (2,700,545) | (1,761,536) | (2,683,000) |
| Comprehensive income | | | |
| Deficit for the period (a) | (596,323) | (939,009) | (882,000) |
| Total comprehensive income | (596,323) | (939,009) | (882,000) |
| Closing balance as at 30 June | (3,296,868) | (2,700,545) | (3,565,000) |
| Closing balance as at 30 June | 954,132 | 1,349,455 | 686,000 |

Budget variances

a. The \$285,677 reduction in deficit for the period has been explained at the Statement of Comprehensive Income. The above statement should be read in conjunction with the accompanying notes.

Financial Statements (continued)

Workplace Gender Equality Agency Cash Flow Statement

for the year ended 30 June 2018

| Notes | 2018 (\$) | 2017 (\$) | Original Budget (\$) |
|---|------------------|--------------|-------------------------|
| OPERATING ACTIVITIES | | | |
| Cash received | | | |
| Appropriations | 5,042,000 | 4,639,425 | 5,069,000 |
| Section 74 (a) | 178,452 | 121,753 | - |
| Sales of goods and rendering of services | 96,470 | 73,051 | 100,000 |
| Net GST received (b) | 172,657 | 167,899 | - |
| Other | - | 36,356 | - |
| Total cash received | 5,489,579 | 5,038,484 | 5,169,000 |
| Cash used | | | |
| Employees (c) | 3,002,597 | 3,107,769 | 3,520,000 |
| Suppliers (c) | 2,345,250 | 2,013,064 | 1,649,000 |
| Section 74 (a) | 178,452 | 121,753 | - |
| Total cash used | 5,526,299 | 5,242,586 | 5,169,000 |
| Net cash from operating activities | (36,720) | (204,101) | - |
| INVESTING ACTIVITIES | | | |
| Cash used | | | |
| Purchase of plant and equipment | 15,481 | 11,254 | - |
| Purchase of leasehold improvement | 75,372 | - | - |
| Purchase of intangibles | 109,767 | 181,577 | 201,000 |
| Total cash used | 200,620 | 192,831 | 201,000 |
| Net cash (used) by investing activities | (200,620) | (192,831) | (201,000) |
| FINANCING ACTIVITIES | | | |
| Cash received | | | |
| Departmental Capital Budget | 201,000 | 194,017 | 201,000 |
| | 201,000 | 194,017 | 201,000 |
| Net cash from financing activities | 201,000 | 194,017 | 201,000 |
| Net decrease in cash held | (36,340) | (202,915) | - |
| Cash and cash equivalents at the beginning of the reporting period | 217,060 | 419,975 | 220,000 |
| Cash and cash equivalents at the end of the reporting period | 180,720 | 217,060 | 220,000 |

Budget variances

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

a. Section 74 receipts and expenses - not included in budget.

b. Net GST received - not included in budget.

c. Employees and Suppliers - reflects the variance in the Statement of Comprehensive Income.

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

Notes to the Financial Statements

Note 1: Overview

1.1 Objectives of the Workplace Gender

Equality Agency

The Workplace Gender Equality Agency (WGEA) is an Australian Government controlled entity. It is a not-for-profit entity.

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

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

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

1.2 Basis of Preparation of the Financial Statements

The financial statements are general purpose financial statements and are required by Section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2015; and
- b) Australian Accounting Standards - Reduced Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

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

1.3 Significant Accounting Judgments and Estimates

In the process of applying the accounting policies listed in this note, the WGEA has not identified accounting assumptions or estimates that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next reporting period.

1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

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

Future Australian Accounting Standard Requirements

AASB 9 Financial Instruments will apply from 2018-19. Financial assets and liabilities are currently carried at the present value of expected future cash flows based upon the incurred loss model. There is minimal exposure to credit risk and an initial assessment indicates that the effect of the standard and move to the expected loss model will not have a material impact on the financial statements.

The WGEA will apply AASB 16 Leases from 2019-20. The standard will require the net present value of payments under most operating leases to be recognised as assets and liabilities for the period an Agency has the right to use an asset including optional periods when it is reasonably certain to extend a lease. WGEA has signed a lease agreement for the term of 5 years, commencing January 2018 and ending December 2022. An initial assessment indicates that the implementation of the standard will have a substantial impact on the financial statements. There will also be change to the expense character (rent expenses replaced with depreciation and interest expenses).

The WGEA will apply AASB 15 Revenue from Contracts with Customers from 2019-20. The standard requires revenue from such contracts to be recognised as the entity transfers goods and services to the customer. A detailed assessment is yet to be undertaken, however, based on a preliminary assessment, the standard is not expected to have a material impact on the transactions and balances recognised in the financial statements.

Notes to the Financial Statements (continued)

AASB 1058 Income of Not-for-Profit Entities will apply from 2019-20. The requirements of AASB 1058 more closely reflect the economic reality of NFP entity transactions that are not contracts with customers (as defined in AASB 15). The timing of income recognition depends on whether such a transaction gives rise to liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity. An initial assessment indicates that the effect of the standard will not have a material impact on the financial statements.

1.5 Contingent Liabilities and Contingent Assets

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

The WGEA had no contingent assets and liabilities (2017: nil).

1.6 Taxation

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

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

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

1.7 Comparative changes

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

Note 2: **Events After the Reporting Period**

There are no events after the reporting period which require disclosure.

Note 3: Expenses

| Note 3A: Employee Benefits | 2018 (\$) | 2017 (\$) |
|-----------------------------------|----------------------|----------------------|
| Wages and salaries | 2,309,008 | 2,446,641 |
| Superannuation: | | |
| Defined contribution plans | 317,245 | 319,504 |
| Defined benefit plans | 105,748 | 106,501 |
| Leave and other entitlements | 278,778 | 239,308 |
| Other employee expenses | 43,803 | 7,562 |
| Total employee benefits | 3,054,582 | 3,119,516 |

Refer to note 9A for accounting policies related to Employee Benefits

| Note 3B: Suppliers | 2018 (\$) | 2017 (\$) |
|---|----------------------|----------------------|
| Goods and services | | |
| Consultants and contractors | 223,573 | 199,215 |
| IT and office equipment | 719,902 | 649,446 |
| Travel related | 146,873 | 118,525 |
| Printing, stationery and publications | 73,593 | 74,158 |
| Minimum operating lease payments | 399,994 | 379,544 |
| Other Building related cost | 200,481 | 218,371 |
| Workers Compensation Expenses | 6,968 | 10,563 |
| Audit, legal, subscription, training and insurance | 132,420 | 135,650 |
| Other | 44,181 | 60,366 |
| Total goods and services | 1,947,985 | 1,845,838 |
| Goods and services are made up of: | | |
| Provision of goods | 130,783 | 129,020 |
| Rendering of services | 1,817,202 | 1,326,710 |
| Total goods and services | 1,947,985 | 1,455,730 |
| Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows: | | |
| Within 1 year | 430,213 | 233,119 |
| Between 1 to 5 years | 1,671,533 | - |
| Total operating lease commitments | 2,101,746 | 233,119 |

Notes to the Financial Statements (continued)

Note 3: Expenses (continued)

Leasing commitments

Lease payments are subject to an increase of 4% per annum as per the lease agreement which is for a 5 year term with no option to extend and will expire in December 2022.

Operating lease payments are expensed on a straight-line basis which is representative of the pattern of benefits derived from the leased assets.

| Note 3C: Depreciation and Amortisation | 2018 (\$) | 2017 (\$) |
|---|----------------------|----------------------|
| Depreciation: | | |
| Leasehold improvements | 119,504 | 227,518 |
| Plant and equipment | 73,131 | 98,574 |
| Total depreciation | 192,635 | 326,092 |
| Amortisation: | | |
| Intangibles | 740,939 | 659,092 |
| Total depreciation and amortisation | 933,574 | 985,184 |

Note 4: Income

| Note 4A: Rendering of Services | 2018 (\$) | 2017 (\$) |
|---------------------------------------|----------------------|----------------------|
| Rendering of services | 87,750 | 66,550 |
| Total | 87,750 | 66,550 |

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the entity.

The stage of completion of contracts at the reporting date is determined by reference to services performed to date as a percentage of total services to be performed.

| Note 4B: Other Revenue | 2018 (\$) | 2017 (\$) |
|---|----------------------|----------------------|
| Resources received free of charge | | |
| Related entities – Auditor’s remuneration | 37,000 | 37,000 |
| External entities – in-kind support | 9,600 | 17,100 |
| Total | 46,600 | 54,100 |

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

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

| Note 4C: Gains | 2018 (\$) | 2017 (\$) |
|-----------------------|----------------------|----------------------|
| Gain on make good | 335,729 | - |
| Total | 335,729 | - |

| Note 4D: Loss on disposal | 2018 (\$) | 2017 (\$) |
|----------------------------------|----------------------|----------------------|
| Loss on asset disposal | 3,027 | 121 |
| Total | 3,027 | 121 |

Notes to the Financial Statements (continued)

Note 4: Income (continued)

| Note 4E: Revenue from Government | 2018 (\$) | 2017 (\$) |
|---|----------------------|----------------------|
| Appropriations: | | |
| Departmental appropriation | 4,875,000 | 4,891,000 |
| Total revenue from Government | 4,875,000 | 4,891,000 |

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

Appropriations receivable are recognised at their nominal amounts (note 6B refers).

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

Note 5: Fair Value Measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The different levels of the fair value hierarchy are defined below. WGEA deems transfers between levels of the fair value hierarchy to have occurred at the end of the reporting period.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Note 5: Fair Value Measurements, Valuation Techniques and Inputs Used

| | Fair value measurements at the end of the reporting period | | | Valuation techniques ¹ |
|-----------------------------------|--|-----------|----------------------------|-----------------------------------|
| | 2018 (\$) | 2017 (\$) | Category (Level 1, 2 or 3) | |
| Non-financial assets: | | | | |
| Leasehold improvements | 231,178 | 88,234 | Level 3 | Depreciated replacement cost |
| Plant and equipment | 32,315 | 92,991 | Level 3 | Depreciated replacement cost |
| Total non-financial assets | 263,493 | 181,225 | | |

¹ All non-financial assets were measured at fair value in the statement of financial position.

The highest and best use of all non-financial assets are the same as their current use. There has been no change in valuation technique during the year. Management has used current replacement cost which reflects depreciated cost price on the basis that leasehold improvements and plant and equipment is less than four years old. Depreciation is calculated using standard rates.

A review is undertaken by management at least yearly. There were no transfers between different levels.

Notes to the Financial Statements (continued)

Note 6: Financial Assets

| Note 6A: Cash and Cash Equivalents | 2018 (\$) | 2017 (\$) |
|---|----------------------|----------------------|
| Cash on hand or on deposit | 180,719 | 217,060 |

Cash is recognised at its nominal amount and is held with the Reserve Bank of Australia in a current account.

| Note 6B: Trade and Other Receivables | 2018 (\$) | 2017 (\$) |
|--|----------------------|----------------------|
| Services | 4,705 | - |
| Appropriations receivable for existing programmes | 745,000 | 912,000 |
| GST receivable from the Australian Taxation Office | 31,629 | 30,958 |
| Total trade and other receivables (net) | 781,334 | 942,958 |

Receivables are expected to be recovered within 12 months and are not overdue. Credit terms are net 30 days (2017: 30 days).

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

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

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

Categories of Financial Instruments

| | Notes | 2018 (\$) | 2017 (\$) |
|--|--------------|----------------------|----------------------|
| Financial Assets | | | |
| Cash and cash equivalents | 6A | 180,719 | 217,060 |
| Trade and other receivables | 6B | 4,705 | - |
| Carrying amount of financial assets | | 185,424 | 217,060 |

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

Note 7: Non-Financial Assets

No indicators of impairment were found for property, plant and equipment during the current year.

| Note 7: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment (2017-18) | Intangibles (\$) | Leasehold improvements (\$) | Plant and equipment (\$) | Total (\$) |
|--|-------------------------|------------------------------------|---------------------------------|-------------------|
| As at 1 July 2017 | | | | |
| Gross book value | 2,813,770 | 1,138,352 | 484,942 | 4,437,065 |
| Accumulated depreciation and impairment | (1,536,948) | (1,050,118) | (391,951) | (2,979,017) |
| Net book value 1 July 2017 | 1,276,822 | 88,234 | 92,991 | 1,458,048 |
| Additions by purchase | 109,767 | 75,372 | 15,481 | 200,620 |
| Make good provision | - | 187,076 | - | 187,076 |
| Disposal of asset | - | (1,138,354) | (15,547) | (1,153,901) |
| Disposal (accumulated depreciation) | - | 1,138,354 | 12,521 | 1,150,875 |
| Depreciation expense | (740,939) | (119,504) | (73,131) | (933,574) |
| Net book value 30 June 2018 | 645,650 | 231,178 | 32,315 | 909,144 |
| As at 30 June 2018 | | | | |
| Gross book value | 2,923,537 | 262,447 | 484,876 | 3,670,860 |
| Accumulated depreciation | (2,277,887) | (31,268) | (452,561) | (2,761,716) |
| Net book value 30 June 2018 | 645,650 | 231,178 | 32,315 | 909,144 |

Acquisition of Assets

Purchases of non-financial assets are initially recognised at cost in the Statement of Financial Position, except for purchases costing less than \$2,000 (2017: \$2,000), which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

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

Property, Plant and Equipment

Revaluations

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

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

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

All revaluations were conducted in accordance with the revaluation policy stated below. An independent valuer (RHAS) conducted the revaluations as at 30 June 2015. There was no increment or decrement to be recognised.

Notes to the Financial Statements (continued)

Note 7: Non-Financial Assets (continued)

Depreciation

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

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

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

| | 2018 | 2017 |
|------------------------|---------------------|--------------|
| Leasehold improvements | Lease term | Lease term |
| Plant and equipment | 3 to 9 years | 3 to 9 years |

Impairment

All assets were assessed for impairment at 30 June 2018. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

No indicators of impairment were found for property, plant and equipment during the current year.

Derecognition

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

Intangibles

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Agency's software are 5 years (2017: 5 years)

All software assets were assessed for indications of impairment as at 30 June 2018.

Impairment tests were carried out during the year which resulted in no assets being impaired (2017: Nil).

Note 8: Payables

| Note 8A: Suppliers | 2018 (\$) | 2017 (\$) |
|--------------------------------|----------------------|----------------------|
| Trade creditors | 29,939 | 100,723 |
| Accruals | 59,146 | 172,360 |
| Total supplier payables | 89,085 | 273,083 |

Settlement is usually made within 30 days.

Note 8B: Other Payables

| | | |
|---|---------------|--------|
| Salaries and wages | 18,679 | 18,823 |
| Superannuation | 5,189 | 5,522 |
| Fixed lease increase | 19,228 | 22,154 |
| Total other payables | 43,096 | 46,499 |
| Total other payables are expected to be settled in: | | |
| No more than 12 months | 43,096 | 46,499 |
| More than 12 months | - | - |
| Total other payables | 43,096 | 46,499 |

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

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

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

Notes to the Financial Statements (continued)

Note 9: Provisions

| Note 9A: Employee Provisions | 2018 (\$) | 2017 (\$) |
|-------------------------------------|----------------------|----------------------|
| Leave - no more than 12 months | 433,291 | 362,545 |
| Leave - more than 12 months | 166,873 | 180,452 |
| Total employee provisions | 600,164 | 542,997 |

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

Leave

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

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

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

Superannuation

The majority of the Agency's staff are members of the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other schemes administered by the Commonwealth Superannuation Corporation (CSC).

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

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

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

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

Note 9: Provisions (continued)

| Note 9B: Provision for restoration obligation | 2018 (\$) | 2017 (\$) |
|--|----------------------|----------------------|
| Obligation - more than 12 months | 189,310 | 412,375 |
| Total other provisions | 189,310 | 412,375 |

| | Provision for restoration (\$) |
|--|---|
| Carrying amount 1 July 2017 | 412,375 |
| Make good for return of office space | (76,646) |
| Decommissioning of make good provision | (335,729) |
| Recognition of make good provision new lease | 187,076 |
| Unwinding of the discount | 2,234 |
| Closing balance 30 June 2018 | 189,310 |

The Agency currently has an agreement (2017: one) for the leasing of premises which has a provision requiring the Agency to restore the premises to their original condition at the conclusion of the lease. The Agency has made a provision to reflect the value of this obligation.

Notes to the Financial Statements (continued)

Note 10 A: Key Management Personnel Remuneration

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

| | 2018 (\$) | 2017 (\$) |
|---|----------------|--------------|
| Short-term employee benefits | 228,642 | 221,500 |
| Post-employment benefits | 29,052 | 22,143 |
| Other long-term employee benefits | 24,776 | 24,950 |
| Total key management personnel remuneration expenses¹ | 282,470 | 268,593 |

The total number of key management personnel that are included in the above table is 1 (2017:1).

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

Note 10 B: Related party relationships

There are no related party transactions to be separately disclosed.

Note 11: Appropriations

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

| Annual Appropriations for 2018 | Annual appropriation (\$) | Adjustments to Appropriation^b (\$) | Total appropriation (\$) | Appropriation applied (current and prior years) (\$) | Variance^c (\$) |
|---------------------------------------|----------------------------------|--|---------------------------------|---|----------------------------------|
| DEPARTMENTAL | | | | | |
| Ordinary annual services | 4,875,000 | 87,750 | 4,962,750 | 5,166,471 | (203,721) |
| Capital Budget ^a | 201,000 | - | 201,000 | 200,620 | 380 |
| Total departmental | 5,076,000 | 87,750 | 5,163,750 | 5,367,091 | (203,341) |
| Annual Appropriations for 2017 | Total appropriation (\$) | Adjustments to Appropriation (\$) | Total appropriation (\$) | Appropriation applied (current and prior years) (\$) | Variance (\$) |
| DEPARTMENTAL | | | | | |
| Ordinary annual services | 4,891,000 | 121,753 | 5,012,753 | 5,070,709 | (57,956) |
| Capital Budget ^a | 194,000 | - | 194,000 | 192,831 | 1,169 |
| Total departmental | 5,085,000 | 121,753 | 5,206,753 | 5,263,539 | (56,787) |

Notes

- (a) Departmental and Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
- (b) These adjustments comprise PGPA Act Section 74 receipts.
- (c) Variance reflects the movement in the cash held and the appropriation receivable over the year.

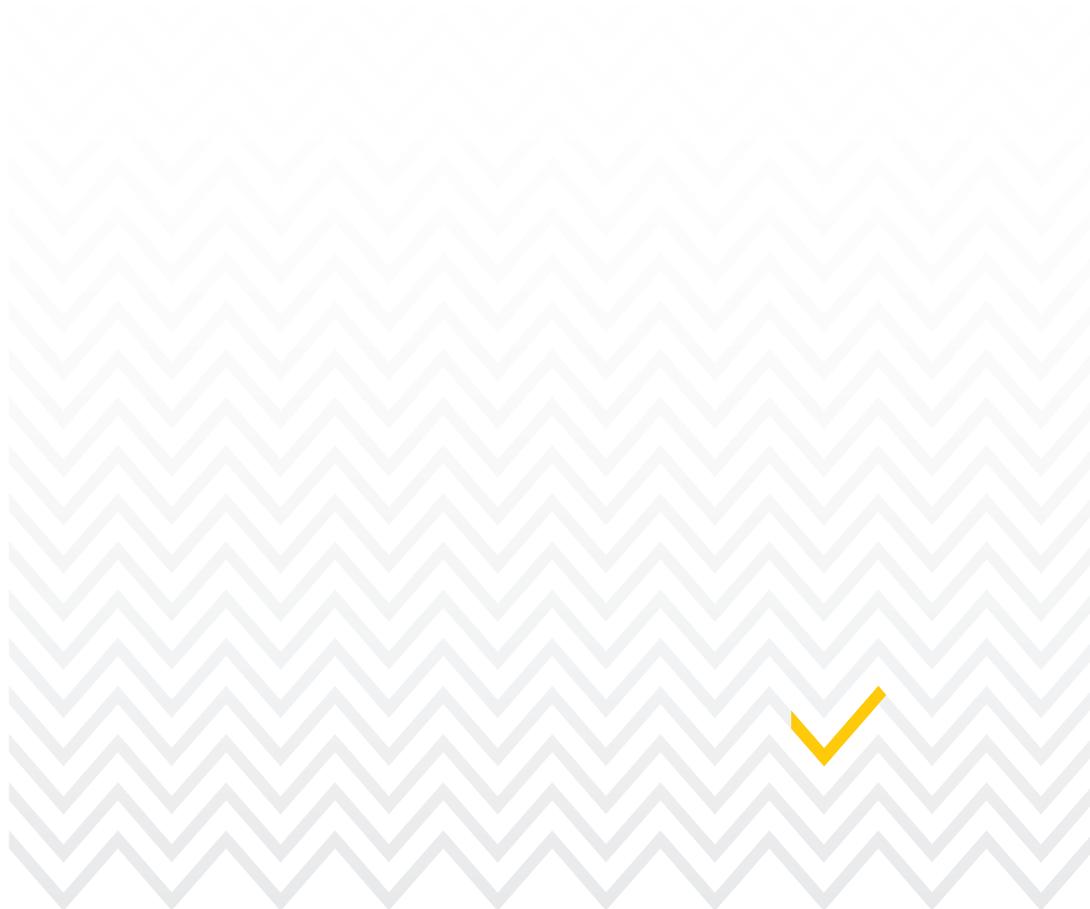
Notes to the Financial Statements (continued)

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

| Authority | 2018 (\$) | 2017 (\$) |
|-----------------------------|----------------------|----------------------|
| DEPARTMENTAL | | |
| 2016-17 Appropriation Act 1 | - | 912,000 |
| 2017-18 Appropriation Act 1 | 745,000 | - |
| Cash and cash equivalents | 180,719 | 217,060 |
| Total | 925,719 | 1,129,060 |

Appendices

| | |
|---|----|
| Appendix 1: Non-compliant organisations | 56 |
| Appendix 2: WGEA Employer of Choice for Gender Equality citation holders 2017-18 | 61 |
| Appendix 3: Pay Equity Ambassadors | 62 |
| Appendix 4: List of requirements | 66 |
| Alphabetical index | 71 |



Appendix 1: Non-compliant organisations

The following is a list of organisations that have been assessed as not complying with the *Workplace Gender Equality Act 2012*. Non-compliant organisations may not be eligible to tender for contracts under Commonwealth and some state procurement frameworks, and may not be eligible for some Commonwealth grants or other financial assistance.

This list was correct at time of printing. An up-to-date list of non-compliant organisations is available on the Agency's website.

| Legal name of reporting entity | Business/trading names of reporting entity (where different to legal name) | Ultimate parent of reporting entity (where different to reporting entity) |
|---|--|---|
| Aboriginal Legal Services NSW/ACT Limited | | |
| AI Topper & Co Pty Ltd | | |
| Air Affairs (Australia) Pty Ltd | | |
| Alimfresh Pty Ltd | | |
| Altova Trading Unit Trust | | |
| Aquatec Maxcon Group Ltd | | |
| Atlas Steels Pty Ltd | Atlas Steels | |
| Australian Commercial Catering Pty Ltd | | |
| Australian Community Support Organisation Ltd | ACSO | |
| Australian Country Spinners Pty Ltd | | ACS Nominees Pty Ltd |
| Australian United Retailers Limited | FoodWorks | |
| Bays Care Settlement | | |
| Berri Hotel Incorporated | Berri Resort Hotel | |
| Bindaree Beef Pty Limited | Bindaree Beef | |
| Bing Lee Electrics Pty Ltd | | |
| Borg Corporate Property Services Pty Ltd | | |
| Bowling Centres Australia Pty Ltd | ZONE BOWLING | Teeg Bidco Pty Ltd |
| Bretts Pty Limited | | Nutting Investments Pty Ltd |
| Brierty Limited | | |
| Caelli Constructions (Vic) Pty Ltd | | B. & P. Caelli Holdings Pty Limited |
| Cantarella Bros Pty Ltd | Vittoria Food & Beverage Vittoria Coffee | |
| Capiteq Limited | Airnorth Regional | |
| Carlson Wagonlit Australia Pty Ltd | Carlson Wagonlit Travel | |
| Casual Dining Concepts (Trading) Pty Limited | Bondi Pizza Bar and Grill | |
| City Tattersalls Club | | |
| Cleary Bros (Bombo) Pty Ltd | Cleary Bros | Bombo Holdings Pty. Limited |

| Legal name of reporting entity | Business/trading names of reporting entity (where different to legal name) | Ultimate parent of reporting entity (where different to reporting entity) |
|---|---|---|
| Cordina Chicken Farms Pty Ltd | | J. Cordina Investments Pty Ltd |
| Create Consultants Pty Ltd | Create Catering | |
| Dome Coffees Australia Pty Ltd | Dome Cafe | Be Our Guest Holdings Pty Ltd |
| Dunn & Farrugia Pty Limited | | |
| E & A Limited | | |
| E Group Security Pty Ltd | E Group Security | |
| E. C. Birch Proprietary Ltd | Birch Haberdashery and Craft | |
| ECL Group Australia Pty Ltd | ECL Group | |
| EFM Logistics Services Group Pty Ltd | efm Logistics | Freight Management Holdings Pty Ltd |
| ELB Pty Ltd | ELB Pty Ltd | |
| Enirgi Metal Group Pty Ltd | | Ramcar Australia And New Zealand |
| Ensign Laboratories Proprietary Limited | | |
| EVZ Limited | | |
| F. R. Ireland Pty Ltd | Irelands of Cairns | |
| Fenner Dunlop Australia Pty Ltd | Fenner Dunlop Engineered Conveyor Solutions | Fenner Dunlop Australia Pty Ltd |
| Ferrero Australia Pty Ltd | | |
| Fircroft Australia Pty Ltd | | Fircroft |
| Focus on Furniture Pty Ltd | Focus on Hire & Commercial Focus on Furniture and Bedding Focus on Sleep Melbourne Furniture Depot Focus on Furniture | |
| Form 700 Pty Ltd | | Form 700 Holdings Pty Ltd |
| Gemcraft Australia Pty Ltd | | |
| General Mills Australia Pty Ltd | | General Mills Holdings (Australia) Pty Ltd |
| Geraldton Fishermen's Co-operative Ltd | | |
| Go HQ Pty Ltd | Go Health Clubs | |
| Gowrie NSW | | |
| Healthy Life Resources Pty Limited | | Healthy Life Holdings Pty Limited |
| Hillgrove Resources Limited | Hillgrove Resources | |
| Hindmarsh Corporate Pty Ltd Atf The Hindmarsh Corporate Unit Trust | | Hallmark Management Pty Ltd Atf The Federation Settlement Trust |
| Hosking's Jewellers Pty Ltd | | |
| Hospitality Employment Pty Ltd | Nicks Restaurant Group | |
| IMCD Australia Limited | | IMCD Australasia Pty Ltd |
| Inspired Management Pty Ltd | | |

| Legal name of reporting entity | Business/trading names of reporting entity (where different to legal name) | Ultimate parent of reporting entity (where different to reporting entity) |
|---|---|---|
| Janagrom Nominees Pty Ltd | | |
| JMR Management Consultancy Services Pty Ltd | | |
| JSPHR Pty Ltd | Jirsch Sutherland Insolvency Solutions | |
| Kamb Investments Pty Ltd | Kambo's Homemaker Superstore | |
| Kelly Family Trust | McDonald's Kew | |
| Kellyco Restaurants Pty Ltd | McDonald's Chapel Street McDonald's Elsternwick McDonald's Malvern East McDonald's Ormond McDonald's St Kilda Road McDonald's Holmesglen | |
| Kennards Storage Management Pty Ltd | Kennards Self Storage | |
| Leading Staff Pty Ltd | Heather Hill Nursing Agency Heather Hill Pathways Heather Hill Home Care | |
| Madill No 1 Pty Ltd | | |
| Maintenance Systems Solutions Pty Ltd | | |
| Manly Cove Unit Trust | TMG Developments Pty Limited | Manly Cove Unit Trust |
| Marist Youth Care Limited | Marist180 | |
| Meriton Property Services Pty Limited | Meriton Serviced Apartments | Meriton Property Services Pty Limited |
| MHG Plastic Industries (VIC) Pty Ltd | | |
| MiniMovers Pty. Ltd. | | |
| Mittagong RSL Club Ltd | Mittagong RSL Club | |
| Monjon (Australia) Pty Ltd | | |
| Moreton Hire Pty Ltd | | |
| Mountain Designs Pty Ltd | Mountain Designs | |
| National Pump & Energy Ltd | National Pump & Energy | |
| Navia Logistics Pty Ltd | | |
| Nepean Engineering & Innovation Pty Ltd | | Nepean No1 Pty Ltd |
| NOV Australia Pty Ltd | | |
| NQR Pty Ltd | NQR Grocery Clearance Stores | |
| Nursing Group Pty Ltd | The Casey College Lifestyle Directions Counselling | |
| Ocean Capital Pty Ltd | | |
| Ostwald Bros Pty Ltd | Ostwald Bros | |
| Pathnorth Settlement | | |
| Pathways Health Group | | |
| PEBMAC Pty Ltd | QLD Frozen Food Services (QFFS) | |

| Legal name of reporting entity | Business/trading names of reporting entity (where different to legal name) | Ultimate parent of reporting entity (where different to reporting entity) |
|--|--|---|
| Peter Stevens Motorcycle Retail Business Trust | | |
| Port Hunter Conveyors Pty Limited | | |
| Pressed Juices Pty Ltd | | |
| Pronto Software Pty Ltd | | |
| Reading Entertainment Australia Pty Limited | | |
| Rohanna Pty Ltd Atf The Skippers Unit Trust | John Hughes Group | |
| Romaly Holdings Pty Ltd | Jim Pearson Transport | |
| Savanna Energy Services Pty Ltd | Savanna Energy Services | |
| SCECGS Redlands Limited | | |
| Solstadsfarstad Pty Ltd | | |
| Southgate Hotel Management Pty Ltd | The Langham, Melbourne | Langham Hospitality Group |
| Sparfacts Pty Ltd | | |
| Srimap Pty. Limited | Zenith Hospitality Staffing Solutions | |
| Superior Food Group Pty Ltd | | SFG Group Holdings Pty Ltd |
| Tasmanian Freight Services Pty. Ltd. | Tas Freight | |
| Tasmanian Redline Coaches Pty. Ltd. | Tasmania's Own Redline | |
| Temperzone Australia Pty Ltd | | |
| The Lester Partnership Pty Limited | Lester Associates | Ayers Management Pty Ltd |
| The Trustee for Barbagallo Investments Trust | Barbagallo | |
| The Trustee for Breakwater Island Trust | The Ville Resort-Casino | The Trustee For Colonial & Empire Brewing Trust |
| The Trustee for C&F Commercial Discretionary Trust | Pauls Warehouse | |
| The Trustee For Laurent Bakery Unit Trust | Laurent Bakery Pty Ltd | |
| The Trustee for Marks Family Trust | Marks Group Industries | |
| The Trustee For Success Venture WA Unit Trust | Pan Pacific Perth | |
| The Trustee for T H E Discretionary Trust | | Oscars Hotels Pty Ltd |
| The Trustee For The AMCO Flinders Trust & The Trustee For The Flinders Trust | Hotel Lindrum | Manly Cove Unit Trust |
| The trustee for The Polaris Media Trust | Polaris Media Pty Ltd trading as The Australian Jewish News | Manly Cove Unit Trust |
| The Trustee for Ziday-Vom Family Trust | McDonald's Restaurant Diamond Creek McDonald's Restaurant Eltham McDonald's Restaurant Greensborough McDonald's Restaurant Greensborough Plaza | Vomday Pty Ltd |
| The View Hotels North Sydney Pty Ltd | North Sydney Harbourview Hotel | |
| The Westhaven Association | The Westhaven Association | |

| Legal name of reporting entity | Business/trading names of reporting entity (where different to legal name) | Ultimate parent of reporting entity (where different to reporting entity) |
|---------------------------------------|--|---|
| Versent Pty Ltd | | |
| Viadux Pty Ltd | | Reece Limited |
| Wallenius Wilhelmsen Logistics AS | Wallenius Wilhelmsen Logistics | |
| Weatherford Australia Pty Limited | | |
| Whittens Pty Ltd | Whittens | Whittens Group Pty Ltd |
| XYZ Security Services Pty Ltd | Advent Security Services (Victoria) | |
| YMCA Of Canberra Inc | YMCA Canberra | |

Appendix 2: WGEA Employer of Choice for Gender Equality citation holders 2017-18

| | | |
|--|---|---|
| Accenture Australia Pty Ltd | Ernst & Young Services Trust Pty Ltd | Origin Energy Limited |
| AECOM Australia Pty Ltd | First State Super | Palace Cinemas |
| Alcoa of Australia Limited | Genworth | Peoplebank Australia Ltd |
| Allens | GHD | PepsiCo |
| Allianz Services Pty Limited | Gilbert + Tobin | Perpetual Ltd |
| American Express Australia Limited | GM Holden | Philip Morris Limited |
| AMP | The GPT Group | Philips Electronics Australia Limited |
| Arc @ UNSW | Griffith University | PPG Industries |
| Arcadis Australia Pacific Pty Ltd | HESTA | PwC Australia |
| Arup Pty Ltd | Herbert Smith Freehills | Queensland Country Credit Union Limited |
| Ashurst Australia | Holding Redlich | Queensland University of Technology |
| ASX Limited | HSBC Bank Australia | RB (Australia) Pty Ltd |
| Aurecon | Jacobs Group (Australia) Pty Ltd | RMIT University |
| Australia and New Zealand Banking Group | Johnson & Johnson | Russell Kennedy Lawyers |
| Australian Catholic University Limited | K&L Gates | SAP Australia Pty Ltd |
| AustralianSuper | King & Wood Mallesons | Scentre Group |
| Avanade Australia Pty Ltd | Konica Minolta Business Solutions Australia Pty Ltd | St Barbara Limited |
| B & McK Services Trust | KPMG Australia | Stockland |
| Baker McKenzie | La Trobe University | Suncorp Group Limited |
| Bankwest | Lauriston Girls' School | Swinburne University of Technology |
| Baxter Healthcare Pty Ltd | The Law Society of New South Wales | Tabcorp Assets Pty Ltd |
| Becton Dickinson Pty Ltd | Lendlease Corporation Limited | TAL |
| Benetas | Little Company of Mary Healthcare Limited | Teachers Health |
| BP Australia | Lion | Teachers Mutual Bank Limited |
| Brightside | Maddocks | Telstra Corporation Limited |
| Caltex Australia Limited | Maurice Blackburn | The University of Newcastle |
| carsales.com Ltd | McCullough Robertson Lawyers | YWCA Canberra |
| Cbus Super | McKinsey & Company | ThoughtWorks Australia Pty Ltd |
| Challenger Limited | Medibank | Transurban Limited |
| Clayton Utz | Mercedes-Benz Financial Services Australia Pty Ltd | UBS AG, Australia Branch |
| Cognizant Technology Solutions Australia | Mercedes-Benz Australia Pacific Pty Ltd | Unilever Australia Ltd |
| Commonwealth Bank of Australia | Mercy Health | University of Canberra |
| Corrs Chambers Westgarth | MinterEllison | University of Southern Queensland |
| Credit Union Australia Ltd | Mirvac Limited | University of Technology Sydney |
| Curtin University | Monash University | University of Wollongong |
| Deakin University | MSD | UOW Enterprises |
| Deloitte Australia | My Pathway | Viva Energy Australia Pty Ltd |
| Dexus | National Australia Bank Limited | VMWare Australia Pty Ltd |
| DLA Piper Australia | Norton Rose Fulbright Australia | Western Sydney University |
| Dow Chemical (Australia) Pty. Ltd | | Westpac Group |
| Edith Cowan University | | |

Appendix 3: Pay Equity Ambassadors

Peter Acheson

CEO, Peoplebank Australia Limited

Jeff Adams

CEO, Metcash Trading Ltd

Peter Allen

CEO, Scentre Group

David Atkin

CEO, Cbus

Ryan Atkins

Director, Board Member Australia and New Zealand, Philips

Joe Barr

CEO, John Holland Group Pty Ltd

Monica Barone

CEO, City of Sydney

Greg Barsby

Managing Director, QinetiQ

Andrew Bassat

CEO and Co-Founder, SEEK Limited

Todd Battley

Chief Executive, AECOM Australia New Zealand

Martin Bean

Vice Chancellor, RMIT University

Brian Benari

Managing Director and CEO, Challenger

Jason Beutel

CEO, Robert Bird Group

Debby Blakey

CEO, HESTA

Martin Bowles

National CEO, Calvary Health Care

Colin Brookes

Managing Director and President for ANZ, SAP Australia

Chris Brown

Managing Director and Chief Strategy Officer, Dixon Advisory Australia

Michael Cameron

CEO and Managing Director, Suncorp

Jonathan Callaghan

CEO, Investa Property Group

Professor Steve Chapman

Vice-Chancellor, Edith Cowan University

Scott Charlton

CEO, Transurban

Brett Clark

CEO and Managing Director, TAL Group

Stephen Conry

CEO, JLL

Dr David Cooke

Managing Director, Konica Minolta Business Solutions Australia Pty Ltd

Adj Prof Stephen Cornelissen

Group CEO, Mercy Health

Berkeley Cox

Chief Executive Partner, Australia, King & Wood Mallesons

William Cox

Managing Director, Australia and New Zealand, Aurecon.

Greg Craven

Vice-Chancellor and President, Australian Catholic University

Nick Crennan

Managing Partner, Colin Biggers & Paisley

Frances Crimmins

Executive Director, YWCA Canberra

Steven Crutchfield

Vice President and Managing Director, Motorola

Mike Culhane

Co Group CEO, Pepper Group Ltd

Doug Cunningham

Managing Director, Johnson & Johnson Pacific

Robert Cutler

Chief Executive Partner, Clayton Utz

Jane den Hollander

Vice-Chancellor, Deakin University

Professor John Dewar

Vice-Chancellor, La Trobe University

Alister Dias

Vice President & Managing Director, VMware

Michelle Dixon

CEO, Maddocks

Craig Drummond

Managing Director and CEO, Medibank

Phil Duthie

General Manager Australia, GHD Pty Ltd

Robert Easton

Chairman and Senior Managing Director,
Accenture Australia and New Zealand

Gary Edstein

Senior Vice President, DHL Express Australia

Riad El-Dada

Managing Director and Vice President,
ANZ, MSD Australia

Tracey Fellows

CEO, REA Group

Ange Ferguson

Managing Director, Thoughtworks

Anthony Foley

National Managing Partner, Baker & McKenzie

Joe Forbes

Managing Director and Co-founder, Biarri Networks

Gavin Fox-Smith

Managing Director,
Johnson & Johnson Medical Devices

Damien Frawley

CEO, QIC

Professor Margaret Gardner AO

Vice-Chancellor and President, Monash University

Danny Gilbert

Managing Partner, Gilbert + Tobin

Sue Gilchrist

Regional Managing Partner – Asia and Australia,
Herbert Smith Freehills

Paul Gleeson

Managing Director, Russell Kennedy Lawyers

Professor Barney Glover

Vice Chancellor, Western Sydney University

Rob Goudswaard

CEO, CUA

Bruce Goodwin

Managing Director, Janssen

Michael Greene

Deputy Managing Partner, Norton Rose Fulbright

Andrew Harding

Managing Director and CEO, Aurizon

David Harrison

Managing Director and Group CEO,
Charter Hall

Brian Hartzler

Managing Director and CEO, Westpac Group

Grant Scott-Hayward

CEO, Gadens – Melbourne

Greg Heylen

CEO, BGC Contracting

Patrick Hill

Senior Vice President and General Manager
– Asia Pacific, Jacobs Group (Australia)

Sandra Hills

CEO, Anglican Aged Care Services (Benetas)

Jim Holding

Co-Managing Partner, DLA Piper

Andy Holmes

President, BP Australia and New Zealand

John Hoffman

CEO, Altis Consulting

Cindy Hook

CEO, Deloitte

Guy Humble

Former Managing Partner, McCullough Robertson

Greg Hywood

CEO and Managing Director, Fairfax

Stuart Irvine

CEO, Lion

Paul Jenkins

Managing Partner, Ashurst Australia

Tony Johnson

CEO and Regional Managing Partner Oceania, EY

Bob Johnston

CEO and Managing Director, GPT Group

Colin Kelton

Managing Director Vanguard

Sue Kench

Global Managing Partner, King & Wood Mallesons

John Kirkwood

Managing Director and CEO, Seymour Whyte Group

Susan Lloyd-Hurwitz

CEO and Managing Director, Mirvac

John Lydon

Managing Partner, McKinsey & Company

Professor Geraldine Mackenzie

Vice-Chancellor, University of Southern Queensland

Gavin MacLaren

CEO, Corrs Chambers Westgarth

Appendix 3: Pay Equity Ambassadors (continued)

Marisa Mastroianni

Group CEO, UOW College

Steve McCann

CEO and Managing Director, Lendlease

Julian McGrath

Managing Director, Law In Order

Cameron McIntyre

Managing Director and CEO, Carsales.com Ltd

Alison Monroe

Director of RiseSmart Australia, NZ and Singapore

Martin Moore

CEO, CS Energy

Ken Morrison

CEO, Property Council of Australia

Bill Morrow

CEO, NBN Co

Rafa Moyano

CEO, Adecco Group

John Mullen

Chairman Telstra

Rowan Munchenberg

Managing Director, Bankwest

Georgette Nicholas

CEO, Genworth Financial Mortgage Insurance Pty Ltd

Natasha Norton

CEO, Accuteque

Professor Ian O'Connor

Vice Chancellor, Griffith University

Cathal O'Rourke

Managing Director, Laing O'Rourke Australia

Michael Parker

Chairman and Managing Director of Alcoa of Australia

Rodrigo Pizarro

Managing Director, L'Oreal Australia

Andrew Ransley

General Manager Asia Pacific,
Caterpillar of Australia Pty Ltd

Tim Reed

CEO, MYOB

Faith Rees

CEO, SixPivot

Frank Ribouout

CEO, Randstad Australia

Luke Sayers

CEO, PwC

Carol Schwartz

Non-executive Director of Stockland,
board member of the Reserve Bank of Australia

Prof. Brian Schmidt

Vice-Chancellor, Australian National University

Mark Sewell

CEO, Warrigal

Ian Silk

Chief Executive, AustralianSuper

Tracey Slatter

Managing Director, Barwon Water

Mike Smith

Former CEO, ANZ

Wayne Spanner

Managing Partner, Norton Rose Fulbright Australia

Paul Spiro

Chairman and Partner, Gadens - Brisbane

Richard Spurio

Managing Partner, Allens

Mark Steinert

Managing Director and CEO, Stockland Property Group

Clive Stiff

CEO, Unilever Australia and New Zealand

Darren Steinberg

CEO, Dexus

Greg Steele

CEO, Arcadis Australia Pacific

Rachel Stocks

Managing Director,
American Express Australia and New Zealand

Jon Stretch

Managing Director and CEO, ERM Power Ltd

Paul Synnott

CEO, My Pathway

Ümit Subasi

President, Asia Pacific, Arnott's

Jon Sutton

Managing Director and CEO, Bank of Queensland

Guy Templeton

President and CEO WSP Australia and New Zealand

Professor Deborah Terry

Vice-Chancellor, Curtin University

David Thodey

Former CEO, Telstra, Chairman CSIRO

Andrew Thorburn

Group CEO, NAB

Martin Tricaud

CEO, HSBC Australia

Paul Tully

CEO, McInnes Wilson Lawyers

Melinda Upton

Co-Managing Partner, DLA Piper

Andrew Vann

Vice-chancellor, Charles Sturt University

Jacob Varghese

CEO, Maurice Blackburn Lawyers

Bob Vassie

Managing Director and CEO, St Barbara

Andrew Vesey

Managing Director and CEO, AGL Energy

Louis A Vega

President Australia and New Zealand and Vice President,
Olympic and Sports Solutions,
DOW Chemical Australia

Ben Walsh

Managing Director Mercer Australia & NZ, CEO
Australia, Mercer.

Chris Ward

Managing Partner, Cooper Grace Ward Lawyers

Alison Watts

Chief Executive, HOBAN Recruitment

Professor Paul Wellings CBE

Vice-Chancellor, University of Wollongong

Gary Wingrove

CEO, KPMG

Ben Wood

Managing Director, Clicks IT Recruitment

Scott Wyatt

CEO, Viva Energy

David Zehner

Managing Partner, Bain & Company Australia

Appendix 4: List of requirements

The Agency must provide certain information in accordance with the Requirements for Annual Reports for Departments, Executive Agencies and other non-corporate Commonwealth Entities issued by the Department of the Prime Minister and Cabinet in June 2015. Below is a list of where this information is located.

| Area | Page |
|---|--------------|
| Letter of transmittal | 1 |
| Table of contents | 3 |
| Index | 71 |
| Glossary | 4 |
| Contact officer | Inside cover |
| Internet addresses and internet address for report | Inside cover |
| Review by accountable authority | |
| Review by Director | 6 |
| Overview of the entity | |
| A description of the role and functions of the entity. | 12 |
| A description of the organisational structure of the entity. | 14 |
| A description of the outcomes and programs administered by the entity. | 16 |
| A description of the purposes of the entity as included in corporate plan. | 12 |
| An outline of the structure of the portfolio of the entity. | N/A |
| Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change. | N/A |
| Report on the Performance of the entity | |
| Annual performance statement in accordance with paragraph 39(1)(b) of the PGPA Act and section 16F of the Rule. | 16 |
| Report on Financial Performance | |
| A discussion and analysis of the entity's Financial Performance. | 19 |
| A table summarising the total resources and total payments of the entity. | 19 |
| If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results. | N/A |

| Area | Page |
|---|-------|
| Management and Accountability | |
| Corporate Governance | |
| Information on compliance with section 10 (fraud systems). | 1, 24 |
| A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared. | 1 |
| A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place. | 1 |
| A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity. | 1 |
| An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance. | 24 |
| A statement of significant issues reported to Minister under paragraph 19(1)(e) of the PGPA Act that relates to non-compliance with Finance law and action taken to remedy non-compliance. | 29 |
| External Scrutiny | |
| Information on the most significant developments in external scrutiny and the entity's response to the scrutiny. | 24 |
| Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity. | N/A |
| Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the PGPA Act), a Parliamentary Committee, or the Commonwealth Ombudsman. | N/A |
| Information on any capability reviews on the entity that were released during the period. | N/A |

Appendix 4: List of requirements (continued)

| Area | Page |
|--|------|
| Management of Human Resources | |
| An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives. | 24 |
| Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: | 26 |
| <ul style="list-style-type: none"> ○ Statistics on staffing classification level; ○ Statistics on full-time employees; ○ Statistics on part-time employees; ○ Statistics on gender; ○ Statistics on staff location; ○ Statistics on employees who identify as Indigenous | |
| Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> . | 25 |
| Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AD(4)(c). | N/A |
| The salary ranges available for APS employees by classification level. | 27 |
| A description of non-salary benefits provided to employees. | 25 |
| Information on the number of employees at each classification level who received performance pay. | 28 |
| Information on aggregate amounts of performance pay at each classification level. | 28 |
| Information on the average amount of performance payment, and range of such payments, at each classification level. | 28 |
| Information on aggregate amount of performance payments. | 28 |
| Assets Management | |
| An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities. | N/A |

| Area | Page |
|--|------|
| Purchasing | |
| An assessment of entity performance against the Commonwealth Procurement Rules. | 29 |
| Consultants | |
| A summary statement detailing the number of new contracts engaging consultants entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST). | 29 |
| A statement that <i>“During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million].”</i> | 29 |
| A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged. | 29 |
| A statement that <i>“Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.”</i> | 29 |
| Australian National Audit Office Access Clauses | |
| If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract. | N/A |
| Exempt contracts | |
| If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters. | N/A |

Appendix 4: List of requirements (continued)

| Area | Page |
|--|-------|
| Small business | |
| A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.” | 29 |
| An outline of the ways in which the procurement practices of the entity support small and medium enterprises. | 29 |
| If the entity is considered by the Department administered by the Finance Minister as material in nature — a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.” | N/A |
| Financial Statements | |
| Inclusion of the annual Financial Statements in accordance with subsection 43(4) of the PGPA Act. | 31-54 |
| Other Mandatory Information | |
| If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.” | N/A |
| If the entity did not conduct advertising campaigns, a statement to that effect. | 29 |
| A statement that “Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity’s website].” | N/A |
| Outline of mechanisms of disability reporting, including reference to website for further information. | 28 |
| Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found. | 29 |
| Correction of material errors in previous annual report. | N/A |
| Information required by other legislation. | N/A |
| List of requirements | 66 |

Index

A

About the Agency, 3, 11-14
Accountability, 1, 2, 3, 6, 8, 14, 16, 24, 32, 34, 39, 67
Advertising and market research, 29
Agency overview, 2, 11
Agency staff, 7, 8, 18, 21, 24
Annual Performance Statement, 3, 16, 66
Assessment of effectiveness, 24, 68
Analysis of performance against purpose, 18

B

Bargaining, 25

C

Capability development, 25
Competitor Analysis Benchmark Reports, 17, 21, 22
Compliance, 1, 12, 25, 29, 67
Consultants, 19, 29, 41, 57, 69
Contents, 3
Corporate governance, 19, 29, 41, 57, 69

D

Data Explorer, 8, 17, 20, 21
Director, 1, 2, 6, 7, 8, 14, 18, 20, 22, 24, 32, 33, 34, 52, 62, 63, 64, 65
Disability reporting, 28, 70

E

Ecologically sustainable development, 30
Education, 10, 12, 16, 20, 21, 22, 25
Entity purpose, 16
Environmental performance, 30
Ethical standards, 29, 32
Executive management, 24
External scrutiny, 3, 23, 24, 67

F

Financial Performance, 3, 19, 32, 63
Financial Statements, 1, 2, 3, 31, 32-50, 70
Flexible work practices, 25
Fraud control, 1, 24, 67

G

Gender Equality Indicators, 4, 12, 13, 18, 20
Glossary and acronyms, 3, 4

H

Highlights, 8
Human resources, 3, 14, 23, 24, 68

I

Independent auditor's report, 3, 32-33
Information Publication Scheme, 4, 29, 70
Introductory statement, 16

J

Judicial decisions, 67

K

Key Agency activities, 3, 18, 20
Key Management Personnel (KMP), 52

L

Libby Lyons, 1, 7, 8, 14, 20, 22, 34
List of requirements, 55, 66, 68
Letter of transmittal, 1, 3

M

Management and accountability, 2, 23, 24, 67
Manager, 6, 24, 31, 32, 34, 62
Mandatory information, 3, 29, 70
Media mentions, 21

N

Non-compliant organisations, 3, 56-60
Non-salary benefits, 25, 68

O

Objectives, 13, 24, 39, 67
Organisational structure, 14, 66
Other mandatory information, 29, 70
Outcome, 6, 13, 18, 24, 28, 39, 66

Index (continued)

P

Pay Equity Ambassadors, 7, 8, 9, 17, 18, 21, 22, 62-65
Performance pay, 14, 28, 68
Portfolio Budget Statements, 4, 66
Purchasing, 29, 69
Purpose, 4, 12, 13, 16, 18, 33, 39, 66

R

Relevant employers, 2, 4, 12, 13, 20
Remuneration, 6, 13, 25, 43, 50, 52
Report on performance, 2, 15
Reporting organisations, 3, 4, 5, 9, 10, 17, 22
Research, 6, 12, 14, 17, 18, 20, 22, 24, 29
Review by the Director, 2, 3, 5, 6
Results, 6, 7, 10, 16, 17, 39, 66, 70
Risk management, 24

S

Small business, 18, 29, 70
Snapshot of reporting organisations, 3, 5, 10
Superannuation, 25, 41, 49, 50
Staffing and remuneration, 25
Strategic priorities, 12, 24, 25

T

Training and development, 25

W

Website, Inside cover, 9, 16, 17, 18, 20, 21, 22, 29, 56, 69, 70
WGEA Employer of Choice for Gender Equality 3, 7, 9, 18, 21, 22, 61
Workforce, 13, 14, 22, 24, 25
Work health and safety, 4, 28, 29
Workshops, 18, 20

Y

Year in review, 2, 3, 5

