

ISBN: 978-0-9943571-1-3

ISSN: 2202-6355

Online ISSN: 2204-8774

© Commonwealth of Australia 2016

All material presented in this publication is provided under a Creative Commons Attribution 3.0 Australia (www.creativecommons.org/licenses/by/3.0/au/deed.en) licence.

For the avoidance of doubt, this means this licence only applies to material as set out in this document. The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence (<http://creativecommons.org/licenses/by/3.0/legalcode>)

Use of the Coat of Arms

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

Contact us

Enquiries regarding the licence and any use of this document are welcome at:

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:

Jackie Woods

Strategy and Engagement Executive Manager

Jackie.Woods@wgea.gov.au

An electronic copy of this report is available at:

www.wgea.gov.au/sites/default/files/wgea-annual-report-15-16.pdf

27 October 2016

Senator the Hon Michaelia Cash
Minister for Employment
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 2015-16 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 2016, 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 2015 to 30 June 2016, and also includes the Agency's most current report assessment data from compliance reports for the 1 April 2015 to 31 March 2016 reporting period.

I certify that I am satisfied that for the financial year 2015-16 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 Employment, Parliament, relevant employers and the public about the performance of the Workplace Gender Equality Agency in 2015-16.

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 2015-16.

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 2015 to 30 June 2016.

Contents

Annual report 2015-16		Management and accountability	23
Letter of transmittal	1	Corporate governance	24
Reader's guide	2	External scrutiny	24
Contents	3	Human resources management	25
Glossary and acronyms	4	Other mandatory information	30

2015-16: Year in review	5	Financial Statements	33
Review by the Director	6	Independent auditor's statement	34
2015-16 Highlights	8	Statement by the Director and Operations Executive Manager	36
Snapshot of reporting organisations	10	Financial Statements	37
		Notes to Financial Statements	41

Agency overview	11	Appendices	59
About the Agency	12	Appendix 1: Non-compliant organisations	60
		Appendix 2: WGEA Employer of Choice for Gender Equality	62
		Appendix 3: Pay Equity Ambassadors	64
		Appendix 4: List of requirements	67
		Index	72

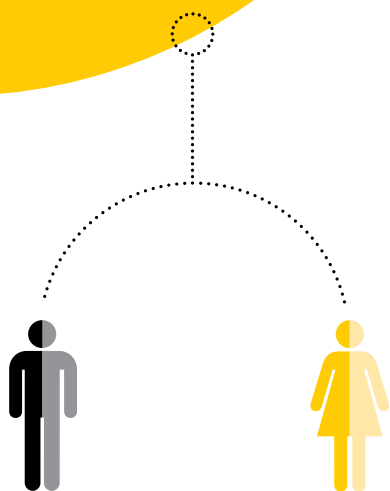
Report on performance	15		
Annual Performance Statement 2015-16	16		
Introductory statement	16		
Entity purpose	16		
Results	16		
Analysis of performance against purpose	18		
Financial Performance	19		
Key Agency activities	20		

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 2015–16	1 July 2015 to 30 June 2016
FOI Act	Freedom of Information Act 1982
Gender equality indicators	<i>Defined in section 3 of the 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 entities within their corporate structure subsidiaries
Reporting period	1 April 2015 to 31 March 2016
WGEA	Workplace Gender Equality Agency
WH&S	Work, health and safety

2015-2016: Year in review

Review by the Director	6
2015-16 Highlights	8
Snapshot of reporting organisations	10





Review by the Director

2015-16 was an important year for the Agency as we bedded down our systems, moving from start-up to business as usual. We released our second comprehensive set of workplace data and relevant employers reported on the six gender equality indicators outlined in the *Workplace Gender Equality Act 2012* (the Act) for the third time.

A smooth reporting period with lower call volumes suggests employers have become more familiar with the process. We acknowledge that reporting requires effort from employers and we continually seek ways to reduce the compliance burden. In 2016, the Agency introduced pre-population of some parts of the reporting questionnaire that were unlikely to change year on year. Improving ease of reporting is a high priority for the Agency going forward.

In November 2015, we released the key findings of our 2014-15 dataset, confirming a persistent gender pay gap and underrepresentation of women in senior and high-paying roles. The data also showed measurable improvement in employers implementing initiatives to promote gender equality including analysing their pay data, implementing flexible work and recognising domestic violence as a workplace issue. Data for the 2015-16 reporting period will be released in late 2016 and will provide a three-year time series, allowing us to identify trends and opportunities to improve gender equality outcomes.

2015–16 was an important year for the Agency as we bedded down our systems, moving from start-up to business as usual.

The value of our dataset covering more than four million non-government employees in Australia is increasingly recognised. We were pleased to partner with the Bankwest Curtin Economics Centre to deliver the first in a series of three reports to provide a detailed analysis of our data. Insights generated by the project include differences in pay outcomes in male and female-dominated industries, pay gaps for part-time and casual employees and the impact of pay gaps on career earnings. I'm looking forward to the second report in the series, due for release in early 2017.

We have made our data easier to access through upgrading our interactive online Data Explorer and simplifying the data request process for organisations. We also seek to ensure the data we collect is valuable to employers. The Agency provided every organisation that reported to us in 2014–15 with a confidential, customised Competitor Analysis Benchmark Report, a powerful business tool allowing employers to assess their gender equality performance against their peers.

There is no doubt that momentum to address workplace gender equality is building, with leading employers recognising it is essential for building the productive and competitive workplaces of the future.

I'd like to recognise those employers leading the way, especially our CEO Pay Equity Ambassadors who commit to addressing their pay gaps and speaking publicly about why it matters; and our WGEA

Employer of Choice for Gender Equality citation holders who meet the highest evidence-based standards recognised as driving improved gender equality outcomes.

Meeting business leaders across Australia and hearing their commitment and determination to make a difference has been a real highlight since my appointment as Director of the Agency in October 2015.

I would like to thank Acting Director Louise McSorley for leading the Agency in the period between Helen Conway's departure and my appointment. Louise kept the work of the Agency on track and established herself as a strong gender equality advocate.

I also thank Agency staff for their enthusiasm and commitment in 2015–16. Gender equality, and diversity more generally, is now a business-critical issue and interest in it across the wider community is acute. As I so often say, "Our data will drive the change to ensure that women and men are equally valued and rewarded in the workplace."



Libby Lyons
Director

Highlights

Spreading the word

In 2015–16, the Agency focused on expanding our reach to a national audience, with a nation-wide program of speaking engagements.

Highlights included six pay equity roundtables, bringing together business leaders for open and frank discussion about actions and barriers to addressing pay equity. Our tally of Pay Equity Ambassadors rose to 103 over the course of the year, building an influential network of change agents.

We wrapped up our Equilibrium Man Challenge campaign with an inspiring event hosted by media personality Annabel Crabb, where the senior professional men featured in the project spoke of the personal and professional transformation they experienced by moving to flexible work.

The Agency also supported the Australian tour of masculinity expert Michael Kimmel from New York's Stony Brook University.

Data insights

In November 2015, we launched our second full year of data with well-attended events in Sydney and Melbourne in partnership with the Australian British Chamber of Commerce. HSC students from Sydney Secondary College's Blackwattle Bay campus joined the Sydney launch, expressing their surprise and dismay at data showing a 24% full-time total remuneration gender pay gap.

We upgraded our online Data Explorer to enhance usability and encouraged people to share a statistic relevant to them on social media via the hashtag #myequalitystat.

The Agency partnered with the Bankwest Curtin Economics Centre to analyse our 2014–15 dataset in greater depth, launching a major report in March 2016 in Perth with findings on gender pay gaps for casual and part-time workers, the career-long pay penalty for women and a correlation between gender balance on boards and lower gender pay gaps.

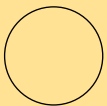
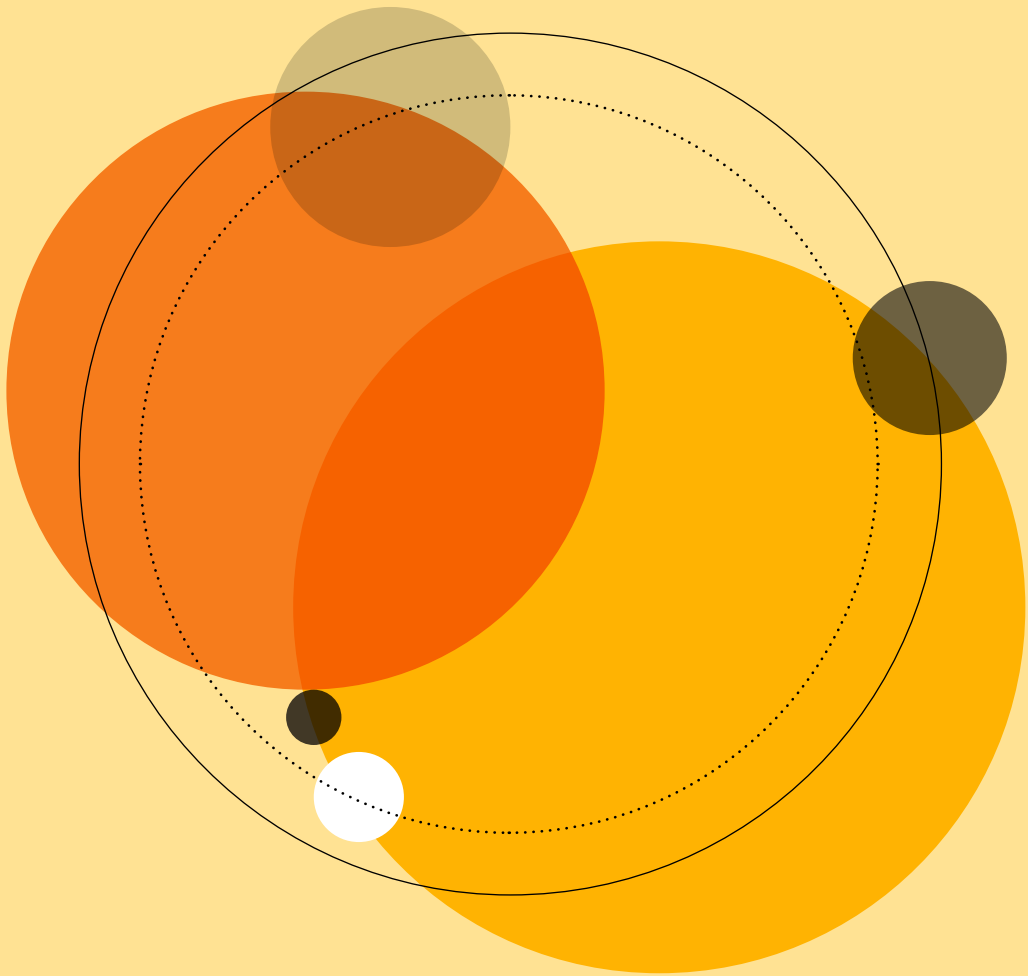
Supporting employers to report

1 April to 31 May 2016 was a busy time for the Agency as we collected data for the 2015–16 reporting period. A 5% decrease in incoming calls in our third year of reporting under the *Workplace Gender Equality Act 2012* suggests employers are now more familiar with the process.

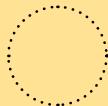
The Agency's new telephone system contributed to significantly lower wait times for employers seeking advice on reporting. A new pre-population option for some areas of the reporting questionnaire also contributed to ease of reporting this year, with 79% of reporting organisations using this option.

A series of webinars and live walkthrough demonstrations of the reporting process proved a popular and effective way of supporting employers to report. In total, 1,524 people participated in online reporting webinars with Agency staff between February and May 2016, allowing greater reach than was previously achieved with face-to-face reporting workshops.

With the introduction of new reporting requirements for the 2015–16 reporting period, the Agency established a working group comprising a representative sample of employers from different sectors and industries. A series of consultation forums was held to obtain feedback on the changes and inform the development of the 2015–16 reporting questionnaire.



Agency activity
2015-16 reporting period



Website visits
276,928 unique visits



**Second full year of data
(2014-15)**
4,647 reporting organisations



Data pre-population
used by 3,797 (79%) reporting organisations



Online webinars
1,524 participants



Pay Equity Ambassadors
103 Ambassadors



**WGEA Employer of Choice
for Gender Equality**
90 employers



Speaking engagements
62 nation-wide

Snapshot of reporting organisations

As at 19 September 2016, 4,707 reports had been assessed as compliant for the 2015-16 reporting period. These employers represented 4,029,163 employees, approximately 40% of employees in Australia.

Table 1: Reporting organisations by industry

	Number of reporting organisations	Number of employees	% Women	% Men
Agriculture, Forestry and Fishing	47	27,480	35.5	64.5
Mining	154	148,724	15.8	84.2
Manufacturing	635	343,514	26.6	73.4
Electricity, Gas, Water and Waste Services	52	44,226	25.1	74.9
Construction	197	117,034	15.9	84.1
Wholesale Trade	225	111,101	36.8	63.2
Retail Trade	303	681,384	58.4	41.6
Accommodation and Food Services	261	190,550	51.8	48.2
Transport, Postal and Warehousing	190	199,019	26.0	74.0
Information Media and Telecommunications	135	131,652	39.0	61.0
Financial and Insurance Services	234	273,462	55.7	44.3
Rental, Hiring and Real Estate Services	81	40,943	43.8	56.2
Professional, Scientific and Technical Services	488	289,332	39.4	60.6
Administrative and Support Services	254	237,151	43.4	56.6
Public Administration and Safety	22	29,569	20.4	79.6
Education and Training	526	413,532	63.4	36.6
Health Care and Social Assistance	653	598,960	80.1	19.9
Arts and Recreation Services	106	95,579	50.1	49.9
Other Services	144	55,951	43.5	56.5
All reporting organisations	4,707	4,029,163	49.7	50.3

Table 2: Reporting organisations by size

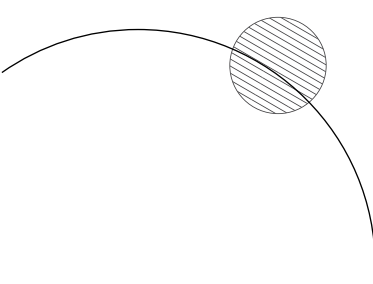
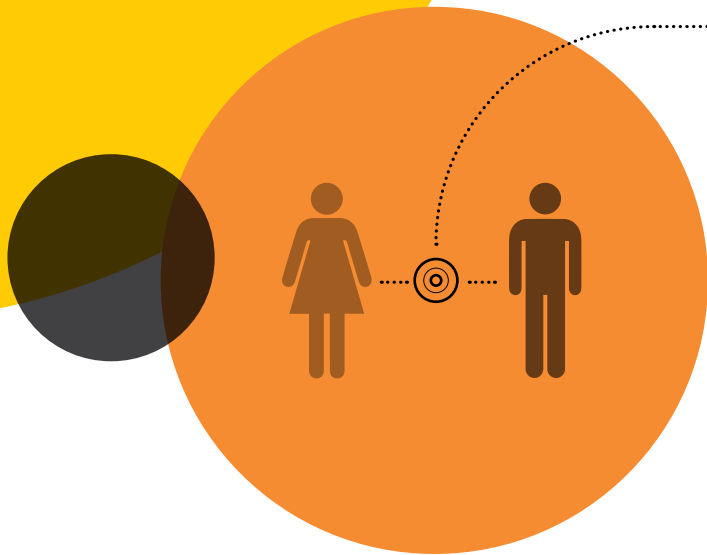
Organisation size	Number of reporting organisations
0-249	2,172
250-499	1,126
500-999	648
1000-4999	631
5000+	130
Total	4,707

Detailed statistics on the 2015-16 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 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 priorities until the year ending 30 June 2016 were:

- ➔ position the Agency as the leader in the workplace gender equality space
- ➔ proactively support and add value to employers as they seek to achieve gender equality in their workplaces
- ➔ collaborate strategically with other organisations to advance workplace gender equality
- ➔ ensure the Agency's ongoing sustainability.

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/outcome, the Agency has the following objectives:

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

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. From 7 March 2015 until Ms Lyons was appointed Louise McSorley fulfilled the role of Acting Director.

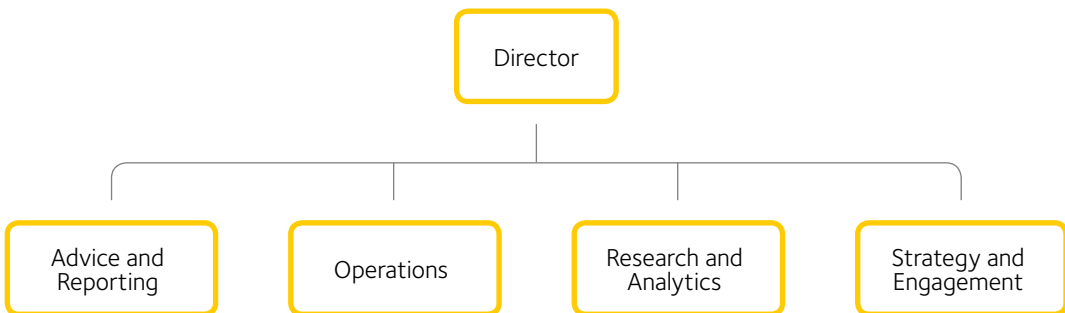
The Agency is divided into four business units:

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

Workforce

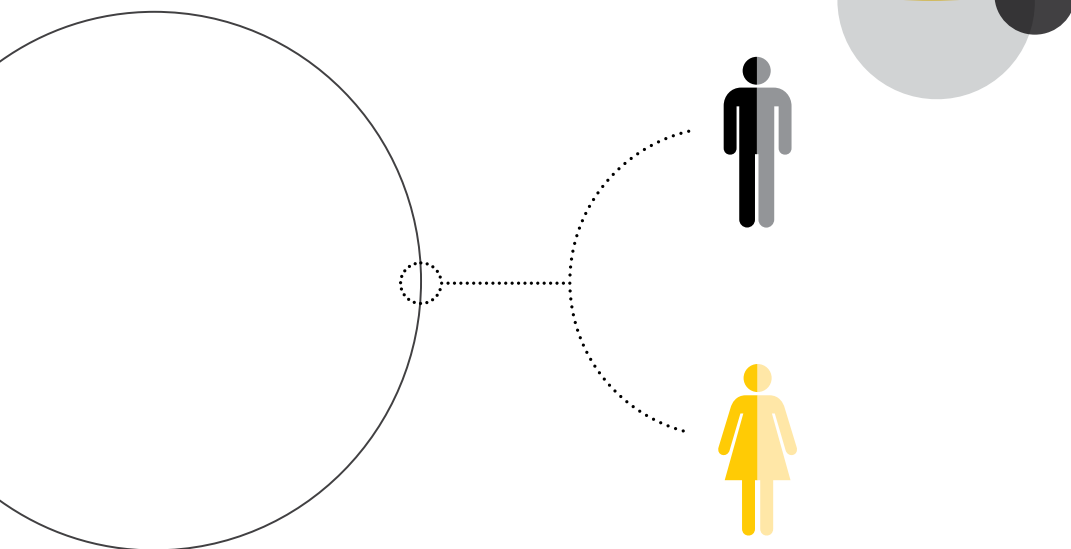
A breakdown of employees by ongoing and non-ongoing status, APS classification level, type of employment arrangement, salary range, performance pay and more information on the management of human resources is provided on pages 25-30.

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 2015-16

Introductory statement

The Annual Performance Statement for the Workplace Gender Equality Agency (WGEA) 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 2015-16 financial year and accurately presents the Agency's performance in accordance with section 39(2) of the PGPA Act.

The Workplace Gender Equality Agency is responsible for a single outcome and program as outlined in our purpose statement.

Entity 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.

Results

Performance Criterion

Percentage of women in leadership roles

- ➔ 24.5% of governing board members
- ➔ 26.5% of key management personnel (KMP)
- ➔ 38% of other managers.

Criterion Source

Workplace Gender Equality Agency 2015-16 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2015-16 (PBS).

Result Against Performance Criterion

- ➔ 28.6% of governing board members (excluding chairs)
- ➔ 28.5% of key management personnel (KMP)
- ➔ 40.8% of other managers.

Performance criterion exceeded.

Performance Criterion

25% of relevant employers have conducted gender remuneration gap analyses.

Criterion Source

Workplace Gender Equality Agency 2015-16 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2015-16 (PBS).

Result Against Performance Criterion

27% of relevant employers have conducted gender remuneration gap analyses.

Performance criterion exceeded.

Performance Criterion

56% of relevant employers have a strategy or policy to support employees with family or caring responsibilities.

Criterion Source

Workplace Gender Equality Agency 2015-16 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2015-16 (PBS).

Result Against Performance Criterion

56.5% of relevant employers have a strategy or policy to support employees with family or caring responsibilities.

Performance criterion met.

Performance Criterion

210,000 visits to the Agency website.

Criterion Source

Workplace Gender Equality Agency 2015-16 Corporate Plan

Workplace Gender Equality Agency – Entity resources and plan performance 2015-16 (PBS).

Result Against Performance Criterion

In the 2015-16 financial year there were over 276,928 unique visits to the WGEA website.

Performance criterion significantly exceeded.

Analysis of performance against purpose

The Workplace Gender Equality Agency has met or exceeded all performance criteria in the 2015-16 year.

The performance against purpose of the Agency relies on the engagement and actions of employers and other stakeholders in workplace gender equality. Where the Agency achieves the greatest impact is to inform and influence the debate with our data and to provide education and other materials to assist reporting organisations and others make progress on this important issue.

During the 2015-16 year the Agency released the second comprehensive set of workplace data and engaged in research partnerships to gain further shareable case studies and insights.

With the appointment of the new Director in October 2015 came an increased national focus and level of engagement with business. We participated in 62 public speaking events, enjoyed 516 media mentions and a substantial growth in social media presence.

Increased numbers of Pay Equity Ambassadors and WGEA Employer of Choice for Gender Equality recipients, indicates that workplace gender equality is firming as a mainstream issue.

This means even more advocates to promote gender equality measures such as striving to increase women in leadership roles, conducting gender pay gap analyses and the encouragement of flexible work arrangements, including for employees with caring responsibilities.

With the increased public discussion comes increased interest from organisations and individuals seeking more information. On the website there are more than 60 educational resources, including general information to help to understand workplace gender equality, together with research reports, fact sheets, statistics and guides to reporting under the *Workplace Gender Equality Act 2012*.

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

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 2016.

Financial Performance

The total appropriation for the Agency in 2015-16 was \$4,935,000.

Expenditure in 2015-16 decreased by 2% from the previous year to \$5,757,245 due to a reduction in supplier costs more than offsetting an increase in depreciation.

Expenditure on suppliers was \$1,890,001 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 \$3,096,293 or 54% which represented a decrease of 2% from last year notwithstanding some salary increases arising from the introduction of the new enterprise agreement in December. Savings were made due to some staff turnover and the time required to fill vacant positions.

Table 3: Agency resource statement

	Actual available appropriation for 2015-16 \$'000	Payments made 2015-16 \$'000	Balance remainin 2015-16 \$'000
Ordinary annual services			
Departmental appropriation ^a	6,247	5,167	1,080
Total resourcing and payments	6,247	5,167	1,080
	2015-16	2014-15	
Average Staffing Level (number)	29	29	

^(a) Appropriation Bill (No. 1) 2015-16, 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 2015-16, relevant employers reported on the six gender equality indicators outlined in the *Workplace Gender Equality Act 2012* for the third time. The Agency continued its commitment to provide ongoing advice, education and support for employers regarding reporting.

The Agency held 14 Australia-wide webinars including live demonstrations of the online reporting system, two teleconferences and one face-to-face presentation hosted by the Australian Tax Office and a series of information sessions to assist companies seeking help with their annual compliance reports.

Replacing face-to-face workshops with webinars allowed the Agency to expand its reach more than fivefold.

The Agency also provided tailored telephone advice and support to employers. A decrease in the number of telephone enquiries relating to minor technical issues suggests employers are becoming more familiar with the online reporting process, resulting in an increase in assistance being provided on issues that have a strategic impact on an employer's performance in achieving workplace gender equality.

Improving ease of reporting is a high priority for the Agency going forward and in 2016, the Agency introduced pre-population of some parts of the reporting questionnaire that were unlikely to change year on year. Subsequently 3,797 employers used the option to pre-populate.

An Agency survey of 2,433 relevant employers completed in May 2016 found high levels of usage of telephone assistance and online reporting resources, with both forms of assistance rated at 88% effective or highly effective.

Building evidence through data

The Agency is committed to making the data it collects as accessible and usable as possible, subject to relevant legislation. In November 2015 the Agency released the second comprehensive set of workplace data, with events in Sydney and Melbourne hosted by the Australian British Chamber of Commerce gaining widespread media coverage.

The Agency's online interactive Data Explorer was upgraded in 2015-16, attracting 9,506 users between its launch in November 2015 and 30 June 2016. The Agency's data is also accessible through data.gov.au.

The Agency also introduced a data sharing protocol to further promote access to our world-leading data set.

The Agency partnered with the Bankwest Curtin Economics Centre to deliver the first in a series of three reports to provide a detailed analysis of the Agency's data. A co-branded report *Gender Equity Insights 2016: Inside Australia's Gender Pay Gap* was released in March 2016, showing differences in pay outcomes in male and female-dominated industries, pay gaps for part-time and casual employees and the impact of pay gaps on career earnings.

The data collected from employers was fed into customised and confidential Competitor Analysis Benchmark Reports and distributed to compliant reporting organisations, with 37.1% of recipients accessing their reports.

The Agency continued to contribute to a range of other research activities across academic and government institutions and engaged an Australian Bureau of Statistics secondee to help better understand how the Agency's data compares with other government data.

Supporting employers to report

Reporting webinar participants

1,524

Views of reporting webinars on YouTube

1,363

Downloads of reporting-related resources

22,669

Building evidence through data

Employees covered by the 2015-16 dataset

4,025,304

Users of the online Data Explorer

9,506

Competitor Analysis Benchmark Reports produced

4,647

Expanding our education outreach

Online education resources

67+

Downloads of pay equity resources

3,405

Downloads of gender pay gap statistics fact sheet

11,863

Unique website visits

276,928

Generating national debate

Public speaking events by Agency staff

62

Increase in Facebook 'likes'

500%

Media mentions

516

Recognising leading practice

WGEA Employer of Choice for Gender Equality citation holders

90

Pay Equity Ambassadors

103

Pay Equity Official Supporters

27

Expanding our education outreach

The Agency helps promote gender equality through practical educational materials, case studies, research and news with the Agency's website acting as an information hub.

A comprehensive suite of educational resources and research fact sheets to support employers and promote public understanding of workplace gender equality issues has continued to expand.

Adding to the existing workplace flexibility resources the Flexibility Business Case Toolkit was developed to help organisations build a business case for flexible work practices using workforce metrics.

New fact sheets on *International gender equality statistics* and *Gender equality in ASX 200 organisations* were developed, while regular products including *Gender workplace statistics at a glance* and *Gender pay gap statistics* were updated as new data was released.

Generating national debate

Agency representatives have undertaken a nationwide program of speaking engagements during 2015–16 to engage a broad audience of employers and stakeholders in discussions on workplace gender equality.

The Agency has sought out partnerships to expand its reach and actively sought to include men in the discussion.

The Equilibrium Man Challenge wrapped up, focusing on flexibility with an event in March 2016 hosted by journalist and commentator Annabel Crabb. In May 2016, the Agency supported an Australian speaking tour by Dr Michael Kimmel, an advocate for engaging men in gender equality.

There has also been a substantial growth in the Agency's audience on social media. All of the Agency's established channels – Facebook, LinkedIn and Twitter – exceeded the follower growth targets for the year.

Recognising leading practice

The Agency encourages change and innovation around gender equality in the workplace and strives to recognise employers that are leading the way.

In November 2015 the Agency announced the list of successful applicants for its flagship recognition program: the WGEA Employer of Choice for Gender Equality (EOCGE) citation. Trends among 2015 citation holders include measurement of gender pay gaps, enhanced caring provisions for men, including paid parental leave and a strategic focus on flexibility.

With increased eligibility criteria in 2015, the value employers place on this citation was evident in the increased number of employers successfully applying for the citation.

Through the Pay Equity Ambassador program, the Agency works with a network of chief executive officers and directors committed to pay equity and gender equality.

To spread awareness of the causes of gender inequality, the Agency's Director co-hosted six high-level pay equity roundtables with CEOs in 2015–2016.

An increased number of organisations committed to supporting the gender equality work of the Agency as Pay Equity Official Supporters.

EOCGE 2015 recipients are listed at Appendix 2 and Pay Equity Ambassadors at Appendix 3.



Management and accountability

Corporate governance	24
External scrutiny	24
Human resources management	25
Other mandatory information	30

Management and accountability

Corporate governance

During the 2015–16 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 2016 the Executive was made up of four Executive Manager positions reporting to the Director.

➔ **Advice and Reporting Executive Manager**

Vanessa Paterson

➔ **Operations Executive Manager**

Julienne Clifford

➔ **Research and Analytics Executive Manager**

Carla Harris (on leave)

Andrew McMahon (relieving)

➔ **Strategy and Engagement Executive Manager**

Jackie Woods

Fraud control and risk management

During the financial year 2015–16, 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 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 2015–16 audit were presented to the Audit Committee. The committee is chaired by an external member.

The members of the Audit Committee are:

- ➔ Heather Watson (Chair)
- ➔ Sean Van Gorp
- ➔ Vanessa Paterson.

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 2015–16.

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 in support of the Agency's strategic priorities and align with the Agency's new enterprise agreement.

Further progress was made on optimising the capabilities of staff members with the development of a framework to align Agency capability to the needs as described in our four-year strategic plan. Work is continuing in the Agency to create a flexible workforce through cross-Agency project team work. The Agency is undertaking a review of current capability levels, identifying existing and required skill sets and developing a strategy and implementation plan to address skills required for the future.

Information on enterprise bargaining

A new 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 will receive 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% will take effect 1 March 2017 and the fourth increase of 1.5% will take 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, flex-time and 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 majority of staff take up flexible working arrangements including the Executive.

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 2015-16, a total of \$84,788 was spent on training and development activities to develop the capability of our workforce.

Development opportunities and upgrading of skills were provided through extension projects, formal training and temporary transfers to higher duties. 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 enhance understanding of issues impacting on gender equality.

All employees received targeted training and development, including courses on project management, organisational and management 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 three 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 2016 and 30 June 2015. All staff are located in Sydney.

Table 4: Ongoing staff as at 30 June 2016

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	6	3	2	7	0	0	1
APS Level 5 and 6	9	4	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	17	8	4	21	0	4	1

Note: Includes ongoing staff on parental leave.

Table 5: Non-ongoing staff as at 30 June 2016

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	1	0	2	0	0	0
APS Level 5 and 6	2	1	1	2	0	1	0
APS Level 2 to 4	0	0	0	0	0	0	0
APS Level 1	0	0	0	0	0	0	0
Total	3	2	1	4	0	1	0

Table 6: Ongoing staff as at 30 June 2015

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	4	2	0	6	0	0	1
APS Level 5 and 6	9	5	1	13	0	3	1
APS Level 2 to 4	1	0	0	1	0	0	0
APS Level 1	0	0	0	0	0	0	0
Total	15	7	1	21	0	3	2

Note: Includes ongoing staff on parental leave.

Table 7: Non-ongoing staff as at 30 June 2015

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	1	0	2	0	0	0
APS Level 5 and 6	4	0	1	3	0	0	0
APS Level 2 to 4	1	0	0	1	0	1	0
APS Level 1	0	0	0	0	0	0	0
Total	6	1	1	6	0	1	0

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

Band	Employees covered	Type of employment arrangement	Lower salary (\$)	Upper salary (\$)
PEO				Not applicable
EL2	6	Collective agreement	\$116,046	\$132,196
EL1	5	Collective agreement	\$99,637	\$126,743
APS Level 6	10	Collective agreement	\$77,038	\$89,117
APS Level 5	6	Collective agreement	\$71,495	\$75,756
APS Level 4	1	Collective agreement	\$63,807	\$69,254
APS Level 3	1	Collective agreement	\$57,661	\$62,187
APS Level 2	0	Collective agreement	\$50,666	\$55,841
APS Level 1	0	Collective agreement	\$44,844	\$49,302
Total	29			

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 1.5% if they achieve a performance rating of fully effective or above. Table 9 outlines performance payment information for the 2015 performance cycle.

Table 9: Performance payments to staff during FY 15-16

Band	Number of staff who received performance pay	Aggregate of actual payments	Range of payments	Average bonus payment
EL2	3	\$5,816	\$2,643 - \$1,586	\$1,939
EL1	3	\$5,518	\$2,150 - \$1,612	\$1,839
APS Level 6	8	\$12,144	\$1,760 - \$528	\$1,518
APS Level 5	4	\$6,060	\$1,512 - \$1,512	\$1,512
APS Level 4- Level 1	1	\$1,243	\$1,243 - \$1,243	\$1,243
All staff	19	\$30,781		

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 issues are discussed at 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 a number of sit-to-stand workstations to support a sit-to-stand work solution in the workplace, introduced a flu vaccination program for all staff and to help support a healthy workplace, implemented training in resilience and mindfulness for all staff.

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 2015-16 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 2015-16 financial year, the Agency entered into three new consultancy contracts involving a total expenditure of \$66,512.

In addition, one ongoing consultancy contract was active during 2015-16, involving a total actual expenditure of \$1,675.

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 2015-16, 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 2015-16 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 2015-16 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.

One request was made to the Agency this year citing the FOI Act. This request was satisfied by directing the inquirer to information readily accessible on the Agency's website.

Ecologically sustainable development and environmental performance

The following information is provided in accordance with section 51 6A 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	34
Statement by the Director and Operations Executive Manager	36
Financial Statements	37
Notes to Financial Statements	41



Independent auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Employment

I have audited the accompanying annual financial statements of the Workplace Gender Equality Agency for the year ended 30 June 2016, which comprise:

- 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 significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements of the Workplace Gender Equality Agency:

- (a) comply with Australian Accounting Standards 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 2016 and its financial performance and cash flows for the year then ended.

Accountable Authority's Responsibility for the Financial Statements

The Director of the Workplace Gender Equality Agency 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 and the rules made under that Act and 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.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

GPO Box 707 CANBERRA ACT 2601
19 National Circuit BARTON ACT
Phone (02) 6203 7300 Fax (02) 6203 7777

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Australian National Audit Office

A handwritten signature in black ink, appearing to read 'Muhammad Qureshi', with a horizontal line underneath it.

Muhammad Qureshi
Senior Director

Delegate of the Auditor-General

Canberra
9 September 2016

Statement by the Director and Operations Executive Manager

In our opinion, the attached Financial Statements for the year ended 30 June 2016 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
9 September 2016



Julianne Clifford
Operations Executive Manager
9 September 2016

Financial Statements

Workplace Gender Equality Agency Statement of Comprehensive Income

for the year ended 30 June 2016

	Notes	2016 (\$)	2015 (\$)	Original Budget (\$)
NET COST OF SERVICES				
Expenses				
Employee benefits	3A	3,096,293	3,148,418	3,417,000
Suppliers	3B	1,890,001	2,067,328	1,638,000
Depreciation and amortisation	3C	759,750	649,632	633,000
Finance costs - unwinding of discount		11,201	11,951	10,000
Total expenses		5,757,245	5,877,329	5,698,000
OWN-SOURCE INCOME				
Rendering of services	4A	82,961	189,891	100,000
Total own-source revenue		82,961	189,891	100,000
Other revenue				
Other gains - Resources received free of charge	4B	81,860	128,193	30,000
Total other revenue		81,860	128,193	30,000
Total own-source income		164,821	318,084	130,000
Net cost of services		5,592,424	5,559,245	5,568,000
Revenue from Government	4C	4,935,000	5,008,000	4,935,000
Total comprehensive loss		(657,424)	(551,245)	(633,000)

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.

1. Employee benefits and Suppliers - the underspend in Employee benefits due to staff turnover was offset by an overspend in Suppliers because the Agency engaged contractors and other service providers to undertake activities which would otherwise have been performed by employees.
2. Depreciation and amortisation - full year of amortisation of intangibles impacting on non-financial assets.
3. Rendering of services - was less than the previous year and the budgeted amount due to sponsorship funding.
4. Other gains - were higher than budget due to the resources received free of charge.

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

Financial Statements (continued)

Workplace Gender Equality Agency Statement of Financial Position

as at 30 June 2016

	Notes	2016 (\$)	2015 (\$)	Original Budget (\$)
ASSETS				
Financial Assets				
Cash and cash equivalents	6A	419,977	216,179	446,000
Trade and other receivables	6B	704,968	765,639	494,000
Total financial assets		1,124,945	981,818	940,000
Non-financial assets				
Leasehold improvements	7A	315,751	538,015	318,000
Plant and equipment	7A	180,434	203,237	139,000
Intangibles	7B-C	1,754,335	2,030,226	1,611,000
Other non-financial assets - prepayments		3,088	7,260	2,000
Total non-financial assets		2,253,608	2,778,738	2,070,000
Total assets		3,378,553	3,760,556	3,010,000
LIABILITIES				
Payables				
Suppliers	8A	277,554	218,565	63,000
Other payables	8B	66,907	166,365	489,000
Total payables		344,461	384,930	552,000
Provisions				
Employee provisions	9A	527,253	419,564	381,000
Provision for restoration obligation	9B	412,375	401,174	64,000
Total provisions		939,628	820,738	445,000
Total liabilities		1,284,089	1,205,668	997,000
Net assets		2,094,464	2,554,888	2,013,000
EQUITY				
Contributed equity		3,856,000	3,659,000	3,856,000
Reserves		-	-	40,000
Accumulated deficit		(1,761,536)	(1,104,112)	(1,883,000)
Total equity		2,094,464	2,554,888	2,013,000

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.

1. Trade and other receivables - there was no need to seek Ministerial approval to access prior year unspent appropriation this year.
2. Intangibles - additional system development undertaken as a consequence of reporting requirement changes from implementation of a legislative instrument.
3. Other payables and Provision for restoration obligation - the makegood provision was classified as a payable in the Budget.
4. Employee provisions - more employees with prior year service recognised.
5. Reserves - the assets to which the revaluation reserve related were written off in 2014.

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 2016

	2016 (\$)	2015 (\$)	Original Budget (\$)
CONTRIBUTED EQUITY			
Opening balance	3,659,000	3,659,000	3,659,000
Departmental capital budget	197,000	-	197,000
Total transactions with owners	197,000	-	197,000
Closing balance as at 30 June	3,856,000	3,659,000	3,856,000
RETAINED EARNINGS			
Opening balance	(1,104,112)	(552,867)	(1,250,000)
Comprehensive income			
Deficit for the period	(657,424)	(551,245)	(633,000)
Total comprehensive income	(657,424)	(551,245)	(633,000)
Closing balance as at 30 June	(1,761,536)	(1,104,112)	(1,883,000)
ASSET REVALUATION RESERVE			
Opening balance	-	-	40,000
Closing balance as at 30 June	-	-	40,000
Closing balance as at 30 June	2,094,464	2,554,888	2,013,000

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.

1. Reserves - the assets to which the revaluation reserve related were written off in 2014.

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 2016

Notes	2016 (\$)	2015 (\$)	Original Budget 2016 (\$)
OPERATING ACTIVITIES			
Cash received			
Appropriations	5,032,575	5,181,805	4,925,000
Sales of goods and rendering of services	77,254	210,470	100,000
Net GST received	143,029	175,195	-
Other	70,498	-	-
Total cash received	5,323,356	5,567,470	5,025,000
Cash used			
Employees	3,168,315	3,149,173	3,415,000
Suppliers	1,956,493	1,913,375	1,608,000
Section 74 receipts transferred to the OPA	-	-	2,000
Total cash used	5,124,808	5,062,548	5,025,000
Net cash from operating activities	198,548	504,922	-
10			
INVESTING ACTIVITIES			
Cash used			
Purchase of plant and equipment	25,906	2,862	-
Purchase of intangibles	165,827	468,178	197,000
Total cash used	191,733	471,040	197,000
Net cash (used) by investing activities	(191,733)	(471,040)	(197,000)
FINANCING ACTIVITIES			
Cash received			
Departmental Capital Budget	196,983	-	197,000
Net cash from financing activities	196,983	-	197,000
Net increase in cash held			
	203,798	33,882	-
Cash and cash equivalents at the beginning of the reporting period	216,179	182,297	446,000
Cash and cash equivalents at the end of the reporting period	419,977	216,179	446,000
6A			

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.

1. Appropriations - early draw down from CBMS for first July supplier payment run.
2. Net GST received - not included in budget.
3. 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 Financial Statements

Note 1: Overview

1.1 Objectives of the Workplace Gender Equality Agency

The Workplace Gender Equality Agency (the Agency) 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 Agency's administration and programs.

The Agency's planned 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 Agency 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 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 Agency 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

The Agency has elected to apply AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities* from 1 July 2014, even though the Standard is not required to be applied until annual reporting periods beginning on or after 1 July 2016. AASB 2015-7 provides relief from disclosing quantitative information about significant unobservable inputs used in fair value, where property, plant and equipment is held for its current service potential rather than to generate future net cash inflows.

Future Australian Accounting Standard Requirements

The Agency 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. An initial assessment indicates that the implementation of the standard may have a substantial impact on the Financial Statements, however, the Agency is yet to undertake a detailed review.

Notes to Financial Statements (continued)

The Agency will apply AASB 15 Revenue from Contracts with Customers from 2018-19. 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.

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.

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 Agency had no contingent assets and liabilities (2015: nil).

1.6 Taxation

The Agency 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

No significant events have occurred after balance date to the date of signing the Financial Statements.

Note 3: Expenses

Note 3A: Employee Benefits	2016 (\$)	2015 (\$)
Wages and salaries	2,386,522	2,402,496
Superannuation:		
Defined contribution plans	296,621	304,587
Defined benefit plans	98,874	112,656
Leave and other entitlements	265,144	278,675
Other employee expenses	49,132	50,004
Total employee benefits	3,096,293	3,148,418

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

Note 3B: Suppliers

Goods and services		
Consultants and contractors	128,139	249,365
IT and office equipment	791,015	671,297
Travel related	80,520	57,035
Printing, stationery and publications	83,969	243,240
Building related	568,892	590,980
Audit, legal, subscription, training and insurance	146,771	154,200
Other	90,695	101,211
Total goods and services	1,890,001	2,067,328
Goods and services are made up of:		
Provision of goods	151,111	251,492
Rendering of services	1,350,259	1,425,358
Total goods and services	1,501,370	1,676,850
Supplier expenses above include:		
Operating lease rentals – external parties:		
Minimum operating lease payments	379,544	379,544
Workers compensation expenses	9,087	10,934
	388,631	390,478
Total supplier expenses	1,890,001	2,067,328

Notes to Financial Statements (continued)

Note 3: Expenses (continued)

	2016 (\$)	2015 (\$)
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within 1 year	453,575	428,737
Between 1 to 5 years	233,119	686,694
Total operating lease commitments	686,694	1,115,431

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 2017.

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

	2016 (\$)	2015 (\$)
Note 3C: Depreciation and Amortisation		
Depreciation:		
Leasehold improvements	222,264	229,603
Plant and equipment	95,769	82,789
Total depreciation	318,033	312,392
Amortisation:		
Intangibles	441,717	337,240
Total depreciation and amortisation	759,750	649,632

Note 4: Income

Note 4A: Rendering of Services

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:

- a) the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- b) 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	2016 (\$)	2015 (\$)
Resources received free of charge		
Related entities – Auditor's remuneration	30,000	32,900
Related entities – transfer of office equipment	47,060	-
External entities – in kind support	4,800	95,293
Total other gains	81,860	128,193

Resources Received Free of Charge

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: Revenue from Government

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).

Notes to Financial Statements (continued)

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. The Agency 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
	2016 (\$)	2015 (\$)	Category (Level 1, 2 or 3)	
Non-financial assets:				
Leasehold improvements	315,751	538,015	Level 3	Depreciated replacement cost
Plant and equipment	180,434	203,237	Level 3	Depreciated replacement cost
Total non-financial assets	496,185	741,252		

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.

Note 6: Financial Assets

Note 6A: Cash and Cash Equivalents	2016 (\$)	2015 (\$)
Cash on hand or on deposit	419,977	216,179

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

Services - related entities	19,970	-
Appropriations receivable for existing programs	660,442	758,000
GST receivable from the Australian Taxation Office	24,556	7,639
Total trade and other receivables (net)	704,968	765,639

Receivables are expected to be recovered within 12 months and are not overdue. Credit terms are net 30 days (2015: 30 days).

Receivables are measured at amortised cost using the effective interest method less impairment. 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.

Notes to Financial Statements (continued)

Note 7: Non-Financial Assets

Note 7A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment (2015-16)	Leasehold improvements (\$)	Plant and equipment (\$)	Total (\$)
As at 1 July 2015			
Gross book value	1,138,352	401,382	1,539,734
Accumulated depreciation and impairment	(600,337)	(198,145)	(798,482)
Net book value 1 July 2015	538,015	203,237	741,252
Additions by purchase	-	25,906	25,906
Additions received free of charge	-	47,060	47,060
Depreciation expense	(222,264)	(95,769)	(318,033)
Net book value 30 June 2016	315,751	180,434	496,185
As at 30 June 2016			
Gross book value	1,138,352	474,348	1,612,700
Accumulated depreciation	(822,601)	(293,914)	(1,116,515)
Net book value 30 June 2016	315,751	180,434	496,185

Note 7A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment (2014-15)

As at 1 July 2014			
Gross book value	1,148,820	400,992	1,549,812
Accumulated depreciation and impairment	(370,735)	(117,827)	(488,562)
Net book value 1 July 2014	778,085	283,165	1,061,250
Additions by purchase	-	2,862	2,862
Depreciation expense	(229,602)	(82,790)	(312,392)
Make-good on leased premises - reversed	(10,468)	-	(10,468)
Net book value 30 June 2015	538,015	203,237	741,252
As at 30 June 2015			
Gross book value	1,138,352	401,382	1,539,734
Accumulated depreciation	(600,337)	(198,145)	(798,482)
Net book value 30 June 2015	538,015	203,237	741,252

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.

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

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 (2015: \$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 asset threshold was last revised on 1 July 1996.

The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value.

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.

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:

	2016	2015
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 2016. 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.

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.

Notes to Financial Statements (continued)

Note 7: Non-Financial Assets (continued)

Note 7B: Intangibles	2016 (\$)	2015 (\$)
Computer software:		
Internally developed – in progress at cost	-	698,670
Internally developed – in use at cost	2,632,193	1,767,696
Accumulated amortisation	(877,858)	(436,140)
Total intangibles	1,754,335	2,030,226

Note 7C: Reconciliation of the Opening and Closing Balances of Intangibles (2015-16)	Computer software (\$)
As at 1 July 2015	
Gross book value	2,466,366
Accumulated amortisation and impairment	(436,140)
Net book value 1 July 2015	2,030,226
Additions by purchase or internally developed	165,826
Amortisation	(441,717)
Net book value 30 June 2016	1,754,335
Net book value as of 30 June 2016 represented by:	
Gross book value	2,632,193
Accumulated amortisation and impairment	(877,858)
Net book value 30 June 2016	1,754,335

Note 7C: Reconciliation of the Opening and Closing Balances of Intangibles (2014-15)

As at 1 July 2014	
Gross book value	2,648,608
Accumulated amortisation and impairment	(749,320)
Net book value 1 July 2014	1,899,288
Additions by purchase or internally developed	468,178
Amortisation	(337,240)
Net book value 30 June 2015	2,030,226
Net book value as of 30 June 2015 represented by:	
Gross book value	2,466,366
Accumulated amortisation and impairment	(436,140)
Net book value 30 June 2015	2,030,226

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 (2015: 5 years).

All software assets were assessed for indications of impairment as at 30 June 2016.

Impairment tests were carried out during the year which resulted in no assets being impaired (2015: Nil).

Note 8: Payables

Note 8A: Suppliers	2016 (\$)	2015 (\$)
Trade creditors	108,414	4,735
Accruals	169,140	213,830
Total supplier payables	277,554	218,565

Settlement is usually made within 30 days.

Note 8B: Other Payables

Salaries and wages	10,352	87,223
Superannuation	1,604	13,974
Fixed lease increase	54,951	65,168
Total other payables	66,907	166,365
Total other payables are expected to be settled in:		
No more than 12 months	44,753	111,414
More than 12 months	22,154	54,951
Total other payables	66,907	166,365

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.

Notes to Financial Statements (continued)

Note 9: Provisions

	2016 (\$)	2015 (\$)
Leave - no more than 12 months	404,956	294,681
Leave - more than 12 months	122,297	124,883
Total employee provisions	527,253	419,564

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 Agency's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap).

The CSS and PSS are defined benefit schemes 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 9B: Provision for restoration obligation	2016 (\$)	2015 (\$)
Obligation - more than 12 months	412,375	401,174
Total other provisions	412,375	401,174

	Provision for restoration (\$)
Carrying amount 1 July 2015	401,174
Unwinding of the discount	11,201
Closing balance 2016	412,375

The Agency currently has an agreement (2015: 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.

Note 10: Cash Flow Reconciliation

Reconciliation of cash and cash equivalents as per Statement of Financial Position to Cash Flow Statement	2016 (\$)	2015 (\$)
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	(5,592,424)	(5,559,245)
Add revenue from Government	4,935,000	5,008,000
Adjustments for non-cash items		
Depreciation / amortisation	759,750	649,632
Finance costs - unwinding of discount	11,201	11,951
Transferred office equipment	(47,060)	-
Changes in assets / liabilities		
(Increase) / decrease in net receivables	(19,970)	-
(Increase) / decrease in OPA receivables	97,576	173,805
(Increase) / decrease in prepayments	4,172	(1,676)
Increase / (decrease) in employee provisions	107,689	40,477
Increase / (decrease) in supplier payables	58,989	(8,862)
Increase / (decrease) in other payable	(99,458)	186,728
(Increase) / decrease in GST receivable	(16,917)	4,112
Net cash from operating activities	198,548	504,922

Notes to Financial Statements (continued)

Note 11: Senior Management Personnel Remuneration

Note 11: Senior Management Remuneration Expense for the Reporting Period	2016 (\$)	2015 (\$)
Short-term employee benefits:		
Salary	210,416	199,270
Motor vehicle and other allowances	11,084	9,739
Total short-term employee benefits	221,500	209,009
Post-employment benefits:		
Superannuation	22,143	35,362
Total post-employment benefits	22,143	35,362
Other long-term benefits:		
Annual leave	17,606	15,328
Long-service leave	7,344	5,478
Total other long-term benefits	24,950	20,806
Total	268,593	265,177

WGEA has one senior management position being that of the Director. Over the last 2 financial years the position has had 3 different occupants. The expenses reported represent the total amount paid for these consecutive appointments.

Note 12: Financial Instruments

Note 12A: Categories of Financial Instruments	Notes	2016 (\$)	2015 (\$)
Financial Assets			
Cash and cash equivalents	6A	419,977	216,179
Trade and other receivables	6B	19,970	-
Carrying amount of financial assets		439,947	216,179
Financial Liabilities			
At amortised cost:			
Trade creditors	8A	108,414	4,735
Accruals	8A	169,140	213,830
Carrying amount of financial liabilities		277,554	218,565

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

Note 12B: Credit Risk

The Agency is exposed to minimal credit risk due to the nature of its financial assets. The maximum exposure to credit risk is the amount held as trade and other receivables should default occur, \$19,970 (2015: Nil). The risk of default on these amounts was assessed to be nil as at 30 June 2016 (2015: nil).

Note 12C: Liquidity Risk

The Agency's exposure to liquidity risk is minimal due to the appropriation funding mechanisms available from the Department of Finance. The Agency manages liquidity risk through its policies and procedures.

Note 12D: Market Risk

The Agency holds only basic financial instruments that do not pose any market risk. The Agency is not exposed to currency risk or other price risk.

Notes to Financial Statements (continued)

Note 13: Financial Assets Reconciliation

	Notes	2016 (\$)	2015 (\$)
Financial Assets			
Total financial assets as per the Statement of Financial Position		1,124,945	981,818
Less: non-financial instrument components:			
Appropriations receivable	6B	660,442	758,000
Other receivables	6B	24,556	7,639
Total non-financial instrument components		684,998	765,639
Total financial assets as per the financial instrument note		439,947	216,179

Note 14: Appropriations

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

	Appropriation Act		PGPA Act	Total appropriation (\$)	Appropriation applied (current and prior years) (\$)	Variance ^c (\$)
	Annual appropriation (\$)	AFM (\$)	Section 74 (\$)			
Annual Appropriations for 2016						
Departmental						
Ordinary annual services	4,935,000	-	141,005	5,076,005	4,975,032	100,973
Capital Budget ^a	197,000	-	-	197,000	191,733	5,267
Total departmental	5,132,000	-	141,005	5,273,005	5,166,765	106,240

	Appropriation Act		PGPA Act	Total appropriation (\$)	Appropriation applied (current and prior years) (\$)	Variance (\$)	Section 51 Determination ^b
	Annual appropriation (\$)	AFM (\$)	Section 74 (\$)				
Annual Appropriations for 2015							
Departmental							
Ordinary annual services	5,026,000	-	189,891	5,215,891	5,371,696	(155,805)	(18,000)
Total departmental	5,026,000	-	189,891	5,215,891	5,371,696	(155,805)	(18,000)

Notes:

- 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.
- The delegate for the Minister for Finance signed a determination titled 'Direction to Permanently Withhold Access to Annual Appropriations' which took effect on 30 June 2015. This followed the implementation of a temporary savings measure in April 2015. The amount of the reduction for the Workplace Gender Equality Agency is \$18,000 and was reflected in a reduction of appropriation revenue for 2014-15.
- Variance reflects the movements in the cash held and the appropriation receivable over the year.

Notes to Financial Statements (continued)

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

	2016 (\$)	2015 (\$)
Authority		
Departmental		
2014-15 Appropriation Act 1	-	758,000
2015-16 Appropriation Act 1	660,425	-
2015-16 Appropriation Act 1 - Departmental Capital Budget	17	-
Cash and cash equivalents	419,977	216,179
Total	1,080,419	974,179

Appendices

Appendix 1: Non-compliant organisations	60
Appendix 2: WGEA Employer of Choice for Gender Equality citation holders 2015	62
Appendix 3: Pay Equity Ambassadors	64
Appendix 4: List of requirements	67
Alphabetical index	72



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)
Acrow Formwork and Scaffolding Pty Ltd		Acrow Holdings Pty Limited
Aggreko Generator Rentals Pty Ltd	Aggreko	
Al Topper & Co Pty Ltd		
Alimfresh Pty Ltd		
Ararat Abattoirs Pty Ltd		
Bananacoast Community Credit Union Ltd		
Berri Hotel Incorporated	Berri Resort Hotel	
BIC Australia Pty Ltd		
Bindaree Beef Pty Limited	Bindaree Beef	
Bing Lee Electrics Pty Ltd		
C A P Security Services Pty Ltd		
Cantarella Bros Pty Ltd	Vittoria Food & Beverage Vittoria Coffee	
Casual Dining Concepts (Trading) Pty Limited	Bondi Pizza Bar and Grill	
CML Group Limited		
Consolidated Property Services (Australia) Pty Ltd		
Craig Mostyn & Co Pty Ltd		
Data Action Pty Ltd	Data Action	
Digga Australia Pty Ltd		
Dowdens Mackay Unit Trust	Dowdens Pumping Sales & Services	Dowdens Group Pty Ltd
ECL Group Australia Pty Ltd	ECL Group	
Electronics Boutique Australia Pty Limited		
Ensign Laboratories Proprietary Limited		
Entire Fire Protection Pty Ltd	Entire Fire Equipment Services Pty Ltd	
Evolution Traffic Control Pty Ltd		Evolution Road Maintenance Group Limited
F. R. Ireland Pty Ltd	Irelands of Cairns	
Fantech Pty Ltd		Les Creux Australia Pty Ltd
Flinders Port Holdings Pty Ltd		
Form 700 Pty Ltd		Form 700 Holdings Pty Ltd
Gold Coast Turf Club Limited		
Greenbank RSL Services Club Inc	Greenbank RSL Services Club	
Hosking's Jewellers Pty Ltd		
Hughes Drilling 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)
Idealair Group Pty Ltd		Les Creux Australia Pty Ltd
Imperial Cinema Services Pty Ltd	Palace Cinemas	
Janagrom Nominees Pty Ltd		
JMR Management Consultancy Services Pty Ltd		
Joe Cahill (Australia) Pty Ltd	Cahill Transport Pty Ltd	
Jonod Pty. Ltd.	Goodstone Group	
Kempe Engineering Pty Ltd		
Kennards Storage Management Pty Ltd	Kennards Self Storage	
Madill No 1 Pty Ltd		
Maintenance Systems Solutions Pty Ltd		
Merrill Corporation Australia Pty Ltd		
Metropolitan Express Transport Services Pty Ltd		
Mykspen Pty Ltd		
National Cleaning Services Australia Pty Ltd		
Peter Stevens Motorcycle Retail Business Trust		
Pickering Corporation Pty Ltd		
Plumbers Supplies Co-operative Limited		
Port Hunter Conveyors Pty Limited		
Pressed Juices Pty Ltd		
Professional Public Relations Pty Ltd		Expanded Media Holdings Pty Limited
Pronto Software Pty Ltd		
Q.R.A. Pty Limited	Quay Restaurant	Scanhaze Pty Limited
Reading Entertainment Australia Pty Limited		
Romaly Holdings Pty Ltd	Jim Pearson Transport	
Scribal Group Employees Pty Ltd	Scribal Group	Promotit Pty Limited
Southern Highlands Automotive Pty Ltd	Southern Highlands Motor Group	N G P Investments (No 2) Pty Ltd
Southern Plumbing Supplies Pty Ltd		
Sparfacts Pty Ltd		
Srimap Pty. Limited	Zenith Hospitality Staffing Solutions	
Talent Group Pty Ltd		Talent International Holdings Pty Ltd
Tasmanian Freight Services Pty. Ltd.	Tas Freight	
Tasmanian Redline Coaches Pty. Ltd.	Tasmania's own Redline	
Temperzone Australia Pty Ltd		
The Trustee for Barbagallo Investments Trust	Barbagallo	
The Trustee for C&F Commercial Discretionary Trust	Pauls Warehouse	
The Trustee For J Markoff Family Trust	Belrose Care	
The Trustee For Shobis Unit Trust	Sportsmans Warehouse	Sportsmans Warehouse Holdings Pty Limited
The Trustee for the Ezko Unit Trust	Ezko Property Services (Aust) Pty Ltd	
The Trustee For Wittner Unit Trust	Wittners Shoes	
Thomas Jewellers (Aust) Pty Ltd		
Vesco Foods Pty Ltd		Vesco Foods Holdings Pty Ltd
Williams-Sonoma Australia Pty Ltd		

Appendix 2: WGEA Employer of Choice for Gender Equality citation holders 2015

AECOM Australia Pty Ltd	GHD Services Pty Ltd
Alcoa of Australia Limited	Gilbert + Tobin
Allens	Griffith University
Allianz Australia Services Pty Limited	Henry Davis York
American Express Australia Limited	Holding Redlich
AMP Limited	HSBC Bank Australia Limited
ARC@UNSW	Jacobs Group (Australia) Pty Ltd
Arup Pty Limited	K&L Gates
Ashurst Australia	King & Wood Mallesons (Australia)
ASX Limited	KPMG Australia
Australia and New Zealand Banking Group Limited	Lauriston Girls' School
Australian Catholic University	Lend Lease Corporation Limited
AustralianSuper	Little Company of Mary Health Care Limited
B & McK Services Trust	Maddocks
Baker & McKenzie	McCullough Robertson Lawyers
Bankwest	mecwacare
Baxter Healthcare Pty Ltd	Mercedes-Benz Financial Services Australia Pty Ltd
Becton Dickinson Pty Ltd	Mercedes-Benz Australia/Pacific Pty Ltd
Benetas	Merck Sharp & Dohme (Australia) Pty Ltd
Callista Software Services Pty Ltd	Mercy Health
Caltex Australia Limited	Minter Ellison
Carsales.com Limited	Mirvac Group
Citigroup Pty Limited	Monash University
Clayton Utz	National Australia Bank Limited
Commonwealth Bank of Australia	Norton Rose Fulbright Australia
Corrs Chambers Westgarth	Origin Energy Limited
Credit Union Australia Ltd	Peoplebank Australia Limited
Curtin University of Technology	PepsiCo
Deakin University	Philip Morris Limited
Deloitte Australia	PwC
DLA Piper Australia	Queensland Country Credit Union Limited
EY	QUT
Genworth	SAP Australia Pty Ltd

Shell Australia	ThoughtWorks Australia Pty Ltd
St Barbara Limited	Transurban Limited
St Michael's Grammar School	UBS AG
Stockland	University Of Canberra
Suncorp	University Of Technology Sydney
Swinburne University of Technology	University of Wollongong
Tabcorp Holdings Limited	UOW Enterprises
TAL Services Limited	VMware Australia Pty Ltd
Teachers Health Fund	Warrigal
Teachers Mutual Bank Limited	Western Sydney University
Telstra Corporation Limited	Westpac Group
The University of Newcastle	YWCA Canberra

Appendix 3: Pay Equity Ambassadors

Peter Acheson CEO, Peoplebank Australia Limited	John W. H. Denton Partner and CEO, Corrs Chambers Westgarth
Peter Bailey CEO and Chair, Arup Australasia	Professor John Dewar Vice-Chancellor, La Trobe University
Andrew Bassat CEO and CoFounder, SEEK Limited	Alister Dias Vice President & Managing Director, VMware
Brian Benari CEO, Challenger	Michelle Dixon CEO, Maddocks
Debbie Blakey CEO, HESTA	Ger Doyle Managing Director, Ajilon
John Brazzale Managing Partner, Pitcher Partners	Phil Duthie General Manager Australia, GHD Pty Ltd
Chris Brown Managing Director and CEO, Dixon Advisory Australia	Gary Edstein Senior Vice President, DHL Express Australia
Professor Steve Chapman Vice-Chancellor, Edith Cowan	Riad ElDada Managing Director and Vice President, ANZ, MSD Australia
Brett Clark CEO and Managing Director, TAL Group	Tracey Fellows CEO, REA Group
Ellie Comerford Former CEO and Managing Director, Genworth Financial Mortgage Insurance Pty Ltd	Ange Ferguson Managing Director, Thoughtworks
Dr David Cooke Managing Director, Konica Minolta Business Solutions Australia Pty Ltd	Chris Freeland National Managing Partner, Baker & McKenzie
Adj Prof Stephen Cornelissen Group CEO, Mercy Health	Tony Frenchman Managing Director & ANZ Regional President, Dow Chemical
William Cox General Manager, Aurecon Australasia Pty Ltd	Professor Margaret Gardner AO Vice-Chancellor and President, Monash University
Frances Crimmins Executive Director, YWCA Canberra	Thos Gieskes CEO, Rabobank Australia
Tony Cripps CEO HSBC Australia Ltd	Danny Gilbert Managing Partner, Gilbert + Tobin
Mike Culhane Co Group CEO, Pepper Group Ltd	Sue Gilchrist Regional Managing Partner Asia and Australia, Herbert Smith Freehills
Robert Cutler Chief Executive Partner, Clayton Utz	Professor Barney Glover Vice Chancellor, Western Sydney University
Ian Dardis CEO, Gadens – Sydney	Rob Goudswaard CEO, CUA
Rob De Luca Managing Director, Bankwest	Michael Greene Managing Partner, Henry Davis York
Jane den Hollander Vice-Chancellor, Deakin University	Steve Harker CEO, Morgan Stanley

Brian Hartzler CEO, Westpac Group	Alison Monroe CEO, Sageco Pty Ltd
Grant ScottHayward CEO, Gadens – Melbourne	John Mullen Former Managing Director and CEO, Asciano Limited
Sandra Hills CEO, Anglican Aged Care Services (Benetas)	Bill Morrow CEO, NBN Co
Lance Hockridge Managing Director and CEO, Aurizon	Ian Narev CEO, Commonwealth Bank
Andy Holmes President, BP Australia and New Zealand	Georgette Nicholas CEO, Genworth Financial Mortgage Insurance Pty Ltd
John Hoffman CEO, Altis Consulting	Professor Ian O'Connor Vice Chancellor, Griffith University
Guy Humble Former Managing Partner, McCullough Robertson	Jack Percy Chairman and Managing Director, Accenture Australia and New Zealand
Paul Jenkins Managing Partner, Ashurst Australia	Lara Poloni Chief Executive, AECOM Australia New Zealand
Tony Johnson CEO and Regional Managing Partner Oceania EY	Kerry Moulton Interim CEO, Callista Software Solutions
Sue Kench Managing Partner Australia, King & Wood Mallesons	Andrew Ransley General Manager Asia Pacific, Caterpillar of Australia Pty Ltd
Greg Kilmister Managing Director and CEO, ALS Limited	Robbert Rietbroek CEO PepsiCo, Australia and New Zealand
Andrew Little CEO, DDB Group Australia	Greg Roebuck Managing Director and CEO, Carsales.com Ltd
Susan Lloyd-Hurwitz CEO and Managing Director, Mirvac	John Ruthven President and Managing Director, SAP Australia
Leone Lorrimer CEO, dwp Australia Pty Ltd	Luke Sayers CEO, PwC
Pip Marlow Managing Director, Microsoft Australia	Mark Sewell CEO, Warrigal
Marisa Mastroianni Group CEO, UOW College	Steven Sewell Former CEO and Managing Director, Federation Centres
Andrew Mather Managing Director, Property & Environment; Vice President, Asia Pacific, WSP	Ian Silk Chief Executive, AustralianSuper
Julian McGrath Managing Director, Law In Order	Andrew Smith Country Chair, Shell Australia
Ryan Meldrum CEO, Seventeen Hundred	Wayne Spanner Managing Partner, Norton Rose Fulbright Australia
Jim Minto Former Group CEO, TAL	Paul Spiro CEO, Gadens – Brisbane

Mark Steinert Managing Director and CEO, Stockland Property Group	Patrick Tuttle Co Group CEO, Pepper Group Ltd
Clive Stiff Chairman and CEO, Unilever Australia and New Zealand	Bob Vassie Managing Director and CEO, St Barbara
Jost Stollmann CEO, Tyro Payments Limited	Andrew Vesey Managing Director and CEO, AGL Energy
Rachel Stocks Managing Director, American Express Australia and New Zealand	Ben Walsh Managing Director & Market Leader – Pacific, Mercer
Ümit Subasi President, Asia Pacific, Arnott's	Chris Ward Managing Partner, Cooper Grace Ward Lawyers
Jon Sutton Managing Director and CEO, Bank of Queensland	David Webster President APJ, EMC Global Holdings
Professor Deborah Terry Vice-Chancellor, Curtin University	Professor Paul Wellings CBE ViceChancellor, University of Wollongong
David Thodey Former CEO, Telstra Chairman CSIRO	Gary Wingrove CEO, KPMG
Professor Jan Thomas Vice-Chancellor & President University of Southern Queensland	Scott Wyatt CEO, Viva Energy
Andrew Thorburn Group CEO, NAB	David Zehner Vice President and Australian Practice Office Head Bain & Company
Paul Tully CEO, McInnes Wilson Lawyers	

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	72
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.	18
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.	31
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
Management of Human Resources	
An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	25
Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:	27
➔ 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	

Area	Page
Management of Human Resources <i>(continued)</i>	
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.	28
A description of non-salary benefits provided to employees.	25
Information on the number of employees at each classification level who received performance pay.	29
Information on aggregate amounts of performance pay at each classification level.	29
Information on the average amount of performance payment, and range of such payments, at each classification level.	29
Information on aggregate amount of performance payments.	29
Assets Management	
An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	N/A
Purchasing	
An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	30
Consultants	
A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts 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).	30
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> .	30
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.	30
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>	30

Area	Page
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
Small business	
A statement that <i>"[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."</i>	31
An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	30
If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that <i>"[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."</i>	N/A
Financial Statements	
Inclusion of the annual Financial Statements in accordance with subsection 43(4) of the PGPA Act.	33–58
Other Mandatory Information	
If the entity conducted advertising campaigns, a statement that <i>"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."</i>	N/A
If the entity did not conduct advertising campaigns, a statement to that effect.	31
A statement that <i>"Information on grants awarded to [name of entity] during [reporting period] is available at [address of entity's website]."</i>	N/A

Area	Page
Other Mandatory Information (continued)	
Outline of mechanisms of disability reporting, including reference to website for further information.	29
Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	31
Correction of material errors in previous annual report.	N/A
Information required by other legislation.	N/A
List of requirements.	67

N/A denotes the requirement is not applicable to the Agency during 2015-16.

Index

- A**
- About the Agency, 12–14
 - Accountability, 1, 2, 14, 16, 24, 36, 68
 - Advertising and market research, 31
 - Agency overview, 2, 11
 - Agency staff, 7, 8, 21, 24, 31
 - Analysis of performance against purpose, 18
 - Assessment of effectiveness, 25, 69
- B**
- Bargaining, 25
 - Board members, 16
- C**
- Capability development, 26
 - Competitor Analysis Benchmark Report, 7, 20, 21
 - Compliance, 1, 6, 12, 20, 26, 31, 68
 - Consultants, 19, 30, 43, 69
 - Contents, 3
 - Corporate governance, 24, 68
- D**
- Data Explorer, 7, 8, 20, 21
 - Director, 1, 2, 6, 7, 14, 18, 22, 24, 36, 54, 67
 - Disability reporting, 29, 71
- E**
- Ecologically sustainable development, 32
 - Education, 10, 12, 18, 20, 21, 22, 26
 - Entity purpose, 16
 - Environmental performance, 32
 - Equilibrium Man Challenge, 8, 22
 - Ethical standards, 31
 - Executive management, 24
 - External scrutiny, 24, 68
- F**
- Financial Performance, 19, 67
 - Financial Statements, 1, 2, 19, 33–58, 70
 - Flexible work practices, 22, 25
 - Fraud control, 1, 24, 68
- G**
- Gender Equality Indicators, 4, 6, 12, 13, 20
 - Gender remuneration gap analyses, 17
 - Glossary and acronyms, 4
 - Governing board members, 16
- H**
- Helen Conway, 7
 - Highlights, 8–9
 - Human resources, 14, 25–30, 68–69
- I**
- Independent auditor's report, 34–35
 - Information Publication Scheme, 4, 13, 71
 - Introductory statement, 16
- J**
- Judicial decisions and reports, 68
- K**
- Key Agency activities, 18, 20
 - Key management personnel (KMP), 16
- L**
- Libby Lyons, 1, 7, 14, 36
 - List of requirements, 67, 71
 - Louise McSorley, 7, 14
- M**
- Management and accountability, 2, 24, 68
 - Manager, 16, 24, 36
 - Mandatory information, 30, 70–71
- N**
- Non-compliant organisations, 60
 - Non-salary benefits, 25, 69
- O**
- Objectives, 13, 24, 41, 68
 - Organisational structure, 14, 67
 - Outcome, 6, 7, 13, 16, 20, 24, 29, 41, 67
- P**
- Pay Equity Ambassadors, 7, 8, 9, 18, 21, 22, 64
 - Performance pay, 14, 29, 69
 - Portfolio Budget Statements, 4, 67
 - Purchasing, 30, 69
 - Purpose, 12, 13, 16, 18, 67
- R**
- Relevant employers, 4, 6, 12, 13, 17, 20
 - Remuneration, 8, 13, 17, 26, 45, 52, 54,
 - Reporting organisations, 4, 8, 9, 10, 18, 20
 - Report on performance, 2, 15
 - Research, 12, 14, 18, 20, 22, 24, 31
 - Results, 10, 16
 - Review by the Director, 6
 - Risk management, 24
 - Role and functions of the Agency, 12, 67
- S**
- Small business, 31, 70
 - Snapshot of reporting organisations, 10
 - Staffing and remuneration, 26
 - Strategic priorities, 12, 25, 26
 - Strategy or policy to support employees with family or caring responsibilities, 17
 - Superannuation, 25, 43, 51, 52, 54
- T**
- Training and development, 26
- W**
- Webinars, 8, 9, 20, 21
 - Website, Inside cover, 9, 17, 18, 21, 22, 30, 31, 60, 69, 70, 71
 - WGEA Employer of Choice for Gender Equality, 7, 9, 18, 21, 22, 62
 - Women in leadership, 16, 18
 - Workforce, 13, 14, 22, 25, 26
 - Work health and safety (WH&S), 4, 29, 30
 - Workshops, 8, 20
- Y**
- Year in review, 2, 5

