



Workforce and Diversity Plan 2023-2026

July 2023



Locate



Value



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Version 1.0

Document control

Workforce and Diversity Plan 2023-2026, Version 1.0 – July 2023

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About this plan

Landgate’s Workforce and Diversity Plan is updated annually as part of the organisation’s annual planning cycle, to capture the workforce initiatives needed for Landgate to achieve its Strategic Development Plan (SDP) and Statement of Corporate Intent (SCI).

It also articulates initiatives that aim to:

- Increase the representation of people from different backgrounds at all levels across our business.
- Ensure all staff in the business experience a sense of belonging and inclusion in the work environment.

The Workforce and Diversity Plan is our overarching diversity plan – as our reconciliation, disability, and multicultural plans align underneath it. Landgate’s diversity and inclusion initiatives are consolidated within the Workforce and Diversity Plan but are specified in greater detail within each separate plan.

Research shows that a dedicated strategy for each targeted diversity group is best practice and, additionally, we are required by several external entities to have separate plans for specific diversity groups and report on those to these external agencies.

The diagram below illustrates the relationship between Landgate’s Workforce and Diversity Plan and Landgate’s subsidiary diversity plans and strategies.

Figure 1: The Workforce and Diversity Plan and Landgate’s other diversity and inclusion strategies



The desired outcomes of the Workforce and Diversity Plan are:

- Increased awareness of workforce planning needs and priorities
- Alignment of workforce planning strategies to whole of government initiatives and obligations
- Improved governance, accountability, and reporting of workforce planning activities
- Better use of workforce data to inform our strategies, actions, and performance measures
- Improved business outcomes such as increased productivity resulting from a more engaged and satisfied workforce
- Improved employee engagement and retention.
- Increased clarity around specific actions required to future proof our workforce.

1 Workforce trends and challenges

At the commencement of each calendar year the People Culture & Environment team undertakes an environmental scan to determine the key workforce trends and challenges likely to impact Landgate and its workforce in the coming year.

These challenges, and their predicted impact on Landgate in 2023/24, are discussed below.

Global workforce trends

The COVID-19 pandemic took hold at the beginning of 2020 and changed life as we knew it. It served to accelerate many of the workforce trends that were already becoming established (hybrid and remote working, AI and automation, virtual events, and omnichannel commerce). As these trends have become established as part of the 'new normal', the fallout of the pandemic continues to be felt in the form of skills and labour shortages, with the war in Ukraine compounding inflation and cost of living pressures. Alongside this, many workers worldwide have struggled to keep up with the pace of change and the need for resilience when navigating continued uncertainty.

Recession proofing the workforce

The last few years have demonstrated how quickly the environment can change, and the ability to 'right size' and optimise headcount is fundamental for many organisations. For those organisations that can, utilising contract and short-term labour arrangements to increase workforce flexibility is key.

In addition, organisations are realising that supporting the morale and confidence of their employees, including employee confidence in maintaining personal financial stability, is essential to sustaining organisational performance during downturns.

The rise of the employee experience

As higher than average attrition rates, labour shortages and recruitment challenges continue make the labour market a "candidates' market", current and potential employees are continuing to demand more from organisations. In the face of recessions, rising inflation and cost of living pressures, employee wellbeing is increasing its focus on holistic financial wellbeing and job security, as well as the continued desire for flexibility and remote work.

Globally, the pandemic has left much of the workforce fatigued and disengaged. Workers are still seeking more meaning in their careers, compared to the pre-pandemic workforce, and are motivated by organisations that care – about the environment, their social responsibilities, and their people. Input into change, a sense of purpose, belonging and connection, assistance with career planning, and a multi-faceted approach to wellbeing are key to the employee experience. Increasingly, organisations are exploring options such as a four-day working week to meet employee expectations around work life balance.

Reimagining the source of skills

Skill and labour shortages are forcing organisations to build these capabilities internally. Internal recruitment and mobility have become a key strategy to meeting skilled labour requirements. This is particularly prevalent for in demand skillsets, such as data and cyber

security, finance and IT. It is estimated that skillsets for jobs have changed by around 25% since 2015 and this is expected to reach 40% by 2025.

Automation and machine learning is increasingly replacing human effort in performing repetitive and mundane tasks. This means less demand for non-discretionary functions and greater demand for critical thinking, analysis and decision making. The workforce must be multi-skilled and digitally oriented to work across multiple functions and in virtual environments. Importantly, they need soft skills to enable them to navigate uncertainty, perform within different teams and contribute to the greater good of the organisation.

Workforce development efforts need to continue the focus on building a workforce with the capabilities the organisation needs (rather than specific roles), to enable it to adapt and be resilient in the face of continued change. Skills audits, to identify adjacent skills existing employees possess, 'fast tracking' high potential performers, and strategic learning and development are key activities.

Many organisations are also re-thinking their hiring practices, thinking outside of the box to adapt to the challenging recruitment market. Initiatives like on-the-spot interviews, day-long hiring events, and removal of online applications are becoming more common, in an effort to remove some of the unintentional bureaucracy that comes with recruitment and put the candidate experience at the forefront.

New management and leadership expectations

As the workforce demands more of its employers, in turn organisations are demanding more from their managers and leaders. No longer are managers expected to be subject matter experts with 'good people skills'; they are expected to be coaches, change managers, digitally savvy, and able to manage multi-generational workforces, mental health concerns and burnout.

'Human leadership' is an increasing expectation – leaders need to be adaptive, empathetic, authentic, open-minded, good communicators, and able to establish nurturing relationships with employees. Organisations need to support their middle managers, who are in the position to have the most impact on employee morale and wellbeing. Capability development through targeted learning and development, and the provision of appropriate technology and workforce data are integral to success.

The rise of ESG, including DEI

Organisations are no longer monitored by the traditional bottom line. Expectations from consumers, investors and employees are increasingly based on environmental, social and governance (ESG) standards, as well as their performance in terms of diversity, equity, and inclusion (DEI). This shift is being driven largely from the increase of younger generations, particularly Gen Z, in the workforce. Sustainability is becoming integral to the way organisations function, rather than just an add on or 'nice to have'.

Transparency and external scrutiny are increasingly common, as major companies set the trend. Organizations are being held accountable less for their activities and efforts and more for their ability to achieve equitable outcomes in and contribute to larger societal goals. Customers (as well as employees) are increasingly looking to the behaviour of organisations and expecting them to act in an ethically and socially responsible way.

Preparation for the next big disruption

The COVID-19 pandemic has taught us to expect the unexpected. Many organisations are experimenting with using skills, not jobs, as the baseline for how workforce decisions are made. Forward-leaning organisations are exploring how to use technology in ways that encourage humans both to be their best selves and to do better work. Where worker agency might have previously been seen as a threat, leading organisations are finding ways to leverage worker motivation and co-creation to drive mutual and elevated benefits.

Organisations that adapt their strategies and practices to fit the real-world talent pool, which is far more complex and increasingly comprised of non-traditional workers, will gain access to skills and experiences to accelerate growth, innovation, and agility, and be best placed to face whatever curveballs are thrown at it.

Local workforce trends

Closer to home, population growth in Australia is returning to pre-pandemic levels, but the level of skilled migration into the country is still low. The impact of this on skills shortages is still being felt across all industries and the inability to recruit and retain staff is common. Unemployment is low, around 3.5%, compared to 5.2% at the commencement of the pandemic.

In 2022/23 the WA public sector experienced turnover of around 7.5% for permanent staff, and 27.5% for fixed term contract staff. Landgate sits below this average, at 6.2% and 17.6% respectively. This is lower than the previous financial year, where Landgate's turnover was 8.7% for permanent staff, and 18.2% for fixed term contract staff.¹

For organisations, citizen data is becoming an increasingly pivotal component of operations, particularly as the adoption of digital, personalised services becomes the norm. The way data privacy and data usage issues are managed at Landgate will be critical to maintaining public trust in years to come. There will also likely be a continued push to embrace emerging digital technologies in our core business functions. From a workforce perspective, recruitment and performance development practice will need to ensure employees are equipped with the skills needed to thrive in a data driven organisation.

Nationally, several changes in the industrial relations (IR) landscape have passed through parliament in recent times and will begin to impact organisational compliance in the next one to two years. Although Landgate operates in the state IR environment, the two are often mirrored. Changes will be seen in areas such as sexual harassment and positive duty, parental leave, wage theft, fixed term contracting arrangements, as well as compliance and reporting requirements. Underlying these changes is the goal of improved employee experience, with companies increasingly putting organisational culture first in exchange for the expectation of employee resilience.

Pre-COVID, the public sector was the subject of several reviews undertaken as preparation for widescale reform. While the State Government focused on navigating us through and out of the pandemic, public sector reform initiatives previously underway became of lesser importance. In 2023, we are beginning to see a renewed focus on workforce development

¹ Turnover rates are taken from the PSC Quarterly Entity Profiles published for June 2022, and March 2023.

across the sector, as exemplified by the Public Sector Commission's Building Leadership Impact initiative.

These global and local workforce challenges have been factored into the strategies and deliverables that make up this plan.

2 Our approach to workforce planning

Workforce planning is the process of aligning people management activities with business objectives, to ensure the organisation can execute its business strategy. It positions us to have the right people in the right place, at the right time, with the right skills.

Effective workforce planning addresses and builds organisational capability and capacity, by identifying workforce needs, gaps, and development requirements, to achieve both current and future business priorities. It also provides a framework to identify workforce strategies, actions, measures, and targets to address whole of government priorities.

Landgate has an annual planning cycle through which it develops its (five year) Strategic Development Plan, (one year) Statement of Corporate Intent, business unit plans, branch plans and individual GPS plans. This planning cycle keeps us focused by enabling us to identify what's important, what actions we need to take to get there and ensuring our resource allocations support the achievement of our priorities.

This cycle also contributes to the refinement of the Workforce and Diversity Plan, year on year.

During the annual business unit planning process, each functional unit identifies initiatives required to complete its 'business as usual' as well as any SCI initiatives it has carriage of. Workforce planning conversations occur alongside this, to determine appropriate resource allocations and other workforce initiatives required to achieve the planned programs of work and ensure our workforce is diverse and engaged. The Workforce and Diversity Plan is then updated to reflect current workforce requirements and initiatives.

Individual performance (GPS) plans are created by referencing business unit and branch plans, enabling a clear link between corporate plans and the individual's annual performance plan.

Performance against these plans is monitored and reported regularly through internal and external mechanisms including the annual report, half yearly report, corporate performance reporting and GPS reviews.

Figure 3: Landgate's annual planning cycle



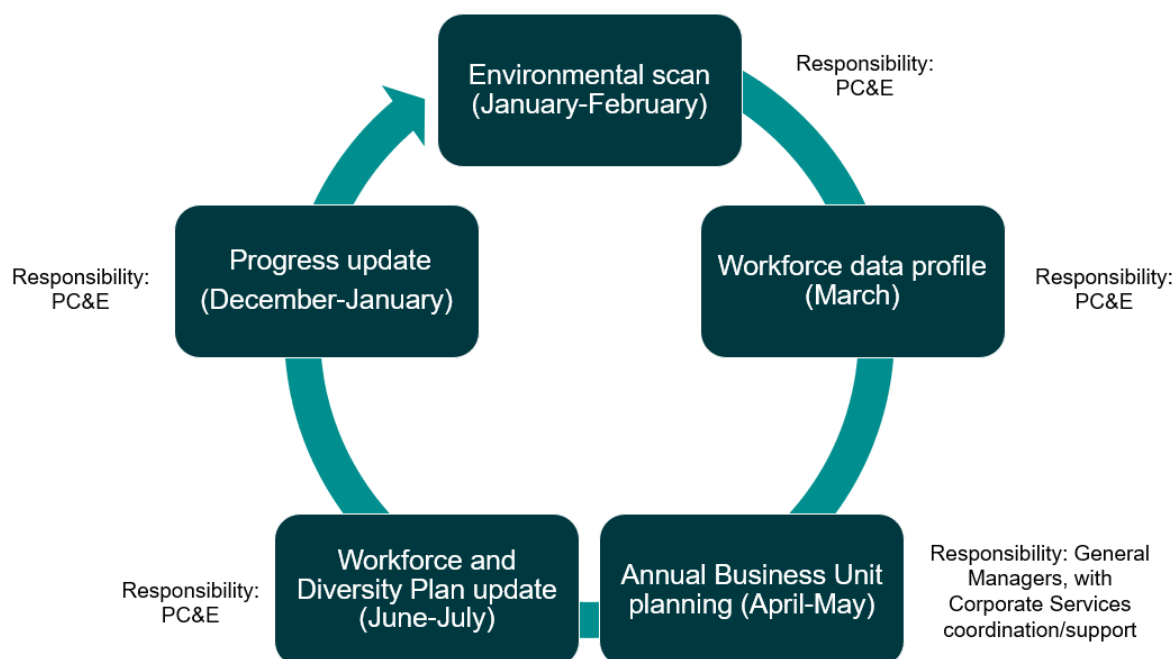
Our Corporate Executive and the Board are responsible for setting the direction outlined in our SDP and SCI. Our General Managers then drive the development of their Business Unit Plans, in conjunction with their leadership teams.

All employees and managers across the business, at all levels, are required to engage in the GPS process.

The People Culture & Environment team are responsible for keeping the Workforce and Diversity Plan up to date and relevant each year. Responsibility for specific activities is outlined in the plan are articulated in Sections 5 and 6.

The annual process for keeping the Workforce and Diversity Plan up to date is outlined in Figure 4.

Figure 4: Annual review of the Workforce and Diversity Plan



3 Understanding our current workforce

Tenure

The average tenure at Landgate sits around 14.4 years, compared to around 8.8 years across the rest of the WA public sector. Within Landgate, average tenure varies greatly across business units, from as low as four years in some areas to almost 26 years in others.

Age

Although Landgate still has a significant number of employees approaching eligibility for retirement, with 29.8% of employees aged over 55, there has been a notable shift in the representation of employees in younger age brackets over the last five years. The highest workforce representation is now in the 40-44 age bracket, and the average age is 46.2. There has also been a substantial increase in the representation of employees aged under 25, increasing from 1.0% in 2018 to 4.9% in 2023.

Gender

Although Landgate's representation of women at senior leadership levels remains high, and women represent 55.7% of our workforce overall, a gender pay gap still exists. Male employees at Landgate are most likely to be working at a Levels 5, 6 or 7 (or salary equivalent), whereas female employees are most likely to be working at a Levels 4, 5 or 6 (or salary equivalent).

A detailed breakdown of Landgate's workforce demographics can be found in [Appendix 1](#).

4 Diversity and inclusion targets

In 2020, the Public Sector Commission (PSC) released the [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#) and six underlying action plans for the public sector. Agencies have a responsibility to align their workforce plans with this strategy to support greater diversity and inclusion in their workforce. Landgate is making a concerted effort in this regard, as a diverse, inclusive workforce that represents the community it serves, is better equipped to understand customer needs, adapt to a changing environment and deliver services to the community. The agency has plans in place for each diversity group to support its efforts in this regard.

The PSC strategy also outlines aspirational targets for identified diversity groups. These are outlined below, along with Landgate’s current representation and yearly targets for the future.

Figure 5: Landgate’s workforce representation targets

	Current representation	Landgate yearly targets			PSC targets	Additional employees needed to meet target
	As at 30 June 2023	2023/24	2024/25	2025/26	2025	
Women in the SES	37.5%	44.0%	50.0%	50.0%	50.0%	1
Youth	4.9%	5.2%	5.5%	5.8%	5.8%	8
Aboriginal and Torres Strait Islander people	2.7%	3.1%	3.4%	3.7%	3.7%	7
Culturally and Linguistically Diverse people	21.0%	21.0%	21.0%	21.0%	15.5%	N/A
People with Disability	5.5%	5.5%	5.5%	5.5%	5.0%	N/A
LGBTQIA+ people	3.1%	3.8%	4.4%	5.0%	-	10

Note: The PSC currently does not report on or set an aspirational target for LGBTQIA+ representation across the sector.

Landgate currently meets or exceeds the aspirational targets set by PSC for the Culturally and Linguistically Diverse and People with Disability diversity groups.

Sharing of personal diversity information occurs via Web Kiosk and/or onboarding paperwork and is optional to disclose. Sharing this information is a personal decision, and we are committed to maintaining the confidentiality of this personal information. Diversity information is only used for the purpose of developing diversity policies and initiatives for our workforce, and to provide support to individuals from these diversity groups.

The LGBTQIA+ diversity group has not been set an aspiration target by PSC. The figures listed above are Landgate determined targets. Voluntary recording of this information by Landgate only commenced in 2021 and rates of sharing of this information (both identifying and non-identifying) is still low across the business, with only 15% of employees having completed this data field.

In 2023 PSC introduced a requirement for agencies to set an equity index improvement target for each of the identified diversity groups.

The equity index is an indication of where staff from diverse groups are employed throughout an agency's hierarchy. An equity index of 100 is considered optimal and indicates the distribution of staff from diverse groups is equitably spread across all salary levels compared with all staff. An index less than 100 indicates a concentration of staff from diverse groups at lower salary ranges. Conversely, an index of greater than 100 indicates a concentration of staff from diverse groups at higher salary ranges.

Landgate's current equity index and targets for 2023/24 are outlined below.

Figure 6: Landgate's equity index targets

	Current equity index	2023/24 targets	Public sector average
Women	79.4	85.0	78.8
Aboriginal and Torres Strait Islander people	33.3	40.0	48.9
Culturally and Linguistically Diverse people	97.4	100.0	90.8
People with Disability	94.5	100.0	93.2

5 Building skills and capabilities

Taking into account current workforce trends and challenges affecting Landgate, business unit specific workforce plans, and insights provided by Landgate managers during the annual business unit planning process, the following strategies to address skill and capability priorities have been identified for the 2023/24 financial year.

Strategy	Activity	Lead	Timeframe	Success Measure
Increase workforce planning capability across the business	<ol style="list-style-type: none"> 1. Include Workforce Management as a Development Focus in GPS plans for all people managers, to ensure greater focus on undertaking workforce planning activities and building workplace planning capabilities. 2. Determine business unit specific workforce planning priorities for the year and include these as a regular agenda item in appropriate leadership meetings. 	<ol style="list-style-type: none"> 1. GMs and Directors 2. GMs and Directors 	<ol style="list-style-type: none"> 1. Q1 23/24 2. Quarterly 	<ol style="list-style-type: none"> 1. Number of people managers with Workforce Management as a Development Focus area in their GPS 2. Evidenced in meeting agendas and minutes
Develop capability uplift plans targeted to unique business unit needs	<ol style="list-style-type: none"> 3. Develop a 3–5-year development plan, focusing on the future skill and capability requirements specific to each Business Unit. 4. Continue to develop Landgate’s technical capability framework. 5. Explore ways to embed learning and development into employees’ daily activities, enabling access tailored to hybrid working arrangements, via Landgate’s Learning Management System. 	<ol style="list-style-type: none"> 3. GMs and Directors, in consultation with HRBPs 4. PC&E – HRBPs 5. PC&E – E&D 	<ol style="list-style-type: none"> 3. Q4 23/24 4. Q4 23/24 5. All year 	<ol style="list-style-type: none"> 3. Business Unit Workforce Plan documents finalised. 4. Technical Capability Framework documents finalised. 5. Number of learning offerings available in hybrid friendly formats.

Continue to embed Landgate's succession planning and knowledge management frameworks	<ul style="list-style-type: none"> 6. Identify succession planning priorities for the coming year. 7. Implement knowledge capture and transfer practices for employees transitioning to retirement. 8. Ensure succession planning issues are considered during structural change processes. 9. Ensure JDFs are reviewed as vacancies arise, to consider future as well as current needs. 	<ul style="list-style-type: none"> 6. GMs and Directors, in conjunction with HRBPs 7. All line managers 8. PC&E – E&D and HRBPs 9. All line managers and PC&E – BAU 	<ul style="list-style-type: none"> 6. Q1 23/24 7. All year 8. As processes are undertaken 9. As vacancies arise 	<ul style="list-style-type: none"> 6. Key succession risks identified and documented. 7. Knowledge transfer plans documented. 8. Succession planning risks addressed in structural change proposal documents. 9. Number of JDFs reviewed.
Support our workforce to cope with change and improve resilience	<ul style="list-style-type: none"> 10. Engage with and leverage from the change management and capability development resources provided through the Midland Building Project. 11. Continue to promote EAP and other support options for staff. 	<ul style="list-style-type: none"> 10. All line managers 11. PC&E – BAU 	<ul style="list-style-type: none"> 10. All year 11. Quarterly 	<ul style="list-style-type: none"> 10. Number of employees completing relevant learning offerings. 11. Number of Koolark articles published.
Promote opportunities for entry level employment across the business	<ul style="list-style-type: none"> 12. Explore options for additional traineeships within the business, linked to core business activities. 13. Promote internship opportunities to the business. 	<ul style="list-style-type: none"> 12. PC&E – E&D and HRBPs 13. PC&E – E&D 	<ul style="list-style-type: none"> 12. Q4 23/24 13. Quarterly 	<ul style="list-style-type: none"> 12. Traineeship proposal documented. 13. Number of internship emails circulated to Line Managers.
Adapt our recruitment approach to respond to the current labour market and target future skill requirements	<ul style="list-style-type: none"> 14. Reconsider the key skills targeted (e.g., digital literacy, soft skills) and assessment methods used during recruitment. 15. Take a more flexible approach to resourcing, embracing job sharing and 'stretch' opportunities for current employees. 16. Utilise professional and personal networks to attract potential candidates for hard to fill roles. 	<ul style="list-style-type: none"> 14. All line managers and PC&E – BAU 15. All line managers 16. All line managers 17. PC&E – BAU 18. PC&E – BAU 	<ul style="list-style-type: none"> 14-18 As recruitment processes are undertaken 	<ul style="list-style-type: none"> 14. Randomized audit of assessment methods used. 15. Number of new job share and acting opportunities in place. 16. Number of roles shared via LinkedIn networks. 17. Number of recruitment pools advertised.

	<p>17. Assist hiring managers to utilise more flexible pool options and alternative advertising platforms when planning recruitment.</p> <p>18. Promote 'right fit' rather than 'best fit' in recruitment discussions and activity.</p>			18. Completion of recruitment checklist activities.
Improve our leadership and people management capability	<p>19. Facilitate opportunities for leaders to participate in PSC and other leadership development programs.</p> <p>20. Promote webinars and other resources to equip managers to lead in a post-COVID, hybrid working world.</p> <p>21. Progress the implementation of the PSC Building Leaders Impact framework, in line with a defined project plan.</p>	<p>19. PC&E – E&D and HRBPs</p> <p>20. PC&E – E&D</p> <p>21. PC&E – HRBPs</p>	<p>19. As opportunities arise</p> <p>20. All year</p> <p>21. All year</p>	<p>19. Number of employees applying for PSC programs.</p> <p>20. Number of learning offerings made available on this topic.</p> <p>21. Progress achieved in alignment with implementation plan.</p>

6 Diversity and inclusion activities

Taking into account current workforce trends and challenges affecting Landgate, business unit specific workforce plans, insights provided by Landgate managers during the annual business unit planning process, our workforce demographics, and compliance responsibilities, the following workforce planning strategies have been determined as priorities for the 2023/24 financial year. Strategies are grouped to align with the PSC [Workforce Diversification and Inclusion Strategy for WA Public Sector Employment 2020–2025](#).

The activities that will be undertaken to support these strategies are detailed in [Appendix 2](#).

Focus Area: Educate and Empower	
Strategy	Responsibility
Utilise workforce data to inform business and workforce planning activities across the business	PC&E – BAU All line managers
Provide diversity training and awareness raising initiatives for both staff and managers	PC&E – E&D All line managers
Provide networking opportunities for employees to enable peer support	PC&E – E&D All line managers
Ensure workplace and systems designs enable people with disability to perform their roles	Director PC&E CIO
Engage with local First Nations community groups and stakeholders	RAP Working Group
Focus Area: Attract and Develop	
Strategy	Responsibility
Increase the participation of diversity groups in entry level employment opportunities	GMs and Directors PC&E – E&D and BAU
Refine our approach to recruitment across the business to attract more diverse candidates	PC&E – BAU

Continue to explore opportunities for flexible working and employment arrangements, including sourcing talent from outside of WA	Director PC&E Corporate Executive
Develop a career development strategy for employees from diversity groups	PC&E – E&D
Implement activities to reduce Landgate’s gender pay gap	GMs and Directors PC&E – E&D
Focus Area: Lead and Build	
Strategy	Responsibility
Explore opportunities to include the voices of employees from diversity groups in policy and decision making	Corporate Executive PC&E – E&D
Explore opportunities to enable mentoring relationships within Landgate for employees from diversity groups	PC&E – E&D
Ensure safe mechanisms are in place for employees to report discrimination	All line managers
Improve inclusive leadership competency across the business	PC&E – E&D
Support our mature workforce and those approaching retirement	All line managers
Focus Area: Account and Celebrate	
Strategy	Responsibility
Monitor progress towards public sector employment targets	Corporate Executive Strategy & Finance
Celebrate key diversity and inclusion events throughout the year	PC&E – E&D Strategic Communications
Celebrate the achievements of staff from diverse backgrounds	PC&E – E&D Strategic Communications
Ensure compliance with external Diversity & Inclusion requirements	PC&E – E&D RAP Working Group

Benchmark Landgate's progress in the Diversity & Inclusion sphere	Corporate Services PC&E – E&D
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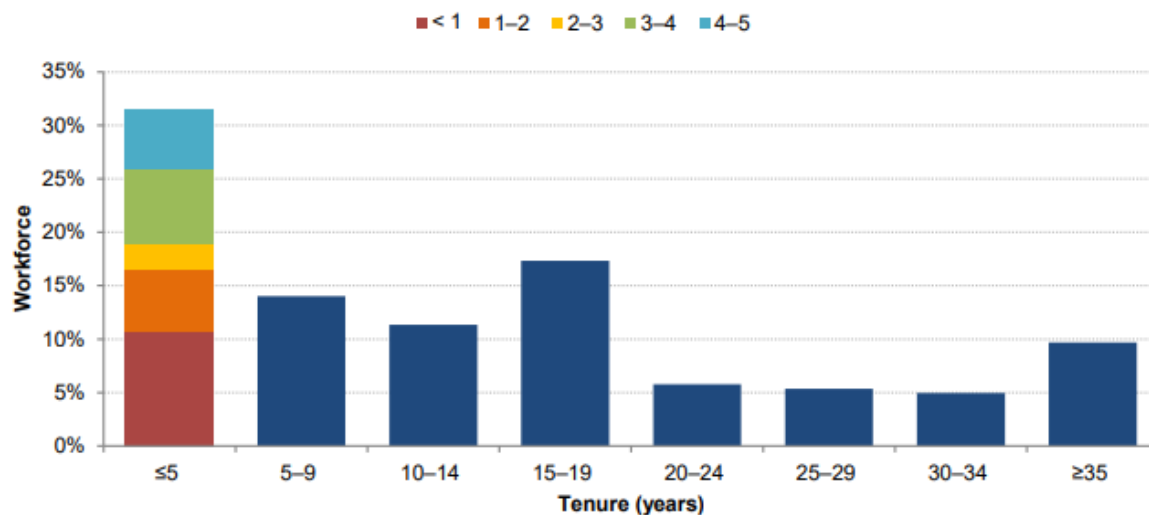
7 Future workforce planning activities (2024/25 onwards)

Activity	Timeframe
Develop a talent management strategy to identify, develop and support high potential employees	2024/25
Develop a skills database to enable greater internal mobility	2024/25
Develop a future focused approach to workforce design, ecosystems, and sourcing	2025/26
Refine our approach to workforce and diversity planning in alignment with any future iterations of the PSC's Workforce Diversification and Inclusion Strategy	2025/26

8 Appendix 1: workforce demographics

Workforce demographics in this section are taken from the Landgate Quarterly Entity Profile published by the Public Sector Commission, March 2023.

Workforce tenure

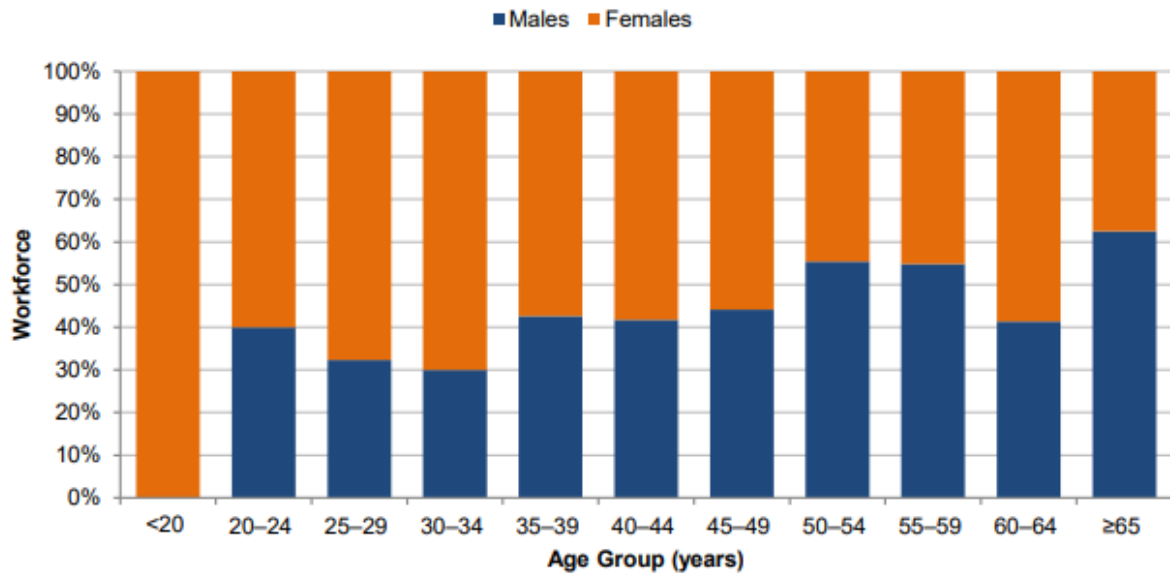


Age and gender

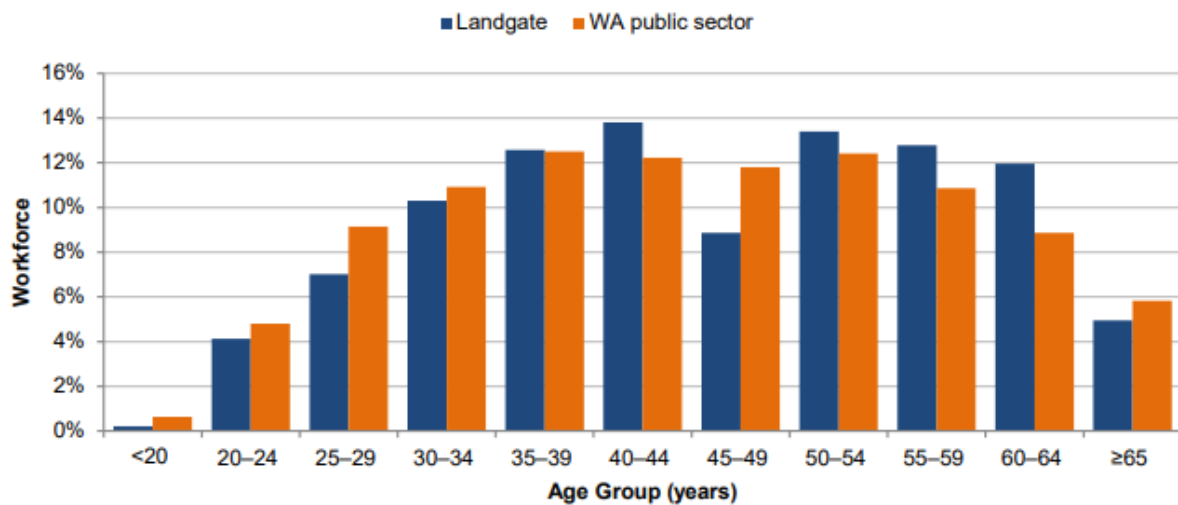
Median age (years) for Landgate and the WA public sector:

	Landgate	WA public sector
All employees	45.0	44.0
Females	43.0	44.0
Males	50.0	46.0
Gender age gap	7.0	2.0

Landgate age profile by gender:



Age distribution of Landgate and WA public sector employees:

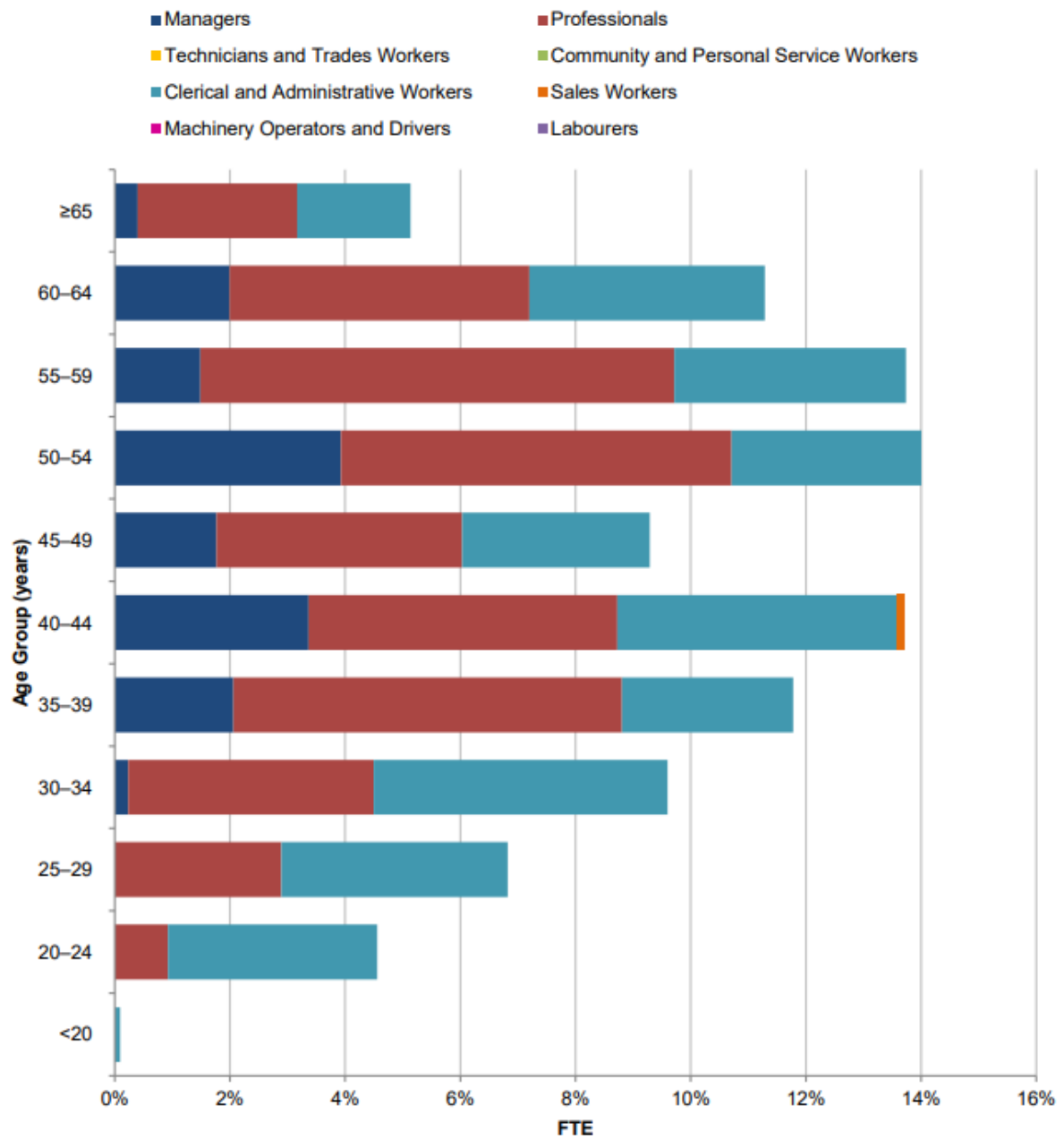


Proportion of Landgate and WA public sector employees in older age groups:

	Landgate	WA public sector
Age 45 and over	52.0%	49.8%
Age 55 and over	29.7%	25.5%

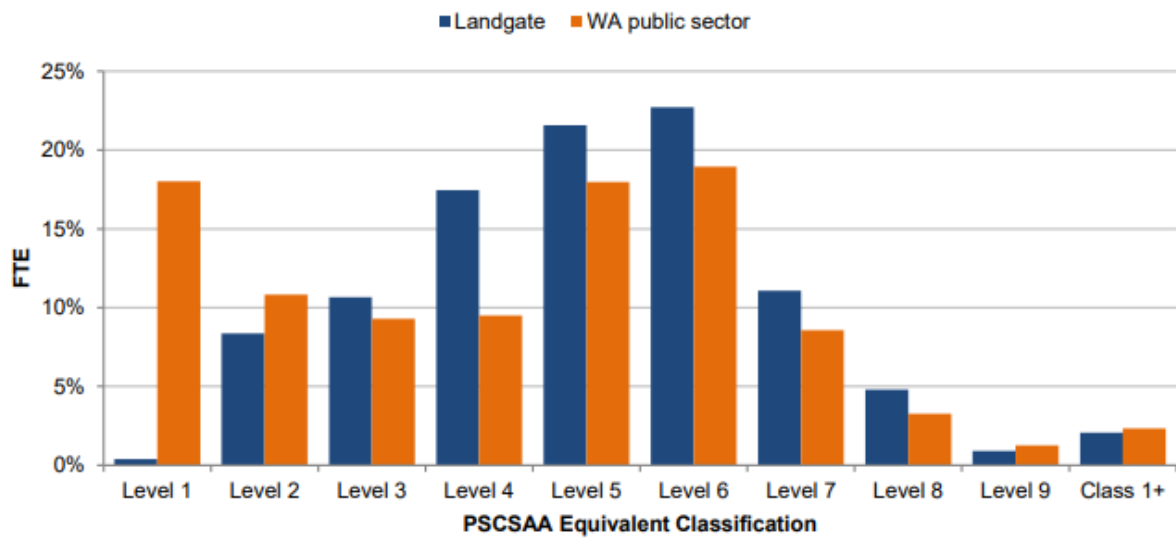
Occupational profile

Landgate occupational profile by age:



Salary profile

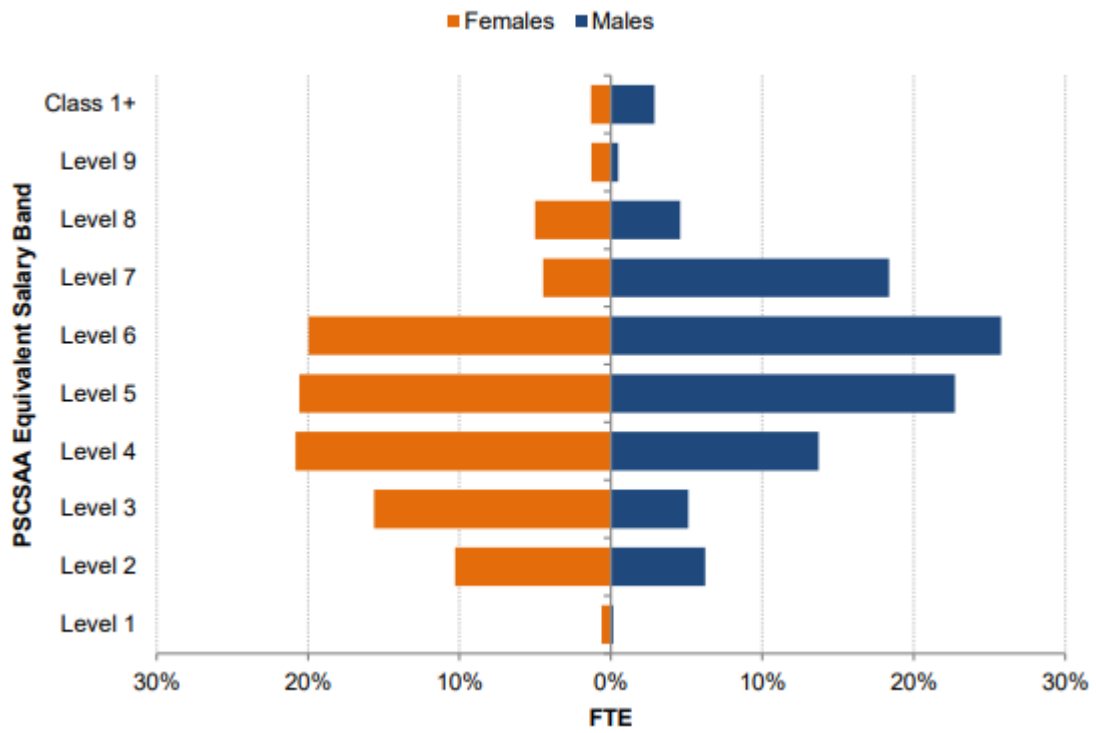
Landgate and WA public sector salary profiles:



Median salaries in Landgate and in the WA public sector:

	Landgate	WA public sector
All employees	\$102 124	\$93 177
Females	\$93 177	\$90 259
Males	\$107 096	\$99 026
Gender pay gap ⁵	\$13 919	\$8 767

Gender by PSCAA equivalent classifications in Landgate:



Quarterly workforce profile June 2023:

LANDGATE QUARTERLY WORKFORCE DATA																							
30 June 2023	HEAD COUNT			FTE					TURNOVER		GENDER			AGE	TENURE		DIVERSITY ANALYSIS						
	Total	Perm	Temp	Total	Perm	Temp	Seconded out of Landgate	HDA (out of Business Unit)	Quarterly	Annual	Male	Female	Pay Gap	Av. Age (years)	Av. Male Tenure (years)	Av. Female Tenure (years)	Youth (Aged <25)	Mature (Aged >45)	Mature (Aged >55)	First Nations	People with Disability	LGBTQIA+	CaLD
Chief Executive Services	32	30	2	29.53	24.93	1.6	2	1	3.33%	14.04%	25.00%	75.00%	\$18,737	44.67	4.67	6.31	6.25%	43.75%	21.88%	0.00%	3.13%	3.13%	25.00%
Corporate Services	143	123	20	134.62	110.02	18.6	1	5	3.45%	14.43%	33.57%	66.43%	\$8,923	43.57	13.82	9.27	6.99%	44.06%	20.98%	3.50%	11.19%	4.20%	21.68%
Location Services	104	91	13	99.12	84.82	12.5	1.8	0	1.96%	7.88%	61.54%	38.46%	\$5,295	47.54	16.71	16.08	1.92%	56.73%	31.73%	3.85%	4.81%	3.85%	17.31%
Registration Services	77	74	3	70.62	68.82	1.8	0	0	6.41%	10.81%	29.87%	70.13%	\$16,031	50.19	25.75	17.37	1.30%	66.23%	44.16%	0.00%	2.60%	3.90%	22.08%
Valuation Services	134	125	9	127.7	117.8	8.9	0	1	2.24%	10.33%	55.22%	44.78%	\$19,199	45.88	16.68	11.72	6.72%	50.00%	31.34%	2.99%	2.24%	0.75%	21.64%
Landgate	490	443	47	461.59	406.39	43.4	4.8	7	2.24%	13.31%	44.29%	55.71%	\$12,275	46.16	16.57	12.15	4.90%	51.84%	29.80%	2.65%	5.51%	3.06%	21.02%
WA Public Sector (December 2022)	-	-	-	-	-	-	-	-	4.30%	-	26.90%	73.10%	\$8,632	45	8.8		5.20%	50.30%	25.80%	2.80%	1.50%	-	16.20%
PSC Targets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.80%	-	-	3.70%	5.00%	-	15.50%
WA Community (2021 census, where available)	-	-	-	-	-	-	-	-	-	-	49.70%	50.30%	21.20%	38	-	-	11.80%	41.00%	27.90%	3.30%	17.70%	~10%	15.20%

9 Appendix 2: 2023/24 diversity and inclusion activities

Focus Area: Educate and Empower				
Strategy	Activity	Responsibility	Timeframe	Success Measures
Utilise workforce data to inform business and workforce planning activities across the business	1. Provide managers with access to workforce data.	1. PC&E – BAU	1. Quarterly	1. Quarterly workforce profiles distributed.
	2. Create a safe environment and encourage employees to share and update EEO information in Web Kiosk.	2. All line managers	2. All year	2. Improvement in data completion rates.
Provide diversity training and awareness raising initiatives for both staff and managers	3. Encourage and support staff to complete diversity and inclusion online training programs, available in our LMS.	3. All line managers	3. All year	3. Completion rates.
	4. Implement a cultural learning strategy for staff, in line with our RAP commitments.	4. PC&E – E&D	4. Q4 23/24	4. Implementation occurs in line with projected timeframes.
	5. Create a development plan to ensure ongoing White Ribbon training is provided to staff and managers.	5. PC&E – E&D	5. Q2 23/24	5. Relevant White Ribbon training made available.
Provide networking opportunities for employees to enable peer support	6. Continue to assist Landgate’s employee resource groups to meet regularly.	6. PC&E – E&D	6. Monthly	6. Number of meetings held.
	7. Encourage and support staff to participate in diversity events and networking opportunities.	7. All line managers	7. All year	7. Attendance numbers at events.
Ensure workplace and systems designs enable people with disability to perform their roles	8. Ensure the accessibility and inclusion needs of employees are adequately considered during the Midland Building Project.	8. Director PC&E	8. All year	8. Accessibility consultant engaged and advice received.
		9. CIO, in conjunction with employees with disability	9. All year	

	9. Ensure needs of employees with disability are adequately considered in new system design and introduction of new technology.			9. Number of employees consulted.
Engage with local First Nations community groups and stakeholders	10. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations, ensuring business units are aware of the stakeholders and organisations and how to engage with them.	10. RAP Working Group	10. Q2 23/24	10. Engagement plan documented and communicated.
Focus Area: Attract and Develop				
Strategy	Activity	Responsibility	Timeframe	Success measures
Increase the participation of diversity groups in entry level employment opportunities	11. Continue to build relationships with universities and students studying targeted qualifications. 12. Explore options to promote Landgate as a potential employer to students from target diversity groups.	11. GMs and Directors 12. PC&E – E&D and BAU	11. All year 12. Q4 23/24	11. Number of events/programs engaged with. 12. Number of graduates and interns engaged from diversity groups.
Refine our approach to recruitment across the business to attract more diverse candidates	13. Maintain relationships with local disability employment service providers and networks 14. Target candidates from key diversity groups, by utilising sections within the Equal Opportunity Act WA and Commissioner's Instruction 39.	13. PC&E – BAU 14. PC&E – BAU	13. All year 14. As recruitment processes are undertaken	13. Number of providers engaged with. 14. Number of candidates engaged using s51 or CI39.

Continue to explore opportunities for flexible working and employment arrangements, including sourcing talent from outside of WA	<ul style="list-style-type: none"> 15. Periodically review Landgate's Flexible Work policy for appropriateness. 16. Explore opportunities for further flexibility within the constraints of the WA public sector industrial framework. 	<ul style="list-style-type: none"> 15. Corporate Executive 16. Director PC&E 	<ul style="list-style-type: none"> 15. Annually, as a minimum 16. Q4 23/24 	<ul style="list-style-type: none"> 15. Review documented. 16. Communications occur with GSLR.
Develop a career development strategy for employees from diversity groups	<ul style="list-style-type: none"> 17. Develop and implement a career and professional development strategy for employees with a disability. 18. Develop and implement a recruitment, retention, and professional development strategy for First Nations employees. 19. Promote IPAA Young Professional membership to Landgate Young Professionals and consider expanding sponsorship of memberships. 	<ul style="list-style-type: none"> 17. PC&E – E&D 18. PC&E – E&D, in conjunction with the RAP Working Group 19. PC&E – E&D, in conjunction with LYPSG 	<ul style="list-style-type: none"> 17. Q4 23/24 18. Q4 23/24 19. Q4 23/24 	<ul style="list-style-type: none"> 17. Strategy documented. 18. Strategy documented. 19. Number of employees sponsored.
Implement activities to reduce Landgate's gender pay gap	<ul style="list-style-type: none"> 20. Develop and implement a Women in Leadership strategy across the business 21. Ensure gender balance is considered when offering leadership, professional development, and acting opportunities. 22. Undertake an annual gender pay gap audit. 	<ul style="list-style-type: none"> 20. PC&E – E&D 21. GMs and Directors 22. PC&E – E&D 	<ul style="list-style-type: none"> 20. Q4 23/24 21. As opportunities arise 22. Q2 23/24 	<ul style="list-style-type: none"> 20. Strategy documented. 21. Gender balance of opportunities documented. 22. Gender pay gap audit documented and circulated appropriately.

Focus Area: Lead and Build

Strategy	Activity	Responsibility	Timeframe	Success measures
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<p>Explore opportunities to include the voices of employees from diversity groups in policy and decision making</p>	<p>23. Refresh the representation of the Landgate Young Professionals Steering Group.</p> <p>24. Maintain First Nations representation on the RAP Working Group.</p> <p>25. Explore our diversity profile at leadership levels (including within the Board, CorpEx, and SLT) and consider strategies to address Equity Index issues.</p> <p>26. Maintain adequate representation of employees from diversity groups on the Diversity Equity & Inclusion Committee.</p>	<p>23. PC&E – E&D, in conjunction with LYPSG</p> <p>24. RAP Working Group</p> <p>25. PC&E – E&D, in conjunction with Corporate Executive</p> <p>26. Corporate Executive</p>	<p>23. Q1 23/24</p> <p>24. All year</p> <p>25. Q2 23/24</p> <p>26. All year</p>	<p>23. Expression of interest process completed.</p> <p>24. Representation reviewed bi-annually.</p> <p>25. Profile completed and circulated appropriately.</p> <p>26. Representation reviewed bi-annually.</p>
<p>Explore opportunities to enable mentoring relationships within Landgate for employees from diversity groups</p>	<p>27. Provide resources for employees to establish mentoring relationships, with a focus on employee from diversity groups.</p>	<p>27. PC&E – E&D</p>	<p>27. Q2 23/24</p>	<p>27. Resources published on Koolark.</p>
<p>Ensure safe mechanisms are in place for employees to report discrimination</p>	<p>28. Promote safe mechanisms that are in place for employees to report discrimination.</p>	<p>28. All line managers</p>	<p>28. All year</p>	<p>28. Number of communications that occur.</p>
<p>Improve inclusive leadership competency across the business</p>	<p>29. Develop, implement, and communicate an inclusive leadership strategy, ensuring working with and managing diversity is seen as a key management skill.</p> <p>30. Establish objectives in performance management</p>	<p>29. PC&E – E&D</p> <p>30. PC&E – E&D</p>	<p>29. Q2 23/24</p> <p>30. Q4 23/24</p>	<p>29. Strategy documented and communicated.</p> <p>30. GPS updated with relevant objectives.</p>

	agreements to hold people leaders accountable for achieving diversity and inclusion goals.			
Support our mature workforce and those approaching retirement	31. Utilise the transition to retirement portal on Koolark during GPS conversations with employees.	31. All line managers	31. All year	31. Number of times portal is accessed.
Focus Area: Account and Celebrate				
Strategy	Activity	Responsibility	Timeframe	Success measures
Monitor progress towards public sector employment targets	32. Consider including progress against the PSC aspirational targets in General Manager GPS plans. 33. Consider including progress against the PSC aspirational targets in annual business unit plans.	32. Corporate Executive 33. Corporate Executive, in conjunction with Strategy & Finance	32. Q1 23/24 33. Q4 23/24	32. Targets included in relevant GPS plans. 33. Targets included in business unit plans
Celebrate key diversity and inclusion events throughout the year	34. Maintain and implement an annual calendar of D&I events, in line with the PSC diversity and inclusion calendar.	34. PC&E – E&D, in conjunction with relevant employee groups	34. All year	34. Calendar published on Koolark.
Celebrate the achievements of staff from diverse backgrounds	35. Promote external awards relevant for employee nominations, with a particular focus on diversity. 36. Highlight positive stories and staff achievements on Landgate's intranet, with a particular focus on diversity.	35. PC&E – E&D, in conjunction with employee resource groups 36. Strategic Communications team	35. As opportunities arise 36. As opportunities arise	35. Number of Koolark articles. 36. Number of Koolark articles.
Ensure compliance with external Diversity & Inclusion requirements	37. Review and renew Landgate's Disability Access and Inclusion Plan	37. PC&E – E&D 38. PC&E – E&D, in conjunction with	37. Q2 23/24 38. Q4 23/24 39. Q4 23/24	37. New DAIP endorsed. 38. New RAP drafted. 39. New MAP drafted.

	<p>38. Review and renew Landgate's Reconciliation Action Plan.</p> <p>39. Review and renew Landgate's Multicultural Action Plan.</p> <p>40. Report D&I and RAP achievements, challenges and learnings both internally and externally.</p> <p>41. Ensure all relevant internal stakeholders are aware of their deliverables in our corporate diversity plans, and ensure our obligations are met.</p>	<p>the RAP Working Group.</p> <p>39. PC&E – E&D</p> <p>40. PC&E – E&D</p> <p>41. Corporate Services</p>	<p>40. Quarterly (internal) and Q1-Q2 (external)</p> <p>41. All year</p>	<p>40. Reports published.</p> <p>41. Number of communications that occur.</p>
<p>Benchmark Landgate's progress in the Diversity & Inclusion sphere</p>	<p>42. Participate in Pride in Diversity's Australian Workplace Equity Index.</p> <p>43. Explore opportunities to participate in other diversity and inclusion benchmarking processes.</p> <p>44. Maintain Landgate's White Ribbon Accreditation</p>	<p>42. PC&E – E&D</p> <p>43. PC&E – E&D, in conjunction with relevant employee groups</p> <p>44. PC&E – E&D</p>	<p>42. Q4 23/24</p> <p>43. Q4 23/24</p> <p>44. Q4 23/24</p>	<p>42. AWEI paperwork submitted.</p> <p>43. Opportunities documented.</p> <p>44. Activities occur in line with the White Ribbon Operational Plan.</p>