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IMPACT REPORT

Dear colleagues

In 2023, the Champions of Change Coalition released its refreshed strategy with a bold new vision to achieve inclusive gender equality across our workplaces by 2030. This vision reflects the ambition of our 260 Members to lead transformational change on gender equality within a generation.

Since our Founder, Elizabeth Broderick AO, established the Coalition in 2010, our Members have prioritised building more gender-equal and inclusive workplaces and communities by investing in collective action and partnerships to develop system-wide and disruptive approaches. They have dedicated their time, financial and organisational resources to advance our work, in addition to action they are taking as individual leaders and organisations. Our materials are collaboratively developed, using insights and experiences from across the Coalition, and shared freely and widely for others to adopt and adapt to accelerate change.

Our strategy is to bring together and engage industry leaders to develop initiatives that capitalise on the talent, innovation, competitive and positive social impact opportunities on offer when gender equality and inclusion are prioritised.

Key focus areas for 2023 included:

- Harnessing power to create inclusive gender equality in the workplace
- Providing leadership and transparency on closing the gender pay gap
- Fostering psychological safety in the workplace
- Leading on care and caring across the employee life cycle
- Activating Everyday Champions of Change
- Shaping workforces of the future by exploring men and masculinities
- Proactive prevention of workplace sexual harassment and building confidence and trust in workplace responses to sexual harassment
- Advancing women with intersecting marginalised identities at every level
- Decision-making and design for a gender-equal future

We have also identified a clear opportunity to help shape new and transitioning economies, sectors and labour markets to proactively 'build in' gender equality. We were delighted to announce the establishment of our new Energy Sector Champions of Change Group. Its purpose is to ensure women's expertise, innovation and insights are harnessed as part of Australia's trillion-dollar energy transition. The intent is that women will be equally represented, engaged in and benefit from this once-in-a-lifetime social, environmental and economic transformation. Our sincere thanks to the 21 energy sector leaders who have stepped up to this challenge.

A further highlight of 2023 was the commencement of our 'Member Briefings' series, which enables leaders and teams across our Member organisations to tap into the expertise of our Coalition on a range of inclusive gender equality-related issues. More than 1,600 people attended these briefings over the course of the year, which were led by our Convenors, CEOs and experts on the topics. Over 500 people attended our landmark briefing on the global state of gender equality facilitated by Elizabeth Broderick AO.

Being accountable – standing behind our numbers, sharing lessons learned and outcomes – has always been core to our strategy, and we are pleased to share our sixth Annual Impact Report with our Members and stakeholders. It is the largest voluntary disclosure on key measures of gender equality in the workplace in the world. This year's report highlights core gender representation and impact measures as we work to align our reporting framework with our new strategy and emerging global standards for governance, human rights and social impact reporting.

Across the world, women's rights and human rights are under threat. Economic, environmental, social, geopolitical, health and digital disruptions are at times seen as competing with gender equality as a leadership priority. Yet each issue disproportionately impacts women and girls. In this environment, it is heartening to see the Australian Government, the women's sector, business and our communities are aligned in pursuit of inclusive gender equality.

We sincerely thank our Board, Convenors, Members, Implementation Leaders, Key Partners, Stakeholders and the Champions of Change Institute Team for their collaboration, creativity and commitment. We are truly grateful for all your contributions and honoured to have you as colleagues in this critical work.



Janet Menzies
Chair
Champions of Change Coalition



Annika Freyer
CEO
Champions of Change Coalition



We've learned that systemic and sustainable change on gender equality in the workplace can only be achieved through leadership commitment and action at an organisational, sector and national level. It is so encouraging to increasingly see whole sectors now stepping up to this challenge together.



Elizabeth Broderick
Founder
Champions of Change Coalition



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About the Champions of Change Coalition

Who we are

The Champions of Change Coalition is a globally recognised leadership strategy for accelerating inclusive gender equality in the workplace.

The Champions of Change Coalition (the Coalition) was established in 2010, built on the vision of our Founder, then Sex Discrimination Commissioner, Elizabeth Broderick AO. The strategy engages leaders with power and influence to step up together, as a high-profile coalition striving for inclusive gender equality. Together, they lead and are accountable for change towards our vision of inclusive gender equality in workplaces by 2030.

Today, the Coalition comprises more than 260 CEO-level leaders with operations across the world. We work with corporate, government, academic and community leaders, peak industry bodies and associations who want to achieve rapid, sector-wide change.

The work of the Coalition is backed by a successful methodology for advancing inclusive gender equality and creating the conditions and cultures that enable all to thrive.

The strategy engages Members as 'champions' not because they are perfect, but because they publicly commit to leading practical, constructive and disruptive actions to accelerate change.

Many of the actions developed and implemented as part of the strategy over 10 years are now globally accepted standards for organisations wishing to become employers of choice.

What we do

Our strategy is to innovate, disrupt and serve as an accelerator for organisations who prioritise the human rights, business, social and economic value of inclusive gender equality.

In 2023, we released our new strategy developed through a six-month engagement process with our Members, key partners and stakeholders.

Our vision is for inclusive gender equality across our workplaces by 2030.

Our mission is working together to achieve inclusive gender equality and cultures of care, respect and belonging, enabling all to prosper.

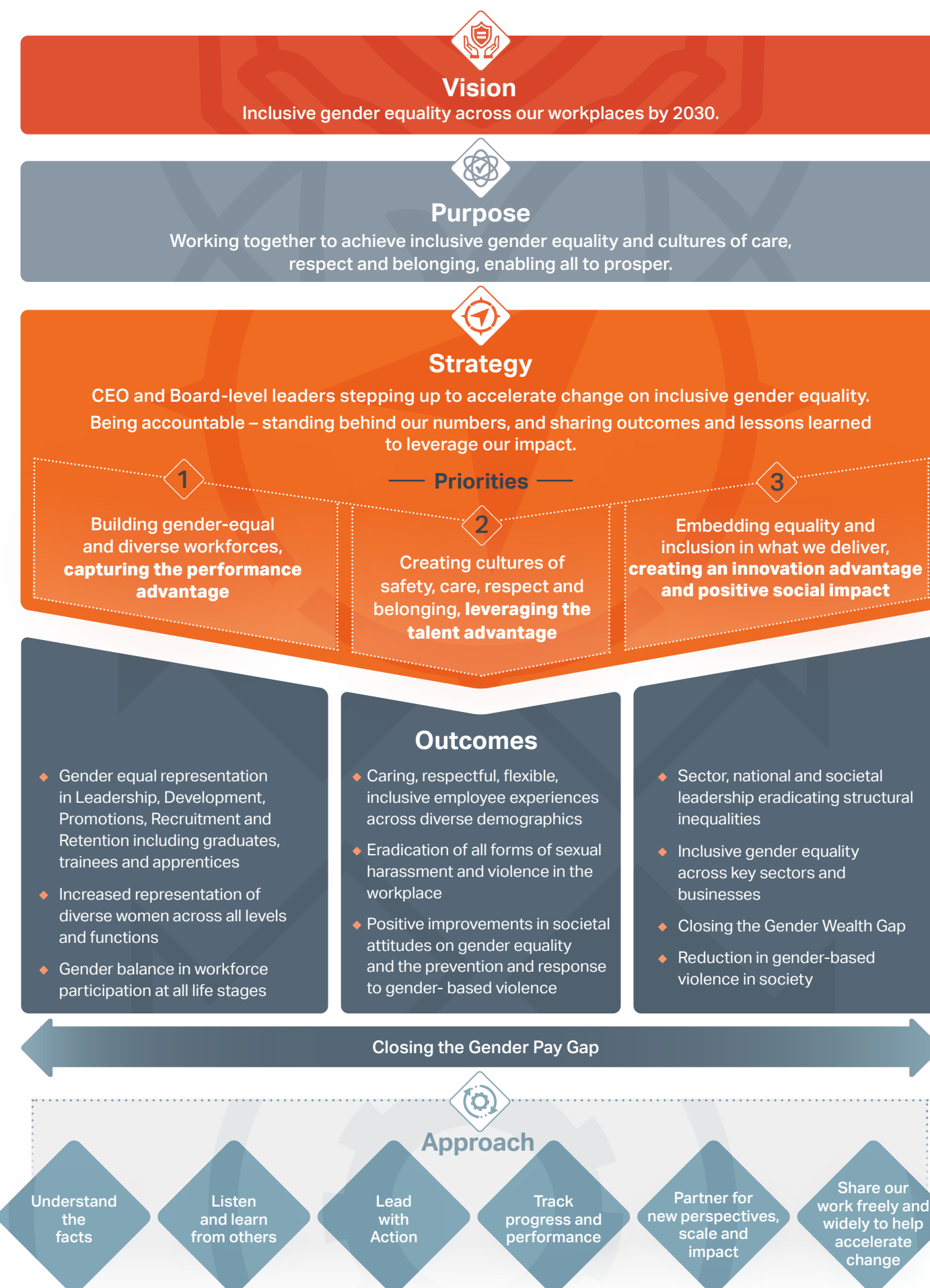
We do this through a unique approach where CEO and Board-level leaders are personally engaged in developing and delivering innovative strategies and initiatives to accelerate change.

Being accountable is a cornerstone of our strategy – we stand behind our numbers, and share our insights, lessons, outcomes and resources widely for others to adopt and adapt.

We continue to focus on personal engagement and organisational leadership. At the request of Members, we have extended our approach to working with our supply chain and partners, across the Coalition and at a national and societal level to increase the scale, reach and impact of our work.

We are applying an intersectional lens across all our work, recognising that our strategy must benefit all women, while also ensuring that everything we do is informed by experts in the women's sector.

The Champions of Change Strategy



The Champions of Change Coalition



*References to 'women' and 'men' on this page do not account for gender identities beyond binary.

KEY PARTNERS

Coalition Partners		Group Partners
Australian Institute of Company Directors	Our Watch	AFAC
Australian Human Rights Commission	30% Club	AEMO
Australians Investing in Women	UN Global Compact	Association of Consulting Architects Australia
Business Council of Australia	UN Women	Consult Australia
Challenge DV	WESNET	Parlour
Chief Executive Women	Workplace Gender Equality Agency	Property Council of Australia
Diversity Council of Australia	Women's Leadership Institute Australia	
Fullstop Australia		
No to Violence		
Office for Women (Australia)		

Group establishment timeline



2023 in Focus

Throughout this year, we aligned our actions with the focus areas set out in our strategy.

CEO and Board-level leaders stepping up to accelerate change on inclusive gender equality

Harnessing power to create inclusive gender equality in the workplace

The Champions of Change Founding Group has led a two-year cross-Coalition examination of the impact of workplace power dynamics on inclusive gender equality. This work recognises that women's movements have led the way, drawing attention to how gendered power systems and structures disadvantage women across all spheres of life.

Informed by experiences across the Coalition and gender equality experts, the Founding Group released its *Power to create inclusive gender equality in the workplace* discussion guide, which describes how power is attained and attributed, makes visible the systems of power that exist in organisations and demonstrates how power dynamics can impact progress towards achieving inclusive gender equality.

The resource was shaped by engagement with key stakeholders including partners in the women's sector and women with intersecting marginalised identities who shared diverse perspectives on access to and use of power in organisations. The discussion guide for leaders was publicly released in June, commencing with a Members roundtable with senior business journalists from *The Australian*. **Andrew Colvin AO APM; Andrew Stevens; Angus Campbell AO DSC (Defence Force); Ann Sherry AO; Annika Freyer; Beverly McGarvey (Paramount); Elizabeth Broderick AO; Helen Lofthouse (ASX); Leanne Harwood (IHG Hotels and Resorts); Mark Davies (Rio Tinto); and Phil Rowland (CBRE)** participated in this discussion, with broad acknowledgment that this is an international groundbreaking thought leadership resource.

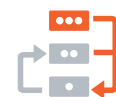
The Coalition has partnered with Deloitte to develop a suite of training materials to support all leaders to use their power to advance inclusive gender equality in the workplace.



Refresh of our flagship resources

This year, we refreshed our flagship resources including *The Leadership Shadow*, our framework for Listen, Learn and Lead workshops, and *The Panel Pledge*. These resources have been updated to reflect our new strategy, our work on power and everyday respect, current thinking on men's accountability for gender equality as set out by the United Nations Working Group on Discrimination Against Women and Girls, and to incorporate an intersectional lens across all of our work.

90.5%



of Members have made a leadership commitment to gender equality through a specific strategy and action plan that is monitored and reviewed annually by the board/senior team, up from 85.4% in 2022

79.1%



of Gender equality goals are reflected in the behaviours of all leaders in 79.1% of Member organisations via the *Leadership Shadow* approach, up from 74.7% in 2022

Being accountable – standing behind our numbers, sharing lessons and outcomes

Annual Impact Reporting

Our Annual Impact Report is the largest voluntary disclosure on key measures of inclusive gender equality in the workplace in the world. It represents our commitment to standing by our numbers and transparently reporting progress, which has been a differentiator of the Coalition's work since inception. Recognising the heightened interest in and evolution of environmental, social and governance (ESG) reporting, we have commenced a project to align our Annual Impact Reporting with our new strategy, contemporary stakeholder expectations and emerging global standards for governance, human rights and social impact reporting. We aim to build an informed and fresh approach to measurement and reporting of inclusive gender equality, enabling our Members to continue to lead on identifying, monitoring and tracking the most impactful measures and actions.

194 Reporting Members



Champions of Change Coalition Members who have contributed their organisation's data to the *Champions of Change Coalition 2023 Impact Report*

Fire and Emergency Group Report

In March 2023, the Fire and Emergency Group released a five-year review of change in women's representation in the sector, including in frontline service delivery roles, documenting the progress that has been made since the Group first reported in 2018. There have been significant increases in women's representation across the sector and in leadership roles at all levels since the Group's establishment. In frontline service delivery roles, the group has achieved progress in women's representation overall and at key management personnel level. However, there are also areas of decline which will remain an area of priority for the Group. Our Members are committed to working together to grow the talent pool through a focus on recruitment, retention and promotion of women, particularly in frontline and middle management roles, and leadership action to foster safe and inclusive workplace cultures.

Consult Australia Group Report

The Consult Australia Group 2022 Progress Report provides an update on actions taken and outcomes achieved over the past 12 months, against the Group's gender equality priorities. At the 2023 Global Infrastructure Awards in September 2023, Consult Australia's program was recognised with the FIDIC International Federation of Consulting Engineers Member Association Award for Excellence.

Pakistan Group Report

The Pakistan Group released their first Progress Report this year, providing transparency and accountability for their individual and collective actions taken to accelerate inclusive gender equality, and women's representation in their organisations. Over the past 12 months, the Group continued their focus on enabling flexible work and the return to the workplace, gender-balanced recruitment, and creating and maintaining a gender-balanced and inclusive public image. These focus areas were extended mid-year, with Members' efforts also applied to preventing and responding to workplace sexual harassment, understanding and closing gender pay equity gaps, and conducting Listen and Learn activities around Everyday Respect and Everyday Champions of Change.



Providing leadership and transparency on closing the Gender Pay Gap

The Gender Pay Gap is an internationally recognised measure of inequality, tracking the differential in the average earnings of women and men across organisations, sectors and nations. It serves as an important indicator of women’s relative position in economies and is a powerful aggregate measure of progress on advancing inclusive gender equality across our workplaces. It is estimated that closing the gender pay gap has the potential to unlock an AUD \$28 trillion increase in global GDP. As a Coalition, we are committed to closing the Gender Pay Gap.

The Gender Pay Gap includes pay equity (like-for-like role remuneration) and also tracks our success in attracting, retaining and promoting women to leadership and to the high-value, high-paid and hot jobs in our organisations.

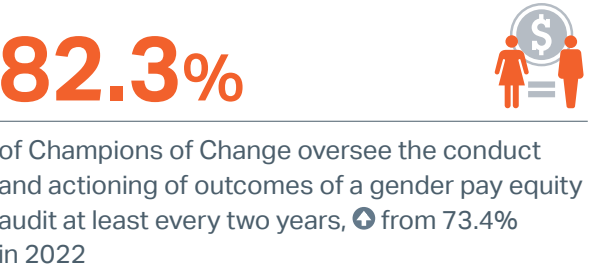
The Gender Pay Gap analyses also provokes deeper consideration of the historical undervaluation of traditionally feminised roles and sectors, and the gender stereotypes and norms that underpin career decisions. It reinforces how necessary collective action is if we want to achieve sustainable societal change on inclusive gender equality.

This year, we partnered with the Honourable Mary Wooldridge, CEO of the Australian Government’s Workplace Gender Equality Agency (WGEA) and her team and have leveraged national and global research to develop a comprehensive guide to support CEO Members to understand and communicate details of their Gender Pay Gap. This enables proactive and transparent reporting on performance, details of the drivers of and effective actions to close the Gender Pay Gap at an organisational, industry and national level.

Extending on this partnership, Coalition Members and their teams joined a leaders’ briefing with Mary Wooldridge in October 2023 to understand the reporting timeline, objectives and opportunities for leadership with WGEA’s organisation-wide gender pay gap publication program.

Richard Deutsch (Convenor) facilitated a discussion with Coalition Members Scott Wyatt (CEO, Viva Energy), Lisa Harrison (CEO Consumer Insurance, Suncorp) and Craig Tiley (CEO, Tennis Australia), sharing their lessons on leadership and transparency in closing their organisations’ gender pay gaps.

As part of our commitment to leadership and transparency, the Coalition will release a report sharing Member’s Gender Pay Gap data, benchmarked against industry averages in early 2024.

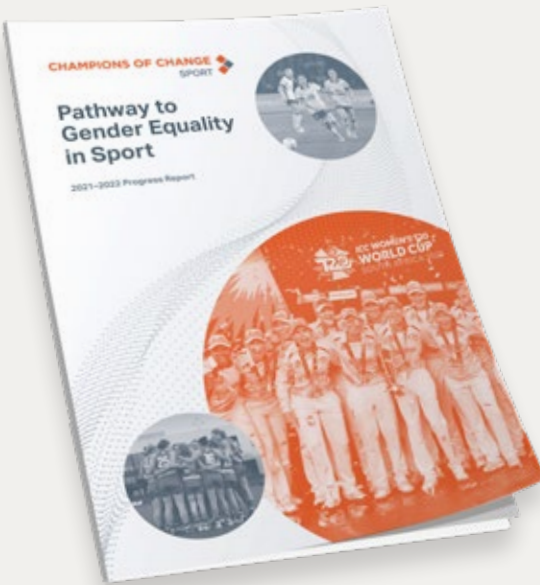


Pathway to Gender Equality in Sport

The *Pathway to Gender Equality in Sport* was developed by the Sport Group in 2019, as a world-first approach to tracking progress on levers for advancing gender equality across the sport ecosystem. The gender equality measures cover five key areas including leadership, participation, pathways, investment and practical actions on pay and prize equity.

The Sport Group’s fourth *Pathway to Gender Equality in Sport* report was released in June 2023, showing improvement across the majority of key measures. The report highlighted that even in the face of severe financial and competition challenges during the global pandemic, progress towards inclusive gender equality across Australia’s elite sporting landscape continued.

Highlights of this report included: increased playing opportunities for elite women athletes and at the grassroots level, increased resourcing and facilities for elite women athletes, and increased fan engagement across women’s sport products. We continue to report against this framework, with 2024 marking our fifth year of data collection.



We’ve learned a lot and much has changed since this Group was established in 2015. By extending the reach and impact of this work across the broader sports sector and wider sports ecosystem, we can accelerate our goal of gender equality in sport.

Brendon Gale
CEO
Richmond Football Club



Gender-equal and diverse workforces, capturing the performance advantage

Sponsorship of women matters

The Coalition has had more than a decade of experience in developing, implementing and evaluating formal and informal sponsorship programs for women. It is clear from this that when it comes to accelerating more women into leadership positions, sponsorship matters. This year, Members shared their insights, experiences and lessons learned to create a comprehensive guide to developing and implementing sponsorship programs. The goal is to enable more sponsorship programs to be established more quickly and effectively. The guide is underpinned by an ongoing review of relevant global research and reports, together with case studies of implementation of sponsorship programs across our Sport, Property, STEM, Architects, Fire and Emergency, and Consult Australia Groups.

Our resource *Sponsorship of Women Matters* will be publicly released in early 2024.

98.1%



of Member organisations have systems in place to address bias and ensure equality in recruitment and promotion processes, ⬆ from 94.3% in 2022

79.1%



of Members expect all leaders in their organisation to routinely sponsor diverse women, ⬆ from 74.7% in 2022

60.1%



of Member organisations apply a target of gender balance to succession lists for CEO and other C-suite roles, ⬆ from 49.4% in 2022

Boosting gender equality through migration

Australian businesses are experiencing increased and acute skills shortages, particularly as the global search for talent intensifies for people in STEM roles. Employers recognise the opportunity to boost their efforts to achieve inclusive gender equality by attracting and retaining foreign workers, through Australia's migration system. At the same time, the Australian Government is developing a multi-decade migration strategy which aims to grow Australia's economic prosperity, strengthen our social fabric, and build upon the prosperous, productive, multicultural society which we enjoy today.

In September, the Coalition hosted an exclusive in-conversation event with **Dr Martin Parkinson AC PSM** (Coalition Board Member, Member of the Founding Group and Chair, Migration System Review) and **Ann Sherry AO** (Convenor).

Members gained a deeper understanding of opportunities to work together to develop an employer-led approach to attract and retain foreign women talent in key sectors, in the long term with enhanced settlement support. Our focus on this workstream will continue in 2024.

Cultures of care, safety, respect and belonging, leveraging the talent advantage

Fostering psychological safety

Over the past two years, the National 2016 and 2017 Groups have explored the role of psychological safety in enhancing workplace health and safety and employee wellbeing, lifting innovation and addressing harmful behaviours such as everyday sexism and sexual harassment. The Groups have identified practical actions to enhance psychological safety across their organisations including the key role leaders at all levels play. In May, global expert on psychological safety, **Professor Amy Edmondson (Novartis Professor of Leadership and Management at Harvard Business School)**, joined **Elizabeth Broderick AO** and Members of the Coalition in conversation on the importance of leadership in creating psychological safety and why psychological safety is critical to fostering a safe reporting culture for inappropriate behaviours, including everyday sexism and sexual harassment.

Leading on care and caring across the employee life cycle

Since inception, the Coalition has prioritised practical and disruptive action to address the barriers that prevent employees with caring responsibilities from thriving in our workplaces and encourage the equal sharing of unpaid care between all genders. Nonetheless, we continue to see the demands of work and care limiting women's workforce participation, progress and economic equality. This 'care conundrum' underpins many of our talent attraction, pipeline, leadership balance, gender pay gap and employee wellbeing challenges. Members have collaborated with experts to understand more deeply the breadth and longevity of caring which employees undertake and often hide from their employers. We are working to identify the leadership shifts required to change this picture including developing a maturity framework of leading practice approaches to enable carers to thrive in our organisations.

89.9%



of Member organisations take specific action to address backlash and amplify buy-in on gender equality, ⬆ from 82.3% in 2022

96.2%



of Member organisations have mainstreamed flexible work with policy, tools and technology and leadership support, ⬆ from 90.5% in 2022

69.6%



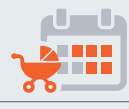
of Member organisations are taking specific action to enable flexible work for frontline/operational workers, ⬆ from 61.4% in 2022

94.9%



of Member organisations have policies or initiatives in place to enable equal and flexible access to parental leave for all parents, ⬆ from 91.1% in 2022

74.1%



of Member organisations have a strategy with policy settings in place to improve men's uptake of parental leave, ⬆ from 60.8% in 2022

75.1%



of Member organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, ⬆ from 67.1% in 2022

93.7%



of Member organisations take specific action to highlight and address everyday sexism in the workplace, ⬆ from 86.7% in 2022

Proactive prevention of sexual harassment

Eliminating sexual harassment from our workplace is a shared priority across the Champions of Change Coalition. Since the release of *Disrupting the System – Preventing and Responding to Sexual Harassment in the Workplace* in 2020, we have made progress on key priorities such as leadership, measurement and reporting, education and transparency.

Since 2020, 28 major independent reviews and parliamentary inquiries into sexual harassment and workplace culture have been undertaken in almost every sector of the economy. Earlier this year, we shared analysis of the findings and recommendations of 18 publicly available reports with Members, which affirmed our priorities and offered additional insights to enhance our approach.

In the past 12 months, major statutory reforms redefined the legal landscape for sexual harassment prevention. Aligned anti-discrimination, employment and work health and safety legal frameworks have elevated organisational accountability for sexual harassment prevention into a positive duty. Our long-term focus on gender equality and sexual harassment prevention has well positioned Member organisations to respond to these new and welcome reforms, the most significant changes since sexual harassment was made unlawful at a federal level in 1984.

In September 2023, Kristen Hilton (Convenor) facilitated a discussion on *The Changing Legal Landscape for Workplace Sexual Harassment* with legal experts Amanda Watt (Partner, MinterEllison), Kristy Edser (Office Managing Partner, MinterEllison) and Prabha Nandagopal (Elevate Consulting Partners) to support Members and their leadership teams to better understand the implications of and interplay between the new laws, what organisations need to do to enhance and expand their sexual harassment prevention efforts, and what good practice looks like.



Building confidence and trust in workplace responses to sexual harassment

Until we eradicate sexual harassment and other harmful behaviours from our organisations, our goal is for all organisations to have trauma-informed, person-centred, safe and fair response systems that prioritise people’s wellbeing, healing and recovery.

As part of our broader sexual harassment prevention efforts, there is a pressing need to rethink and redesign workplace responses to sexual harassment which to date have largely addressed sexual harassment as an issue of legal risk rather than human harm. Ongoing, holistic support for the people impacted, choices for how they report issues, input into resolution options, and long-term care and recovery must be key features of future sexual harassment response systems.

To support Members to review and improve their current approaches, in November 2023 we released a new resource: *Building confidence and trust in workplace responses to sexual harassment*.

In this resource, we share practical steps to help organisations implement more person-centred, trauma-informed, safe and fair approaches for responding to and resolving workplace sexual harassment.

A disruptive approach to end sexual harassment in the workplace



94.9%



of Member organisations’ board or executive leadership teams have articulated to the organisation the commitment to eradicating sexual harassment with a zero-tolerance position, ⬆ from 86.1% in 2022

87.3%



of Member organisations’ board or executive leadership teams have established regular reporting on sexual harassment (cultural indicators and incidents) into their regular reporting cycle, ⬆ from 77.2% in 2022

91.1%



of Member organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, ⬆ from 74.1% in 2022

73.4%



of Member organisations have undertaken risk assessments including cultural reviews, sexual harassment-specific surveys, or other robust diagnostics to identify high-risk cohorts or behaviours, ⬆ from 57.6% in 2022

93.7%



of Member organisations have up-to-date tools, training and education provided to employees to help them identify sexual harassment and know how to respond, ⬆ from 86.7% in 2022

96.2%



of Member organisations have reviewed reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment, ⬆ from 87.3% in 2022

87.3%



of Member organisations invested in building the capability of internal contacts and advisory teams on sexual harassment prevention and response or expanded relationships with external support services, ⬆ from 76.6% in 2022

51.3%



of Member organisations have committed to adopting principles for transparency for high-profile sexual harassment cases (e.g. in policy, employment contracts or formally endorsed in some other way), ⬆ from 41.1% in 2022

57%



of Member organisations regularly share internal updates on sexual harassment (de-identified cases, numbers and outcomes), ⬆ from 46.8% in 2022

57.6%



of Member organisations ensure individuals impacted by sexual harassment retain their right to speak and this is carved out of any commercial settlement agreement, i.e. a non-disclosure agreement, ⬆ from 51.3% in 2022

Activating Everyday Champions of Change

The Coalition brings together CEOs to lead on inclusive gender equality within the workplace and society. Our CEOs want to activate a broader network of ‘Everyday Champions of Change’ to accelerate progress. We know there is energy to drive change across our organisations, but not everyone has been afforded the opportunity to learn, reflect and debate. Many employees are advocates for gender equality and, if invited to help, will step up. In this context, the Coalition has engaged and activated a broader network of champions for inclusive gender equality, diversity and inclusion through a series of ‘Everyday Champions of Change’ workshops that draw on the strategies and resources developed by our Members over the past decade.

To date, some 400 leaders across approximately 60 Member organisations have participated in one of 10 Every Day Champions of Change workshops.

Ensuring everyday respect in workplaces

Everyday disrespect, which often plays out as everyday sexism, casual homophobia, ageism, casual racism and the everyday exclusion of people with disability, can be a key barrier to our efforts to achieve inclusive gender equality. Unless we tackle everyday behaviours that exclude people, the best policies and initiatives aimed to achieve inclusive gender equality will not deliver the progress we require. This year, Champions held conversations with people across their organisations to better understand what ‘everyday (dis)respect’ looks like, where and how it manifests, and its impact on employees, while building proactive strategies to identify, foster and recognise respectful and inclusive behaviours.

We have developed a comprehensive guide to support our Members which will be released in 2024.

Shaping workforces of the future – men and masculinities

Expectations of leaders at all levels are rapidly evolving in line with heightened employee and stakeholder expectations that workplaces must be gender-equal, safe, respectful and inclusive for all. In this context, some traditionally masculine leadership traits which have long shaped workplace cultures and dynamics may no longer be fit for purpose or aligned with our vision for inclusive gender equality.

The Fire and Emergency Group has begun exploring how outdated gender norms can manifest in workplaces, and across the sector, impacting people of all genders’ ability to thrive. A special Member briefing was held in November 2023 to explore this issue and identify further practical action to shape workforces of the future.

The discussion was facilitated by Kristen Hilton (Convenor), Richard Deutsch (Convenor) and Professor Michael Flood (Queensland University of Technology) and included Members and their teams from across the Coalition.

Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact

Taking action on workplace responses to domestic and family violence

In 2015, the Champions of Change Coalition launched *Playing Our Part: Workplace Responses to Domestic and Family Violence* to address domestic and family violence as a workplace issue. At the time, many leaders were unsure about the role they could play in reducing the prevalence and impact of domestic and family violence.

Six years later, we released *Playing our Part: A Framework for Workplace Action on Domestic and Family Violence*, capturing what we had learned about how to have impact and leading practice approaches across four domains in which workplaces can have impact:

- Prevention
- Support for employees who experience domestic and family violence
- Responding to employees who use domestic and family violence
- Extending our reach through clients, customers, suppliers and the communities within which they work.

In November 2023, the Property Group, in partnership with the Property Council, held a ‘tools down’ in-person event to mark the start of the global 2023 16 Days of Activism to End Gender-Based Violence campaign.

The Honourable Amanda Rishworth (Minister for Social Services) and Champions of Change Members Anthony Boyd (CEO, Frasers Property), Campbell Hanan (Group CEO and Managing Director, Mirvac), Karen Bevan (CEO, Full Stop Australia) Andrew Hinchliff (Group Executive Institutional Banking and Markets, Commonwealth Bank of Australia), and Elizabeth Broderick AO discussed the impacts of domestic and family violence in our workplaces and society, and practical, disruptive, innovative and collective actions the property industry can take to prevent and respond to domestic and family violence as a workplace issue.

95.6%



of Member organisations have initiatives in place to support employees, family or friends experiencing domestic and family violence, ⬆ from 91.1% in 2022

79.7%



of Member organisations have an approach in place to respond to employees who are or may be using domestic and family violence, ⬆ from 75.3% in 2022

58.9%



of Member organisations undertake initiatives to prevent and respond to domestic and family violence in the community, ⬆ from 58.2% in 2022

Advancing women with intersecting marginalised identities at every level

We recognise that efforts to advance gender equality have not necessarily lifted all women equally, and that embedding an intersectional approach will help deliver inclusive gender equality and ensure our Members are able to reap the full organisational benefits of gender equality and access to diverse and untapped talent.

Throughout 2023, we have worked with Members to build an understanding of intersectionality, identify key actions for leaders and to ensure an intersectional lens is embedded across the different and varied gender equality issues and initiatives in the Coalition workplan. We also investigated potential systems and processes for measuring the representation and workplace experiences of women with intersecting marginalised identities as an important step to measure progress.

Decision-making and design for a gender-equal and inclusive future

As part of our new strategy, our Members identified the need and opportunity to ensure inclusive gender equality is built into everything we do and deliver towards sustainable change and positive human rights, social and business outcomes. This is underpinned by the fact that individuals, businesses and communities are better served when the needs of all people are considered in decisions and design processes.

Through our work as a Coalition, we have learned that without intentional decisions and actions to design for an inclusive and gender-equal future, women, girls and gender-diverse people can be invisible, underserved, excluded and/or, in the worst cases, harmed. Whether unconscious or unintended, the consequences of these decisions can range from annoying to unfair, unsafe and even catastrophic.

Using international research, feedback from stakeholders and our practical experience over the past 13 years, we want to help ensure inclusive gender equality is factored into decisions and design from the outset versus bolted on or retrofitted once inequalities or negative consequences are identified.

With leadership from Jacobs and CSIRO, supported by a cross-Coalition working group and informed by leaders in the women's sector, we have developed practical interventions anyone can use to systematically ensure inclusive gender equality and/or call out decisions that might disadvantage or harm women.

This resource, which will be released in early 2024, is intended as a headstart guide that can be customised and integrated into any decision-making or design process by teams, organisations and industries.

The goal is to support more leaders, organisations and communities to move from 'fixing the system' to designing for a truly gender-equal and inclusive future. We believe there is a tremendous upside to capture, given the talent, innovation and commercial advantage we know diversity delivers.

Shaping new and transitioning sectors and labour markets to proactively 'build in' gender equality

In partnership with the Australian Energy Market Operator, the Coalition convened representatives from the energy sector to realise a significant opportunity our Members identified to accelerate inclusive gender equality in industries in transition. In June 2023, the Energy Group was formed with 21 CEOs representing energy generation and production, distribution, retail and resources businesses across Australia, committing to working within and across their organisations to achieve a significant and sustainable increase in the representation of women at all levels across the sector.

The Group is convened by Elizabeth Broderick AO and James Fazzino and aims to ensure that women's expertise, innovation and insights are harnessed to lead and support the energy transition, while also equally benefiting from it. Priorities include developing women leaders at every level, creating workplace cultures where everyone feels safe, respected, valued and equal, and being more intentional and coordinated in encouraging and supporting more women and girls to pursue careers in the sector.

The goal of our work on inclusive gender equality by design is to support more leaders, organisations and communities to move from 'fixing the system' to designing for a truly gender-equal and inclusive future.

Leadership on corporate citizenship issues

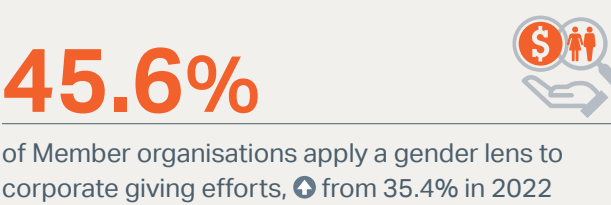
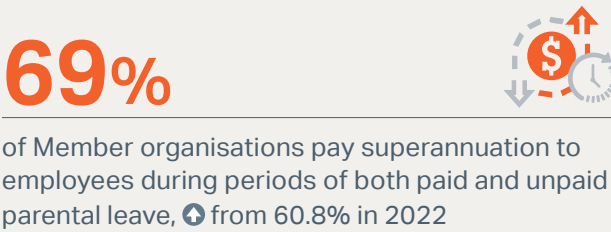
Our Members recognise the need, individually and collectively, to publicly advocate for gender equality as part of their role as a Champion of Change. At the same time, stakeholders are increasingly expecting organisations to take a stand on a broader range of social, human rights or political issues. This is becoming a more complex challenge for CEOs and Boards and decisions about if, when and how to publicly lead will be different for every organisation and every CEO. In May this year, Peter Stumbles (Managing Partner, Bain & Company Australia, and Member of the National 2015 Group) and James Fazzino (Convenor, Champions of Change Coalition) hosted a Members' forum to share Bain's 'Perspectives on Corporate Citizenship', a global framework to support leaders and organisations in developing their approach and considerations before taking a leadership position.

Gender equality in corporate giving

As part of our ongoing partnership with Australians Investing In Women (AIIW), the Coalition held a joint event, hosted by MinterEllison, exploring the alignment of gender equality values in corporate and private philanthropy, leveraging insights on the implementation of our co-developed resource, *Sharpening Our Focus on Corporate Giving: Keeping Gender Equality in the Frame*.

The event featured a presentation by Garreth Chandler (Founder and CEO, The Evolved Group) of the findings from AIIW's inaugural State of Gender-wise Giving Survey 2023. The survey explores the consideration of gender in giving by the *Australian Financial Review* (AFR)'s Top 50 corporate and private philanthropists.

Following the presentation, Catherine Fox AM led a conversation with Sam Mostyn AO (Chair, Australians Investing In Women) and Ian Silk (former CEO, AustralianSuper, and Director and Chair, Crown Melbourne Limited). The conversation explored the growing emphasis on social issues in Environmental Social and Governance considerations and the imperative to keep gender equality in the framework.



Sharing our work globally

Engaging with key stakeholders and collaborating to address specific issues and progress inclusive gender equality is a fundamental part of our work. In addition to working with our national gender equality partners, this year Members have also collaborated with global peers and colleagues to share learnings and progress industry- and sector-specific initiatives to accelerate inclusive gender equality.

In February 2023, Kristen Hilton (Convenor), Gillian Cagney (President, ANZ Worley) and Scott Wyatt (CEO, Viva Energy Australia) participated in a panel conversation hosted by the US-based ‘HR Policy Association’ – an organisation of 400 members, predominantly consisting of Fortune Global 500 and multinational companies, employing more than 20 million employees worldwide. The focus of the panel discussion was flexibility for frontline (deskless) workers, based on the Coalition resource: *Shifting Expectations: Flexibility for frontline, shift and site-based roles*. Gillian Cagney and Scott Wyatt shared examples of how their workplaces enable flexible work for frontline staff, including how they have worked through industrial relations challenges.

In March 2023, a diverse delegation of Coalition Members from Australia, Pakistan and the United States attended the United Nations Commission on the Status of Women in New York, including participation in a high-level CEO Roundtable co-convened by the Champions of Change Coalition and UN Global Compact.

The delegation was led by Coalition CEO, Annika Freyer, and included the following Convenors and Members: Fiza Farhan (Convenor, Pakistan Group); Kashif Gaya (Euronet Pakistan); Jose Paolo Delgado (President and CEO, Delbros Group); David Jones (CEO, The Brandtech Group); Doug J. Hilton (Director, WeHI); Beverley McGarvey (EVP & Chief Content Officer, Paramount ANZ); Yashica Olden (Chief Diversity and Inclusion Officer, Conde Nast); Gillian Cagney (President, Australia and New Zealand, Worley); Mark Davies (Chief Technical Officer, Rio Tinto); Bob Moritz (Global Chairman, PwC); and Tanya Monro (Chief Defence Scientist, Defence Science and Technology Group, Australian Government Department of Defence).

In May 2023, Coalition CEO, Annika Freyer, presented the Champions of Change work on Leading on Care to international delegates at the World Economic Forum Growth Summit in Geneva, contributing the Coalition’s decade-long leadership on removing the barriers for workers in our workplaces who are also carers, through leadership action and leading practice approaches to supporting them.

In September 2023, Champions of Change joined UN Global Compact Forward Faster as a founding Member. Launched by the UN Secretary-General on the opening day of the UN General Assembly, our Coalition CEO Annika Freyer joined a global network of leaders committing to gender-equal representation, participation and leadership across all levels of management by 2030 and equal pay for work of equal value by 2030.



Across the world, women’s rights and human rights are under threat. Economic, environmental, social, geopolitical, health and digital disruptions are at times seen as competing with gender equality as a leadership priority yet, each issue disproportionately impacts women and girls. In this environment it is truly heartening to see leaders in the Australian Government, the women’s sector, business, academia and our communities aligned in pursuit of inclusive gender equality.

Annika Freyer
CEO
Champions of Change Coalition



Measuring Action to Accelerate Change

Taking practical action to accelerate the pace of change is core to the Champions of Change approach. We focus on innovation, experimentation and the fundamentals of leading and progressive practice on gender equality.

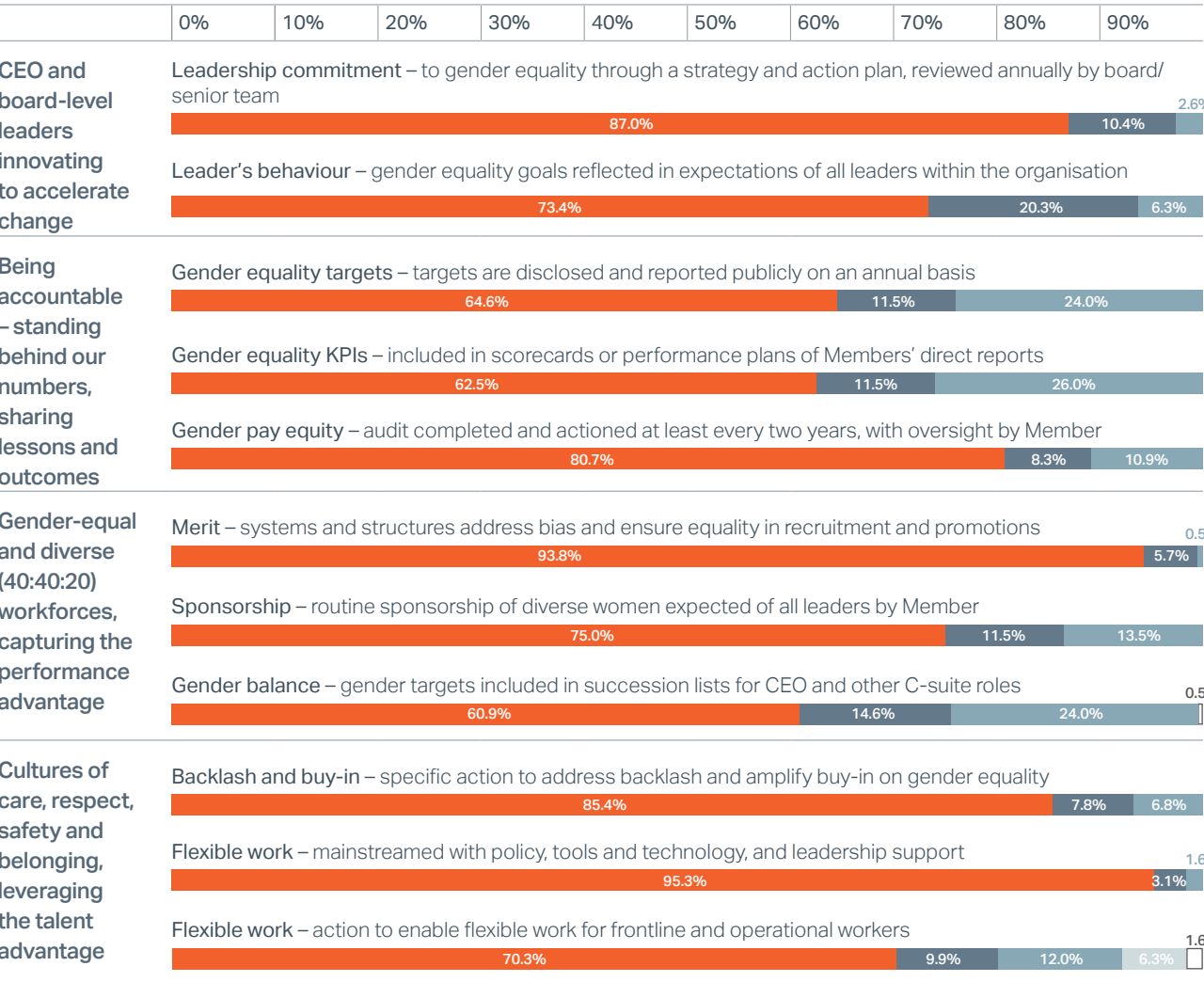
Each Group has its own pathway of listening, learning and leading that takes into account their unique contexts, priorities, timeframes and opportunities to improve.

Table 1 describes the collective engagement of our Members' organisations on key actions identified for accelerating more women and diverse leadership, achieving gender equality, and creating the conditions and cultures that enable all employees to thrive.

The data in this table represents action by the Coalition as a whole, as it stands at the time of reporting by individual organisations.

Practical actions

Table 1: Practical actions



Complete already or underway now In plan to commence or complete in 2025 No plans currently in place Not applicable Not reported in 2023

Table 1: Practical actions (continued)



Complete already or underway now In plan to commence or complete in 2025 No plans currently in place Not applicable Not reported in 2023

Measuring Impact

We measure gender balance in leadership annually to understand progress and gaps against our objectives so that we can continuously improve.

Table 2 contains the most recent overall data for the Members of the Champions of Change Coalition. The data shows the status and year-on-year change in women's representation in leadership for the Coalition and is based on comparing the same set of organisations reporting in 2021–22 and 2022–23.

Women's representation across the Coalition has increased in 2023. This includes increases in women's

representation across the leadership categories of CEO, Head of Business, Key Management Personnel, General Managers, Senior Managers, Non-Managers and Board.

Table 3 tracks the gender balance (40:40:20) in executive leadership teams (ELTs) in the ASX 200. Since 2017, Chief Executive Women (CEW) has been monitoring the gender composition of Australia's largest listed companies across several metrics. This table shows the improvement of the Champions of Change Members of the ASX 200 against the ASX 200 overall over the past 7 years.

Gender balance in leadership

Table 2: Gender Balance in Leadership – Champions of Change Overall

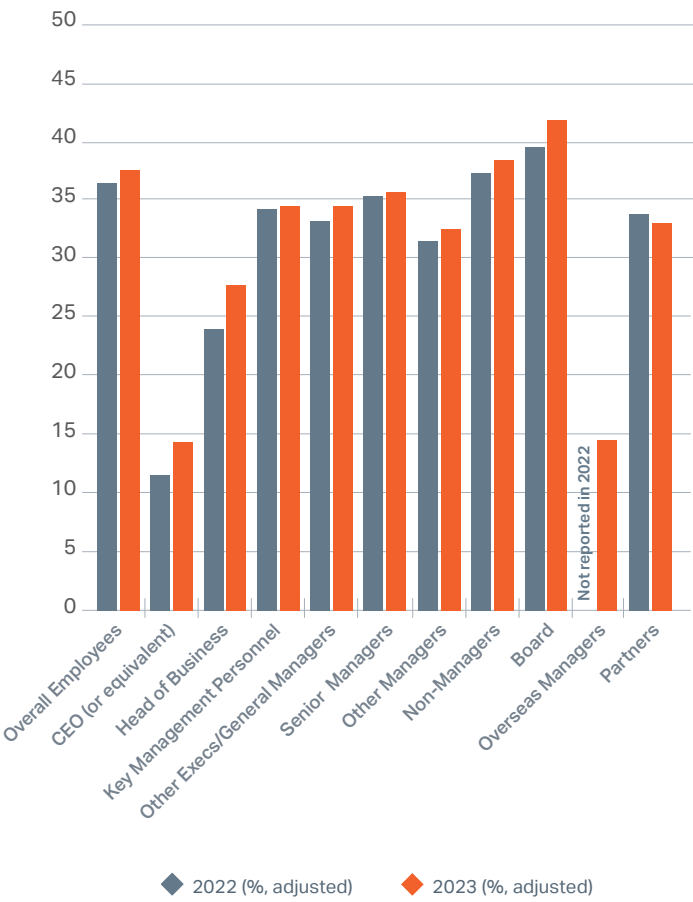
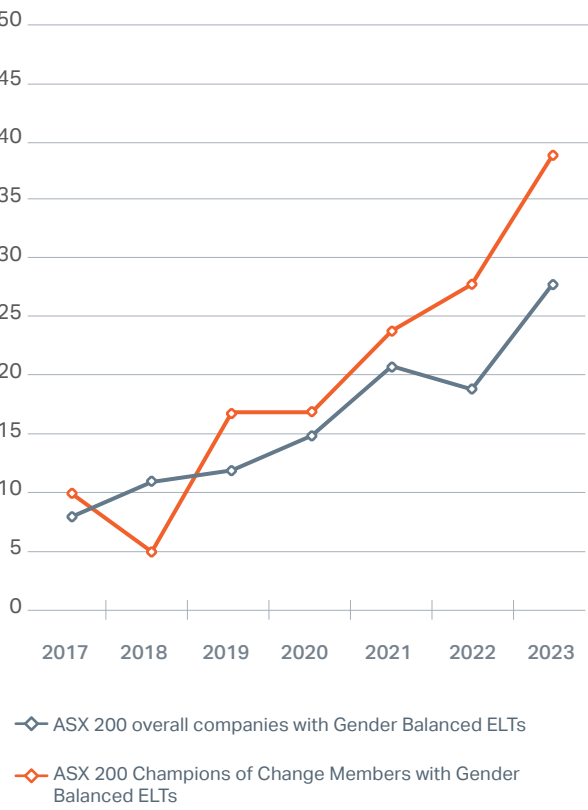


Table 3: Gender Balance in Leadership – Champions of Change Leadership Teams in ASX 200 Member Organisations Compared to ASX 200 Overall



Source: ASX 200 data sourced from CEW Senior Executive Census 2017–23, [cew.org.au](https://www.cew.org.au)

Note: Detailed information from each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups section, starting on page 27 of this report.



Practical actions

Table 4: Practical actions

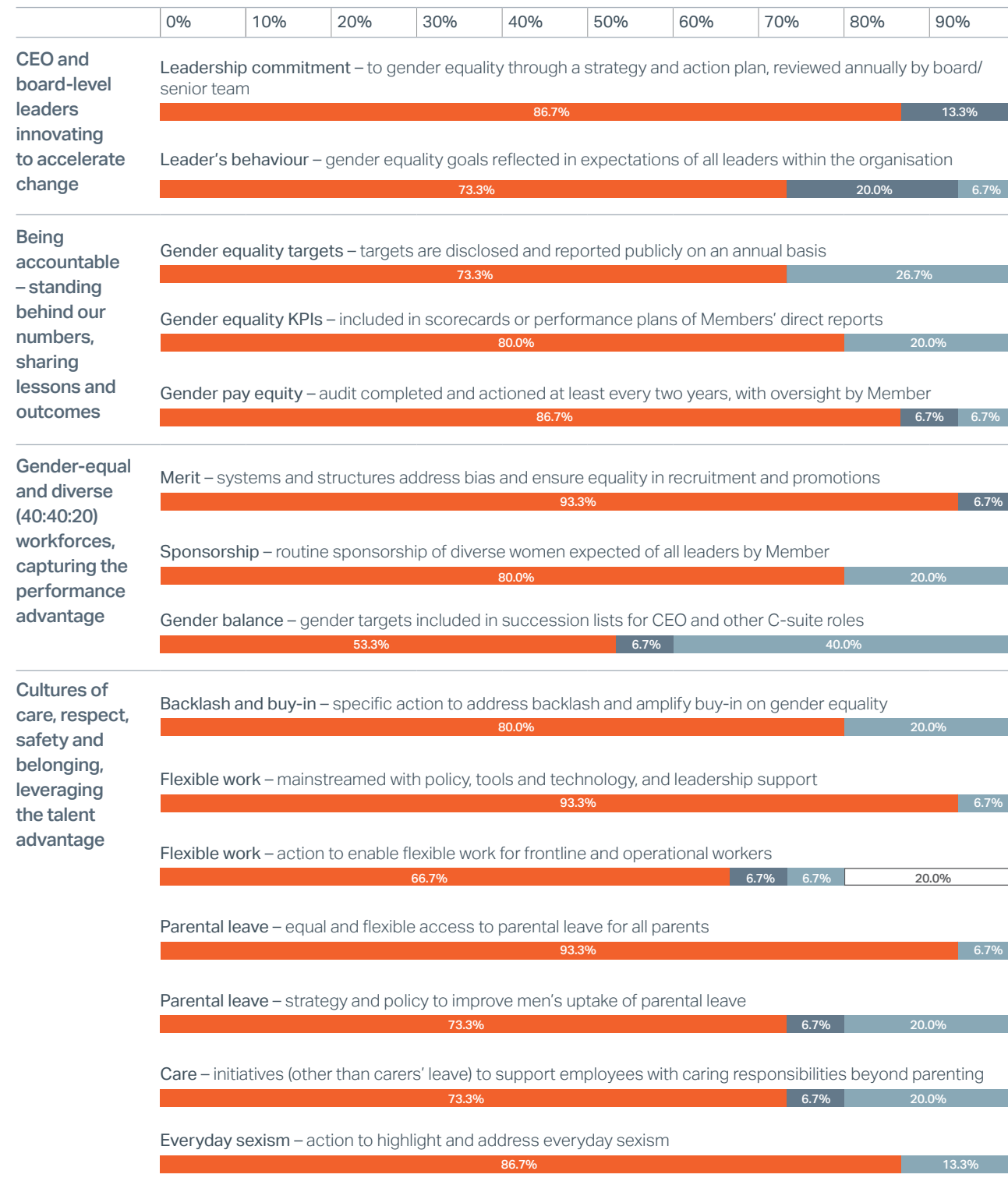
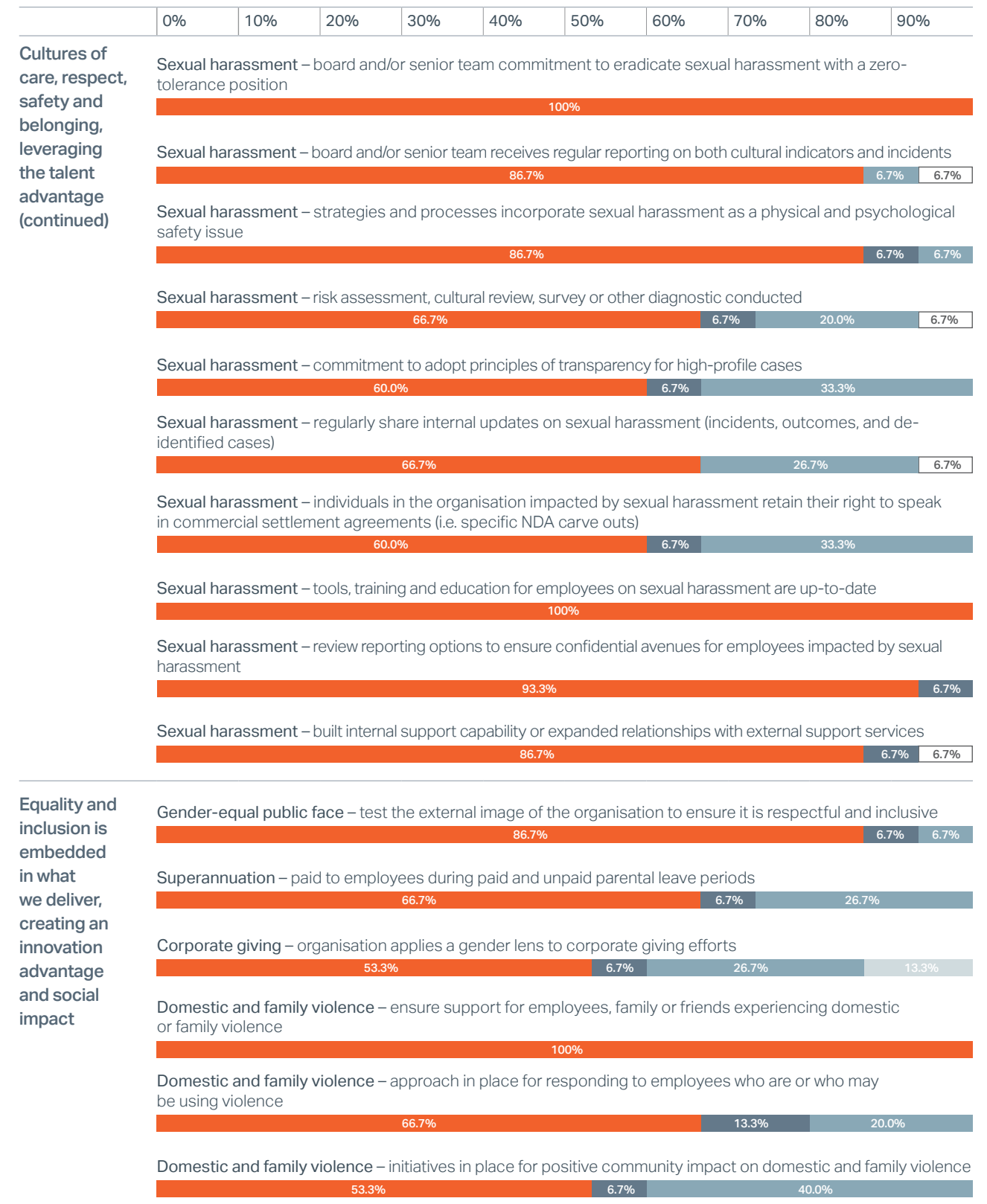


Table 4: Practical actions *(continued)*



Gender balance in leadership

Table 5: Gender balance in leadership

Founding Group Organisations	Women's representation (%)								
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners
Amazon	41.3	40.0	-	-	37.2	37.7	42.1	-	-
Attorney-General's Department #	69.8	-	30.0	51.7	61.6	68.1	71.0	50.0	-
ASX	41.9	-	0.0	39.6	38.3	38.6	43.5	50.0	-
Commonwealth Bank of Australia	55.6	0.0	36.4	40.0	44.1	47.2	59.2	50.0	-
Deloitte Australia #	47.8	38.5	46.2	31.5	36.4	47.6	55.6	40.0	32.0
Defence	24.6	-	16.7	22.6	31.0	18.4	25.5	-	-
IHG Hotels and Resorts	55.0	-	28.6	25.0	46.1	48.7	56.5	45.5	-
KPMG Australia #	49.6	28.4	80.0	39.5	46.6	49.6	53.8	62.5	34.5
McKinsey & Company	46.6	-	29.6	27.3	46.8	-	58.8	-	21.0
Microsoft Australia	33.0	0.0	-	25.0	36.7	38.4	32.4	41.7	-
Paramount ANZ	50.2	-	28.6	35.3	34.4	60.5	48.9	-	-
Qantas Airways Limited	40.4	50.0	33.3	30.0	42.1	41.8	40.2	44.4	-
Rio Tinto	25.1	-	31.6	27.9	30.4	37.4	24.1	45.5	-
Telstra Group	33.5	-	0.0	48.1	41.8	32.6	33.4	50.0	-
University of Sydney #	56.7	-	78.6	47.6	46.9	46.8	57.7	46.7	-
Founding Group Totals	36.6	33.6	32.4	33.2	35.8	31.2	38.0	47.3	32.5
Founding Group Totals (adjusted)	36.2	33.3	32.5	33.3	35.7	31.0	37.5	47.5	32.5

Notes:


Commonwealth Bank of Australia – Data is representative of the Commonwealth Bank of Australia submission group as reported in the WGEA 2022–2023 Commonwealth Bank Of Australia (ABN 48123123124) and BWA Group Services Pty Ltd (ABN 88111209440) Report, and includes Commonwealth Bank of Australia and BWA Group Services Pty Ltd (Bankwest).

Defence – Data includes both ADF and APS workforce.

McKinsey & Company – Continue to recognise and support any employees who identify as non-binary, and include non-binary as an option for self-identification in HR representation data, but do not require employees to formally identify as non-binary.


Qantas Group – All Qantas data includes Australia-based employees only and is based on the WGEA 2022–2023 Qantas Airways Ltd (ABN 16009661901) Report and excludes Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

Telstra – All Telstra data includes Australia-based employees only and is based on the WGEA 2022–2023 Telstra Group Limited (ABN 56650620303) Report as at 31 May 2023.

-  Gender balance achieved (40%–60% women's representation)
  Moving closer to gender balance since 2022
  Increase in over-representation of women since 2022

 Increase in under-representation of women since 2022
  Unchanged since 2022
  Not reported in 2022

 Not applicable
  Role/s at CEO level held by one or more women

 Includes non-binary gender
  Category contains only one role (0% or 100% women)



Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Founding Group is Amanda Hede. Our Implementation Leaders for the Founding Group are:

Organisations	Implementation Leaders
Amazon Australia	Katie Daly
Attorney-General's Department	Jesse Clarke
Australian Public Service Commission	Meeghan Webster
Australian Securities Exchange	Jo Gobbo and Sheree Wells
Commonwealth Bank of Australia	Sharon Billingham and Ryan Burke
Deloitte Australia	Kate Furlong
Department of Defence	Sally Bulkeley and Angela Buchecker
Goldman Sachs, Australia and New Zealand	Katherine Grant and Melissa Muratore
IHG Hotels and Resorts	Matthew Tripolone
KPMG Australia	Lainie Cassidy and Salli Hood
McKinsey Australia and New Zealand	Rachel Barry and Lucy McKnight
Microsoft Australia	Ebeny Kurz-Firth and Duncan Taylor
Paramount Australia & New Zealand	Anthony McDonald
Qantas Group	Sarah Ryan, Melinda Small and Cinda Viranna
Rio Tinto	Melanie Cooper, Rachel Durdin and Chantelle Thom
Telstra	Leigh Frost
University of Sydney	Annabelle Hung



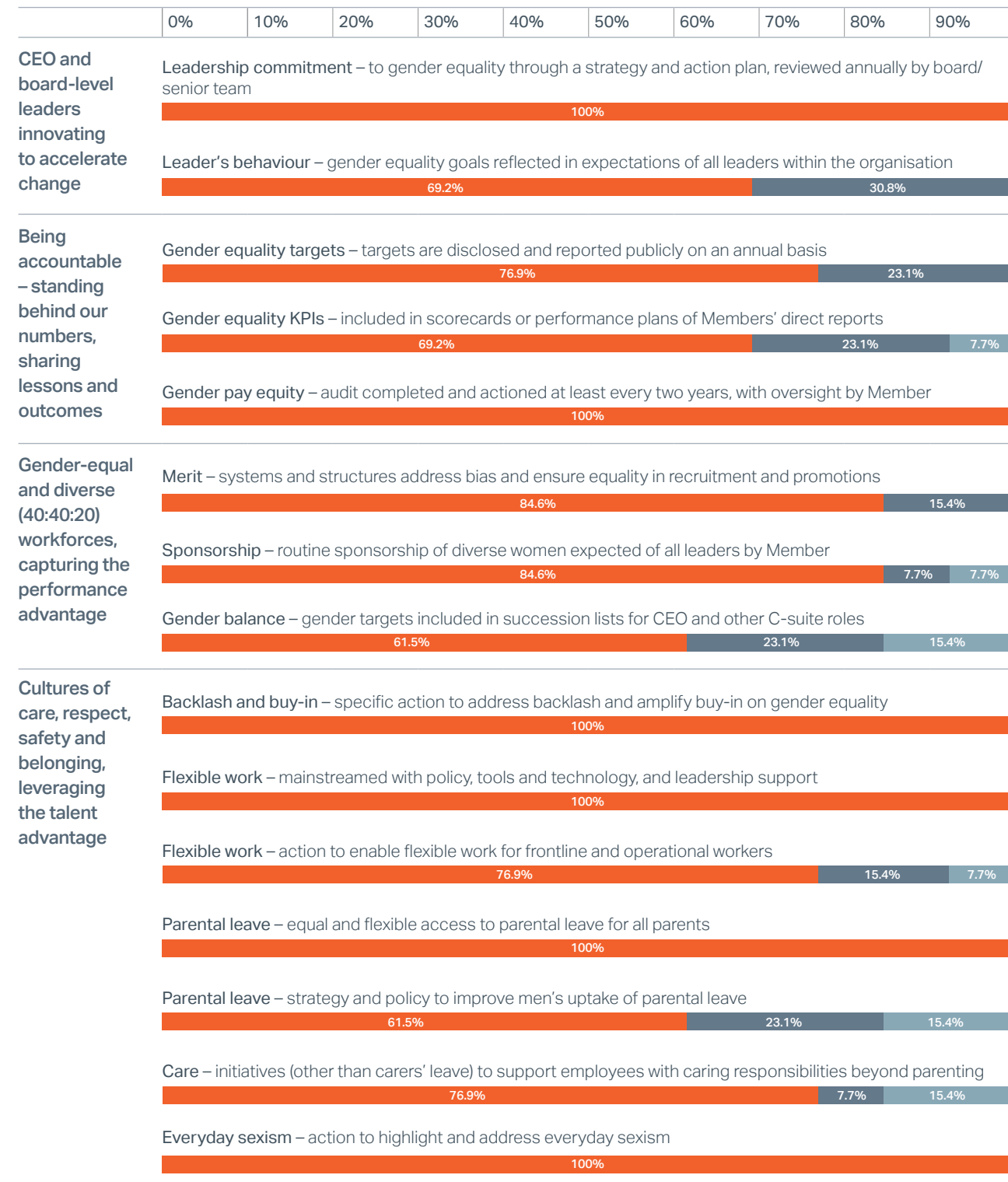
Let's not pretend that there aren't already established norms that advantage men. Men invented the system. Men largely run the system. Men need to change the system.





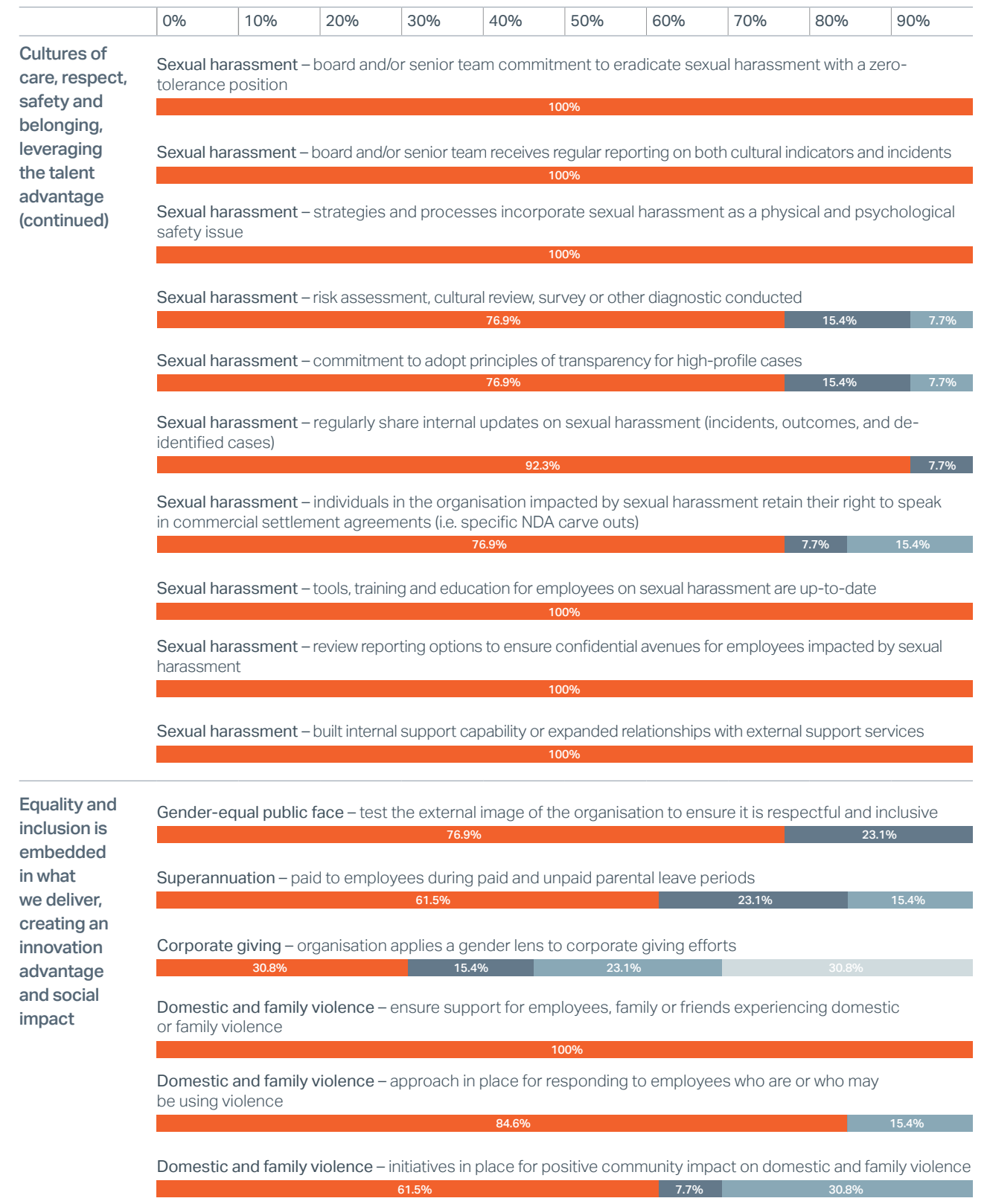
Practical actions

Table 6: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 6: Practical actions *(continued)*



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Gender balance in leadership

Table 7: Gender balance in leadership

National 2015 Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Australian Football League #	37.7	-	37.5	33.3	48.7	43.1	37.6	37.5	-	-
AustralianSuper	51.1	-	33.3	36.2	43.4	43.5	59.6	58.3	-	-
Bain & Company #	48.3	-	20.5	45.2	63.0	41.8	69.2	35.7	8.3	-
Department of Energy, Environment and Climate Action, Victoria	52.2	-	45.9	52.3	50.6	46.1	54.1	40.0	-	-
Department of Premier and Cabinet, Victoria #	67.1	-	52.2	69.7	63.6	63.4	69.5	-	-	-
Department of the Treasury	51.9	-	50.0	44.4	52.9	52.2	52.3	-	-	-
Insignia Financial #	48.6	50.0	14.3	41.4	36.3	42.2	50.3	40.0	-	-
Medibank #	64.4	-	0.0	48.1	46.5	55.2	68.4	50.0	-	-
MinterEllison	64.8	-	28.6	-	57.1	62.5	71.4	36.4	-	32.5
South32	16.9	0.0	60.0	42.9	38.5	26.8	15.6	40.0	-	-
Victoria Police #	35.2	-	33.3	36.4	39.0	26.8	37.3	-	-	-
WEHI #	61.4	-	60.0	44.4	-	57.5	62.5	53.8	-	-
Worley	24.4	54.5	0.0	42.1	20.7	18.7	25.0	-	-	-
National 2015 Group Totals	41.6	42.1	39.1	45.9	43.7	37.6	42.3	44.2	8.3	32.5
National 2015 Group Totals (adjusted)	39.1	40.0	34.0	43.9	41.2	35.1	39.8	45.1	-	32.5

Notes:

Australian Football League – Internal structural and reporting changes have impacted the reporting of the Head of Business category.

AustralianSuper – Due to a restructure and reclassification of titles, there was an increase in Senior Manager roles that yielded a different result in the General Managers category.

Department of Energy, Environment and Climate Action, Victoria – All data comprises 'Paid Headcount' staff and includes firefighters and casuals, for year ended 30 June 2023.

The organisation does not use the definition/description of 'Head of Business'. Board members are also included in the Key Management Personnel category.

-  Gender balance achieved (40%–60% women's representation)
  Moving closer to gender balance since 2022
  Increase in over-representation of women since 2022

 Increase in under-representation of women since 2022
  Unchanged since 2022
  Not reported in 2022

 Not applicable
  Role/s at CEO level held by one or more women

 Includes non-binary gender
  Category contains only one role (0% or 100% women)

Gillian Cagney
President ANZ
Worley

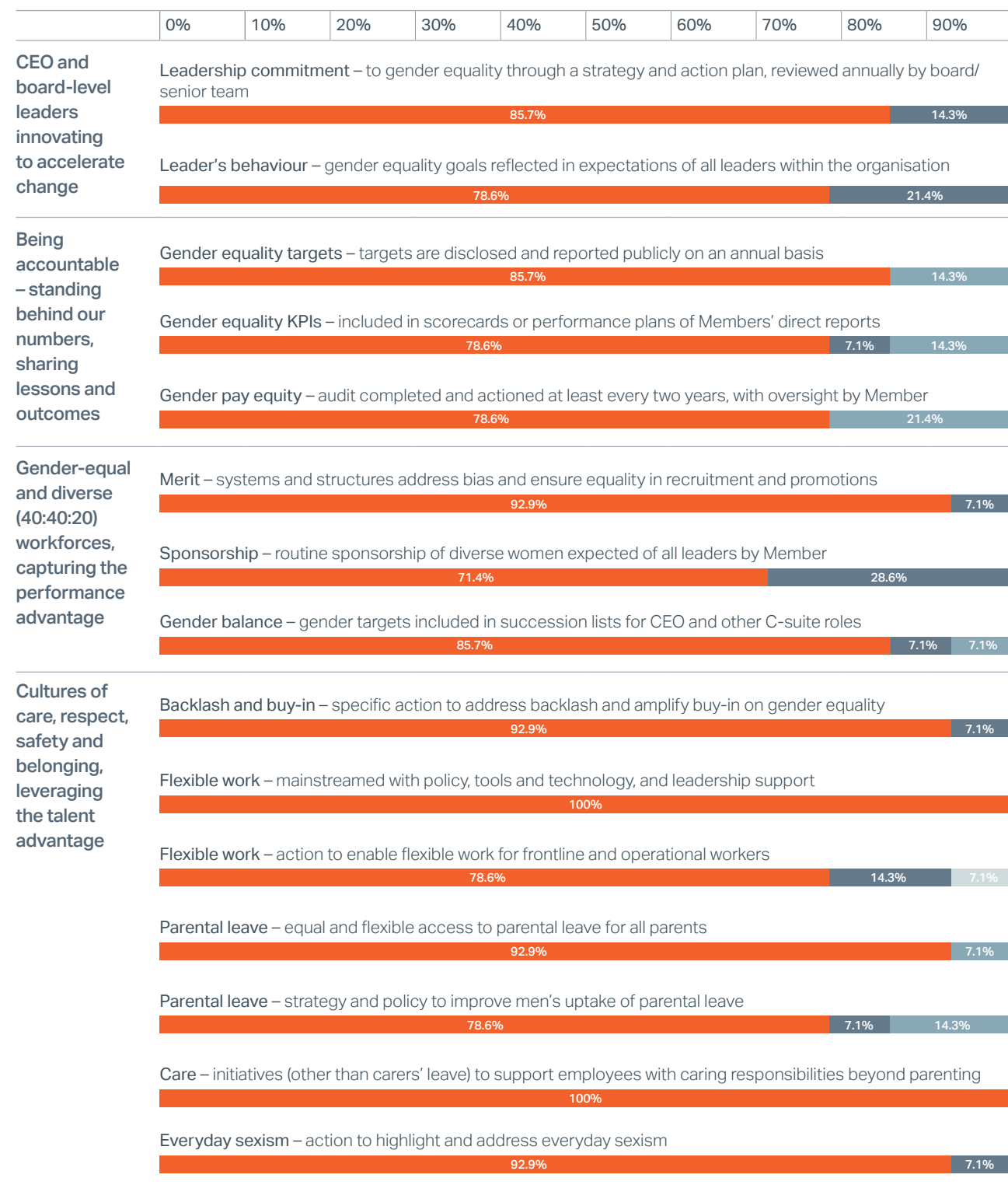




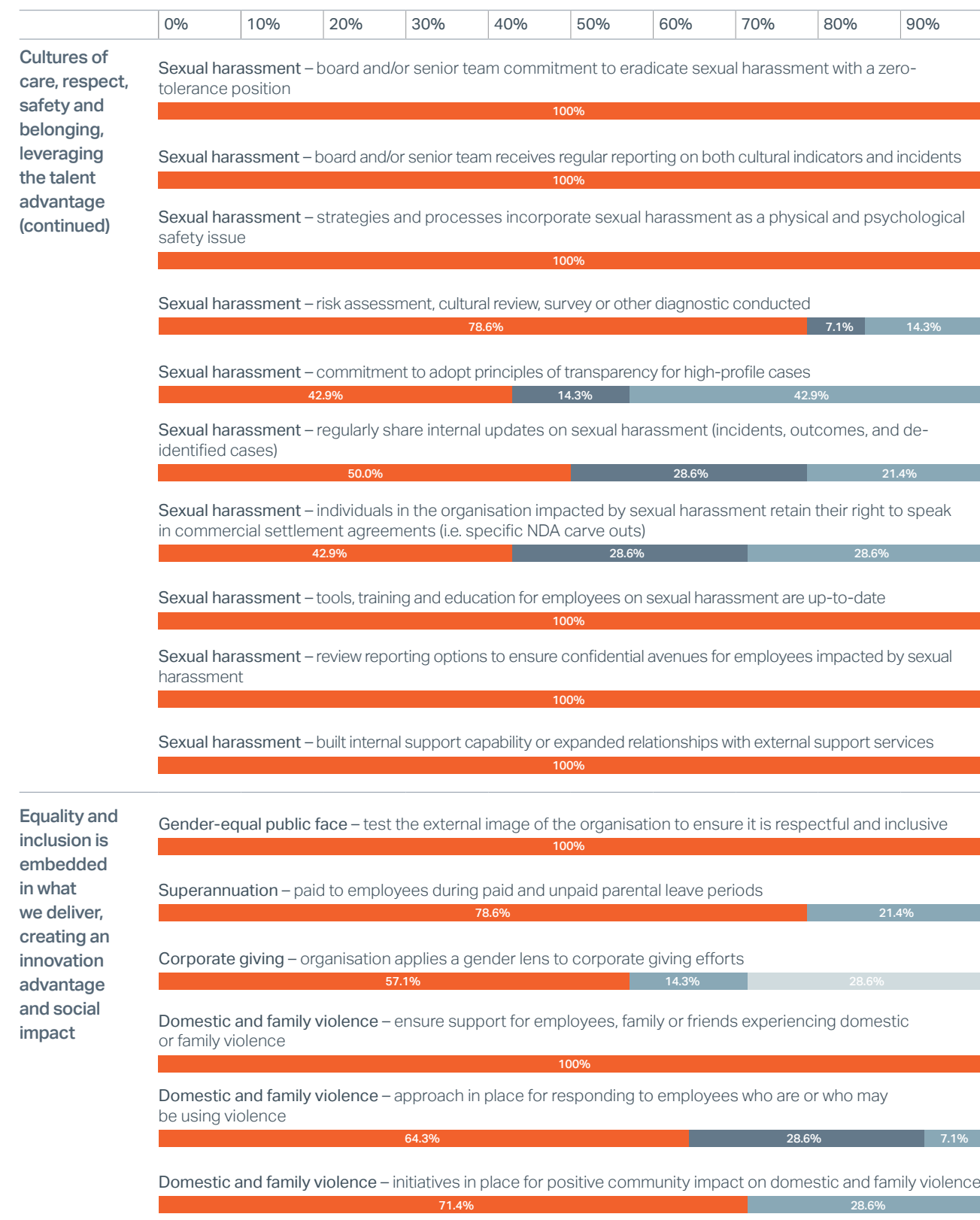


Practical actions

Table 8: Practical actions



 Complete already or underway now
  In plan to commence or complete in 2025
  No plans currently in place
  Not applicable
  Not reported in 2023

Table 8: Practical actions *(continued)*

◆ Complete already or underway now
 ◆ In plan to commence or complete in 2025
 ◆ No plans currently in place
 ◆ Not applicable
 ◆ Not reported in 2023

Gender balance in leadership

Table 9: Gender balance in leadership

National 2016 Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Australian Broadcasting Corporation #	54.2	-	40.0	40.0	54.6	56.0	54.0	50.0	-	-
Airservices Australia	19.8	-	16.7	37.8	19.8	14.3	19.6	42.9	-	
Ashurst	59.3	-	100	60.0	46.7	62.9	61.7	55.6	-	40.0
Boston Consulting Group	47.5	-	23.6	27.3	35.0	63.6	57.9	23.6	-	
Australian Government Department of Employment and Workplace Relations #	60.3	-	65.4	60.0	59.2	57.8	62.0	-	100	-
EY Australia #	49.7	-	60.0	46.5	45.7	49.4	55.2	-	-	32.5
ING Australia #	51.6	-	75.0	0.0	34.7	34.6	55.4	42.9	-	-
Lion	40.1	-	60.0	-	41.5	43.8	38.9	16.7	-	-
Macquarie University #	59.2	-	22.2	58.5	49.2	66.7	59.3	53.3	-	-
QBE Insurance Group Limited	58.9	50.0	83.3	30.8	50.0	44.0	61.4	50.0	-	-
Special Broadcasting Service #	52.9	-	58.3	-	53.8	53.1	52.8	37.5	-	-
Sydney Trains	22.9	20.0	-	22.1	23.3	13.9	23.4	-	-	-
Unilever Australia and New Zealand	45.5	40.0	66.7	64.7	39.4	64.8	43.1	47.1	-	-
UniSuper #	46.7	-	50.0	-	36.8	38.3	48.7	54.5	-	-
National 2016 Group Totals	45.0	40.0	44.7	41.3	44.9	48.2	44.9	38.3	100	34.0
National 2016 Group Totals (adjusted)	50.0	46.7	39.3	44.0	45.5	51.0	51.2	38.0	-	34.0

Notes:

QBE Insurance Group Limited – With the exception of the Board, data includes Australian-based employees only and is not necessarily representative of the leadership teams with global reporting lines.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◆ Not applicable | ◆ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |



Natalie James





Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Directors of the National 2016 Group are Somali Cerise (until August 2023) and Lisa Pusey. Our Implementation Leaders for the National 2016 Group are:

Organisations	Implementation Leaders
Airservices Australia	Sarah Davis, Elspeth Jeffery, Sheree Lineham and Eleni Sarris
Ashurst	Madeline Motion
Australian Broadcasting Corporation	Sarah McLean, Masheila Pillay and Kelly Williams
Boston Consulting Group	Jack Crane and Camilla Forman
Department of Employment and Workplace Relations	Miranda Lauman, Michael Ye and Clifton Bingham
EY Australia	Pippa Fiscus and Alex Wilson
ING Australia	Gudrun Elms and Michael Ghazi
Lion	Sarah Abbott
Macquarie University	Jo Hatton, Magda Poulin and David Ward
QBE Insurance Group Limited	Sophie Roberts
Special Broadcasting Service	Joshua Griffin
Sydney Trains	Mary Conway, Raechel Mathews and Samiha Najem
Unilever, Australia New Zealand	Caitlin Condon, Sarah Bungard and Sophie Hazel
UniSuper	Kirsten Hartman and Julie Watkins

Practical actions

Table 10: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
	100%									
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	100%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and reported publicly on an annual basis									
	88.9%									11.1%
	Gender equality KPIs – included in scorecards or performance plans of Members’ direct reports									
	77.8%									22.2%
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	100%									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Member									
	100%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	66.7%									22.2%
										11.1%
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	88.9%									11.1%
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	88.9%									11.1%
	Flexible work – action to enable flexible work for frontline and operational workers									
	55.6%									44.4%
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men’s uptake of parental leave									
	100%									
	Care – initiatives (other than carers’ leave) to support employees with caring responsibilities beyond parenting									
	66.7%									33.3%
	Everyday sexism – action to highlight and address everyday sexism									
	77.8%									22.2%

◆ Complete already or underway now ◆ In plan to commence or complete in 2025 ◆ No plans currently in place ◆ Not applicable ◆ Not reported in 2023

Table 10: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	77.8%									22.2%
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	100%									
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	100%									
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases									
	33.3%									44.4%
										22.2%
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)									
	66.7%									33.3%
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)									
	55.6%									22.2%
										22.2%
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date									
	100%									
	Sexual harassment – review reporting options to ensure confidential avenues for employees impacted by sexual harassment									
	100%									
	Sexual harassment – built internal support capability or expanded relationships with external support services									
	77.8%									22.2%
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	77.8%									22.2%
	Superannuation – paid to employees during paid and unpaid parental leave periods									
	88.9%									11.1%
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	55.6%									11.1%
										22.2%
										11.1%
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
	77.8%									11.1%
										11.1%
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence									
	66.7%									11.1%
										22.2%

◆ Complete already or underway now ◆ In plan to commence or complete in 2025 ◆ No plans currently in place ◆ Not applicable ◆ Not reported in 2023

Gender balance in leadership

Table 11: Gender balance in leadership

National 2017 Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
APA Group	31.9	-	0.0	40.0	26.7	30.6	32.1	50.0
Ausgrid	17.6	19.0	22.2	-	22.7	16.3	17.4	40.0
BASF Australia	33.0	-	33.3	0.0	40.9	28.0	33.6	33.3
CSR Limited	20.5	-	22.2	29.7	34.8	21.2	20.0	-
Cummins	20.5	-	41.2	26.1	34.5	26.5	18.9	75.0
Hanson Construction Material	14.3	-	20.0	-	11.5	12.2	14.6	-
Komatsu Australia	18.0	0.0	0.0	20.8	21.8	11.9	18.3	0.0
Linfox	17.6	25.0	-	8.3	8.8	23.3	17.3	8.3
Viva Energy Australia	30.4	50.0	50.0	-	36.2	26.6	30.6	28.6
National 2017 Group Totals	20.0	18.5	30.5	28.8	23.7	20.8	19.7	29.2
National 2017 Group Totals (adjusted)	20.0	18.5	30.5	28.8	23.7	20.8	19.7	29.2

Notes:
Viva Energy Australia – Data is inclusive of Viva Energy employees only and does not include Zip, Viva Energy Polymers, Liberty and John Duff & Co employee figures.

- Gender balance achieved (40%–60% women's representation)

Increase in under-representation of women since 2022

Not applicable

Includes non-binary gender
- Moving closer to gender balance since 2022

Unchanged since 2022

Role/s at CEO level held by one or more women

Category contains only one role (0% or 100% women)
- Increase in over-representation of women since 2022

Not reported in 2022



Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the National 2017 Group is Jo O'Brien. Our Implementation Leaders for the National 2017 Group are:

Organisations	Implementation Leaders
APA Group	Gerard Coggan and Allyson Woodford
Ausgrid	Luke Fatcher-Daniels and Georgia Tsamis
BASF Australia and New Zealand	Diana Dolevska and Kathryn O'Hehir
Cement Australia	Ainsley Barahona Santos
CSR Limited	Catherine Flynn, Alokita Shankhar and Anna Stanton
Cummins Asia Pacific	Ainslie Fisher
Hanson Australia	Therese Konings
Komatsu Australia	Zara Carey
Linfox Logistics, Australia and New Zealand	Helen Charlesworth and Raeoni Davies
Sims Limited	Stephanie Glue and Blaise Porter
Viva Energy Australia	Miranda Boddington

Practical actions

Table 12: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	81.8%9.1%9.1%									
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
63.6%27.3%9.1%										
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and reported publicly on an annual basis									
	54.5%18.2%27.3%									
	Gender equality KPIs – included in scorecards or performance plans of Members’ direct reports									
	36.4%63.6%									
Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
100%										
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Member									
	63.6%18.2%18.2%									
Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
72.7%9.1%18.2%										
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	63.6%18.2%18.2%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	36.4%18.2%45.5%									
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
Parental leave – strategy and policy to improve men’s uptake of parental leave										
90.9%9.1%										
Care – initiatives (other than carers’ leave) to support employees with caring responsibilities beyond parenting										
72.7%18.2%9.1%										
Everyday sexism – action to highlight and address everyday sexism										
81.8%18.2%										

◆ Complete already or underway now
◆ In plan to commence or complete in 2025
◆ No plans currently in place
◆ Not applicable
◆ Not reported in 2023

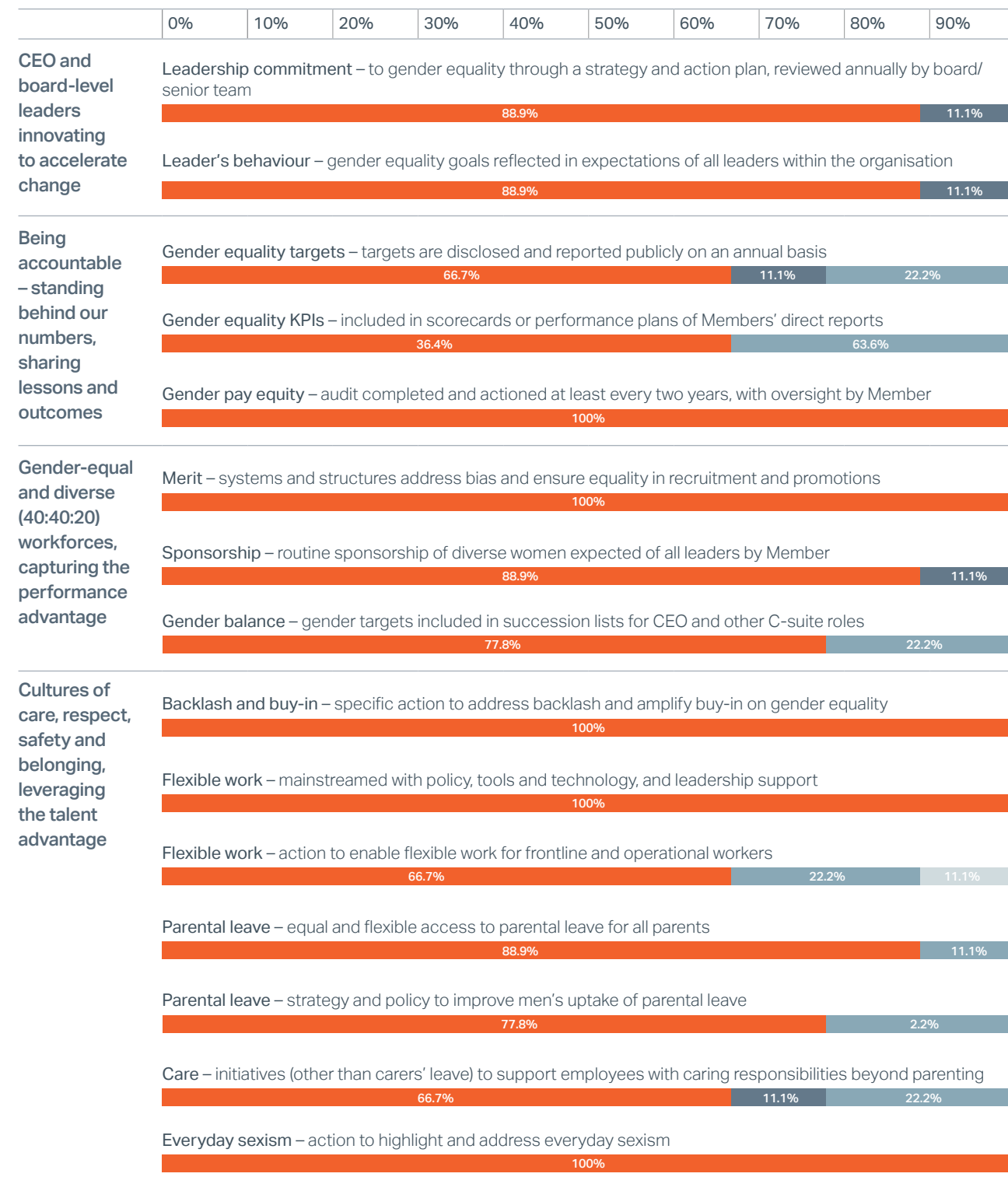
Table 12: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position	90.9%									9.1%
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents	90.9%									9.1%
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue	90.9%									9.1%
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted	45.5%			36.4%				18.2%		
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases	9.1%	36.4%			54.5%					
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)	27.3%		36.4%				36.4%			
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)	45.5%				36.4%			18.2%		
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date	81.8%								9.1%	9.1%
	Sexual harassment – review reporting options to ensure confidential avenues for employees impacted by sexual harassment	90.9%									9.1%
	Sexual harassment – built internal support capability or expanded relationships with external support services	90.9%									9.1%
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive	90.9%									9.1%
	Superannuation – paid to employees during paid and unpaid parental leave periods	63.6%						9.1%	27.3%		
	Corporate giving – organisation applies a gender lens to corporate giving efforts	36.4%			27.3%			36.4%			
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence	90.9%									9.1%
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence	36.4%			18.2%		45.5%				

 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

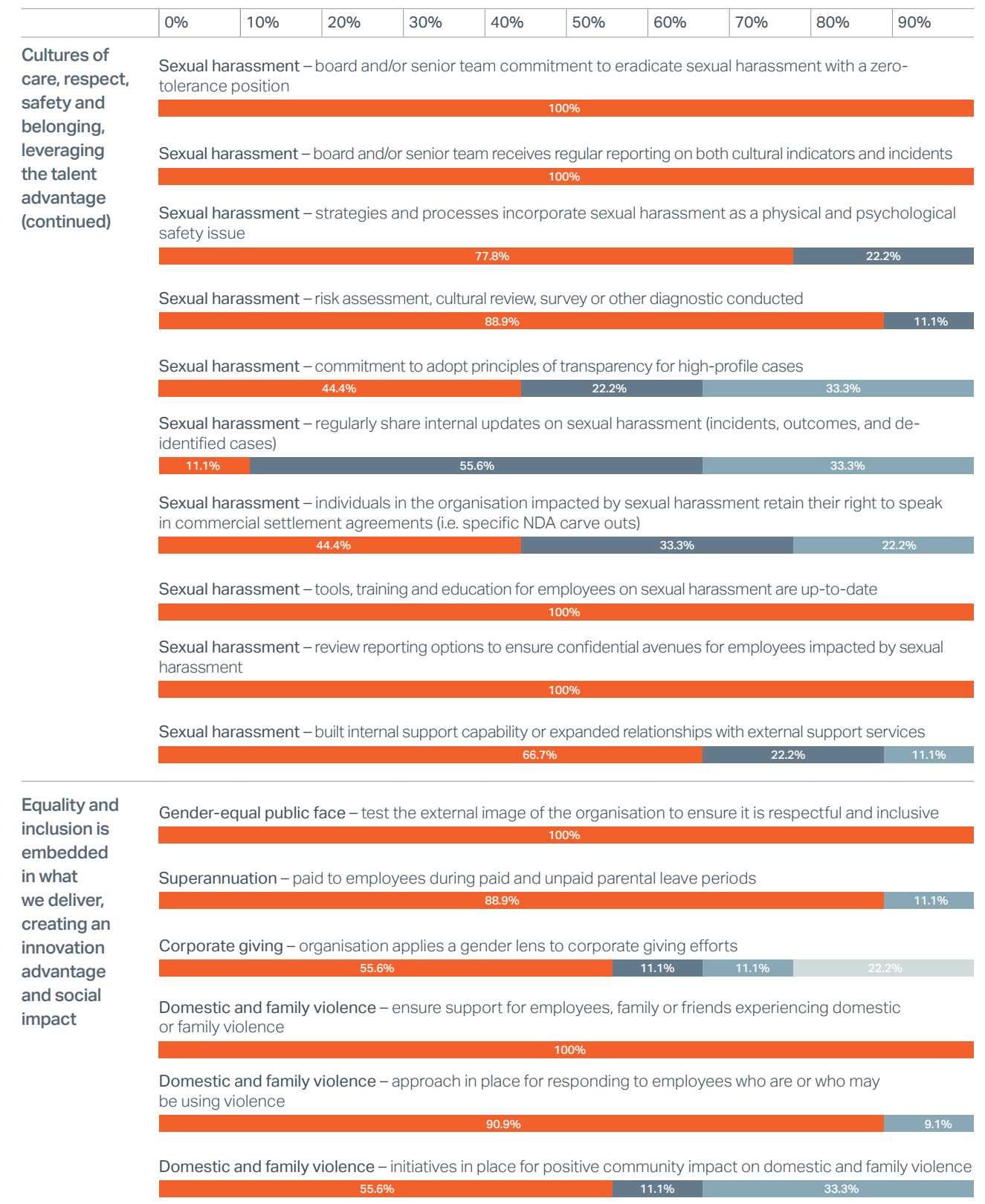
Practical actions

Table 14: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 14: Practical actions *(continued)*



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Gender balance in leadership

Table 15: Gender balance in leadership

Consult Australia Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
AECOM Australia Pty Ltd	36.4	-	36.4	23.5	21.9	25.4	40.8	40.0	33.3	-
Arcadis Australia Pacific Pty Ltd	32.3	0.0	41.7	22.2	18.2	30.0	32.8	66.7	-	-
Arup	40.1	-	47.1	34.3	21.3	31.4	42.8	41.7	-	-
Aurecon	37.8	-	33.3	15.4	21.4	32.3	41.9	28.6	-	-
Douglas Partners	21.5	-	0.0	0.0	42.9	20.7	23.4	0.0	-	4.0
GHD, Australia #	35.5	-	32.3	37.5	28.7	18.1	37.3	40.0	0.0	-
Jacobs Group (Australia) Pty Ltd	32.7	33.3	30.0	29.4	38.9	26.2	33.3	33.3	-	-
Northrop Consulting Engineers	29.6	-	42.9	14.3	4.8	39.3	32.4	50.0	-	7.7
SMEC	28.7	-	20.0	20.0	27.3	27.5	29.0	0.0	-	-
Consult Australia Group Totals	34.8	20.0	33.2	26.7	23.3	27.0	37.0	35.3	25.0	5.9
Consult Australia Group Totals (adjusted)	34.8	20.0	33.2	26.7	23.3	27.0	37.0	35.3	-	5.9

Notes:

SMEC – The figures represent the organisation's governing body only, the SMEC Holdings Board. Both the SMEC Australia Board and the SMEC Foundation Board have 50% female representation.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◆ Not applicable | ◆ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |



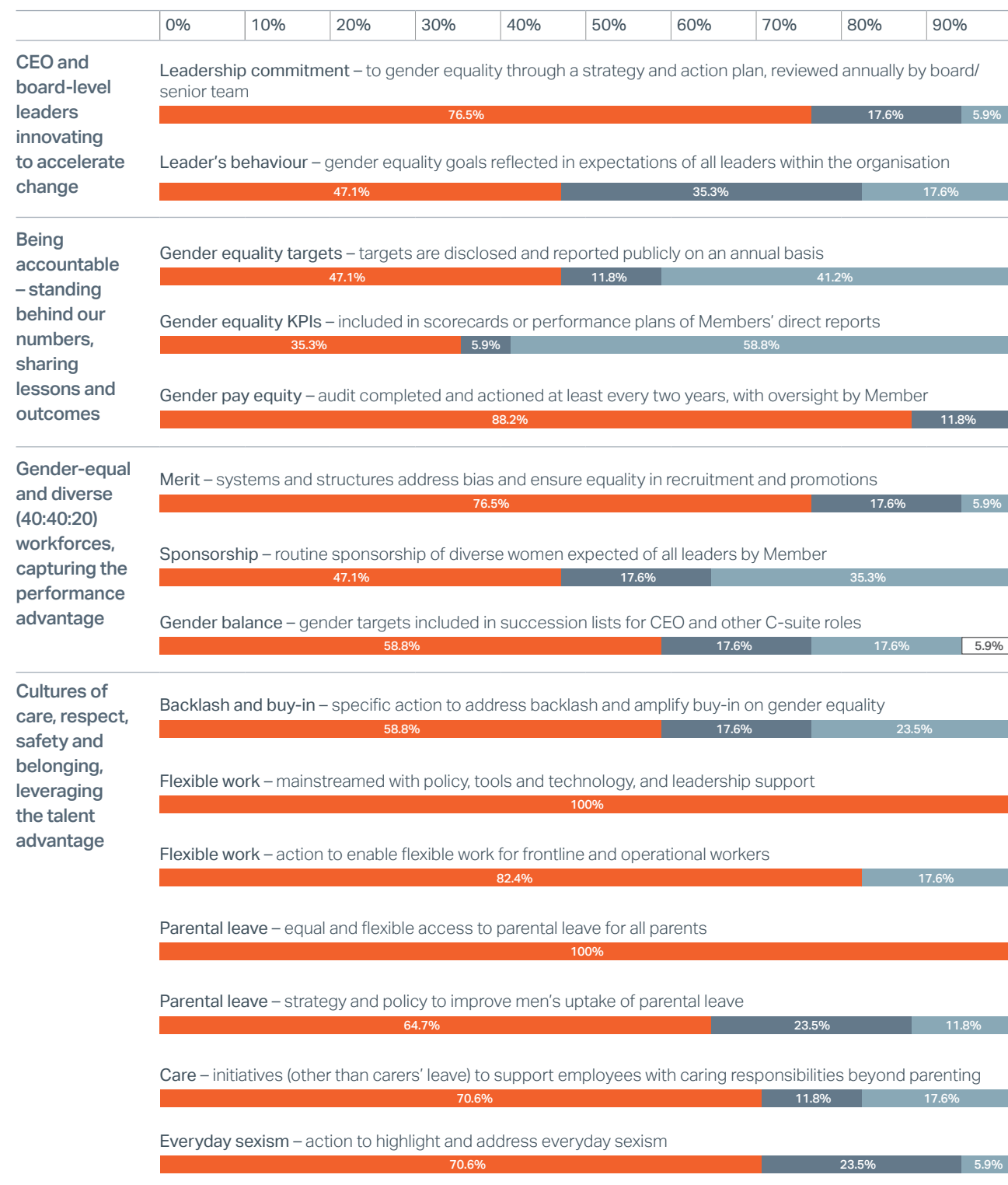
Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Consult Australia Group is Coleen MacKinnon. Our Implementation Leaders for the Consult Australia Group are:

Organisations	Implementation Leaders
AECOM, Australia and New Zealand	Jennifer Fryer
Arcadis, Asia Pacific	Amy Cotterell
Arup, Australasia	Abbie Wright
Aurecon, Australia, Operations	Penny Rush
Douglas Partners	Amy Singh
GHD, Australia	Coralee Fitzgibbon
Jacobs, Australia and New Zealand	Fiona Rose
Northrop	Clarissa Fraser
SMEC, Australia and New Zealand	Kate Campbell
Stantec	Venelina Kostourkov

Practical actions

Table 16: Practical actions



 Complete already or underway now
  In plan to commence or complete in 2025
  No plans currently in place
  Not applicable
  Not reported in 2023

Table 16: Practical actions (continued)



◆ Complete already or underway now
 ◆ In plan to commence or complete in 2025
 ◆ No plans currently in place
 ◆ Not applicable
 ◆ Not reported in 2023

Gender balance in leadership

Table 17: Gender balance in leadership

Energy Group Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AGL #	34.8	-	33.3	21.4	36.0	29.6	35.5	40.0
Alinta Energy #	46.8	-	25.0	33.3	24.3	41.3	48.9	20.0
Australian Energy Market Operator	38.8	-	66.7	35.3	-	24.0	40.7	50.0
AusNet Services	31.3	-	50.0	27.3	31.9	25.0	31.9	37.5
ElectraNet	22.9	-	-	33.3	10.0	27.8	24.0	10.0
Endeavour Energy #	19.3	-	42.9	-	45.5	16.1	19.2	16.7
EnergyAustralia	40.2	-	50.0	31.3	41.8	33.9	41.1	37.5
Essential Energy	18.5	-	-	37.5	36.5	28.9	17.8	57.1
Hydro Tasmania #	28.3	-	62.5	-	26.0	18.0	29.5	40.0
Jemena	20.0	-	14.3	34.5	42.3	25.2	19.2	37.5
Momentum Energy #	52.5	-	-	50.0	38.5	35.1	56.3	66.7
Origin Energy #	40.6	-	33.3	35.1	33.6	38.1	41.2	44.4
Shell Energy Australia	46.5	-	25.0	38.5	29.4	35.1	51.7	0.0
Snowy Hydo	26.6	-	44.4	0.0	4.0	20.9	28.5	44.4
Stanwell	28.0	-	33.3	43.5	25.0	15.4	29.1	50.0
Synergy	38.4	66.7	50.0	0.0	34.4	34.7	38.8	28.6
Transgrid #	26.7	-	44.4	36.4	27.8	27.7	25.9	18.2
Western Power	27.3	-	-	57.1	42.3	32.6	26.5	66.7
Energy Group Totals	31.2	66.7	40.0	34.4	30.8	29.5	31.4	35.2

Notes:

Jemena – The organisation is focused on increasing gender balance and diversity as a key business priority and have committed to specific short- and long-term targets to achieve 40:40:20 representation and focusing on various aspects of our business including career entry pathways and a pipeline to senior leadership by 2030.

Western Power – The organisation's current data set does not allow for reporting outside of the male/female binary.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◇ Not applicable | ■ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |

We all have a role to play in achieving gender equality and I'm pleased to be part of an industry-wide, CEO-led Coalition committed to building diversity and inclusion in the Australian energy sector.

Australia's energy transition needs our best people to solve these toughest of problems. It's people that will solve the engineering challenges, it's people that will build the social license, and ultimately, it's people that will benefit from a clean and reliable supply of energy.

We won't be successful unless we remove every barrier to gender equality, and achieve diversity, equity and inclusion in all its forms.

Daniel Westerman
CEO & Managing Director
AEMO



Our thanks

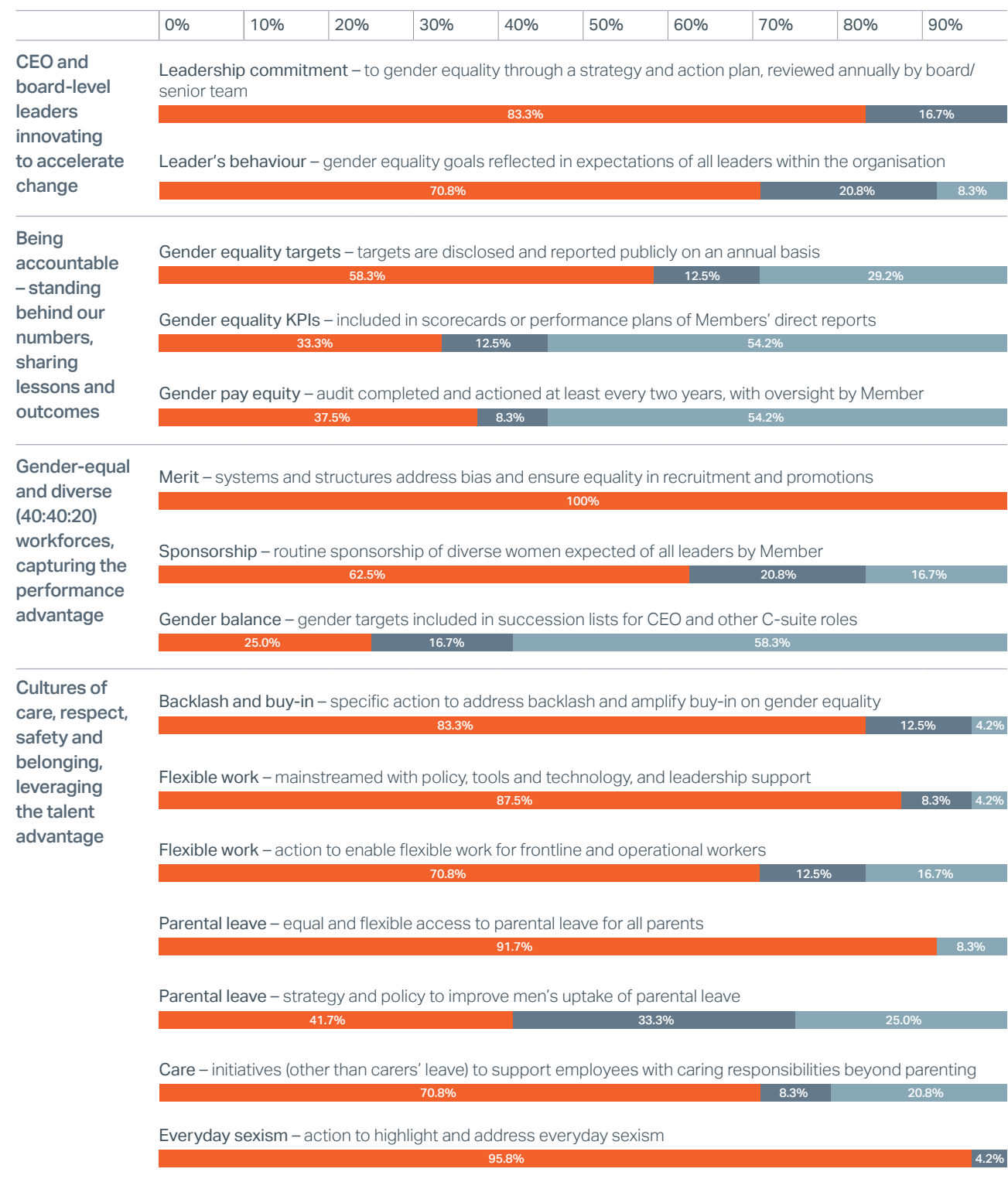
The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Energy Group is Julie Bissinella. Our Implementation Leaders for the Energy Group are:

Organisations	Implementation Leaders
AGL	Chalina Keeble
Alinta Energy	Carrie Luzar
AusNet Services	Lisa Keogh
Australian Energy Market Operator	Kate Pollock
ElectraNet	Kymberley Lawrence
Endeavour Energy	Jan Roden and Diane Samaroo
EnergyAustralia	Alicia Watson
Essential Energy	Amalie Smith
Hydro Tasmania	Lucy Aird
Jemena	Mark Gorodecki
Momentum Energy	Olivia Hudson
Origin Energy	Sharon Ridgway
Shell Energy Australia	Alice Micenko
Snowy Hydro	Gabrielle Curtin and Alice Hornby
Stanwell Corporation	Darren Hooper
Synergy	Anne Carton, Kate Hooper and Patrick Moran
Transgrid	Julie Moss
Western Power	Thomas Fyfield and Natalia Smith

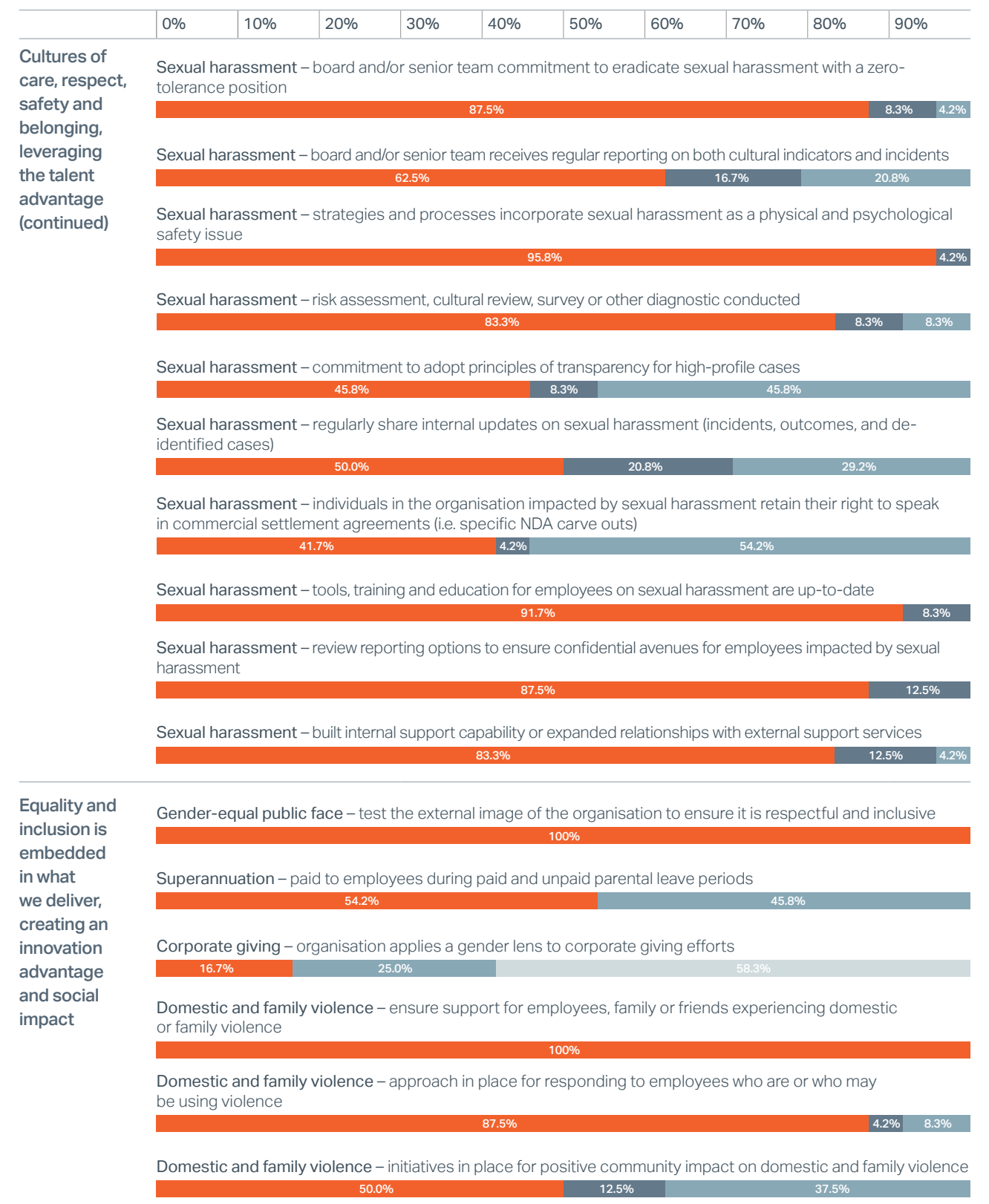


Practical actions

Table 18: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 18: Practical actions *(continued)*

◆ Complete already or underway now
 ◆ In plan to commence or complete in 2025
 ◆ No plans currently in place
 ◆ Not applicable
 ◆ Not reported in 2023



Gender balance in leadership

Table 19: Gender balance in leadership

	Women's representation (%)							
Fire & Emergency Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Airservices Australia	4.7	-	100	0.0	3.4	-	4.7	42.9
AFAC #	65.7	-	66.7	77.8	-	26.7	79.5	37.5
Country Fire Authority #	61.4	-	25.0	57.9	31.3	46.5	66.1	55.6
Department for Environment and Water SA #	51.2	-	50.0	42.9	44.7	36.4	54.7	-
Department of Biodiversity, Conservation and Attractions WA	52.0	-	44.4	57.1	47.1	36.9	53.1	53.1
Department of Fire and Emergency Services WA #	25.1	-	28.6	29.3	28.1	20.5	26.3	-
Emergency Management Victoria #	57.3	80.0	0.0	57.1	55.1	62.7	53.6	-
Fire and Emergency New Zealand	20.1	-	27.3	26.7	25.0	6.9	22.9	62.5
Fire and Rescue NSW #	15.3	-	28.6	25.5	24.5	9.5	15.6	-
Fire Rescue Victoria	12.5	-	37.5	9.6	5.8	10.5	13.5	62.5
Forest Fire Management Victoria	41.4	-	50.0	34.6	44.4	36.3	42.8	-
NSW Rural Fire Service #	23.8	-	25.0	37.5	48.2	6.6	24.4	-
NSW National Parks and Wildlife Service (Park Operations)	34.5	-	0.0	10.0	33.8	19.1	40.4	-

Notes:

Country Fire Authority – Excludes their volunteers, which total 51,807 people with 23.4% women's representation. Country Fire Authority's unique workforce arrangements do not include a number of operational roles, currently held by men seconded to the organisation.

Forest Fire Management Victoria – Numbers are on a paid headcount basis and inclusive of Fire Fighters and Casuals.

NSW National Parks and Wildlife Service – Data does not include casuals or board members; NPWS Park Operations includes staff numbers only and excludes casuals and NPWS Park Programs includes staff numbers only.

◆ Gender balance achieved
(40%–60% women's representation)

◆ Increase in under-representation of women since 2022

◊ Not applicable

Includes non-binary gender

◆ Moving closer to gender balance since 2022

◊ Unchanged since 2022

■ Role/s at CEO level held by one or more women

◆ Category contains only one role (0% or 100% women)

◆ Increase in over-representation of women since 2022

◆ Not reported in 2022

Table 19: Gender balance in leadership *(continued)*

	Women's representation (%)							
Fire & Emergency Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
NSW SES #	35.1	-	33.3	37.5	46.7	30.9	35.4	-
Parks Victoria #	41.5	-	50.0	47.6	31.3	38.6	42.4	55.6
Queensland Fire and Emergency Services #	21.0	-	11.1	40.2	33.2	16.9	20.1	-
Queensland Parks and Wildlife Service #	41.0	-	33.3	45.1	42.0	52.7	39.3	-
South Australian Metropolitan Fire Service #	7.1	-	0.0	5.7	-	2.0	8.6	55.6
South Australian State Emergency Service #	29.2	-	100	100	18.6	29.4	29.6	-
SA Country Fire Service #	42.4	-	66.7	40.0	25.6	-	46.5	-
Surf Life Saving NSW	33.6	-	62.5	-	-	43.8	33.3	18.2
Tasmania Fire Service	22.4	-	0.0	25.0	19.5	2.9	28.1	25.0
Tasmania State Emergency Service	31.0	-	0.0	-	28.6	13.9	60.0	-
Victoria SES #	40.7	-	75.0	25.0	50.0	32.9	42.8	71.4
Fire & Emergency Group Totals	25.7	80.0	32.0	32.5	30.3	16.5	26.4	50.0
Fire & Emergency Group Totals (adjusted)	25.6	80.0	30.4	32.5	30.3	16.5	26.3	52.6

Notes:

NSW SES – Volunteer leadership roles are in 'Other Managers' and are defined as Unit Commanders, Deputy Unit Commanders and Local Area Commanders. All other volunteers are included in the 'Non-Managers' section.

◆ Gender balance achieved
(40%–60% women's representation)

◆ Increase in under-representation of women since 2022

– Not applicable

Includes non-binary gender

◆ Moving closer to gender balance since 2022

◊ Unchanged since 2022

■ Role/s at CEO level held by one or more women

◆ Category contains only one role
(0% or 100% women)

◆ Increase in over-representation of women since 2022

◆ Not reported in 2022



Recruiting a diverse workforce and creating an inclusive workplace are important steps in ensuring our people reflect the community we serve.

Implementing change — and challenging long-held stereotypes — isn't easy and it doesn't happen overnight, but we're committed to change.

Darren Klemm AFSM

Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Fire and Emergency Group is Cassie Lindsey. Our Implementation Leaders for the Fire and Emergency Group are:

Organisations	Implementation Leaders
ACT Emergency Services Agency	Kate Lowes and Wayne Phillips
AFAC	Stephanie Andrade
Airservices Australia, Fire and Emergency	Elsbeth Jeffery and Eleni Sarris
Bushfires NT	Tony Fuller APM
Country Fire Authority Victoria	Terri Wright
Department for Environment and Water SA	Darren Crawford and Natalia Tanti
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	Meg Williams
Department of Fire and Emergency Services WA	Ivana Oroz-Bootsma
Emergency Management Victoria	Ameera Katar, Amanda Leck
Fire and Emergency New Zealand	Janine Hearn
Fire and Rescue NSW	Natalia Cruz-Hendricks, Trent Curtin, Cherry Pennycuick and Michelle Smith
Fire Rescue Victoria	Jessie Fraser
Forest Fire Management Victoria	Leonie Millard and Sam Quigley
New South Wales Rural Fire Service	Rachel Saliba and Hannah Schymitzek
New South Wales State Emergency Service	Natasha Eaton and Nic Steepe
NSW National Parks and Wildlife Service – Park Operations	Christina Bullivant

Organisations	Implementation Leaders
Parks Victoria	Jolene Goulton
Queensland Fire and Emergency Services	Callum MacSween and Kevin Reading
Queensland Parks and Wildlife Services	Rosie Amatt and Rebecca Balderston
SA Metropolitan Fire Service	Peter Button
SAFECOM	Jayme Moreland
South Australia State Emergency Service	Rachel Rowett
South Australian State Country Fire Service	Tammy Moffat
Surf Life Saving NSW	Louise Cooke
Tasmania Fire Service	Emma McGrath
Tasmania State Emergency Service	Lauren Cannell
Victoria State Emergency Service	Erin Hegerty

Practical actions

Table 20: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
	50.0%					16.7%		33.3%		
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	83.3%									16.7%
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and reported publicly on an annual basis									
	50.0%					16.7%		33.3%		
	Gender equality KPIs – included in scorecards or performance plans of Members’ direct reports									
	16.7%		33.3%				50.0%			
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	16.7%		16.7%		66.7%					
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	83.3%									16.7%
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Member									
	50.0%						50.0%			
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	16.7%		83.3%							
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	50.0%					16.7%		33.3%		
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	66.7%							33.3%		
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men’s uptake of parental leave									
66.7%							33.3%			
	Care – initiatives (other than carers’ leave) to support employees with caring responsibilities beyond parenting									
83.3%									16.7%	
	Everyday sexism – action to highlight and address everyday sexism									
66.7%							16.7%		16.7%	

◆ Complete already or underway now
◆ In plan to commence or complete in 2025
◆ No plans currently in place
◆ Not applicable
◆ Not reported in 2023

Table 20: Practical actions (continued)

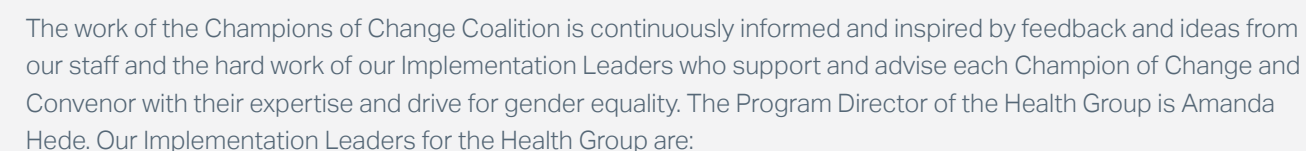
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position	66.7%						16.7%		16.7%		
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents	66.7%						33.3%				
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue	83.3%								16.7%		
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted	50.0%					50.0%					
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases	16.7%		16.7%		66.7%						
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)	16.7%		16.7%		66.7%						
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)	33.3%			16.7%		50.0%					
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date	100.0%										
	Sexual harassment – review reporting options to ensure confidential avenues for employees impacted by sexual harassment	83.3%								16.7%		
Sexual harassment – built internal support capability or expanded relationships with external support services	66.7%						16.7%		16.7%			
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive	83.3%								16.7%		
	Superannuation – paid to employees during paid and unpaid parental leave periods	33.3%			16.7%		50.0%					
	Corporate giving – organisation applies a gender lens to corporate giving efforts	33.3%			33.3%				33.3%			
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence	100%										
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence	83.3%								16.7%		
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence	66.7%						33.3%				

 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 21: Gender balance in leadership

Health Group Organisations	Women's representation (%)							
	Board	Committee Chairs/ CEOs	Total Fellows	New Fellows	Total Registrars	New Registrars	National Office Staff	Training Program Applicants
Australasian College of Sports and Exercise Physicians	50.0	40.0	26.3	22.2	32.8	46.2	72.7	30.8

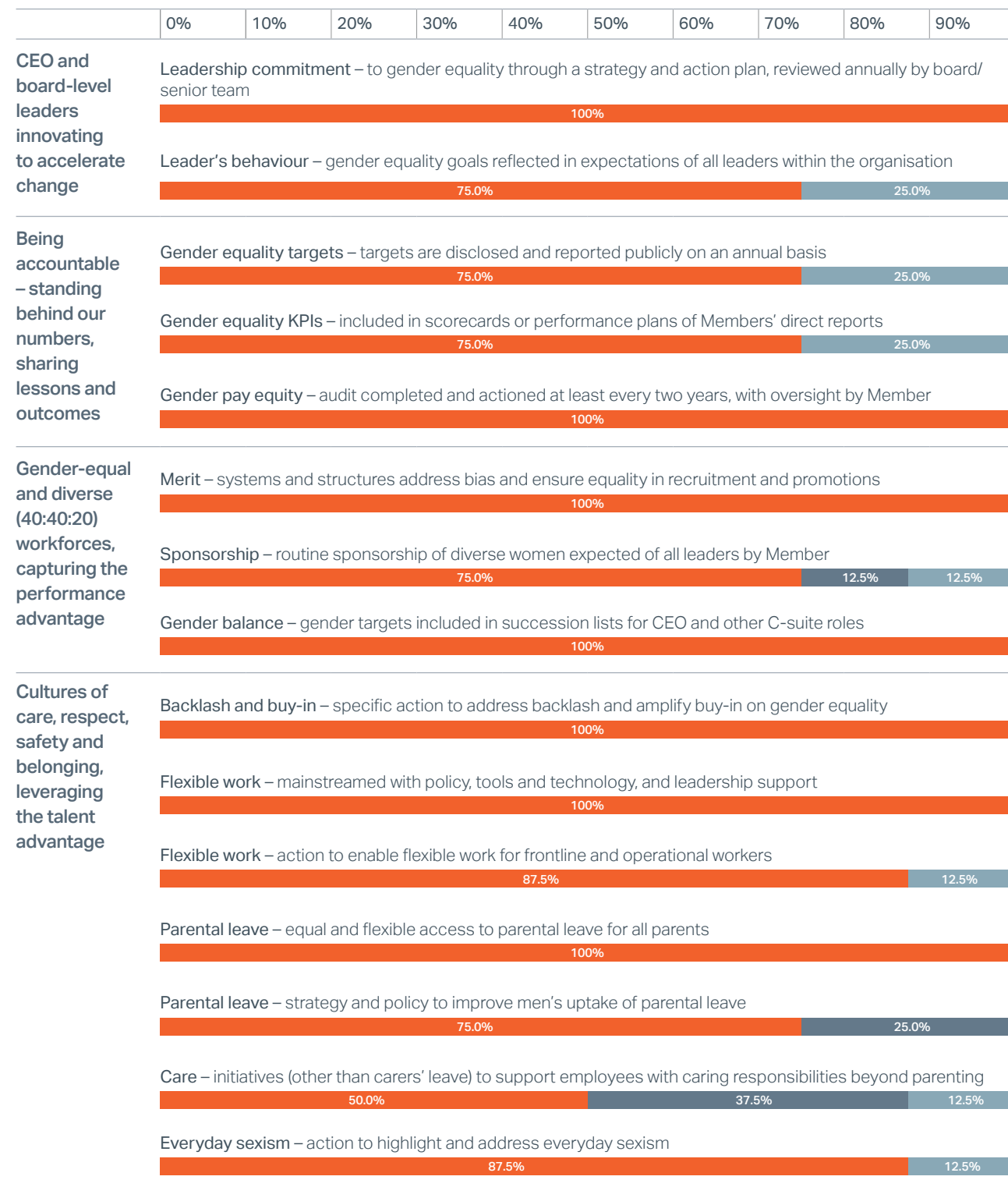
- | | | |
|---|---|--|
| ◆ Gender balance achieved
(40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women
since 2022 |
| ◆ Increase in under-representation of women
since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◇ Not applicable | ■ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role
(0% or 100% women) | |



Organisations	Implementation Leaders
Aspen Medical	Muhammad Sulaiman, Poppy Carpenter and Maricel Giongioni
Australian Red Cross Lifeblood	Peta Mullin
Calvary	David Izzard and Jessica Morrissey
Department of Defence, Defence Joint Health Command	Louise Martin
Northern Sydney Local Health District	Leanne Crouch and Paula Williscroft
St Vincent's Health Network Sydney	Matt Kearney and Rebecca Roberts

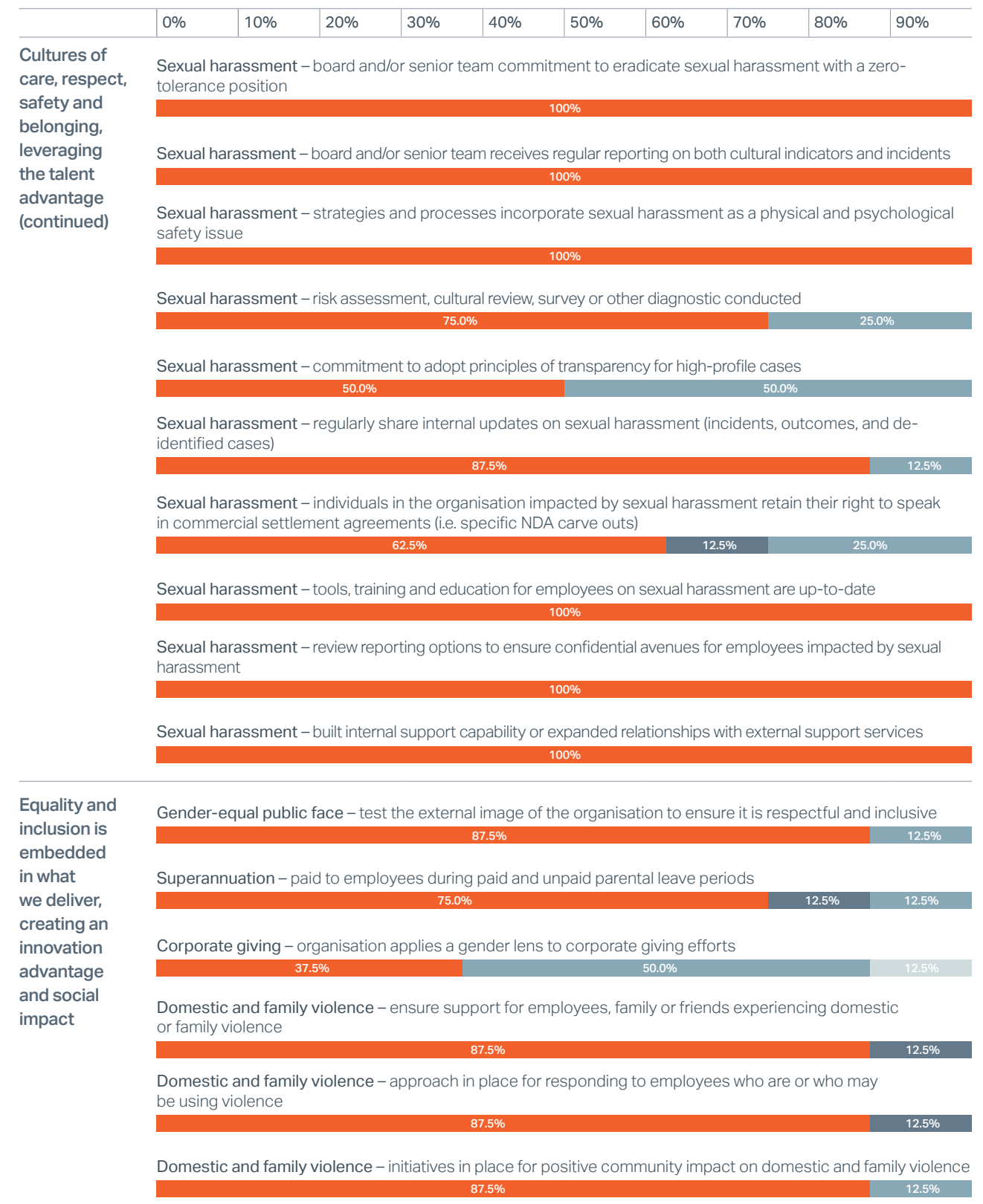
Practical actions

Table 22: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 22: Practical actions (continued)



◆ Complete already or underway now
 ◆ In plan to commence or complete in 2025
 ◆ No plans currently in place
 ◆ Not applicable
 ◆ Not reported in 2023

Gender balance in leadership

Table 23: Gender balance in leadership

Insurance Group Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Allianz Australia #	61.9	33.3	40.0	25.0	43.0	54.0	63.9	37.5
Hollard	58.9	38.3	30.0	44.4	54.7	60.5	60.2	40.0
IAG #	59.7	-	37.5	35.4	50.3	46.1	62.7	20.0
QBE Insurance Group Limited	58.9	50.0	83.3	30.8	50.0	44.0	61.4	50.0
RAC Insurance	60.2	-	20.0	-	23.5	44.4	63.3	28.6
Suncorp Group Limited	60.0	-	50.0	41.9	48.5	54.7	61.3	36.4
TAL #	55.3	-	33.3	28.6	40.9	50.0	57.3	42.9
Zurich Financial Services	53.0	-	33.3	33.3	35.8	43.0	56.3	37.5
Insurance Group Totals	59.4	40.0	38.6	34.4	46.0	50.9	61.4	35.9
Insurance Group Totals (adjusted)	60.1	40.0	45.2	35.7	48.6	51.3	62.0	35.7

Notes:

Allianz Australia – This data includes all entities of Allianz Australia including Global Transport and Primacy as well as the Allianz Australia Services numbers.

QBE Insurance Group Limited – With the exception of the Board, data includes Australian-based employees only and isn't necessarily representative of our leadership teams with global reporting lines.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◆ Not applicable | ◆ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |



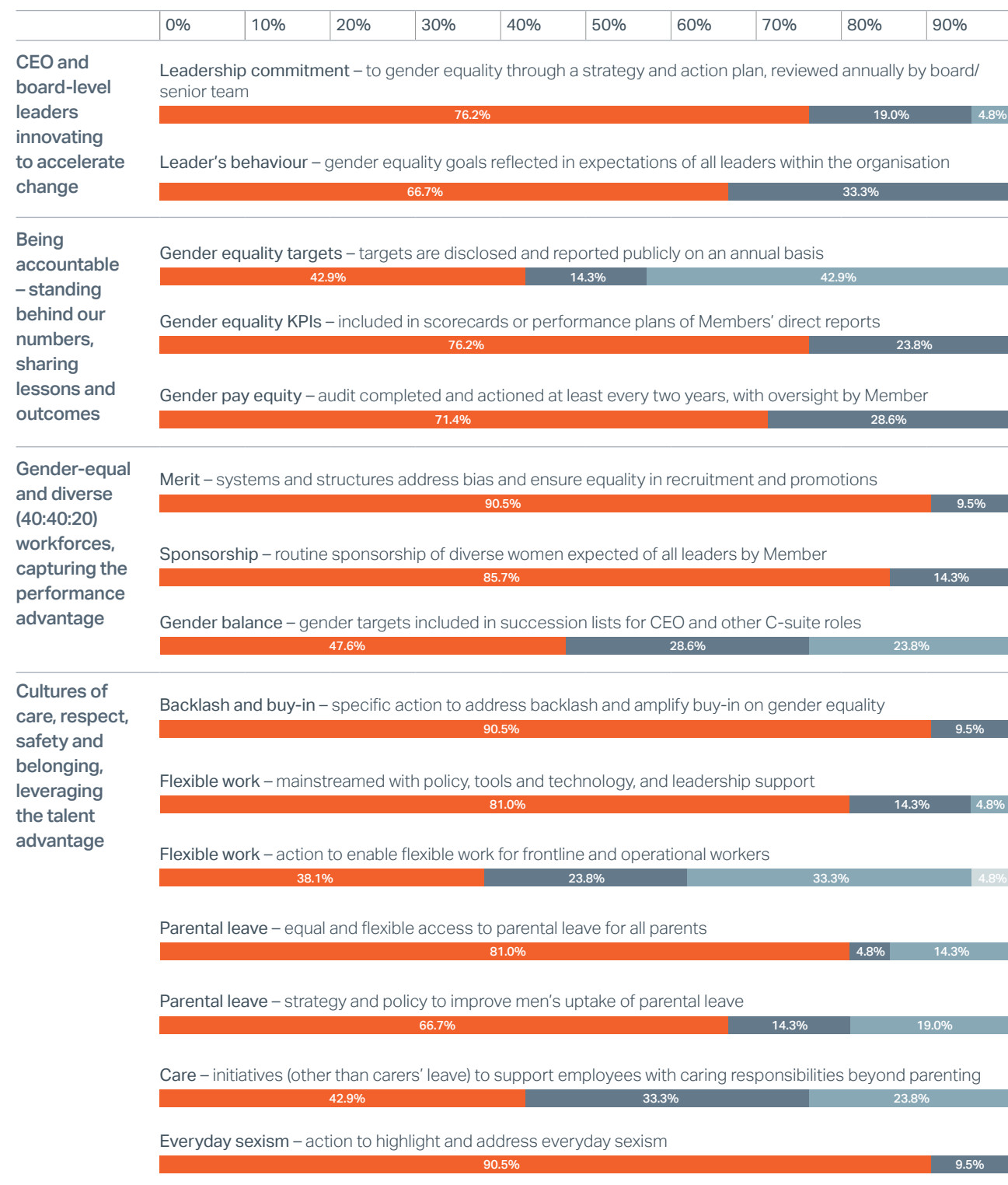
Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Insurance Group is Jo O'Brien. Our Implementation Leaders for the Insurance Group are:

Organisations	Implementation Leaders
Allianz Australia	Edyta Torpy
Hollard Insurance	Shai Feniger, Dilasha Kumar and Shilpa Walker
IAG	Gillian Folkes and Niki Kesoglou
QBE Insurance Group, Australia Pacific	Catherine McNair
RAC Insurance	Eleanor Harrison
Steadfast	Justin Mark
Suncorp	Catherina Behan and Sally Dickford
TAL	Sarah Cheeseman and Angela Zaballa
Zurich	Vanessa Town

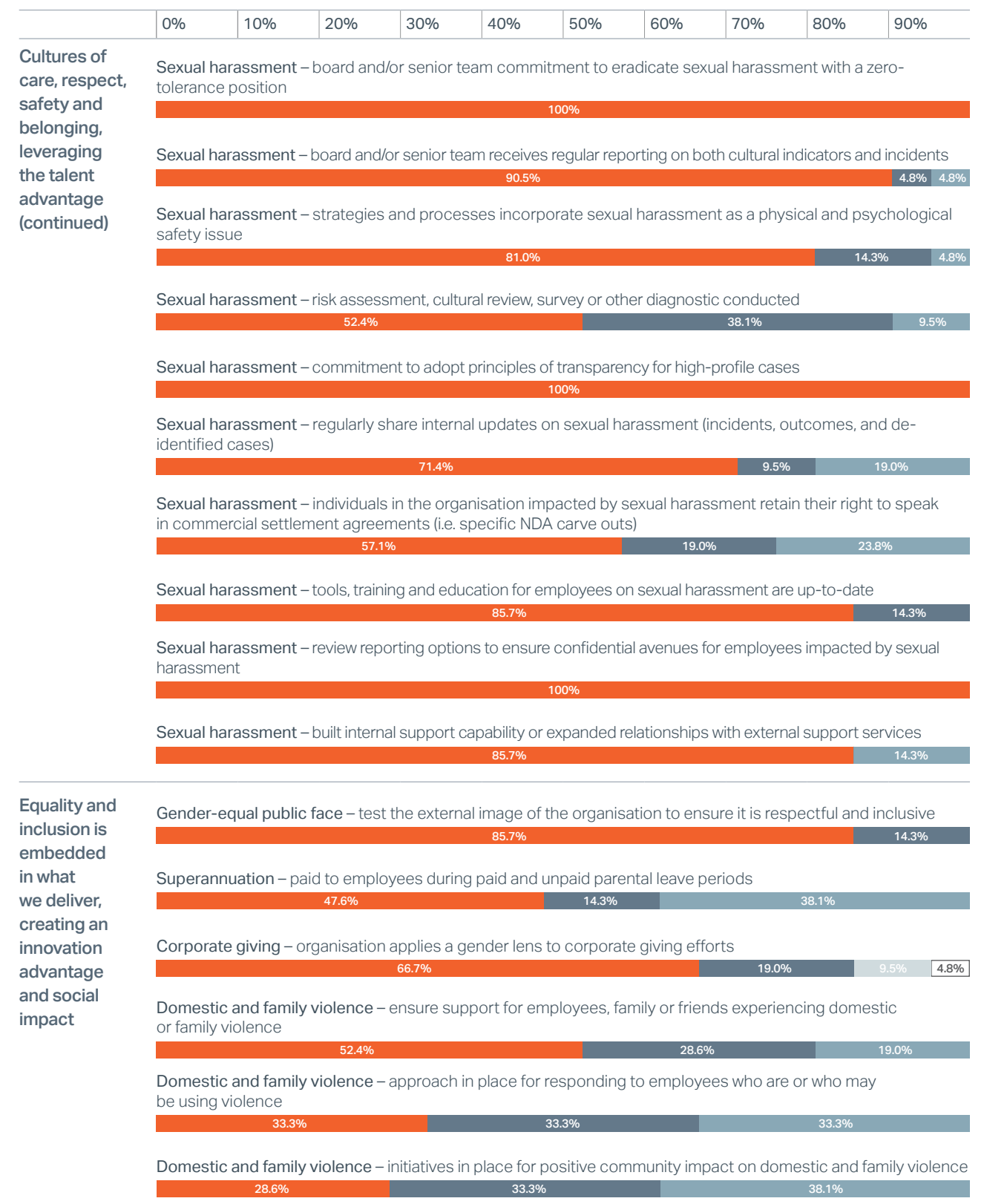
Practical actions

Table 24: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 24: Practical actions (continued)



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 25: Gender balance in leadership

◆ Gender balance achieved (40%–60% women's representation)	◆ Moving closer to gender balance since 2022	◆ Increase in over-representation of women since 2022
◆ Increase in under-representation of women since 2022	◆ Unchanged since 2022	◆ Not reported in 2022
◇ Not applicable	■ Role/s at CEO level held by one or more women	
◆ Includes non-binary gender	◆ Category contains only one role (0% or 100% women)	

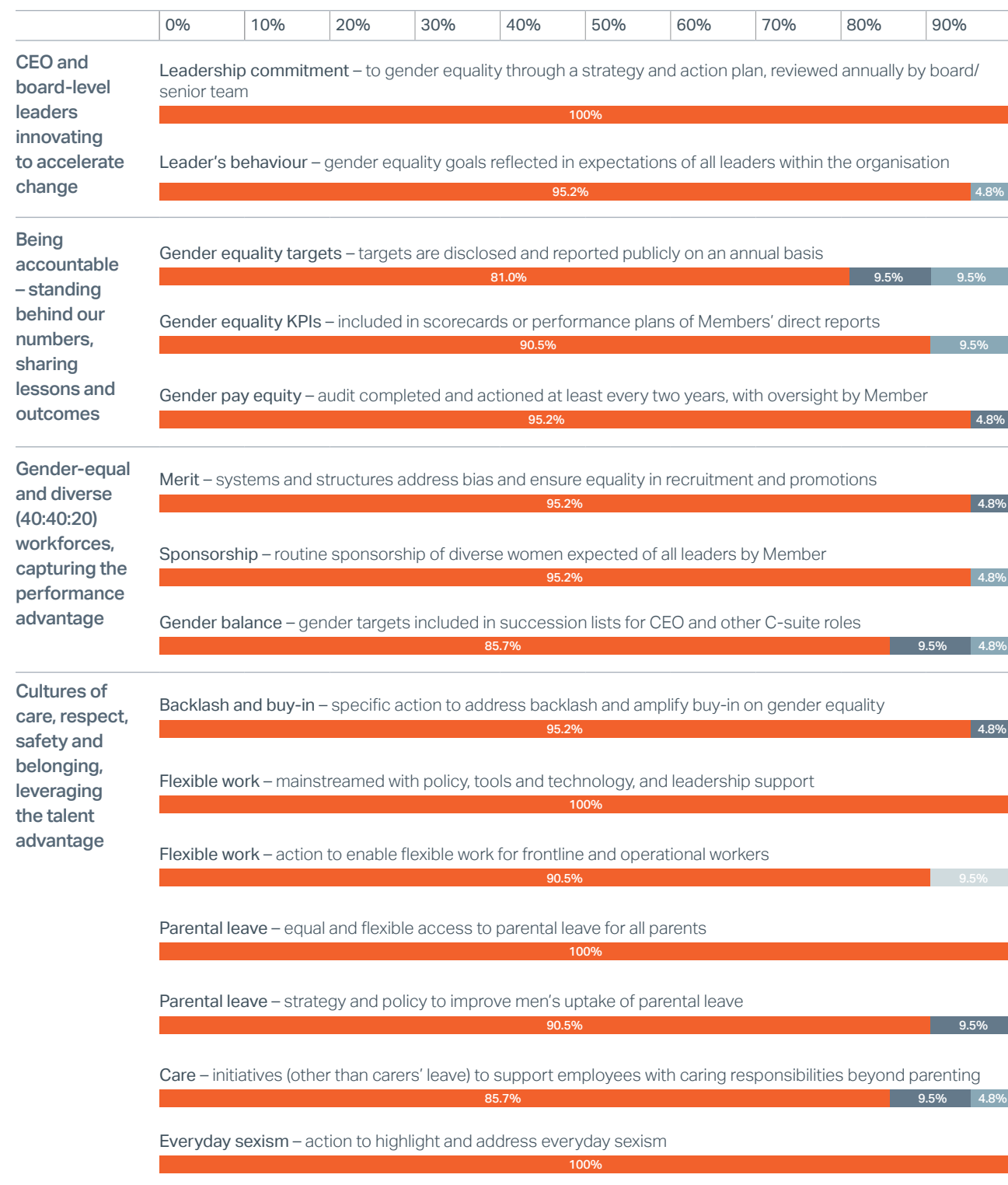


The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the Pakistan Group is Troy Roderick and the Program Manager of the Pakistan Group is Nadya Sarver. Our Implementation Leaders for the Pakistan Group are:

Organisations	Implementation Leaders
Mondelēz Pakistan	Afshan Khan
Pakistan Microfinance Investment Company	Afia Khan
PepsiCo Pakistan	Sarah Hassan
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Syngenta Pakistan	Humaira Ahmad
TCS Private Limited	Rida Jamil
Telenor Pakistan	Konpal Mansoor
The Bank of Khyber	Muhammad Asif
TPL Trakker Ltd	Aletta Fonseca
Unilever Pakistan Limited	Fatima Arshad
Yunus Textile Mills Limited	Tehmina Ali

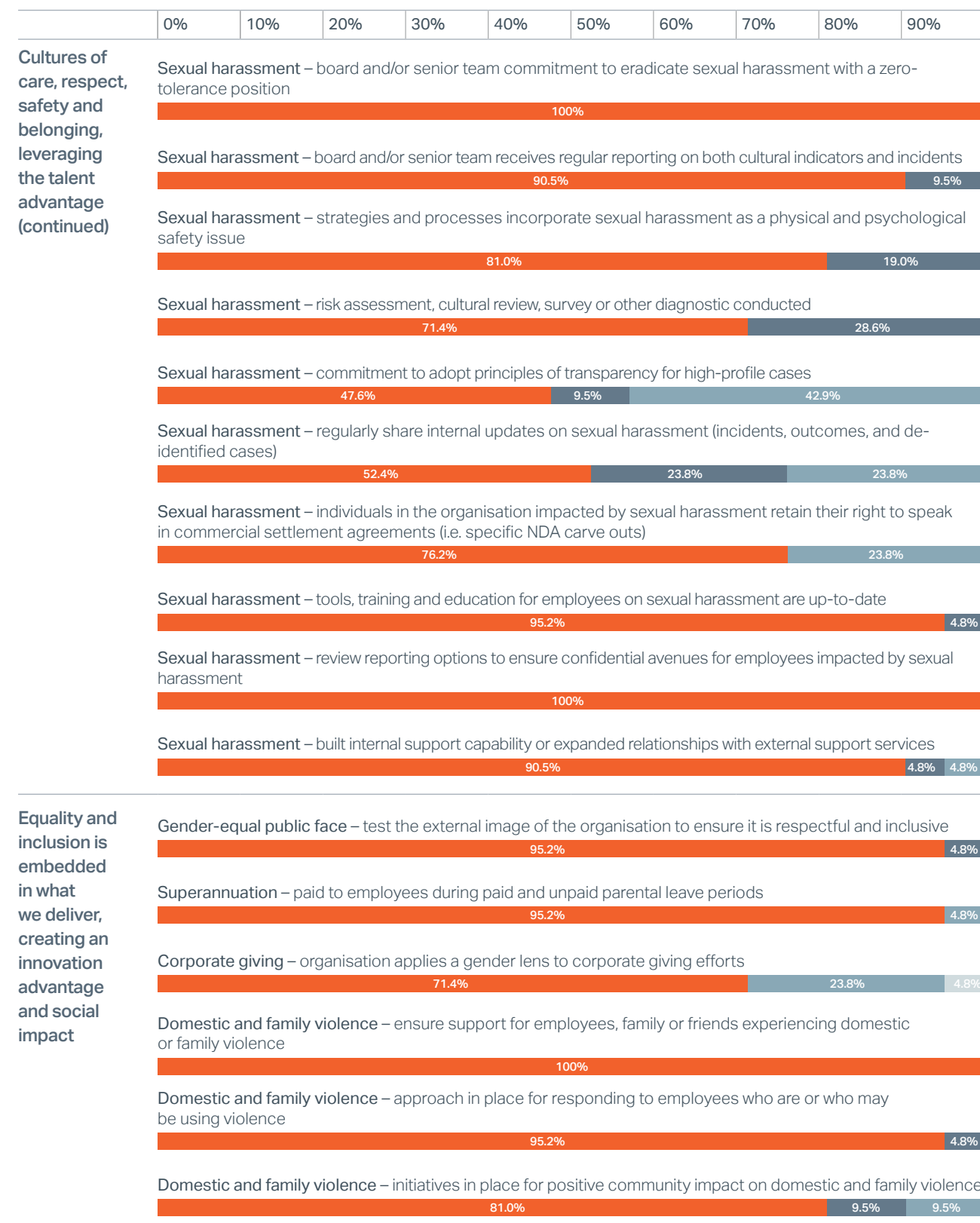
Practical actions

Table 26: Practical actions



 Complete already or underway now
  In plan to commence or complete in 2025
  No plans currently in place
  Not applicable
  Not reported in 2023

Table 26: Practical actions (continued)



◆ Complete already or underway now
 ◆ In plan to commence or complete in 2025
 ◆ No plans currently in place
 ◆ Not applicable
 ◆ Not reported in 2023

Gender balance in leadership


Table 27: Gender balance in leadership




	Women's representation (%)								
Property Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers
Abacus Group	48.4	0.0	0.0	21.4	25.0	44.2	54.9	50.0	33.3
CBRE #	40.6	-	41.2	22.2	27.1	36.2	43.5	36.8	66.7
Cbus Property	42.9	16.7	50.0	-	16.7	30.8	55.3	42.9	-
Charter Hall #	54.6	-	37.5	-	36.4	42.9	62.7	33.3	-
Colliers	44.0	37.5	23.1	22.8	26.6	33.0	54.1	-	-
Cromwell Property Group	52.1	-	0.0	71.4	50.0	50.0	52.7	37.5	-
Dexus	55.5	-	42.9	26.0	43.8	50.4	66.6	71.4	-
Frasers Property	48.9	-	50.0	27.6	28.1	39.6	54.5	-	-
The GPT Group	56.6	-	50.0	50.0	47.2	53.7	58.9	66.7	-
Investa	53.1	-	57.1	37.5	30.4	43.1	61.6	50.0	-
ISPT	51.0	33.3	60.0	53.3	45.5	53.3	52.1	40.0	-
JLL Australia #	45.2	-	0.0	10.6	29.9	36.2	48.0	-	-



Notes:

JLL Australia – Reclassification of how management roles were split between Other Executives and Senior Managers in 2023 compared to 2022 in WGEA reporting.

Fraser's Property – The organisation's target of 40% female representation in the WGEA Manager categories by 2025 was achieved in 2022 and has improved in 2023.

-  Gender balance achieved (40%–60% women's representation)
  Moving closer to gender balance since 2022
  Increase in over-representation of women since 2022

 Increase in under-representation of women since 2022
  Unchanged since 2022
  Not reported in 2022

 Not applicable
  Role/s at CEO level held by one or more women



 Includes non-binary gender
  Category contains only one role (0% or 100% women)

Table 27: Gender balance in leadership *(continued)*

	Women's representation (%)								
Property Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers
Knight Frank Australia	44.9	-	50.0	50.0	21.7	17.5	48.0	50.0	-
Lendlease #	43.9	28.2	0.0	36.1	31.6	39.5	51.1	33.3	-
Mirvac	45.8	33.3	50.0	44.7	21.8	45.7	47.0	37.5	-
Property Council of Australia	63.4	-	75.0	50.0	66.7	75.0	62.7	33.3	-
QIC	51.4	-	20.0	23.5	21.9	65.1	50.5	-	-
Savills	53.0	27.3	23.1	28.6	27.3	43.5	61.7	-	-
Scentre Group #	55.2	-	50.0	35.7	45.0	53.1	56.9	40.0	-
Stockland #	54.6	-	75.0	37.0	48.4	46.2	60.1	37.5	-
Vicinity Centres	60.8	-	0.0	42.9	33.7	50.5	67.1	30.0	-
Property Group Totals	48.5	29.1	36.3	31.8	33.6	43.4	52.7	41.1	50.0
Property Group Totals (adjusted)	48.5	29.1	36.3	31.8	33.6	43.4	52.7	41.1	-


Notes:

QIC Global Real Estate – Information provided refers to the Australian Real Estate Division.

-  Gender balance achieved (40%–60% women's representation)
  Moving closer to gender balance since 2022
  Increase in over-representation of women since 2022

 Increase in under-representation of women since 2022
  Unchanged since 2022
  Not reported in 2022

 Not applicable
  Role/s at CEO level held by one or more women

 Includes non-binary gender
  Category contains only one role (0% or 100% women)

Practical actions

Table 28: Practical actions



 Complete already or underway now
 In plan to commence or complete in 2025
 No plans currently in place
 Not applicable
 Not reported in 2023

Table 28: Practical actions *(continued)*



 Complete already or underway now
  In plan to commence or complete in 2025
  No plans currently in place
  Not applicable
  Not reported in 2023

Table 29: Gender balance in leadership

Notes:

Geelong Football Club – Representative of permanent staff, excludes fluctuating casual staff.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◆ Not applicable | ◆ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |

The commitment to gender equality in sport remains unwavering. We recognise there's still a lot of work to be done, and breaking down barriers for women in leadership and high-performance sport, while also accelerating the growth and commercialisation opportunities to achieve true pay equality, is an ongoing focus.

Craig Tiley
CEO
Tennis Australia



Our thanks

The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Directors of the Sport Group are Rana Hussain (until September 2023) and Lisa Whiffen (from September 2023). Our Implementation Leaders for the Sport Group are:

Organisations	Implementation Leaders
Australian Sports Commission	Dana Assenheim
Basketball Australia	Simon Bishop and Megan Curtin
Carlton Football Club	Adrian Asdagi
Cricket Australia	Megan Barnett-Smith and Jodie Newton
Football Australia	Luke Heckendorf and Sarah Walsh
Geelong Football Club	Simon Kelleher
Golf Australia	Tiffany Cherry and Lauren Waelend
National Rugby League	Steve Meredith and Cara Stagg
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick and Kathryn Stevenson
Rowing Australia	Dhuse Manogram
Rugby Australia	Amy Perrett
St Kilda Football Club	Stacey Dowdell
Surf Life Saving Australia	Michelle Bainbridge
Tennis Australia	Andrea Buckeridge
Western Bulldogs	Fiona Baker and Sophie Porra

Practical actions

Table 30: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
87.5%12.5%										
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and reported publicly on an annual basis									
	75.0%25.0%									
	Gender equality KPIs – included in scorecards or performance plans of Members’ direct reports									
	75.0%25.0%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
100%										
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Member									
	62.5%12.5%25.0%									
Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
87.5%12.5%										
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	87.5%12.5%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	75.0%12.5%12.5%									
	Parental leave – equal and flexible access to parental leave for all parents									
	75.0%25.0%									
	Parental leave – strategy and policy to improve men’s uptake of parental leave									
75.0%12.5%12.5%										
Care – initiatives (other than carers’ leave) to support employees with caring responsibilities beyond parenting										
87.5%12.5%										
Everyday sexism – action to highlight and address everyday sexism										
100%										

◆ Complete already or underway now
◆ In plan to commence or complete in 2025
◆ No plans currently in place
◆ Not applicable
◆ Not reported in 2023

Table 30: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position	87.5%								12.5%	
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents	87.5%								12.5%	
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue	87.5%								12.5%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted	62.5%						25.0%	12.5%		
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases	25.0%	12.5%	62.5%							
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)	50.0%					37.5%	12.5%			
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)	50.0%					25.0%	25.0%			
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date	87.5%								12.5%	
	Sexual harassment – review reporting options to ensure confidential avenues for employees impacted by sexual harassment	87.5%								12.5%	
	Sexual harassment – built internal support capability or expanded relationships with external support services	75.0%								25.0%	
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive	75.0%								12.5%	12.5%
	Superannuation – paid to employees during paid and unpaid parental leave periods	75.0%								25.0%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts	37.5%				25.0%	37.5%				
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence	62.5%						25.0%	12.5%		
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence	37.5%				62.5%					

◆ Complete already or underway now
◆ In plan to commence or complete in 2025
◆ No plans currently in place
◆ Not applicable
◆ Not reported in 2023

Table 31: Gender balance in leadership

Notes:

CSIRO – Since the data collection, a new board member has commenced, making a total of 62% of women on the Board.

Cochlear – The 2022 comparative data is Australia only; the 2023 data is global data.

- | | | |
|--|--|---|
| ◆ Gender balance achieved (40%–60% women's representation) | ◆ Moving closer to gender balance since 2022 | ◆ Increase in over-representation of women since 2022 |
| ◆ Increase in under-representation of women since 2022 | ◆ Unchanged since 2022 | ◆ Not reported in 2022 |
| ◆ Not applicable | ◆ Role/s at CEO level held by one or more women | |
| ◆ Includes non-binary gender | ◆ Category contains only one role (0% or 100% women) | |



The work of the Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director of the STEM Group is Justine Vaisutis (until September 2023) and Amanda Hede (from September 2023). Our Implementation Leaders for the STEM Group are:

Organisations	Implementation Leaders
Aurecon	Penny Rush
Australian Bureau of Statistics	Cathy Bates and Annette Hanson
Australian National University	Christopher Price
Australia's Chief Scientist	Katherine Leigh
Cochlear Limited	Lisa Skovron
Commonwealth Scientific and Industrial Research Organisation	Ali Harris
Datacom	Roslyn Rhall
Defence Science and Technology Group (Department of Defence)	Yvonne Bowyer, Dr Melanie Fuller and Dr David Kershaw
Engineers Australia	Tannielle Raynor and Justine Romanis

Appendix

Standardised occupational categories for managers
(Source: Workplace Gender Equality Agency)

Key management personnel (KMP)

In line with Australian Accounting Standards Board AASB124, KMPs have the authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly. This includes any director (executive or otherwise) of that entity.

A defining feature of KMPs is their influence is at the entity level. KMPs are likely to direct the strategic function of their section and are often functional heads, such as head of operations or head of finance. They represent at least one of the major function of an organisation and participate in organisation-wide decisions.

For corporate groups, KMPs will have authority and responsibility across the entire structure.

Head of Business (HOB)

HOB refers to:

- the CEO or equivalent of a subsidiary organisation within a corporate group
- an employee who has strategic control and direction over a substantial part of the business, but whose responsibilities do not extend across an entire corporate group, such as the head of a brand within a group.

Other executives/general managers

Other executives and general managers are responsible for a department or business unit within an entity. In large organisations, they may not take part in organisation-wide decisions with the CEO. Alternatively, they may take part in those decisions to share expertise or develop projects, but not have the entity-level or corporate group authority that would make them a KMP.

Senior managers

Senior managers are responsible for one or more functions, departments or outcomes for an entity. They are more likely to take part in both the strategic and operational sides of management, including resourcing, budget and assets (capital expenditure). Some of their decisions need approval from a higher-level manager.

Other managers

Other managers are responsible for operational functions. They oversee day-to-day work, following and enforcing their entity's defined parameters.

They may be responsible for strategies, policies and plans to meet business needs for their areas of work. They often manage time, financial and other resources, and assets such as facilities or IT infrastructure. They may also coordinate different functions or people. Line managers belong to this category, but supervisors do not.

Overseas Manager (OSM)

OSM is for use only for a manager within a global corporate group who:

- Reports into an overseas head office, and
- Is more senior than the domestic CEO/equivalent

If a manager reports overseas but is not more senior than the CEO/equivalent - categorise them using a different manager category from this list.

- You are not required to provide salary/remuneration information for overseas reporting managers – populate each salary/remuneration cell with 0
- If you are not part of a global corporate group you must not use this category

The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org