





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



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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



Purpose Working together to achieve inclusive gender equality and cultures of care,

CEO and Board-level leaders stepping up to accelerate change on inclusive gender equality. Being accountable – standing behind our numbers, and sharing outcomes and lessons learned to leverage our impact.

---- Priorities -----

Building gender-equal and diverse workforces, capturing the performance advantage

Creating cultures of safety, care, respect and belonging, leveraging the talent advantage

Outcomes

- Gender equal representation in Leadership, Development, Promotions, Recruitment and Retention including graduates, trainees and apprentices
- Increased representation of diverse women across all levels and functions
- Gender balance in workforce participation at all life stages
 - to gender-based violence

workplace





respect and belonging, enabling all to prosper.



Strategy

Embedding equality and inclusion in what we deliver, creating an innovation advantage and positive social impact

Caring, respectful, flexible, inclusive employee experiences across diverse demographics

Eradication of all forms of sexual harassment and violence in the

Positive improvements in societal attitudes on gender equality and the prevention and response

Closing the Gender Pay Gap

Track

• Sector, national and societal leadership eradicating structural inequalities

- Inclusive gender equality across kev sectors and businesses
- Closing the Gender Wealth Gap
- Reduction in gender-based violence in society

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The Champions of Change Coalition



CEO or board-level leaders across the world





Organisations covering every major sector of the economy



260

Women who are Members and Convenors



Supported by 304 women, 1 nonbinary and 69 men Implementation Leaders*

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



Coalition Partners

Australian Institute of Company Directors	Our Watch
Australian Human Rights	30% Club
Commission	UN Global Compact
Australians Investing in Women	UN Women
Business Council of Australia	WESNET
Challenge DV	Workplace Gender Equa
Chief Executive Women	Agency
Diversity Council of Australia	Women's Leadership In Australia
Fullstop Australia	
No to Violence	
Office for Women (Australia)	



	Group Partners
	AFAC
	AEMO
	Association of Consulting Architects Australia
	Consult Australia
uality	Parlour
	Property Council of Australia
nstitute	

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, **O** 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, **O** 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, genderbalanced 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-forlike 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.





of Member organisations publicly disclose gender equality targets and annual progress against them, from 62.7% in 2022

67.1%



of Member organisations direct reports to Champion of Change have KPIs related to gender equality in their scorecards or performance plans, from 61.4% in 2022

82.3%



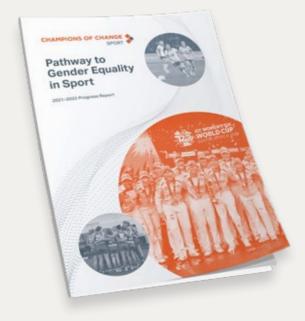
of Champions of Change oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years, I from 73.4% in 2022

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.



 \bigstar

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



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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.





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, 1 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 longterm 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 organi inform and re

A disruptive approach to end sexual harassment in the workplace

Elevate the prevention of sexual harassment and early intervention as a leadership >> priority

Address sexual harassment as a workplace health >> and safety issue

Introduce new principles on confidentiality and transparency for high-profile sexual harassment cases **>>** Inform, empower

and expect everyone to speak up and take action on sexua harassment in the » workplace

Listen to, respect, empower and support people impacted

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, **O** 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

REPORT

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

of Member organisations ensure individuals impacted

and this is carved out of any commercial settlement

agreement, i.e. a non-disclosure agreement, • from

by sexual harassment retain their right to speak

57.6%

51.3% in 2022

57%



51.3%

• from 41.1% 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

principles for transparency for high-profile sexual

contracts or formally endorsed in some other way),

harassment cases (e.g. in policy, employment

employees impacted by sexual harassment, • from 87.3% in 2022

options to ensure multiple, confidential avenues for

96.2% of Member organisations have reviewed reporting







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





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





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 equality is factored into decisions outset versus bolted or negative

by a cross-Co by leaders in the practical interve ensure inclusive decisions that me 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 air to pursue careers in the sector.

Th

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 AllW'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.

91.8%

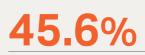


of Members have reviewed the public 'face' of their organisation to ensure they are presenting a respectful and inclusive environment for women, • from 85.4% in 2022





of Member organisations pay superannuation to employees during periods of both paid and unpaid parental leave, • from 60.8% in 2022





of Member organisations apply a gender lens to corporate giving efforts, • from 35.4% in 2022



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 sitebased 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 coconvened 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

CHAMPIONS OF CHANGE COALITION . IMPACT REPORT 202

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

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level	Leaders senior te	hip commit	ment – to g	ender equa	lity through	a strategy a	and action p	olan, review	ed annually	by board/
eaders nnovating o accelerate :hange	Leader's	behaviour	– gender ed		87.0% s reflected i 4%	n expectati	ons of all lea	aders withir	n the organis 20.3%	10.4% Sation 6.3%
eing ccountable	Gender	equality tar	gets – targe	ets are discl	osed and re	eported pub	licly on an a	annual basis 11.5%		4.0%
standing ehind our umbers,	Gender	equality KP		d in scoreca 62.5%	ards or perf	ormance pla		bers' direct	reports 26.	0%
haring essons and outcomes	Gender	pay equity -	- audit com	pleted and a	actioned at 80.7%	least every	two years,	with oversig	ht by Meml 8.3%	Der 10.9%
ender-equal nd diverse	Merit – s	ystems and	structures	address bia 93.		ire equality	in recruitme	ent and pror	notions	5.7%
40:40:20) /orkforces, apturing the	Sponsor	r <mark>ship –</mark> routi	ne sponsor	ship of dive	rse women 75.0%	expected c	f all leaders	by Membe	r 11.5%	13.5%
performance Idvantage	Gender	balance – g	ender targe	ts included 60.9%	in success	ion lists for		her C-suite		.0%
Cultures of are, respect,	Backlasł	n and buy-ir	n – specific	action to ac	ddress back 85.4%	lash and an	nplify buy-ir	n on gender		7.8% 6.8%
afety and belonging, everaging	Flexible	work – main	streamed v	vith policy, t		chnology, a 95.3%	nd leadersh	iip support		1 3.1%
he talent advantage	Flexible	work – actic	n to enable	e flexible wo 70.3%	rk for frontli	ne and ope	rational wor	rkers 9.9%	12.09	6 6.3%

REPORT 2023

IMPACT

Table 1: Practical actions (continued)

	0%	10%	20%	30%	40
Cultures of care, respect,	Parenta	l leave – equ	ual and flexi	ble access	· ·
safety and belonging,	Parenta	l leave – stra	ategy and p	oolicy to imp 71.9%	9 prove m
leveraging the talent advantage	Care – ir	nitiatives (ot	her than ca		
(continued)	Everyda	ay sexism –	action to hi	ghlight and	addres
		narassment e position	– board an	d/or senior t	:eam c
	Sexual h	narassment	– board and	d/or senior te	eam rec 85.9
	Sexual I safety is	narassment ssue	– strategie	s and proce	sses ir
	Sexual h	narassment	– risk asses	ssment, cult 69.3%	ural rev
	Sexual I	narassment	– commitm 46.9%	ient to adop	t princi
		n <mark>arassment</mark> d cases)	– regularly 54:		nal upd
		narassment nercial settle	– individua	ls in the org ements (i.e.	
	Sexual I	narassment			ucation
	Sexual h harassm	narassment nent	– review rej	oorting optic	ons to e
	Sexual I	narassment	– built inter	nal support	capabi
Equality and inclusion is	Gender	-equal publi	c face – tes	st the exterr	nal ima
embedded in what we deliver,	Superar	nnuation – p	aid to emp	loyees durir 66.7%	ng paid
creating an innovation	Corpora	ate giving –	organisatio 45.8%		gender
advantage and social impact		i c and fami l / violence	y violence	– ensure su	pport f
		i c and fam il g violence	y violence		
	Domest	ic and famil	y violence		in place

55.2%

%	50%	60%	70%	80%	90%
ental lea 4.3%	ve for all pa	rents			1.6% 4.2%
ien's up	take of pare	ental leave			
			16.1	1%	12.0%
oort em	ployees witl	n caring res	ponsibilities		arenting 12.5%
s every 90.1%	day sexism				2.6% 7.3%
ommitn	nent to erad	licate sexua	l harassmei	nt with a zer	
93.2	%				1.6% 5.2%
ceives re	egular report	ting on both	cultural indi		ncidents 0.5%
	ate sexual h	arassment	as a physic	al and psyc	•
88.5%					1.6% 9.9%
iew, sur	vey or other	diagnostic			0.5%
			19.39	6	10.9%
ples of t	ransparency 14.1%	y for high-pr		9.1%	
ates on	sexual hara	issment (ind	cidents, out	comes, and	
		19.8%		25.5%	0.5%
	acted by sex carve outs)		ment retain f	-	o speak
		16.1%		29.7%	
for emp 92.7%	oloyees on s	exual haras	sment are u	p-to-date	1.0% 6.3%
ensure c	onfidential a	avenues for	employees	impacted by	y sexual 0.5%
93.89	%				5.7%
ity or ex 85.9%	panded rela	tionships w	ith external s		vices 0.5% 9% 4.7%
an of th	o organizati	on to onour		atful and in	
98 OF UN 89.69	e organisati %	on to ensur	e it is respe	ctiui anu in	7.3% 3.1%
and un	paid parenta		iods 3.9%	24.5	%
lens to 6.39	corporate (%	giving effort 21.9%	S		0.5%
or emp	loyees, fami	lly or friends	s experienci	ng domesti	C
94.	3%				2.1% 3.6%
e for re	sponding to	employees	s who are or	who may	
			1	0.4%	12.5%
e for po		nunity impac	ct on domes	stic and fam 34.4%	ily violence

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

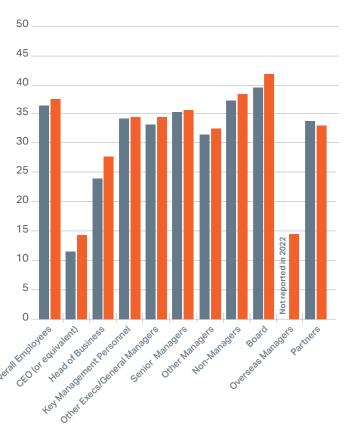
Table 2: Gender Balance in Leadership – Champions

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

of Change Overall



2023 (%, adjusted)

2022 (%, adjusted)

Table 3: Gender Balance in Leadership – Championsof Change Leadership Teams in ASX 200 MemberOrganisations Compared to ASX 200 Overall



- ASX 200 overall companies with Gender Balanced ELTs

- ->- ASX 200 Champions of Change Members with Gender Balanced ELTs
- Source: ASX 200 data sourced from CEW Senior Executive Census 2017–23, 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.









Founding Group

The Champions of Change Founding Group was established in 2010 with eight leaders. It has since grown to 23 Members, comprising CEOs, non-Executive Directors, Australian Government Secretaries, and university and Defence Force leaders, who lead more than 267,000 employees.

In 2023, Founding Group Members focused their attention on creating workplaces where all women can thrive, particularly by considering systems supporting employee wellbeing, preventing burnout and preventing and responding to workplace sexual harassment.

Founding Group Members joined with colleagues across the Coalition to release the groundbreaking discussion guide, *Power to Create Inclusive Workplace* Gender Equality. This discussion guide outlines the ways in which power dynamics impact on workplace gender equality, providing practical advice on how leaders can better understand and use their power to advance gender equality.

Building upon insights in the discussion guide, Founding Group Members also began to consider how workplace systems, structures and processes and the cultures they underpin - can support women, in all of their diversity, to progress. This has included consideration of how to support women to remain in the workforce as they become older.

This year, the Founding Group welcomed new Members, Leanne Harwood (IHG Hotels and Resorts); Mindy Espidio-Garcia (Amazon Australia); Steven Worrall (Microsoft Australia); Gordon de Brouwer (Australian Public Service Commissioner): Vanessa

Hudson wh

Highlights for 2022–23

84.6%

of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, • from 69.2% in 2022

100%



of organisations' board or executive leadership teams have articulated to the organisation their commitment to eradicating sexual harassment with a zero-tolerance position, **O** from 84.6% in 2022

69.2%



of organisations regularly share internal updates on sexual harassment (de-identified cases, numbers and outcomes), • from 53.8% in 2022



of organisations pay supp

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021-22 and 2022-23.

Champions of Change





Glen Boreham AM Non-Executive Director

Vicki Brady CEO and Managing Director Telstra

Gordon de Brouwer Commissioner Australian Public Service Commission





Mindy Espidio-Garcia Leanne Harwood Director Operations Amazon Australia

SVP, Managing Director, Japan Australasia & Pacific IHG Hotels and Resorts



Qantas Group



Beverley McGarvey Chief Content Officer and EVP. Paramount. AN7

Dr Martin Parkinson AC PSM Non-Executive Director

Adam Powick CEO Deloitte Australia





General Angus J Campbell AO DSC Chief of the Defence Force, Department of Defence



Matt Comyn Managing Director and CEO Commonwealth Bank of Australia



•••••••••••••

Mark Davies **Chief Technical** Officer Rio Tinto



Katherine Jones PSM Secretary Attorney-General's Department



Helen Lofthouse Managing Director and CEO Australian Securities Exchange



Kevin McCann AO Non-Executive Director



Simon Rothery CEO, ANZ Goldman Sachs



Prof. Mark Scott AO Vice-Chancellor and President University of Sydney



Andrew Stevens Non-Executive Director



Practical actions

Table 4: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders 13.3% innovating to accelerate Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation change 73.3% 20.0% 6.7% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable - standing behind our Gender equality KPIs - included in scorecards or performance plans of Members' direct reports numbers, 80.0% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes 6.7% 6.7% 86.7% Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse 6.7% (40:40:20) workforces, Sponsorship - routine sponsorship of diverse women expected of all leaders by Member capturing the 80.0% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 6.7% 40.0% 53.3% Cultures of Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality care, respect, 80.0% safety and belonging, Flexible work – mainstreamed with policy, tools and technology, and leadership support leveraging 6.7% the talent advantage Flexible work - action to enable flexible work for frontline and operational workers 6.7% 6.7% 66 70 20.0% Parental leave – equal and flexible access to parental leave for all parents 93.3% 6.7% Parental leave – strategy and policy to improve men's uptake of parental leave 6.7% 20.0% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting 6.7% Everyday sexism – action to highlight and address everyday sexism 13.3% 86.7%

	0%	10%	20%	30%	40%
Cultures of care, respect, safety and	Sexual ha	rassment – position	board and/	or senior te	am cor
belonging, leveraging the talent	Sexual ha	rassment –	board and/c	or senior tea	m rece 86
advantage (continued)	Sexual ha safety iss	arassment – ue	strategies a	and proces	ses inc
	Sexual ha	arassment –	risk assessi	ment, cultur 66.7%	al revie
	Sexual ha	arassment –	commitmer 60.0		orincipl
	Sexual ha	a <mark>rassment</mark> – cases)	regularly sh	nare interna 66.7%	l updat
		arassment – ercial settler		nents (i.e. sp	
	Sexual ha	arassment –	tools, trainir	ng and educ	ation f
	Sexual ha	arassment – ent	review repo	rting option	is to en
	Sexual ha	arassment -	built interna	l support ca	apabilit
Equality and inclusion is	Gender-e	equal public	face – test	the externa	l image 8
embedded in what we deliver,	Superanr	nuation – pa	id to employ	yees during 66.7%	paid a
creating an innovation advantage	Corporat	e giving – o	rganisation a		ender le
and social impact	Domestic or family	: and family violence	violence –	ensure supp	port fo
	Domestic be using	: and family violence	violence – a	approach in 66.7%) place
	Domestic	and family	violence – i 53.3%		place

0/	500/	0.00/	700/	0001	0.001
%	50%	60%	70%	80%	90%
ommi		adicate sex	ual harassm	nent with a :	zero-
	100%				
ceives	s regular rep	orting on bo	oth cultural ir	ndicators ar	nd incidents
86.7%					6.7% 6.7%
	orate sexua	al harassme	nt as a phys	sical and ps	ychological
86.7%					6.7% 6.7%
view, s	urvey or oth	ner diagnost	ic conducte	d	
			6.7%	20.0%	6.7%
ples	of transpare	ncy for hiah	-profile case	es	
		6.7%		33.3%	
ates o	on sexual ha	arassment (incidents, o	utcomes, a	nd de-
				26.7%	6.7%
on im	pacted by s	sexual haras	sment reta	in their riah	t to speak
	A carve out			in anon ngri	
		6.7%		33.3%	
	mployees o 100%	n sexual har	assment are	e up-to-date	9
ensure	e confidenti	al avenues f	or employee	es impacted	l by sexual
93.3	%				6.7%
lity or	expanded r	elationships	with extern	al support s	ervices
86.79	%				6.7% 6.7%
ge of 86.7%	~	ation to ens	sure it is res	pectful and	inclusive 6.7% 6.7%
and ι	unpaid pare	ntal leave p	eriods	26.79	26
			6.7%	20.7	70
r lens		e giving eff			
	6.79	/o	26.7%		13.3%
or en	nployees, fa	imily or frier	nds experier	ncing dome	estic
	100%				
e for	responding	to employe	ees who are	or who ma	У
			13.3%		20.0%
e for p			bact on dom		amily violence
	6.79	70		40.0%	

•••••••••••••

Gender balance in leadership

Table 5: Gender balance in leadership

				Women's	representa	tion (%)			
Founding Group Organisations	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		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		31.0	37.5	47.5	32.5

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

♦ Increase in under-representation of women since 2022

Defence – Data includes both ADF and APS workforce.

representation data, but do not require employees to formally identify as non-binary.

Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

Not applicable

- (#> Includes non-binary gender
- Role/s at CEO level held by one or more women

↔ Unchanged since 2022

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

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

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.

Moving closer to gender balance since 2022

Increase in over-representation of women

since 2022

Not reported in 2022

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

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

amazon





Australian Government Defence



Bank

IHG HOTELS & RESORTS

Microsoft

RioTinto



Notes:

(Bankwest).



Commonwealth











•••••••••••••

Deloitte.

Goldman Sachs







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.

Gordon Cairns Retired Founding Group Member

National 2015 Group

The National 2015 Group was established in 2015 and currently includes 18 Members who lead more than 80,600 employees.

The National 2015 Group was formed as a crosssector network to lead change in gender equality by engaging with people where they live, work, socialise and learn - key settings where culture and norms are reinforced.

As a cross-sector collaboration working outside their usual networks, the Group's focus is to identify common emerging issues, share new solutions and amplify impact across multiple sectors.

In 2023, the National 2015 Group continued its cross-Coalition leadership of *Disrupting the System*, the Champions of Change Coalition model for preventing and responding to workplace sexual harassment. Key initiatives to support all Members included:

- Hosting a Member briefing on The Changing Legal Landscape for Workplace Sexual Harassment, led by Kristen Hilton (Convenor) with support from MinterEllison.
- Sharing new insights from a review of 18 major independent reviews and parliamentary inquiries into workplace culture and sexual harassment conducted from 2020 to 2023.
- Developing a new Member resource, *Building trust* and confidence in systems to respond to workplace sexual harassment.

One of the key priorities for 2023 was preparing for leadership and transparency on closing the gender pay gap. The Group also continued its focus on 'hot spots': key parts of organisations where women's representation remains disproportionately low (compared to the organisation overall) and where gender pay gaps are exacerbated.

This year, the Group initiated a project to a employee experiences of or parenting) to -

Highlights for 2022–23

81.8%

of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, • from 72.7% in 2022

63.6%



of organisations have a strategy with policy settings in place to improve men's uptake of parental leave, O from 45.5% in 2022

100%



of organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, **O** from 81.8% in 2022

100%

of organisations have 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 72.7% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

Champions of Change





Graham Ashton AM APM Non-Executive Director

John Bradley Secretary Department of Energy, Environment and Climate Action. Victoria

Virginia Briggs

CEO & Managing

Partner

MinterEllisor





Andrew Dillon CEO Australian Football League

Adam Fennessy PSM Secretary Department of Agriculture, Fisheries and Forestry

Mia Gous Senior Vice President Newmont, Australia





David Koczka CEO Medibank

Renato Mota CEO Insignia Financial

Jeremi Moule Secretary Department







CT









of Premier and Cabinet, Victoria



Gillian Cagney President ANZ Worley



Cairán Carruthers CEO Crown Resorts



•**•**••••••••••

Professor Alan Cowman AC Acting Director WEHI



Professor Doug Hilton AO Former Director (2009 - 2023)WFHI



Dr Steven Kennedy Secretary Department of Treasury



Graham Kerr CEO South32



Shane Patton APM Chief Commissioner. Victoria Police



Paul Schroder Chief Executive AustralianSupe



Peter Stumbles Managing Partner Bain & Company

Co-convenor

Kristen Hilton

Former Commissioner Victorian Equal Opportunity and Human Rights Commissio



Practical actions

Table 6: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders innovating to accelerate Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation change 30.8% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable 23.1% - standing behind our Gender equality KPIs - included in scorecards or performance plans of Members' direct reports numbers, 23.1% 7.7% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse 15.4% (40:40:20) workforces, Sponsorship - routine sponsorship of diverse women expected of all leaders by Member capturing the 84.6% 7.7% 7.7% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 23.1% 15.4% 61.5% Cultures of Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality care, respect, safety and belonging, Flexible work - mainstreamed with policy, tools and technology, and leadership support leveraging the talent advantage Flexible work – action to enable flexible work for frontline and operational workers 15.4% Parental leave – equal and flexible access to parental leave for all parents Parental leave – strategy and policy to improve men's uptake of parental leave 61.5% 23.1% 15.4% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting 7.7% 15.4% Everyday sexism – action to highlight and address everyday sexism

	0%	10%	20%	30%	40%
Cultures of care, respect, safety and		narassment se position	t – board and	/or senior te	am cor
belonging, leveraging the talent	Sexual h	narassment	- board and/	'or senior tea	am rece
advantage (continued)	Sexual I safety is		t – strategies	and proces	ses inc
	Sexual I	narassment	t – risk assess	sment, cultu	ral revie 76.9%
	Sexual I	narassment	t – commitme	ent to adopt	principl 76.9%
		narassment d cases)	t – regularly s	hare interna	al updat
			t – individuals ement agree		
	Sexual I	narassment	t – tools, train	ing and edu	cation fo
	Sexual h harassm		t – review rep	orting optior	ns to en
	Sexual I	narassment	t – built intern	al support c	apabilit <u>y</u>
Equality and inclusion is	Gender	-equal publ	ic face – test	the externa	-
embedded in what we deliver,	Superar	nnuation – p	baid to emplo	oyees during 61.5%	y paid a
creating an innovation advantage	Corpora	ate giving – 30.8%	organisation	applies a g	
and social impact		i c and fam i / violence	ly violence –	ensure sup	port fo
		i c and fam i g violence	ly violence –	approach ir	n place 84.6
	Domest	ic and fami	ly violence –	initiatives in 61.5%	n place f



%	50%	60%	70%	80%	90%
omm	itment to er	adicate sex	kual harassi	nent with a z	zero-
-	100%				
	10090				
eives	s regular rep 100%	orting on b	oth cultural	indicators ar	id incidents
corr		harassme	ent as a nhu	sical and ps	vehological
COL		11101033110	chi us u phy	31001 0110 p3	yenological
	100%				
iew, s %	survey or oth	er diagnos	tic conduct	ed 15.4%	7.7%
	C 1	6 J. J. J	CI		1.170
oles (%	of transparer	ncy for high	i-profile cas	es 15.4%	7.7%
ates	on sexual ha	arassment	(incidents, d	outcomes, a	nd de-
92.3					7.7%
		ovual bara	comont rot	ain thair right	
	A carve out		SSITIETILTEL	ain their righ	l lu speak
				7.7%	15.4%
for e		n sexual ha	rassment ar	e up-to-date	è
ncur	100%		for omploye	es impacted	by coyual
nsur			ior employe		i by Schudi
	100%				
ty or	expanded re	elationships	s with exterr	nal support s	ervices
je of	the organis	ation to en	sure it is res	spectful and	inclusive
				23	5.1%
and	unpaid pare	ntal leave p	periods 23.1%	_	15.4%
lana	to o o ro o rot	o oli ilogi off	ío rto		
	to corporat	e aivina en	orts		
lens				30.8%	
		%	nds experie	30.8% encing dome	stic
	nployees, fa	%	nds experie		stic
or en	nployees, fa 100%	% mily or frier			
or en e for	nployees, fa 100%	% mily or frier		ncing dome	ý
or en e for .6%	nployees, fa 100% responding	% mily or frien to employ	ees who are	ncing dome	

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CHAMPIONS OF CHANGE COALITION • IMPACT REPORT 202:

Gender balance in leadership

Table 7: Gender balance in leadership

	Women's representation (%)												
National 2015 Group Organisations	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		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

Not applicable

Includes non-binary gender

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

 Increase in under-representation of women since 2022 Moving closer to gender balance since 2022

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

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

Since 2022

Unchanged since 2022

Not reported in 2022

Increase in over-representation of women

since 2022

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

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.

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



While our attention needs to be on empowering fairer outcomes for women, we need to make sure we bring men along on this journey too.

The reality is that the expectations of men – both at work and at home – are changing. Striving for gender equality is about making work fairer for everyone, so we can all achieve even better things in diverse teams, and where caring roles don't have to be gender specific.

Gillian Cagney President ANZ Worley





CHAMPIONS OF CHANGE COALITION • IMPACT REPORT 202



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 2015 Group is Lisa Whiffen. Our Implementation Leaders for the National 2015 Group are:

Organisations	
Australian Football League (AFL)	
AustralianSuper	
Bain & Company	
Crown Resorts	
Department of Energy, Environment and Climate Action, Victoria	
Department of Premier and Cabinet, Victoria	
Department of Treasury	
Insignia Financial	
Medibank	
MinterEllison	
Newmont	
PwC, Australia	
South32	
Victoria Police	
WEHI	
Worley, Australia and New Zealand	

Implementation Leaders
Krista Limbrey
Loren Days
Maggie Vu
Harleen Oberoi
Carolyn Vark
Liz Hatton and Yasmeen McGilp
Victoria Anderson
Cat Calland and Cameron Spittle
Sarah Kerr and Sharni Wearne
Lauren Levin
Amanda Baker and Kim Solomons
Laura Yuile
Melissa Byrne
Julie Carter and Eda Correa
Louise Johansson
Jordana Sawtell

National 2016 Group

The National 2016 Group was established in 2016 and currently includes 17 Members who lead more than 51,000 employees.

The National 2016 Group includes representatives from industries including media, consumer packaged goods, insurance, finance, law, consulting, aviation, rail, government and tertiary education.

Members are committed to using their influence to deliver change on gender equality. They regularly make time to listen and learn from their people, experts in gender equality, and other leaders driving change.

In 2023, the Group focused on experiences of everyday disrespect (including everyday sexism and casual racism, homophobia and transphobia) and practical actions to foster everyday respect in the workplace; identifying barriers and opportunities to increase representation of women in maledominated areas of our organisations; leading on supporting the diverse caring needs of employees across their lifecycle; building a wider network of 'everyday champions' for gender equality across our organisations to accelerate progress and build buy-in for gender equality; and understanding leading practice in applying a trauma-informed and peoplecentred approach to responses to sexual harassment. The Group also examined approaches to measuring representation and the experiences of employees with intersectional identities contributing to a Coalitionwide paper on intersectionality and measurement.

In collaboration with the National 2017 Group, the Group convened a Coalition-wide Member Briefing with Professor Amy Edmondson on fostering psychological safety.

In 2023, the National 2016 Group welcomed new Members Nick Bangs (Head of Country Australia and New Zealand, Unilever) and Grant McCabe (Managing Partner, Australia and New Zealand, BCG), who succeeded Nicole Sparshott (Unilever) and Anthony Roediger (BCG), respectively. We also welcomed new Members and their organisations Melanie Evans (CEO, ING); Matthew Longland (Chief Executive, Sydney Trains); and Natalie James (Secretary, Department of Employment and Workplace Relations).

Highlights for 2022–23

90.9%



95.2%



of organisations take specific action to address backlash and amplify buy-in on gender equality, • from 90.5% in 2022

81.8%



of organisations have a strategy with policy settings to improve men's uptake of parental leave, • from 63.6% in 2022





of organisations regularly share int







David Anderson Managing Director ABC

Nick Bangs Head of Country Unilever, Australia and New Zealand

Peter Chun CEO UniSuper





Sam Fischer CEO l ion

Jason Harfield CEO Airservices Australia

Andrew Horton Group CEO **QBE** Insurance Group Limited







Matthew Longland Chief Executive Sydney Trains

Bridget Loudon Non-Executive Director

Convenor

Grant McCabe Managing Partner, Australia and New Zealand Boston Consulting Group



Founder



Andrew Colvin APM AO Non-Executive Director



Professor S Bruce Dowton MD Vice-Chancellor Macquarie University



••**•**••••••••••

Melanie Evans CEO ING



Natalie James Secretary Australian Government Department of Employment and Workplace Relations



Paul Jenkins CEO Ashurst



David Larocca EY Regional Managing Partner and CEO. Oceania EY Australia



James Taylor Managing Director SBS



Nicola Wakefield-Evans Non-Executive Director and Chair 30% Club Australia

Practical actions

Table 8: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders 14.3% innovating to accelerate Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation change 21.4% 78.6% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable 14.3% - standing behind our Gender equality KPIs - included in scorecards or performance plans of Members' direct reports numbers, 78.6% 7.1% 14.3% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes 21.4% 78.6% Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse 92.9% 7.1% (40:40:20) workforces, Sponsorship – routine sponsorship of diverse women expected of all leaders by Member capturing the 71.4% 28.6% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 7.1% 7.1% 85.7% Cultures of Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality care, respect, 7.1% 92.9% safety and belonging, Flexible work - mainstreamed with policy, tools and technology, and leadership support leveraging the talent advantage Flexible work – action to enable flexible work for frontline and operational workers 14.3% Parental leave – equal and flexible access to parental leave for all parents 7.1% Parental leave – strategy and policy to improve men's uptake of parental leave 7.1% 14.3% 78.6% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting Everyday sexism – action to highlight and address everyday sexism 7.1%

	0%	10%	20%	30%	40%				
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position								
belonging, leveraging the talent	Sexual ha	arassment –	board and/c	or senior tea	m rece				
advantage (continued)	Sexual ha		-strategies a	and process	ses inc				
	Sexual ha	arassment -	- risk assessi		al revie 3.6%				
	Sexual ha		- commitmer 42.9%	nt to adopt p	orincipl				
	Sexual ha		- regularly sh	are internal	l updat				
			- individuals nent agreen 42.9%	-					
	Sexual ha	arassment -	- tools, trainir	ng and educ	ation fo				
	Sexual ha		- review repo	rting option	s to en				
	Sexual ha	arassment -	- built interna	l support ca	apabilit <u>i</u>				
Equality and inclusion is	Gender-e	equal public	face – test	the externa	l image				
embedded in what we deliver,	Superanr	nuation – pa	id to employ		paid a 78.6%				
creating an innovation advantage	Corporat	e giving – o	rganisation a	applies a ge	ender le				
advantage and social impact	Domestic or family		violence – e	ensure supp	port fo				
	Domestic be using		violence – a	approach in 64.3%	place				
	Domestic	c and family	violence – i		place 1				



1%	50%	60%	70%	80%	90%
-					
		adicate sexu	uai narassm	ient with a z	2010-
	100%				
		orting on bo	th cultural in	ndicators an	d incidents
	100%	lharaaama		ical and na	vehelegieal
		l harassmer	it as a priys	icai anu ps	ychological
	100%				
/iew, s	urvey or oth	er diagnosti	c conducte	d 7.1%	14.3%
	<i>.</i>	<i>c</i>	C 1		
iples c	of transparer 14.3%	ncy for high-		S 2.9%	
lates c	on sexual ha	arassment (i	ncidents, oı	utcomes, a	nd de-
		28.6%			21.4%
ion im	pacted by s	exual haras	sment retai	n their right	to speak
ic NDA	A carve outs	,		28.69	/o
for c					
	nployees of 100%	n sexual hara	assment are	up-to-date	2
ensure	e confidentia	al avenues fo	or employee	s impacted	by sexual
	100%				
lity or	expanded re	elationships	with externa	al support s	ervices
	100%	• •			
	the organis:	ation to ens	ure it is resr	pectful and	inclusive
-	100%			Jectiarana	literasive
landu	unpaid pare	ntal leave pe	eriods		
				2	21.4%
r lens	to corporat	e giving effo	orts		
		14.3%		28.6%	
tor em	iployees, fa	mily or frien	ds experien	icing dome	stic
c	100%				
ce for i	responding	to employe	es who are	or who may	ý
			28.	6%	7.1%
e for p	ositive com	Imunity imp	act on dom		amily violence
				28.6%)

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Gender balance in leadership

Table 9: Gender balance in leadership

	Women's representation (%)												
National 2016 Group Organisations	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			

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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)
- Increase in under-representation of women since 2022
- Not applicable
- > Includes non-binary gender

Natalie James

Secretary Australian Government Department c and Workplace Relations

and trade workers.

Moving closer to gender balance since 2022 Increase in over-representation of women since 2022

- Not reported in 2022
- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)

Winchanged since 2022

urance G bal repor nder bala %–60% v rease in u ce 2022 applicat

Lifting women's participation is fundamental to ensuring we have the skills we need in the future. Australia has one of the most gender-segregated labour markets in the world, which is a major barrier to addressing some of our key areas of skills shortage such as aged care, childcare and technicians

Employment



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:

OrganisationsAirservices AustraliaAshurstAustralian Broadcasting CorporationBoston Consulting GroupDepartment of Employment and Workplace RelationsEY AustraliaING AustraliaLionMacquarie UniversityQBE Insurance Group LimitedSpecial Broadcasting ServiceSydney Trains

Unilever, Australia New Zealand

UniSuper

••**•**••••••••••

Implementation Leaders

- Sarah Davis, Elspeth Jeffery, Sheree Lineham and Eleni Sarris
- Madeline Motion
- Sarah McLean, Masheila Pillay and Kelly Williams
- Jack Crane and Camilla Forman
- Miranda Lauman, Michael Ye and Clifton Bingham
- Pippa Fiscus and Alex Wilson
- Gudrun Elms and Michael Ghazi
- Sarah Abbott
- Jo Hatton, Magda Poulin and David Ward
- Sophie Roberts
- Joshua Griffin
- Mary Conway, Raechel Mathews and Samiha Najem
- Caitlin Condon, Sarah Bungard and Sophie Hazel

Kirsten Hartman and Julie Watkins

National 2017 Group

The National 2017 Group was established in 2017 and today includes 12 Members who lead more than 27,000 employees.

The National 2017 Group's Member organisations represent some of the most male-dominated industries in Australia, including heavy automotive, manufacturing, energy infrastructure, electricity and gas services. With national and international reach, the Group's goal is to improve the representation of women in leadership positions and in non-traditional roles within their organisations.

This year, the Group focused on four key areas: increasing women's representation across the pipeline with a focus on frontline operations; normalising and enabling flexible work for the frontline; creating and sustaining inclusive work environments, with a focus on psychological safety; and identifying and addressing the key drivers of gender pay gaps.

Women's representation in the National 2017 Group increased overall, up from 18.7% in 2022 to 20% in 2023. Women's representation also increased across every leadership category for the Group in 2023.

Together with the Insurance Group, the 2017 Group has led a Coalition-wide initiative on Leadership and Transparency on Closing the Gender Pay Gap.

In collaboration with the National 2016 Group, the Group convened a Coalition-wide Member Briefing with Professor Amy Edmondson on fostering psychological safety.

In 2023, the National 2017 Group welcomed Marc England (CEO, Ausgrid), succeeding Richard Gross. We also welcomed new Member, David Fredericks (Secretary, Department of Climate Change, Energy, the Environment and Water).

Highlights for 2022–23

77.8%

of organisations' direct reports to Champion of Change have KPIs related to gender equality in their scorecards or performance plans, O from 55.6% in 2022

55.6%

of organisations are taking specific action to enable flexible work for frontline and operational workers, • from 33.3% in 2022

100%

of organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, **O** from 66.7% in 2022

100%



of organisations have undertaken risk assessments including cultural reviews, sexual harassment-specific surveys, or other robust diagnostics to identify high-risk cohorts or behaviours, O from 77.8% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

Champions of Change







Julie Coates CEO & Managing Director CSR Limited

Robert Davies CEO & Managing Director Cement Australia

Marc England CEO Ausgrid





Peter Jensen-Muir Executive Managing Director Cummins Asia Pacific

Mark Mazurek CEO Linfox Logistics, Australia and New Zealand

Phil Schacht CEO Hanson Australia



Co-convenor James Fazzino Non-Executive Director





Alistair Field CEO & Managing Director Sims Limited



David Fredericks PSM Secretary Department of Climate Change, Energy, the Environment and Water



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David Hawkins Chairman and Managing Director BASF Australia and New Zealand



Sean Taylor CEO & Managing Director Komatsu Australia



Adam Watson CEO & Managing Director APA Group



Scott Wyatt CEO Viva Energy Australia

Co-convenor

Kristen Hilton Former Commissioner Victorian Equal Opportunity and Human Rights Commission

Practical actions

Table 10: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
board-level	Leaders senior te	n <mark>ip commit</mark> r am	ment – to g	ender equa	lity through	a strategy a	and action p	olan, reviewe	ed annually	by board/
						100%				
0					a vafla ata di				the evenue:	antina
	Leader s	behaviour -	- gender eo	quality goals	srellected I	100%	ons of all lea	aders within	i the organi	sation
						100%				
0	Gender e	equality targ	nets – targe	ts are discl	osed and re	ported pub	licly on an a	nnual hasis		
		oquancy carg	joto tango		88.9%	portoa pub			, 	11.1%
0	Gondor	equality KPI	e – includor	d in cooroor	orde or porf	ormanco pla	and of More	hore' direct	roporto	
numbers,	Gendere	equality RFI	s – include	77.8%	ards or perio	ormance pie		bers uirect		22.2%
0										
	Gender p	bay equity –	audit com	oleted and a	actioned at	-	two years, v	with oversig	ht by Meml	ber
outoomeo						100%				
Gender-equal	Morit - o	vetome and	ctructuroc	addroce bir	and oncu	ro oquality i	n rooruitmo	int and pror	notions	
	Merit – systems and structures address bias and ensure equality in recruitment and promotions 100%									
-	Sponsor	<mark>ship –</mark> routir	ne sponsor	ship of dive	rse women	-	f all leaders	by Membe	r	
. –						100%				
advantage	Gender b	balance – ge	ender targe	ts included	in success	on lists for (CEO and ot	her C-suite	roles	
				66.7%				22	.2%	11.1%
Cultures of	Desklask									
	Backlash	n and buy-in	I - Specific	action to ac	Idress back 88.9%	lash and an	iplify buy-ir	n on gender	equality	11.1%
	Flexible	work – main	streamed v	vith policy, t		chnology, ar	nd leadersh	ip support		
CEO and Leaders innovating to accelerate Leaders change Being accountable - standing behind our Gender numbers, sharing lessons and outcomes Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage Gender Gender Backla Safety and belonging, leveraging the talent advantage Flexib Paren Paren					88.9%					11.1%
advantage	Flexible	work – actio	n to enable	flexible wo	rk for frontli	ne and opei	rational wor	kers		
			55.0						44.4%	
			00.							
	Deventel					oou o for oll i				
	Parental	leave – equ		ole access t	to parental l	eave for all p	oarents			
	Parental	leave – equ		ble access t	to parental l	-	oarents			
		leave – equ leave – stra	al and flexib			100% uptake of pa		e		
			al and flexib			100%		6		
	Parental		al and flexit	plicy to impl	rove men's	100% uptake of pa 100%	arental leave		ies beyond	parenting
	Parental	leave – stra	al and flexit tegy and po per than car	plicy to impl	rove men's	100% uptake of pa 100%	arental leave		ies beyond 33.3%	parenting
	Parental Care – in	leave – stra	al and flexit tegy and po her than car	Dlicy to impr ers' leave) t 3.7%	rove men's o support e	100% uptake of pa 100% mployees v	arental leave		-	parenting

	0%	10%	20%	30%	409				
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position								
belonging, leveraging the talent	Sexual h	arassment	– board and	/or senior te 77.1					
advantage (continued)	Sexual h safety is	arassment sue	– strategies	and proce	sses in				
	Sexual h	arassment	– risk asses	sment, cultu	ural revi				
	Sexual h	arassment 33.39		ent to adopt	t princip				
	Sexual h identifie	a <mark>rassment</mark> d cases)	– regularly s	share intern 66.7%	al upda				
		arassment nercial settle		s in the orga ements (i.e. s					
	Sexual h	arassment	– tools, trair	iing and edu	ication				
	Sexual h harassm	arassment ent	– review rep	orting optio	ons to e				
	Sexual h	arassment	– built interr	nal support o 77.6	· ·				
Equality and inclusion is	Gender-	equal publi	c face – tes	t the extern 77.	0				
embedded in what we deliver,	Superar	nuation – p	aid to emplo	oyees durin	g paid e				
creating an innovation advantage	Corpora	ite giving – o	0	n applies a g .6%	gender				
and social impact		ic and family violence	y violence -	- ensure sup	oport fo				
		ic and family violence	y violence -		in place 77.8%				
	Domest	ic and family	y violence -	- initiatives i	n place				

IMPACT REPORT 2023

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1%	50%	60%	70%	80%	90%
ommitm	nent to erad	licate sexua	al harassmo	ent with a ze	ero-
10	00%				
ceives re	egular repor	ting on both	n cultural in	dicators and 22.:	
ncorpor	ate sexual h	arassment	as a physi	cal and psy	chological
					Shooglood
10	00%				
	vey or other	diagnostic	conducted	k	
iples of t	ransparenc 44.4%	y for high-pi	rofile cases	22.2	%
lates on		issment (ind	cidents. ou	itcomes, and	
					-
				33.3%	
	acted by se> carve outs)	kual harassr	ment retair	n their right t	o speak
		22.2%		22	2.2%
	ployees on s	sexual haras	sment are	up-to-date	
10	00%				
ensure c	confidential a	avenues for	employees	s impacted b)y sexual
10	00%				
lity or ex	panded rela	ationships w	ith externa	l support se	
				22.:	2%
ae of th	e orqanisati	on to ensu	re it is resp	ectful and ir	nclusive
5	<u> </u>	_		22.:	
l and un	paid parent	al leave per	iods		
88.9%					11.1%
r lens to	corporate	giving effor	ts		
	1	1.1%	22.2	!%	11.1%
for emp	loyees, fam	ily or friends	s experien	cing domes	tic
10	00%				
ce for re	sponding to	employee	s who are o	or who may	
				11.1%	11.1%
e for no	sitive comm	unity impa	ct on dome	estic and far	nily violence
0.01.00	0.000		11.1%	22.2	

Gender balance in leadership

Table 11: Gender balance in leadership

		Women's representation (%)									
National 2017 Organisations	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		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		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
- 𝔅 Unchanged since 2022

Increase in over-representation of women

since 2022 Not reported in 2022

Moving closer to gender balance since 2022

- Role/s at CEO level held by one or more women
- 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 National 2017 Group is Jo O'Brien. Our Implementation Leaders for the National 2017 Group are:

Organisations	In
APA Group	G
Ausgrid	Lı
BASF Australia and New Zealand	D
Cement Australia	A
CSR Limited	С
Cummins Asia Pacific	А
Hanson Australia	T
Komatsu Australia	Z
Linfox Logistics, Australia and New Zealand	Η
Sims Limited	S
Viva Energy Australia	Μ



•••**•**•••••••••





mentation Leaders

- Gerard Coggan and Allyson Woodford
- uke Futcher-Daniels and Georgia Tsamis
- Diana Dolevska and Kathryn O'Hehir
- Ainsley Barahona Santos
- Catherine Flynn, Alokita Shankhar and Anna Stanton
- Ainslie Fisher
- herese Konings
- Zara Carey
- lelen Charlesworth and Raeoni Davies
- Stephanie Glue and Blaise Porter
- /liranda Boddington

Architecture Group

The Architecture Group was established in 2015 and currently includes 13 Members across 11 architecture practices and 1 industry Special Advisor, leading more than 2,800 employees.

As designers for the built environment, Members of the Architecture Group recognise that diversity in leadership and across the profession is critical for both society and for architecture practices.

In 2023, the Architecture Group's nine Action Group programs have delivered industry-specific 'Listening and Learning Guides' on post-COVID-19 presenteeism and promoting psychological safety in the workplace; discussion papers on carers' leave, domestic and family violence and pay equity; and adopting a more equitable system of ownership within architecture.

Papers and discussion guides are shared with the industry via the 'Stepping Up' platform in partnership with the Association of Consulting Architects and Parlour, with over 450 industry participants attending live events and 500 recording views.

The Architecture Group also launched 'The Last Mile' podcast series where six women in ownership positions share the impact of sponsorship on their careers.

First-of-its-kind research was undertaken, providing a snapshot of leadership within Australian architecture, and guidance on how the impact of privilege can be recognised and how power can be used to enhance gender equity in architecture.

In 2023, the Architecture Group welcomed five new Members from existing practices, including Bianca Hung and Kit Ku (job share, Hayball); Jonathan Knapp (SJB); Liz Westgarth (Hassell) and Mark Healey (Bates Smart). We welcomed our newest Member, Tara Veldman (Billard Leece Partnerships) in September, and thank DKO and Nettleton Tribe for their contribution over the past five years.

Highlights for 2022–23

100%



of Champions of Change oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years, • from 81.8% in 2022

72.7%



of organisations apply a target of gender balance to succession lists for CEO and other C-suite roles, **O** from 36.4% in 2022



of organisations take specific action to address backlash and amplify buy-in on gender equality, • from 45.5% in 2022



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, • from 54.5% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

Champions of Change





Justine Clark Special Advisor

Director DesignInd

Richard Does







Jonathan Knapp Director SJB Architects

Kit Ku Principal Havball

Simon Parsons Practice Leader PTW Architects





Ninotschka Titchkoksy Co-CEO BVN

Liz Westgarth Managing Director Hassell



Brett Hudson CEO Peddle Thorp



Bianca Hung Principal Hayball



•••••**•**•••••••

Zoë King Director **COX** Architecture



John Prentice Principal Woods Bagot



Alex Small Director COX Architecture

Convenor

Dr Jess Murphy



Neil Stonell Partner Grimshaw



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#### **Practical actions**

#### Table 12: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
eaders				81.	8%				9.19	6 9.1%
innovating to accelerate	l eader's	behaviour	– aender e	nuality goal	s reflected i	n expectatio	ons of all lea	aders within	the organi	sation
change	2000010	bonarioai	-	3.6%	oronoocour	in oxpootatio		27.3	-	9.1%
Being	Gender e	equality targ	<b>gets</b> – targe	ets are discl	osed and re	ported pub	licly on an a	innual basis	6	
accountable - standing			54.5%				18.2%		27.3	3%
behind our	Gendere	equality KPI	s – includer	d in scorec	ards or perf	ormance nla	ans of Mem	hers' direct	reports	
numbers,	Ochaci e		.4%					53.6%	Teports	
sharing										
lessons and outcomes	Gender p	bay equity -	- audit com	pleted and a	actioned at		two years, v	with oversig	ht by Mem	ber
butbonneo						100%				
Gender-equal	Morit – o	ystems and	ctructuroc	addross bi	as and oncu	ro oquality i	n rooruitmo	int and pror	notions	
and diverse	went - s	ysterns and	structures	auuress bio	as anu ensu	100%	mecruitme	int and prof	notions	
(40:40:20)										
workforces, capturing the	Sponsor	<mark>ship –</mark> routir		ship of dive	rse women	expected o	f all leaders	-	r	
performance			63.6%					18.2%		18.2%
advantage	Gender b	balance – ge	ender targe	ts included	in success	ion lists for (	CEO and ot	her C-suite	roles	
			72.7%					9.1	%	18.2%
Cultures of			10							
care, respect,	Backlash	n and buy-in	1 – specific 63.6%	action to ac	idress back	lash and am	nplify buy-ir	1 on gender 18.2%	equality	18.2%
safety and										
belonging, leveraging	Flexible v	work – main	streamed v	vith policy, t	ools and te	chnology, ar	nd leadersh	ip support		
the talent						100%				
advantage	Flexible v	work – actio	n to enable	flexible wo	rk for frontli	ne and oper	rational wor	kers		
		36.4			18.2%	· .			5.5%	
	Parental	leave – equ	al and flexib	ole access t	to parental l	eave for all p 100%	oarents			
						100 /0				
	Parental	leave – stra	tegy and po	olicy to imp	rove men's	uptake of pa	arental leave	e		
					90.9%					9.1%
	Care – ini	itiatives (oth	er than car	ers'  pavo) +	o support e	mnlovees	ith caring r	esnonsihilit	ies hevond	narenting
		และเพธิอ (ปป		72.7%	o support e	проусса М	nan canny f		18.2%	9.1%
				. 2						
	Evender	<mark>/ sexis</mark> m – a	ation to his		addroca a r		~			

	0%	10%	20%	30%	40%				
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position								
belonging, leveraging the talent	Sexual h	arassment -	board and/	or senior tea	am rece				
advantage (continued)	Sexual h safety is:	arassment - sue	-strategies	and proces	sses ind				
	Sexual h	arassment -	- risk assess 45.5%	ment, cultu	ral revie				
	Sexual h 9.1%	arassment -	- commitme 36.49	-	princip				
	Sexual h identified	arassment - d cases) 27.3%	- regularly s	hare interna	al updat				
		arassment - ercial settler		0					
	Sexual h	arassment -	-tools, traini	ng and edu	cation f				
	Sexual h harassm	arassment - ent	- review repo	orting option	ns to er				
	Sexual h	arassment -	- built interna	al support c	apabilit				
Equality and inclusion is	Gender-	equal public	face – test	the externa	al image				
embedded in what we deliver,	Superan	nuation – pa		yees during .6%	g paid a				
creating an innovation advantage and social impact	Corpora	te giving – 0 36.4	0	applies a g	ender I				
	Domestic and family violence – ensure support fo or family violence								
		c and family violence	violence –	approach i	n place 90.9%				
	Domesti	c and family 36.4		initiatives ir	n place				

%	50%	60%	70%	0004	0.0%
70	50%	60%	70%	80%	90%
ommitr	ment to era	adicate sexu	ual harassn	nent with a z	zero-
90.9%	6				9.1%
eives r	egular repo	orting on bo	th cultural in	ndicators an	d incidents
90.9%	6				9.1%
icorpo	rate sexua	l harassmei	nt as a phys	sical and ps	ychological
90.99	6				9.1%
iew, su	rvey or oth	er diagnosti	ic conducte	ed	
		36.4%			18.2%
oles of	transparer	ncy for high-	1	?S	
atoo or		racement /:	54.5%	utoomee	
	i sexual na	rassment (I	nciuents, 0	utcomes, ar	iu ue-
36.4%				36.4%	
	acted by s carve outs		sment reta	in their right	to speak
		36.4%			18.2%
for em	ployees or	n sexual hara	assment are	e up-to-date	)
81.8%				9.1%	9.1%
nsure	confidentia	al avenues fo	or employee	es impacted	by sexual
90.9%					9.1%
-		elationships	with extern	al support s	ervices
90.9%					9.1%
ge of th	ne organisa	ation to ens	ure it is res	pectful and	inclusive
90.9%	-				9.1%
and ur	npaid parer	ntal leave pe			
		9.1	1%	27.3	%
	o corporate 7.3%	e giving effo	orts	36.4%	
		osilu o a fai o o			atia
or emp	oloyees, tar	mily or trien	as experier	ncing dome	STIC
	00%				
e tor re	esponding	to employe	es who are	or who may	/
%					9.1%
	sitive com	imunity imp			amily violence
18.2%			45.	5%	

CH/ 9 ç COALITION IMPACT REPORT 2023

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#### Gender balance in leadership

#### Table 13: Gender balance in leadership

	Women's representation (%)										
Architecture Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board	Overseas Managers	Partners	
Bates Smart Architects	54.0	-	58.3	42.9	55.0	-	60.7	-	-	-	
BVN	49.6	-	35.3	-	0.0	-	51.9	42.9	-	35.3	
COX	42.7	-	19.0	20.0	40.0	41.8	48.5	-	-	18.6	
DesignInc	58.4	-	36.4	50.0	54.5	66.7	65.5	50.0	-	50.0	
Grimshaw	40.6	-	31.6	-	37.8	37.5	47.0	-	-	0.0	
Hassell #	23.8	50.0	31.0	36.7	34.3	53.6	57.7	28.6	37.0	24.2	
Hayball	44.7	-	60.0	30.0	40.0	-	49.3	37.5	-	42.9	
Peddle Thorp	40.7	-	-	25.0	41.7	-	53.8	0.0	-	30.0	
PTW Architects	52.0	-	62.5	0.0	44.4	83.3	53.1	-	-	-	
SJB	49.0	-	33.3	80.0	38.1	50.0	58.2	-	-	0.0	
Woods Bagot	50.8	-	44.4	50.0	37.5	38.3	54.3	55.6	-	44.4	
Architecture Group Totals	48.1	50.0	34.2	40.7	41.2	45.2	53.6	39.5	37.0	29.3	
Architecture Group Totals (adjusted)	47.8		34.9	41.6	42.9	43.5	52.6	41.9	-	30.6	

#### Ν

Hassell – Prior to 2023, the organisation reported on international business representation data; however, following advice to align 2023 with WGEA reporting, the 2023 data has been amended to Australia only.

Moving closer to gender balance since 2022

Woods Bagot – Board numbers for 2023 are inclusive of global board numbers.

- Gender balance achieved
   (40%–60% women's representation)
- Increase in under-representation of women since 2022
- Not applicable

> Includes non-binary gender

- Nunchanged since 2022
- Increase in over-representation of women since 2022
- onendriged since 2022
- Not reported in 2022
- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)

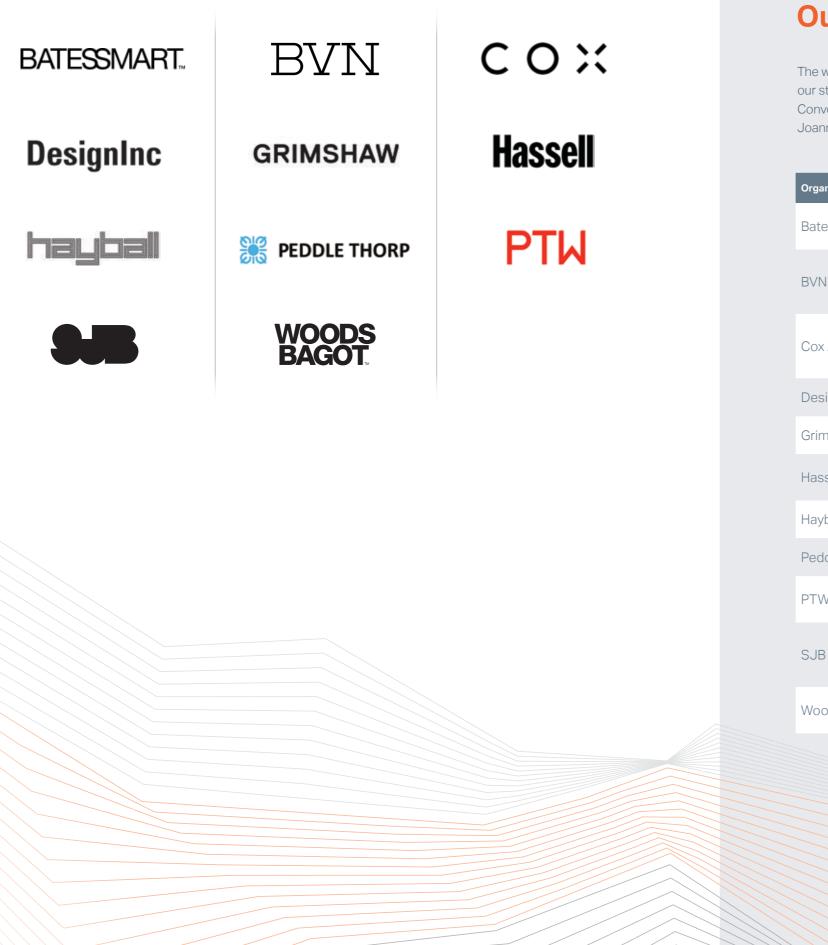


There is no question that our industry is more effective when it embraces greater balance and is supportive of diversity across the profession. The opportunity to be involved in Champions of Change enables important cross-industry discussion on how together we can address systemic issues and change the way we operate and interact.

#### Neil Stonell Partner Grimshaw







## **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 Administrator of the Architecture Group is Joanne Brown. Our Implementation Leaders for the Architecture Group are:

Organisations	Imple
Bates Smart	Tania Sally
BVN	lsabe Briar Dylai
Cox Architecture	Mere McG Titles
DesignInc	Yvon
Grimshaw	Thiho
Hassell	Jane Malia
Hayball	Emm
Peddle Thorp	Bren
PTW Architects	Louis Adel
SJB Architects	Kayle Moni Tama
Woods Bagot	Sam Virgii

#### lementation Leaders

- ia Gordon, Jessica Hartney, Celine Herbiet, ly Hsu, Linda Mason and Will Miller
- bella Aliberti, Joshua Bowkett, Rebecca Buffington, an Clohessy, James McRae, Hayley Sainsbury and an Tirtabudi
- redith Couchman, Susanne Jenson, Margot Ginness, Carly McMahon, Livee Tan and Siobhan estad
- onne Chan, Lynne Hancock and Tara Keast
- hoa Gill and Gosha Haley
- net Brown, Lauren Geschke, Tanya Golitschenko, lianne Nguyen and Olivia Tsen
- ma Chrisp, Melissa Riley and Laura Ulph
- endon Sutton and Caroline Yuen
- uisa Hendriks, Moya Lum, Lucy Moloney and ele Troeger
- yle Butterworth, Bianca Caprara, Ali Cotsworth, nica Edwards, Hamish Ginn, Julia Goode, nara Kerr, Shanae Masters and John Rowley
- Sam de Jongh, Jet Geaghan, Lisa James, Virginia O'Farrell and Ashley Richards

## **Consult Australia Group**

Consult Australia is the sole association dedicated to the success of consulting businesses in design, advisory and engineering. The Consult Australia Group was established in 2016 and comprises 10 Members who lead more than 22,900 employees.

Members of the Consult Australia Group lead collaboratively towards gender equality and to increase the influence and representation of women in the industry.

In 2023, acknowledging the significant role that traditional gender norms and social and cultural conditioning plays in impeding gender equality, the Group commenced or continued work in three key focus areas:

- Increasing men's uptake of parental leave and flexible work.
- Preventing and responding to workplace sexual harassment.
- Engaging managers as champions in fostering a culture of respect.

As part of this, a series of focus groups were run to understand the barriers and enablers to men accessing leave. Members also explored the source of sexist behaviour as a means of informing more effective interventions to engage managers. The Group continued to implement best practice principles to prevent sexual harassment, e.g. providing confidential reporting systems, elevating sexual harassment to a health and safety issue, and empowering employees to call out all forms of workplace misconduct.

In line with the Champions of Change Coalition's commitment to inclusive gender equality, the Consult Australia Group also launched a new Intersectionality Series to better understand and address the inequities faced by employees with intersecting identities. The first session was dedicated to Indigenous and Torres Strait Islander women.

## Highlights for 2022–23

66.7%

of organisations' direct reports to Champion of Change have KPIs related to gender equality in their scorecards or performance plans, • from 55.6% in 2022

100%



of organisations have systems in place to address bias and ensure equality in recruitment and promotion processes, **O** from 88.9% in 2022

77.8%



of organisations apply a target of gender balance to succession lists for CEO and other C-suite roles, • from 66.7% in 2022

100%

of organisations' Board or Executive leadership teams have established regular reporting on sexual harassment (both cultural indicators and incidents) into their regular reporting cycle, from 88.9% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

The Consult Australia Group welcomed new Member Eva Wood (Vice President and General Manager, Jacobs Australia and New Zealand), replacing Richard Hayers. The Group also welcomed new Member Ashok Sukumuran (Country Leader, Stantec).

## **Champions of Change**







Louise Adams Chief Operating Officer Aurecon

Richard Barrett Chief Executive ANZ AECOM

**Kerryn Coker** Co-Chair, Australasia Arup





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James Phillis CEO ANZ SMEC

David Raftery Country Director & Resilience Business Area Director, Australia Arcadis, Asia Pacific



Convenor

**Jonathan Cartledge** CEO Consult Australia



Todd Halliday Prinicipal & Managing Partner Northrop Consulting Engineers



Richard Hayers Vice President and Regional Director ANZ Jacobs



••••••

**Dean McIntyre** Executive General Manager, Australia GHD



Will Wright Managing Director Douglas Partners

#### **Practical actions**

#### Table 14: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders 11.1% innovating to accelerate Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation change 11.1% 88.9% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable 11.1% 66.7% 22.2% - standing behind our Gender equality KPIs - included in scorecards or performance plans of Members' direct reports numbers, 36.4% 63.6% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse (40:40:20) workforces, Sponsorship - routine sponsorship of diverse women expected of all leaders by Member capturing the 88.9% 11.1% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 77.8% Cultures of Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality care, respect, 100% safety and belonging, Flexible work – mainstreamed with policy, tools and technology, and leadership support leveraging the talent advantage Flexible work - action to enable flexible work for frontline and operational workers 66.7% Parental leave – equal and flexible access to parental leave for all parents 88.9% Parental leave – strategy and policy to improve men's uptake of parental leave 77.8% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting 11.1% Everyday sexism – action to highlight and address everyday sexism

	0%	10%	20%	30%	40%			
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position							
belonging, leveraging the talent	Sexual ha	arassment	– board and	/or senior te	am rece			
advantage (continued)	Sexual has safety iss		– strategies	and proce	sses in 77.8%			
	Sexual h	arassment	– risk asses	sment, cultu	ural revi 88.9%			
	Sexual h	arassment	– commitme 44.4%	ent to adopt	: princip			
	Sexual ha identified	d cases)	- regularly s	share intern	al upda 5.6%			
	Sexual h	arassment		s in the orga ements (i.e. s	anisatio			
	Sexual h	arassment	– tools, trair	ning and edu	ication			
	Sexual ha		– review rep	orting optio	ns to e			
	Sexual h	arassment	– built interr	nal support o	apabili			
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-	equal publi	c face – tes	t the extern	al imag			
	Superan	nuation – p	aid to empl	oyees durin	g paid a 88.9%			
	Corporat	te giving – a	organisatior 55.6	n applies a g %	jender			
	Domesti or family		y violence -	- ensure suț	oport fo			
	Domesti be using		y violence -	- approach	in place 90.9%			
	Domesti	c and famil	y violence - 55.6	- initiatives i				

%	50%	60%	70%	80%	90%
ommi	itment to er	adicate sex	ual harassm	ent with a 7	rero-
	100%				
	100%				
	s regular rep 100%	orting on bo	oth cultural ir	ndicators an	d incidents
ncorp	orate sexua	l harassme	nt as a phys	sical and ps	ychological
				2:	2.2%
view s	urvey or oth	er diagnost	ic conducte	d	
%				G	11.1%
ples c	of transparer	ncy for high-	-profile case	S	
	22.2%			33.3%	
ates c	on sexual ha	arassment (i	incidents, o	utcomes, ai	nd de-
				33.3%	
	pacted by s A carve out		sment retai	in their right	to speak
		33.3%			22.2%
	mployees of 100%	n sexual har	assment are	e up-to-date	) 
	e confidentia	al avenues f	or employee	es impacted	by sexual
	100%				
lity or 66.79	expanded r	elationships	with externa 22.2		ervices 11.1%
00.7	70		22.2		11.170
-	the organis 100%	ation to ens	sure it is resp	pectful and	inclusive
	unpaid pare	ntal leave p	eriods		
%					11.1%
r lens	to corporat	e giving effo 11.1%	orts 11.1%		2.2%
for err	nployees, fa		nds experier	ncing dome	stic
	100%				
e for I	responding	to employe	es who are	or who may	/
%					9.1%
e for p	oositive con	nmunity imp 11.1%	bact on dom	nestic and fa 33.3%	amily violence

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#### Gender balance in leadership

#### Table 15: Gender balance in leadership

	Women's representation (%)										
Consult Australia Group Organisations	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		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		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		23.3	27.0	37.0	35.3	25.0	5.9	
Consult Australia Group Totals (adjusted)	34.8	20.0	33.2		23.3	27.0	37.0		-	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)
- Increase in under-representation of women since 2022
- <-> Not applicable
- > Includes non-binary gender
- Moving closer to gender balance since 2022
  - Nunchanged 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





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aurecon



## **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

AECOM, Australia and New Zealand

Arcadis, Asia Pacific

Arup, Australasia

Aurecon, Australia, Operations

Implementation Leaders	
Jennifer Fryer	
Amy Cotterell	
Abbie Wright	
Penny Rush	
Amy Singh	

## **Energy Group**

The Energy Group was established in June 2023 and currently includes 21 Members who lead more than 32,200 employees.

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 benefiting from this once in a lifetime social, environmental and economic transformation.

The Energy Group's priorities include developing women leaders at every level; creating workplace cultures where everyone feels respected, valued and equal; and taking a more intentional and coordinated approach to enabling more women and girls to pursue careers in the sector.

In its first six months, the Energy Group signed up to the Panel Pledge, where male leaders in the Group agree to only participate in panels and fora where women are represented.

They also conducted 'Listen and Learn' sessions with their people across corporate and operational roles to better understand and prioritise actions to advance gender equality and respect for all at work.

Feedback from these sessions, together with outcomes of discussions with a range of women leaders in the sector, led to the establishment of the Group's first 18-month workplan which was signed off in December 2023.

The Group also engaged with Melanie Cooper (Global Head of Equity, Inclusion and Diversity, Rio Tinto) to learn about their Everyday Respect Program and Romily Medew (CEO, Engineers Australia) to collaborate on strategies to attract more women into engineering and the energy sector.

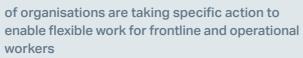
### Highlights for 2022–23

88.2%



of Champions of Change oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years

# 82.4%



100%



of organisations have policies or initiatives in place to enable equal and flexible access to parental leave for all parents

82.4%



of organisations have up-to-date tools, training and education provided to employees to help them identify sexual harassment and know how to respond

### **Champions of Change**







Sam Barbaro CEO Western Powe

Dennis Barnes CEO Snowy Hydro

lan Brooksbank CEO Hydro Tasmania





John Cleland CEO Essential Energy

Mark Collette Managing Director Energy Australia

Jeff Dimery CEO & Managing Director

Alinta Energy





Greg Joiner Former CEO Shell Energy Australia

Tony Narvaez CEO AusNet Services









Frank Tudor Former Managing Director Jemena

**Dominique Van Den** Berg CEO **Energy Networks** Australia





C L



Frank Calabria CEO Origin Energy



**Guy Chalkley** CEO Endeavour Energy



•••••••

Lisa Chiba Managing Director Momentum Energy



Simon Emms CEO Electranet



**David Fyfe** CEO Synergy



**David Gillespie** Managing Director Jemena



Michael O'Rourke CEO Stanwell Corporation



**Brett Redmar** CEO Transgrid



Kane Thornton CEO Clean Energy Council

#### **Co-convenor**

James Fazzino



#### **Co-convenor**

#### **Elizabeth Broderick**

#### Table 16: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and looard-level	Leadersh senior tea		ment – to g	ender equa	lity through	a strategy a	ind action p	olan, review	ed annually	by board/
eaders				76.5%	6				17.6%	5.9%
nnovating to accelerate	l oador's	hehaviour	– aender er	nuality goals	s reflected i	n expectatio	ons of all lea	dors within	the organis	sation
change	Ecoder 5	benavioai	47.1%	Juancy goal	STeffeoted I	riexpediatie	35.3%			17.6%
Being	Gender e	equality targ	nets – targe	ts are discl	osed and re	ported publ	icly on an a	nnual basis	5	
accountable		4	47.1%			11.8%			1.2%	
– standing behind our	Condoro				rdo or porfe		no of Mom	hara' diraat	roporto	
numbers,	Gendere	35.3			9%	ormance pla	Ins of Merri	58.8%	reports	
sharing										
lessons and outcomes	Gender p	bay equity –	audit com	pleted and a		least every	two years, v	vith oversig	ht by Memb	
outcomes					88.2%					11.8%
Gender-equal										
and diverse	Merit – sy	ystems and	structures		as and ensu 6.5%	ire equality i	n recruitme	nt and pror	17.6%	5.99
(40:40:20)										0.07
workforces.										
	Sponsor	ship – routir	ne sponsors	ship of dive	rse women	expected of	all leaders	by Membe	r	
capturing the	Sponsors	ship – routir	ne sponsors 47.1%	ship of dive	rse women	expected of 17.6%		by Membe	r 35.3%	
capturing the performance			47.1%			17.6%		-	35.3%	
			47.1% ender targe					her C-suite	35.3%	5.99
capturing the performance advantage			47.1% ender targe	ts included		17.6%	CEO and ot	her C-suite	35.3% roles	5.99
capturing the performance	Gender b	balance – ge	47.1% ender targe 58 1 – specific a	ts included	in successi	17.6%	CEO and oti 17.6 uplify buy-in	her C-suite	35.3% roles 17.6%	
capturing the performance advantage Cultures of care, respect, safety and	Gender b	balance – ge	47.1% ender targe 58 1 – specific a	ts included	in successi	17.6%	CEO and ot	her C-suite	35.3% roles 17.6%	o 5.99 3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging,	Gender b	palance – ge and buy-in	47.1% ender targe 58 1 – specific a 58	ts included 1.8% action to ac	in successi	17.6%	CEO and ot 17.e plify buy-in 17.e	her C-suite % on gender	35.3% roles 17.6% equality	
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging	Gender b	palance – ge and buy-in	47.1% ender targe 58 1 – specific a 58	ts included 1.8% action to ac	in successi	17.6%	CEO and ot 17.e plify buy-in 17.e	her C-suite % on gender	35.3% roles 17.6% equality	
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v	valance – ge and buy-in vork – main	47.1% ender targe 58 - specific a 58 streamed w	ts included .8% action to ac .8% vith policy, t	in successi ddress back ools and tee	17.6% ion lists for ( lash and am chnology, ar 100%	DEO and ot 17.e uplify buy-in 17.e	her C-suite % on gender %	35.3% roles 17.6% equality	
capturing the performance advantage Cultures of care, respect, safety and belonging,	Gender b Backlash Flexible v	valance – ge and buy-in vork – main	47.1% ender targe 58 - specific a 58 streamed w	ts included .8% action to ac .8% vith policy, t	in successi Idress back ools and tee rk for frontli	17.6% ion lists for ( lash and am chnology, ar	DEO and ot 17.e uplify buy-in 17.e	her C-suite % on gender %	35.3% roles 17.6% equality	3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v	valance – ge and buy-in vork – main	47.1% ender targe 58 - specific a 58 streamed w	ts included .8% action to ac .8% vith policy, t	in successi ddress back ools and tee	17.6% ion lists for ( lash and am chnology, ar 100%	DEO and ot 17.e uplify buy-in 17.e	her C-suite % on gender %	35.3% roles 17.6% equality	
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v	valance – ge and buy-in vork – main vork – actio	47.1% ender targe 58 - specific a 58 streamed w n to enable	ts included .8% action to ac .8% vith policy, t flexible wo	in successi ddress back ools and tea rk for frontli 82.4%	17.6% ion lists for ( lash and am chnology, ar 100%	CEO and oti 17.6 uplify buy-in 17.6 nd leadersh ational wor	her C-suite % on gender %	35.3% roles 17.6% equality	3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v	valance – ge and buy-in vork – main vork – actio	47.1% ender targe 58 - specific a 58 streamed w n to enable	ts included .8% action to ac .8% vith policy, t flexible wo	in successi ddress back ools and tea rk for frontli 82.4%	17.6% ion lists for ( lash and am chnology, ar 100% ne and oper	CEO and oti 17.6 uplify buy-in 17.6 nd leadersh ational wor	her C-suite % on gender %	35.3% roles 17.6% equality	3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental	valance – ge a and buy-in vork – main vork – actio leave – equ	47.1% ender targe 58 - specific a streamed w n to enable al and flexib	ts included .8% action to ac .8% vith policy, t flexible wo ole access t	in successi ddress back ools and teo rk for frontli 82.4%	17.6% ion lists for ( lash and am chnology, an 100% ne and oper eave for all p 100%	CEO and ot 17.e uplify buy-in 17.e ad leadersh rational wor	her C-suite	35.3% roles 17.6% equality	3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental	valance – ge a and buy-in vork – main vork – actio leave – equ	47.1% ender targe 58 - specific a streamed w n to enable al and flexib	ts included .8% action to ac .8% vith policy, t flexible wo ole access t	in successi ddress back ools and teo rk for frontli 82.4%	17.6% ion lists for ( lash and am chnology, ar 100% ne and oper eave for all p	CEO and ot 17.e uplify buy-in 17.e ad leadersh rational wor	her C-suite	35.3% roles 17.6% equality 25	3.5%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental Parental	aalance – ge and buy-in vork – main vork – actio leave – equ leave – stra	47.1% ender targe 58 - specific a streamed w n to enable al and flexik tegy and po	ts included .8% action to ac .8% vith policy, t flexible wo ble access t blicy to impr 64.7%	in successi ddress back ools and tea rk for frontli 82.4% to parental li rove men's i	17.6% ion lists for ( lash and am chnology, ar 100% ne and oper eave for all p 100% uptake of pa	CEO and oti 17.6 uplify buy-in 17.6 ad leadersh ational wor parents	her C-suite oon gender ip support kers e 23.54	35.3% roles 17.6% equality 23	17.6%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental Parental	aalance – ge and buy-in vork – main vork – actio leave – equ leave – stra	47.1% ender targe 58 - specific a streamed w n to enable al and flexik tegy and po	ts included .8% action to ac .8% vith policy, t flexible wo ble access t blicy to impr 64.7% ers' leave) t	in successi ddress back ools and tea rk for frontli 82.4% to parental l rove men's l o support e	17.6% ion lists for ( lash and am chnology, an 100% ne and oper eave for all p 100%	CEO and oti 17.6 uplify buy-in 17.6 ad leadersh ational wor parents	her C-suite	35.3% roles equality 23 %	17.6% 11.8% parenting
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental Parental	aalance – ge and buy-in vork – main vork – actio leave – equ leave – stra	47.1% ender targe 58 - specific a streamed w n to enable al and flexik tegy and po	ts included .8% action to ac .8% vith policy, t flexible wo ble access t blicy to impr 64.7%	in successi ddress back ools and tea rk for frontli 82.4% to parental l rove men's l o support e	17.6% ion lists for ( lash and am chnology, ar 100% ne and oper eave for all p 100% uptake of pa	CEO and oti 17.6 uplify buy-in 17.6 ad leadersh ational wor parents	her C-suite oon gender ip support kers e 23.54	35.3% roles equality 23 %	3.5% 17.6% 11.8%
capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Backlash Flexible v Flexible v Parental Parental Care – ini	alance – ge and buy-in vork – main vork – actio leave – equ leave – stra	47.1% ender targe 58 - specific a streamed w n to enable al and flexik tegy and po	ts included .8% action to ac .8% vith policy, t flexible wo ble access t blicy to impu 64.7% ers' leave) t 70.6	in successi ddress back ools and teo rk for frontli 82.4% to parental li rove men's li o support e % address eve	17.6% ion lists for ( lash and am chnology, ar 100% ne and oper eave for all p 100% uptake of pa	CEO and oti 17.6 applify buy-in 17.6 ad leadersh ational wor barents arental leave vith caring re	her C-suite	35.3% roles equality 23 %	17.6% 11.8% parenting

	0%	10%	20%	30%	400
Cultures of care, respect,		arassment e position	– board and	l/or senior t	eam co
safety and		•		70.69	6
belonging, leveraging the talent	Sexual h	arassment	– board and/		am rec 5%
advantage (continued)	Sexual h safety is	arassment sue	– strategies	-	
				70.69	6
	Sexual h	arassment	– risk asses: 52.9%	sment, cultı	ural revi
	Sexual h	arassment 11.8%	– commitme	ent to adopt	t princij
	Sexual h identifie	,	– regularly s	hare intern	al upda
		arassment iercial settle	– individuals		anisatio
	Sexual h	arassment	– tools, train	ing and edu	ucation 82.4%
	Sexual h harassm	arassment ent	– review rep	orting optio 76.59	ons to e
	Sexual h	arassment	– built intern		capabil
Equality and inclusion is	Gender-	equal publi	c face – test		al imag '6.5%
embedded in what we deliver,	Superar	inuation – p	aid to emplo	oyees durin 64.7%	g paid
creating an innovation advantage and social impact	Corpora	te giving – a	organisation 58.84		gender
		ic and family violence	y violence –	ensure sup	oport f
		ic and family violence	y violence –	approach	in place 82.49
	Domest	ic and family 35.39		initiatives i	

0%	50%	60%	70%	80%	90%
commitn	nent to erac	licate sexua	al harassm	ient with a z	ero-
				23.5%	5.9%
		ting on both		diastora ap	dinaidanta
eceives re	egular repor	ung on bou	i cultural ir	ndicators and 17.6%	5.9%
incorpor	ate sexual h	narassment	as a phys	ical and psy	/chological
				29.4%	
	vey or other	diagnostic	conducte	d	
view, sur		29.4%	Conducte	u -	17.6%
ciples of t	ransparenc	y for high-p	rofile case	S	
	82.4	%			
dates on	sexual hara	issment (ind	cidents, o	utcomes, ar	nd de-
17.6%			47	.1%	
	acted by sex carve outs)	kual harassi	ment retai	n their right	to speak
29.4				35.3%	
n for emp	oloyees on s	sexual haras	sment are	e up-to-date	
þ				11.	8% 5.9%
ensure c	confidential	avenues for	employee	es impacted	by sexual
				23	.5%
ility or ex	kpanded rela	ationships w		al support se	ervices
			1	7.6%	11.8%
age of th	e organisati	ion to ensu	re it is resp	pectful and i	inclusive
				17.6%	5.9%
d and un	paid parent	al leave per		_	
			17.6%		17.6%
er lens to	corporate	giving effor 17.6%		11.8%	11.8%
for omp	lovoos fam			ncing domes	
		ily of menu	sexperier		SUC
	00% sponding to	employee	s who are	or who may	/
	sponding to	, employee	s who are	or who may	
.4%					17.6%
ce for po	sitive comm	nunity impa		estic and fa	mily violence

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#### Table 17: Gender balance in leadership

	Women's representation (%)								
Energy Group Organisations	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 prio to achieve 40:40:20 representation and focusing on various aspects of our business including career entr Western Power – The organisation's current data set does not allow for reporting outside of the male/fem

- Gender balance achieved
   (40%–60% women's representation)
- Increase in under-representation of women since 2022

<-> Not applicable

(#> Includes non-binary gender

Hunchanged since 2022

Increase in over representation since 2022
 Not reported in 2022

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

Moving closer to gender balance since 2022

 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





CHAMPIONS OF CHANGE COALITION . IMPACT REPORT 2023



## **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	
AGL	
Alinta Energy	
AusNet Services	
Australian Energy Market Operator	
ElectraNet	
Endeavour Energy	
EnergyAustralia	
Essential Energy	
Hydro Tasmania	
Jemena	
Momentum Energy	
Origin Energy	
Shell Energy Australia	
Snowy Hydro	
Stanwell Corporation	
Synergy	
Transgrid	
Western Power	

Implementation Leaders
Chalina Keeble
Carrie Luzar
Lisa Keogh
Kate Pollock
Kymberley Lawrence
Jan Roden and Diane Samaroo
Alicia Watson
Amalie Smith
Lucy Aird
Mark Gorodecki
Olivia Hudson
Sharon Ridgway
Alice Micenko
Gabrielle Curtin and Alice Hornby
Darren Hooper
Anne Carton, Kate Hooper and Patrick Moran
Julie Moss
Thomas Fyfield and Natalia Smith

## **Fire and Emergency Group**

The Fire and Emergency Group was established in 2017 with the support of AFAC. The Group currently includes 26 Members who lead 125,000 employees and volunteers throughout metropolitan, rural and regional communities across Australia and New Zealand.

The Fire and Emergency Group is focused on increasing the representation of women in the sector, including in frontline roles and leadership, to meet the future needs of the workforce and to ensure the sector best serves the communities whom they work with.

Although there has been progress over the past five years in women's representation across the overall sector, the pace of change is slow and gains incredibly difficult to achieve. All Member organisations participated in state-based workshops bringing together 80 different leaders in small groups to share and discuss current work, identify their own 'bold actions' to drive change and take a deep dive into men and masculinities.

Some examples of the bold actions include increased return to work support, reviewing firefighter recruitment processes including in frontline roles, implementing sponsorship programs, consultation on inclusive personal protective equipment (PPE) and facilities, gender pay gap reviews, delivering diversity and inclusion training, and mapping barriers for women across the employment life cycle.

Members also participated in workshops covering topics including Employees who use Domestic and Family Violence, Inclusive PPE, Intersectionality and Creating Psychological Safety.

The focus will continue on growing the talent pool, removing barriers to recruitment and promotion of women and ensuring workplace cultures enable everyone to thrive by building buy-in for gender equality. The Group is working collectively to lift the number of women attracted to and recruited into the sector, including a focus on frontline roles. The Group is also committed to addressing the culture across the sector to make it a more equal and inclusive environment where all people can thrive and progress their careers equally.

The Fire and Emergency Group welcomed new Members Jeremy Smith (Acting Commissioner, Tasmania Fire Service), replacing Dermot Barry; Gavin Freeman AFSM

### Highlights for 2022–23

87%



of organisations have a leadership commitment to gender equality through a specific strategy and action plan monitored and reviewed annually by the board, **O** from 73.9% in 2022

# **69.6**%



of organisations are taking specific action to enable flexible work for frontline workers, • from 52.2% in 2022

# **95.7%**



of organisations take specific action to highlight and address everyday sexism in the workplace, O from 91.3% in 2022

# **82.6**%



Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

(Commissioner, Fire Rescue Victoria), replacing Ken Block; Jeremy Fewtrell (Commissioner, Fire Rescue NSW), replacing Paul Baxter; Rick Nugent (Commissioner, Emergency Management Victoria), replacing Andrew Crisp AM APM; Rodney Evans (Chief Fire Officer, Airservices Australia Fire & Emergency) replacing Robert Purcell; and Wayne Phillips (Interim Commissioner, ACT Emergency Services Agency) replacing Georgeina Whelan.

### **Champions of Change**



Chief Officer

Service

South Australia

State Emergency



Collene Bremner **Bushfires NT** 

**Executive Director** 



Chief Executive

New Zealand

Fire and Emergency



**Stephen Griffin** CEO

Victoria State Emergency Service

**Chris Hardman** Chief Fire Officer Forest Fire Management Victoria

Jeremy Fewtrell

Fire and Rescue NSW

Commissioner





**Brett Loughlin** Chief Officer South Australian Country Fire Service

MacDonald CEO Country Fire Authority Victoria

Natalie

**Michael Morgan** AFSM CEO and Chief Officer

SA Metropolitan

Fire Service



Wayne Phillips Acting Commissioner ACT Emergency Services Agency

Rob Purcell Former Chief Fire Officer Airservices Australia **Rob Rogers AFSM** Commissioner New South Wales **Rural Fire Service** 





Rob Webb Chief Executive Officer AFAC

Carlene York APM Commissioner NSW SES





Gavin Freeman AFSM Commissioner Fire Rescue Victoria



Jason Foster Executive Director Regional and Fire Management Services Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA



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**Fiona Gill** Director Fire Management, Department for Environment and Water SA



Ben Klaassen Deputy Director-General **Queensland Parks** and Wildlife Services



**David Nugent AFSM** Director Fire, Emergency and Enforcement Parks Victoria



**Darren Klemm** AFSM Commissioner Department of Fire and Emergency Services WA



**Rick Nugent** Commissioner Emergency Management Victoria



Greg Leach AFSM Commissioner Queensland Fire and **Emergency Services** 



**Steve Pearce AFSM** CEO Surf Life Saving NSW



**Jeremy Smith** Acting Chief Officer Tasmania Fire Service





Naomi Stephens **Executive Director** NSW National Parks and Wildlife Service – Park Operations

#### Convenor

**Kristen Hilton** Former Commissioner Victorian Equal Opportunity and Human **Rights Commission** 



Julia Waddington-Powell **Chief Executive** SAFECOM

#### Table 18: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders 16.7% innovating to accelerate Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation change 20.8% 8.3% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable 12.5% - standing behind our Gender equality KPIs - included in scorecards or performance plans of Members' direct reports numbers, **33.3%** 12.5% 54.2% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes 37.5% 8.3% 54.2% Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse (40:40:20) workforces, Sponsorship – routine sponsorship of diverse women expected of all leaders by Member capturing the 20.8% 16.7% 62.5% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 16.7% 58.3% 25.0% Cultures of Backlash and buy-in - specific action to address backlash and amplify buy-in on gender equality care, respect, 83.3% 12.5% 4.2% safety and belonging, Flexible work – mainstreamed with policy, tools and technology, and leadership support leveraging 87.5% 8.3% 4.2% the talent advantage Flexible work – action to enable flexible work for frontline and operational workers 12.5% Parental leave – equal and flexible access to parental leave for all parents 91.7% 8.3% Parental leave – strategy and policy to improve men's uptake of parental leave 33.3% 41.7% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting 8.3% Everyday sexism – action to highlight and address everyday sexism 4.2%

	0%	10%	20%	30%	409			
Cultures of care, respect,		arassment -	-board and	l/or senior te	eam co			
safety and belonging,					87.5%			
leveraging the talent advantage	Sexual ha	arassment -	- board and/	or senior tea 62.5%	am rec			
(continued)	Sexual has safety iss	arassment - Sue	- strategies	and proces	sses in			
	Sexual h	arassment -	- risk assess	sment, cultu	iral revi 83.39			
	Sexual h	arassment ·	- commitme 45.8%	ent to adopt	princip			
	Sexual ha	arassment - I cases)	- regularly s 50.0%	hare interna	al upda			
		arassment - ercial settle						
	Sexual h	arassment ·	-tools, train	ing and edu	cation			
	Sexual harassme	arassment - ent	- review rep	orting optio	ns to e			
	Sexual h	arassment ·	- built intern	al support c	apabili 83.3%			
Equality and inclusion is embedded	Gender-	equal public	<b>: face</b> – test	the externa	al imag			
in what we deliver,	Superan	nuation – pa	aid to emplo 54.2%	oyees duriną	g paid a			
creating an innovation advantage	Corporat 16.7	te giving – c %		applies a g 5.0%	ender			
and social impact	Domestic and family violence – ensure support for family violence							
	Domesti be using	<mark>c and family</mark> violence	/ violence –	approach i	n place 87.5%			
	Domesti	c and family	violence – 50.04					

%	50%	60%	70%	80%	90%
ommitm	nent to erac	licate sexu	al harassm	ient with a z	zero-
					0.20/ 4.20/
					8.3% 4.2%
eives re	egular repor	-		idicators an	
			16.7%		20.8%
corpor	ate sexual h	narassmen	t as a phys	ical and ps	ychological
95.8%					4.2%
ew, sur	vey or other	diagnostic	conducte	d	
%				8.3	% 8.3%
oles of t	ransparenc	y for high-p	orofile case	S	
8.3	3%	5 0 1	45.8	%	
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	20	.8%		29.2%	6
on impa	icted by se	kual harass	sment retai	n their right	to speak
o NDÁ c	carve outs)				
2%			54.2%		
	ployees on s	sexual hara	ssment are	up-to-date	
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	onnachtian		remployee	.o impuoted	
87.5%					12.5%
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and un	paid parent	al leave pe	riods		
			45.8	8%	
lens to	corporate	giving effo	rts		
			58.3%		
or empl	oyees, fam	ily or friend	ds experier	icing dome	stic
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6					4.2% 8.3%
for pos	sitive comn 12.5%	nunity impa	act on dom	estic and fa 37.5%	amily violence
	12.3%			- 57.5%	

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#### 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
- A Moving closer to gender balance since 2022 A Increase in over-representation of women
- Not reported in 2022 🐵 Unchanged since 2022
- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)

 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.



Increase in over-representation of women since 2022

Not reported in 2022

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IMPACT REPORT 2023



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 Commissioner of the Department of Fire and Emergency Services WA and President of AFAC



CHAMPIONS OF CHANGE COALITION . IMPACT REPORT 2023

### **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	Elspeth 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
Parks Victoria
Queensland Fire and Emergency Services
Queensland Parks and Wildlife Services
SA Metropolitan Fire Service
SAFECOM
South Australia State Emergency Service
South Australian State Country Fire Service
Surf Life Saving NSW
Tasmania Fire Service
Tasmania State Emergency Service
Victoria State Emergency Service



Implementation Leaders

Jolene Goulton

Callum MacSween and Kevin Reading

Rosie Amatt and Rebecca Balderston

Peter Button

Jayme Moreland

Rachel Rowett

Tammy Moffat

Louise Cooke

Emma McGrath

Lauren Cannell

Erin Hegerty

## **Health Group**

The Health Group was established in 2019 and includes representatives from Australia's leading health and hospital care providers, the primary health care sector, pharmaceutical, funding and government bodies and peak professional bodies.

Members of the Health Group work within and across their organisations to:

- Drive a significant and sustainable increase in the • representation of women in leadership positions in the health sector.
- Support women to take advantage of growth with high-paid careers within the sector.
- Cultivate inclusive cultures that deliver efficiency within organisations and across the broader health sector.

In 2023, the Health Group conducted 'listen and learn' sessions with their teams to better understand the opportunities for, and barriers to, increased flexibility in patient-facing roles, and began trialling new approaches in hospital settings. The Group also considered opportunities to enhance the recognition and value placed on the aged care sector.

The Group has also begun work to quantify their whole-of-organisation gender pay gaps, understand the drivers behind these pay gaps, and identify strategies to reduce and/or eliminate them.

A continuing focus for the Group into the future is taking action to prevent and respond to workplace sexual harassment, which remains prevalent across the health sector.

### Highlights for 2022–23

80%

of Member organisations have established regular reporting on sexual harassment (both cultural indicators and incidents) into their regular Board/Executive team reporting cycle, • from 60% in 2022



of organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, **O** from 60% in 2022



of organisations have undertaken risk assessments including cultural reviews, sexual harassment-specific surveys, or other robust diagnostics to identify high-risk cohorts or behaviours, **O** from 40% in 2022



of organisations have an approach in place to respond to employees who are or may be using domestic and family violence,  $\Theta$  to 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021-22 and 2022-23.

### **Champions of Change**





Martin Bowles AO **PSM** National CEO Calvary

Dr Adam Castricum Past President Australasian College of Sport and Exercise Physicians



Stephen





Glenn Kevs AO **Executive Chairman** and Founder Aspen Medical

Nadia Levin CEO Research Australia

Anna McFadgen CEO St Vincent's Health Network Sydney



Convenor

**Emeritus Professor Christine Bennett AO** 



Trevor Danos AM Non-Executive Director



**Professor Mary** Foley AM Non-Executive Director



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Gavin Fox-Smith Non-Executive Director



**Dr Sharon Ponniah** Partner, Health and Well-being, Public Policy & Economics PwC



Anthony Schembri AM CEO Northern Sydney Local Health District



**BRIG Isaac Seidl AM** Director General Operational Health, Joint Health Command Department of Defence



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REPORT

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

	0%	10%	20%	30%	40%				
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position								
belonging, leveraging the talent	Sexual ha	arassment -	- board and/	66.7% or senior tea 66.7%	am rece				
advantage (continued)	Sexual ha safety iss		- strategies		83.39 83.39				
	Sexual ha	arassment ·	- risk assess 50.0%						
	Sexual ha		– commitme 16.7%	ent to adopt	principl				
	Sexual ha identified 16.7	cases)	- regularly s 16.7%	hare interna	al updat				
	Sexual harassment – individuals in the organisatio in commercial settlement agreements (i.e. specific 33.3% 16.7%								
	Sexual harassment – tools, training and education f								
	Sexual harassment – review reporting options to er harassment 83.3								
	Sexual ha	arassment	- built intern	al support c 66.7%	apabilit				
Equality and inclusion is	Gender-e	equal public	<b>: face –</b> test	the externa	al image 83.3				
embedded in what we deliver,	Superanr	nuation – pa 33.39	aid to emplo 6	oyees during	g paid a 16.7%				
creating an innovation advantage	Corporat	e giving – c 33.	organisation 3%	applies a g	ender l				
and social impact	Domestic or family		/ violence –	ensure sup	port fo				
	Domestic be using	5	/ violence –	approach i	n place 83.3%				
	Domestic and family violence – initiatives in place								



Ď	50%	60%	70%	80%	90%
mmitn	nent to erad	icate sexua	al harassme	nt with a z	ero-
			16.7%		16.7%
eives re	egular report	ting on both	n cultural ind	licators an 33.3%	d incidents
corpor	ate sexual h	arassment	t as a physic	al and psy	ychological
%					16.7%
ew, sur	vey or other	diagnostic	conducted 50.0%		
les of t	ransparency	y for high-p 66.7%			
tes on	sexual hara		cidents, out	comes, ar	nd de-
	acted by sex carve outs)	66.7% Rual harass	ment retain 50.0%	their right	to speak
	bloyees on s 0.0%	sexual haras	ssment are u	ıp-to-date	,
isure c	onfidential a	avenues for	employees	impacted	by sexual
%					16.7%
y or ex	panded rela	tionships v	vith external 16.7%	support s	ervices 16.7%
e of the	e organisati	on to ensu	re it is respe	ectful and	inclusive 16.7%
ind un	paid parenta	al leave per	riods 50.0%		
	corporate (	giving effor	ts	33.3%	
		ly or friend	s experienc		stic
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for res	sponding to	employee	s who are o	r who may	
					16.7%
for pos	sitive comm	nunity impa	ct on dome	stic and fa 33.3%	amily violence

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#### Table 21: Gender balance in leadership

	Women's representation (%)									
Health Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board		
Aspen Medical	72.4	-	37.5	45.5	36.0	47.2	74.3	47.6		
Australian Red Cross Lifeblood#	75.7	-	-	50.0	38.8	64.7	77.8	60.0		
Calvary #	80.8	41.2	60.9	63.3	58.6	78.2	81.2	66.7		
Defence Joint Health Command	62.3	-	-	50.0	51.6	50.0	71.6	-		
Northern Sydney Local Health District	72.5	-	56.3	54.3	73.0		72.7	61.5		
St Vincent's Hospital Network Sydney #	70.7	-	60.0	-	100	65.3	70.9	50.0		
Health Group Totals	75.6	41.2	56.5	56.3	54.4	66.3	76.5	55.6		
Health Group Totals (adjusted)	75.5	41.2	56.5	56.7	56.1	66.6	76.4	54.7		

	Women's representation (%)								
Health Group Organisations	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	

Moving closer to gender balance since 2022

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

- Increase in under-representation of women since 2022
- <-> Not applicable
- (#> Includes non-binary gender
- Increase in over-representation of women since 2022 Not reported in 2022 With the second Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)



**aspen**medical



### **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 Health Group is Amanda Hede. Our Implementation Leaders for the Health Group are:

Organisations
Aspen Medical
Australian Red Cross Lifeblood
Calvary
Department of Defence, Defence Joint Health Command
Northern Sydney Local Health District
St Vincent's Health Network Sydney



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Implementation Leaders
Muhammad Sulaiman, Poppy Carpenter and Maricel Giogioni
Peta Mullin
David Izzard and Jessica Morrissey
Louise Martin
Leanne Crouch and Paula Williscroft
Matt Kearney and Rebecca Roberts

## **Insurance Group**

The Insurance Group was established in 2019. It has 9 Members who lead more than 40,200 employees across Australia and New Zealand.

This year, the Insurance Group continued its focus on addressing the gender pay gap, supporting employees and customers experiencing domestic and family violence, and supporting the mental health and wellbeing of employees.

Historically, the Insurance industry has had one of the largest gender pay gaps in Australia. Over the past four years, Members have worked to better understand the key drivers of their gender pay gaps and have taken action to reduce them. In particular, they have focused on increasing women's representation in senior leadership and this year, many have also focused on building women's representation in technology – a key growth area and one in which women are not well represented.

Over the last two years, all Members have enhanced mental health and well-being support for employees through a variety of initiatives including the provision of mental health applications and support services and increased wellbeing leave.

Insurance Group Members recognise the vital role workplaces play in supporting victim-survivors of domestic and family violence and have continued to support both impacted employees and customers.

The Insurance industry has been a leader in improving support for customers experiencing vulnerability and those who are victim-survivors of domestic and family violence. During 2023, the Group has commenced implementation of Safety by Design Principles, creating awareness of how perpetrators use financial service products to cause economic abuse and how to design gender equal and inclusive products and processes to protect women.

All Members continue to implement the recommendations in the Coalition's publication, Disrupting the System – Preventing and Responding to Sexual Harassment in the Workplace.

This year, we welcomed Justin Delaney (CEO, Zurich) and Brett Clark (Group CEO and Managing Director,

### Highlights for 2022–23

100%



of Champions of Change oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years,  $\Theta$  to 100% in 2022



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, ⊖ to 80% in 2022

100%



of organisations' board or executive leadership teams have articulated to the organisation the commitment to eradicating sexual harassment with a zero-tolerance position, **O** from 80% in 2022

100%



of organisations have undertaken risk assessments including cultural reviews, sexual harassment-specific surveys, or other robust diagnostics to identify high-risk cohorts or behaviours, **O** from 60% in 2022

### **Champions of Change**







Brett Clark Group CEO and Managing Director TAI

Justin Delanev CEO 7urich







Sue Houghton CEO **QBE** Insurance Group Limited. Australia Pacific

Robert Kelly AM Managing Director and CEO Steadfast

Andrew O'Hara CEO **RAC** Insurance



## Convenor







**Richard Feledy** Managing Director Allianz Australia



Lisa Harrison CEO, Consumer Insurance Suncorp



•••••••••••

Nick Hawkins Managing Director and CEO IAG

#### Table 22: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level		Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
eaders nnovating						100%					
to accelerate	Leader's	behaviour	– aender e	quality goal	s reflected i	n expectatio	ons of all lea	aders withir	the organi	sation	
change			gender er	75.0					-	.0%	
Being	Gender e	equality targ	aets – targe	ets are discl	osed and re	ported pub	licly on an a	annual basis	6		
accountable – standing				75.0	%		, ,		25	.0%	
behind our	Gender (	equality KPI	ls – include	d in scorec:	ards or nerf	ormance pla	ans of Mem	hers' direct	reports		
numbers,	Gender	squality R		75.0	-				-	.0%	
sharing											
lessons and outcomes	Gender p	pay equity -	- audit com	pleted and	actioned at	least every	two years, v	with oversig	ht by Mem	ber	
						100%					
Gender-equal	Morit – s	systems and	structures	address hi	as and ensi	ire equality i	n recruitme	ant and pror	notions		
and diverse	Wient 3	ysterns and	Structures	4441035 01		100%	meeruume		100013		
(40:40:20) workforces,											
capturing the	Sponsor	r <mark>ship –</mark> routir	ne sponsor			expected o	f all leaders	by Membe		40 50	
performance				75.0	%				12.5%	12.5%	
advantage	Gender I	balance – ge	ender targe	ts included	in success	ion lists for	CEO and ot	her C-suite	roles		
						100%					
Cultures of	Deeldeek		a a a a ifi a	a ationa ta au			a a life i la curi i in				
care, respect,	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality 100%										
safety and belonging,											
leveraging	Flexible work – mainstreamed with policy, tools and technology, and leadership support										
the talent						100%					
advantage	Flexible	work – actio	on to enable	e flexible wo	rk for frontli	ne and ope	rational wor	kers			
					87.5%					12.5%	
	Demontal	1	al an al flau il			6					
	Parental	leave – equ	ial and flexi	Die access	to parental I	eave for all	parents				
	Parental	leave – stra	itegy and p			uptake of pa	arental leav	е			
				75.0	%				25	.0%	
	Care – in	nitiatives (oth	ner than car	ers' leave) t	o support e	emplovees v	vith carina r	esponsibilit	ies bevond	parentina	
			50.0%			,,,	-	37.5%	.,	12.5%	
	Everyday	y sexism – a	action to bio	hlight and a	address eve	ervdav sevis	m				

	0%	10%	20%	30%	40%						
Cultures of care, respect, safety and	Sexual harassment – board and/or senior team co tolerance position										
belonging, leveraging the talent	Sexual ha	arassment -	-board and	/or senior te	am rece						
advantage (continued)	Sexual has safety iss	arassment - Sue	– strategies	and proce	sses ind						
	Sexual h	arassment	-risk asses	sment, cultı 75.0							
	Sexual h	arassment	– commitme 50.0%	ent to adopt	: princip						
		Sexual harassment – regularly share internal upda identified cases)									
	87.5% Sexual harassment – individuals in the organisation in commercial settlement agreements (i.e. specific 62.5%										
	Sexual harassment – tools, training and education										
	Sexual harassment – review reporting options to e harassment										
	Sexual harassment – built internal support capabili										
Equality and inclusion is	Gender-	equal public	c face – tes	t the extern	al imag 87.5%						
embedded in what we deliver,	Superannuation – paid to employees during paid a										
creating an innovation advantage	Corporat	te giving – c 3	organisatior 7.5%	n applies a g	jender l						
and social impact	Domesti or family	<b>c and famil</b> y violence	/ violence -	- ensure sup							
	Domesti be using	<b>c and famil</b> y violence	violence -	- approach i							
	87.5% Domestic and family violence – initiatives in place 87.5%										

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

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PIONS OF CHANGE COALITION • IMPACT REPORT 2023

%	50%	60%	70%	80%	90%
	nent to erad	licate sexua	l harassmei	nt with a zer	0-
10	0%				
ceives re	egular report	ting on both	cultural indi	cators and i	ncidents
ncorpor	oo% ate sexual h	arassment	as a physic	al and psyc	hological
	0% vey or other	diagnostic	conducted		
				25.09	6
iples of t	ransparenc	y for high-pr	ofile cases 50.0%		
ates on	sexual hara	ssment (inc		comes, and	de-
					12.5%
	acted by sex carve outs)	tual harassr		their right to 25.0%	o speak
	oloyees on s	sexual haras	sment are u	p-to-date	
	confidential a	avenues for	employees	impacted by	y sexual
-	kpanded rela 10%	itionships w	ith external s	support serv	VICES
ge of th	e organisati	on to ensur	e it is respe	ctful and in	clusive 12.5%
l and un	paid parenta	al leave peri		12.5%	12.5%
r lens to	corporate (	giving effort	S		12.5%
for empl	loyees, fami		s experienci	ng domesti	c
					12.5%
e for res	sponding to	employees	s who are or	who may	
					12.5%
e for pos	sitive comm	nunity impac	ot on domes	stic and fam	ily violence 12.5%

************* 

#### Table 23: Gender balance in leadership

	Women's representation (%)									
Insurance Group Organisations	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 incudes 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)
- ♦ Increase in under-representation of women since 2022
- Not applicable
- > Includes non-binary gender
- Moving closer to gender balance since 2022 ↔ Unchanged since 2022
- Increase in over-representation of women since 2022 Not reported in 2022
- Role/s at CEO level held by one or more women
- 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
Allianz Australia
Hollard Insurance
IAG
QBE Insurance Group, Australia Pacific
RAC Insurance
Steadfast
Suncorp
TAL
Zurich



Steadfas

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Implementation Leaders
Edyta Torpy
Shai Feniger, Dilasha Kumar and Shilpa Walker
Gillian Folkes and Niki Kesoglou
Catherine McNair
Eleanor Harrison
Justin Mark
Catherina Behan and Sally Dickford
Sarah Cheeseman and Angela Zaballa
Vanessa Town

## **Pakistan Group**

The Pakistan Group was established in 2018 and currently includes 26 Members who lead more than 76,000 employees across Pakistan.

Members work within and across their organisations to focus and lead on gender equality, diversity and women's empowerment, not only within their organisation but in society as a whole. The Pakistan Group aims to create collective impact on the social and cultural barriers inhibiting the empowerment and participation of women.

In 2022–23, the Pakistan Group continued its work on sexual harassment, gender pay equity, everyday respect and Everyday Champions of Change. In addition to these action areas, Members began work on disrupting the systems of power that affect progress on gender equality, establishing measurable targets for gender equality in their organisations, and examining gender equality in the informal economy in Pakistan.

In the past year, Members of the Pakistan Group have been recognised for their work as follows: Jazz received the UN Women Asia-Pacific 2022 WEPs Award for a Gender-Inclusive Workplace, and Jazz, PepsiCo Pakistan, Daraz and Syngenta were all recognised in the second 'Employer of Choice' Gender Diversity Awards, awarded by the International Finance Corporation (IFC) and the Pakistan Business Council (PBC).

In 2023, the Pakistan Group welcomed new Members Anees Khawaja (CEO, MG Apparel), Awais Bin Nasim (Managing Director, Tetra Pak Pakistan Ltd) and

### Highlights for 2022–23

81.3%



of organisations' direct reports to Champion of Change have KPIs related to gender equality included in their scorecards or performance plans, **O** from 75% in 2022

# 87.5%



of organisations have policies and initiatives in place to enable flexible access to parental leave for all parents, ^O from 68.8% in 2022

100%



of organisations' board or executive leadership teams have articulated their commitment to eradicating sexual harassment with a zerotolerance position, **O** from 87.5% in 2022

# 100%



of Member organisations have reviewed reporting options to ensure multiple, confidential avenues for employees impacted by council

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

### **Champions of Change**







Humayun Bin Akram Country Director **IDP** Pakistan

Yasir Ashfaq CEO Pakistan Microfinance Investment Company

President and CEO Mobilink Microfinance Bank



CEO



Kashif Gaya CEO Interloop Limited

Euronet Pakistan



CEO & Managing Director The Bank of Khyber







Moin Malik

CEO

Irfan Wahab Khan Former CEO 2016-2023 Telenor Pakistan

Anees Khawaja CEO MG Apparel





TCS Private Limited





Zeeshan Baig General Manager Syngenta Pakistan



Aziz Boolani CEO Serena Hotels, South and Central Asia



•••••••••••••••

Aamir Chottan CEO Chottani Industries



Aamir Ibrahim CEO Jazz



Kashan Hasan CEO Shan Foods



Taimoor Mukaty CEO Liberty Mills Limited



**Qawi Naseer** CEO L'Oréal Pakistan



Muhammad Amir Khan CEO & President HBL Microfinance Bank Ltd



Awais Bin Nasim Managing Director Tetra Pakistan





Asim Siddigui



**Furgan Ahmed Syed** Pakistan Business Unit PepsiCo Pakistan

#### Table 24: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
EO and oard-level		Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
aders				76.2	%				19.0%	ό <b>4.</b> ε	
nnovating o accelerate	l eader's	behaviour –	aender er	nuality goals	s reflected i	n expectatio	ons of all lea	aders within	the organi	sation	
change	Loudor o	bonarioai	gender ee	66.7%	oronoocour	in oxpootatio			33.3%	Jacion	
Being	Gender e	quality targ	ets – targe	ts are discl	osed and re	ported pub	licly on an a	innual basis	5		
ccountable standing		. , ,	2.9%			14.3%			42.9%		
behind our	Gondor o	quality KPIs	- includor	d in cooroor	orde or porf	ormanco pla	anc of Mom	hore' direct	roporto		
numbers,	Gendere	quality RFIS		76.2%		onnance pie		bers uirect	-	3.8%	
sharing											
essons and outcomes	Gender p	ay equity –	audit comp		actioned at	least every	two years, v	with oversig	, ,		
oucomes				71.4%					28.6%		
Gender-equal	Marita	unterna and i					e ve evulture e		a ati a ma		
and diverse	Merit – sy	/stems and s	structures	address bla	90.5%	re equality i	n recruitme	ent and pror	notions	9.5%	
(40:40:20)											
workforces, capturing the	Sponsors	ship – routin	e sponsor:	ship of dive	rse women	expected o	f all leaders	by Membe	r		
performance					85.7%					14.3%	
advantage	Gender b	alance – ge	nder targe	ts included	in success	ion lists for (	CEO and ot	her C-suite	roles		
			47.6%				28.6%		23	3.8%	
Cultures of											
care, respect,	Backlash	and buy-in	– specific a	action to ac		lash and arr	nplify buy-ir	i on gender	equality	9.5%	
safety and					90.5%					9.3%	
belonging, leveraging	Flexible v	vork – mains	treamed w	vith policy, t	ools and te	chnology, ar	nd leadersh	ip support			
the talent					81.0%				14	4.3% 4.8	
	Eloviblov	work action	to opoblo	floviblowo	rk for frontli	no and onor	rational wor	koro			
advantage	Flexible v	vork – actior 38.1		flexible wo		ne and oper 23.8%	rational wor		3.3%	4.8	
	Flexible v			flexible wo			rational wor		3.3%	4.8	
			%		to parental l	23.8%				4.8	
		38.1	%			23.8%			3.3% 4.8%	4.8 14.3%	
	Parental	38.1 I <mark>eave –</mark> equa	% Il and flexib	ble access t	to parental l 81.0%	23.8%	parents	3		4.8	
	Parental	38.1	% Il and flexib	ble access t	to parental l 81.0%	23.8%	parents	3		4.3 14.3% 19.0%	
	Parental   Parental	38.1 l <mark>eave –</mark> equa l <b>eave –</b> strat	% Il and flexib egy and po	ble access f blicy to imp 66.7%	to parental l 81.0% rove men's	23.8% eave for all p uptake of pa	parents arental leave	3 Ə 14.3%	4.8%	19.0%	
	Parental   Parental	38.1 I <mark>eave –</mark> equa	% al and flexib egy and po er than car	ble access f blicy to imp 66.7%	to parental l 81.0% rove men's	23.8% eave for all p uptake of pa mployees w	parents arental leave vith caring r	3 Ə 14.3%	4.8% ies beyond	19.0% parenting	
	Parental   Parental	38.1 l <mark>eave –</mark> equa l <b>eave –</b> strat	% Il and flexib egy and po	ble access f blicy to imp 66.7%	to parental l 81.0% rove men's	23.8% eave for all p uptake of pa mployees w	parents arental leave	3 Ə 14.3%	4.8% ies beyond	19.0%	

	0%	10%	20%	30%	40				
Cultures of care, respect,	Sexual harassment – board and/or senior team of tolerance position								
safety and									
belonging, leveraging the talent	Sexual h	arassment	-board and	/or senior te	am re				
advantage (continued)	Sexual h safety is	arassment sue	– strategies	and proce	sses ir				
	Sexual h	arassment	– risk asses 52.4%	sment, cultu	ural rev				
	Sexual h	arassment	– commitme	ent to adopt	t princi				
	Sexual h identifie	arassment d cases)	- regularly s		al upd				
				71.4%					
		narassment nercial settle		ments (i.e. s					
	Sexual h	arassment	– tools, train	ing and edu	ucatior 85				
	Sexual h harassm	i <mark>arassment</mark> ient	– review rep	orting optio					
	Sexual h	arassment	– built intern	al support o	capabi 85				
Equality and inclusion is	Gender-	equal public	c face – tes	t the extern	al ima				
embedded in what we deliver,	Superar	nuation – p	aid to emplo 47.6%	oyees durin					
creating an innovation advantage	Corpora	ite giving – a	organisatior	applies a g	gender				
and social impact		ic and family violence		- ensure suj	oport f				
		ic and family violence 33.39		- approach	in plac				
	Domest	ic and family		initiatives i	n place				

Ч

%	50%	60%	70%	80%	90%	D
ommi	tment to er	adicate sex	ual harassi	ment with a	zero-	
	100%					
ceives	regular rep	orting on bo	oth cultural	indicators a	nd incide	ents
90.5%					4.8%	6 4.8%
ncorp	orate sexua	ıl harassme	ent as a phy	sical and p	sycholog	gical
81.0%				14	1.3%	4.8%
iew, si	urvey or oth	ier diagnost	ic conduct	ed		
			38.1%		<u> </u>	9.5%
		ncy for high	-profile cas	es		
	100%					
ates c	on sexual ha	arassment (	incidents, o	outcomes, a	and de-	
			9.59	6	19.0%	
	pacted by s A carve outs		ssment reta	ain their righ	nt to spe	ak
		19.0	%	2	3.8%	
for er	mployees o	n sexual har	assment a	re up-to-dat	e	
		al avenues f	or employe	es impacte	14.3% d by sext	
	100% expanded re	elationships	s with extern	nal support s	services 14.39	6
					14.07	
-	the organis	ation to ens	sure it is res	spectful and		
.7%					14.39	0
and u	Inpaid pare 14.3%	ntal leave p	eriods	38.1%		
				00.170		
lens	to corporat	e giving eff	orts 19.04	%	9. <u>5%</u>	4.8%
orem	inlovees fo	mily or frier		ncing dome	estic	
oren	ipioyees, ia					
		28.69			19.0%	
eiori	esponaing	to employe	ees who ar	e or who ma	зy	
	33.3%			33.3%		
e for p 33.3%	ositive con	nmunity imp	bact on dor	nestic and 1 38.1%	family vio	olence

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#### Table 25: Gender balance in leadership

	Women's representation (%)										
Pakistan Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board	Overseas Managers	Partners	
Chottani Industries	13.9	28.6	27.3	0.0	14.3	25.0	5.5	50.0	50.0	65.0	
Daraz Pakistan	16.4	25.0	14.8	19.5	17.8	12.4		-	-	-	
Euronet Pakistan	14.9	-	0.0	-	17.6	11.1		-	-	-	
Hum Network Limited	13.0	-	8.3	10.8		9.0	13.8	37.5	0.0	-	
IDP Pakistan	33.3	-	100	-	20.0	0.0	34.7	60	-	-	
Interloop Limited	10.2	-	28.6		9.3	11.5	10.2	14.3	-	-	
Jazz	16.5	0.0	33.3	12.5	6.0	9.2	18.4	-	-	-	
Liberty Mills Limited	8.9	-	0.0	5.3	6.0	10.4	8.8	0.0	100	-	
L'Oreal Pakistan	37.9	-	-	0.0	47.1	38.6	50.0	-	-	-	
MG Apparel #	20.5	50.0	-	0.0	0.0	8.6	38.2	-	-	-	
Mondelez Pakistan	10.6	-	30.0	-	7.4	16.7	9.5	-	-	_	
Pakistan Microfinance Investment Company	33.3	0.0	28.6	-	28.6	20.0	54.5	0.0	-	-	
PepsiCo Pakistan	20.0	-	46.2	0.0	30.3	29.5	18.5	-	-	-	
Serena Hotels	14.6	-	0.0	9.1	12.2	16.0	13.5	-	-	-	
Shan Foods	8.0	0.0	25.0	20.0		11.3	6.4	28.6	0.0	-	
Syngenta	8.0	11.1	28.6	-	6.5	5.5	15.0	33.3	-	-	
TCS Private Limited	4.8	2.4	0.0	-	2.7	6.7	4.6	50.0	-	-	
Telenor	19.4	-	16.7	12.0	15.7	14.4	22.4	-	-	-	
The Bank of Khyber	9.9	0.0	14.3	5.6	5.3	7.8	13.6	10.0	-	-	
Unilever Pakistan Limited	27.3	-	25.0	18.2	34.4	25.9	-	20.0	-	-	
Yunus Textile Mills Limited	8.8	-	7.1	4.5	4.9	4.7	12.0	-	-	-	
Pakistan Group Totals	11.4	7.9	21.6	9.5	14.3	12.5	11.0	27.0	15.4	65.0	
Pakistan Group Totals adjusted)	11.4		22.4	10.0	14.5	12.1	11.1	28.3	-	65.0	



Euronet.

HUM

NETWORK

apparel

) Shares

telenor 4G

Unilever



















- Gender balance achieved
   (40%–60% women's representation)
- Increase in under-representation of women since 2022
- <-> Not applicable
- Includes non-binary gender
- ↔ Unchanged since 2022
- Moving closer to gender balance since 2022 Increase in over-representation of women since 2022

Not reported in 2022

- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)



















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HOTELS AND RESORTS PALACES • FORTS





### **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 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
Chottani Industries	Kinza Ejaz
Daraz Pakistan	Seemal Tariq
Euronet Pakistan	Ghouse Fakhri
EY Ford Rhodes	Abeera Ali
HBL Microfinance Bank Ltd	Kashif Zafar
Hum Network Limited	Islam Ahmed Khan
IDP Pakistan	Minahil Jaffery
Interloop Limited	Saira Khan
Jazz	Sabahat Bokahri
Liberty Mills Limited	Ovais Fazal
L'Oréal Pakistan	Dipeeka Kumari
MG Apparel	Kehkeshan Usman

Organisations
Mondelēz Pakistan
Pakistan Microfinance Investment Company
PepsiCo Pakistan
Serena Hotels
Shan Foods
Syngenta Pakistan
TCS Private Limited
Telenor Pakistan
The Bank of Khyber
TPL Trakker Ltd
Unilever Pakistan Limited
Yunus Textile Mills Limited

#### **********

Impl	ement	tation	l ead	ers

Afshan Khan

Afia Khan

Sarah Hassan

Dr Moin Uddin

Maria Qureshi Rashdi

Humaira Ahmad

Rida Jamil

Konpal Mansoor

Muhammad Asif

Aletta Fonseca

Fatima Arshad

Tehmina Ali

## **Property Group**

The Champions of Change Property Group was established in 2015 and currently includes 23 Members who lead more than 26,000 employees.

The Group includes senior leaders from across the industry's development and construction, investment, funds management and agency sectors. Members work within and across their organisations to drive greater gender equality in the property industry and increase the number of women in leadership roles.

Key actions and areas of focus for Property Champions of Change in 2023 include:

- Addressing workplace sexual harassment and the new positive duty requirements including a group-wide audit on Member's implementation of recommendations in the Disrupting the System framework
- Members conducted the Leadership Shadow • identifying opportunities to strengthen their personal leadership on gender equality. Members also conducted Listen and Learn forums with people across their organisations to identify remaining gaps and opportunities for progress on inclusive gender equality
- Continued efforts to grow the talent pool of women in the property sector including an industry-wide initiative to increase the representation of women in key parts of the industry – capital transactions and leasing - through implementation of the Pitch Pledge, and partnering with Macquarie University to develop and implement a traineeship program to attract women into the industry from Macquarie University.

REPORT

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In 2023, the Champions of Change Property Group welcomed new Members Mike Zorbas (CEO, Property Council of Australia), Campbell Hanan (CEO, Mirvac Group) and Malcom Tyson (CEO, Colliers Australia). These new Members succeeded long-term Members Ken Morrison, Susan Lloyd-Hurwitz and John Kenny respectively.

### Highlights for 2022–23





of Member organisations have a strategy with policy settings to improve men's uptake of parental leave, O from 66.7% in 2022



of organisations' board or executive leadership teams have articulated their commitment to eradicating sexual harassment with a zerotolerance position, **O** from 95.2% in 2022

100%



of Member organisations have reviewed reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment. • from 90.5% in 2022



of organisations apply a gender lens to corporate giving efforts, **O** from 47.6% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021-22 and 2022-23.

Phil Rowland (CEO, CBRE) became the Group's Convenor, succeeding Bob Johnston (CEO, GPT). who has held the role since 2021. The Group thanks Kylie O'Connor for her contributions to the work of the Group as she concludes her participation.

### **Champions of Change**







Callaghan CEO Group

Jonathan **Cromwell Property** 







**Campbell Hanan** Group CEO & Managing Director Mirvac Group

**David Harrison** Managing Director and Group CEO Charter Hall

**Carmel Hourigan** Office CEO Charter Hall





Peter Menegazzo CEO Investa

Michael O'Brien Managing Director QIC Real Estate

James Patterson CEO Knight Frank Australia





Steven Sewell Managing Director Abacus

Selina Short Managing Partner Real Estate & Construction ΕY

Darren Steinberg CEO and Executive

Director



Chair **Phil Rowland** 









Dale Connor CEO Australia Lendlease



Paul Craig CEO, ANZ Savills



•••••••••••••••

**Tarun Gupta** CEO & Managing Director Stockland



Peter Huddle CEO and Managing Director Vicinity Centres



**Bob Johnston** CEO and Managing Director The GPT Group



Dan Kernaghan CEO JLL, Australia and New Zealand



Adrian Pozzo CEO Cbus Property



Phil Rowland CEO, Pacific CBRE



**Elliott Rusanow** CEO Scentre Group



Malcom Tyson CEO Colliers, Australia



**Michael Zorbas** Chief Executive **Property Council** of Australia

#### Table 26: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level eaders	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
nnovating co accelerate change	Leader's	behaviour –	gender ed	quality goals		n expectatio	ons of all lea	aders within	the organi	sation 4.89
Being accountable – standing	Gender	equality targ	ets – targe	ts are discl	osed and re 81.0%	ported pub	licly on an a	nnual basis	9.5%	9.5%
behind our numbers, sharing	Gender	equality KPIs	- included	d in scoreca	ards or perfo 90.5%	ormance pla	ans of Mem	bers' direct	reports	9.5%
essons and outcomes	Gender (	oay equity –	audit comp	oleted and a	actioned at 95.2%	least every	two years, v	vith oversig	ht by Meml	0er 4.89
Gender-equal and diverse (40:40:20)	Merit – s	ystems and s	structures	address bia	as and ensu 95.:		n recruitme	nt and pror	notions	4.89
workforces, capturing the performance	Sponsor	ship – routin	e sponsors	ship of dive	rse women 95.2		f all leaders	by Membe	r	4.8
advantage	Gender	balance – ge	nder targe	ts included	in successi 85.7%	on lists for (	CEO and ot	her C-suite	roles	9.5% 4.8
Cultures of care, respect, safety and	Backlash	n and buy-in	– specific a	action to ac	ldress back 95.:		nplify buy-in	i on gender	equality	4.84
belonging, everaging the talent	Flexible	work – mains	treamed w	vith policy, t	ools and teo	chnology, ar 100%	nd leadersh	ip support		
advantage	Flexible	work – actior	to enable	flexible wo	rk for frontli 90.:		rational wor	kers		9.5%
	Parental leave – equal and flexible access to parental leave for all parents 100%									
	Parental	leave – strat	egy and po	plicy to imp	rove men's 1 90.:		arental leave	9		9.5%
	Care – in	itiatives (othe	er than car	ers' leave) t	o support e 85.7%	mployees w	vith caring r	esponsibilit	ies beyond	parenting 9.5% 4.84
	Everyda	y sexism – ad	ction to hig	hlight and a	address eve	ryday sexis 100%	m			

	0%	10%	20%	30%	409			
Cultures of care, respect,		arassment e position	– board and	d/or senior t	eam co			
safety and								
belonging, leveraging the talent	Sexual h	arassment	– board and	<i>l</i> or senior te	am rec			
advantage (continued)	Sexual h safety is	arassment sue	– strategies	and proce	sses ir 81.09			
	Sexual h	arassment	– risk asses	sment, cultı 71.4%				
	Sexual h	arassment	– commitm 47.6%		t princip			
	Sexual h identified	arassment d cases)			al upda			
			52.4	%				
		arassment iercial settle		0				
	Sexual h	arassment	– tools, trair	ning and edu	ucation			
	Sexual h harassm	arassment ent	– review rep	oorting optic	ons to e			
	Sexual h	arassment	– built interr	nal support (	capabili			
Equality and inclusion is	Gender-	equal public	c face – tes	t the extern	al imaç			
embedded in what we deliver,	Superan	inuation – p	aid to empl	oyees durin	ıg paid			
creating an innovation advantage	Corporate giving – organisation applies a gender 71.4%							
and social impact		ic and family violence	y violence -	- ensure su	pport f			
		ic and family violence	y violence -	- approach	in plac			
	Domest	ic and family	y violence -	- initiatives i	n place			

Ч

%	50%	60%	70%	80%	90%
ommitn	nent to erad	licate sexua	l harassme	nt with a ze	ro-
10	0%				
ceives re	egular repor	ting on both	cultural ind	icators and	incidents
90.5%					9.5%
ncorpor	ate sexual h	arassment	as a physic	al and psyc	chological
%				19	0.0%
view, sur	vey or other	diagnostic	conducted		
				28.6%	
ples of t	ransparenc	y for high-pi			
ataa an	9.5%	acconcent (inc		2.9%	
ates on	sexual hara	-	sidents, out		
		23.8%		23.8	
	acted by se> carve outs)	kual harassr	ment retain	their right t	o speak
				23.89	Ио
	ployees on s	exual haras	sment are u	ıp-to-date	
95.2% ensure c	confidential a	avenues for	employees	impacted b	4.8% by sexual
10	0%				
-	panded rela	itionships w	ith external	support ser	
90.5%					4.8% 4.8%
ge of th 95.2%	e organisati	on to ensur	re it is respe	ectful and ir	aclusive 4.8%
and un	paid parenta	al leave per	iods		
95.2%					4.8%
r lens to	corporate (	giving effort	ts		
				23.8%	4.8%
for emp	loyees, fami	ily or friends	s experienc	ing domest	ic
10	0%				
e for re	sponding to	employees	s who are o	r who may	
95.2%					4.8%
e for po: %	sitive comm	nunity impa	ct on dome	stic and fan 9.5%	nily violence 9.5%

*************** 

#### 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. Frasers 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)
- Increase in under-representation of women since 2022
- Not applicable
- (#> Includes non-binary gender
- Moving closer to gender balance since 2022
  - Increase in over-representation of women since 2022

Not reported in 2022

↔ Unchanged since 2022

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

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

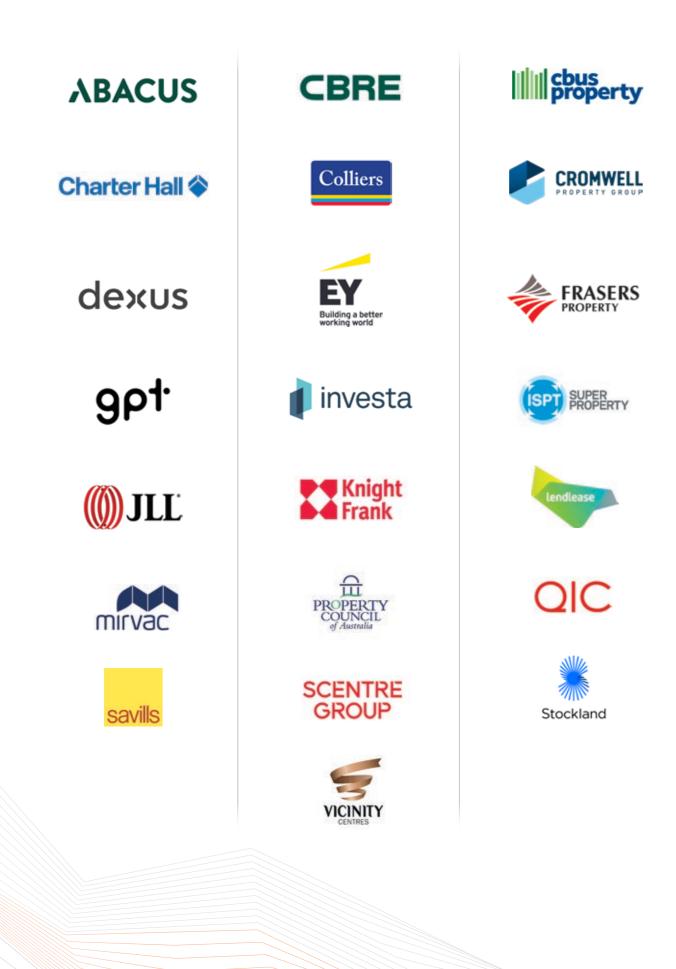
Increase in over-representation of women since 2022

•••••••••••••••

Not reported in 2022

2023

IMPACT REPORT



## **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 Property Group are Jane Fitzgerald and Blake Woodward. Our Implementation Leaders for the Property Group are:

Organisations
Abacus
CBRE
CBUS Property
Charter Hall
Colliers, Asia Pacific
Cromwell Property Group
Dexus
Frasers Property
Investa
ISPT
JLL Australia and New Zealand
Knight Frank Australia
Lendlease Australia
Mirvac Group
Property Council of Australia
QIC Real Estate
Savills Australia and New Zealand
Scentre Group
Stockland
The GPT Group
Vicinity Centres

l	Implementation Leaders
	Paula Bauchinger
	Andrew McCasker, Kathi McCulloch and Rachel Vincent
	Lucy Thomas
	Ben Cividin and Lana Ledgerwood
	Courtney Crethar and Liam Ovenden
	Fabiene Evans and Roxanne Ewing
	Brooke Shaw
	Jane Wildmun
	Amy Wild
	Bec Graham and Hazel Thurlow
	Julie Skinner
	Kristin Hay
	Wesley Woodman
	Lisa Hurley and Karen Maher
	Chloe Philp
	Philip Jackson and Joanna Lavender
	Darshana Sivaskanda
	Katie Paull, Catherine Sherrington and Maria Stamoulis
	Fiona Liddell
	Justine Knight and Jill Rezsdovics
	Rai Gonirai and Tanya Southey

AMPIONS OF CHANGE COALITION . IMPACT REPORT

## **Sport Group**

Established in May 2015, the Sport Group includes 18 Members who lead more than 4,800 employees across Australia. The Group includes CEOs of our major national sporting organisations and some of Australia's largest and most successful sporting clubs.

In 2023, the Champions of Change Sport Group published the fourth Pathway to Gender Equality in Sport: Progress Report. First released in 2020, the report uses the Group's world-first framework to define and track progress towards the goal of gender equality in sport. The groundbreaking approach seeks to capture a picture of gender equality in each organisation, and collectively inform and guide current and future work for the Group and the sport sector.

The 2023 report shows improvement across key categories such as participation, pathways, investment and practical actions. The Group has invested individually and collectively to open pathways for the next generation of leaders through organisation- and sector-level sponsorship, mentoring and leadership programs.

New levels of visibility for elite women athletes and the resulting fan engagement were achieved through series such as Fearless: The Inside Story of the AFLW and Matildas: The World at Our Feet, both released this year.

Flagship international events held in Australia in 2023, including the FIFA Women's World Cup, Tennis Australian Open and Australian Open Golf Championship, achieved record viewership for women's sport.

2022 was a world first for national golf champions where women and men played at the same time, with the same billing and same prize money with all abilities sharing the same stage.

The FIFA Women's World Cup was a significant milestone in the pathway to gender equality and pay equality in sport. The event was underpinned by Football Australia's Legacy '23 strategy to deliver enduring benefits for gender equality and social cohesion.

Looking forward, the Sport Group is focused on increasing investment in women's sport, accelerating more women into leadership roles in the sector and high performance roles, and continuing to positively

### Highlights for 2022–23

75%



of organisations have a strategy with policy settings in place to improve men's uptake of parental leave, O from 62.5% in 2022

**93.8**%

of organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, **O** from 75% in 2022

# 93.8%

of organisations have reviewed reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment, • from 87.5% in 2022

# 100%

of organisations have reviewed or audited the public face of their organisation to ensure they are presenting a respectful and inclusive environment for women. • from 93.8% in 2022

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021-22 and 2022-23.

influence the creation of safe, respectful and inclusive cultures of belonging across the sector.

In 2023, the Group welcomed new members Sarah Cook (CEO, Rowing Australia), Steve Hocking (CEO, Geelong Football Club), Simon Lethlean (CEO, St Kilda Football Club) and Phil Waugh (Rugby Australia), and thanked departing Members Mark Anderson, Andy Marinos, Ian Robson and Kelly Ryan for their commitment and contribution.

### **Champions of Change**







Andrew Abdo CEO National Rugby League

Ameet Bains CEO Western Bulldogs

**Brian Cook** CEO Carlton Football Club





Steve Hocking CEO Geelong Football Club

**Nick Hockley** CEO Cricket Australia

James Johnson CEO Football Australia





**Kieren Perkins OAM** CEO Australian Sports Commission

Matt Scriven CEO Basketball Australia

James Sutherland CEO Golf Australia



Convenor **Elizabeth Broderick AO** Founder Champions of Change Coalition









Sarah Cook CEO Rowing Australia



Marne Fechnei CEO AusCycling



**Brendon Gale** CEO **Richmond Football** Club



Andrew Jones CEO Racing Victoria



Simon Lethlean CEO St Kilda Football Club



Kate Palmer AM Non-Executive Director



**Craig Tiley** CEO Tennis Australia



Phil Waugh CEO Rugby Australia



Adam Weii CEO Surf Life Saving Australia



#### Table 28: Practical actions 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% CEO and Leadership commitment - to gender equality through a strategy and action plan, reviewed annually by board/ board-level senior team leaders 12.5% 87 5% innovating Leader's behaviour - gender equality goals reflected in expectations of all leaders within the organisation to accelerate change 56.3% 31.3% 12.5% Being Gender equality targets - targets are disclosed and reported publicly on an annual basis accountable 31.3% 18.8% - standing behind our Gender equality KPIs – included in scorecards or performance plans of Members' direct reports numbers, 31.3% 12.5% sharing lessons and Gender pay equity - audit completed and actioned at least every two years, with oversight by Member outcomes 18.8% Gender-equal Merit – systems and structures address bias and ensure equality in recruitment and promotions and diverse (40:40:20) workforces, Sponsorship - routine sponsorship of diverse women expected of all leaders by Member capturing the 6.3% performance advantage Gender balance – gender targets included in succession lists for CEO and other C-suite roles 25.0% 50.0% Cultures of Backlash and buy-in - specific action to address backlash and amplify buy-in on gender equality care, respect, 6.3% safety and belonging, Flexible work - mainstreamed with policy, tools and technology, and leadership support leveraging the talent advantage Flexible work – action to enable flexible work for frontline and operational workers 6.3% 6.3% Parental leave – equal and flexible access to parental leave for all parents Parental leave – strategy and policy to improve men's uptake of parental leave 18.8% 6.3% Care - initiatives (other than carers' leave) to support employees with caring responsibilities beyond parenting 68.8% 6.3% Everyday sexism – action to highlight and address everyday sexism 6.3%

	0% 10% 20% 30% 40%								
	0%	10%	20%	30%	40%				
Cultures of care, respect, safety and belonging, leveraging the talent	Sexual ha		- board and/o	or senior tea					
	Sexual ha	arassment -	-board and/c	or senior tear	93.8 M rece 87.5%				
advantage (continued)	Sexual ha safety iss		-strategies a	and process	ses in 93.8				
	Sexual ha	arassment -	- risk assessi	ment, cultura 68.8%	al revie				
	Sexual ha		- commitmer 13.8%	nt to adopt p	rincip				
	Sexual harassment – regularly share internal upda identified cases)								
			56.39						
	Sexual harassment – individuals in the organisatio in commercial settlement agreements (i.e. specific 62.5%								
	Sexual harassment – tools, training and education f								
	Sexual harassment – review reporting options to er harassment 93.8								
	Sexual ha	arassment -	- built interna	l support ca					
Equality and inclusion is	Gender-e	equal public	<b>face</b> – test f	the external	imag				
embedded in what we deliver,	Superanr	nuation – pa	id to employ 50.0%	/ees during	paid a				
creating an innovation advantage	Corporate giving – organisation applies a gender l								
and social impact	Domestic and family violence – ensure support fo or family violence								
	Domestic be using	,	violence – a	approach in	place 87.5				
	Domestic	c and family	violence – i	nitiatives in   62.5%					



%	50%	60%	70%	80%	90%
ommitn	nent to erac	licate sexua	al harassme	ent with a ze	ero-
8%					6.3%
ceives re	egular repor	ting on both	n cultural ind	licators and	lincidents
D					12.5%
ncorpor	ate sexual h	arassment	as a physic	cal and psy	chological
8%					6.3%
iew, sur	vey or other	diagnostic	conducted		
				31.3%	
ples of t	ransparenc 25.0%	y for high-p	rofile cases	31.3%	
ates on	sexual hara	issment (ind	cidents, out		d de-
		12.5%		31.3%	
-	acted by sex carve outs)	kual harassi	ment retain	their right t	to speak
		12.5	i%	25.0	%
for emp	oloyees on s	sexual haras	sment are u	up-to-date	12.5%
ensure c	confidential	avenues for	employees	impacted b	oy sexual
8%					6.3%
ity or ex 8%	panded rela	itionships w	ith external	support se	rvices 6.3%
-	e organisati 00%	on to ensu	re it is respe	ectful and ii	nclusive
and un	paid parent	al leave per	iods		
		25.0%		25.0	)%
lens to	corporate	giving effor		.8%	
or emp	loyees, fam	ily or friend	s experienc	ing domes	tic
1(	00%				
e for re	sponding to	employee	s who are o	r who may	
5%					6.3% 6.3%
e for po	sitive comm	nunity impa 12.59		stic and far 25.0	mily violence %

#### Table 29: Gender balance in leadership

	Women's representation (%)									
Sport Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board	Overseas Managers	High Performance
Australian Sports Commission	52.3	-	-	66.7	50.0	42.9	60.5	50.0	100	-
Basketball Australia	55.1	-	50.0	-	53.8	44.4	65.0	-	-	39.3
Carlton Football Club #	34.4	-	0.0	33.3	20.0	31.4	35.5	28.6	-	37.2
Cricket Australia	40.9	-	41.7	100		45.7	40.5	30.0	-	41.5
Football Australia #	37.9	-	33.3	50.0	57.1	47.1	34.0	44.4	-	33.3
Geelong Cats	54.8	42.9	40.0	-	40.0	57.9	58.9	50.0	-	19.3
Golf Australia	39.0	-	-	20.0	27.3	38.7	52.8	44.4	-	20.0
National Rugby League	37.6	-	33.3	31.8	16.7	30.1	39.8	25.0	-	-
Racing Victoria	30.5	-	28.6	40.0	-	24.2	30.8	25.0	-	-
Richmond Football Club	46.0	-	14.3	42.9	53.3	42.9	47.3	40.0	-	50.0
Rowing Australia	45.7	-	50.0	-	-	50.0	41.7	44.4	-	45.7
Rugby Australia	24.8	0.0	33.3	16.7	18.2	26.7	25.5	42.9	-	20.4
St Kilda Football Club	43.8	-	-	33.3	35.0	27.3	46.3	22.2	-	46.7
Surf Life Saving Australia	62.7	0.0	0.0	0.0	66.7	33.3	68.3	33.3	-	-
Tennis Australia	43.0	-	44.4	22.7	51.1	35.9	44.1	44.4	-	29.2
Western Bulldogs	47.9	-	-	42.9	50.0	22.2	49.0	50.0	-	43.0
Sport Group Totals	42.2	39.1	33.7	34.8	41.2	38.2	43.5	38.5	100	36.3
Sport Group Totals adjusted)	42.2		33.7	34.8	41.2	38.2	43.5	38.5	-	36.3

Notes:

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

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

Moving closer to gender balance since 2022



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



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ROWING

BULLDOGS







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RU	G	B	Y
AU			



### **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
Australian Sports Commission
Basketball Australia
Carlton Football Club
Cricket Australia
Football Australia
Geelong Football Club
Golf Australia
National Rugby League
Racing Victoria
Richmond Football Club
Rowing Australia
Rugby Australia
St Kilda Football Club
Surf Life Saving Australia
Tennis Australia
Western Bulldogs

Implementation Leaders
Dana Assenheim
Simon Bishop and Megan Curtin
Adrian Asdagi
Megan Barnett-Smith and Jodie Newton
Luke Heckendorf and Sarah Walsh
Simon Kelleher
Tiffany Cherry and Lauren Waelend
Steve Meredith and Cara Stagg
Anita Blokkeerus
Simon Derrick and Kathryn Stevenson
Dhuse Manogram
Amy Perrett
Stacey Dowdell
Michelle Bainbridge
Andrea Buckeridge
Fiona Baker and Sophie Porra

CHAMPIONS OF CHANGE COALITION • IMPACT REPORT 202

## **STEM Group**

The Champions of Change STEM Group was established in 2016 and includes 11 Members who lead more than 30,400 employees.

The STEM Group reflects the diversity of STEM organisations representing Australia's national scientific research and data institutions, universities, and medical, technology, engineering and health businesses.

The STEM Group works collectively to increase the representation of diverse women at all levels in STEM, recognising their critical contribution to Australia's innovation and growth potential.

In 2023, Members commenced a new 18-month workplan focused on key areas of action, which include:

- 1. Better valuing part-time work and the balance of carer and career priorities
- 2. More targeted and disruptive initiatives to increase the pipeline and talent pool of diverse girls and women in STEM
- **3.** Leading the development of frameworks to achieve more inclusive AI as part of the Coalition-wide program of work focused on gender-equal and inclusive design.

Drawing these focus areas together, the STEM Group led a Roundtable Discussion in May with key stakeholders including Science in Australia Gender Equality, Science & Technology Australia, the Australian Academy of Technological Sciences and Engineering, the Women in STEM Ambassador, the Department of Education and Amazon Australia to discuss opportunities for collective action to:

- Increase the size, gender balance and diversity of Australia's STEM-skilled workforce
- Accelerate and amplify successful programs to increase girls' participation in STEM studies at school, to increase the size of Australia's STEM talent pool.

In September 2023, the STEM Group hosted a member briefing focused on boosting inclusive gender equality through migration. The forum shared insights from Dr Martin Parkinson AC PSM (Chair, Migration System Review) and was facilitated by Ann Sherry AO (STEM Champions of Change Convenor).

### Highlights for 2022–23

100%



of Champions of Change oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years, • from 85.7% in 2022

87.5%



of organisations apply a target of gender balance to succession lists for CEO and other C-suite roles. O from 71.4% in 2022

75%



of organisations have a strategy with policy settings to improve men's uptake of parental leave, **O** from 57.1% in 2022

# **100**%



of organisations take specific action to highlight and address everyday sexism in the workplace •

Note: The data points above are based on comparing the same set of organisations reporting in the Group in 2021–22 and 2022–23.

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# Australia





**Champions of Change** 

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Dr Cathy Foley AO PSM Australia's Chief Scientist





**Romilly Madew AO** FTSE CEO Engineers Australia

Dr Larry Marshall Former Chief Executive (2015-2023) CSIRO

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**Dr David Gruen AO** Australian Statistician Australian Bureau of Statistics



Professor Doug Hilton AO Chief Executive CSIRO



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**Dig Howitt** CEO and President Cochlear



**Professor Brian** Schmidt AC Vice-Chancellor and President Australian National



Andrew Stevens Non-Executive Director Non-Executive Director



**David Thodev AO** 



#### Table 30: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders	Leadershi senior tear	p commitmo m	ent – to ger	nder equalit	_	strategy an	d action pla	ın, reviewed	d annually l	by board/
nnovating to accelerate change	Leader's b	ehaviour –	gender equ	ality goals r 87.	eflected in e		is of all lead	ers within t	he organis	ation 12.5%
Being accountable - standing	Gender ec	quality targe	-	are disclos 75.0%	ed and repo	orted public	ly on an anr	nual basis	25.0	)%
behind our numbers, sharing	Gender ec	quality KPIs		n scorecard 75.0%	ls or perfori	mance plan	s of Membe	ers' direct re	eports 25.0	0%
essons and outcomes	Gender pa	ay equity – a	udit comple	eted and ac		ast every tw 0%	vo years, wit	h oversigh	t by Memb	er
Gender-equal and diverse	Merit – sys	stems and s	tructures ad	ddress bias		equality in	recruitment	and prom	otions	
(40:40:20) workforces, capturing the performance	Sponsors	hip – routine		nip of divers 2.5%	e women ex	pected of a	all leaders by 12.5	-	25.0	9%
advantage	Gender ba	<b>ilance</b> – gen	der targets	included in 87.		n lists for CE	EO and othe	er C-suite ro	oles	12.5%
Cultures of care, respect,	Backlash a	and buy-in –	specific ac	ction to add 87.		sh and amp	lify buy-in c	n gender e	quality	12.5%
safety and belonging, everaging the talent	Flexible work – mainstreamed with policy, tools and technology, and leadership support 100%									
advantage	Flexible work – action to enable flexible work for frontline and operational workers       12.5%         75.0%       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 – initi	atives (othe	r than carer	s' leave) to 87.		ployees wit	h caring res	ponsibilitie	s beyond	parenting 12.5%
	Everyday sexism – action to highlight and address everyday sexism 100%									

Table 30: Pract	tical actio	ns (contin	ued)							
	0%	10%	20%	30%	40%					
Cultures of care, respect,	Sexual harassment – board and/or senior team con tolerance position									
safety and					8					
belonging, leveraging the talent	Sexual h	Sexual harassment – board and/or senior team reco								
advantage (continued)	Sexual harassment – strategies and processes in safety issue									
	Sexual h	narassment		sment, culti 2.5%	ural revie					
	Sexual h	narassment 25.0%	– commitm	ent to adop 12.5%	t principl					
		n <mark>arassment</mark> d cases)	– regularly : 50.0%	share intern	ial updat					
	Sexual harassment – individuals in the organisatio in commercial settlement agreements (i.e. specific 50.0%									
	Sexual h	narassment	– tools, trair	ning and edu	ucation f					
	Sexual harassment – review reporting options to er harassment									
	Sexual h	narassment	– built interr							
Equality and inclusion is	Gender-	equal publi	c face – tes	t the exterr 75.0	0					
embedded in what we deliver,	Superar	nnuation – p	aid to empl	-	ng paid a .0%					
creating an innovation advantage	Corporate giving – organisation applies a gender le									
and social impact	Domestic and family violence – ensure support for or family violence									
		i <b>c and famil</b> violence	y violence -	- approach 62.5%	in place					
	Domest	ic and famil	y violence -		n place t					

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**IMPACT REPORT 2023** 

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%	50%	60%	70%	80%	90%
ommitn	nent to erac	licate sexu	ial harassm	ent with a z	zero-
87.5%					12.5%
eives re	egular repor	tina on bot	h cultural in	idicators an	d incidents
87.5%		0			12.5%
icorpor	ate sexual h	narassmen	it as a phys	ical and ps	ychological
87.5%					12.5%
iew, sur	vey or other	diagnostic	c conducted 25.0%	d	12.5%
ples of t	ransparenc			S	
		62	.5%		
ates on	sexual hara	issment (ir	ncidents, ou	utcomes, ai	nd de-
		37.	.5%		12.5%
	acted by sex carve outs)		sment retai	_	
		25.0%		25.	0%
	ployees on s	sexual hara	issment are	up-to-date	
87.5%					12.5%
ensure c	onfidential	avenues to	r employee	s impacted	by sexual
87.5%					12.5%
ity or ex	panded rela	ationships	with externa	al support s	ervices
				25.0	0%
ge of th	e organisati	on to ensi	ure it is resp	pectful and	inclusive
				12.5%	12.5%
and un	paid parent	al leave pe	eriods		
				25.0	0%
	corporate	giving effo	rts		
25	.0%			37.5%	
or empl	oyees, fam	ily or friend	ds experien	icing dome	stic
1(	00%				
e for res	sponding to	employee	es who are	or who may	/
			25.0%		12.5%
e for pos	sitive comm	nunity impa		estic and fa	amily violence
			62.5%		

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#### Table 31: Gender balance in leadership

	Women's representation (%)									
STEM Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board	Overseas Managers	
Aurecon	37.8	-	33.3	15.4	21.4	32.3	41.9	28.6	-	
Australian Bureau of Statistics #	51.9	-	100	43.5	51.5	53.6	51.0	-	-	
Australian National University #	53.3	-	46.7	42.9	52.2	53.4	53.4	60.0	-	
Cochlear	52.6	-	0.0	39.6	44.1	46.6	54.1	40.0	-	
CSIRO #	44.4	-	57.1	42.9	31.9	43.5	45.0	71.4	-	
Datacom	40.8	-	50.0		27.1	35.9	41.5	37.5	-	
Defence Science and Technology Group	26.2	-	30.0	20.4		20.3	28.8	-	-	
Engineers Australia	56.0	100	62.5	63.2	31.3	62.5	55.7	37.5	0.0	
STEM Group Totals	45.8	100	41.7	34.8	33.3	42.8	47.3	47.3	0.0	
STEM Group Totals (adjusted)	45.8	100	41.7	34.8	33.3	42.8	47.3	47.3	-	

#### 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)
- Increase in under-representation of women since 2022
- Not applicable
- > Includes non-binary gender
- Moving closer to gender balance since 2022 Increase in over-representation of women ♦ Unchanged since 2022
  - Not reported in 2022

since 2022

- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)







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## DATACOM

### **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 STEM Group is Justine Vaisutis (until September 2023) and Amanda Hede (from September 2023). Our Implementation Leaders for the STEM Group are:

Organisations
Aurecon
Australian Bureau of Statistics
Australian National University
Australia's Chief Scientist





of Defence Technology





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#### Implementation Leaders

Penny Rush

Cathy Bates and Annette Hanson

**Christopher Price** 

Katherine Leigh

Lisa Skovron

## 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