

The background features a series of light grey lines that originate from the left edge and converge towards the right, creating a sense of depth and movement. The lines are stacked vertically, with each line slightly offset from the one below it.

# 2021

## IMPACT REPORT

Men stepping up beside  
women on *gender equality*

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Dear Colleagues

Accountability, transparency and standing behind our numbers are core principles of our Coalition.

The Champions of Change Coalition 2021 Impact Report presents the aggregated actions and impact of 260+ leaders, from more than 225 organisations across 155 countries. It is believed to be one of the largest voluntary public disclosures on gender equality in the workplace globally.

Since our inception, we have focused on advancing more and diverse women in leadership and building respectful and inclusive workplaces.

Our Coalition composition and collaboration continues to grow and evolve as our Members work to accelerate progress on gender equality.

We share our information and resources widely for others to adapt and adopt, to disrupt the status quo and to accelerate change. In 2021 this included the development of a comprehensive suite of resources (practical actions, programs, policies) for organisational approaches to preventing and responding to sexual harassment; a framework for leveraging corporate giving to accelerate gender equality; the development and agreement on 12 Commitments to accelerate gender equality in the digital economy; and an updated framework for workplace action on domestic and family violence, including a resource platform with program implementation, policies, and referrals for those impacted and also for those who use violence.

In 2021 we have welcomed 62 new Members from 21 organisations to existing Groups in Australia and internationally. We have also established a new Group, the Champions of Change National 2021 Group, including seven leaders of national organisations with headquarters in Western Australia.

As a Coalition and within our individual organisations we will use the results and insights in this, our fourth annual Impact Report to refine and adapt our work over the coming year and we invite more leaders to join us and step up together on gender equality.

We extend our sincere thanks to our partner organisations and all those who advise, support and contribute to our work.

# About the Champions of Change Coalition

The Champions of Change Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership and building respectful and inclusive workplaces.

In the strategy, men of power and influence step up beside women leaders. They form a high profile Coalition to lead and be accountable for change on gender equality issues in their organisations and communities – be they local, national or global.

Members cover every major sector of the economy and include representatives from business, government, community, academic and not-for-profit organisations.

We know that women are significantly under-represented in our workforces and leadership positions; gender pay gaps still exist across the world and workplace systems are not geared to enable all women to develop, thrive and advance.

Formally engaging leaders, especially those with the power to drive change, is critical to address these systemic and societal issues.

Our Members recognise that gender inequality is a business, economic, social and human rights issue.

The work of the Coalition focuses on shifting the systems of gender inequality in the workplace. It is backed by a proven methodology for increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive.

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

The strategy demonstrates the power of more than 225 organisations with national and international reach acting together to shift the entrenched workplace systems that have served as barriers to women's advancement.

Our experience together over more than a decade also shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

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.

## Origins of the Champions of Change

The Champions of Change Coalition is the new name for the Male Champions of Change (MCC) strategy originally established in 2010 by then Australian Sex Discrimination Commissioner, Elizabeth Broderick AO in response to the lack of women in leadership in Australia and a glacial pace of change on gender equality.

The Founding Group began with eight Australian business leaders and has since grown to a group of 24 CEOs, non executive directors and leaders from, government, academia, and the military. New groups have also formed across different organisations, sectors, professions and geographies. The Coalition now encompasses 17 groups, amounting to over 260 leaders covering every major sector of the economy.

The strategy has gained international recognition as a high-impact model for engaging men of power and influence to drive progress on gender equality. The UN Secretary General's High-Level Panel on Women's Economic Empowerment has highlighted the strategy as an opportunity for global scale-up. In 2021 the Coalition welcomed Western Australian based Members from resources and construction sectors our 17th Group, National 2021.

As interest in the strategy developed, and the Coalition and its work expanded, Members and partners collectively agreed that the strategy had evolved to the extent that the name 'Male Champions of Change' was no longer appropriate, especially as our Members were working side-by-side with many women leaders to accelerate progress.

Our experience together over more than a decade shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

# The Champions of Change Coalition

260<sup>+</sup>



CEO or Board level leaders across the world

225<sup>+</sup>



Organisations covering every major sector of the economy

155



Organisations operating in 155 countries

44



Women who are Members and Convenors

1.5M<sup>+</sup>



Representing more than 1.5 million employees globally

242 / 81



Supported by 242 women and 81 men Implementation Leaders

\* It is recognised that references to 'women' and 'men' on this page do not account for gender identities beyond the binary.

## KEY PARTNERS



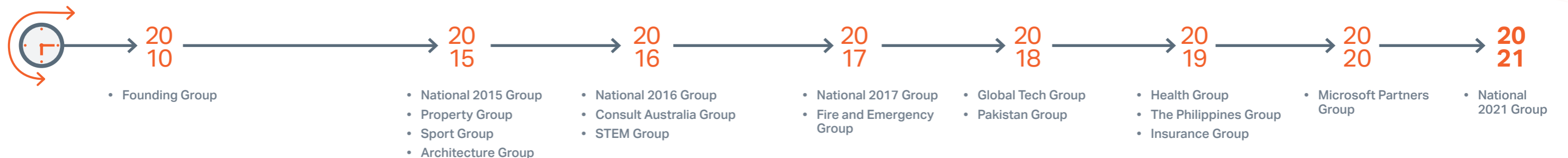
### Coalition Partners

Australian Institute of Company Directors  
 Australian Human Rights Commission  
 Australians Investing In Women  
 Business Council of Australia  
 Challenge DV  
 Chief Executive Women  
 Diversity Council of Australia  
 Full Stop Foundation  
 No To Violence  
 Office for Women (Australia)  
 Our Watch  
 Rape & Domestic Violence Services Australia  
 UN Global Compact  
 UN Women  
 WESNET  
 Workplace Gender Equality Agency  
 Women's Leadership Institute Australia

### Group Partners

accelerateHer  
 AFAC  
 Consult Australia  
 UN Equals  
 Makati Business Club  
 Microsoft Australia  
 Philippine Business Coalition for Women Empowerment  
 Philippine Women's Economic Network  
 Property Council of Australia  
 Science in Australia Gender Equity

## Group establishment timeline



# Listening, Learning and Leading with Action

- 2010** ▶ Coalition establishment
- 2011** ▶ Reporting progress on gender equality
- 2012** ▶ Gender balance in public forums
- 2013** ▶ Advancing women in leadership
- 2014** ▶ Effective leadership for change; Mainstreaming flexible work

- 2015-2021** ▶ Domestic and family violence as a workplace issue
- 2016** ▶ Avoiding the merit trap
- 2017** ▶ Gender pay equity; Everyday sexism; Gender-balanced public image

- 2018** ▶ Backlash and buy-in; Gender-equal future of work
- 2019** ▶ Gender equality and innovation in STEM; Pay equality for elite women athletes; 40:40:20 Interrupting bias in recruitment and talent; Line manager engagement in gender equality

- 2020** ▶ Gender equality in sport; Inclusion in the Fire and Emergency sector; COVID-19 practical actions for gender equality and workplace responses to domestic and family violence; Workplace responses to employees who use domestic and family violence; Accelerating flexible work; Preventing and responding to sexual harassment
- 2021** ▶ Gender-balanced corporate giving; Gender equality and the digital economy.



# 2021 in Focus

**Leadership commitment is the most significant driver of gender equality outcomes, and visible leadership and accountability for progress is fundamental.**

Our Members' commitment to gender equality includes disrupting the status quo and shifting entrenched workplace systems and practices in their organisation. Their commitment to action includes: inclusive talent acquisition and promotion practices; gender-balanced retention; busting the myth of merit; eliminating bias across the employee life cycle; creating safe and inclusive conditions for all employees to thrive; gender neutral parental leave; incentivising leaders' action through targets for change; hardwiring inclusion and opportunity through policy settings; making sponsorship of diverse talent an expectation of all leaders; monitoring and transparency around progress.

Members' focus on core activities is amplified through our collective attention to systemic and emerging issues and the identification of future opportunities to accelerate gender equality in our workplaces and in society.

Members are increasingly focusing on a more inclusive, intersectional, approach to gender equality recognising that all women are different.

They are not of one age, cultural identity, ability, sexual orientation or faith, and these aspects of identity themselves also overlap. The complexity of lived experience, privilege, inclusion and exclusion requires a nuanced response that appreciates the breadth and depth of women's experiences, aspirations and efforts.

Fuelled by earlier work done to mainstream flexibility, changes adapted during the pandemic lockdowns and workplace adjustment to new norms, flexible ways of working continue to be at the heart of efforts for greater inclusion. The response to the imposed change and sudden, widespread acceptance of flexibility in all its forms has demonstrated that the prospect for progressive organisations to provide more balance, maximise opportunities and break new ground work is real.

Through listening and learning, Coalition action groups in our National 2015 and National 2017 Groups are leading our work to address the real and perceived barriers to flexibility on the front line – previously a no go zone.



The vast and growing digital economy is at once a significant opportunity to accelerate gender equality as well as a potential threat to equality gains made to date. Members from across the Coalition's STEM, Founding, Health, Global Tech and Microsoft Partners Groups established 12 Commitments to achieve gender equality in the digital economy. The 12 Commitments address key themes: digital inclusion and access to technology; ubiquity and necessity of digital skills and ways of working; diverse capabilities in growth industries; work that works for women; and gender-balanced investment. These have been shared for broader adoption across the Coalition.

Women's safety and economic security is a systemic issue requiring legislative support, long term policies and substantial funding. In **Playing our Part**, Coalition Members share the framework for workplace action on domestic and family violence. Members from across the Coalition collaborated with Challenge DV, No to Violence, Our Watch, Full Stop Foundation, UNSW Gendered Violence Research Network and WESNET to develop practical actions and resources for all organisations to advance their approach to the prevention and response to domestic and family violence in the workplace. This work builds on a framework that was first developed by Coalition Members in 2015.

The National 2015 Group, in partnership with Australians Investing in Women reviewed corporate giving practices and processes to identify potential opportunities for corporate giving programs to accelerate gender equality. **Sharpening our Focus on Corporate Giving: Keeping Gender Equality in the Frame** takes an inquisitive approach to corporate giving, addresses the potential of considering the specific needs of women and girls in every cause and demonstrates how intentional corporate giving could become a powerful lever for accelerating gender equality.

The Coalition's landmark and timely report – **Disrupting the System: Preventing and responding to sexual harassment in the workplace**, published in 2020, has continued to provide a robust roadmap for Coalition Members and others to take the steps to address sexual harassment. To enable more organisations to access the roadmap and implement the actions *Disrupting the System* was republished into key action areas, policies and resources.

# Disrupting the System on Sexual Harassment

Australia's Sex Discrimination Commissioner, Kate Jenkins' report *Respect@Work: Sexual Harassment National Inquiry Report (2020)* provided a framework for coordinated action to prevent and respond to sexual harassment.

The landmark report also mobilised a strong, sustained response from human rights advocates; employers and employer associations; governments; the legal sector; researchers; academics; support and advisory services. Their collective commitment is driven by the obligation and desire to prevent and respond to sexual harassment and the evidence that the 'system' isn't working.

In 2021, survivors of sexual harassment spoke up in unprecedented ways, their stories holding offenders and institutions to public account and serving as a catalyst for further action. While the onus continues to be placed on those that experience harassment to address the behaviour, thousands of people attended #March4Justice protests, and historical experiences continue to surface as (largely) women are inspired by the courage of others to tell their story in the hope the behaviour can be stopped.



Since 2019, we have been examining the issue of sexual harassment frankly as a Coalition of CEO and Board-level leaders committed to gender equality and from our own organisation's perspectives.

We considered:

*What was it like to work in our organisations, particularly for women?*

*Could we bring anything new to the extensive work already available?*

*What were our own lessons learned from dealing with sexual harassment cases?*

*What needed to change in the systems that allow harassment to occur in our workplaces?*

Across the Coalition our work confirmed that, however well-intentioned, our actions to date were not working, and that shifts in leadership, management systems and processes are required to prioritise prevention, early intervention and provide better support and respect for people impacted by sexual harassment.

*Disrupting the System: Preventing and responding to sexual harassment in the workplace*, published in 2020, is based on our learnings and provides practical guidance across five key areas of focus for leaders and their workplaces:

- » 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 dynamics on confidentiality and transparency, with a particular focus on better management of high-profile cases
- » Inform, empower and expect everyone to speak up and take action on sexual harassment in the workplace
- » Listen to, empower, respect and support people impacted.



## Our progress

In 2021, Coalition Members have been working to embed the key recommendations in *Disrupting the System* in their organisations. Quarterly Champions of Change Coalition meetings maintain our focus and provide Members with the opportunity to share progress against the *Disrupting the System* framework and discuss emerging issues.

We have made the resources and framework in *Disrupting the System* more accessible, creating a *Preventing and Responding to Sexual Harassment* platform to share the materials and encourage all organisations to access the tools.

Members have led their organisations to respond quickly in critical action areas:

**77.2%** of organisations have taken action to review reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment

**75.5%** of Board and/or executive leadership teams have committed to eradicate sexual harassment and articulated their zero tolerance position

**70.1%** of organisations have reviewed employee education to better support all employees identify sexual harassment and know how to respond

Coalition Members regularly step up as advocates providing perspectives on sexual harassment prevention and response in the national business media, in domestic and international conferences and summits, and the Australian Human Rights Commission consultation on the development of NDA guidelines. We acknowledge James Fazzino, Ian Silk, Craig Drummond, Gavin Fox-Smith, Peter Allen, Steve Worrall, Dr. Martin Parkinson AC PSM, Andrew Penn, Kevin McCann AO, Justice Chris Maxwell AC and Steve McCann in particular for their time and commitment, over the past 12 months, beyond their own organisations.

Many in the Coalition have efforts underway on initiatives that take more time to implement and embed:

**60.9%** have invested in building internal support capability or expand relationships with external support services

**58.2%** have adapted workplace health and safety strategies to incorporate sexual harassment as a physical and psychological safety issue

**56.0%** have established regular reporting on sexual harassment into their regular Board and/or executive leadership team reporting cycles

**53.3%** of organisations have implemented a new sexual harassment policy or relaunched an existing policy with stronger commitment

Actions that require a greater shift in mindsets, management systems and processes, more time and a longer term commitment to change, include:

- **Establishing risk assessment processes** to identify high risk cohorts or behaviours
- **Adopting processes to apply transparency principles** in high profile cases
- **Regularly sharing internal updates** on case numbers, deidentified cases and outcomes for the benefit of learning and improving.

# The Champions of Change Strategy

Our approach is based on a set of guiding principles which all Members support.

We listen, learn and lead through action, with a focus on five interconnected themes, which form our Action Pillars. We use measurable objectives, target specific outcomes and continuously monitor and assess the effectiveness of our work.

## What we do



### Guiding principles

#### Our Coalition operates with four guiding principles

- Step up beside women – men take responsibility with women to accelerate improvement
- Prioritise achieving progress on women's representation – set targets that crystallise intent
- Stand behind our numbers, sharing lessons learned – measure and publish results
- Shift the system, not 'fix women' – avoid solutions that put the onus on women to adapt

### Action pillars

#### Our action is aligned to five interconnected themes

- Stepping up as leaders
- Creating accountability
- Disrupting the status quo
- Dismantling barriers for carers
- Gender equality in society

## How we do it



### Approach

#### Our approach is to 'Listen, Learn and Lead through Action'.

- Understanding the facts, relevant research, existing frameworks and what has and hasn't worked
- Engaging with women peers, gender experts and our own employees to gain different perspectives on the issues, new ideas and potential solutions
- Leading through action, most importantly within our own organisations
- Tracking the impact of our actions, and sharing successes, failures and learnings
- Advocating for change more broadly in the community

#### We approach our work both collectively and as individuals

- As Members, we meet together regularly in small action-orientated groups where, centred around a collective work plan, we learn from and challenge our peers
- As a Coalition, we work collectively to publicly share what we learn and our progress
- As individuals, we implement change within our organisations and publicly advocate for gender equality

## Our impact



### Intended outcomes

- Gender balance in leadership, recruitment, graduates and promotions
- Pay equity between men and women
- Flexible and inclusive employment experiences
- Leadership, advocacy and impact on gender equality issues

### Measurable objectives

#### Our impact is measured by annual progress towards key indicators

- Gender balance in women's representation in leadership\*
- Gender balance in women's representation overall\*
- Gender balance in recruitment and promotions\*
- Closure of the gender pay gap
- Reported levels of employees' access to the flexibility they need
- Employee engagement measures for women and men reflect an inclusive employment experience
- Fewer people leaving employment during or at the end of parental leave
- Visible leadership by Coalition Members

\*Gender balance means between 40% and 60% women's representation.



# 2020-21 Outcomes

## Accountability and transparency is core to the Champions of Change Strategy.

The 2020–21 outcomes represent the status and year on year change in these gender equality metrics for the Coalition and are based on comparing the same set of organisations reporting in 2019-20 and 2020-21.

Most Australia-based Champions of Change Coalition Members are required to submit data to Australia's Workplace Gender Equality Agency (WGEA) annually. Members provide their data as reported to WGEA for several metrics in the Impact Report, and additional Coalition specific data is voluntarily disclosed. Some Members of the Coalition are not required to report to WGEA so their reporting and disclosures are entirely voluntary.

The 2020-21 Impact Report includes data voluntarily disclosed by almost 90% of our Member organisations.

## Our Members are taking collective action to drive large scale systematic change on gender equality. For example:

- Coalition Members collaborated across the predominantly STEM skilled organisations to create 12 Commitments to accelerate **Gender Equality and in the Digital Economy**.
- The Microsoft Partners Group **STANDUP Day** engaged 3,000 employees to take individual actions to advance gender equality and create inclusive workplace cultures.
- Champions of Change Sport Group reviewed performance on gender equality measures amongst Australia's leading sporting organisations in **Pathway to Gender Equality in Sport: Progress Report 2019-2020**.
- In partnership with domestic and family violence experts, Champions of Change published our fourth **Playing our Part: A Framework for Workplace Action on Domestic and Family Violence**.
- In partnership with Australians investing In Women, Champions of Change explored the potential for corporate giving to be a powerful lever for accelerating gender equality and shared insights in **Sharpening Our Focus on Corporate Giving: Keeping Gender Equality in the Frame**.

## Our Members are advancing more women into leadership and achieving gender equality

**84.9%**



Achieved gender balance in recruitment, or a level of women's representation in recruitment that improved women's representation in the past year

**81.3%**



Have rates of women's promotions that are either gender balanced or greater than women's representation overall

**81.9%**



Achieved or moved closer to gender balance overall since 2020

**59.1%**



Achieved or improved gender balance in key management personnel since 2020

Our Members are creating the conditions and cultures that enable all women to thrive in their organisations.

**97.2%**



Have policies or initiatives in place to enable flexible access to parental leave for all parents, up from 94.5% in 2020

**87.9%**



Committed to the Panel Pledge to only participate in panels or forums when there is gender balance among the other speakers, up from 85.0% in 2020

**95.1%**



Have initiatives in place to support employees experiencing or supporting family/friends experiencing, domestic and family violence, up from 84.5% in 2020

**81.9%**



Made a leadership commitment to gender equality through a specific strategy and action plan that is reviewed and monitored annually by Board (or senior team, if no Board)

**91.7%**



Revised and relaunched their approach to enabling flexible work in the past 12 months to reflect opportunities realised during COVID-19

**80.9%**



Take specific action to highlight and address everyday sexism in the workplace, up from 70.2% in 2020

**89.4%**



Have systems and structures in place to address bias in recruitment and promotions, up from 82.3% in 2020

**79.3%**



Are giving consideration to gender equality as they plan for the future of work, up from 72.9% in 2020

**81.4%**



Have audited the "face" of their organisation to ensure they are presenting a respectful and inclusive environment for women, up from 64.3% in 2020

**66.7%**



Publicly disclose gender equality targets and annual progress against them, down from 68.1% in 2020

**75.2%**



Oversee the conduct and actioning of outcomes on pay equity audits at least every two years, up from 70.9% in 2020

**64.4%**



Expect all leaders in their organisation to routinely sponsor diverse emerging female talent, up from 38.5% in 2020

# Our Focus on 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 which takes into account their unique contexts, priorities, timeframes and opportunities to improve.

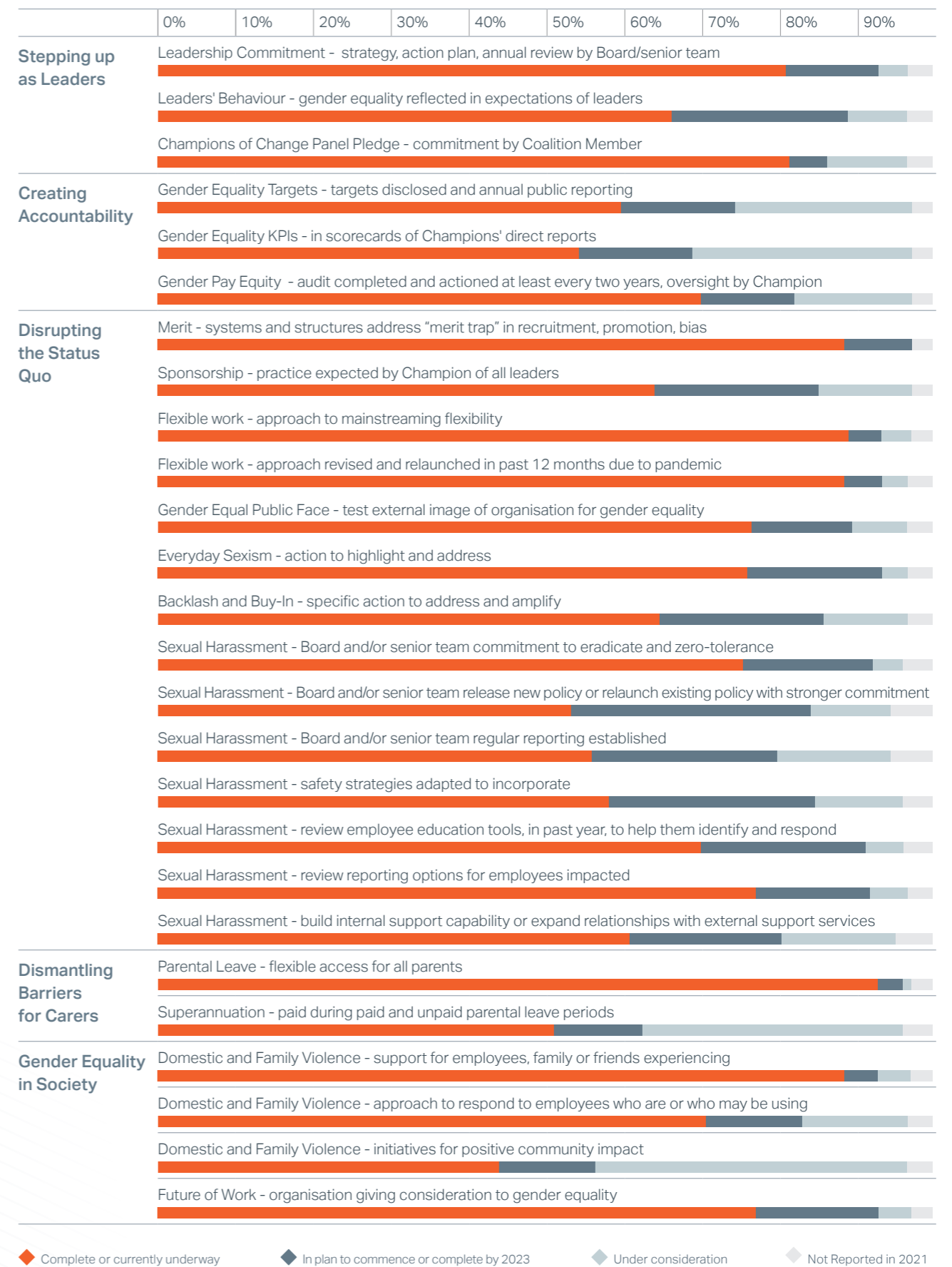
Table 1 describes the collective engagement of our Members' organisations on key actions identified for accelerating more women and diverse leadership, achieving gender equality and creating the conditions and cultures that enable all employees to thrive.

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

More information on the practical actions taken by each Group in the Coalition is included in the Champions of Change Groups sections, starting on page 31 of this report.

## Practical actions

Table 1: Practical actions



◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration    ◆ Not Reported in 2021

# Our Focus on Measuring Impact

We measure our impact annually to understand progress and gaps against our objectives so that we can continuously improve.

Here, we share a snapshot of results against the measurable objectives and outcomes we have prioritised. These include gender balance in leadership, recruitment, promotions, flexible work and visible leadership on gender equality by our Members.

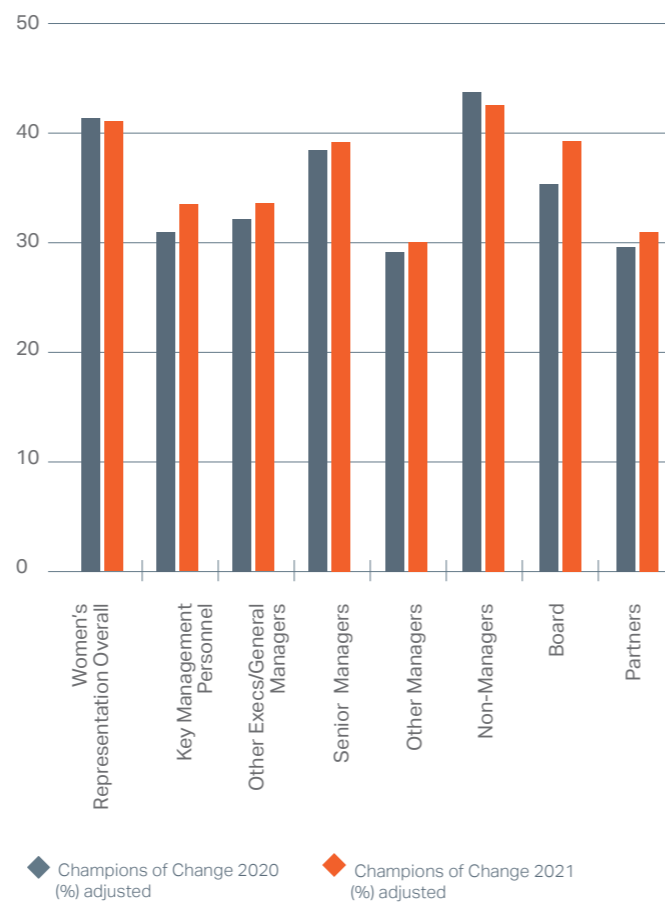
The following tables contain the most recent available data by each Member and the Champions of Change Coalition overall. The data points represent the status and year on year change in these gender equality metrics for the Coalition and are based on comparing the same set of organisations reporting in 2019-20 and 2020-21.

In previous Impact reports, Workplace Gender Equality Agency aggregate data has been included to provide an Australian benchmark for the metrics. The 2021 Workplace Gender Equality Agency Gender Equality Scorecard aggregate data is not publicly available at the time of publication of the Champions of Change Coalition 2020-21 Impact Report.

## Gender balance in leadership, recruitment, graduates and promotion



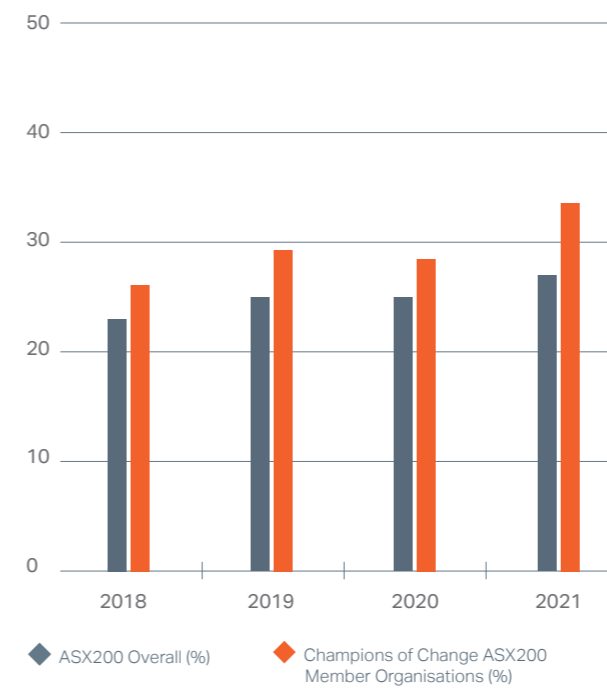
**Table 2: Gender Balance in Leadership - Champions of Change Overall**



**Note:** Detailed information by 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 31 of this report.

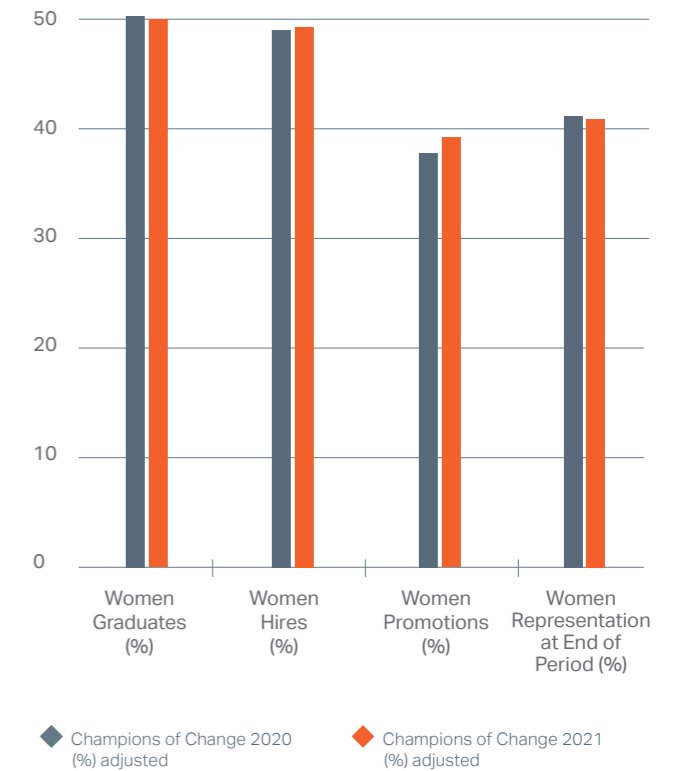
We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

**Table 3: Gender Balance in Leadership - Champions of Change Leadership Teams in ASX200 Member Organisations Compared to ASX200 Overall**



**Note:** ASX data sourced from CEW Executive Census Reports 2018-2021

**Table 4: Gender Balance in Recruitment & Promotions - Champions of Change Overall**



**Notes:**

Representation, overall recruitment and promotions data in tables 2 and 4 reflect, for relevant organisations, data reported to the Australian Workplace Gender Equality Agency (WGEA) for the 2020-21 WGEA compliance reports.

Organisations that do not report to WGEA have provided their most recently available data to align as closely as possible with the WGEA reporting period.

Detailed information by 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 sections, starting on page 31 of this report.

## Pay equity between men and women

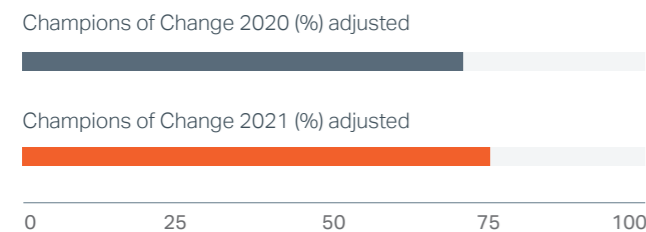


69% of Champions of Change organisations are regularly conducting and actioning the results of their gender pay equity audits.

25 Champions of Change organisations are disclosing their gender pay equity gaps in Annual Reports and public websites. Those organisations and links to their disclosures are included in the Champions of Change Groups sections, starting on page 31 of this report.

**Table 5: Action On Gender Pay Equity – Champions of Change Overall**

*Pay equity audit conducted and actioned*



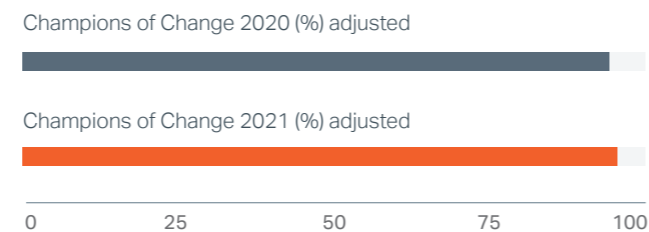
## Flexible and inclusive employment experiences



Alongside women’s representation, the experience of flexible work and inclusion, and cultures that create safety and respect are equally important indicators of gender equality. They contribute to retention, engagement and productivity amongst all employees. For these reasons, we focus on the following set of measurable objectives to assess progress in creating the conditions and cultures that enable all employees to thrive.

**Table 6: Action on Flexible Work – Champions of Change Coalition Overall**

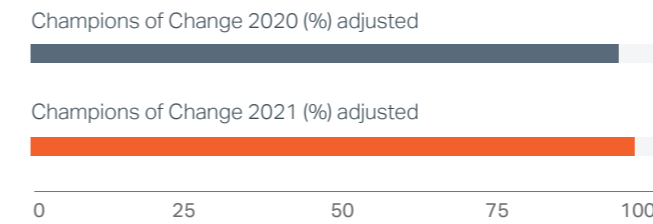
*Policy and strategy in place to mainstream flexible work*



66.3% of reporting Champions of Change organisations have been able to share data on their employees’ experiences of flexible work and inclusion in 2021 (up from 43.8% in 2020). On an adjusted basis, overall data for Member organisations who are able to report on this measure shows on average 83.1% of women, 82.5% of men and 79.6% of all employees report having access to the flexibility they need this year (or similar wording). These data points were 81.0%, 81.0% and 79.4% respectively in 2020. Also, on an adjusted basis, on average 85.4% of women, 85.8% of men and 86.5% of all employees report having an inclusive employment experience this year (or similar wording). These data points were 84.5%, 86.8% and 83.6% respectively in 2020.

**Table 7: Parental Leave Equality - Champions of Change Overall**

*Taking a flexible approach to enabling parental leave for all parents*



71.2% of reporting Champions of Change organisations have been able to share data on their retention of employees taking or returning from parental leave in 2021 (up from 59.5% in 2020).

On an adjusted basis, overall data for Champions of Change organisations who are able to report on this measure shows on average, of those who started a period of parental leave 7.3% of women, 1.8% of men and 6.7% of all employees left their organisation during or at the end of their parental leave in the past year. These data points were 4.7%, 1.9% and 3.3% respectively in 2020.

The averages presented in this Champions of Change Outcome may represent data from cohorts of different sizes, depending on data available at the time of reporting. Hence, the data for “all employees” may be higher or lower than the averages shared for women and men. Available organisation specific data is included in the Champions of Change Groups sections, starting on page 31 of this report.

Detailed information by 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 sections, starting on page 31 of this report.

**Andrew Abdo**  
CEO  
National Rugby League

**Louise Adams**  
Chief Operating Officer  
Aurecon

**Rob Adams**  
CEO & Managing Director  
Perpetual

**Frances Adamson AC**  
Secretary 2016-2021  
Department of Foreign  
Affairs and Trade

**Coco Alcuaz Jr**  
Executive Director  
Makati Business Club

**Daryl Browning**  
CEO  
ISPT

**Peter Burns**  
CEO  
Accenture ANZ

**Gillian Cagney**  
Regional Managing  
Director, ANZ  
Worley

**Gordon Cairns**  
Non-Executive Director

**General Angus  
Campbell AO DSC**  
Chief of the Defence Force

**Peter Allen**  
CEO  
Scentre Group

**Yasmin Allen**  
Non-Executive Director  
Convenor, Champions  
of Change Coalition

**Jamie Alonso**  
CEO Asia Pacific  
Cardno

**Tim Ament**  
Chief Country Officer ANZ  
Ingram Micro

**David Anderson**  
Managing Director  
ABC

**Ariel Cantos**  
Former CEO  
Philam Life

**Shaun Carter**  
Principal Architect  
Carter Williamson

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

**Donal Challoner**  
Director  
nettleontribe

**Justine Clark**  
Special Advisor

**Iain Anderson**  
Acting Secretary 2021  
Attorney-General's  
Department

**Kelvin Ang**  
CEO  
Philam Life

**Justin Arter**  
CEO  
CBUS

**Yasir Ashfaq**  
CEO  
Pakistan Microfinance  
Investment Company

**Graham Ashton AM  
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Arup

**Andrew Colvin APM  
OAM**  
Non-Executive Director

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Managing Director  
and CEO  
Commonwealth Bank  
of Australia

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CEO Australia  
Lendlease

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CEO, ANZ,  
JLL

**Ameet Bains**  
CEO  
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**Richard Barrett**  
Chief Executive, ANZ  
AECOM

**Dermot Barry**  
Chief Officer  
Tasmania Fire Service

**Russell Baskerville**  
CEO and Managing Director  
Empired

**Brian Cook**  
CEO  
Carlton Football Club

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**Steve Coster**  
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Hassell

**William Cox**  
CEO  
Aurecon

**Paul Craig**  
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Savills

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President  
Newmont Australia

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Former CEO  
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Fire and Rescue NSW

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CEO and Managing Director  
Data#3

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CEO ANZ  
Fujitsu

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Victoria

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CEO  
WesTrac

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Acting CEO  
Sport Australia

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Health District

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Rio Tinto

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Dean  
School of Medicine, The  
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Convenor, Champions  
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Lifeblood

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Managing Director APAC &  
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**Angus Dawson**  
Managing Partner  
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President and CEO  
Delbos Group

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Jacobs

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Sportsbet

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CEO  
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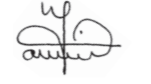
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**Robert Kelly**  
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St John of God Health Care



**John Kenny**  
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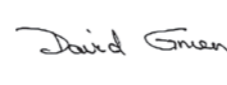
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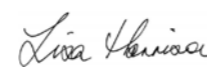
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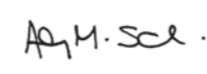
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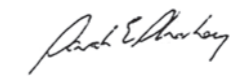
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**Simon Parsons**  
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PTW Architects



**James Patterson**  
CEO  
Knight Frank Australia



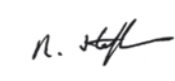
**Nicole Sparshott**  
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**Muhammad Uns**  
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 Prosus and Naspers at  
 Naspers Group

  
**Philip Vivian**  
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 Bates Smart


  
**Julia Waddington-  
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**Will Wright**  
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**Scott Wyatt**  
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**Andrew Yates**  
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## GROUP OVERVIEWS



# Founding Group

The first Champions of Change Group, known as the Founding Group, began in 2010 with eight Australian leaders. It has since grown to 24 Members, comprising CEOs, board directors, Australian Government secretaries, university and military leaders.

Founding Group Members include some of Australia's largest employers, who in 2021 continued to focus their attention on applying a gendered lens to all rapid changes required in response to the COVID-19 pandemic. In particular, the Founding Group:

- Shared insights about leading practice flexible work responses during the pandemic.
- Considered how to ensure inclusion of people working flexibly, particularly women who are more likely to be working remotely as restrictions changed.

Founding Group Members have explored actions to accelerate women's participation in the growing digital economy in recognition of the opportunity to create gender equality within the high-pay, high-growth jobs emerging in response to the rapid adoption of tech by all businesses during the pandemic.

The Founding Group remains deeply committed to advancing workplace responses to domestic and family violence and supported further work towards implementing a local community pilot in response to domestic and family violence in regional Australia.

In addition, Founding Group Members are committed to disrupting the system on workplace sexual harassment. Members have begun implementation of disruptive actions to prevent and respond to workplace sexual harassment – including through increased transparency and accountability measures.

The Founding Group also commenced a new work program, examining opportunities to create workplaces within which all women thrive, in recognition of the intersectional barriers to progression that impact many Australian women.

Many Founding Group Member organisations undertook leadership changes in 2021, with Frances Adamson AC, Chris Moraitis PSM, Gary Wingrove, Dr. Michael Spence AC, Richard Deutsch and Stephen McIntosh concluding their terms in leadership roles.

## Outcomes for 2020–21

35.1%



Women's representation achieved overall across the Group from 34.6% in 2020

40.1%



Women's recruitment gender-balanced across the Group

33.9%



Women's promotions achieved overall across the Group from 34.2% in 2020

82.5%



Members achieved or moved closer to gender balance across 82.5 % of leadership categories in 2021

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

Members have begun implementation of disruptive actions to prevent and respond to workplace sexual harassment – including through increased transparency and accountability measures.

# Champions of Change



**Frances Adamson AC**  
Secretary 2016-2021  
Department of Foreign  
Affairs and Trade



**Iain Anderson**  
Acting Secretary  
2021  
Attorney-General's  
Department



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Director



**Gordon Cairns**  
Non-Executive  
Director



**General Angus J  
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Chief of the Defence  
Force, Department of  
Defence



**Matt Comyn**  
Managing Director  
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Commonwealth  
Bank of Australia



**Mark Davies**  
Group Executive  
Safety, Technical  
& Projects  
Rio Tinto



**Angus Dawson**  
Managing Partner  
McKinsey & Company



**Stephen Fitzgerald  
AO**  
Non-Executive  
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**Cindy Hook**  
CEO  
Deloitte APAC



**Alan Joyce AC**  
CEO and Managing  
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**Kevin McCann AO**  
Non-Executive  
Director



**Beverley McGarvey**  
Chief Content  
Officer and EVP, ANZ  
ViacomCBS



**Dr. Martin Parkinson  
AC PSM**  
Non-Executive  
Director



**Andrew Penn**  
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Director



**Dr. Ian Watt AC**  
Non-Executive  
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**Geoff Wilson AO**  
Non-Executive  
Director



**Andrew Yates**  
CEO  
KPMG Australia



## Convenor

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



## Actions and impact 2021

### Stepping up as leaders



- All Founding Group Champions endorsed a statement in support of the release of the Australian Human Rights Commission's *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces Report* (2020).
- Following the release of *Respect@Work*, and the release of the Champions of Change's *Disrupting the System - Preventing and responding to sexual harassment in the workplace* report, Founding Group Champions stepped up as leaders to highlight the role of the private sector in driving change. Every Member of the Champions of Change Board, and individual leaders within the Founding Group, including Andy Penn and Kevin McCann AO, engaged in media promotion of the *Disrupting the System* report and its recommendations.
- Kevin McCann AO continued his advocacy for Champions of Change initiatives, authoring an opinion article in *The Australian* in support of the *Disrupting the System - Preventing and responding to workplace sexual harassment* report.
- Andy Penn also participated in the media roundtable event on the release of the Champions of Change's *Employees who use domestic & family violence: A workplace response* resource.

### Creating accountability



- Qantas achieved their target of 38% female representation in senior management roles. Applying a gender lens to the three-year COVID-19 recovery plan to ensure retention of women has been key to the achievement of this target.
- Rio Tinto increased representation of women in senior leadership by 3.5% (surpassing their 2% year on year target).
- University of Sydney increased transparency and rigour in their remuneration process to ensure pay parity and decreased their total remuneration pay-gap – in the senior leadership team there was a 6% drop to 2.7%.

### Disrupting the status quo



- Attorney-General's Department has adopted a new flexible working policy which includes allowing remote working up to 40% of an employee's usual hours and performing ordinary hours within a bandwidth period. Thirty per cent of employees seeking to use the provisions within this policy are men.
- CBA increased women's representation in Executive Manager and above roles, and Manager and above roles – from 41.2% to 41.7% in Executive Manager and above roles and from 45% to 45.2% in Manager and above roles. This has been done by setting new Diversity in Leadership goals, evaluating progress against internal milestones, and embedding regular inclusion conversations for senior leaders to review metrics and ensure they are making inclusive decisions.
- Deloitte continued to increase representation of women in leadership – as at June 2021 women represented 40% of Board, 38% of Firm Executive and 50% of the Client, Industries and Market Executive team. This was achieved through the CEO's sustained 'All In' strategic priority. This includes programs and initiatives to help identify and remove barriers within the talent experience, such as a refreshed DeloitteFlex framework.



## Actions and impact 2021

- **Deloitte** relaunched their approach to workplace flexibility, formally scrapping the 9-5 Monday to Friday work hours expectations and empowering their employees to design a work week that suits their needs. Other initiatives under this policy include one additional day of leave known as 'Well-being Leave', and 'Cultural Flex' which enables people to swap public holidays to observe cultural or religious days of significance.
- **Deloitte** continued to record year on year increases in the representation of women at various levels, achieved through a number of targeted initiatives such as:
  - 'Inspiring Women': a 10-month career acceleration program providing a tailored journey of education, exposure, experience and support and has seen a retention rate of 71% over the past four years.
  - 'Lead Client Partner Accelerator': a 12-month program comprising group coaching and tailored development designed to enhance female Partners' confidence, connection and capability in readiness to be appointed to the role of Lead Client Service Partner/Client Leader of a strategic account.
  - Commencing in 2017, Deloitte's industry-first 'Return to Work' initiative offers a group of talented senior women who have had time away from the workplace with a supported 24-week paid internship to relaunch their careers. Program participants are given 1:1 professional coaching, small-group coaching, tailored learning pathways and the support of a buddy, coach and sponsoring Partner. The program is structured as four days per week, recognising external responsibilities.
- 'Lean In Circles': a six-month forum to bring together small groups of female Directors to connect on a regular basis, with a dedicated Group Coach. The purpose of the sessions is to help talented women gain clarity about career goals and how to achieve them, build confidence, identify and overcome personal barriers and build their network.
- Consistent with recommendations within the Champions of Change 'Disrupting the System: Preventing and responding to sexual harassment in the workplace' report, **KPMG** published data on the number, type and action taken as a result of sexual harassment complaints publicly.
- **McKinsey** achieved an increase in women's representation in leadership and overall in the past 12 months, in part due to normalising flexibility options for both men and women and focusing on overall sustainability.
- To increase the development and promotion of women, **Telstra** launched 'Career ArchiTECH', a career and leadership development program for women in technology. 'Career ArchiTECH' is designed to enable emerging female technology leaders to contribute to Telstra's future technology roadmap, preparing them to lead a technology domain, people and/or work, through a blend of virtual workshops, coaching, fireside chats and action learning projects. During FY21, 45 female technologists participated in this program.
- **University of Sydney** employed 20 non-binary staff in the past 12 months and have seen non-binary people reach interview stage at the same level as men, through training with recruiters to ensure they understand inclusivity of all genders, including language and pronouns.

## Dismantling barriers for carers



- **The Attorney-General's Department** launched their Nursing Parents policy.
- **CBA** is a founding partner of and has been recognised as one of Australia's first Family Friendly Workplaces (a new initiative led by UNICEF Australia and Parents At Work) providing a range of leave and other workplace support, and continuing to see an increase in men accessing parental leave. In FY21, 44.1% of employees who commenced a period of parental leave were men (compared to 38.9% in FY20). Parental leave retention rate increased from 85.7% in FY20 to 87.2% in FY21 for women, and from 84.5% to 87.2% for men.
- The '**Deloitte Dads**' initiative, which actively and consistently encourages more men to share the caring responsibilities within their families by taking extended parental leave and working flexibly, has increased the number of men taking parental leave from 30% to 50% since 2018.
- **KPMG** released an expansive and inclusive parental leave policy which provides 26 weeks paid leave shared between parents, compassionate leave for pregnancy loss and miscarriage, and cultural flexibility around public holidays.
- **Telstra** provides 16 weeks paid parental leave to encourage every new Australian-based parent, regardless of gender, to share caring responsibilities while maintaining their career. In FY21, 69% of employees taking paid parental leave were men, demonstrating that the revised policy with gender-equal benefits is enabling parents to share caring responsibilities and improve women's options to resume their careers.

## Gender equality in society



- **CBA** launched training to inform and empower employees to be effective bystanders when they see or hear behaviours which can cause harm or exclusion in the workplace.
- **Telstra** partnered with five Australian universities to develop a pipeline of talent with critical skills and capabilities in areas such as network and software engineering, cyber security and data analytics. In FY21 they awarded the first two annual Telstra Technology and Innovation Masters Scholarships to women in STEM programs at the University of Melbourne.
- **KPMG** introduced a program providing emergency accommodation to individuals experiencing family and domestic violence, alongside a portal and information services and an internal awareness-raising campaign. Literacy programs were run to equip leaders to support and respond to colleagues impacted by domestic and family violence. The literacy programs had an overall impact rating of 9/10 with 100% of leaders reporting they have a greater understanding of domestic and family violence and are better equipped to respond to a disclosure.



## Practical actions

**Table 8: Practical actions**

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021

## Impact details 2021

### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 9: Gender balance in leadership**

We use the WGEA reporting framework for the period 1 April 2020 to 31 March 2021, acknowledging that each reporting entity defines its data inclusions according to WGEA definitions and includes Australian-based employees. This means the data is not necessarily comparable across organisations in the following table, nor may it be comparable to data reported separately by individual organisations, such as in their Annual Report. As some organisations are required to submit more than one report to WGEA for their organisation, please refer to the footnotes to this table for detail on inclusions.

Founding Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Attorney-General's Department *	68.9	30.0	33.3	60.2	65.5	71.4	42.9	-
Australian Securities Exchange	39.9	25.0	34.8	35.8	39.2	41.1	30.0	-
CBA	56.7	45.5	37.7	42.3	47.6	60.8	40.0	-
Deloitte #	47.8	36.6	28.5	38.5	47.2	56.0	40.0	30.9
Department of Defence (ADF)	19.2	0.0	11.6	15.7	17.4	20.1	-	-
Department of Defence (APS)	45.8	30.0	46.4	37.6	-	49.7	-	-
Department of Foreign Affairs and Trade *	59.2	50.0	47.7	46.1	55.0	61.1	-	-
KPMG Australia	49.6	-	33.7	42.8	49.5	54.4	20.0	31.2
McKinsey & Company	46.0	24.2	21.7	44.1	-	57.2	-	14.5
Qantas	39.4	33.3	26.8	40.0	41.6	38.9	44.4	-
Rio Tinto *	20.5	38.8	37.3	30.2	30.7	19.6	40.0	-
Telstra	29.8	44.4	31.9	29.0	28.5	29.9	40.0	-
University of Sydney	56.4	53.8	43.8	40.9	46.5	57.5	46.7	-
ViacomCBS	48.6	37.5	50.0	41.2	55.4	48.5	53.8	-
<b>Founding Group Totals</b>	<b>35.1</b>	<b>34.1</b>	<b>29.4</b>	<b>33.4</b>	<b>30.2</b>	<b>36.5</b>	<b>40.5</b>	<b>30.4</b>

**Notes:**

CBA data reflects data reported in the WGEA 2021 Public Report for the Commonwealth Bank of Australia submission group. The submission group excludes Colonial Services Pty Ltd (ABN: 70075733023), and AHL Investments Pty Ltd (ABN 27 105265861).

Deloitte data (with the exclusion of Partners) reflects data reported in the 2020-21 Deloitte Services Trust WGEA report. Partner data is reflective of women's representation as at 1 July 2021.

Department of Defence (ADF) data includes Permanent Force, Gap Year, Continuous Full-Time Service and Active Reserves. Department of Defence (APS) data includes Ongoing and Non-ongoing employees. Department of Defence data is as at 30 June 2021.

All Qantas data includes Australian-based employees only and is based on the WGEA 2020-21 Qantas Airways Ltd (ABN 16 009 661 901) report. It excludes Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

All Telstra data includes Australia-based employees only and is based on the WGEA 2020-21 Telstra Corporation Ltd (ABN 33 051 775 556) report as of 31 March 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Includes non-binary gender



**Table 10: Gender balance in recruitment, retention, promotions and exits**

Founding Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Attorney-General's Department	85.2	73.1	72.3	64.0	68.9
Australian Securities Exchange	66.7	48.6	45.5	39.5	39.9
CBA	44.1	50.6	56.6	51.3	56.7
Deloitte	56.1	43.3	48.1	48.4	47.8
Department of Defence (ADF)	-	23.3	-	21.3	19.2
Department of Defence (APS)	40.3	50.2	26.4	51.4	45.8
Department of Foreign Affairs and Trade	47.6	63.8	49.7	63.1	59.2
KPMG +	47.2	48.4	46.4	45.9	49.6
McKinsey & Company +	55.2	40.7	46.7	42.4	46.0
Qantas	-	42.9	36.2	49.3	39.4
Rio Tinto	59.5	25.8	24.2	29.1	20.5
Telstra	49.2	39.6	40.7	38.3	29.8
University of Sydney	-	57.4	59.1	55.3	56.4
ViacomCBS +	-	54.3	61.6	58.5	48.6
<b>Founding Group Totals</b>	<b>52.9</b>	<b>40.1</b>	<b>40.8</b>	<b>33.9</b>	<b>35.1</b>

**Notes:**

CBA data reflects data reported in the WGEA 2021 Public Report for the Commonwealth Bank of Australia submission group. The submission group excludes Colonial Services Pty Ltd (ABN: 70075733023), and AHL Investments Pty Ltd (ABN 27105265861).

Department of Defence data is at at 30 June 2021.

Through transformation associated with the Qantas Group's COVID-19 response and three-year recovery plan, retention of female talent was a key priority, but due to limited recruitment activity during this period Qantas had a larger portion of women exit the organisation than were recruited.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◇ Not applicable
- ◆ First year reporting

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◆ First year reporting
- ◇ Exit data includes resignations only

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall

**Gender pay equity**

The following organisations in the Founding Group publicly disclose their pay equity gaps:

- CBA – [2021 Annual Report](#)
- KPMG Australia – [KPMG](#)
- Rio Tinto – [2020 Annual Report](#)
- Telstra – [2021 Corporate Governance Statement](#)

**Flexible and inclusive employment experiences**

**Table 11: Access to flexible work and experiencing an inclusive culture**

Founding Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Attorney-General's Department	81.1	79.1	79.7	83.5	83.7	82.8
Australian Securities Exchange	93.0	90.0	91.0	86.0	89.0	88.0
CBA	83.0	83.0	83.0	90.0	90.0	90.0
Deloitte	83.0	86.0	85.0	75.0	79.0	76.0
Department of Defence (APS & ADF)	86.3	74.4	76.9	81.7	85.7	83.5
Department of Foreign Affairs and Trade	-	-	75.0	-	-	80.0
McKinsey & Company	72.0	79.0	74.0	88.0	92.0	88.0
Telstra	91.8	88.8	89.7	94.0	93.5	93.6
ViacomCBS	-	-	65.0	-	-	83.3
<b>Founding Group Averages</b>	<b>84.3</b>	<b>82.9</b>	<b>79.9</b>	<b>85.5</b>	<b>87.6</b>	<b>85.0</b>
<b>Founding Group Averages (adjusted)</b>	<b>82.3</b>	<b>82.8</b>	<b>80.5</b>	<b>86.9</b>	<b>88.7</b>	<b>85.4</b>

**Notes:**

Department of Defence data is at at 30 June 2021.

Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Improved since 2020
- ◇ Not improved since 2020
- ◆ Not reported in 2020
- ◇ Data not available



**Table 12: Sexual harassment – respect and safety at work**

Founding Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment <sup>1</sup>			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Australian Securities Exchange	-	97.0	-	86.0	91.0	89.0
McKinsey & Company	92.0	99.0	88.0	89.0	98.0	92.0
Telstra	95.0	96.6	96.1	-	-	-
<b>Founding Group Averages</b>	<b>93.7</b>	<b>97.5</b>	<b>93.4</b>	<b>87.5</b>	<b>94.5</b>	<b>90.5</b>
<b>Founding Group Averages (adjusted)</b>	<b>93.0</b>	<b>98.0</b>	<b>92.0</b>	<b>98.0</b>	<b>94.0</b>	<b>92.0</b>

**Note:** Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since last reported    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 13: Exits during or at the end of parental leave**

Founding Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Attorney-General's Department	2.8	0.0	0.4
Australian Securities Exchange	0.6	0.0	0.6
CBA	10.0	5.1	8.3
Deloitte	3.0	0.0	2.0
KPMG	-	-	4.1
McKinsey & Company	1.0	0.0	1.0
ViacomCBS	12.5	0.0	12.5
Qantas	13.0	8.0	11.4
Telstra	4.3	2.4	3.1
University of Sydney	1.4	0.0	1.0
<b>Founding Group Averages</b>	<b>5.4</b>	<b>1.7</b>	<b>4.4</b>
<b>Founding Group Averages (adjusted)</b>	<b>4.5</b>	<b>1.9</b>	<b>3.6</b>

**Notes:**

CBA data reflects data reported in the WGEA 2021 Public Report for the Commonwealth Bank of Australia submission group. The submission group excludes Colonial Services Pty Ltd (ABN: 70075733023), and AHL Investments Pty Ltd (ABN 27105265861).

For Qantas, due to the definition of how this data is calculated for WGEA reporting purposes, this definition includes employees who didn't return to work following stand-down or transformation activity associated with the Qantas Group's COVID-19 response.

Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since last reported    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available





## 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. Our Implementation Leaders for the Founding Group are as follows:

Organisations	Implementation Leaders
Attorney-General's Department	Jesse Clarke
Australian Securities Exchange	Anna Wild
Commonwealth Bank of Australia	Bianca Broadhurst and Ryan Burke
Department of Defence	April Langerak and Shawn Wilkey
Deloitte	Kate Furlong
Department of Foreign Affairs and Trade	Paula Brewer and Lisa Mollard
Goldman Sachs	Katherine Grant
KPMG Australia	Renae Hingston and Salli Hood
McKinsey & Company	Belinda Jettar and Lucy McKnight
Qantas	Melinda Small
Rio Tinto	Rachel Durdin and Chantelle Thom
Telstra	Leigh Frost and Serap Potocki
The University of Sydney	Andrea Brooks and Annabelle Hung
ViacomCBS	Anthony McDonald
Program Director	Anna York (until March 2021), Amanda Hede (since March 2021)



The use of AI and machine learning is guiding the way we understand who we are, what our role is in society and the opportunities that exist for our future. But we need to disrupt the future of AI, before the entrenched inequality of the past becomes the entrenched inequality of the future.

Andrew Penn  
CEO  
Telstra



# National 2015 Group

The National 2015 Group was established six years ago and today includes 22 Members who lead over 71,000 employees and volunteers. The National 2015 Group represents some of Australia's most significant Victorian, national and international organisations.

Members work within and across their organisations to improve the representation of women in leadership positions and in non-traditional roles. Many of our iconic organisations play key roles in advancing gender equality in the wider communities they reach.

The Group formed with the intent of affecting change on gender equality by interacting daily with people where they live, work, socialise and learn – key settings where culture and norms are reinforced. Cross-sector Membership underpins this focus, and the Group has maintained representation from public, private and not-for-profit organisations. Working outside usual networks drives the Group to find the common issues, new solutions and collective opportunities to drive change.

The Group welcomed: Virginia Briggs, CEO & Managing Partner, MinterEllison; Gillian Cagney, Regional Managing Director ANZ, Worley; Ronni Kahn AO, CEO & Founder, OzHarvest; David Koczkar, CEO, Medibank; Steve McCann, CEO, Crown Resorts and Crown Melbourne; Jeremi Moule, Secretary, Department of Premier and Cabinet, Victoria; Paul Schroder, Chief Executive, AustralianSuper; and Peter Stumbles, Managing Partner, Bain & Company.

## Outcomes for 2020–21

45.5%



Women's representation gender-balanced across the Group

52.2%



Women's recruitment gender-balanced across the Group

47.6%



Women's promotions gender-balanced across the Group

78.8%



Members achieved or moved closer to gender balance across 78.8% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Graham Ashton AM APM**  
Non-Executive Director



**John Bradley**  
Secretary  
Department of Environment, Land, Water and Planning, Victoria



**Virginia Briggs**  
CEO & Managing Partner  
MinterEllison



**Gillian Cagney**  
Regional Managing Director, ANZ  
Worley



**Professor John Dewar AO**  
Vice-Chancellor  
La Trobe University



**Barni Evans**  
CEO  
Sportsbet



**Adam Fennessy PSM**  
Commissioner,  
Victorian Public Sector Commission



**Tony Frencham**  
Senior Group Director  
Chemicals & Fuels  
Worley



**Professor Doug Hilton AO**  
Director  
WEHI



**Ronni Kahn AO**  
CEO & Founder  
OzHarvest



**David Koczkar**  
CEO  
Medibank



**Justice Chris Maxwell AC**  
President of the Court of Appeal  
Supreme Court of Victoria



**Steve McCann**  
CEO  
Crown Resorts and Crown Melbourne



**Gillon McLachlan**  
CEO  
Australian Football League



**Jeremi Moule**  
Secretary  
Department of Premier and Cabinet, Victoria



**Shane Patton APM**  
Chief Commissioner,  
Victoria Police Force



**Jerril Rechter AM**  
Non-Executive Director



**Luke Sayers AM**  
Founder and Executive Chairman  
Sayers



**Paul Schroder**  
Chief Executive  
AustralianSuper



**Tom Seymour**  
CEO  
PwC Australia



**Ian Silk**  
Former Chief Executive  
AustralianSuper



**Peter Stumbles**  
Managing Partner  
Bain & Company



**Convenor**  
**James Fazzino**  
Non-Executive Director



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





## Actions and impact 2021

### Stepping up as leaders



- Led on the Coalition-wide commitment to improving prevention and response to sexual harassment in workplaces. and continued to amplify the recommendations of *Disrupting the System - Preventing and responding to sexual harassment in the workplace*. MinterEllison provided ongoing pro bono support for the Coalition's work on sexual harassment prevention and response. Members have attended seven Champions of Change Coalition meetings, participated in eight external speaking events and appeared in nine media reports.

### Creating accountability



- Ongoing improvement of strategy drives action.
  - Victorian Government Members (DELWP, DPC, LaTrobe University, VPSC, Victoria Police) undertook gender data collection and audit and a revision of their Gender Equality Action Plans in alignment with the Victorian Gender Equality Act 2020.
  - Victoria Police launched their 'Equal, Safe & Strong' gender equality strategy 2020-2030.
  - Sportsbet released their 'Everyone Included' global diversity, equity and inclusion strategy.
  - AFL established a gender equality steering committee.
- New approaches to setting gender and diversity targets maintain accountability.
  - Through target setting with the Board Chair and having a gender lens on the restructure of the Executive team, WEHI has achieved gender balance at Board and the Executive level.
  - Medibank set targets to increase the representation of men in woman-dominated parts of their workforce.

- Victoria Police senior leaders have included gender equality goals in their executive performance plans.
- New targets for women's representation in investments were set by AustralianSuper.
- Worley set gender targets for FY21 and as a result hired 22% women into senior leader roles. Additionally, 46% of the global graduate starters were women, up from 28% in FY20.
- PwC has new targets for women partners and for partners from a diverse cultural background. These are firmwide partnership admission targets of 40:40:20 gender balance and for 20-25% from a diverse cultural background.

- DELWP achieved a departmental pay gap of 0.4% and a gap of less than 2% at all grade levels through deeper investigation of units with a pay gap over 2%.
- La Trobe University decreased their overall gender pay gap from 14.15% to 11.65% by using annual gender pay equity analysis to inform recruitment at senior levels; investigating workforce gender segregation; improving support for caring; and expanding flexible work options.

### Disrupting the status quo



- Implementation of action to prevent and respond to sexual harassment has been a priority. CEO commitments and open letters have been backed by practical action including:
  - Worley conducted a global sexual harassment prevention and response audit using the *Disrupting the System* recommendations as a framework and established a global steering committee to progress outcomes of the audit.
  - Crown Resorts initiated an external review of sexual harassment in the Gaming operations, with a focus on patron behaviour, employee experiences and manager support.

- WEHI was selected to participate in a Victorian pilot bystander initiative which included a survey to understand the experiences of sexual harassment and sexism in remote working environments.
- PwC Australia's *Transparency FY21* report includes the number of bullying, harassment, sexual harassment and serious misconduct complaints reviewed.
- DELWP identified and trained 450 Safe and Respectful Workplace Leaders to be active bystanders to promote diversity, inclusion and respect in the workplace. Reporting framework, process and supporting policies have also been reviewed.
- Justice Chris Maxwell AC convened, with the Law Institute of Victoria 'Advocates for Change (Barristers and Lawyers)', hosting 13 small group discussions with around 50 lawyers from public and private organisations. Participants documented ideas to address sexual harassment and promote gender equality in the profession and committed to working individually and collaboratively as advocates for change in their organisation.
- Multiple simultaneous approaches delivered progress on women's representation in leadership:
  - Bain increased the representation of women managers by ~11%, up to 40%, driven by initiatives including recruitment targets, Partners pledge and accountability for referring at least one women consultant and above each year, scholarship programs for female and non-binary consultants, leadership development and connectivity events.
  - DELWP achieved a 1% increase in women deployed in fire and emergency roles, to 22%, towards their target of 30% by 2025.
  - La Trobe University reduced the academic promotion gap between men and women from two years to one year and increased the number of women applying for promotion through the 'Women's Academic Promotions Support Program'.

### Dismantling barriers for carers



- Members supported working parents during lockdown with specific initiatives to help them manage work, care, home schooling and family well-being.
  - Establishment of the 'Bain Bubble' to encourage COVID safe connections with company members who live close by.
  - PwC Australia, MinterEllison and WEHI provided virtual vacation and after school programs.
  - LaTrobe University expanded its Carer's Travel Support Fund to cover child care costs for conference presenters speaking from home/online.
  - Medibank sent family care packages.
  - DPC, AustralianSuper and MinterEllison introduced vaccination leave.
  - MinterEllison expanded emergency care (employer funded) during lockdowns.
- Ongoing support for working parents was provided through systems and practices.
  - AFL extended its paid parental leave policy of six months paid leave to apply when stillbirth occurs, and offered additional paid leave entitlements for miscarriage.
  - DELWP introduced parental leave support through live coaching and events. There have been 413 new users of DELWP's Parenting Portal and 262 registrations to 'Full House: Joy in the Juggle in Lockdown', for parents and carers.
  - Medibank received accreditation as a Family Friendly Workplace through a new initiative led by UNICEF Australia and Parents At Work.
  - Crown Resorts and Sportsbet launched 'Circle In' support program for parents



## Actions and impact 2021

- Amplifying the importance of shared care has been a focus, implementing processes and creating supportive cultures that encourage men to take parental leave.
  - HBF's *Direct Advice for Dads* 'Top 20 Australian Workplaces for New Dads' named **Medibank** (5th) and **AustralianSuper** (6th).
  - The proportion of parental leave taken by men at **Medibank** increased from 25% to 27% (compared to 29% overall representation) enabled by offering all eligible prospective parents 14 weeks of paid leave within the first 24 months of their child's birth.
  - **Bain** introduced a gender neutral parental leave policy giving parents 16 weeks of paid leave and up to 12 months of unpaid leave.
  - **MinterEllison's** updated parental leave policy includes 20 weeks primary carer's leave.
  - Men's take up of parental leave at **AustralianSuper** increased 107% on the previous year enabled by their new gender neutral, 14 week parental leave policy.
- The responsibilities for care (other than parenting) have become more evident and Members are beginning to listen, learn and provide specific support.
  - **Medibank** launched a 'Carer's Support Network', with regular meetings and a resource hub to ensure support for those with caring responsibilities.

### Gender equality in society



- Developed and released *Sharpening Our Focus on Corporate Giving: Keeping Gender Equality in the Frame*, a collaboration with Australians Investing In Women (AIW) and led by Graham Ashton, Justice Chris Maxwell AC, Tony Frencham, Professor Doug Hilton AO, Ian Silk and Tom Seymour. This report involved consultation with Members and with a diverse group of leaders from the philanthropic and not-for-profit sectors, gender equality advocates, private philanthropists, foundation managers and heads of sustainability and social responsibility.
- The DPC 'Recognition Matters' initiative delivered impact with gender parity achieved amongst Victorian recipients of 2021 Queen's Birthday Honours. For the first time women received 53% of awards.

## Practical actions

Table 14: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 15: Gender balance in leadership**

National 2015 Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
AFL	37.1	37.5	36.4	33.3	26.9	38.3	37.5	-
AustralianSuper	49.1	50.0	33.3	31.2	45.8	53.1	25.0	-
Bain & Company	53.1	22.5	30.6	52.6	55.3	64.3	30.8	-
Crown Resorts	42.6	10.0	33.8	39.4	29.8	43.1	50.0	-
DELWP #	48.8	54.3	46.4	46.8	42.7	50.4	-	-
Department of Premier & Cabinet	60.6	55.2	64.4	36.4	54.5	63.1	-	-
La Trobe University	64.5	60.0	60.0	55.7	57.3	64.8	64.3	-
Medibank #	71.1	33.3	55.1	47.7	52.8	76.9	57.1	-
PwC Australia	53.0	39.3	44.7	50.8	50.2	56.8	46.2	32.3
Sportsbet	29.4	16.7	21.1	25.4	20.0	31.3	41.7	-
Victoria Police	34.6	33.3	34.9	35.3	24.7	37.0	-	-
WEHI	60.8	50.0	44.2	50.0	46.8	62.8	50.0	-
Worley *	24.9	42.9	40.0	41.3	26.7	24.0	36.4	-
<b>National 2015 Group Totals</b>	<b>44.8</b>	<b>39.4</b>	<b>44.0</b>	<b>44.9</b>	<b>34.9</b>	<b>46.4</b>	<b>43.4</b>	<b>32.3</b>
<b>National 2015 Group Totals (adjusted)</b>	<b>45.5</b>	<b>43.3</b>	<b>44.4</b>	<b>44.9</b>	<b>35.1</b>	<b>47.3</b>	<b>46.3</b>	<b>32.3</b>

**Notes:**  
 For Worley, data in the 'Key Management Personnel' category includes employees reported to WGEA in the 'Key Management Personnel / Head of Business' category.  
 MinterEllison and OzHarvest data is not included as they were not Members of the Group during the reporting period.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◇ Not applicable
- ◆\* Role/s at CEO level held by one or more women
- ◆# Includes non-binary gender

**Table 16: Gender balance in recruitment, retention, promotions and exits**

National 2015 Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AFL	-	36.6	38.4	25.0	37.1
AustralianSuper	50.0	48.8	55.6	48.0	49.1
Bain & Company +	59.3	62.2	44.7	52.4	53.1
Crown Resorts	-	46.0	43.7	46.2	42.6
DELWP	55.0	57.6	53.4	-	48.8
Department of Premier & Cabinet	83.3	64.4	67.0	57.8	60.6
La Trobe University	-	67.6	65.6	54.5	64.5
Medibank	62.5	75.8	76.6	60.8	71.1
PwC Australia	49.0	49.8	49.5	49.7	53.0
Sportsbet	-	35.0	33.8	28.8	29.4
Victoria Police	53.8	41.6	59.8	41.5	34.6
WEHI	60.0	58.9	56.7	65.7	60.8
Worley	36.7	31.5	25.7	26.2	24.9
<b>National 2015 Group Totals</b>	<b>50.7</b>	<b>52.0</b>	<b>55.3</b>	<b>45.6</b>	<b>44.8</b>
<b>National 2015 Group Totals (adjusted)</b>	<b>50.7</b>	<b>52.2</b>	<b>56.9</b>	<b>47.6</b>	<b>45.5</b>

**Notes:**  
 MinterEllison and OzHarvest data is not included as they were not Members of the Group during the reporting period.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- Recruitment**
  - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
  - ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
  - ◇ Not applicable
  - ◆ First year reporting
- Retention**
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
  - ◆ Exit data includes resignations only
- Promotions**
  - ◆ Women promotions equal to or more than women's representation overall
  - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
  - ◆ Women promotions less than women's representation overall



## Gender pay equity

The following organisations in the National 2015 Group publicly disclose their pay equity gaps:

- Crown Resorts – [2021 Annual Report](#)
- DELWP – [2021 Annual Report](#)
- Medibank – [2021 Annual Report](#), [Sustainability Report](#)
- PwC – [Careers website](#)

## Flexible and inclusive employment experiences

**Table 17: Access to flexible work and experiencing an inclusive culture**

National 2015 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
AFL	94.0	94.0	94.0	84.0	93.0	89.0
AustralianSuper	94.0	92.0	93.0	89.0	86.0	87.0
Bain & Company	79.0	70.0	75.0	97.0	96.0	98.0
DELWP	80.0	79.0	78.0	93.0	93.0	92.0
Department of Premier & Cabinet	-	-	91.0	-	-	97.0
Medibank	83.0	86.0	84.0	87.0	87.0	87.0
PwC Australia	73.0	80.0	77.0	73.0	80.0	76.0
Sportsbet	66.0	75.0	74.0	73.0	81.0	78.0
Victoria Police	66.0	55.0	58.0	80.0	82.0	80.0
WEHI	91.0	91.0	91.0	82.0	80.0	79.0
<b>National 2015 Group Averages</b>	<b>80.7</b>	<b>80.2</b>	<b>81.5</b>	<b>84.2</b>	<b>86.4</b>	<b>86.3</b>
<b>National 2015 Group Averages (adjusted)</b>	<b>81.7</b>	<b>84.3</b>	<b>83.3</b>	<b>83.2</b>	<b>86.7</b>	<b>84.8</b>

**Notes:**

On flexible work, for non-binary employees, DELWP reports 70.0%, Medibank reports 87.0% and Victoria Police reports 33.0%. The National 2015 Group average is 63.3%.  
 On inclusive culture, for non-binary employees, DELWP reports 85.0%, Medibank reports 91.0% and Victoria Police reports 52.0%. The National 2015 Group average is 76.0%.  
 In 2021 Medibank changed engagement survey providers, so the reported figures are not directly comparable to last year's results.  
 MinterEllison and OzHarvest data is not included as they were not Members of the Group during the reporting period.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◆ Not improved since 2020    ◆ Not reported in 2020    ◆ Data not available

**Table 18: Sexual harassment – respect and safety at work**

National 2015 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
AFL	90.0	96.0	94.0	90.0	96.0	94.0
AustralianSuper	96.0	98.0	97.0	90.0	94.0	92.0
Bain & Company	99.0	99.0	99.0	-	-	-
DELWP	96.0	98.0	97.0	74.0	74.0	72.0
Department of Premier & Cabinet	-	-	93	-	-	94
Medibank	95.0	96.0	95.0	88.0	91.0	89.0
PwC Australia	89.0	94.0	92.0	77.0	82.0	79.0
Victoria Police	64.0	69.0	65.0	62.0	71.0	66.0
WEHI	86.0	90.0	87.0	74.0	80.0	75.0
<b>National 2015 Group Averages</b>	<b>89.4</b>	<b>92.5</b>	<b>91.0</b>	<b>79.3</b>	<b>84.0</b>	<b>82.5</b>
<b>National 2015 Group Averages (adjusted)</b>	<b>93.3</b>	<b>96.0</b>	<b>94.7</b>	<b>82.5</b>	<b>86.5</b>	<b>84.0</b>

**Notes:**

On zero-tolerance for sexual harassment, for non-binary employees, DELWP reports 89.0%, Medibank reports 87.0% and Victoria Police reports 48.0%. The National 2015 Group average is 74.7%.  
 On safety to raise issues, for non-binary employees, DELWP reports 59.0%, Medibank reports 91.0% and Victoria Police reports 37.0%. The National 2015 Group average is 62.3%.  
 In 2021 Medibank changed engagement survey providers, so the reported figures are not directly comparable to last year's results.  
 MinterEllison and OzHarvest data is not included as they were not Members of the Group during the reporting period.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◆ Not improved since 2020    ◆ Not reported in 2020    ◆ Data not available



**Table 19: Exits during or at the end of parental leave**

National 2015 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AFL	13.0	0.0	3.0
AustralianSuper	4.4	0.0	2.7
Bain & Company	0.6	0.0	0.3
DELWP	0.0	0.0	0.0
Department of Premier & Cabinet	0.0	0.0	0.0
La Trobe University	24.0	29.0	24.0
Medibank	3.5	3.5	3.3
PwC Australia	11.6	17.7	13.8
Sportsbet	0.0	0.0	0.0
Victoria Police	4.8	0.9	4.4
WEHI	0.0	28.0	7.0
National 2015 Group Averages	5.6	7.2	5.3
National 2015 Group Averages (adjusted)	6.5	10.6	6.6

**Notes:**

MinterEllison and OzHarvest data is not included as they were not Members of the Group during the reporting period. Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020

◇ Not improved since 2020

◇ Not reported in 2020



MinterEllison.



BAIN & COMPANY





## 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. Our Implementation Leaders for the National 2015 Group are as follows:

Organisations	Implementation Leaders
Australian Football League	Alyson Owen
AustralianSuper	Anna Walsh
Bain & Company	Rebecca Tomkins
Crown Resorts	Alicia Gleeson and Meg Leahy
Department of Environment, Land, Water and Planning Victoria	Claire Mumme
La Trobe University	Paul Ramage
Medibank	Sarah Kerr
MinterEllison	Lauren Levin
PwC Australia	Tomas Castner
Sportsbet	David Lyons
Supreme Court of Victoria	Kathryn Terry
Victoria Police	Rena DeFrancesco
Department of Premier and Cabinet Victoria	Daniela Giandinoto
Victorian Public Sector Commission	Natalie Sum
WEHI	Louise Johansson
Worley	Jordana Sawtell
Program Director	Lisa Whiffen



The reputational damage in trying to cover up a harassment secret is far greater than saying 'we had a case of harassment and, importantly, this is what we're doing about it'.

**James Fazzino**  
Non-Executive Director



# National 2016 Group

The National 2016 Group was established in 2016 and currently includes 15 Members who lead some 135,000 employees in 30 jurisdictions.

The Group includes representatives from industries including media, retail, consumer packaged goods, industrials, energy, mining, insurance, finance, law, and consulting. Members are committed to using their influence to step up beside women to deliver change in gender equality. They regularly make time to listen and learn from their people, experts in gender equality and other leaders driving change. They commit to meeting with each other formally on a quarterly basis, as well as supporting each other informally on a range of ad-hoc issues throughout the year.

In 2021, the Group particularly focused on creating workplaces where all women thrive, dismantling barriers to carers, investment and gender equality, sexual harassment in the workplace, domestic and family violence and power.

The Group welcomed new Members: Stuart Irvine, CEO, Lion; Rob Adams, CEO & Managing Director, Perpetual; and Ian Robertson AO, National Managing Partner, Holding Redlich. The Group also welcomed David Larocca who succeeded Tony Johnson as CEO of EY Oceania, continuing EY's membership with the Group. In early 2022, Graeme Hunt will also be welcomed to the Coalition, succeeding Brett Redman as CEO for AGL. In addition, with the establishment of a new Group for the resources sector, Graham Kerr CEO of South32 has recently transitioned from the 2016 Group as a founding Member of the new National 2021 Group.

## Outcomes for 2020–21

**55.0%** 

Women's representation gender-balanced across the Group

**55.5%** 

Women's recruitment gender-balanced across the Group

**49.0%** 

Women's promotions gender-balanced across the Group

**77.5%** 

Members achieved or moved closer to gender balance across 77.5% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Rob Adams**  
CEO & Managing Director  
Perpetual



**David Anderson**  
Managing Director  
ABC



**Justin Arter**  
CEO  
CBUS



**Andrew Colvin APM OAM**  
Non-Executive Director



**Stuart Irvine**  
CEO  
Lion



**Paul Jenkins**  
Global CEO  
Ashurst



**Graham Kerr**  
CEO  
South32



**David Larocca**  
Oceania CEO & Regional Managing Partner  
EY



**Bridget Loudon**  
Non-Executive Director



**Ian Robertson AO**  
National Managing Partner  
Holding Redlich



**Anthony Roediger**  
Managing Partner  
Boston Consulting Group



**Rob Scott**  
Managing Director  
Wesfarmers



**Nicole Sparshott**  
CEO  
Unilever ANZ & Global CEO T2



**James Taylor**  
Managing Director  
SBS



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



### Convenor

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



## Actions and impact 2021

### Stepping up as leaders



- Over 30 'Listen and Learn' sessions on employees' experiences of inclusion were conducted by Members across their organisations. Some Members expanded the 'Listen and Learn' exercise to require all EXCO members to run similar sessions, while others embedded the 'Listen and Learn' sessions into business as usual processes to regularly encourage and seek feedback from employees.
- **Kmart** (Wesfarmers) was recognised by Work180 as an Endorsed Employer for gender equality.

### Creating accountability



- **EY** refreshed its gender targets in late 2020 to 35% women in the Partnership by 2023, then 40% by 2026.
- **Lion** set gender targets with a minimum of 40% of men and women represented in all teams.
- **Wesfarmers** further narrowed the gender pay gap at General Manager level from 2.7% in 2020 to 0.5% in 2021.

### Disrupting the status quo



- **Champions of Change** have taken action to implement the recommendations in *Disrupting the System - Preventing and responding to sexual harassment in the workplace* including:
  - **EY** deployed mandatory Bystander Intervention Training to all Oceania employees, with a view to help build confidence and understanding on what to do if an employee is witness to behaviour that undermines a safe and inclusive working environment and a culture that is free from discrimination, bullying or harassment.

- **EY** ran focus groups with employees to understand risk factors and address workplace behaviour in areas of the business where issues have been raised.
- Several Members allow anonymous reporting of sexual harassment to encourage disclosure.
- **ABC** maintained a strong representation of women in leadership roles (55%) and more women (54%) than men (46%) being promoted in the reporting period. Gender forums were hosted by ABC's Managing Director with key themes identified being flexibility, boosting support for women and succession planning.
- **Cbus** recorded female representation of 50% for their Executive Team, 60% for their Investments Leadership Team and 40% for their Investments Team.
- **EY** increased their percentage of female new Partners for 2021, up 3% from last year to 43%, bringing the total proportion of female Partners to 30%.
- **Perpetual** continued their positive progress towards its 40% gender diversity target, reaching 37.5% female representation on the Perpetual Board (with the appointment of Mona Aboelnaga Kanaan in June 2021), and on the Executive Committee, with women in leadership remaining at 36%.
- Women comprise 58.3% of all Manager cohort promotions and 100% of KMP promotions at **Perpetual**. This was due to:
  - Introduction of 50% Male/50% Female candidate shortlist targets for recruitment of all senior leader roles.
  - Implementation of 40% gender targets for all WGEA occupational categories, where below 40% female/male representation.
  - Ongoing membership to Women in Banking and Finance (including participation in annual mentoring and development programs).
  - Implementation of 'Perpetual Future Impact' partnership to build a gender diverse pipeline for asset management.
- Refreshing the 'Women@Perpetual' program and quarterly networking/development events.
- 78% of **Ashurst's** new Partner promotions were women, including the firm's appointment of Karen Davies to the role of Chair of the firm for a four-year term. The firm continues to create strong pipelines for women through learning and development pathways such as their 'Emerging Leaders' program and the 'RISE' forum. The 'RISE' forum brings together women Partners and senior Business Services leaders from different geographies, with the aim of supporting their career development, encouraging stronger connections to be built, and to provide them with a clear voice within the firm.
- **BCG** improved gender balance in STEM roles, including in its Digital and Data Science functions. Highlights included: increasing representation of female leaders from ~25% to ~40% in BCG Digital Ventures, and increasing female hires into Data Science (by ~50%). This was driven by initiatives including targeted referral bonuses for women in digital roles, tailored recruiting events for women in digital to raise awareness and facilitate networking, and proactive outreach and sourcing of female candidates. BCG also maintained gender parity in entry-level consulting hires, supported by a female-only scholarship program and BCG Unlock, an interactive skill-building event series targeted at experienced female talent.
- **EY's** 'Accelerate' program won the 2020 Australian HR Awards Best Leadership Development Program – with one-third of the participants being promoted to a Director role in 2020. 'Accelerate' provides participants with access to targeted development experiences and sponsorship from senior leaders, in order to create a richer pipeline of women candidates for Director and Partner roles.
- **EY** premiered their 'Engage with EY' program designed for women who have successfully built the foundations of their career to receive virtual development and networking sessions, and is particularly suited to women who have been on a career break. So far 160 participants have taken part.
- **SBS** utilised their employee advisory group on gender equity and hosted 'Listen and Learn' sessions among female employees, leading to policy changes including guidance provided to leaders during salary reviews, updates to their family and domestic violence support policy and the drafting of a menopause policy. This led to an increase in feelings of inclusion among women from 81% to 86%.
- **South32** worked to increase the proportion of women in their workforce pipeline globally, including:
  - Implementing programs to work with schools to encourage girls to study STEM in high school and tertiary education.
  - Offering bursaries and graduate programs.
  - Investing in analytics to focus on understanding recruitment and retention rates for their female workforce and identify employees that are likely to exit within the next 12 months.
  - Using analytics to understand trends in employee interactions relating to inclusion.
  - Revising its 'LEADership Model' and strengthening language around inclusive leadership expectations.
- **Unilever ANZ** launched a 2+2+1 return to work model to expand on flexible work principles and enable the right balance for teams post Covid. This model consists of two days of collaboration in the office, two focus working days from home (or in the office, if so preferred), with the fifth day being a day when one works from wherever it suits them best.





## Actions and impact 2021

- **Unilever ANZ** trialled a four-day work week in their NZ office, with the fifth day being a (paid) day off. The focus of this trial is on productivity, redesigning the work week to achieve 100% productivity of the previous five-day work week model, within four days with the same pay and entitlements. The workforce were upskilled and provided with tools on agile working, prioritising techniques and focusing on value-add work as part of the implementation of the trial.
- **Perpetual** worked with Future IM/Pact to encourage diverse students to consider a career in investment management, including mentoring for female students, and graduate recruitment of a program participant.
- **Perpetual** implemented a 15% formal flexibility target for all genders. In 2021, 210 people utilised formal flexible working arrangements (76% of these female).
- COVID-19 led to a 4% decrease in employees accessing formal flexible working arrangements, most likely due to employees working remotely during lockdowns.
- In the past year, **BCG** increased uptake of flexible work arrangements for caring and non-caring purposes by senior leaders (more than ~3x increase for all leaders). With senior leaders role modelling flexible work behaviours for men and women (e.g. through information sessions and panel discussions), these practices are normalised and embedded in the culture. With COVID-19, BCG also introduced new flexible work models to support carers. This includes the COVIDFlex60 model, enabling employees to work on projects at 50% capacity while receiving 70% compensation.
- **SBS** amplified employee stories from men who have taken parental leave in an effort to normalise men as carers.

### Gender equality in society



- **SBS** produced and broadcast their documentary series *See What You Made Me Do*. Communications were sent to all Coalition Members informing them of the series, the relevance of the documentary as a tool for addressing domestic and family violence in the workplace and a request for Members to share with their employees. The communication also included resources for employees who use domestic and family violence, as well as the Coalition's 'Playing our Part: 16 Days of Activism Toolkit'. This created significant awareness about domestic and family violence among Coalition employees and across the broader community, emphasising the role of organisations and business leaders in supporting both employees experiencing and employees using domestic and family violence.
- **ABC** ran the '50:50 Project' as part of a global BBC initiative designed to tackle the severe under-representation of women's voices in the public sphere since 2018. Three years on, in March 2021, ABC achieved the target of having female and male interviewees and contributors equally represented with 51% female voices.

### Dismantling barriers for carers



- **Ashurst, EY, Holding Redlich and Lion** all updated and launched their parental leave policies which include an increase in number of weeks paid leave, and the removal of primary and secondary carer distinctions.
  - **Ashurst** formed a global working group established to develop a proposal for the firm's Executive Team to adopt a market leading approach to parental leave. They also continue to develop their 'Working Dads' mentoring groups across regions and share stories of LGBTQIA+ families and parenting to push for greater gender equality.
  - **Lion** became one of the first Australian Fast Moving Consumer Goods (FMCG) companies to remove the distinction between primary and secondary carer.

## Practical actions

Practical Actions tables represent "unadjusted" data, that is, they are a point in time, not a comparison with 2020. This table includes all the members who reported to us this year for this Group (they are listed in the representation table on the next page). All listed National 2016 Members reported on all Practical Actions.

Table 20: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration



## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 21: Gender balance in leadership**

National 2016 Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Australian Broadcasting Corporation ^	55.0	40.0	66.7	51.6	57.9	55.0	57.1	-
Ashurst	63.7	0.0	50.0	33.3	57.8	66.5	33.3	38.2
BCG	47.7	24.5	31.9	28.3	71.1	56.2	24.5	-
Cbus Super	49.5	50.0	56.5	-	43.2	51.7	33.3	-
EY	49.6	41.6	-	47.7	46.4	50.7	50.0	27.9
Holding Redlich	75.1	25.0	66.7	61.5	66.7	76.7	23.1	-
Lion	38.0	57.1	-	41.1	42.7	36.1	16.7	-
Perpetual	48.3	42.9	36.4	34.0	32.2	51.2	33.3	-
SBS	54.1	50.0	-	60.0	49.4	54.7	42.9	-
South32	15.6	66.7	32.1	34.0	22.2	14.7	28.6	-
Unilever ANZ *	45.0	20.0	47.6	57.6	43.2	43.3	37.5	-
Wesfarmers *	57.3	32.9	29.2	36.8	40.4	57.7	37.5	-
<b>National 2016 Group Totals</b>	<b>54.8</b>	<b>38.2</b>	<b>36.8</b>	<b>46.2</b>	<b>43.7</b>	<b>55.5</b>	<b>32.3</b>	<b>30.2</b>
<b>National 2016 Group Totals (adjusted)</b>	<b>55.0</b>	<b>37.8</b>	<b>36.4</b>	<b>46.6</b>	<b>44.0</b>	<b>55.7</b>	<b>33.8</b>	<b>30.2</b>

**Notes:**

For BCG, women's representation at Key Management Personnel level was 25.0% in 2020.  
 Women's representation on the Board of Perpetual increased to 37.5% in June 2021 with the appointment of Mona Aboelnaga Kanaan.  
 Unilever ANZ data includes data for manufacturing sites blue collar workforce.  
 Wesfarmers data is an aggregate based on individual WGEA submissions from the businesses within the Wesfarmers conglomerate (including Corporate) as aggregated by the Champions of Change Coalition; except in relation to data reported for the Board, which represents Wesfarmers Limited only.  
 Wesfarmers Limited Board women's representation increased to 44.0% effective October 2021.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Data includes volunteers

**Table 22: Gender balance in recruitment, retention, promotions and exits**

National 2016 Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Broadcasting Corporation	-	58.5	54.4	54.3	55.0
Ashurst	53.7	58.2	59.3	67.3	63.7
BCG	-	50.9	48.6	44.3	47.7
Cbus Super	33.3	51.0	49.4	42.3	49.5
EY	47.2	50.9	46.7	49.5	49.6
Holding Redlich	66.7	74.7	74.4	66.7	75.1
Lion	-	44.2	44.3	41.0	38.0
Perpetual	35.0	46.0	44.2	38.8	48.3
SBS	66.7	58.7	49.4	61.1	54.1
South32	34.3	25.8	28.0	26.3	15.6
Unilever ANZ	44.4	46.4	36.5	67.6	45.0
Wesfarmers +	-	56.4	58.9	48.9	57.3
<b>National 2016 Group Totals</b>	<b>47.3</b>	<b>55.4</b>	<b>56.8</b>	<b>48.9</b>	<b>54.8</b>
<b>National 2016 Group Totals (adjusted)</b>	<b>47.0</b>	<b>55.5</b>	<b>57.1</b>	<b>49.0</b>	<b>55.0</b>

**Notes:**

For BCG, data for women's recruitment reflects recruitment undertaken in the period 1 August 2020 to 31 July 2021.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Not applicable
- ◆ First year reporting

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
- ◆ Exit data includes resignations only

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall

## Gender pay equity

The following organisations in the National 2016 Group publicly disclose their pay equity gaps:

- Ashurst – [UK Government reporting for UK firm](#)
- Cbus Super – [2021 Annual Report](#)
- Lion – social media posts – LinkedIn, Facebook, Instagram
- SBS – [2021 Annual Report](#)
- Wesfarmers – [2021 Corporate Governance Statement](#), [Annual Report](#), [Sustainability Report](#)

## Flexible and inclusive employment experiences

**Table 23: Access to flexible work and experiencing an inclusive culture**

National 2016 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Australian Broadcasting Corporation	-	-	-	55.0	59.0	57.0
Ashurst	70.0	71.0	69.0	79.0	80.0	79.0
BCG	81.0	76.0	78.0	78.0	86.0	82.0
Cbus Super	83.0	86.0	84.0	86.0	87.0	87.0
EY	76.0	74.0	75.0	78.0	76.0	77.0
Lion	82.0	82.0	83.0	75.0	80.0	78.0
Perpetual	88.0	88.0	87.0	82.0	74.0	77.0
SBS	88.0	84.0	86.0	86.0	84.0	85.0
Unilever ANZ	83.0	100	88.0	91.0	90.0	91.0
<b>National 2016 Group Averages</b>	81.4	82.6	81.3	78.9	79.6	79.2
<b>National 2016 Group Averages (adjusted)</b>	80.3	81.8	80.0	83.0	83.8	83.5

**Notes:**  
 In 2021 Ashurst transitioned engagement survey providers and adjusted their survey scale to include a neutral response option. This has diluted the percentage of favourable responses, however percentages unfavourable have remained static.  
 On flexible work, for non-binary employees, Ashurst reports 80.0% and SBS reports 100%. The National 2016 Group average is 90.0%.  
 On inclusive culture, for non-binary employees, Ashurst reports 80.0% and SBS reports 100%. The National 2016 Group average is 90.0%.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 24: Sexual harassment – respect and safety at work**

National 2016 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Ashurst	88.0	90.0	87.0	-	-	-
BCG	97.0	95.0	96.0	97.0	95.0	96.0
Cbus Super	92.0	94.0	93.0	88.0	88.0	88.0
Lion	90.0	95.0	93.0	-	-	-
Perpetual	93.0	96.0	94.0	-	-	-
Unilever ANZ	96.0	100	97.0	-	-	-
<b>National 2016 Group Averages</b>	92.7	95.0	93.3	92.5	91.5	92.0
<b>National 2016 Group Averages (adjusted)</b>	93.3	96.0	94.7	82.5	86.5	84.0

**Notes:**  
 On zero tolerance for sexual harassment, for non-binary employees, Ashurst reports 60.0%.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 25: Exits during or at the end of parental leave**

National 2016 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Australian Broadcasting Corporation	2.0	0.0	1.3
Ashurst	7.0	0.0	5.7
BCG	21.0	8.0	12.0
Cbus Super	0.0	9.0	5.0
EY	4.0	2.0	3.0
Holding Redlich	13.0	0.0	12.5
Lion	7.0	0.0	5.0
Perpetual	8.0	0.0	8.0
SBS	28.0	25.0	27.0
South32	0.1	0.0	0.1
Unilever ANZ	0.0	0.0	0.0
<b>National 2016 Group Averages</b>	8.2	4.0	7.2
<b>National 2016 Group Averages (adjusted)</b>	8.6	6.3	7.5

**Note:** Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020



## 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. Our Implementation Leaders for the National 2016 Group are as follows:

Organisations	Implementation Leaders
ABC	Philipa McDermott and Cinda Viranna
Ashurst	Kate Sowden
Boston Consulting Group	Aanchal Chopra
CbusSuper	Kristian Fok and Belinda Ryan
EY	Lilli Skelton
Holding Redlich	Rachel Drew and Caroline Graham
Lion	Margherita Maini
Perpetual	Gabrielle Brodovcky
SBS	Joshua Griffin
South32	Jane Lay
Unilever ANZ	Shruti Ganeriwala
Wesfarmers	Shelley Dodsley
Program Directors	Roseanna Leddy (until June 2021), Blake Woodward (since March 2021) and Lisa Pusey (since July 2021)



*See What You Made Me Do is the kind of critical – and at times confronting – viewing for which SBS is known, tackling an important and challenging subject with the aim of contributing to greater awareness and having a positive impact in our society.*

**James Taylor**  
Managing Director  
SBS



# National 2017 Group

The National 2017 Group was first convened in October 2017 and today includes 11 Members who lead more than 20,000 employees across eight countries.

Member organisations represent some of the most male dominated industries in Australia including heavy automotive, manufacturing, energy infrastructure and electricity 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 has focused on three key areas: normalising and enabling flexible work for the frontline; creating and sustaining inclusive work environments, with a focus on psychological safety; and influencing gender equality in the value chain.

In 2021 the Group welcomed Julie Coates, CEO & Managing Director, CSR, and Rob Davies, CEO & Managing Director, Cement Australia.

## Outcomes for 2020–21

18.5%



Women's representation achieved overall across the Group from 17.6% 2020

24.9%



Women's recruitment achieved overall across the Group from 23.0% in 2020

21.9%



Women's promotions achieved overall across the Group from 21.4% in 2020

64.5%



Members achieved or moved closer to gender balance across 64.5% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Julie Coates**  
CEO & Managing Director  
CSR Limited



**Dr. David Cooke**  
Non-Executive Director



**Robert Davies**  
CEO & Managing Director  
Cement Australia



**Richard Gross**  
CEO  
Ausgrid



**David Hawkins**  
Chairman and Managing Director  
BASF Australia and New Zealand



**Peter Jensen-Muir**  
Executive Managing Director  
Cummins Asia Pacific



**Andrew Penca**  
International Ambassador



**Phil Schacht**  
CEO  
Hanson Australia



**Sean Taylor**  
CEO & Managing Director  
Komatsu Australia



**Rob Wheals**  
CEO & Managing Director  
APA Group



**Scott Wyatt**  
CEO  
Viva Energy Australia



**Convenor**  
**James Fazzino**  
Non-Executive Director



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

The National 2017 Group has focused on: normalising and enabling flexible work for the frontline; creating and sustaining inclusive work environments, with a focus on psychological safety; and influencing gender equality in the value chain.



## Actions and impact 2021

### Stepping up as leaders



- As part of the Action Group work on influencing gender equality in the value chain, Members used 'The Leadership Shadow' framework and undertook a self-reflection exercise to identify opportunities to further impact gender quality upwardly into global headquarters and onto Boards and committed to individual action plans. This work will continue into 2022 and beyond.
- **Cummins** engaged 135 leaders across Australia, New Zealand, PNG, Singapore, Malaysia, Korea, Philippines and Japan to complete, reflect and share their 'Leadership Shadow' and personal leadership action plan on gender equality. Progress is tracked through KPIs using the Cummins Talent Management System. Leaders at Cummins have been tasked with identifying a learning area in relation to gender equality to facilitate learning sessions, with three of these completed so far, covering everyday sexism and domestic and family violence.
- **Viva Energy** signed up to '40:40:20 Vision', an initiative led by HESTA, supported by industry partners, to ensure diversity in executive leadership in ASX 200 companies.

### Creating accountability



- Through updating their Gender Target Action Plan (GTAP), **APA** increased women's representation by 6.9% in senior leadership roles (26.7%), making progress towards their 30% by 2025 target.
- **Ausgrid** introduced gender targets into the business strategy for the first time, which encompass the tripling of women in frontline operational roles and increasing women in people leader roles to 25% by 2025.
- **CSR** completed a gender pay gap analysis and corrected disparity during the annual remuneration cycle to continue to close the gap between male and female employees.

- **Cummins** expanded targets for women's representation across all levels of the business and included targets specifically for engineering and sales which has resulted in an improvement from 31% to 38% at senior leadership; 30.2% to 47.4% in apprenticeship; 29.0% to 57.9% in student hiring.
- **Viva Energy** formalised gender targets for recruitment and incorporated them into goal plans of all senior leadership group members. In the past 12 months, recruitment of women increased from 40% to 44%, the number of women in the senior leadership group increased from 40% to 42% and a higher number of women were recruited into non-traditional roles in the supply chain by providing part-time and flexible options. 'Yellow Folder' was engaged to help target women for specific technical roles.

### Disrupting the status quo



- **APA** reviewed their customer events and removed those that were deemed to be non-inclusive.
- **APA** introduced targeted recruitment and talent identification processes and seeks to ensure gender balance in the final stages of selection. In 2021, APA's graduate intake was 67% women and 33% of its apprentice intake were women, above overall industry standard.
- **BASF** promoted flexible working arrangements, introducing a compressed work week at an agriculture operations site and has since seen 10 employees exercising a compressed work week (three of those being men).
- Through a targeted recruitment campaign to source diverse talent from other sectors, **CSR** recruited their first female factory manager.
- As a result of **Cummins'** rollout of new Flexible Work Arrangement policies and measuring part-time work, there has been an increase of 14% of people working flexibly.

- **Hanson** continued to grow their women driver population through targeted campaigns which has resulted in an increase in women drivers from 1% in 2017 to 8% in 2021. Targeted social media recruitment campaigns resulted in over 300 applicants for 12 roles, as well as increased awareness resulting in line managers hiring more women.
- **Hanson** increased formal flexible and remote working arrangements, including hybrid models for office workers, resulting in an increase from just over 1% in 2020 to 32% of women and 2.2% of men exercising remote or flexible working arrangements.
- **Komatsu** achieved 50% women's representation in its graduate (2) and apprentice (29) intakes.
- In partnership with a major customer, **Komatsu** started to redesign equipment with a gender/ability lens, which will enable more diverse people to operate machinery.
- **Komatsu** undertook specific Psychological Safety Training, across NSW, VIC, SA and TAS. The training creates space for the team to discuss mental health issues, team behaviour and safety concerns.
- **Viva Energy** focused efforts on recruitment of women, particularly at the Geelong Refinery via an operator campaign. Part-time and flexible working opportunities were made available to encourage women into non-traditional roles in the supply chain. Additionally, there has been a 45% increase in the number of men working part-time.
- **Viva Energy** undertook focus groups with women in areas where there are reported lower levels of engagement than men. Insights from the focus groups have driven specific action plans linked to KPIs.
- **BASF, Viva Energy and Hanson** all commenced 'Everyday Sexism' campaigns, leveraging work undertaken by Komatsu over the last 18 months.

### Dismantling barriers for carers

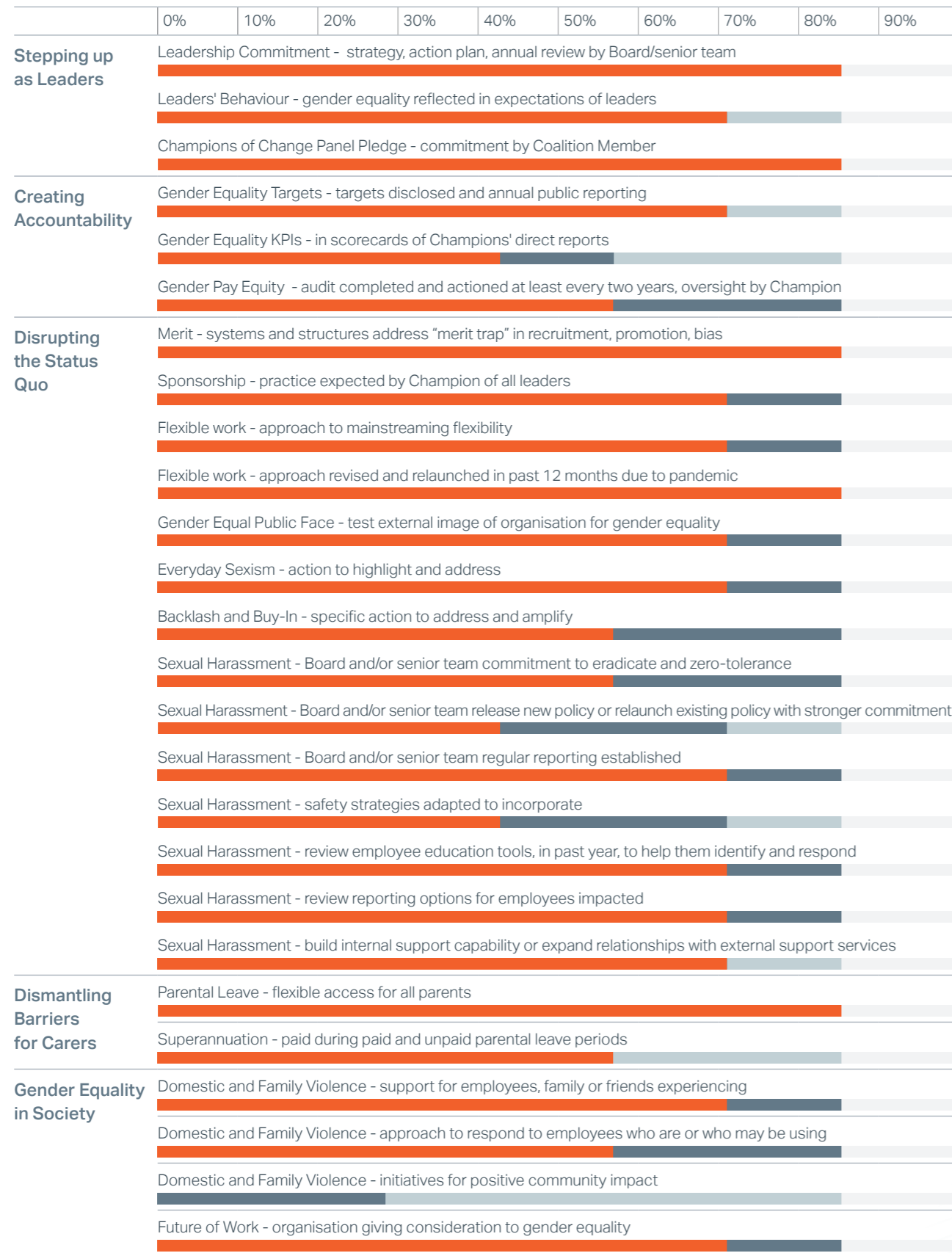


- **APA** updated and launched their Parental Leave policy to include 18 weeks primary carer's leave with superannuation paid for 52 weeks.
- Since updating the Parental Leave policy at **BASF** to remove primary and secondary carer distinctions and allow flexibility in taking the leave, four men have elected to take the 14 weeks parental leave over a 24-month period. This has enabled talent to transition into these roles for development and experience.
- At **Cummins** the number of men taking secondary carer's leave in comparison to the last reporting period has increased from 59 to 69, and three men have taken primary carer's leave.
- By promoting opportunities for men to take parental leave, providing flexible leave options and encouraging part-time work on return, the number of men taking primary parental leave at **Viva** increased to 43%. Viva also supported the '100% Project' research paper on 'Breaking Dad: psychological safety and more time at home for men' by contributing a foreword to the paper. Additionally, Viva's superannuation policy provides full-time payments for five years after the birth of a child where the parent is working part-time.



## Practical actions

**Table 26: Practical actions**



◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



## Impact details 2021

### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 27: Gender balance in leadership**

National 2017 Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
APA Group	30.1	37.5	41.5	18.7	37.0	29.2	37.5
Ausgrid	16.0	30.0	-	19.3	11.7	16.3	22.2
BASF	31.2	-	25.0	35.7	26.1	32.0	50.0
Cummins	18.6	0.0	32.1	30.0	19.5	17.7	50.0
Hanson Australia	11.0	20.0	-	10.3	9.1	11.1	-
Komatsu	16.8	0.0	13.3	15.7	22.4	16.9	0.0
Viva Energy	27.0	36.4	25.0	36.1	27.7	26.3	33.3
<b>National 2017 Group Totals</b>	<b>18.5</b>	<b>24.0</b>	<b>32.5</b>	<b>19.8</b>	<b>20.1</b>	<b>18.1</b>	<b>28.6</b>

**Note:** For Viva Energy, "Key Management Personnel" includes 4 women and 7 men reported to WGEA in the "Key Management Personnel / Head of Business" category.

◆ Gender balance achieved (40%-60% women's representation)    
 ◆ Moving closer to gender balance since 2020    
 ◆ Increase in under-representation of women since 2020  
◆ Unchanged since 2020    
 ◆ Not applicable



**Table 28: Gender balance in recruitment, retention, promotions and exits**

National 2017 Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
APA Group	66.7	31.5	39.2	25.8	30.1
Ausgrid +	-	25.8	38.1	28.4	16.0
BASF +	50.0	50.0	40.9	35.7	31.2
Cummins	60.7	28.7	17.0	19.4	18.6
Hanson Australia	45.5	12.6	8.6	12.6	11.0
Komatsu	50.0	33.1	16.4	33.3	16.8
Viva Energy	60.0	40.3	26.2	30.8	27.0
<b>National 2017 Group Totals</b>	<b>57.4</b>	<b>24.9</b>	<b>17.8</b>	<b>21.9</b>	<b>18.5</b>

<b>Recruitment</b>	◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)	◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving	◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
	◇ Not applicable		
<b>Retention</b>	◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited	◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited	◇ Exit data includes resignations only
<b>Promotions</b>	◆ Women promotions equal to or more than women's representation overall	◆ Women promotions less than women's representation overall	

**Gender pay equity**

The following organisation in the National 2017 Group publicly discloses their pay equity gap:

- Viva Energy – 2020 Sustainability Report

**Flexible and inclusive employment experiences**

**Table 29: Access to flexible work and experiencing an inclusive culture**

National 2017 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
BASF	-	-	96.0	76.0	79.0	78.0
Hanson Australia	32.4	2.2	6.1	63.0	57.5	54.0
Komatsu	87.0	83.0	84.0	67.0	67.0	67.0
Viva Energy	86.0	74.0	77.0	76.0	67.0	70.0
<b>National 2017 Group Averages</b>	<b>68.5</b>	<b>39.8</b>	<b>87.7</b>	<b>70.5</b>	<b>67.6</b>	<b>67.3</b>

**Notes:**  
 APA's Culture Survey results are not ready for inclusion at this time.  
 On inclusive culture, for non-binary employees, Hanson Australia reports 53.5%.

◇ Data not available

**Table 30: Sexual harassment – respect and safety at work**

National 2017 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Komatsu	-	-	-	57.0	56.0	57.0
Viva Energy	92.0	95.0	94.0	-	-	-

◇ Data not available

**Table 31: Exits during or at the end of parental leave**

National 2017 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
APA Group	7.7	1.9	4.4
BASF	7.0	0.0	7.0
Cummins	0.0	0.0	0.0
Hanson Australia	5.0	0.0	5.0
Komatsu	0.0	0.0	0.0
Viva Energy	0.0	0.0	0.0
<b>National 2017 Group Averages</b>	<b>2.1</b>	<b>0.3</b>	<b>2.7</b>





## 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. Our Implementation Leaders for the National 2017 Group are as follows:

Organisations	Implementation Leaders
APA	Gerard Coggan and Rachel Langford-Ely
Ausgrid	Kathrina Bryen and Allison Serao
BASF ANZ	Amanda Nankervis and Kathryn O'Hehir
CSR Limited	Catherine Flynn
Cummins APAC	Daniel Gallagher
Hanson Australia	Ian Hedges
Komatsu Australia	Francesca Vechi
Viva Energy	Miranda Boddington
Program Director	Jo O'Brien



It is highly likely that there are members of our team (both men and women) who are silently living with this activity [abuse] taking place in their family home. Our workplace may be the safest place they have, and in that context we can all play an important role in providing support and getting the help they need to address the violence and recover their family's safety.

**Scott Wyatt**  
CEO  
Viva Energy





# National 2021 Group

The Champions of Change National 2021 Group was first convened in November 2021.

The Group includes Members from the traditionally male dominated resources and construction sectors that have national and global operations. In Australia the Group's operations include remote and regional locations in New South Wales, the Northern Territory, Queensland and Western Australia; and international operations in Africa, Asia, North America and South America.

The National 2021 Group employs nearly 30,000 people in Australia. The Group has a shared commitment to achieving gender balance across workforces and creating a workplace culture that is diverse and inclusive, at all levels and in all locations, beyond head office. The Group is driven to innovate and disrupt ways of working to increase the attraction, retention and promotion of more and diverse women. There is a strong commitment to:

- Disrupt the status quo at the 'frozen middle' of management to engage managers as leaders in gender equity.
- Create safe workplaces free of sexual harassment on and off-site.
- Challenge traditional entry and leadership pathways to increase the number of women in senior and non-traditional roles.

## Context for 2021

The Group's first meeting was convened in early November 2021 by Christina Matthews, the first woman Chief Executive of WA Cricket and Australia's most capped woman cricketer.

Early work acknowledged that much has been invested in diversity and inclusion programs. Many progressive policies in flexible working, pay equity, recruitment and selection, sexual harassment and family and domestic violence have also been adopted. However it was also recognised that a dearth of available female talent persists with just over 18% female participation across the resources and construction sectors, including at the top.

Early actions have included meeting with the Group's Implementation Leaders, including men and women from operations and human resources. They were responsible for establishing psychologically safe environments to elicit insights about women's lived experience by:

- Facilitating 'Listen and Learn' forums with diverse groups that included the Champion.
- Supporting their Champion to self-assess their 'Leadership Shadow'.
- Gathering baseline data on traditional gender equity metrics.

These key actions have generated key insights to distil the themes for the Group to interrogate and champion new ways of working in 2022.

As the Group reflects and matures, the future focus will be on the role of leaders and the 'frozen middle' – issues that have been recognised as key to the success of the Group's future outcomes and impact in 2022.

## Champions of Change



**Alex Bates**  
Regional Senior Vice President  
Newmont Australia



**Peter Bennett**  
CEO & Managing Director  
Clough



**Jarvas Croome**  
CEO  
WesTrac



**Nic Fairbank**  
CEO  
Skilled Workforce Programmed



**Michael Gollschewski**  
President & Vice President  
Operations, Australia  
Alcoa



**Mark Hatfield**  
Managing Director  
Chevron Australia



**Graham Kerr**  
CEO  
South32



**Convenor**  
  
**Christina Matthews**  
CEO  
WA Cricket

The National 2021 Group has a shared commitment to achieving gender balance across workforces and creating a workplace culture that is diverse and inclusive of women, at all levels and in all locations, including beyond head office.



# Actions and impact 2021

## Stepping up as leaders



- **Men Advocating Real Change (MARC)** is a global program that allows participants to engage in candid conversations about gender, its impact in the workplace, and how to lead change through group-generated advice, insights and best practices. **Chevron Australia** first implemented the MARC program in 2017 and has 22 active MARC groups in 2021. It engages men as partners, change agents and advocates in supporting the development and advancement of everyone at Chevron Australia, while strengthening its culture of inclusion. Each MARC group is comprised of males and females at all levels across the business. They meet regularly to explore materials that prompt conversation about gender and diversity issues and encourage participants to share personal experiences of inclusion while learning by hearing those of others.

- **South32** sustained or improved representation of women at the Board, Lead Team and Operational Lead Team levels and has committed to 40:40:20 targets. They have matured measurement and reporting processes by including inclusion and diversity metrics in monthly performance reporting routines to Senior Leaders and increased selection and appointment approval requirements for identified Operational Leadership roles. As a result 37% of all new hires were women and 44% of development roles were offered to women.

- **Clough** implemented flexible work arrangements and remote workplace standards to provide more options to balance a career and a home life.

- **Newmont Australia's** turnover of women employees has decreased from 13.7% to 11% as a result of a comprehensive update to recruitment policies and a commitment to put a hold on roles until a diverse talent pool/candidate is appointed. Auditing of recruitment procedures which informed the update, included inclusion and diversity experiments such as blind resumes and the use of Textio to highlight in-built biases.

## Disrupting the status quo



- With KPIs set to executive level and targeted recruitment through their apprenticeship program, **WesTrac** has increased representation of women overall from 15.2% to 16.5%, and increased representation by 19% in senior leadership roles to 18.8%.
- **Newmont Australia** achieved 50:50 gender representation at Board level, increased headcount in certain operational roles to increase diverse appointments (with a goal of 1% year on year increase of representation in the operational workforce), and has made efforts on deliberate recruitment of women at General Manager level, resulting in the appointment of one woman to a General Manager position.

- **South32** revised its 'LEADership Model' and strengthened language around inclusive leadership expectations.

- **Chevron Australia** has adopted a hybrid working model in Perth that allows for a combination of in-office and remote working. The hybrid model is providing greater flexibility for the workforce and helping to build a collaborative, innovative and inclusive culture.

## Dismantling barriers for carers



- **Newmont Australia** has seen an increase in uptake of primary carer's leave by 14 men.

## Practical actions

Table 32: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration    ◆ Not reported in 2021



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 33: Gender balance in leadership**

National 2021 Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Alcoa	16.6	50.0	0.0	26.5	22.5	16.2	25.0
Chevron Australia	24.0	25.0	23.5	22.1	15.7	25.9	20.0
Clough	18.0	0.0	-	3.8	17.6	18.2	0.0
Newmont Australia	16.9	50.0	-	18.1	10.6	17.6	25.0
South32	15.6	66.7	32.1	34.0	22.2	14.7	28.6
WesTrac	14.2	16.7	0.0	18.2	16.3	14.2	-
<b>National 2021 Group Totals</b>	<b>16.8</b>	<b>37.5</b>	<b>21.3</b>	<b>21.8</b>	<b>17.3</b>	<b>16.6</b>	<b>20.0</b>

◆ Gender balance achieved (40%-60% women's representation)
 ◆ Moving closer to gender balance since 2020
 ◆ Increase in under-representation of women since 2020
 ◆ Not applicable
 ◆ First year reporting

**Table 34: Gender balance in recruitment, retention, promotions and exits**

National 2021 Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Alcoa +	-	31.2	24.5	18.6	16.6
Chevron Australia	-	36.0	17.9	39.2	24.0
Clough	25.0	12.6	28.9	47.4	18.0
Newmont Australia	38.5	27.7	21.3	26.0	16.9
South32	34.3	25.8	28.0	26.3	15.6
WesTrac	-	22.4	18.9	24.5	14.2
<b>National 2021 Group Totals</b>	<b>32.8</b>	<b>22.8</b>	<b>23.4</b>	<b>26.1</b>	<b>16.8</b>

**Recruitment** ◆ Not applicable ◆ First year reporting

**Retention** ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited ◆ Exit data includes resignations only

**Promotions** ◆ Women promotions equal to or more than women's representation overall

## Flexible and inclusive employment experiences

**Table 35: Access to flexible work and experiencing an inclusive culture**

National 2021 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
WesTrac	63.0	53.0	55.0	58.0	55.0	55.0



**Table 36: Exits during or at the end of parental leave**

National 2021 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Clough	7.1	7.1	14.3
South32	0.1	0.0	0.1
WesTrac	0.0	4.3	4.3
National 2021 Group Averages	2.4	3.8	6.2

◆ Improved since 2020     ◆ Not reported in 2020



## 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. Our Implementation Leaders for the National 2021 Group are as follows:

Organisations	Implementation Leaders
Alcoa	Narelle MacFarlane and Arthur Torres
Chevron Australia	Kathryn Sydney-Smith
Clough	Carl Titchmarsh
Newmont Australia	Kim Solomons
Programmed	Amelia Collins
South32	Jane Lay
WesTrac	Tanya Eales
Program Director	Tania Cecconi

# Property Group

The Property Champions of Change was established in 2015 and today includes 24 Members who lead some 35,000 employees in 9 jurisdictions.

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 achieve a significant and sustainable increase in the number of women in senior leadership positions in the property industry by working together and leading with visible action. The Property Group also aims to address community and social issues, including domestic and family violence, by leveraging their industry footprint.

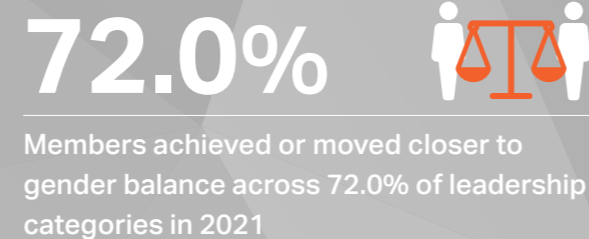
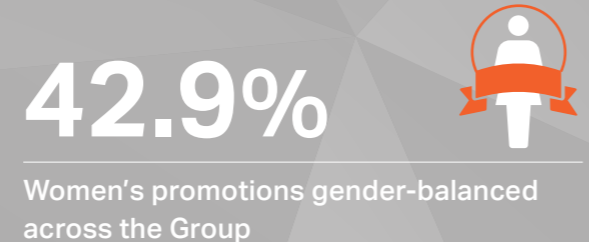
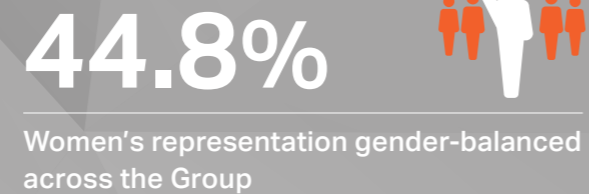
In March 2021, a Steering Committee was established to guide the work of the Group and advise on membership.

The Group focused on three areas through the year:

- Growing the Talent Pool including significant focus on occupational segregation.
- Embedding and Radiating the work including cascading of personal leadership on gender equality to all levels of management within their organisations.
- Workplace responses to domestic and family violence and piloting initiatives for the broader community.

In 2021, the Property Champions of Change group welcomed new Members and CEOs: Dale Connor, CEO Australia, Lendlease; Sophie Fallman, Managing Partner Real Estate, Brookfield; Tarun Gupta, CEO & Managing Director, Stockland; Susan Lloyd-Hurwitz, CEO & Managing Director, Mirvac Group; Peter Menegazzo, CEO, Investa, Kylie O'Connor, Head of Real Estate, AMP Capital; Adrian Pozzo, CEO, Cbus Property, Steven Sewell, Managing Director, Abacus Property.

## Outcomes for 2020-21



Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Peter Allen**  
CEO  
Scentre Group



**Anthony Boyd**  
CEO  
Fraser's Property Australia



**Daryl Browning**  
CEO  
ISPT



**Dale Connor**  
CEO Australia  
Lendlease



**Stephen Conry AM**  
CEO, ANZ  
JLL



**Paul Craig**  
CEO, ANZ  
Savills



**Sophie Fallman**  
Managing Partner, Real Estate  
Brookfield



**Tarun Gupta**  
CEO & Managing Director  
Stockland



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



**Carmel Hourigan**  
Office CEO  
Charter Hall



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



**Grant Kelley**  
CEO and Managing Director  
Vicinity Centres



**John Kenny**  
CEO, Asia Pacific  
Colliers



**Susan Lloyd-Hurwitz**  
CEO & Managing Director  
Mircac Group



**Peter Menegazzo**  
CEO  
Investa



**Ken Morrison**  
Chief Executive  
Property Council of Australia



**Michael O'Brien**  
Managing Director  
QIC Global Real Estate



**Kylie O'Connor**  
Head of Real Estate  
AMP Capital



**James Patterson**  
CEO  
Knight Frank Australia



**Adrian Pozzo**  
CEO  
Cbus Property



**Phil Rowland**  
President and CEO  
ANZ  
CBRE



**Steven Sewell**  
Managing Director  
Abacus



**Selina Short**  
Managing Partner  
Real Estate & Construction  
EY



**Darren Steinberg**  
CEO and Executive Director  
Dexus



### Chair

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



## Actions and impact 2021

### Stepping up as leaders



- Charter Hall, Dexus, Frasers Property Australia, Lendlease, Mirvac, Scentre Group, Stockland and The GPT Group attained the WGEA Employer of Choice for Gender Equality citation.
- Charter Hall ranked as a finalist in the AFR Boss Best Places to Work.
- Members ranked in the Equileap global workplace ranking for gender equality – Mirvac (2nd), Stockland (11th), Lendlease (66th), Dexus (67th), Vicinity Centres (69th).
- Investa was named the winner of the AFR Boss Best Places to Work and, along with The GPT Group, was certified as a Family Friendly Workplace by the UNICEF Australia and Parents at Work 'Family Friendly Workplaces' program.

### Creating accountability



- CBRE conducted a full gender pay equity review for like-for-like roles and reserved 1% of the salary increase budget to help close the gap when the regular remuneration review was put on hold. The overall gender pay gap was halved.
- Dexus maintained Market-Relative Pay Equity through comprehensive gender pay parity analysis, aligning best practice recommendations, which informs management decisions leading into their annual remuneration cycle.
- QIC formalised and launched a new, target driven, gender diversity action plan focusing on increasing sponsorship and career advancement of women across all levels of the organisation with particular emphasis on gender equity at the Senior Leadership level.

### Disrupting the status quo



- Through targeted recruitment of women into traditionally male dominated functional areas such as facilities management and property development, Investa has increased women's representation to 53% women and achieved 40:40:20 gender balance at every WGEA managerial and professional classification (excluding key management personnel).
- Mirvac exceeded gender balance targets with 43% representation of women in senior management, through active consideration of diversity and key talent as part of restructures and appointments, promotions, and succession.
- The Property Council achieved a historic 50:50 representation on their Board and met the gender balance target for their 2021-22 industry committees with 44% women covering 2,243 committee positions.
- In its sixth year, the Property Council's '500 Women in Property' sponsorship program had over 650 participants and sponsors participating with 100% of Property Group Members involved.
- Charter Hall implemented initiatives such as: 'Women in Industrial' and 'Women in Property' LinkedIn campaigns to raise brand awareness and attract a greater interest by women in Charter Hall as an employer of choice; committed to a 50:50 pledge for every recruitment and promotion decision and pool of candidates, particularly in senior and revenue generating roles; and ensured retention and tenure of women by giving stronger consideration to internal talent, particularly for middle management roles.
- Women at Colliers continue to become more senior across the organisation and are being promoted more rapidly than male counterparts as a result of addressing gender balance in leadership and placing women in successor pipeline positions. Colliers also developed a more informative reporting tool for recruitment to measure the number of men and women applying, interviewing and being offered a role,

as well as creating a 12-24 month pipeline for Service Line Leaders to boost the focus on recruiting diverse talent.

- Dexus launched the 'Future Leaders in Property' (FLIP) program to raise awareness of career opportunities, including through unique entry pathways, and to encourage the next generation of women leaders into the property industry. The program provided 83 Year 10 students with on-the-ground experience across the Dexus platform, while promoting the STEM+ curriculum. This included panel discussions with the Dexus leadership team, site tours, interactive group sessions and team building exercises.
- At The GPT Group 76.2% of vacancies were filled by internal female promotions and women comprised 58.4% of new hires.
- Investa's strong push around flexible working in early 2021 resulted in 80 (out of 220 staff) new requests for regular, ongoing flexible work arrangements – with 90% of staff (increase of 5% in 12 months) feeling they have the flexibility they need to manage work and personal commitments.
- ISPT increased representation of women into Development Services senior leadership roles and the executive level leadership team by requiring recruitment agencies to provide gender diverse candidate lists, selectively targeting women for identified key roles, mentoring and creating new roles in the business for women to retain talent.
- Savills increased promotion rates of women by formally introducing, through recruitment request channels, a requirement for all Hiring Managers to look at internal talent pools prior to recruiting externally. Savills also established a recruitment and remuneration committee to further integrate diversity into recruitment and promotion decisions, including for senior leadership roles.
- Scentre Group introduced their Gender Equity Strategy with targeted initiatives including gender: balanced recruitment panels and an emerging female talent leadership program. This resulted in an increase in representation of women at executive levels from 27% to 30% and an increase in senior management from 22% to 29%. Seven out of 10 most recent hires across leasing in Victoria were women.
- Stockland continued to refine their 'Hub and Home' model for hybrid work, resulting in 90% of employees having flexible work arrangements in place.
- Stockland implemented programs to build a gender diverse talent pipeline including a Women's Sponsorship program for high potential leaders; Career Resiliency training; and Celebrating Women networking events with internal and external panellists to inspire people and celebrate women's leadership within the property industry and more broadly. This contributed to the achievement of 47.4% representation of women in leadership (particularly in management roles) as at 30 June 2021, exceeding the 40% target.
- Vicinity introduced new Diversity and Inclusion Principles that have been embedded throughout talent development and assessment and selection processes. The introduction of these principles, with a focus on gender diversity, has resulted in increased progress of females into management and leadership roles, with females appointed into the last three Executive/Senior Leader roles, 73% of promotions and 62% of external appointments into management positions.



## Actions and impact 2021

### Dismantling barriers for carers



- **CBRE** launched a new parental leave policy which saw an increased uptake of extended parental leave by men, a 10 day 'Keeping in Touch' program to support returning carers, superannuation payments during unpaid leave, and a 'Carer and Career' framework to guide long term career progression.
- **Charter Hall, Dexus, and GPT** all increased the uptake of parental leave by men, as a result of: enhancing the transition experience to/from parental leave; building flexibility into how leave is taken; and ensuring a pivotal role is played by men who have previously taken the leave becoming visible role models and powerful advocates through organisational storytelling.
- **Mirvac** promoted employees while on parental leave resulting in reduced impact on career progression.
- **Stockland** launched a new parental leave policy that offers up to 24 months leave that can be taken flexibly. It increases paid parental leave to a total of 20 weeks, and eliminates primary and secondary categories. Recognising there is no 'one size fits all' approach to being a parent, Stockland's policy is available to all employees, including LGBTQI+ families, and offers a truly flexible approach to parental leave, delivering on their ongoing commitment to gender equity and work-life integration.
- **Stockland's** 'Keeping in Touch' program to support employees on parental leave has resulted in an 83% parental leave return rate.
- **Vicinity** launched a new 'Every Family' paid parental leave policy that removes the gendered terms of primary and secondary carer, instead offering equal access to 16 weeks paid parental leave to every new parent. The new policy and approach removed eligibility periods, encourages flexible use to meet

individual families' needs and includes provisions for pregnancy loss. It is intended to encourage cultural change within and beyond Vicinity around traditionally gendered care giving roles by seeking to promote parenting, career breaks and flexible working as a regular way of working for all genders and all parents.

### Gender equality in society



- **Stockland, QIC, GPT and Scentre Group** partnered with domestic and family violence services to provide a 'safe place' for people experiencing domestic and family violence to meet with their domestic violence case worker in some of their shopping centres. The provision of a discreet and secure room in a shopping centre assists people experiencing domestic and family violence who are being closely monitored or tracked by their perpetrator to safely meet their case worker.
- **Stockland** also has a pilot underway in one shopping centre to train centre staff to 'recognise, respond and refer' domestic and family violence with a view to reaching particularly vulnerable people who may not yet be in contact with an expert support service. This pilot, undertaken in close cooperation with the local domestic and family violence service and 1800 RESPECT, includes a 'safe room' within centre management for people to seek referral and support, and meet their case worker.
- **Scentre Group** partnered with StandbyU Foundation – a charity that exists to connect women and children at risk of domestic violence with those who care – to open 'Magnolia Place' at Westfield Helensvale. 'Magnolia Place' is a multi-service community hub that provides support to people experiencing domestic and family violence.

## Practical actions

Table 37: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
Sexual Harassment - build internal support capability or expand relationships with external support services											
<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents										
	Superannuation - paid during paid and unpaid parental leave periods										
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021





# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 38: Gender balance in leadership**

Property Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AMP Capital *	59.9	28.6	0.0	13.6	40.1	70.2	-
Brookfield *	48.7	55.6	16.7	55.0	46.7	51.6	25.0
CBRE	40.5	35.3	29.6	15.9	34.7	43.7	36.8
Charter Hall #	45.0	37.5	-	31.7	36.7	48.6	42.9
Colliers	45.9	11.1	45.2	45.9	47.1	46.5	-
Dexus	55.4	50.0	23.3	36.1	59.1	65.1	37.5
Frasers Property	45.7	44.4	33.3	28.2	42.9	47.7	-
Investa	53.0	36.4	40.0	42.3	44.7	60.6	0.0
ISPT	51.8	25.0	36.4	41.7	50.0	56.5	40.0
JLL	43.5	25.4	3.0	28.7	33.0	45.9	30.8
Knight Frank	41.6	-	28.6	22.2	13.5	44.7	20.0
Lendlease	34.7	18.5	34.1	27.8	33.2	36.9	42.9
Mirvac *	44.2	12.5	47.5	26.5	38.3	47.0	57.1
Property Council of Australia	71.0	62.5	83.3	69.2	100	70.7	52.6
QIC Global Real Estate	47.1	40.0	28.6	21.9	45.5	58.3	50.0
Savills	49.6	50.0	9.8	24.1	56.2	60.6	-
Scentre Group	55.0	0.0	27.0	32.1	53.4	57.4	33.3
Stockland	58.7	57.1	35.5	41.1	49.5	64.8	42.9
The GPT Group	56.1	50.0	-	38.5	56.6	58.1	50.0
Vicinity Centres	60.1	0.0	24.5	36.8	55.8	65.3	25.0
<b>Property Group Totals</b>	<b>45.2</b>	<b>30.2</b>	<b>30.4</b>	<b>30.6</b>	<b>41.8</b>	<b>48.5</b>	<b>39.3</b>
<b>Property Group Totals (adjusted)</b>	<b>44.8</b>	<b>29.1</b>	<b>30.7</b>	<b>30.5</b>	<b>41.8</b>	<b>48.0</b>	<b>39.7</b>

**Notes:**

For Charter Hall, the data for "Key Management Personnel" includes the WGEA category "Head of Business".  
 Lendlease data includes all Australian employees within the Building, Development, Investment and Services businesses.  
 Data provided is for QIC Global Real Estate (Australian employees only). This data does not include any shared or corporate services that may be utilised by QICGRE. QIC is exempt from WGEA reporting as a Government-Owned Corporation, but every endeavour is made by QIC to align QIC data to the WGEA categories.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◇ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Includes non-binary gender

**Table 39: Gender balance in recruitment, retention, promotions and exits**

Property Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AMP Capital	33.3	65.0	66.3	52.4	59.9
CBRE +	-	40.3	41.8	34.3	40.5
Charter Hall	66.7	64.8	58.3	58.2	45.0
Colliers	57.1	57.6	53.1	45.5	45.9
Dexus	80.0	52.1	56.4	42.9	55.4
Frasers Property	50.0	51.3	36.5	63.2	45.7
Investa Property Group	-	54.1	48.0	20.0	53.0
ISPT	-	40.0	43.8	66.7	51.8
JLL	-	46.4	46.3	39.2	43.5
Knight Frank	-	42.1	45.7	39.6	41.6
Lendlease	51.6	32.8	34.2	34.8	34.7
Mirvac +	-	44.9	38.9	45.0	44.2
Property Council of Australia +	-	75.0	58.3	100	71.0
QIC Global Real Estate	-	51.7	50.0	68.4	47.1
Savills	50.0	58.6	53.1	52.5	49.6
Scentre Group	-	75.1	46.7	59.2	55.0
Stockland	54.5	61.9	58.5	56.3	58.7
The GPT Group	-	58.4	59.4	76.2	56.1
Vicinity Centres +	50.0	65.7	67.1	74.0	60.1
<b>Property Group Totals</b>	<b>54.3</b>	<b>50.1</b>	<b>45.3</b>	<b>43.0</b>	<b>45.2</b>
<b>Property Group Totals (adjusted)</b>	<b>55.1</b>	<b>49.9</b>	<b>44.8</b>	<b>42.9</b>	<b>44.8</b>

Note: Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- Recruitment**
  - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
  - ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
  - ◇ Not applicable
- Retention**
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
  - ◆ Exit data includes resignations only
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
- Promotions**
  - ◆ Women promotions equal to or more than women's representation overall
  - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
  - ◆ Women promotions less than women's representation overall



## Gender pay equity

The following organisations in the Property Group publicly disclose their pay equity gaps:

- Charter Hall – [2021 Sustainability Report](#)
- Dexus - [2021 Annual Report](#), [2021 Sustainability Report](#)
- The GPT Group – [2020 ESG Report](#)
- QIC – [2021 Sustainability Report](#)
- Stockland – [2021 Annual Report](#)

## Flexible and inclusive employment experiences

**Table 40: Access to flexible work and experiencing an inclusive culture**

Property Group Organisations	Flexible Work Percentage of employees reporting they have access to the flexibility they need			Inclusive Culture Percentage of employees reporting they have an inclusive employment experience		
	Women	Men	All	Women	Men	All
AMP Capital	-	-	71.0	-	-	74.0
CBRE	-	-	-	72.0	77.0	75.0
Charter Hall	87.0	78.0	83.0	91.0	95.0	93.0
Colliers	-	-	89.0	94.0	98.0	95.0
Dexus	75.0	83.0	79.0	78.0	88.0	83.0
Frasers Property			91.0	-	-	90.1
Investa	88.0	91.0	90.0	89.0	93.0	91.0
ISPT	-	-	94.0	-	-	-
JLL	97.0	97.0	97.0	-	-	-
Knight Frank	77.0	79.0	77.0	62.0	74.0	70.0
Lendlease	93.0	94.0	93.0	94.0	97.0	96.0
Mirvac	-	-	85.0	-	-	-
Property Council of Australia	-	-	82.0	-	-	62.0
QIC Global Real Estate	-	-	91.0	-	-	90.0
Savills	80.0	80.0	80.0	-	-	-
Scentre Group	89.0	88.0	88.0	90.0	91.0	90.0
Stockland	91.0	89.0	90.0	83.0	87.0	85.0
The GPT Group	86.0	85.0	85.0	95.0	91.0	93.0
Vicinity Centres	77.0	83.0	79.0	70.0	75.0	72.0
<b>Property Group Averages</b>	<b>85.5</b>	<b>86.1</b>	<b>81.8</b>	<b>76.9</b>	<b>80.8</b>	<b>74.0</b>
<b>Property Group Averages (adjusted)</b>	<b>86.6</b>	<b>86.4</b>	<b>87.4</b>	<b>87.9</b>	<b>91.3</b>	<b>89.2</b>

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◆ Not improved since 2020    ◆ Not reported in 2020    ◆ Data not available

**Table 41: Sexual harassment – respect and safety at work**

Property Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
AMP Capital	-	-	76.0	-	-	71.0
CBRE	87.0	93.0	91.0	84.0	92.0	89.0
Charter Hall	96.0	99.0	98.0	94.0	93.0	93.0
Colliers	86.0	91.0	87.0	86.0	91.0	87.0
Dexus	93.0	98.0	95.0	90.0	91.0	91.0
Frasers Property			93.8	-	-	-
Investa	95.0	97.0	96.0	-	-	-
Lendlease	-	-	-	90.0	94.0	92.0
Mirvac	-	-	87.0	-	-	-
Scentre Group	96.0	98.0	97.0	82.0	84.0	83.0
Stockland	86.0	89.0	87.0	71.0	69.0	70.0
The GPT Group	92.0	96.0	94.0	88.0	93.0	91.0
Vicinity Centres	85.0	92.0	88.0	-	-	-
<b>Property Group Averages</b>	<b>90.7</b>	<b>94.8</b>	<b>90.8</b>	<b>85.6</b>	<b>88.4</b>	<b>85.2</b>
<b>Property Group Averages (adjusted)</b>	<b>93.0</b>	<b>96.2</b>	<b>93.5</b>	<b>88.7</b>	<b>90.3</b>	<b>89.3</b>

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◆ Not improved since 2020    ◆ Not reported in 2020    ◆ Data not available



**Table 42: Exits during or at the end of parental leave**

Property Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
AMP Capital	18.6	0.0	-
Charter Hall	4.9	13.6	7.9
Colliers	30.0	0.0	30.0
Dexus	7.0	0.0	5.0
Frasers Property	4.0	0.0	2.3
Investa	0.0	0.0	0.0
ISPT	0.0	0.0	0.0
JLL	11.0	3.0	14.0
Knight Frank	13.0	0.0	1.0
Lendlease	11.0	2.0	-
Mirvac	6.0	0.0	-
Property Council of Australia	17.0	0.0	17.0
QIC Global Real Estate	0.0	0.0	0.0
Savills	37.0	0.0	37.0
Scentre Group	4.4	0.0	3.9
Stockland	24.0	15.0	17.0
The GPT Group	8.7	0.0	8.7
Vicinity Centres	11.0	0.0	7.6
<b>Property Group Averages</b>	11.5	1.9	8.4
<b>Property Group Averages (adjusted)</b>	11.0	2.1	10.0

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    
 ◆ Not improved since 2020    
 ◆ Not reported in 2020    
 ◆ Data not available



## 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. Our Implementation Leaders for the Property Group are as follows:

Organisations	Implementation Leaders
Abacus Property	Paula Bauchinger
AMP Capital	Tamara Meyer
Brookfield	Melissa Taylor
CBRE	Andrew McCasker , Rachel Vincent and Geoff Warren
Cbus Property	Lucy Thomas
Charter Hall	Andrew Borger and Lana Ledgerwood
Colliers International	Courtney Crethar and Liam Ovenden
Dexus	Brooke Shaw
EY	Alex Kelly
Frasers Property	Ranna Alkadamani
Investa	Amy Wild
ISPT	Linda Smith
JLL	Nicole Zipf
Knight Frank Australia	Kristin Hay
Lendlease	Jane Hansen
Mirvac Group	Karen Maher and Ben Morris
Property Council of Australia	Chloe Philp
QIC Global Real Estate	Melissa Festa
Savills	Darshana Sivaskanda
Scentre Group	Janine Frew and Maria Stamoulis
Stockland	Fiona Liddell, Karen Lonergan and Jennifer Yee
The GPT Group	Justine Knight, Jill Rezsдовics and Emma Wilcher
Vicinity Centres	Maryke Slootjes-Reid
Program Directors	Lisa Pusey and Kathy Mac Dermott (until June 2021), Fran Bowron and Jane Fitzgerald (since June 2021)

“

Our workforce is a reflection of the broader community so it's likely our people will experience some of the most challenging times in their life when they are working for us. We need to prepare our leaders for these situations not only because it's the right thing to do but it helps us attract and retain the best people. Everyone has a right to feel safe at work and safe to speak up if something isn't right or they need help.

Peter Allen  
CEO  
Scentre Group

”

# Sport Group

The Sport Group was established in 2015 and grew in 2021 to 19 Members, as we welcomed new Member Surf Life Saving Australia to the Group. The Group includes leaders from national, state and professional sporting teams across the country, and is committed to advancing gender equality and using the profile that sport occupies in Australia to ensure Members play their role in shifting cultures and mindsets.

As the sport industry worked through the early impacts of COVID-19, the Group initially focused on leading through disruption, and then moved to consider how to utilise the forces of a pandemic to build back better, particularly in regard to flexible work, succession planning, and how to accelerate towards normalising women's sport so that opportunity continues to grow for athletes and administrators.

The Sport Group has three overarching priorities: to advance more women into leadership roles; develop more inclusive sporting cultures; and pay equity for athletes. All Sport Group Members have made the commitment to complete an additional public report each year – the Pathway to Pay Equality Report – which focuses on 25 metrics that are key to sport shifting the dial for women athletes, governance leaders and administrators.

The Group welcomed new Member Adam Weir, CEO Surf Life Saving Australia, and new CEOs Matt Scriven, Basketball Australia; Kelly Ryan, Netball Australia; and Alex Baumann OC then CEO, Swimming Australia.

## Outcomes for 2020–21

# 43.5%



Women's representation gender-balanced across the Group

# 50.8%



Women's recruitment gender-balanced across the Group

# 44.3%



Women's promotions gender-balanced across the Group

# 64.7%



Members achieved or moved closer to gender balance across 64.7% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Andrew Abdo**  
CEO  
National Rugby League



**Ameet Bains**  
CEO  
Western Bulldogs



**Alex Baumann OC**  
Former CEO  
Swimming Australia



**Brian Cook**  
CEO  
Carlton Football Club



**Robert Dalton**  
Acting CEO  
Sport Australia



**Marne Fechner**  
CEO  
AusCycling



**Matt Finnis**  
CEO  
St Kilda Football Club



**Brendon Gale**  
CEO  
Richmond Football Club



**Nick Hockley**  
CEO  
Cricket Australia



**James Johnson**  
CEO  
Football Australia



**Kate Palmer AM**  
Non-Executive  
Director



**Ian Robson**  
CEO  
Rowing Australia



**Kelly Ryan**  
CEO  
Netball Australia



**Matt Scriven**  
CEO  
Basketball Australia



**James Sutherland**  
CEO  
Golf Australia



**Giles Thompson**  
CEO  
Racing Victoria



**Craig Tiley**  
CEO  
Tennis Australia



**Adam Weir**  
CEO  
Surf Life Saving Australia



### Convenor

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



## Actions and impact 2021

### Creating accountability



- All **Golf Australia** employees in their performance plans and performance reviews are assessed on their contribution to growing female participation in golf.
- Sport Australia** invested in developing a new team to establish a national strategy, aimed to increase the numbers of women leading sport.
- Western Bulldogs FC** created a working group with people from diverse backgrounds across the club to develop their Diversity and Inclusion Action Plan, which focuses on governance, strategic pathways, education and training, and events and communication.
- Basketball Australia** released their first Diversity and Inclusion Framework which underpins the governing body's commitment to support and promote diversity and inclusion at all levels, and in all aspects of its operations and relationships.

- Surf Life Saving Australia** implemented their inaugural 'Women's Mentoring Program', which is a standing item for Board review and evaluation. The program involved 41 people across five states and the success of the first program led to the early introduction of a second intake.
- Through increased advocacy on the issue and an aim to ensure their Board represents fans and members, **Western Bulldogs FC** achieved over 50% female representation on their Board, with five of its nine Non-Executive Directors women.
- Swimming Australia** increased representation of women on their Board and achieved above 50% representation of women overall.
- Through a strong succession planning process, **Western Bulldogs FC** elected their first woman President, Kylie Watson-Wheeler.
- Tennis Australia** implemented a range of initiatives to address the under-representation of women in coaching. These included Coach Connect Mentoring and Professional Development program, with 65 women coaches accessing mentoring via digital platform Mentorloop; three scholarship coaches embedded in the National Development Squad for 12 months; and subsidies for 59 women coaches to complete coach education courses.

### Disrupting the status quo



- COVID-19 response and support for women's teams in the **Suncorp Super Netball** and **AFL Women's** competitions have mirrored actions taken for men's competitions.
- A restructure in late 2020 at **Football Australia** saw more targeted action and women being promoted to General Manager level roles. Football Australia has actively ensured that more women are included on interview shortlists, People and Culture personnel are present at the interview stage to support recruitment of women, and leadership biases and perception around types of people fit for various roles are challenged.
- Racing Victoria** continued to respond to the needs of their workforce by facilitating flexible ways of working. This resulted in an increase in men working from home, sharing caring responsibilities and normalising the conversation around this.
- Richmond** established a gender-balanced Emerging Leadership Team and increased female representation on the Senior Management Team with the appointment of two women.

### Dismantling barriers for carers



- Carlton FC** increased men taking parental leave, largely due to broader communication on policies that are available to support employees wanting to do so.
- After conducting research across similar organisations, **Netball Australia** launched their parental leave policy in September 2020 along with associated training for all managers.

### Gender equality in society



- Golf Australia, Rowing Australia, and Sport Australia** implemented a domestic and family violence policy and operational plan.

## Practical actions

Table 43: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
Sexual Harassment - build internal support capability or expand relationships with external support services											
<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents										
	Superannuation - paid during paid and unpaid parental leave periods										
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 44: Gender balance in leadership**

Sport Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	High Performance Roles
Basketball Australia	50.0	60.0	-	33.3	100	50.0	33.3	36.4
Carlton FC	37.3	0.0	40.0	0.0	33.3	42.9	33.3	33.3
Cricket Australia	41.6	25.0	20.0	44.0	-	45.1	23.1	31.6
Football Australia	26.9	20.0	46.2	50.0	25.0	22.7	42.9	0.0
Geelong FC	53.0	33.3	-	46.2	25.0	55.0	28.6	-
Golf Australia	41.8	-	25.0	9.1	42.3	57.6	37.5	16.7
Netball Australia **	70.1	-	37.5	90.0	61.5	72.2	50.0	87.5
NRL	29.1	40.0	26.3	33.3	37.5	28.1	33.3	-
Racing Victoria	28.0	33.3	33.3	-	26.5	27.9	25.0	-
Richmond FC	49.2	14.3	40.0	41.2	45.8	50.9	50.0	-
Rowing Australia	50.0	60.0	-	-	-	-	33.3	42.3
Sport Australia	54.5	50.0	45.5	44.6	50.0	57.0	44.4	-
St Kilda FC	35.5	20.0	-	22.2	25.0	40.2	25.0	-
Surf Life Saving Australia	58.0	0.0	0.0	46.2	25.0	65.8	21.4	-
Swimming Australia	55.4	25.0	50.0	57.1	-	61.1	33.3	41.4
Tennis Australia	45.6	37.5	23.1	48.9	40.6	47.6	44.4	-
Western Bulldogs	45.2	50.0	50.0	10.0	32.3	48.0	50.0	-
<b>Sport Group Totals</b>	<b>43.8</b>	<b>32.0</b>	<b>32.6</b>	<b>41.1</b>	<b>39.7</b>	<b>45.7</b>	<b>35.6</b>	<b>48.6</b>
<b>Sport Group Totals (adjusted)</b>	<b>43.5</b>	<b>32.4</b>	<b>32.9</b>	<b>40.9</b>	<b>39.9</b>	<b>45.2</b>	<b>37.0</b>	<b>48.6</b>

**Notes:**  
 In 2020-21 Football Australia changed its governing model and unbundled the professional leagues, that has impacted resourcing models - this is anticipated to shift dramatically in 2022.  
 For Surf Life Saving Australia, data for Key Management Personnel and Other Execs/General Managers reflects one role at each level, both of which are held by men.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Includes non-binary gender

**Table 45: Gender balance in recruitment, retention, promotions and exits**

Sport Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Basketball Australia	-	100	53.8	-	50.0
Carlton FC	-	50.0	26.9	37.5	37.3
Cricket Australia	69.2	37.5	40.0	41.1	41.6
Football Australia	100	43.2	45.0	28.6	26.9
Geelong FC	-	56.0	58.7	33.3	53.0
Golf Australia +	-	55.6	50.0	50.0	41.8
Netball Australia	50.0	83.8	66.7	66.7	70.1
NRL	-	44.5	35.0	61.5	29.1
Racing Victoria	-	47.4	37.7	66.7	28.0
Richmond FC	-	38.5	43.8	50.0	49.2
Rowing Australia	100	100	66.7	-	50.0
Sport Australia	-	65.2	50.0	50.0	54.5
St Kilda FC +	-	43.2	16.7	25.0	35.5
Surf Life Saving Australia	100	58.8	12.5	50.0	58.0
Swimming Australia	-	78.6	66.7	44.4	55.4
Tennis Australia +	100	48.9	37.8	46.2	45.6
Western Bulldogs	33.3	46.2	40.0	30.8	45.2
<b>Sport Group Totals</b>	<b>70.8</b>	<b>50.9</b>	<b>42.3</b>	<b>44.4</b>	<b>43.8</b>
<b>Sport Group Totals (adjusted)</b>	<b>69.6</b>	<b>50.8</b>	<b>42.8</b>	<b>44.3</b>	<b>43.5</b>

**Note:** Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- Recruitment**
  - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
  - ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
  - ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
  - ◆ Increase in under-representation of women since 2020
  - ◆ Not applicable
  - ◆ First year reporting
- Retention**
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
  - ◆ Exit data includes resignations only
- Promotions**
  - ◆ Women promotions equal to or more than women's representation overall
  - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
  - ◆ Women promotions less than women's representation overall



## Flexible and inclusive employment experiences

**Table 46: Access to flexible work and experiencing an inclusive culture**

Sport Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Carlton FC	-	-	-	87.0	83.0	-
Cricket Australia	-	-	-	77.0	75.0	76.0
Geelong FC	91.0	90.0	90.0	97.0	97.0	97.0
Racing Victoria	84.0	86.0	86.0	75.0	82.0	79.0
Richmond FC	90.0	90.0	90.0	90.0	97.0	94.0
Rowing Australia	28.0	8.0	35.0	-	-	-
Sport Australia			69.0	-	-	-
St Kilda FC	87.0	72.0	76.0	61.0	82.0	76.0
Western Bulldogs	52.0	58.0	66.0	86.0	88.0	88.0
<b>Sport Group Averages</b>	72.0	67.3	73.1	81.9	74.4	85.0
<b>Sport Group Averages (adjusted)</b>	79.3	81.0	83.0	87.0	91.0	89.5

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020
◇ Not improved since 2020
◇ Not reported in 2020
◇ Data not available

**Table 47: Sexual harassment – respect and safety at work**

Sport Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Cricket Australia	100	100	100	72.0	79.0	75.0
Racing Victoria	-	-	-	80.0	77.0	79.0
<b>Sport Group Averages</b>	100	100	100	76.0	78.0	77.0

◇ Not improved since 2020
◇ Data not available

**Table 48: Exits during or at the end of parental leave**

Sport Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Carlton FC	0.0	0.0	0.0
Cricket Australia	0.0	0.0	0.0
Football Australia	0.0	0.0	0.0
Geelong FC	0.0	0.0	0.0
Netball Australia	100	100	100
NRL	31.0	0.0	20.0
Racing Victoria	0.0	0.0	0.0
Richmond FC	17.0	0.0	0.1
Rowing Australia	0.0	0.0	0.0
Sport Australia	4.8	0.0	3.1
St Kilda FC	0.0	0.0	0.0
Surf Life Saving Australia	0.0	0.0	0.0
Tennis Australia	18.0	0.0	18.0
Western Bulldogs	0.0	0.0	0.0
<b>Sport Group Averages</b>	12.2	7.1	9.4
<b>Sport Group Averages (adjusted)</b>	14.0	9.1	12.1

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020
◇ Not improved since 2020
◇ Not reported in 2020





## 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. Our Implementation Leaders for the Sport Group are as follows:

Organisations	Implementation Leaders
Basketball Australia	Simon Bishop
Carlton Football Club	Vanessa Gigliotti
Cricket Australia	Rana Hussain
Football Australia	Nina McDonnell and Sarah Walsh
Geelong Football Club	Tracy Gilligan and Cassie Lindsey
Golf Australia	Chyloe Kurdas , Greg Oakford and Daniel Simons
National Rugby League	Tiffany Slater and Cara Stagg
Netball Australia	Victoria Edmonson
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick and Kathryn Stevenson
Rowing Australia	Dhuse Manogram
Sport Australia	Emma Stonham
St Kilda Football Club	Mitch Coulson and Kate Pollock
Surf Life Saving Australia	Michelle Bainbridge
Swimming Australia	Luke Emerson
Tennis Australia	Scott Glover
Western Bulldogs	Nick Truelson (until June 2021)
Program Director	Leigh Russell

# Architecture Group

Established in 2015 with nine practices to address the acute under-representation of women in the senior levels of the architecture profession, the Architecture Group now has 14 practices actively participating to increase the representation and influence of women at the highest levels of the profession. The Group also actively involves two key advisers with specific insights in equity and architecture, broadening exposure to different voices and perspectives, and ensuring we model the Champions of Change 'Listen and Learn' process.

In 2021, the Group's Members are located across 11 jurisdictions, leading over 3,000 employees with connections to the Australian Institute of Architects (AIA) and Association of Consulting Architects (ACA).

This year, the Group identified six key themes: whole-of-life flexibility; career development and progression; fast track to leadership; cultural safety; advocacy and communication; and gender pay gap.

As part of ongoing Group communication and advocacy, three virtual induction sessions were held with close to 100 participants (Champions and Implementation Leaders combined) across Australia. These sessions ensure the ongoing implementation and collective tracking of progress against key gender metrics the Group's Members hold themselves accountable to.

Nine Action Groups were established by the membership, covering parental leave and presenteeism; domestic violence as a workplace issue; sponsorship and networking; HR practices; executive survey; partnership structures; safety and wellness; advocacy and communication; and gender pay equity. These Action Groups are led by Champions with Implementation Leaders supporting the work.

## Outcomes for 2020–21

46.7%



Women's representation gender-balanced across the Group

56.0%



Women's recruitment gender-balanced across the Group

53.0%



Women's promotions gender-balanced across the Group

60.4%



Members achieved or moved closer to gender balance across 60.4% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Shaun Carter**  
Principal Architect  
Carter Williamson



**Donal Challoner**  
Director  
nettletontribe



**Justine Clark**  
Special Advisor



**Steve Coster**  
Managing Director  
Hassell



**Richard Does**  
Director  
DesignInc



**Monica Edwards**  
Senior Associate  
SJB Architects



**Adam Haddow**  
Director  
SJB Architects



**Brett Hudson**  
CEO  
Peddle Thorp



**Simon Parsons**  
Director  
PTW Architects



**John Prentice**  
Principal  
Woods Bagot



**David Randerson**  
Director  
DKO Architecture



**Neil Stonell**  
Melbourne  
Managing Partner  
Grimshaw



**Ian Sutter**  
Managing Partner  
Cox Architecture



**Ninotschka Titchkowsky**  
Co-CEO  
BVN



**David Tordoff**  
Director  
Hayball



**Philip Vivian**  
Director  
Bates Smart



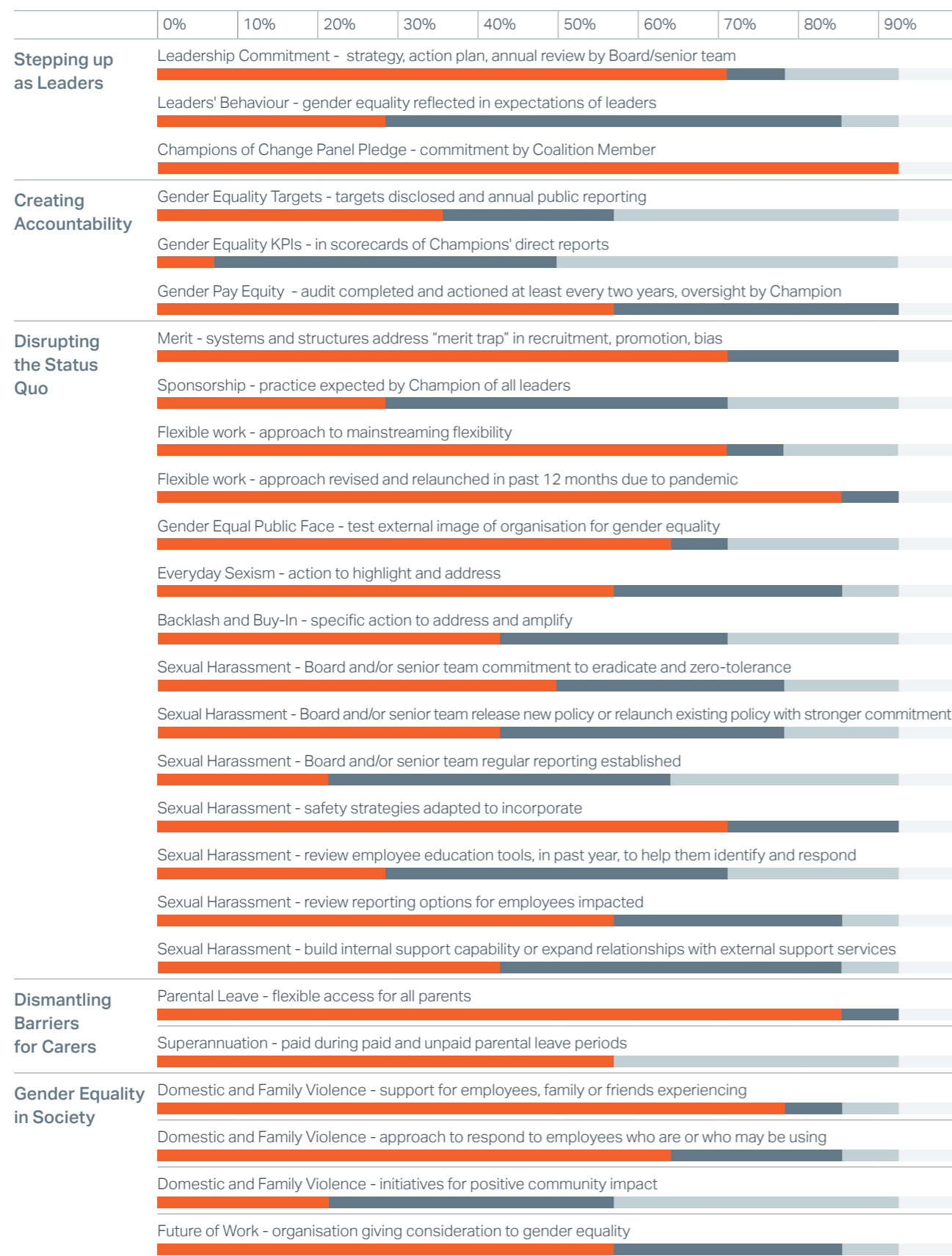
**Convenor**  
Dr. Jess Murphy





## Practical actions

**Table 49: Practical actions**



◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



## Impact details 2021

### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 50: Gender balance in leadership**

Architecture Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Bates Smart *	53.4	40.0	40.0	52.1	-	61.8	22.2	-
BVN *	47.1	16.7	-	25.0	-	49.3	42.9	-
Carter Williamson	56.3	80.0	-	-	-	50.0	-	-
Cox	44.9	16.3	12.5	52.0	42.1	48.3	-	-
DesignInc	43.7	50.0	22.2	33.3	37.5	47.9	50.0	50.0
DKO Architecture	52.2	7.7	-	42.9	66.7	55.7	-	-
Grimshaw	41.2	33.3	-	34.1	80.0	44.0	-	-
Hassell	46.5	31.5	0.0	0.0	73.9	47.6	28.6	21.9
Hayball *	46.0	38.5	25.0	48.3	-	49.2	33.3	-
nettleontribe	41.8	0.0	-	62.5	33.3	47.2	0.0	-
Peddle Thorp	36.4	-	44.4	14.3	5.9	100	0.0	-
PTW	50.0	50.0	47.6	-	55.6	50.8	-	-
SJB #	45.7	33.3	52.6	40.0	66.7	48.6	-	-
Woods Bagot	48.9	44.4	45.8	39.1	42.6	51.7	44.4	-
<b>Architecture Group Totals</b>	<b>46.7</b>	<b>28.0</b>	<b>39.7</b>	<b>42.9</b>	<b>44.7</b>	<b>50.0</b>	<b>28.1</b>	<b>25.0</b>

◆ Gender balance achieved (40%-60% women's representation)    
 ◆ Moving closer to gender balance since 2020    
 ◆ Increase in over-representation of women since since 2020  
◆ Increase in under-representation of women since 2020    
 ◆ Unchanged since 2020    
 ◆ Not reported in 2020  
◆ Not applicable    
 ◆ Role/s at CEO level held by one or more women    
 ◆ Includes non-binary gender



**Table 51: Gender balance in recruitment, retention, promotions and exits**

Architecture Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Bates Smart	50.0	50.0	51.4	50.0	53.4
BVN	50.0	50.0	52.7	50.0	47.1
Carter Williamson	0.0	66.7	-	60.0	56.3
Cox	37.5	55.6	51.5	61.5	44.9
DesignInc	28.6	37.1	48.6	100	43.7
DKO Architecture +	51.9	59.5	54.5	63.6	52.2
Grimshaw +	75.0	50.0	55.6	33.3	41.2
Hassell	48.0	53.6	47.2	40.0	46.5
Hayball +	100	40.0	56.7	53.3	46.0
nettleontribe	66.7	85.7	50.0	-	41.8
Peddle Thorp +	-	40.0	33.3	100	36.4
PTW +	60.0	70.0	33.3	33.3	50.0
SJB +	0.0	50.0	25.0	55.6	45.7
Woods Bagot +	48.3	67.8	-	33.3	48.9
Architecture Group Totals	49.6	56.0	50.1	53.0	46.7

Category	Green Diamond (Improved)	Light Green Diamond (Not improved)	Red Diamond (Not reported)	Light Blue Diamond (Data not available)
<b>Recruitment</b>	Gender balance achieved (40%-60% women in graduate and overall recruitment)	Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving	Women graduates or hires over 60%, and overall gender balance in the organisation has not improved	Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
<b>Retention</b>	Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited	Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited	Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited	Exit data includes resignations only
<b>Promotions</b>	Women promotions equal to or more than women's representation overall	Women promotions at least 40%, but not equal to or more than women's representation overall	Women promotions less than women's representation overall	

Flexible and inclusive employment experiences

**Table 52: Access to flexible work and experiencing an inclusive culture**

Architecture Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Bates Smart	89.0	96.0	92.0	89.0	99.0	93.0
BVN	90.0	89.0	89.0	87.0	83.0	85.0
Cox	-	-	70.0	-	-	90.0
Hassell	78.0	80.0	-	-	-	-
Hayball	96.0	96.0	96.0	96.0	100	98.0
Peddle Thorp	-	-	-	50.0	90.0	75.0
SJB	82.0	86.0	83.0	94.0	100	96.0
Architecture Group Averages	87.0	89.4	86.0	83.2	94.4	89.5
Architecture Group Averages (adjusted)	86.0	87.5	80.7	-	-	93.0

**Notes:**  
 On flexible work, for non-binary employees, Hassell reports 79.0%.  
 On inclusive culture, for non-binary employees, SJB reports 100%.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020      ◇ Not improved since 2020      ◆ Not reported in 2020      ◇ Data not available

**Table 53: Sexual harassment – respect and safety at work**

Architecture Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Cox	-	-	84.0	-	-	68.0
Hayball	-	-	-	96.0	96.0	96.0
Peddle Thorp	90.0	90.0	90.0	50.0	50.0	50.0
SJB	94.0	96.0	95.0	88.0	93.0	90.0
Architecture Group Averages	92.0	93.0	87.0	78.0	79.7	76.0
Architecture Group Averages (adjusted)	-	-	89.5	-	-	79.0

**Notes:**  
 On both zero tolerance for sexual harassment and safety to raise issues, for non-binary employees, SJB reports 100%.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020      ◇ Not improved since 2020      ◆ Not reported in 2020      ◇ Data not available



**Table 54: Exits during or at the end of parental leave**

Architecture Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Bates Smart	13.0	50.0	21.0
BVN	0.0	0.0	0.0
Carter Williamson	12.5	0.0	12.5
Cox	3.0	-	-
Grimshaw	0.0	0.0	0.0
Hassell	14.0	0.0	8.8
Hayball	0.0	0.0	0.0
nettleontribe	0.0	0.0	0.0
Peddle Thorp	0.0	0.0	0.0
SJB	0.0	0.0	0.0
Architecture Group Averages	4.3	5.6	4.7
Architecture Group Averages (adjusted)	0.5	0.0	0.0

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◆ Not improved since 2020    ◆ Not reported in 2020    ◆ Data not available

BATESSMART™

BVN

CARTER  
WILLIAMSON

COX

DesignInc

DKO

GRIMSHAW

Hassell

hayball

nettleontribe  
architecture

 PEDDLE THORP

PTW

SJB

WOODS  
BAGOT™

## 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. Our Implementation Leaders for the Architecture Group are as follows:

Organisations	Implementation Leaders
Bates Smart	Linda Mason, Will Miller, Jessica Hartany, Tania Gordon, Seona Kelly-Pearce and Sally Hsu
BVN	Brian Clohessy, Isabella Aliberti, Hayley Sainsbury, Joshua Bowkett, James McRae and Rebecca Buffington
Carter Williamson	Christina Banks, Nuala Collins and Ben Peake
Cox Architecture	Susanne Jenson, Zoe King, Margot McGinness, Alex Small and Aaron Noble
DesignInc	Tara Keast, Craig Kerslake, Lynne Hancock and Richard Stafford
DKO Architecture	Laura Saunders, Gemma McDonald, Michael Drescher, Michael Robertson, Jade Mehonoshen, Judith Williamson, Samantha Kennedy and Wendy Lam
Grimshaw	Thihoa Gill, Jason Embley, Gosha Haley and Soo-Ling Kang
Hassell	Malianne Nguyen and Laura Valentine
Hayball	Melissa Riley, Laura Ulph, Emma Chrisp, Kevin Samuel
nettleontribe	Amy Lyden, Tia Soulakellis, Rebecca Champney and Kylie Fair
Peddle Thorp	Sofie Pringle, Caroline Yuen and Brendon Sutton
PTW Architects	Moya Lum, Adele Troeger, Louisa Hendriks and Troy Andronicos
SJB Architects	Hamish Ginn, Tamara Kerr, Bronwyn Lee, Eamon Harrington, Fiona Martin, Bianca Caprara and Julia Goode
Woods Bagot	Kimberly Withrow, Jet Geaghan, Tristan DaRoza, Lisa James, Ashley Richards and Sam de Jongh
Special Contributors	Paul Brace, Parlour, AIA NSW Gender Equity Taskforce, Sonam Mohatme
Program Administrator	Joanne Brown

# Consult Australia Group

The Consult Australia Group was established in 2016 and comprises 11 Members who lead some 19,000 employees in Australia.

The Group includes representatives from businesses providing design, advisory, and engineering services for large government public works projects through to private sector projects in the built and natural environment. Members work within and across their organisations to increase the representation and influence of women in the industry.

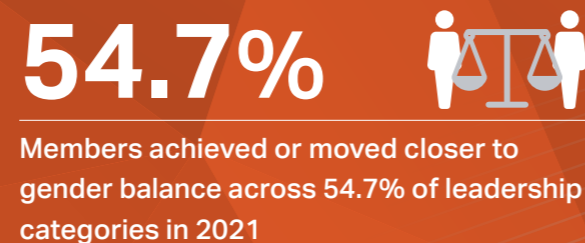
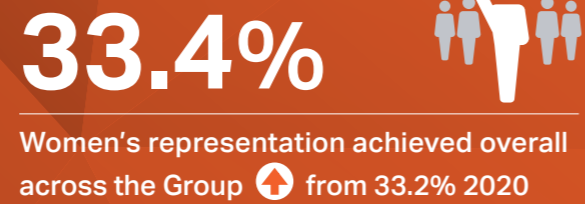
In 2021, Members continued work in two key areas: increasing women in leadership, and co-creating inclusive cultures.

The under-representation of women in leadership, 'boys' club' culture and perceived bias in talent processes are reasons commonly cited by women for leaving STEM industries. To address these issues, the Group collectively:

- Developed a sponsorship toolkit to aid leaders supporting emerging female leaders.
- Scrutinised the hiring process to identify and address any instances of bias.
- Undertook a cross-Group survey to measure the nature and prevalence of everyday sexism and provide recommendations to overcome these behaviours.
- Added sexual harassment as a standing item on the quarterly meeting agenda to work through recommendations in the Coalition's *Disrupting the System - Preventing and responding to sexual harassment in the workplace* report.
- Promoted and celebrated men accessing expanded, non-gendered parental leave.
- Supported child care and parental leave reform via the Consult Australia 2021 budget submission.

The Group welcomed new Members: Richard Barrett, Chief Executive ANZ, AECOM; Kerryn Coker, Co-Chair Australasian Region, Arup; and Dean McIntyre, Executive General Manager – Australia, GHD.

## Outcomes for 2020–21



Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Louise Adams**  
Chief Operating Officer  
Aurecon



**Jamie Alonso**  
CEO Asia Pacific  
Cardno



**Richard Barrett**  
Chief Executive ANZ  
AECOM



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



**Paul Gardiner**  
Regional Manager  
Asia Pacific  
SLR Consulting



**Richard Hayers**  
Vice President and  
Regional Director  
ANZ  
Jacobs



**Malcolm McDowall**  
CEO Australia Pacific  
Arcadis



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



**James Phillis**  
CEO ANZ  
SMEC



**Jamie Shelton**  
CEO  
Northrop



**Will Wright**  
Managing Director  
Douglas Partners



**Convenor**  
**Nicola Grayson**  
CEO  
Consult Australia



## Actions and impact 2021

### Stepping up as leaders



- **The Group** hosted its 5th annual industry event. The theme 'Can we leverage a crisis to create safe and respectful workplaces?' referenced the 100,000-strong #March4Justice and the need for regulatory, legislative, and cultural reform to end sexual harassment. Louise Adams addressed the source and impact of sexist behaviours. Will Wright, Richard Barrett and GHD's Phil Duthie spoke of initiatives to engage men, overcome the bystander effect and support women in building safe and inclusive workplaces.
- **Louise Adams** spoke at or contributed to nine public events or publications on the topic of gender equality.
- Seven firms were awarded the Workplace Gender Equality Agency Employer of Choice citation: **AECOM, Arcadis, Arup, Aurecon, GHD, Jacobs, SMEC.**

### Creating accountability



- Nine of 11 firms now have targets in place. **Jacobs** increased firm-wide targets to 40:40:20 by 2025. **Cardno** introduced gender targets across **APAC** business.
- **AECOM, Jacobs, and Arcadis** embedded formal accountability measures, tying KPIs and remuneration to gender representation goals.
- **SMEC** amended its Australia Executive Committee Terms of Reference to include monitoring of progress towards gender diversity targets and objectives.
- **Arup** introduced nine, values-driven firm-wide commitments on diversity, equity and inclusion, the first focusing on a diverse and inclusive approach to leadership.
- **SLR** improved clarity around its career framework and progression process resulting in a more accessible and transparent promotion process for women and a 15% increase in female nominees.
- **Douglas Partners** scrutinised consulting classifications for bias as part of its pay gap analysis.
- **Arup Champion Kerryn Coker** signed the Pay Equity Pledge and became a WGEA Pay Equity Ambassador.

### Disrupting the status quo



- **SLR** achieved gender balance in their graduate intake, increased women's representation on their leadership team to 20% and introduced diverse recruitment panels.
- **Northrop** increased the representation of women in middle management from 10% to 19% through inclusive hiring training for managers.
- **SMEC** appointed the first woman to its SMEC Australia Board, achieving 25% women's representation.
- **SLR** launched its global 'Women in Leadership' program targeting high potential women. Nine of 11 firms (82%) now have a formal sponsorship program in place.
- **SMEC** implemented the second year of the 'Cultivate' sponsorship program having achieved advancement to more senior roles for 83% of participants in the previous cohort.
- **Aurecon** rolled out 'Leading on Gender Equality', an online course educating and empowering managers to advocate for gender equality.
- **AECOM** refreshed its sexual harassment strategy, providing additional online training for all staff and targeted training for managers. Leaders amplified message of zero tolerance, offered additional support to anyone reporting incidents of sexual harassment and made external investigations available for any incident.
- **Jacobs** launched its 'Everyday Respect: Living Inclusive Language and Behaviour' initiative as part of its 'Culture of Caring and Inclusion' program. The project provides employees a safe space to share the impact of inequality, inspiring leaders to be part of co-creating a respectful workplace culture.
- As part of its 'Developing Leaders' program, **Douglas Partners** provided skills training in psychological safety, inclusion and belonging.
- **Arcadis** launched a 'Call it Out' program to enable and support staff in calling out inappropriate language and behaviour and continue to focus on prevention.
- **Arup** further embedded its 'Call it Out' (bystander) training to support prevention of unlawful or disrespectful behaviour.
- **Arup** introduced the Inclusive Leadership Compass 360-degree assessment for a cohort of 30 leaders. The outcome has been the creation of both individual goals for inclusive leadership development, as well as team goals. The impact of inclusive leadership will be measured as part of Arup's next employee engagement survey.
- **Jacobs** introduced a myFlex toolkit and policy, based on a remote and office collaboration hybrid model.
- **Arup** introduced a flexible weekly working model open to all, regardless of reason for accessing.
- **SLR** expanded flexible working across all APAC roles.
- **SLR** launched its 'Respectful Behaviour at SLR' program guiding staff on addressing disrespectful behaviour and focused on bullying, harassment, sexual harassment, and discrimination in the workplace.
- **SMEC** increased uptake of employees using flexible work through the consistent promotion and communication of support of flexible working, development and promotion of a Flexible Work Arrangements Toolkit, and the roll out of compulsory, bespoke training on flexible work arrangements for all managers.
- **Douglas Partners** updated its flexible work policy introducing a hybrid remote working model.
- **Cardno** revised and relaunched its flexible work policy to include a hybrid working model.





## Actions and impact 2021

- **AECOM** increased its women hires from approximately 30% to nearly 40%, by modifying the hiring process so all requisitions go to open market and all referrals to open recruitment. Previously one in four roles were not hired through an open process which resulted in a significant proportion of men hires.
- **Northrop** led the development of a sponsorship toolkit for use among Group Members and across the built industry.
- **AECOM** now has over 20% women at Director level and above. This is, in part, attributed to implementation of an emerging female leaders' sponsorship program.
- **Arcadis** increased the representation of women in their Regional Executive Team from 30% to 40%; increased the number of women managers by 4.2%; and their new graduate intake joining the business in February 2022 comprises 73% women. This was achieved through integrating actions from the Coalition's 40:40:20 resource, conducting hiring manager training for all line managers, and introducing a robust review to ensure parity at offer stage.
- **Cardno** maintained gender equity in its Australian Leadership Group and introduced a process to address bias and ensure equality in recruitments and promotions.
- **GHD** has increased representation of women at the executive level from 22.6% to 26.9%, and middle management from 20% to 23%. This was supported through a review of advertising to ensure non-gendered language, gender-balanced shortlists, female leadership programs and equal representation on general leadership programs.

### Dismantling barriers for carers



- **SMEC** and **Northrop** introduced superannuation for both paid and unpaid parental leave.
- **Northrop** introduced extended, non-gendered parental leave as well as enhanced benefits for secondary carers.
- **Arup** increased 'supporter carer' paid leave to four weeks.
- **Arup, AECOM** and **Arcadis** removed eligibility periods to access employer funded paid parental leave.
- With the introduction and promotion of non-gendered parental leave, the following firms experienced an increase in the representation of men accessing the scheme: **Cardno, Jacobs, Douglas Partners, SLR, Northrop, SMEC, Arup.**

### Gender equality in society



- **Arup** ensured victims of family and/or domestic violence could access spaces other than home to work during the pandemic where possible.
- **SLR** enhanced paid leave to 10 days across APAC for those experiencing domestic and family violence and rolled out training across the firm.
- **SMEC** introduced 10 days Paid Family and Domestic Violence Leave.
- **Douglas Partners** launched a guide for leaders to identify and support employees who experience domestic and family violence.
- **Northrop** updated its Domestic and Family Violence Guide with the "Three R" support model and provided additional support.
- **Jacobs** is monitoring the use and impact of its renewed Family and Domestic Abuse Policy.

## Practical actions

Table 55: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
Sexual Harassment - build internal support capability or expand relationships with external support services											
<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents										
	Superannuation - paid during paid and unpaid parental leave periods										
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 56: Gender balance in leadership**

Consult Australia Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AECOM	34.8	20.0	24.6	19.2	23.7	39.3	37.5
Arcadis	29.8	60.0	19.4	25.0	21.4	30.4	20.0
Arup	41.6	40.0	25.7	30.8	27.7	44.5	12.5
Aurecon	38.4	25.0	20.9	18.6	28.3	43.4	33.3
Cardno	30.2	50.0	33.3	26.8	19.4	30.6	40.0
Douglas Partners	20.9	0.0	33.3	0.0	23.5	21.4	0.0
GHD	32.3	26.7	29.7	33.1	15.0	33.6	50.0
Jacobs	30.9	35.0	29.6	28.4	26.9	31.6	33.3
Northrop	31.5	0.0	-	13.0	14.6	36.4	28.6
SLR	36.0	25.0	-	16.7	50.0	37.1	25.0
SMEC	26.9	12.5	30.0	22.7	24.7	27.4	0.0
<b>Consult Australia Group Totals</b>	<b>33.4</b>	<b>25.0</b>	<b>25.6</b>	<b>21.9</b>	<b>24.0</b>	<b>35.4</b>	<b>28.0</b>

**Note:** For Aurecon, the data for "Key Management Personnel" and "Other Execs / General Managers" categories includes the WGEA categories "Head of Business" and "Key Management Personnel / Head of Business".

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Unchanged since 2020
- ◆ Not applicable
- ◆ Increase in under-representation of women since 2020

**Table 57: Gender balance in recruitment, retention, promotions and exits**

Consult Australia Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AECOM +	-	43.5	40.4	39.0	34.8
Arcadis	65.8	31.3	37.9	40.3	29.8
Arup +	-	43.3	42.9	44.2	41.6
Aurecon +	-	43.4	37.8	39.2	38.4
Cardno	26.8	27.1	29.7	26.9	30.2
Douglas Partners	-	18.2	23.9	29.2	20.9
GHD +	-	37.8	32.3	34.7	32.3
Jacobs	32.8	30.7	25.3	27.3	30.9
Northrop	34.8	32.8	19.0	25.0	31.5
SLR	-	36.4	44.9	35.4	36.0
SMEC	49.0	37.2	28.1	32.4	26.9
<b>Consult Australia Group Totals</b>	<b>43.9</b>	<b>37.3</b>	<b>33.5</b>	<b>36.8</b>	<b>33.4</b>

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Not applicable

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◆ Exit data includes resignations only

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall

## Gender pay equity

The following organisation in the Consult Australia Group publicly discloses their pay equity gap:

- Jacobs – [UK Government reporting](#)



## Flexible and inclusive employment experiences

**Table 58: Access to flexible work and experiencing an inclusive culture**

Consult Australia Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
AECOM	96.0	95.0	95.0	79.0	81.0	80.0
Arcadis	96.0	94.0	94.0	90.0	93.0	91.0
Arup	88.0	94.0	91.0	-	-	-
Aurecon	94.6	91.9	93.3	91.3	90.3	90.8
GHD	85.0	83.0	84.0	-	-	72.0
Jacobs	91.0	91.0	91.0	81.0	79.0	80.0
SLR	-	-	-	-	-	91.0
SMEC	86.9	81.9	83.3	-	-	-
Consult Australia Group Averages	91.1	90.1	90.2	85.3	85.8	84.1
Consult Australia Group Averages (adjusted)	90.3	89.3	89.4	85.5	86.0	85.5

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 59: Sexual harassment – respect and safety at work**

Consult Australia Group Organisations	<i>Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment</i>			<i>Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications</i>		
	Women	Men	All	Women	Men	All
AECOM	86.0	92.0	89.0	79.0	86.0	82.0
Arcadis	97.0	97.0	96.0	90.0	89.0	87.0
Arup	85.0	91.0	90.0	-	-	-
Aurecon	92.0	96.6	94.8	-	-	-
GHD	89.0	92.0	91.0	-	-	-
Jacobs	93.0	95.0	95.0	83.0	85.0	84.0
SLR	-	-	91.0	-	-	91.0
SMEC	85.8	93.5	90.7	-	-	-
Consult Australia Group Averages	89.7	93.9	92.2	84.0	86.7	86.0
Consult Australia Group Averages (adjusted)	90.3	94.2	92.9	86.5	87.0	85.5

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 60: Exits during or at the end of parental leave**

Consult Australia Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
AECOM	0.0	1.2	0.7
Arcadis	0.0	0.0	0.0
Arup	3.0	0.0	3.0
Aurecon	4.0	0.0	2.0
Cardno	7.0	0.0	2.5
Douglas Partners	100	0.0	13.0
GHD	0.0	0.0	0.0
Jacobs	2.0	3.4	2.4
Northrop	0.0	0.0	0.0
SLR	10	0.0	5.0
SMEC	8.0	10.0	9.0
Consult Australia Group Averages	12.2	1.3	3.4
Consult Australia Group Averages (adjusted)	3.2	1.7	2.3

Note: Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020



**AECOM**

**ARCADIS**

**ARUP**

**aurecon**

**Cardno**

**CONSULT AUSTRALIA**

**Douglas Partners**  
Geotechnics | Environment | Groundwater

**GHD**

**Jacobs**

**NORTHROP**

**SLR**

**SMEC**  
Member of the Surbana Jurong Group

## 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. Our Implementation Leaders for the Consult Australia Group are as follows:

Organisations	Implementation Leaders
AECOM	Lisa Cronk
Arcadis	Amy Cotterell
Arup	Abbie Wright
Aurecon	Penny Rush
Cardno	Keren Gifford
Douglas Partners	Amy Singh
GHD	Stuart McLean
Jacobs	Fiona Rose
Northrop	Stephen Troilo
SLR Consulting	Leonie Kerley
SMEC	Kate Campbell
Program Director	Coleen MacKinnon

“

A focus on behaviours that support an inclusive culture is changing the day-to-day experience for all our people. It requires our leaders to seek feedback, reflect on their biases, actively counter them and try new approaches – in every interaction and decision.

**Louise Adams**  
Chief Operating Officer  
Aurecon

”

# STEM Group

The STEM Group was established in 2016 and today includes 17 Members who lead some 40,500 employees, in 40 jurisdictions.

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

The Champions of Change Coalition STEM Group exists to achieve a significant and sustainable increase in the representation of women in leadership positions in STEM, recognising that unless we disrupt the status quo in the sector, our nations will not fulfil their full innovation and growth potential.

In 2020-21, in addition to work underway in individual Member organisation, Members' collective efforts were focused on: delivering initiatives that engaged more middle-level leaders as 'everyday champions' for gender equality; enhancing efforts to prevent and address sexual harassment; improving analysis and action on gender pay equity; understanding how to improve respectful workplace cultures; and, with Members of the Founding, Health, Global Tech and Microsoft Partners Groups, committing effort and attention to gender equality in the emerging digital economy, releasing a commitment to 12 practical actions in October 2021.

The Group welcomed Dr. Cathy Foley AO PSM, Australia's Chief Scientist, and Phil Davis, Managing Director APAC and Japan, Amazon Web Services as new Members.

## Outcomes for 2020-21

40.2%



Women's representation gender-balanced across the Group

41.2%



Women's recruitment gender-balanced across the Group

41.0%



Women's promotions gender-balanced across the Group

67.3%



Members achieved or moved closer to gender balance across 67.3% of leadership categories in 2021

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Graeme Beardsell**  
CEO  
Fujitsu ANZ



**Peter Burns**  
CEO  
Accenture ANZ



**William Cox**  
CEO  
Aurecon



**Phil Davis**  
Managing Director  
APAC & Japan  
Amazon Web Services



**Robert Easton**  
Chairman  
Accenture ANZ



**Dr. Bronwyn Evans AM**  
CEO  
Engineers Australia



**Dr. Cathy Foley AO PSM**  
Australia's Chief Scientist



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



**Dig Howitt**  
CEO and President  
Cochlear



**Chris Jenkins**  
CEO  
Thales Australia



**Shaun Jenkinson**  
CEO  
ANSTO



**Dr. James Johnson**  
CEO  
Geoscience Australia



**Dr. Larry Marshall**  
Chief Executive  
CSIRO



**Professor Tanya Monro**  
Chief Defence Scientist  
Defence Science and Technology Group  
Department of Defence



**Professor Brian Schmidt AC**  
Vice-Chancellor  
Australian National University



**Andrew Stevens**  
Non-Executive Director



**David Thodey AO**  
Non-Executive Director



**Convenor**  
**Ann Sherry AO**  
Non-Executive Director



## Actions and impact 2021

### Stepping up as leaders



- **ANSTO** conducted leadership skills building for its top 150 people leaders and launched a LGBTIQ+ Ally network as part of their focus to improve inclusion. Sixty-three per cent feel that ANSTO has made positive progress in creating a more inclusive workplace.

### Creating accountability



- **DSTG** embedded accountability for diversity and inclusion by including it as one of the five key expected results within performance agreements for every leadership team member.

### Disrupting the status quo



- **ABS** expanded flexible working, including to contractors and probationary staff, resulting in a significant shift in formal changes to working arrangements and a greater proportion of staff increasing their formal working hours from part-time to full-time, while accessing increased flexible work arrangements under COVID-19.
- **Accenture** created a pipeline of high potential women and mentoring opportunities for these women with senior leadership, to achieve a milestone of 25% women in senior leadership, with a revised target of 30% women in these roles by 2025.
- **ANU** closely monitored gender balance while reducing positions due to COVID-19, shifting the academic staffing profile from 41.3% to 41.8% women in academic roles. Across the academic position reductions, 72% were held by men and 27.97% were held by women.

- **ANU's** commitment to gender balance in senior recruitment has resulted in four of the seven ANU College Deans – the most senior academic roles – are now women. Two of four ANU Deputy Vice-Chancellors are women, and 10 of 20 members of the University's Senior Management Group are women. Three of the most senior governance roles are also held by women: Chancellor, Pro Chancellor, and Chair of Academic Board.
- **CSIRO** increased women's representation at all levels, improved women's promotions (compared to those of men), achieved gender-balanced recruitment and reduced women's representation among exits. CSIRO set clear KPIs for women's representation in leadership, incorporated full-time equivalent year calculation into promotion application forms, used best practice recruitment tips and system nudges for hiring managers and embedded these into the recruitment framework, and drove awareness of the impact of an over-representation of women among exits on CSIRO's research and innovation talent pool.
- **Fujitsu's** focus on gender targets for recruitment shortlists improved women's representation in leadership roles, including an increase in women on the most senior team from 38% to 47% in April 2021.
- **Fujitsu's** goal of gender balance for internal leadership development programs and external career hire programs resulted in women's representation of 46.0% of graduates, 42% of interns and 100% of trainees.
- **Geoscience Australia's** representation of women in senior leadership positions increased to 50% from 29% in 2019.

### Dismantling barriers for carers



- **Accenture** raised the internal profile of men taking extended parental leave, removed primary and secondary carer labels to encourage greater uptake of parental leave by men, enabled greater flexibility in how parental leave is taken (concurrently with partner, part-time or in blocks), resulting in an increase in uptake of parental leave by men. Fifty-seven per cent of employees who took parental leave in FY21 were men.
- **ANU's** introduction of equal parental leave (26 weeks) for partners in 2018 has seen an uptake in the number of male staff accessing this policy. A total of 273 staff took some form of primary carer's leave in 2020-21. Fifty-three per cent of all managers taking primary carer's leave were female (3% more than 2019-20). The number of non-managers taking primary carer's leave increased from 248 in 2019-20 to 253 in 2020-21. Seventy-two per cent of female professional staff (non-managers) took primary carer's leave, with academic female staff comprising 28%. Male non-managers taking primary carer's leave in 2020-21 increased to 69 from 63 in 2019-20. Of the 69 male staff, 31 (44.9%) are academic staff and 38 (55.1%) are professional staff.
- **Geoscience Australia** achieved accreditation with the Australian Breastfeeding Association.

### Gender equality in society

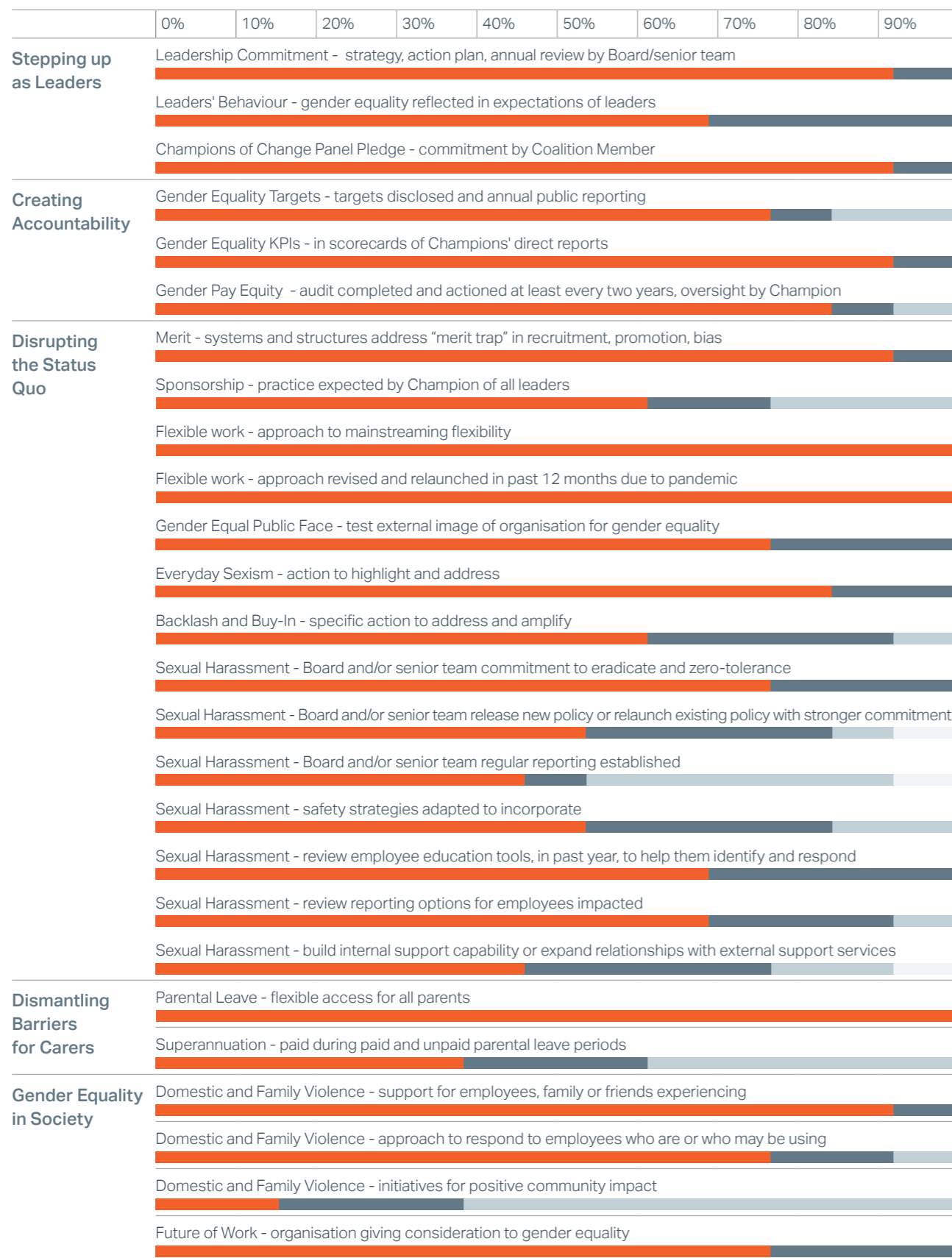


- **AWS** collaborated with the Dream Collective to launch 'SheDares'. 'SheDares' is a free online, interactive learning program that aims to inspire professional women to consider pursuing a career in the technology industry, and show them pathways to entry. Catering to women professionals who are already established in their careers, 'SheDares' features four, online 45-minute self-paced modules focused on expanding perspectives, understanding transferrable skills, and equipping participants with pathways to build skills and find job opportunities.



## Practical actions

**Table 61: Practical actions**



◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



## Impact details 2021

### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 62: Gender balance in leadership**

STEM Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Australian Bureau of Statistics	52.9	100	44.7	44.8	53.6	53.5	-
Accenture	37.3	40.0	26.0	26.1	32.9	43.7	45.5
Amazon Web Services *	23.2	0.0	20.0	28.4	21.8	23.0	0.0
ANSTO	32.9	57.1	42.1	24.0	26.6	34.0	57.1
ANU	52.0	50.0	47.6	51.6	55.2	51.9	71.4
Aurecon	38.4	25.0	20.9	18.6	28.3	43.4	33.3
Cochlear Limited *	52.5	0.0	35.6	41.2	43.6	54.5	30.0
CSIRO #	42.0	42.9	33.3	32.3	38.2	43.4	50.0
Defence Science and Technology Group *	24.2	27.3	14.3	20.0	15.5	28.4	-
Engineers Australia *	56.9	40.0	55.6	61.1	68.8	55.2	33.3
Fujitsu	19.5	-	38.5	33.3	17.9	19.2	20.0
Geoscience Australia	40.8	25.0	63.6	25.5	36.3	48.5	-
Thales Australia	24.1	0.0	8.3	15.8	29.0	24.9	11.1
<b>STEM Group Totals</b>	<b>39.3</b>	<b>34.4</b>	<b>31.1</b>	<b>27.2</b>	<b>36.7</b>	<b>41.2</b>	<b>40.0</b>
<b>STEM Group Totals (adjusted)</b>	<b>40.2</b>	<b>34.8</b>	<b>31.2</b>	<b>27.2</b>	<b>37.0</b>	<b>42.5</b>	<b>41.0</b>

**Notes:**

For Accenture, the data for "Key Management Personnel" includes the WGEA category "Key Management Personnel/Head of Business".  
 For Aurecon, the data for "Key Management Personnel" and "Other Execs / General Managers" categories includes the WGEA categories "Head of Business" and "Key Management Personnel / Head of Business".  
 Defence Science and Technology Group data is as at 30 June 2021.  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Includes non-binary gender

**Table 63: Gender balance in leadership, recruitment, graduates, promotions and exits**

STEM Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Bureau of Statistics	59.1	55.4	47.9	53.1	52.9
Accenture	54.4	42.2	37.5	39.9	32.3
Amazon Web Services +	-	33.1	-	24.4	23.2
ANSTO	50.0	44.5	32.9	44.0	32.9
ANU +	-	47.8	50.6	57.6	52.0
Aurecon +	67.6	43.4	37.8	39.2	38.4
Cochlear Limited	50.0	48.8	51.5	43.8	52.5
CSIRO	-	49.0	40.1	43.1	42.0
Defence Science and Technology Group	26.7	32.2	23.2	25.1	24.2
Engineers Australia	-	56.1	61.9	56.0	56.9
Fujitsu	45.9	24.2	20.8	25.8	19.5
Geoscience Australia	40.0	51.9	59.2	62.1	40.8
Thales Australia +	54.5	26.9	30.2	32.0	24.1
<b>STEM Group Totals</b>	<b>54.1</b>	<b>40.4</b>	<b>38.2</b>	<b>40.1</b>	<b>39.3</b>
<b>STEM Group Totals (adjusted)</b>	<b>54.1</b>	<b>41.2</b>	<b>38.6</b>	<b>41.0</b>	<b>40.2</b>

**Notes:**

Defence Science and Technology Group data is as at 30 June 2021.

Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◇ Not applicable
- ◇ First year reporting

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◇ Not applicable
- ◇ Exit data includes resignations only

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall

**Gender pay equity**

The following organisations in the STEM Group publicly disclose their pay equity gaps:

- Cochlear Ltd – [2020 Annual Report](#)
- Defence Science and Technology Group - Bronze Athena SWAN Award

**Flexible and inclusive employment experiences****Table 64: Access to flexible work and experiencing an inclusive culture**

STEM Group Organisations	Flexible Work Percentage of employees reporting they have access to the flexibility they need			Inclusive Culture Percentage of employees reporting they have an inclusive employment experience		
	Women	Men	All	Women	Men	All
Australian Bureau of Statistics	93.0	92.0	92.0	91.0	89.0	89.0
Accenture	80.0	82.5	81.0	89.0	85.0	89.0
ANSTO	87.4	83.4	84.9	85.0	82.0	82.0
ANU	86.5	77.4	-	67.0	73.0	69.0
Aurecon	94.6	91.9	93.3	91.3	90.3	90.8
Cochlear Limited	92.0	94.0	93.0	83.0	86.0	-
CSIRO	-	-	-	75.0	73.0	73.0
Defence Science Technology Group	100	98.4	97.0	87.1	88.7	85.3
Engineers Australia	89.0	86.0	88.0	84.0	86.0	85.0
Fujitsu	74.0	72.0	73.0	71.0	73.0	72.0
Geoscience Australia	44.0	27.0	34.0	86.0	92.0	89.0
<b>STEM Group Averages</b>	<b>84.1</b>	<b>80.5</b>	<b>81.8</b>	<b>82.7</b>	<b>83.5</b>	<b>82.4</b>
<b>STEM Group Averages (adjusted)</b>	<b>87.0</b>	<b>85.1</b>	<b>86.5</b>	<b>77.4</b>	<b>78.8</b>	<b>79.0</b>

**Notes:**

On flexible work, for non-binary employees, Australian Bureau of Statistics reports 100%.

On inclusive culture, for non-binary employees, Australian Bureau of Statistics reports 93.0%, ANSTO reports 100%, Cochlear Limited reports 85.0% and CSIRO reports 53.0%. The average for the STEM Group is 82.8%.

Defence Science and Technology Group data is as at 30 June 2021.

Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Improved since 2020
- ◇ Not improved since 2020
- ◇ Not reported in 2020
- ◇ Data not available



**Table 65: Sexual harassment – respect and safety at work**

STEM Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Accenture	88.0	92.0	89.0	-	-	-
ANSTO	72.1	80.2	75.3	53.0	62.0	57.0
ANU	80.0	83.0	81.0	-	-	-
Aurecon	92.0	96.6	94.8	-	-	-
Engineers Australia	92.0	96.0	94.0	78.0	77.0	75.0
Fujitsu	78.0	76.0	77.0	64.0	64.0	64.0
STEM Group Averages	83.7	87.3	85.2	65.0	67.7	65.3
STEM Group Averages (adjusted)	84.5	86.9	83.4	-	-	57.0

**Notes:**

On zero tolerance for sexual harassment, for non-binary employees, ANSTO reports 100%.  
Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020

◇ Not improved since 2020

◇ Not reported in 2020

◇ Data not available

**Table 66: Exits during or at the end of parental leave**

STEM Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Australian Bureau of Statistics	1.3	0.0	0.8
Accenture	8.0	13.0	11.0
ANSTO	0.0	2.0	1.2
ANU	6.5	6.7	6.8
Aurecon	4.0	0.0	2.0
Cochlear Limited	3.3	0.0	1.6
CSIRO	8.4	4.5	6.3
Engineers Australia	0.7	0.0	-
Fujitsu	4.0	7.0	10.6
Geoscience Australia	5.9	0.0	3.0
STEM Group Averages	4.2	3.3	4.3

◆ Improved since 2020

◇ Not improved since 2020

◇ Data not available

accenture



aurecon



FUJITSU

THALES



## 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. Our Implementation Leaders for the STEM Group are as follows:

Organisations	Implementation Leaders
Accenture	Amanda Ewing and Kate Schofield
Amazon Web Services	Lauren Jauncey
ANSTO	Joanne Bartley
Aurecon	Penny Rush
Australian Bureau of Statistics	Cathy Bates and Sarah Proudford
Australian National University	Christopher Price
Cochlear	Cristina Condoleon and Jennifer Hornery
CSIRO	Kerry Elliott, Chris Krishna-Pillay and Megan Osmond
Defence Science Technology Group	Melanie Farrier, David Kershaw and Maree Mahoney
Engineers Australia	Justine Romanis
Fujitsu	Nicole Forrester
Geoscience Australia	Bridie Cosgriff and Rachel Graf
Office of the Chief Scientist	Katherine Leigh
Thales Australia	Abby Jones
Program Director	Somali Cerise (until April 2021), Troy Roderick (since May 2021)

“

The much wider uptake of flexible (virtual) working has meant a democratisation of contribution, enabling more women to really succeed in their careers. As a very proud engineer, it's great to see.

**Dr. Bronwyn Evans AM**  
CEO  
Engineers Australia

”

# Fire & Emergency Group

The Fire & Emergency Group was established in 2017, with support from the Australasian Fire and Emergency Services Authorities Council (AFAC).

The Group includes organisations located throughout metropolitan, rural and regional communities across Australia and New Zealand, and includes 30 Members who lead some 280,000 employees and volunteers. Members are focused on advancing gender equality, women in leadership and professional, respectful, and inclusive workplaces within and across the fire and emergency sector.

Champions of Change Fire & Emergency Group identified six priority areas for action in 2021. A particular priority is building the representation of women in frontline service delivery positions which can serve as a critical pathway to leadership positions in the sector.

In 2021 the Group examined the specific barriers to increasing the recruitment of women to frontline roles and committed to develop a sector wide best practice approach to recruitment for frontline roles that will help build a diverse and inclusive workforce.

The Group welcomed Julia Waddinton-Powell, CEO, SAFECOM, and Rob Purcell, Chief Fire Officer, Airservices Australia and Dermot Barry, Chief Officer, Tasmania Fire Service as new Members.

## Outcomes for 2020–21

21.6%



Women's representation achieved overall across the Group ↓ from 24.8% 2020

37.3%



Women's recruitment achieved overall across the Group ↓ from 38.0% in 2020

23.2%



Women's promotions achieved overall across the Group ↑ from 19.1% in 2020

60.2%



Members achieved or moved closer to gender balance across 60.2% of leadership categories in 2021

Note: Outcomes for 2020–21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Dermot Barry**  
Chief Officer  
Tasmania Fire  
Service



**Paul Baxter QSO**  
Commissioner  
Fire and Rescue  
NSW



**Chris Beattie**  
Chief Officer  
South Australia  
State Emergency  
Service



**Ken Block**  
Commissioner  
Fire Rescue Victoria



**Collene Bremner**  
Executive Director  
Bushfires NT



**Andrew Crisp APM**  
Commissioner  
Emergency  
Management Victoria



**Ross Dickson**  
General Manager,  
Governance  
& Assurance  
Forestry Corporation  
of NSW



**Stuart Ellis AM**  
CEO  
AFAC



**Shane Fitzsimmons**  
AFSM  
Commissioner  
Resilience NSW



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



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



**Stephen Griffin**  
CEO  
Victoria State  
Emergency Service



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



**Mark Jones QFSM**  
Chief Officer  
South Australian  
Country Fire Service



**Rhys Jones CNZM**  
Chief Executive  
Fire and Emergency  
New Zealand



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



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



**Andrew Lea ESM**  
Director  
Tasmania SES

# Champions of Change



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



**Natalie MacDonald**  
CEO  
Country Fire  
Authority Victoria



**Michael Morgan AFSM**  
CEO and Chief  
Officer  
SA Metropolitan  
Fire Service



**David Nugent AFSM**  
Director Fires and  
Emergency Services  
Parks Victoria



**Rob Purcell**  
Chief Fire Officer  
Airservices Australia



**Rob Rogers AFSM**  
Commissioner  
New South Wales  
Rural Fire Service



**Mark Spain AFSM**  
Chief Fire Officer  
Northern Territory  
Fire and Emergency  
Service



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



**Julia Waddington-Powell**  
Chief Executive  
SAFECOM



**Georgeina Whelan AM, CSC and Bar**  
Commissioner  
ACT Emergency  
Services Agency



**Carlene York APM**  
Commissioner  
NSW SES



## Convenor

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



## Actions and impact 2021

### Stepping up as leaders



- Implemented an awareness and education program to champion representation of 40% women, 40% men and 20% any gender in AFAC Collaboration Groups and sector level leadership development programs. Progress will be reported annually.
- Paul Baxter, **Fire and Rescue NSW** began a cascade of the 'Leadership Shadow' and 'Listen and Learn' approaches to all middle managers to drive greater understanding of the barriers to women's full participation, and build buy-in for gender equality initiatives.
- Ken Block, **Fire and Rescue Victoria**, increased the proportion of women recruited to frontline urban firefighting roles by 2% (from 4% to 6%) in the last recruitment round by ensuring women were supported throughout the recruitment process.

### Creating accountability



- Released the third *Fire and Emergency Progress Report* in 2021 detailing action and results against seven priority areas. The report was distributed to staff and stakeholders in the sector as a key mechanism of transparency and accountability.
- Continued work towards achieving targets (established in 2019) to increase women's representation as **Chairs and Members of AFAC Collaboration Groups** to at least 40%. This goal recognises that Collaboration Groups provide opportunities to build networks, insights and experiences that are often helpful in securing further leadership opportunities. It is also designed to ensure there is a diversity of perspectives in key governance and policy decisions impacting the sector. Progress to date includes:
  - Some 70.5% of Groups have made progress towards or are now operating within the 40:40:20 target. Furthermore 47% of Groups have now reached the target of 30% female representation and 38% have reached or exceeded the 40% target compared to 31% of Groups in 2020.

- Change in women's representation overall has been minimal sitting at 30% compared to 29% in 2020 and similar for female chairs – 23.5% compared to 23% in 2020.
- The Champions held a workshop with the **Workplace Gender Equality Agency (WGEA)** to better understand the drivers of gender pay gaps, including like-for-like gaps, in organisations with fixed salary bands. Group Members conducted a gender pay equity audit and shared insights on the drivers of any pay gaps, and actions take to address them.

### Disrupting the status quo



- **Fire and Rescue NSW** saw an increase in female representation in operational ranks with the representation of women in permanent firefighting roles increasing from 8.55% to 9.32%, and women in on-call firefighting roles from 10.22% to 11.28%. The total organisational representation of females in operational roles increased by 0.84% to 13.45%.
- **NSW Rural Fire Services** has increased the number of women appointed to Group Officer roles (the most senior volunteer rank) from 3.4% in 2020 to 4.7% in 2021, representing a 42% increase in female Group Officers.
- **Emergency Management Victoria** increased the representation of women in the Executive to 70.6% women (up from 38.6% last year) through a targeted approach to recruitment including direct appointments where the best and most skilled and experienced candidate was selected, while taking into specific consideration gender and addressing unconscious bias in recruitment processes.
- **NSW Parks and Wildlife** more than doubled the number of women in field roles in 2021, from 65 women in 2020 to 141 women in 2021. This was achieved as a result of a targeted recruitment drive to attract more women into field roles including modifying language used in field based role descriptions to attract more female staff and using advertising and media to highlight various roles women can undertake to include in recruitment packages such as all-female hazard reduction burn teams.



## Actions and impact 2021

- **Forestry Corp NSW** increased participation by women by 0.8% in the last 12 months. Initiatives to attract female talent have resulted in a 6% increase in the female applicant base to 22% and a 10% increase in interview rate to 30%, which has translated to 31% of recruits being women.
- **SA SES** piloted a number of recruitment and retention strategies resulting in:
  - 10 out of 67 SES Units have 40% or more of their membership being female, with an average of 29%.
  - Female volunteers and staff have increased by 5% over the last year while there was a 3% increase in male volunteers and staff.
- **Fire Rescue Victoria** established two Women's Support Coordinator roles to provide a visible and accessible contact point for existing female professional firefighters and for women applicants during the Victorian Recruit Firefighter selection process. This resulted in a 2% increase in women recruited (from 4% to 6%).
- 20 high potential leaders from Member organisations in the sector participated in the 'Young Leaders Forum' offered by Coalition Founding Group Member McKinsey & Company.
- **Champions of Change** learned from experts on intersectionality about how women with intersecting identities can experience the workplace, and how they can create workplaces where all women thrive.
- **South Australian State Emergency Service** launched a standalone sexual harassment policy and guidelines following extensive consultation with experts and people across the organisation. The policy encompasses the volunteer workforce and enables individuals to make anonymous reports. The roll-out of the policy and guidance material has been accompanied by an awareness raising campaign and the appointment of sexual harassment contact officers and skills building of managers.
- **Airservices Australia** created a 'Safe Place' for people who have experienced sexual harassment (and other unacceptable behaviour) to make a complaint (including anonymous complaints) and seek support.
- **Fire and Emergency New Zealand**, following wide consultation with employees and volunteers, established a permanent Behaviour and Conduct Office to create a fair and transparent mechanisms for resolving complaints, as a critical step to address bullying and harassment, and build a respectful and positive workplace culture in our organisation.
- **South Australian Country Fire Service (CFS)** developed a Code of Conduct and Respectful Behaviours policy and a Preventing and Responding to Sexual Harassment Guideline to actively promote the core values and expectations of CFS members (volunteers and staff).
- **Country Fire Authority Victoria** rolled out sanitary packs across all appliances to remove a key barrier to women's participation and build inclusion.
- **Queensland Fire and Emergency Services** reached a milestone 330 network members of the 'Allies of Inclusion' program.
- **Victoria SES** recruited and trained 25 volunteer and six staff Gender Equity Champions.

### Dismantling barriers for carers



- **Fire Rescue NSW** has established alternate duties processes to support pregnant firefighting staff participate in meaningful and safe work. The register consists of short and ongoing assignments across all business units and links firefighters' skills to the Public Sector Capability Framework and encourages them to become multi-skilled and gain experience in roles other than frontline operations. Prior to this, procedures surrounding pregnant firefighters were inconsistent and lacked clear guidelines. This led to misconceptions about the work of pregnant firefighters and often contributed to negative stereotyping of women in the job. The alternate duties register has resolved many of these issues by providing an avenue for firefighters to access meaningful duties that are mutually beneficial for staff and the organisation.

## Practical actions

Table 67: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration    ◆ Not reported in 2021



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 68: Gender balance in leadership**

Fire & Emergency Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency **	28.6	50.0	-	46.7	54.0	26.2	45.5
Airservices Australia	17.3	28.4	57.1	-	-	16.8	50.0
AFAC	62.7	66.7	50.0	42.9	25.0	76.7	22.2
CFA Victoria * ^	23.7	0.0	12.5	58.3	20.5	23.8	60.0
Department for Environment and Water SA	48.8	50.0	43.5	43.8	-	50.4	-
Dept of Biodiversity, Conservation & Attractions WA	45.1	50.0	40.0	32.4	28.1	46.3	52.9
Dept of Fire and Emergency Services WA	22.8	17.6	32.1	27.9	16.5	24.1	-
Emergency Management Victoria *	59.8	75.0	72.7	52.7	62.1	60.2	-
Fire & Rescue NSW	13.5	16.7	24.1	22.2	8.9	13.7	-
Fire Rescue VIC	11.2	40.0	7.5	3.8	8.7	12.5	55.6
Fire and Emergency New Zealand ^	19.9	10.0	25.8	20.4	4.8	21.5	66.7
Forest Fire Mgmt Victoria	48.8	54.3	46.4	46.8	42.7	50.4	-
Forestry Corporation of NSW	22.4	-	20.0	19.1	25.0	21.1	60.0
NSW Rural Fire Service ^	23.8	37.5	45.0	8.0	6.0	26.3	-
NSW SES * ^	35.1	0.0	33.3	47.6	30.6	35.4	-
NSW National Parks and Wildlife Service	37.6	33.3	29.4	34.3	33.3	39.5	-
Queensland Fire & Emergency Services ^	26.8	13.3	32.0	26.0	15.9	15.9	20.0
QLD Parks and Wildlife	38.6	30.8	42.3	37.7	54.9	36.9	-
SAFECOM *	70.4	-	62.5	100	55.6	71.4	66.7
SA Metropolitan Fire	6.8	0.0	33.3	6.1	3.2	7.9	-
SA Country Fire Service	47.9	33.3	16.7	27.3	-	51.9	-
South Australia SES ^	29.4	0.0	100	14.3	32.7	29.6	-

**Table 68: Gender balance in leadership (Continued)**

Fire & Emergency Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Tasmania Fire Service	16.1	22.2	42.9	0.0	30.4	15.5	28.6
Tasmania SES ^	33.2	33.3	-	33.3	16.7	34.3	-
Victoria SES	43.6	75.0	50.0	37.5	15.4	46.8	57.1
<b>Fire &amp; Emergency Group Totals</b>	<b>21.6</b>	<b>32.3</b>	<b>32.9</b>	<b>24.9</b>	<b>12.9</b>	<b>25.7</b>	<b>50.0</b>
<b>Fire &amp; Emergency Group Totals (adjusted)</b>	<b>21.6</b>	<b>32.3</b>	<b>32.7</b>	<b>24.9</b>	<b>12.7</b>	<b>25.7</b>	<b>48.8</b>

**Notes:**

Women's representation in the Non-Managers category at South Australia SES was 30.1% in 2020. Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women
- ◆ Data includes volunteers
- ◆ Includes non-binary gender





**Table 69: Gender balance in leadership (frontline service delivery)**

Fire & Emergency Group Organisations	Women's Representation (%)					
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency **	24.8	36.4	-	0.0	31.3	25.0
Airservices Australia	45.1	50.0	40.0	32.4	28.1	46.3
CFA Victoria ^	14.8	-	-	-	4.6	15.2
Dept of Biodiversity, Conservation & Attractions WA	45.1	50.0	40.0	32.4	28.1	46.3
Dept of Fire and Emergency Services WA ^	18.7	0.0	0.0	1.6	7.6	20.0
Fire & Rescue NSW	10.2	0.0	1.6	1.6	2.1	11.8
Fire Rescue VIC	4.7	16.7	1.5	2.0	3.6	5.3
Fire and Emergency New Zealand ^	14.8	0.0	0.0	5.1	3.7	16.4
NSW Rural Fire Service ^	23.7	25.0	22.2	4.6	5.4	26.3
NSW SES * ^	34.7	50.0	33.3	28.6	30.8	35.0
NSW National Parks and Wildlife Service	24.5	0.0	50.0	24.5	50.0	21.4
Queensland Fire & Emergency Services	11.7	7.7	4.5	13.2	5.5	13.4
QLD Parks and Wildlife	31.6	-	28.6	4.5	51.5	31.6
SA Metropolitan Fire	4.3	-	-	0.0	1.5	5.1
SA Country Fire Service	48.1	33.3	16.7	27.3	-	51.9
South Australia SES ^	28.7	-	-	9.4	32.4	29.0
Tasmania Fire Service	28.7	60.0	50.0	27.3	50.0	18.0
Tasmania SES	33.3	33.3	-	33.3	16.7	34.3
Victoria SES	25.2	0.0	0.0	12.5	10.5	30.5
<b>Fire &amp; Emergency Group Totals</b>	<b>20.8</b>	<b>24.2</b>	<b>7.7</b>	<b>7.3</b>	<b>7.2</b>	<b>22.5</b>

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in under-representation of women since 2020
- ◇ Unchanged since 2020
- ◇ Not reported in 2020
- ◇ Not applicable
- ◇ Role/s at CEO level held by one or more women
- ◇ Data includes volunteers
- ◇ Includes non-binary gender

**Table 70: Gender balance in leadership (frontline service delivery enablement)**

Fire & Emergency Group Organisations	Women's Representation (%)					
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency **	48.0	71.4	100	46.7	48.9	45.4
Airservices Australia	45.1	50.0	40.0	32.4	28.1	46.3
AFAC	64.0	66.7	50.0	42.9	25.0	76.7
CFA Victoria ^	29.6	31.9	16.1	7.9	22.9	33.1
Dept of Biodiversity, Conservation & Attractions WA	45.1	50.0	40.0	32.4	28.1	46.3
Dept of Fire and Emergency Services WA ^	63.4	37.5	58.1	46.5	51.0	64.5
Emergency Management Victoria	60.5	50.0	100	65.2	70.0	58.4
Fire & Rescue NSW	57.0	50.0	41.3	50.5	52.9	69.2
Fire Rescue VIC	47.0	75.0	30.8	36.4	41.1	49.0
Fire and Emergency New Zealand ^	33.4	25.0	44.4	4.2	7.3	34.5
Forest Fire Mgmt Victoria	38.3	58.3	23.8	39.7	35.8	38.9
NSW Rural Fire Service	47.7	50.0	51.6	42.7	58.9	43.9
NSW SES *	58.3	0.0	33.3	61.5	27.8	62.8
NSW National Parks and Wildlife Service	70.8	33.3	62.5	100	81.3	70.5
Queensland Fire & Emergency Services	73.3	50.0	63.8	70.8	75.5	75.8
QLD Parks and Wildlife	52.4	30.8	43.8	50.9	58.1	53.9
SA Metropolitan Fire	16.9	0.0	100	8.6	8.3	25.0
South Australia SES ^	51.0	0.0	100	66.7	42.9	51.4
Tasmania Fire Service	8.1	25.0	22.2	13.6	1.9	9.8
Victoria SES	56.0	100	100	62.5	28.6	55.7
<b>Fire &amp; Emergency Group Totals</b>	<b>35.0</b>	<b>32.3</b>	<b>20.3</b>	<b>16.1</b>	<b>31.8</b>	<b>38.1</b>

**Note:** For NSW SES, there is one role at the level of "Key Management Personnel". In 2020, this role was held by a woman, and is held by a man in 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◇ Unchanged since 2020
- ◇ Not reported in 2020
- ◇ Role/s at CEO level held by one or more women
- ◇ Data includes volunteers
- ◇ Includes non-binary gender



**Table 71: Gender balance in recruitment, retention, promotions and exits**

Fire & Emergency Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
ACT Emergency Services Agency	55.4	9.1	24.3	3.7	28.6
Airservices Australia	-	50.6	29.0	17.6	17.3
AFAC	-	57.1	55.6	40.0	62.7
CFA Victoria	-	33.4	70.0	66.7	23.7
Department for Environment and Water SA +	-	49.4	53.3	-	48.8
Dept of Biodiversity, Conservation & Attractions WA	-	51.5	35.1	43.6	45.1
Dept of Fire and Emergency Services WA	-	46.2	46.4	24.7	22.8
Emergency Management Victoria +	0.0	66.7	57.5	69.6	59.8
Fire & Rescue NSW	-	28.5	16.9	12.5	13.5
Fire Rescue VIC	-	30.1	33.3	23.3	11.2
Fire and Emergency New Zealand	25.5	24.0	28.3	22.5	19.9
Forest Fire Mgmt Victoria	55.0	57.6	53.5	-	48.8
Forestry Corporation of NSW	-	36.9	32.1	21.1	22.4
NSW Rural Fire Service	-	26.1	26.9	9.1	35.0
NSW SES	-	50.0	59.0	63.6	35.1
NSW National Parks and Wildlife Service	-	39.2	-	-	37.6
Queensland Fire & Emergency Services	-	24.5	23.4	24.3	26.8
QLD Parks and Wildlife	-	46.2	47.7	28.6	38.6
SAFECOM	-	74.1	57.1	-	70.4
SA Metropolitan Fire +	-	22.4	14.0	9.5	6.8
SA Country Fire Service	-	63.5	36.8	-	47.9
South Australia SES	-	28.3	30.2	37.7	29.4
Tasmania Fire Service +	-	35.8	35.0	12.5	16.1
Tasmania SES	-	46.3	28.6	-	33.2
Victoria SES	-	48.9	33.3	100	43.6
<b>Fire &amp; Emergency Group Totals</b>	<b>27.5</b>	<b>37.4</b>	<b>28.9</b>	<b>23.2</b>	<b>21.6</b>
<b>Fire &amp; Emergency Group Totals (adjusted)</b>	<b>27.5%</b>	<b>37.3%</b>	<b>28.9%</b>	<b>23.2%</b>	<b>21.6%</b>

**Notes:**

Promotions data and overall women's representation indicated for NSW Rural Fire Service refers to paid workforce only, and does not include volunteers. Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◇ Not applicable
- ◆ First year reporting

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◇ Exit data includes resignations only

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall
- ◇ Not applicable

**Table 72: Gender pay equity**

Fire & Emergency Group Organisations	Gender Pay Gaps (%)			
	'Like-for-like' (base salary)	Organisation-wide (base salary)	'Like-for-like' (total remuneration)	Organisation-wide (total remuneration)
AFAC	1.4	19.0	1.4	19.0
CFA Victoria	8.9	10.3	7.8	9.2
Dept of Fire & Emergency Services WA	-	10.8	-	18.4
Emergency Management Victoria	4.4	4.4	4.9	4.9
Fire & Rescue NSW	-	-	-	4.2
NSW National Parks & Wildlife Service	-	7.0	-	-
South Australia SES	-	4.0	-	14.0





## Flexible and inclusive employment experiences

**Table 73: Access to flexible work and experiencing an inclusive culture**

Fire & Emergency Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
	Airservices Australia	86.0	80.0	82.0	-	-
CFA Victoria	63.0	67.0	61.0	48.0	54.0	48.0
Dept of Fire and Emergency Services WA	-	-	86.0	-	-	86.0
Fire & Rescue NSW	-	-	51.0	-	-	73.0
Fire and Emergency New Zealand	-	-	-	78.0	75.0	74.0
Forest Fire Mgmt Victoria	-	-	-	93.0	93.0	92.0
Forestry Corporation of NSW	77.0	72.0	73.0	57.0	65.0	63.0
NSW Rural Fire Service	-	-	51.0	-	-	61.0
NSW SES	88.0	88.0	86.0	64.0	72.0	70.0
Parks VIC	84.0	79.0	79.0	87.0	85.0	59.0
Queensland Fire & Emergency Services	69.0	57.0	60.0	71.0	73.0	72.0
QLD Parks and Wildlife	-	-	72.0	75.0	75.0	-
SA Metropolitan Fire	-	-	63.0	-	-	74.0
South Australian SES	80.0	91.0	86.0	92.0	91.0	92.0
Tasmania SES	-	-	-	-	-	77.8
<b>Fire &amp; Emergency Group Averages</b>	<b>78.1</b>	<b>76.3</b>	<b>70.8</b>	<b>73.9</b>	<b>75.9</b>	<b>73.6</b>
<b>Fire &amp; Emergency Group Averages (adjusted)</b>	<b>77.5</b>	<b>68.5</b>	<b>68.0</b>	<b>71.0</b>	<b>73.0</b>	<b>73.0</b>

**Notes:**

On flexible work, for non-binary employees, Parks Victoria reports 83.0% and Qld Fire and Emergency Services reports 22.0%. The Fire & Emergency Group average is 52.5%.  
 On inclusive culture, for non-binary employees, Fire and Emergency New Zealand reports 50.0%, Forest Fire Management Victoria reports 85.0%, Parks Victoria reports 83.0% and Qld Fire and Emergency Services reports 38.0%. The Fire & Emergency Group average is 64.0%.  
 Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 74: Sexual harassment – respect and safety at work**

Fire & Emergency Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
CFA Victoria	44.0	51.0	44.0	45.0	56.0	46.0
Dept of Fire and Emergency Services WA	-	-	69.0	-	-	44.0
Fire and Emergency New Zealand	58.0	50.0	51.0	72.0	73.0	72.0
Forest Fire Mgmt Victoria	96.0	98.0	97.0	74.0	74.0	72.0
Forestry Corporation of NSW	-	-	-	53.0	62.0	59.0
Parks VIC	79.0	74.0	73.0	71.0	73.0	67.0
<b>Fire &amp; Emergency Group Averages</b>	<b>69.3</b>	<b>68.3</b>	<b>66.8</b>	<b>63.0</b>	<b>67.6</b>	<b>60.0</b>
<b>Fire &amp; Emergency Group Averages (adjusted)</b>	<b>-</b>	<b>-</b>	<b>69.0</b>	<b>-</b>	<b>-</b>	<b>44.0</b>

**Notes:**

On zero tolerance for sexual harassment, for non-binary employees, Fire and Emergency New Zealand reports 50.0%, Forest Fire Management Victoria reports 89.0% and Parks Victoria reports 67.0%. The Fire & Emergency Group average is 68.7%.  
 On safety to raise issues, for non-binary employees, Fire and Emergency New Zealand reports 65.0%, Forest Fire Management Victoria reports 59.0% and Parks Victoria reports 50.0%. The Fire & Emergency Group average is 58.0%.

Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020    ◇ Data not available

**Table 75: Exits during or at the end of parental leave**

Fire & Emergency Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
ACT Emergency Services Agency	0.0	0.0	0.0
Airservices Australia	7.5	0.0	7.1
AFAC	0.0	0.0	0.0
CFA Victoria	0.0	0.0	0.0
Dept of Biodiversity, Conservation & Attractions WA	4.0	0.0	4.0
Dept of Fire & Emergency Services WA	0.0	0.0	0.0
Fire & Rescue NSW	0.0	0.0	0.0
Fire and Emergency New Zealand	17.0	0.0	14.0
NSW SES	0.0	0.0	0.0
Queensland Fire & Emergency Services	3.0	0.0	2.0
SA Metropolitan Fire	0.0	0.0	0.0
<b>Fire &amp; Emergency Group Averages</b>	<b>2.9</b>	<b>0.0</b>	<b>2.5</b>
<b>Fire &amp; Emergency Group Averages (adjusted)</b>	<b>3.4</b>	<b>0.0</b>	<b>2.3</b>

**Note:** Adjusted averages represent Group membership and reporting that are common in 2020 and 2021.

◆ Improved since 2020    ◇ Not improved since 2020    ◆ Not reported in 2020



## 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. Our Implementation Leaders for the Fire & Emergency Group are as follows:

Organisations	Implementation Leaders
ACT Emergency Services Agency	Tina Cox
Airservices Australia	Matt Lanham
AFAC	Madeleine Kelly
Bushfires NT	Andrew Turner
Country Fire Authority Victoria	Terri Wright
Department for Environment and Water SA	Ian Tanner AFSM
Department of Biodiversity, Conservation and Attractions WA	Katie MacWilliams
Department of Fire and Emergency Services WA	Kim Lusk
Emergency Management Victoria	Sonia Mosca
Fire and Emergency New Zealand	Brendan Nally
Fire and Rescue NSW	Wayne Phillips
Fire Rescue VIC	Colin Thomas
Forest Fire Management Victoria	Chris Eagle
Forestry Corporation of NSW	Ross Dickson
New South Wales Rural Fire Service	Trina Schmidt
Northern Territory Fire and Emergency Service	Mark Spain AFSM
NSW National Parks & Wildlife Service	Emma Bleechmore
NSW SES	Miranda Gilberg
Parks Victoria	Ariana Henderson
Queensland Fire and Emergency Services	Stephen Smith
Queensland Parks and Wildlife Services	Rosie Amatt
SA Metropolitan Fire Service	Peter Button
SAFECOM	Kelly Ross
South Australian Country Fire Service	Sindy McCourt and Tammy Moffat
State Emergency Service South Australia	Rachel Rowett
State Emergency Service Tasmania	Matthew Brocklehurst
Tasmania Fire Service	Shane Batt AFSM
Victoria State Emergency Service	Shelley Cussen
Program Directors	Somali Cerise and Lisa Pusey

# Global Tech Group

The Global Tech Group was established in partnership with accelerateHER in 2018 and now includes 13 members who employ over 300,000 people in 104 countries.

The Group's key priorities have focused on the intersection of gender and racial equality, driving improved cultures of inclusion within their respective organisations, greater data transparency, increased representation in leadership, and seeking opportunities to collaborate across the Group through specific initiatives.

The Global Tech Group has expanded their pipeline through graduate recruitment programs, internships, and apprenticeships to encourage a greater diversity of talent into their respective organisations. Given the external reach of many of the Group, there has also been a focus on representation not only internally through leadership, but externally through share of voice, representation in visual media, and diversification of supply chain. All organisations have committed to providing their diversity metrics publicly, and many have now included racial diversity data where possible.

Throughout 2020 and 2021, the Group had a strong focus on racial equality and ensuring an intersectional lens to all gender equality initiatives and programs. Given the jurisdictions where many of the Group's organisations operate, there have been many targeted initiatives to support Black Lives Matter, Black/BAME businesses, community organisations and entrepreneurs, and Black/BAME representation.

In line with the Champions' strategy of listening and learning, the Global Tech Group leaders conducted a roundtable and intimate panel discussion early in 2021 with three key young Black leaders from the tech and media industries. The panel shared their personal experiences, along with insights and recommendations for change and practical action.

All organisations are adapting to the 'new world' of COVID-19, planning office returns and shared working sites, along with facilitation of vaccinations for all employees, adherence to local government requirements across multiple jurisdictions and the increasing mental health impacts on employees. This includes mental health first aid training and expanded Employee Assistance Programs.

The Group will continue their focus on intersectional representation into 2022 and beyond. Global Tech Members have started the conversation for domestic and family violence as a workplace issue, and are beginning to analyse data and challenges for their respective organisations and jurisdictions. This will be a key focus for 2022, along with a deep-dive into socioeconomic inclusion.

## Outcomes for 2020–21

45.7%



Women's representation gender-balanced across the Group

75.0%



Members achieved or moved closer to gender balance across 75.0% of leadership categories in 2021

The Group's key priorities have focused on the intersection of gender and racial equality, driving improved cultures of inclusion within their respective organisations, greater data transparency, increased representation in leadership, and seeking opportunities to collaborate across the Group through specific initiatives.

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

# Champions of Change



**Damian Bradfield**  
President & CEO  
WeTransfer



**Steve Demetriou**  
Chair and CEO  
Jacobs



**Nancy Duboc**  
CEO  
VICE Media



**Brent Hoberman**  
**CBE**  
Chairman  
and Co-Founder  
Founders Forum



**David Jones**  
Founder and CEO  
You & Mr Jones



**Dr. Rahmyn Kress**  
Founder and CEO  
HumanCapitalNetwork



**Geoffroy Lefebvre**  
CEO  
YOOX NET-A-  
PORTER GROUP



**Roger Lynch**  
CEO  
Condé Nast



**Mark Read**  
CEO  
WPP



**Bob Shennan**  
Managing Director  
BBC



**Bob Van Dijk**  
CEO  
Prosus and Naspers  
at Naspers Group



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



**Co-Founders**  
**Poppy Gaye**  
Co-CEO  
accelerateHER



**Laura Stebbing**  
Co-CEO  
accelerateHER



## Actions and impact 2021

### Stepping up as leaders



- **Jacobs** launched their 'Action Plan for Advancing Social Justice and Equality' – an initiative and program of work targeted at achieving true equality for all employees current and future, with a focus on empowering Black employees to advance and achieve at Jacobs.
- **VICE** launched their Black+ partnership, teaming with The National Urban League to make long term commitments to 12 Black-owned businesses (creative, marketing and media services and support).

### Creating accountability



- **All organisations** now have a Diversity & Inclusion Council/Taskforce, improved governance for Diversity & Inclusion and gender equality, and employee networks to facilitate both change throughout organisations, and a consultative voice into leadership.
- **BBC** launched their Diversity & Inclusion Strategy 2021-23 based on extensive consultation across the workforce. The Strategy includes expanding the pool of diverse senior leaders, transforming recruitment and career development, and investing in diverse leadership. Measures for Gender, BAME, Disability are 50:20:12.
- **Jacobs** achieved 50% representation of women on their Executive Leadership Team and 30% on their Board. This was achieved through Quarterly Business Reviews of Business Leaders' reports on plans and progress for achieving gender balance and robust succession planning during Executive Talent Reviews, to include women at all levels.

### Disrupting the status quo



- By end 2021, 100% of global employees at **Condé Nast** will have completed mandatory unconscious bias and anti-racism training.
- **YOOX NET-A-PORTER Group** launched their 'Women in Tech' sponsorship pilot program to support women across the Group to develop their career and be sponsored by senior leaders into new opportunities and roles. It also launched in a Group-wide Volunteering Policy giving two days per year of volunteering leave to all part-time and full-time employees, providing mentorship and training to future talent and under-represented groups, with a focus on women in tech.
- **WPP** has increased the number of women at the most senior executive level from 37% to 40% and increased the number of women on the Board to 43%.
- **Condé Nast** launched their US internship program that prioritised participation among young people from a wide range of backgrounds and schools, including community programs and schools outside of a traditional four year institution. They are working with hiring managers to ensure that every year 50% of candidates on hiring slates are from diverse and underrepresented backgrounds. They also provided US \$1m in pro-bono advertising support for non-profit organisations combatting racial injustice.
- **Condé Nast's GQ's Change is Good** is the brand's first ever global collaboration and manifesto focused on diversity, gender equality, sustainability and mental health. Vogue Mexico's Voces de Cambio is a video series highlighting the stories of Mexican and Latin American women who have vocally addressed issues of representation and diversity in their fields.



## Actions and impact 2021

- In March 2021, Prosus launched 'Prosus FLIGHT' an education and employment initiative for marginalised women and girls in India in partnership with UN women. 'Prosus FLIGHT' aims to alleviate some of the barriers to advancing women's equality and participation in the workforce by supporting 750 women and girls to earn a formal degree or certification, as well as helping them to attain employable skills that would allow them to participate in India's digital economy.
- VICE Studios' *Man, Woman #MeToo* documentary, which analyses patriarchy and its various ramifications in Indian society through real life stories, was released via the Discovery Channel India, and won Best Editing at the 25th Asian Television Awards.
- WPP committed to investing \$30m over three years in inclusion programmes within WPP and to support external organisations with a specific focus on racial equality.

### Gender equality in society



- Condé Nast France partnership with La Maison des Femmes, an organisation dedicated to supporting vulnerable women and those experiencing domestic and family violence.
- Condé Nast's *Vanity Fair Italia* published an issue celebrating 48 women who are actively contributing to the evolution of the country — politically, culturally, socially and economically. Reflecting this showcase of women empowerment, the title has also committed to revising its masthead using feminine nouns where the journalist is a woman, and launched an initiative aimed at naming more streets, squares and parks across Italy after the women who have left a mark in the country's history.
- Vogue China's September issue was celebrated for being put together by an all female group of creatives. The title put out an open casting call titled *Vogue New Face* - searching for the next generation of new faces, of diverse backgrounds, ages, sizes, stories. The cover star was 19 year old dance student Fan Jinghan, who is also a student at the Beijing Sport University.
- WeTransfer's initiative 'WePresent' is designed to tell stories across different communities – including age, race, geography, gender or sexuality. Stories shared on 'WePresent' include profiles of artists featuring their existing work and newly commissioned projects which demonstrate unexpected stories about creativity. They will be investigating a piece centred on Domestic and Family Violence for 2022.
- WeTransfer launched a spotlight on Black-women-owned businesses.

## Practical actions

Table 76: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration    ◆ Not reported in 2021

Note: The data in this table represents actions taken by Members listed in Table 78 of this Report.



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 77: Gender balance in leadership**

Global Tech Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Condé Nast	63.8	70.0	-	-	-	-	-
Jacobs	28.6	36.1	25.7	21.2	26.2	29.2	30.0
WPP	55.3	-	-	51.2	-	56.9	42.9
<b>Global Tech Group Totals</b>	<b>45.7</b>	<b>43.5</b>	<b>25.7</b>	<b>49.2</b>	<b>26.2</b>	<b>46.7</b>	<b>37.5</b>

Note: Jacobs global women's representation is 29.7%. Data in Table 77 includes a specific segment of the employee population related to Craft Employees.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Increase in under-representation of women since 2020
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not applicable

**Table 78: Gender balance in recruitment, retention, promotions and exits**

Global Tech Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Jacobs	37.9	28.0	27.1	32.7	28.6

- Recruitment** ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- Retention** ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- Promotions** ◆ Women promotions equal to or more than women's representation overall

## Gender pay equity

The following organisations in the Global Tech Group publicly disclose their pay equity gaps:

- Jacobs – [UK Government reporting](#)
- WPP – [Company website](#), [2020 Annual Report](#) and [Sustainability Report](#)

## Flexible and inclusive employment experiences

**Table 79: Access to flexible work and experiencing an inclusive culture**

Global Tech Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Jacobs	89.0	88.0	88.0	83.0	83.0	83.0
WPP	-	-	24.0	-	-	81.0
<b>Global Tech Group Averages</b>	<b>89.0</b>	<b>88.0</b>	<b>56.0</b>	<b>83.0</b>	<b>83.0</b>	<b>82.0</b>

- ◆ Not improved since 2020
- ◆ Data not available

**Table 80: Sexual harassment – respect and safety at work**

Global Tech Group Organisations	<i>Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment</i>			<i>Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications</i>		
	Women	Men	All	Women	Men	All
Jacobs	86.0	90.0	89.0	86.0	89.0	88.0

**Table 81: Exits during or at the end of parental leave**

Global Tech Group Organisations	<i>Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year</i>		
	Women	Men	All
Jacobs	5.0	2.7	7.7



## 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. Our Implementation Leaders for the Global Tech Group are as follows:

Organisations	Implementation Leaders
BBC	Anne Foster
Condé Nast	Zoe Garland and Yashica Olden
Founders Forum	Isabella Boscawen
Jacobs	Somoud Al Masri
Prosus and Naspers at Naspers Group	Cami Rodriguez
VICE Media	Kim Persse
WPP	Gill Hardy
YOOX NET-A-PORTER Group	Sara Franzoni
You & Mr Jones and One Young World	Paulette L Forte
Program Director	Sam Turner



# Pakistan Group

The Pakistan Group was established in October 2018 and today includes 12 active Members who lead some 35,000 employees across Pakistan.

The Group includes representatives from various sectors including hospitality, telecommunications, information technology, textile, financial advisory, micro-finance, media and fashion. Members focus and lead on gender equality, diversity and women's empowerment, not only within and across their organisations but in society as a whole, leading to create a collective impact on the social and cultural barriers in the society inhibiting empowerment of women.

The Convenor of the Pakistan Group was also a member of the UN Secretary General's High Level Panel on Women's Economic Empowerment, where the Champions of Change Group was recognised as International Best Practice for creating tangible and sustainable impact on the agenda of gender equality.

In 2020-2021, after in-depth deliberations and insights gained from each organisation, the Pakistan Group committed to the following action themes for the year:

- Flexible Work and Return to Workplace.
- Gender-Balanced Recruitment.
- Gender-Balanced Public Image.

Three new members to the Group were welcomed at the Group's quarterly meeting hosted by the Australian High Commissioner in Pakistan in September 2021 bringing together (after months of lockdown) all the CEOs representing the Pakistan Group. At this meeting the Group Members shared individual progress made by each organisation, brainstormed challenges and concerns of the Champions within their organisations and sectors, and discussed global learnings to help move the needle on gender equality faster.

The CEOs are keen to continue learning and knowledge sharing in the Group and work towards larger goals with a collective voice and agency.

In other important work the Group's technical advisors EY Ford Rhodes (who are also Coalition Members) conducted impactful training for the Member organisations on 'Diversity and Inclusion for a Productive Workforce' and 'Beating the Bias' involving senior and middle management. The training sessions were well received by the team leaders. EY Ford Rhodes also conducted an Executive Leadership Program on 'Inclusive Leadership & Gender Sensitisation' for team leaders and senior management of Member organisations in November 2021.

The Group welcomed six new Members: Aamir Ibrahim, CEO, Jazz; Navid Fazil, CEO, Interloop Limited; Duraid Qureshi, CEO and Co-Founder, Hum Network Limited; Taimoor Mukaty, CEO, Liberty Mills Limited; Junaid Murtaza, CEO, L'Oréal Pakistan; and Muhammad Uns, CEO, Swyft Logistics.

## Champions of Change



**Yasir Ashfaq**  
CEO  
Pakistan Microfinance Investment Company



**Aziz Boolani**  
CEO  
Serena Hotels



**Navid Fazil**  
CEO  
Interloop Limited



**Aamir Ibrahim**  
CEO  
Jazz



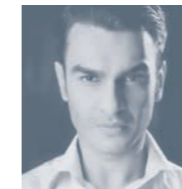
**Irfan Wahab Khan**  
CEO  
Telenor Pakistan



**Taimoor Mukaty**  
CEO  
Liberty Mills Limited



**Junaid Murtaza**  
CEO  
L'Oréal Pakistan



**Munib Nawaz**  
CEO  
Inspire group.



**Duraid Qureshi**  
CEO and Co-Founder  
Hum Network Limited



**Asim Siddiqui**  
Country Managing Partner  
EY Ford Rhodes



**Furqan Ahmed Syed**  
Vice President and General Manager APAC Region  
PepsiCo Pakistan



**Muhammad Uns**  
CEO  
Swyft Logistics



**Convenor**  
**Fiza Farhan**  
Global Strategic Development Advisor

The Convenor of the Pakistan Group was also a member of the UN Secretary General's High Level Panel on Women's Economic Empowerment, where the Champions of Change Group was recognised as International Best Practice for creating tangible and sustainable impact on the agenda of gender equality.





## Actions and impact 2021

### Stepping up as leaders



- **PepsiCo Pakistan** received national awards in recognition of their gender diversity achievements which include National D&I Award, Best Place to Work – Engagement category, Leadership and Accountability, Benefits, Work Life Integration and Flexibility, and Connecting D&I and Sustainability.
- **All Members**, including the newest Members, affirmed their commitment to the Champions of Change Panel Pledge at their September 2021 meeting.
- **Telenor Pakistan** was awarded by the Centre for Global Inclusion for best practices in vision for their diversity and inclusion agenda.

### Creating accountability



- **Interloop** set a target to increase representation of women in their workforce to 30% by 2025, with targets being built in to KPIs and Business Managers' performance measures.
- **PMIC** has updated their leaders' KPIs with gender diversity KPIs which include hiring, promotion and training and development of women. This along with updates to HR policies has resulted in 32% representation of women in hiring; 50% representation of women in promotions; 22% representation of women in top leadership positions; and 75% women team members being nominated for training opportunities.

### Disrupting the status quo



- **EY Ford Rhodes** improved the gender ratio in offices and promoted a gender inclusive public image, ensuring that every service line has women, and that women are represented on all public forums and client engagements. This has been achieved through a gender diversity and inclusion session led by a Managing Partner, and conducting sessions to sensitise managers and C-suite to unconscious bias during hiring, retention and promotion.
- **EY Ford Rhodes** created greater awareness of flexible working policies and encouraged employees to utilise the policies resulting in an increase in the number of employees working flexibly.
- **PepsiCo** launched a series of initiatives which resulted in 24% representation of women at leadership level and increased the frontline ratio of women from 7% to 28% at PepsiCo Lay Plants by the end of 2020, setting an industry benchmark. Initiatives implemented included:
  - A 'Women Inclusion Network' to strengthen the support network for women at PepsiCo.
  - Customised Engagement and Development Plans for Frontline Associates, 'Focusing Females'.
  - 'Life @ PepsiCo Series' – a program to inspire, support and encourage women in unconventional roles.
  - A Gender Sensitisation Drive across the business.
  - Roll out of best in class facilities including day care, common room, lockers and female transport.
  - The establishment of Anti-Harassment Committees across the organisation.

- Members connected with **Pink Collar**, a leading female executive head-hunting agency to create the extra push required for sourcing professional women for senior level positions.
- **Telenor's** flagship program, 'Naya Aghaaz', enabled 11 women who took career breaks due to personal reasons to return to work in trainee roles and help build a diverse talent pipeline.
- Every year **Interloop** inducts fresh graduates through its MTO Program wherein 50% of inductees are women.
- **Interloop** rolled out a comprehensive recruitment strategy focused on hiring female candidates from Pakistan's top universities, including in the field of engineering. Interloop made efforts to engage these universities, organise career fairs, and identify female candidates for its Management Trainee Program.

### Dismantling barriers for carers



- **Interloop** provides day care centres at all of its hosiery plants. Mothers can visit their children anytime during the day and lunch break. The international standard infrastructure includes study, play and rest areas and trained teachers to ensure quality pre-primary education and development through curricular and extracurricular activities. A Company doctor performs periodic health check ups of attending children.

### Gender equality in society

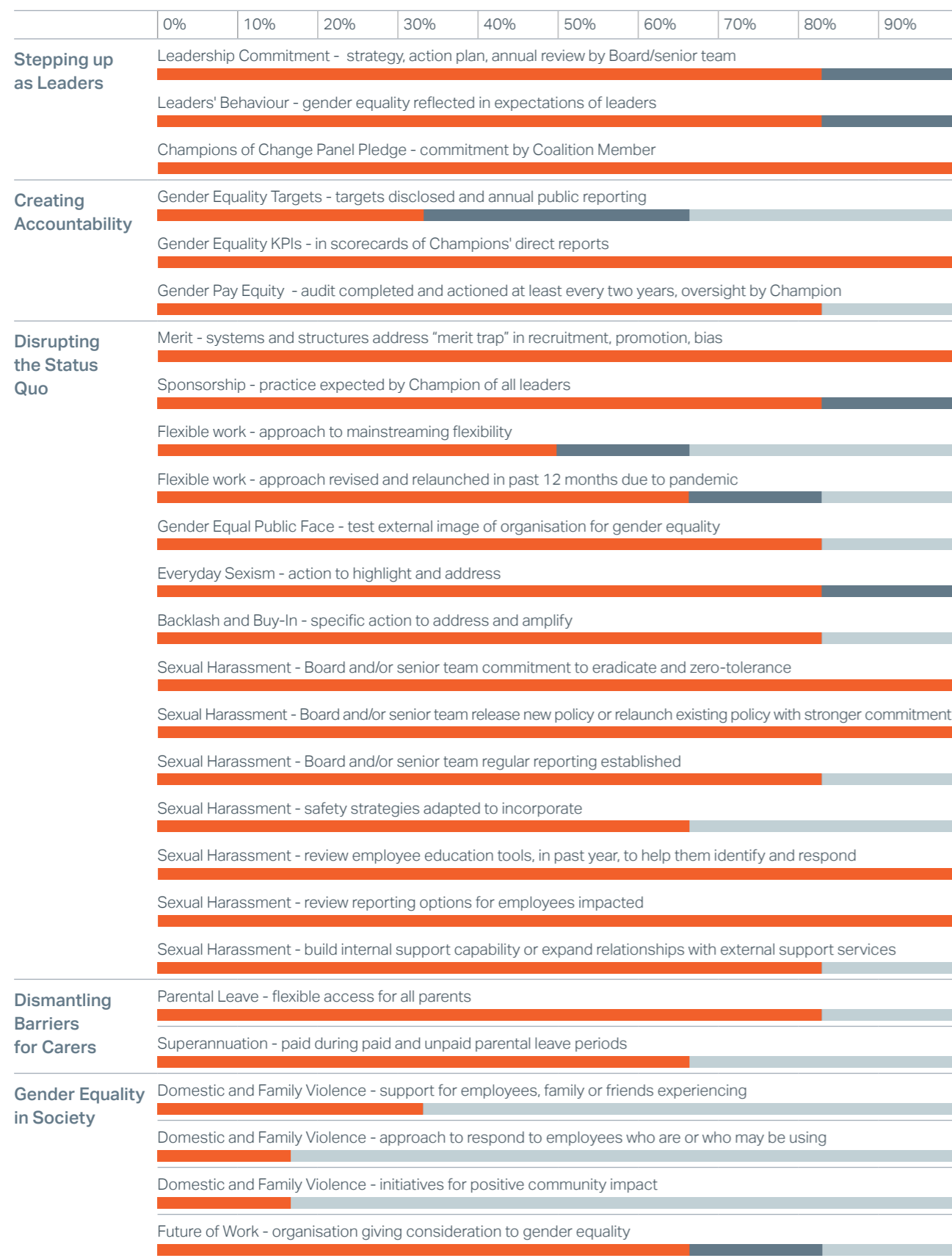


- **Interloop** established 27 schools (primary, secondary and higher secondary) including three primary campuses during 2020 in the rural areas around Faisalabad city.
- **Interloop** created an endowment for supporting lifetime operating costs of 16 schools and also provides funds for managing annual operational costs of the remaining schools. These schools are managed by female staff and provide quality formal education to 4,000 less privileged children, 50.0% girls, in an environment that encourages intellectual, moral and spiritual growth.
- **Interloop** joined hands with the Institute of Business Administration (IBA), Center for Entrepreneurial Development (CED) Karachi to exclusively sponsor the IBA Entrepreneurship Program in Hyderabad, Faisalabad and Gujranwala with an aim to promote women entrepreneurship. Approximately 300 participants, men and women, benefited from this program in three cities.
- **Interloop** collaborated with the **Government College Women University Faisalabad (GCWUF)** to establish a scholarship scheme and internship program in May 2015 to annually support 30 students for four year Bachelor Degree programs. The program provides continuous support to each annual cohort until the students complete their degrees. In 2020 Interloop increased its scholarships from 30 to 52. Currently 161 female scholars now receive free education for multiple Bachelor Degree programs at GCWUF.



### Practical actions

**Table 82: Practical actions**



◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration

### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 83: Gender balance in leadership**

Pakistan Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
EY Ford Rhodes	18.1	0.0	0.0	53.8	11.1	19.4	0.0
Interloop	8.1	25.0	7.0	11.9	7.5	8.1	14.3
Pakistan Microfinance Investment Company	32.4	22.2	-	16.7	-	50.0	14.3
PepsiCo Pakistan	17.8	22.2	24.1	28.9	13.1	18.9	-
Serena Hotels	9.9	0.0	25.0	7.4	16.7	9.7	-
Telenor Pakistan	25.0	12.5	13.9	18.1	16.0	26.0	-
<b>Pakistan Group Totals</b>	<b>9.9</b>	<b>12.0</b>	<b>11.8</b>	<b>19.0</b>	<b>11.6</b>	<b>9.5</b>	<b>10.5</b>

◆ Gender balance achieved (40%-60% women's representation)    ◆ Not reported in 2020    ◆ Not applicable

**Table 84: Gender balance in recruitment, retention, promotions and exits**

Pakistan Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
EY Ford Rhodes +	17.0	29.1	17.1	19.5	18.1
Pakistan Microfinance Investment Company +	20.0	20.0	33.3	50.0	32.4
PepsiCo Pakistan	-	33.5	-	7.8	17.8
Serena Hotels	34.1	37.0	26.5	25.0	9.9
Telenor Pakistan	26.1	-	-	21.6	25.0
<b>Pakistan Group Totals</b>	<b>23.0</b>	<b>32.7</b>	<b>18.5</b>	<b>15.2</b>	<b>9.9</b>

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Not applicable
- ◆ First year reporting

**Retention**

- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
- ◆ Exit data includes resignations only
- ◆ Not applicable

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall



## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 85: Access to flexible work and experiencing an inclusive culture**

Pakistan Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
EY Ford Rhodes	-	-	78.0	-	-	86.0
Telenor Pakistan	-	-	83.0	-	-	80.0
Pakistan Group Averages	-	-	80.5	-	-	83.0

**Table 86: Sexual harassment – respect and safety at work**

Pakistan Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
EY Ford Rhodes	-	-	89.0	-	-	89.0
Telenor Pakistan	-	-	83.0	-	-	83.0
Pakistan Group Averages	-	-	86.0	-	-	86.0

**Table 87: Exits during or at the end of parental leave**

	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
EY Ford Rhodes	0.0	0.0	0.0
Pakistan Microfinance Investment Company	0.0	0.0	0.0
Pakistan Group Averages	0.0	0.0	0.0



## 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. Our Implementation Leaders for the Pakistan Group are as follows:

Organisations	Implementation Leaders
EY Ford Rhodes	Abeera Ali
Hum Network	Islam Ahmed Khan
Interloop Limited	Saira Khan
Jazz	Nayab Sadaf
Liberty Mills Limited	Syed Saad
L'Oréal Pakistan	Adeela Liaquat
Pakistan Microfinance Investment Company	Afia Khan and Ambreen Zehra
PepsiCo Pakistan	Shafaq Javed and Momina Tariq
Serena Hotels	Moin Uddin
Swyft Logistics	Nimra Khan
Telenor Pakistan	Osman Ahmed and Konpal Mansoor

## Health Group

The Health Group was established in April 2019. The Group has 14 members who lead some 180,000 employees, across Australia. The Group includes representatives from Australia's leading health and hospital care providers, the primary health care sector, pharmaceutical, government and funding bodies and peak professional bodies.

The health sector is highly gender segregated, with women occupying as much as 80% of all roles. In a majority of health organisations, women's progression to senior management is not proportionate to their representation, and women are not progressing to senior management positions at the same rate as men. Over the longer term, work to create more inclusive workplaces and attract more men to work in the sector will disrupt the gendered nature of the sector overall.

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 within high paid careers within the sector.
- Cultivate inclusive cultures that deliver efficiency within organisations and across the broader health sector.

The primary focus for Health Group Members during 2021 remained supporting their frontline staff, many of whom have experienced significant and ongoing strain as a result of the COVID-19 pandemic.

In addition to this focus on the well-being of their teams in the immediate term, Health Group Members agreed to undertake action under three streams of focus in response to analysis of the impact of the pandemic on the future of their workforces.

These pillars are:

- Workforce
- Ways of Working
- Culture, Safety and Well-being

Under the Workforce pillar, Health Group Members undertook a deep dive considering the talent pipeline to leadership positions within their organisations, and examining areas in which action could be taken to ensure women's progression.

Health Group Members initiated a pilot sponsorship program for women leaders in health.

Health Group Members have also begun considering opportunities for action to accelerate women's participation in the growing digital economy, in recognition of the opportunity to create gender equality within the high-pay, high-growth jobs emerging in response to the rapid adoption of tech by all businesses during the pandemic.

Under the Culture, Safety and Well-being pillar, Health Group Members began implementation of actions under the Coalition's *Disrupting the System - Preventing and responding to sexual harassment in the workplace* report.

The Group also began work to consider how they could support their staff experiencing domestic and family violence, by listening to and learning from survivor advocates and people embedded in responses within the health sector.

The Group initiated whole of Coalition action to share referral pathways and resources from their workplace responses to domestic and family violence online in support of small and medium enterprises which may not have internal capability to create these resources.

## Outcomes for 2020–21

# 77.5%



Women's representation achieved overall across the Group ↓ from 79.3% 2020

# 79.5%



Women's recruitment achieved overall across the Group ↑ from 79.2% in 2020

# 83.9%



Women's promotions achieved overall across the Group ↑ from 83.2% in 2020

# 69.6%



Members achieved or moved closer to gender balance across 69.6% of leadership categories in 2021

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

Health Group Members undertook a deep dive considering the talent pipeline to leadership positions within their organisations, and examining areas in which action could be taken to ensure women's progression.

## Champions of Change



**Jim Birch AM**  
Chair of Board  
Australian Red Cross  
Lifeblood



**Martin Bowles AO PSM**  
National CEO  
Calvary Health



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



**Trevor Danos AM**  
Chair  
Northern Sydney  
Local Health District



**James Downie**  
CEO  
Independent  
Hospital Pricing  
Authority



**Gavin Fox-Smith**  
Non-Executive  
Director



**Dr. Shane Kelly**  
Group CEO  
St John of God  
Health Care



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



**Elizabeth Koff FIPAA**  
Secretary  
NSW Health



**Nadia Levin**  
CEO  
Research Australia



**Peter McIntyre**  
CEO  
Royal Australian  
College of  
Physicians



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



**A/Professor  
Anthony Schembri  
AM**  
CEO  
St. Vincent's Health  
Network Sydney



**Sarah Sharkey AM  
CSC**  
Surgeon General ADF  
Commander Joint Health  
Department of Defence



### Convenor

**Professor Christine  
Bennett AO**  
Dean, School of Medicine  
The University of Notre Dame



## Actions and impact 2021

### Stepping up as leaders



- Following on from a discussion of the barriers to progression that women in health face through the talent pipeline, all **Health Group Members** have agreed to implement one specific and organisationally relevant action to address systemic issues. These individual actions range from engaging their Executive Team to lead internally, to participating in a pilot sponsorship program.
- **Anthony Schembri AM, Gavin Fox-Smith, Martin Bowles, and Nadia Levin** began a pilot sponsorship program for emerging women leaders.
- **Gavin Fox-Smith** undertook a range of activities to promote the Coalition's *Disrupting the System - Preventing and responding to sexual harassment in the workplace* report, including participating in publicity by the Australian Institute of Company Directors. **Martin Bowles** also participated in these publicity efforts, sharing his perspective on the importance of taking difficult decisions on 'high value' employees through Coalition media platforms.

### Creating accountability



- **Aspen Medical** launched their diversity and inclusion strategy, focusing on gender equality, social inclusion and engaging with Indigenous Australians.
- **Calvary** achieved 50% representation of women in the national executive leadership team and 64% in senior leadership positions.

### Disrupting the status quo



- **Calvary** began the roll out of a 'Speak up for Safety' program across the organisation, which is about preventing unintended harm to staff and patients and importantly includes a program promoting professional accountability.
- **Northern Sydney Local Health District** launched a Senior Leadership Development program with a 25% increase in participation from women emerging as medical leaders.

### Dismantling barriers for carers



- **Lifeblood** updated and relaunched their Parental Leave Policy and created a Parental Leave Policy Toolkit to support uptake.
- **Northern Sydney Local Health District** launched a range of enhanced Flexible Working Resources and a Flexible Working Guideline to support the uptake of flex across the whole workforce – supporting approximately 30% of their workforce that undertakes part-time work and 5% of the workforce that undertook working from home during the pandemic.
- **NSW Health** released enhanced parental leave provisions, including up to 14 weeks paid leave for the second parent. Regardless of gender, NSW Health employees who are new parents are now taking up the opportunity to share the provision of primary care in the first 12 months with their new born, or newly adopted child.

### Gender equality in society



- **Calvary** relaunched their Domestic and Family Violence Policy along with CEO communication and promotion of the supports available.
- **Royal Australasian College of Physicians** launched their workplace responses to domestic and family violence.
- **Aspen Medical** launched an enhanced Domestic Violence Policy, which provides additional support to people experiencing violence. The reach of this policy has been expanded, with Aspen sharing their approach with their small business suppliers and the broader community.



### Practical actions

**Table 88: Practical actions**

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team											
	Leaders' Behaviour - gender equality reflected in expectations of leaders											
	Champions of Change Panel Pledge - commitment by Coalition Member											
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting											
	Gender Equality KPIs - in scorecards of Champions' direct reports											
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion											
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias											
	Sponsorship - practice expected by Champion of all leaders											
	Flexible work - approach to mainstreaming flexibility											
	Flexible work - approach revised and relaunched in past 12 months due to pandemic											
	Gender Equal Public Face - test external image of organisation for gender equality											
	Everyday Sexism - action to highlight and address											
	Backlash and Buy-In - specific action to address and amplify											
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance											
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment											
	Sexual Harassment - Board and/or senior team regular reporting established											
	Sexual Harassment - safety strategies adapted to incorporate											
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond											
	Sexual Harassment - review reporting options for employees impacted											
	Sexual Harassment - build internal support capability or expand relationships with external support services											
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents										
		Superannuation - paid during paid and unpaid parental leave periods										
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing											
	Domestic and Family Violence - approach to respond to employees who are or who may be using											
	Domestic and Family Violence - initiatives for positive community impact											
	Future of Work - organisation giving consideration to gender equality											

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



### Impact details 2021

#### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 89: Gender balance in leadership**

Health Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aspen Medical	68.9	-	42.9	16.7	51.2	70.8	52.9
Australian Red Cross Lifeblood *	75.2	60.0	76.6	34.0	62.2	76.9	54.5
Calvary Health	81.1	57.1	58.1	63.9	75.2	81.6	55.6
Defence Joint Health Command APS	68.5	-	0.0	56.7	-	72.7	-
Defence Joint Health Command ADF	58.7	-	33.3	57.5	50.5	67.4	-
Independent Hospital Pricing Authority	58.1	-	100	66.7	48.1	64.7	62.5
Northern Sydney Local Health District	72.7	57.7	64.4	52.9	71.0	73.0	61.5
Royal Australasian College of Physicians	79.5	37.5	50.0	-	78.8	81.7	60.0
St John of God Health Care	81.3	44.4	42.9	58.5	67.9	82.1	27.3
<b>Health Group Totals</b>	77.3	53.7	62.0	54.2	67.1	78.2	53.2
<b>Health Group Totals (adjusted)</b>	77.5	52.6	55.7	55.7	68.0	78.3	51.7

**Notes:**

Defence Joint Health Command data is as at 30 June 2021.

Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

Health Group Organisations	Women's Representation (%)							
	Board	Committee Chairs / CEOs	Total Fellows	New Fellows	Total Registrars	New Registrars	National Office Staff	Training Program Applicants
Australasian College of Sports and Exercise Physicians	37.5	33.3	24.6	28.6	28.6	30.0	66.7	35.3

◆ Gender balance achieved (40%-60% women's representation)    
 ◆ Moving closer to gender balance since 2020    
 ◆ Increase in over-representation of women since 2020  
◆ Increase in under-representation of women since 2020    
 ◆ Unchanged since 2020    
 ◆ Not reported in 2020  
◆ Not applicable    
 ◆ Role/s at CEO level held by one or more women

**Table 90: Gender balance in recruitment, retention, promotions and exits**

Health Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aspen Medical	-	94.3	59.7	80.8	68.9
Australian Red Cross Lifeblood	-	80.0	82.5	74.8	75.2
Calvary Health	90.0	78.3	81.2	84.5	81.1
Defence Joint Health Command (APS)	-	65.4	-	62.5	68.5
Independent Hospital Pricing Authority	-	46.2	37.5	100	58.1
Royal Australasian College of Physicians	-	73.3	80.3	100	79.5
St John of God Health Care	-	78.9	78.8	84.3	81.3
<b>Health Group Totals</b>	90.0	79.5	80.0	82.1	77.3
<b>Health Group Totals (adjusted)</b>	90.0	79.5	79.9	83.9	77.5

**Notes:**

Defence Joint Health Command data is as at 30 June 2021.

Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
- ◇ Not applicable
- ◆ First year reporting

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◇ Not applicable

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall

**Flexible and inclusive employment experiences****Table 91: Access to flexible work and experiencing an inclusive culture**

Health Group Organisations	Flexible Work Percentage of employees reporting they have access to the flexibility they need			Inclusive Culture Percentage of employees reporting they have an inclusive employment experience		
	Women	Men	All	Women	Men	All
Defence Joint Health Command (APS & ADF)	-	-	97.1	-	-	94.6
Independent Hospital Pricing Authority	-	-	73.0	-	-	94.0
Royal Australasian College of Physicians	-	-	82.0	-	-	76.0
<b>Health Group Averages</b>	-	-	84.0	-	-	88.2

**Table 92: Exits during or at the end of parental leave**

Health Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Aspen Medical	2.3	0.0	0.0
Australian Red Cross Lifeblood	0.4	0.0	0.0
Calvary Health	0.0	0.0	0.0
Independent Hospital Pricing Authority	0.0	0.0	0.0
Royal Australasian College of Physicians	3.0	0.0	0.0
<b>Health Group Averages</b>	1.1	0.0	0.0



## 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. Our Implementation Leaders for the Health Group are as follows:

Organisations	Implementation Leaders
Aspen Medical	Maricel Giorgioni
Australian Red Cross Lifeblood	Cath Gillard
Calvary Health	Belinda Watson
Defence Joint Health Command	Chap. Dan Hynes and COL Laura Sinclair
Independent Hospital Pricing Authority	Samuel Webster
Northern Sydney Local Health District	Christine Tait-Lees and Paula Williscroft
NSW Health	Jenny Del Rio and Katrina Eadie
Royal Australian College of Physicians	Wayne Clark
St John of God Health Care	Carla Bonev
St. Vincent's Health Network Sydney	Matt Kearney
Program Director	Anna York (until March 2021) Amanda Hede (since March 2021)



# The Philippines Group

The Philippines Group was founded in 2019 in partnership with Investing in Women (IW), an initiative of the Australian Government, the Philippines Business Coalition for Women Empowerment (PBCWE), and the Philippines Women’s Economic Network (PhilWEN). Officially launched in July 2020, the Group includes representatives from various sectors and industries including oil and gas, logistics, insurance, professional services, specialty retail, and automotive.

The Members work within their organisations and across industries to lead on gender equality, diversity and inclusion, and women’s economic empowerment with a current focus on:

- Flexible work and return to the workplace.
- Gender-balanced recruitment.
- Gender inclusive public image.

The Group is committed to sharing their practices among peers and to provide insights to each other on how to better these practices; to determine and measure the impact of their policies on their talent pool particularly on flexible work, workplace gender equality, and diversity and inclusion. The Group is developing a benchmark on flexible work arrangements through their Action Group on this topic.

Members also continue to strengthen the advocacy of standing up beside women through foreign business chamber partnerships and increased male CEO leadership and visibility in executive roundtable dialogues, webinars, and resource sharing.

## Champions of Change



**Coco Alcuaz Jr**  
Executive Director  
Makati Business Club



**Kelvin Ang**  
CEO  
Philam Life



**Ariel Cantos**  
Former CEO  
Philam Life



**Ambassador Jose Cuisia JR**  
Former Ambassador of the Philippines to the United States of America



**Jose Paolo Delgado**  
President and CEO  
Delbros Group



**Anthony Huang**  
President  
SSI Group Inc



**Cesar Romero**  
President and CEO  
Pilipinas Shell Petroleum Corporation



**Wilson Tan**  
Chairman and Managing Partner  
SGV & Co



**Convenor**  
**Edgar O. Chua**  
Chairperson  
Makati Business Club



**Convenor**  
**Aurora 'Boots' Geotina-Garcia**  
Chairperson of Philippine Women’s Economic Network (PhilWEN) and Co-Chairperson PBCWE



### Practical actions

**Table 93: Practical actions**

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										
	UN "Women's Empowerment Principles" (WEPs) - organisation signed on										

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration



### Impact details 2021

#### Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 94: Gender balance in leadership**

The Philippines Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Amber Kinetics	15.0	0.0	-	-	33.3	14.9	-	-
Delbros Group *	31.7	31.3	-	-	-	31.1	0.0	-
SGV & Co	62.5	72.7	61.5	55.8	53.9	63.6	-	47.2
<b>The Philippines Group Totals</b>	<b>60.6</b>	<b>48.1</b>	<b>61.5</b>	<b>55.8</b>	<b>54.1</b>	<b>62.4</b>	<b>0.0</b>	<b>47.2</b>
<b>The Philippines Group Totals (adjusted)</b>	<b>61.6</b>	<b>72.7</b>	<b>61.5</b>	<b>55.8</b>	<b>53.9</b>	<b>63.6</b>	<b>-</b>	<b>47.2</b>

Note: Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women

**Table 95: Gender balance in recruitment, retention, promotions and exits**

The Philippines Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Amber Kinetics +	15.0	-	50.0	50.0	15.0
Delbros Group	63.3	0.0	34.4	50.0	31.7
SGV & Co +	66.2	-	59.6	61.0	62.5
<b>The Philippines Group Totals</b>	<b>65.4</b>	<b>0.0</b>	<b>57.9</b>	<b>60.8</b>	<b>61.4</b>
<b>The Philippines Group Totals (adjusted)</b>	<b>65.4</b>	<b>-</b>	<b>59.6</b>	<b>60.9</b>	<b>61.6</b>

Note: Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Recruitment
- ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Not applicable
- ◆ First year reporting



Key for Table 95: Gender balance in recruitment, retention, promotions and exits (continued)

<b>Retention</b>	◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited	◆ Women % of total exits is within gender balance (40%-60% of total exits) but number of total women exits is greater than number of women recruited	◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
	◇ Exit data includes resignations only		
<b>Promotions</b>	◆ Women promotions equal to or more than women's representation overall	◆ Women promotions at least 40%, but not equal to or more than women's representation overall	

**Table 96: Access to flexible work and experiencing an inclusive culture**

The Philippines Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Amber Kinetics	-	-	-	-	-	100
Delbros Group	-	-	-	-	-	97.7
SGV & Co	56.0	59.0	57.0	84.0	85.0	84.0
<b>The Philippines Group Averages</b>	<b>56.0</b>	<b>59.0</b>	<b>57.0</b>	<b>84.0</b>	<b>85.0</b>	<b>93.9</b>

**Table 97: Sexual harassment – respect and safety at work**

The Philippines Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Amber Kinetics	-	-	97.4	-	-	97.4
Delbros Group	-	-	88.6	-	-	88.6
<b>The Philippines Group Averages</b>	<b>-</b>	<b>-</b>	<b>93.0</b>	<b>-</b>	<b>-</b>	<b>93.0</b>



## 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. Our Implementation Leaders for the Philippines Group are as follows:

Organisations	Implementation Leaders
Delbros Group	Bianca Lim and Anna Patricia Tomas
Philam Life	Aibee Cantos and Mary Anne Narciso
Pilipinas Shell Petroleum Corporation	Carlo Zandueta
SGV & Co.	Miguel Ballelos
SSI Group Inc.	Zita Deniega
<b>Program Director</b>	<b>Reuben James Barrete</b>

# Insurance Group


The Insurance Group was established in August 2019. The Group has seven members who lead some 32,000 employees, across Australia and New Zealand.

Over the last year the Group has worked extensively on domestic and family violence, looking to support not only employees who have experienced or who are currently experiencing domestic and family violence, but also importantly customers.

The Group has sought to develop deeper insights into domestic and family violence by engaging with experts including Kristy McKellar OAM from a survivor and advocate perspective, and Jan Breckenridge (University of New South Wales) and Ryan Burke (CBA) from a workplace response perspective. Using the Coalition's framework from *Playing our Part, Workplace Responses to Domestic and Family Violence*, all organisations have worked to identify opportunities for action to support both customers and employees. This work will continue and will focus on opportunities to impact the broader insurance industry and communities in which they operate.


This year the Group welcomed new CEO's Nick Hawkins, IAG; Sue Houghton, QBE; and Lisa Harrison, Insurance Product and Portfolio, Suncorp.

## Outcomes for 2020-21

**59.4%**   
Women's representation gender-balanced across the Group

**61.9%**   
Women's recruitment achieved overall across the Group  from 61.8% in 2020

**61.3%**   
Women's promotions achieved overall across the Group  from 57.2% in 2020

**66.7%**   
Members achieved or moved closer to gender balance across 66.7% of leadership categories in 2021

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.

## Champions of Change



**Richard Enthoven**  
Managing Director  
Hollard Insurance



**Richard Feledy**  
Managing Director  
Allianz Australia



**Lisa Harrison**  
CEO, Insurance  
Product and Portfolio  
Suncorp



**Robert Kelly**  
Managing Director  
and CEO  
Steadfast



**Nick Hawkins**  
Managing Director  
and CEO  
IAG



**Andrew O'Hara**  
CEO  
RAC Insurance



### Convenor

**Yasmin Allen**  
Non-Executive Director

The Group has sought to develop deeper insights into domestic and family violence by engaging with experts from a workplace response perspective.





## Actions and impact 2021

### Gender equality in society



- As part of the Insurance Council of Australia (ICA)'s General Insurance Code of Practice, the insurance industry is now required to respond to customers affected by family violence. In 2020 the ICA published a *Guide to helping customers affected by family violence* which sets out the following requirements:
  - Training for employees to identify and support customers affected by family violence.
  - Protecting the personal information of customers.
  - Minimising the number of times customers need to disclose information about family violence.
  - Sensitive claims handling for customers experiencing family violence and assessing for potential financial hardship.
  - Referring customers to specialist family violence services when appropriate.
  - Supporting employees who are affected by family violence or experience vicarious trauma after.
  - Assisting customers affected by family violence.
- Members of the Insurance Group have implemented these requirements and additionally, some have taken steps to provide further support to customers, including:
  - Partnering with community organisations to facilitate referrals to specialist trauma counselling and support.
  - Referral processes for customers experiencing hardship or vulnerability, including escalating claims to specialised care advisors to provide additional support during claims process.
  - Setting up internal networks such as First Responder and systems to assist in early recognition of family violence.
- Hollard Insurance achieved White Ribbon Accreditation in November 2020; created an Employee Hardship Fund to provide urgent financial support for staff in crisis situations including domestic and family violence; undertook extensive research on the possible influence on the insurance sector in the space of workplace prevention and response to domestic and family violence; and relaunched a Domestic and Family Violence policy and intranet hub that has been running since 2017.
- Allianz Australia created High Care teams with specialist training to provide support to customers flagged in domestic and family violence situations, which includes referrals to external services, expediting the claim, implementing flexible solutions, escalating the claim to Claims Panel and keeping the customer's personal details confidential.
- IAG contributed to a Domestic and Family Violence Business Network which brings together organisations from banking, insurance and essential services to share insights, learnings and challenges around supporting customers experiencing domestic and family violence.
- Suncorp was acknowledged by the Financial Rights Legal Centre for making substantive policy changes to include a "conduct of others" clause that supports those experiencing domestic and family violence. This follows extensive work undertaken by Suncorp to train frontline teams to identify customers requiring extra care and embed specialist hubs supporting customers experiencing vulnerability, as well as having a referral partnership with Uniting (CareRing) to facilitate the brokerage of emergency support to those experiencing domestic and family violence.

### Practical actions

Table 98: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents										
	Superannuation - paid during paid and unpaid parental leave periods										
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    
 ◆ In plan to commence or complete by 2023    
 ◆ Under consideration    
 ◆ Not reported in 2021



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 99: Gender balance in leadership**

Insurance Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Allianz Australia	58.6	33.3	38.9	43.5	47.8	61.3	37.5
Hollard Insurance	53.5	30.0	33.3	33.3	45.7	57.4	62.5
Insurance Australia Group	58.8	50.0	-	43.5	45.6	61.8	33.3
RAC Insurance	55.8	-	40.0	42.4	52.8	57.7	-
Steadfast*	62.8	27.3	33.3	50.0	60.3	66.6	37.5
Suncorp	60.5	50.0	39.5	43.8	54.0	62.2	33.3
<b>Insurance Group Totals</b>	<b>59.4</b>	<b>33.9</b>	<b>37.9</b>	<b>43.5</b>	<b>50.4</b>	<b>61.8</b>	<b>40.5</b>

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since since 2020
- ◆ Increase in under-representation of women since 2020
- ◇ Unchanged since 2020
- ◇ Not applicable
- ◇ Role/s at CEO level held by one or more women

**Table 100: Gender balance in recruitment and promotions**

Insurance Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Allianz Australia +	50.0	58.5	56.3	59.0	58.6
Hollard Insurance	100	56.5	58.5	53.1	53.5
Insurance Australia Group +	25.0	62.0	59.4	58.6	58.8
RAC Insurance	50.0	48.6	-	-	-
Steadfast	-	44.0	47.5	71.4	62.8
Suncorp	41.5	65.0	62.2	62.9	60.5
<b>Insurance Group Totals</b>	<b>39.4</b>	<b>61.9</b>	<b>60.8</b>	<b>61.3</b>	<b>59.4</b>

- Recruitment**
  - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
  - ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
  - ◇ Not applicable
- Retention**
  - ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
  - ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is greater than number of women recruited
  - ◇ Not applicable
  - ◇ Exit data includes resignations only
- Promotions**
  - ◆ Women promotions equal to or more than women's representation overall
  - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
  - ◇ Not applicable

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 101: Access to flexible work and experiencing an inclusive culture**

Insurance Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Allianz Australia	92.0	93.0	92.0	92.0	93.0	92.0
Hollard Insurance	89.0	93.0	89.0	87.0	88.0	86.0
Insurance Australia Group	88.0	91.0	89.0	85.0	83.0	84.0
Steadfast	80.0	87.0	83.0	78.0	80.0	79.0
Suncorp	91.0	91.0	93.0	96.0	97.0	97.0
<b>Insurance Group Averages</b>	<b>88.0</b>	<b>91.0</b>	<b>89.2</b>	<b>87.6</b>	<b>88.2</b>	<b>87.6</b>

**Note:** For Suncorp, the overall percentages in this Table include responses from employees who identify as men, women, gender diverse, non-binary and trans-experience.

**Table 102: Sexual harassment – respect and safety at work**

Insurance Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Allianz Australia	95.0	97.0	96.0	85.0	88.0	86.0
Insurance Australia Group	93.0	94.0	94.0	-	-	-
Suncorp	98.0	98.0	98.0	93.0	95.0	95.0
<b>Insurance Group Averages</b>	<b>95.3</b>	<b>96.3</b>	<b>96.0</b>	<b>89.0</b>	<b>91.5</b>	<b>90.5</b>

**Note:** For Suncorp, the overall percentages in this Table include responses from employees who identify as men, women, gender diverse, non-binary and trans-experience.

**Table 103: Exits during or at the end of parental leave**

Insurance Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Allianz Australia	3.0	2.0	3.0
Hollard Insurance	1.0	0.0	0.1
Insurance Australia Group	3.2	0.0	2.4
RAC Insurance	0.0	0.0	0.0
Steadfast	0.0	0.0	0.0
Suncorp	5.6	1.1	3.9
<b>Insurance Group Averages</b>	<b>2.1</b>	<b>0.5</b>	<b>1.6</b>

◆ Improved since 2020    
 ◆ Not improved since 2020    
 ◆ Not reported in 2020    
 ◇ Data not available



## 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. Our Implementation Leaders for the Insurance Group are as follows:

Organisations	Implementation Leaders
Allianz Australia	Edyta Torpy
Hollard Insurance	Jenny O'Neill and Jessie Wang
IAG	Stephanie Andrade and Edwina Trenchard-Smith
QBE	Catherine McNair
RAC Insurance	Branka Stojanovic
Steadfast	Peter Roberts
Suncorp	Sally Dickford and Shaun Taylor
Program Director	Jo O'Brien



# Microsoft Partners Group

The Microsoft Partners Group was formed in May 2020 and comprises CEOs or Managing Directors of 12 Microsoft Partners as Members. Combined, these partners employ over 10,000 people and support millions of Australian and New Zealand businesses and customers. This group is the first and only partner ecosystem within the Champions of Change Coalition.

The Group's key priorities have centred around diversifying and growing the talent pipeline, expanding flexible work, and driving cultures of inclusion both in individual organisations, and for the tech sector as a whole. This includes eliminating everyday sexism, everyday racism, homophobia, ableism and increasing the diversity of tech leadership.

Throughout 2021, the Group focused on:

- Expanding flexible work options for all employees including the production of guidebooks, re-writing policy, and highlighting flexible options in job advertisements.
- Scrutinising talent pipeline including end to end recruitment processes from job descriptions and advertising through to shortlists, interviews, hires, promotion and development. Each organisation then committed to action focusing on one or more areas for measurement and improvement.
- Building more inclusive workplaces – a focus on eliminating exclusionary behaviour such as sexism and racism, building greater allyship and inclusion for all employees, implementing diversity and inclusion strategies, and establishing consultative governance such as inclusion councils and employee networks.

With the impact of COVID-19 still being felt by many employees across the Group in various jurisdictions, all organisations increased their focus on mental health and flexible work for all.

This included mental health first aid training, regular leadership check-ins and events like town halls, and a renewed focus on creating both physically and psychologically safe spaces for employees experiencing domestic and family violence. This will be a key theme for the Group into 2022. For while all organisations have robust policies and leave provisions for those experiencing domestic and family violence, the conversation itself is still one that needs focus and leadership support so that employees feel safe and supported no matter their situation.

Along with a continued focus on domestic and family violence as a workplace issue, the Microsoft Partners Group will expand their talent pipeline work with a specific project for accessible digital skilling and returnships, in order to increase women's representation in their organisations, and provide pathways into the tech industry. Microsoft has commenced a campaign highlighting women who have had diverse career paths into tech, with the aim to inspire women from other industries into the sector. Other organisations within the Group will join this campaign in the latter half of 2021 and into 2022.

The Group welcomed SoftwareONE as a new Member in 2021, and while Modis remains a Member, many initiatives have been expanded to include the Adecco Group.

## Outcomes for 2020–21

35.4%



Women's representation achieved overall across the Group from 33.6% 2020

39.0%



Women's recruitment achieved overall across the Group from 42.8% in 2020

32.7%



Women's promotions achieved overall across the Group from 29.0% in 2020

55.0%



Members achieved or moved closer to gender balance across 55.0% of leadership categories in 2021

The Microsoft Partners Group will expand their talent pipeline work with a specific project for accessible digital skilling and returnships, in order to increase women's representation in their organisations, and provide pathways into the tech industry.

Note: Outcomes for 2020-21 represent Group membership and reporting that are common in both years.



# Champions of Change



**Tim Ament**  
Chief Country Officer ANZ  
Ingram Micro



**Preeti Bajaj**  
Managing Director  
Adecco/Modis



**Russell Baskerville**  
CEO and Managing Director  
Empired



**Laurence Baynham**  
CEO and Managing Director  
Data#3



**Brendan Fleiter**  
Executive Chairman  
Interactive



**Stuart Hogben**  
Managing Director ANZ  
SoftwareONE



**Vlad Mitnovetski**  
COO  
Dicker Data



**Mike Morgan**  
Senior Vice President & Managing Director APAC  
Insight



**Kee Ong**  
CEO  
Synnex



**Bob Peebles**  
Managing Director Strategy  
Datacom



**Anthony Woodward**  
CEO  
Logicalis Australia



**Steven Worrall**  
Managing Director  
Microsoft Australia



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



**Convenor**  
**Rachel Bondi**  
Chief Partner Officer  
Microsoft



## Actions and impact 2021

### Stepping up as leaders



- All leaders completed 'The Leadership Shadow', directly informing leaders where they needed to focus for 2021. All organisations implemented the Everyday Sexism Survey, and are taking practical action on the back of their results.

### Creating accountability



- All organisations are implementing a diversity and inclusion strategy if one was not already in place, some have specifically recruited a diversity and inclusion lead, and all have created inclusion councils or working groups in order to consult more closely with employees on gender quality and inclusion initiatives, and also to drive and champion change throughout their businesses. Many organisations in the Group are beginning to implement targets for gender equality if not already in place.
- All organisations have scrutinised their talent processes and put actions in place such as shortlist targets, job description gender neutrality and expanded partnerships with schools and universities.
- Empired established a diversity and inclusion working group with six strategic workstreams identified. The organisation also rolled out the Everyday Sexism Survey, with a senior leader debrief, inclusive leadership session, and action plan developed immediately following results.
- Datacom launched an official strategy for diversity and inclusion, and appointed a New Head of Diversity. In NZ, Datacom has been recognised for the work they are doing in diversity and inclusion and have been shortlisted for the Company category for going above surface level commitment through the introduction of policies and programs to meet diversity and inclusion goals, evident through targeted initiatives, strong leadership and clearly defined deliverables.
- Diversity and Inclusion Councils became active across Adecco Group.

# Actions and impact 2021

## Disrupting the status quo



- **SoftwareONE** marked an increase in recruitment of women, with 70% of new recruits female.
- **Interactive** improved representation of women in technical roles, with 23% of hires into technical roles being women.
- The graduate program at **Modis** moved from an all male graduate intake to this year comprise 50% women and 50% men.
- **Insight** developed a series of content pieces (interviews and blogs) with women who work at Insight to share their unique pathway into tech and their current role. These were promoted internally and externally to raise the profile of women in tech and challenge the stereotype of what tech looks like.
- Over 500 women from across the Group participated in Microsoft Partners' 'Women Rising' – a career and personal development program for women. This year for the first time, the program included a component for Managers to help support leaders enable and empower the women in their teams and organisations.
- 'StandUp Together' was created as a day of action, education and awareness for all employees across the Microsoft Partners Group. The day consisted of an online event curated by Microsoft featuring Kate Ellis, Kristy Edsner from MinterEllison, Elizabeth Broderick AO along with diverse panellists from partner organisations. An online content portal was created as part of a Champions of Change/mwah ('making work absolutely human') collaboration, and made available to all employees across member organisations for a period of 12 months. Everyone was encouraged to commit to practical action as an individual and as a team to improve allyship, and the event was evaluated across each organisation.

## Dismantling barriers for carers



- **Datacom, Empired, and Insight** introduced new parental leave policies.
- **Dicker Data** implemented a comprehensive Flexible Work Toolkit to assist in breaking down barriers for staff with responsibilities, commitments and circumstances impacting their time and availability.

## Gender equality in society



- **Data#3** rewrote its domestic and family violence policy in conjunction with external review. A number of messages from the CEO to all employees specifically about support available to all employees experiencing domestic and family violence, and rolled out mental health first aid training for all.
- **Dicker Data** implemented their first Domestic and Family Violence Policy and toolkit to support all employees across Australia and New Zealand.

## Practical actions

Table 104: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
<b>Stepping up as Leaders</b>	Leadership Commitment - strategy, action plan, annual review by Board/senior team										
	Leaders' Behaviour - gender equality reflected in expectations of leaders										
	Champions of Change Panel Pledge - commitment by Coalition Member										
<b>Creating Accountability</b>	Gender Equality Targets - targets disclosed and annual public reporting										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, oversight by Champion										
<b>Disrupting the Status Quo</b>	Merit - systems and structures address "merit trap" in recruitment, promotion, bias										
	Sponsorship - practice expected by Champion of all leaders										
	Flexible work - approach to mainstreaming flexibility										
	Flexible work - approach revised and relaunched in past 12 months due to pandemic										
	Gender Equal Public Face - test external image of organisation for gender equality										
	Everyday Sexism - action to highlight and address										
	Backlash and Buy-In - specific action to address and amplify										
	Sexual Harassment - Board and/or senior team commitment to eradicate and zero-tolerance										
	Sexual Harassment - Board and/or senior team release new policy or relaunch existing policy with stronger commitment										
	Sexual Harassment - Board and/or senior team regular reporting established										
	Sexual Harassment - safety strategies adapted to incorporate										
	Sexual Harassment - review employee education tools, in past year, to help them identify and respond										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - build internal support capability or expand relationships with external support services										
	<b>Dismantling Barriers for Carers</b>	Parental Leave - flexible access for all parents									
Superannuation - paid during paid and unpaid parental leave periods											
<b>Gender Equality in Society</b>	Domestic and Family Violence - support for employees, family or friends experiencing										
	Domestic and Family Violence - approach to respond to employees who are or who may be using										
	Domestic and Family Violence - initiatives for positive community impact										
	Future of Work - organisation giving consideration to gender equality										

◆ Complete or currently underway    ◆ In plan to commence or complete by 2023    ◆ Under consideration    ◆ Not reported in 2021



# Impact details 2021

## Gender balance in leadership, recruitment, graduates, promotions and exits

**Table 105: Gender balance in leadership**

Microsoft Partners Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Data#3 *	29.0	7.7	25.0	23.4	41.3	28.5	25.0
Datacom *	44.0	50.0	0.0	26.8	24.2	44.7	42.9
Dicker Data	43.5	33.3	23.1	31.3	28.6	45.5	57.1
Empired	27.7	0.0	23.1	21.2	0.0	28.2	0.0
Insight	30.2	25.0	100	57.1	29.4	29.2	42.9
Interactive	23.6	22.2	26.7	23.5	14.8	24.1	25.0
Logicalis Australia	22.1	-	50.0	40.0	0.0	22.2	-
Microsoft Australia	31.8	-	35.7	34.0	35.3	31.4	50.0
Modis *	34.1	50.0	20.0	44.0	50.0	32.7	-
Synnex	34.9	50.0	60.0	0.0	38.1	35.1	40.0
<b>Microsoft Partners Group Totals</b>	<b>35.3</b>	<b>24.4</b>	<b>27.8</b>	<b>30.6</b>	<b>32.4</b>	<b>35.8</b>	<b>39.6</b>
<b>Microsoft Partners Group Totals (adjusted)</b>	<b>35.4</b>	<b>21.6</b>	<b>25.9</b>	<b>30.7</b>	<b>32.1</b>	<b>35.8</b>	<b>39.5</b>

**Notes:**

For Data #3, due to WGEA classification changes, the groups were redistributed for FY21, resulting in some changes in percentages.  
 For Insight, "Other Execs / General Managers" includes two roles, both of which are held by women (100% women). In 2020, this cohort comprised one woman and three men (25% women).  
 Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since 2020
- ◆ Increase in over-representation of women since since 2020
- ◆ Increase in under-representation of women since 2020
- ◆ Unchanged since 2020
- ◆ Not reported in 2020
- ◆ Not applicable
- ◆ Role/s at CEO level held by one or more women

**Table 106: Gender balance in recruitment and promotions**

Microsoft Partners Group Organisations	Recruitment & Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Data#3	-	32.4	28.3	23.5	29.0
Datacom	0.0	45.6	24.1	31.8	44.0
Dicker Data	-	32.5	24.1	71.4	43.5
Empired	60.0	27.8	26.0	29.3	27.7
Insight	100	20.4	23.5	20.0	30.2
Interactive	33.3	37.4	30.5	33.3	23.6
Logicalis Australia	-	36.6	-	40.0	22.1
Microsoft Australia +	-	40.2	44.2	34.0	31.8
Modis	25.0	38.3	31.7	37.1	34.1
Synnex +	-	41.3	40.8	33.3	34.9
<b>Microsoft Partners Group Totals</b>	<b>45.5</b>	<b>39.2</b>	<b>29.7</b>	<b>32.7</b>	<b>35.3</b>
<b>Microsoft Partners Group Totals (adjusted)</b>	<b>45.5</b>	<b>39.0</b>	<b>29.1</b>	<b>32.7</b>	<b>35.4</b>

**Note:** Adjusted totals represent Group membership and reporting that are common in 2020 and 2021.

**Recruitment**

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved
- ◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved
- ◆ Not applicable

**Retention**

- ◆ Women % of total exits is within gender balance (40%-60% of total exits) and number of total women exits is not more than number of women recruited
- ◆ Women % of total exits is less than 40% or greater than 60% and number of total women exits is not more than number of women recruited
- ◆ Exit data includes resignations only
- ◆ Not applicable

**Promotions**

- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall

## Gender pay equity

The following organisation in the Microsoft Partners Group publicly disclose their pay equity gap:

- Microsoft Australia – [2020 Global Diversity & Inclusion Report](#)



## Flexible and inclusive employment experiences

**Table 107: Access to flexible work and experiencing an inclusive culture**

Microsoft Partners Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need</i>			Inclusive Culture <i>Percentage of employees reporting they have an inclusive employment experience</i>		
	Women	Men	All	Women	Men	All
Data#3	91.0	88.0	89.0	88.0	88.0	88.0
Insight	-	-	-	-	-	96.0
Interactive	86.0	82.0	83.0	82.0	86.0	85.0
Microsoft Australia	-	-	88.0	-	-	90.0
Modis	-	-	-	94.0	95.0	95.0
Microsoft Partners Group Averages	88.5	85.0	86.7	88.0	89.7	90.8

**Table 108: Sexual harassment – respect and safety at work**

Microsoft Partners Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications		
	Women	Men	All	Women	Men	All
Data#3	89.0	85.0	87.0	93.0	91.0	92.0
Dicker Data	-	-	72.0	-	-	-
Modis	-	-	-	82.0	90.0	87.0
Microsoft Partners Group Averages	89.0	85.0	79.5	87.5	90.5	89.5

**Table 109: Exits during or at the end of parental leave**

Microsoft Partners Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year		
	Women	Men	All
Data#3	0.0	0.0	0.0
Datacom	50.0	0.0	8.0
Empired	13.0	0.0	4.0
Insight	7.7	0.0	7.7
Interactive	7.0	0.0	3.0
Logicalis Australia	14.0	2.0	-
Microsoft Partners Group Averages	7.6	0.2	1.9

◆ Improved since 2020    
 ◆ Not improved since 2020    
 ◆ Not reported in 2020    
 ◇ Data not available



## 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. Our Implementation Leaders for the Microsoft Partners Group are as follows:

Organisations	Implementation Leaders
Adecco/Modis	Peter Hawkins
Data#3	Tash Macknish
Datacom	Dani Brightbill and Madonna Hensley
Dicker Data	Valeria Johnson and Mary Stojcevski
Empired	Simon Bright and Daniel Kershaw
Ingram Micro	Kate Hood
Insight	Katherine Clayton
Interactive	Kirsten Aaker
Logicalis Australia	Jennifer Lilley
Microsoft Australia	Philip Goldie, Ingrid Jenkins and Michelle Markham
SoftwareONE	Nicole Blair
Synnex	Arthur Gimisis
<hr/>	
Program Directors	Fran Bowron and Sam Turner



You can do all of the things you might typically expect around pay equity and creating more effective pipelines for women who come into the industry, you have a STEM focus, a strategy to connect to women and girls at schools. But if you have not established psychological safety within the organisation ... it is like a leaky bucket, putting more and more people in, but people are leaving.

**Steven Worrall**  
 Managing Director  
 Microsoft Australia



## 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.

### **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.



Men  
stepping  
up beside  
women on  
*gender  
equality*

## Champions of Change Coalition

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 to step up beside women to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership.

[championsofchange.org](http://championsofchange.org)

Thank you to Troy Roderick, Director, Strategic Initiatives and Insights, Champions of Change Coalition, who led the development of this report.

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