CHAMPIONS
OF CHANGE
COALITION

2022

IMPACT REPORT

Contents

Dear colleagues

Our Coalition was established in 2010 because women's representation in leadership was low, the pace of change was too slow and gender equality was not on the leadership agenda. Since then, our focus has been on advancing more and diverse women into leadership and building respectful and inclusive workplaces where all people can thrive.

Over the past 12 years, we have evolved from one group of Founding Members to a significant cross-sector collaboration accelerating progress on gender equality. Accountability, transparency and standing behind our numbers have always been core principles of our work together.

The Champions of Change Coalition 2022 Impact Report presents the aggregated actions and impact of 260+ leaders from more than 230 organisations across 155 countries over the past year. It is believed to be one of the largest voluntary public disclosures on gender equality in the workplace globally.

Our approach is to listen to and learn from a wide range of voices to inform the actions we take. We share our written resources for others to adopt and adapt, to accelerate the pace of change.

In 2022, this included challenging norms and sharing lessons on implementing flexible working arrangements on the frontline of heavy industry, in our *Shifting Expectations: Flexibility for frontline, shift and site-based roles* report. We examined the impacts of disrespectful workplace behaviours in *Everyday Respect: It starts with understanding. It starts with respect*. We emphasised the importance of preventing gender-based violence and supporting those affected by it in our *16 Days of Activism Against Gender-Based Violence Campaign Participation Guide*. Additionally, our *Sexual Harassment and the use of NDAs* publication presented guidance on and the rationale for leaders to settle sexual harassment matters by building trust through care, accountability and transparency.

The Impact Report demonstrates the Coalition's year-on-year progress on gender balance in leadership teams and across all key indicators of leadership pipeline and representation. It also details our significant progress in implementing our commitments to action across every measure in our workplan, particularly in preventing and more effectively responding to sexual harassment.

We look forward to consistent and sustainable progress, in advancing more and diverse women; creating cultures of care, respect and belonging for all; removing structural inequalities; and designing systems and workplaces for a truly gender-equal future. Our ambition is to achieve inclusive gender equality across our workplaces within a generation.

We extend our sincere thanks to our partner organisations and all those who advise on, 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.

Through the strategy, leaders form a high-profile coalition to drive 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, that gender pay gaps still exist across the world, and that 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 230 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.

Origins of the Champions of Change

The Champions of Change Coalition strategy was 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 more than 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.

When you consider progress over the past decade, we know that it is possible to accelerate gender equality. The advancements have come about because civil society, human rights advocates, government, unions, academics and business have come together to create change, to disrupt the status quo. We are connected to so many great partners in this mission - organisations and individuals we step up beside and who inform our work.

Elizabeth Broderick AO
Founder, Champions of Change Coalition

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.

The Champions of Change Coalition

260+
CEO or board-level leaders across the world

230+
Organisations covering every major sector of the economy

155
Organisations operating in 155 countries

55
Women who are Members and Convenors

1.4M
Representing more than 1.4 million employees globally

245/64
Supported by 245 women and 64 men Implementation Leaders

*References to 'women' and 'men' on this page do not account for gender identities beyond 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
Fullstop Foundation
No to Violence
Office for Women (Australia)

Our Watch
30% Club Australia
UN Global Compact
UN Women
WESNET
Workplace Gender Equality Agency
Women's Leadership Institute Australia

Group Partners

AFAC
Association of Consulting Architects Australia
Consult Australia
Makati Business Club
Microsoft Australia
Philippine Business Coalition for Women
Empowerment
Parlour
Philippine Women's Economic Network
Property Council of Australia

Group establishment timeline

2010
- Founding Group

2015
- National 2015 Group
- Property Group
- Sport Group
- Architecture Group

2016
- National 2016 Group
- Consult Australia Group
- STEM Group

2017
- National 2017 Group
- Fire and Emergency Group

2018
- Global Tech Group
- Pakistan Group

2019
- Health Group
- The Philippines Group
- Insurance Group

2020
- Microsoft Partners Group

2021
- National 2021 Group

2022

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

2015–2022 ▶ Workplace responses to domestic and family violence; workplace responses to employees who use domestic and family violence; 16 Days of Activism Against Gender-Based Violence participation guide

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 ▶ Inclusion in the Fire and Emergency sector; COVID-19 practical actions for gender equality; accelerating flexible work; gender equality in sport progress report; preventing and responding to sexual harassment

2021 ▶ Gender equality in sport progress report; gender-balanced corporate giving; resources on preventing and responding to sexual harassment; gender equality and the digital economy

2022 ▶ Everyday Respect: It starts with understanding. It starts with respect (from the Consult Australia Group); Shifting Expectations: Flexibility for frontline, shift and site-based roles; 16 Days of Activism against Gender-Based Violence Campaign Participation Guide; Sexual Harassment and the use of NDAs

2010 · 2011 · 2012 · 2013 · 2014 · 2015 · 2016 · 2017 · 2018 · 2019 · 2020 · 2021 · 2022

2015–2022

2022 in Focus

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

Our Members' commitment to inclusive gender equality involves disrupting the status quo, shifting entrenched workplace systems and continually challenging practices in our organisations. We focus on innovation, experimentation and the fundamentals of leading and progressive practice on gender equality.

Our annual Impact Report details Members' actions on talent promotion, acquisition, and gender-balanced retention practices; busting the merit myth and eliminating bias across the employee life cycle; creating safe and inclusive conditions for all employees to thrive; gender-neutral parental leave; targets incentivising leaders' to take action on change; making sponsorship of diverse talent an expectation of leaders at all levels; transparency around progress.

Our focus on these core activities is amplified by working together on systemic and emerging issues to identify opportunities to accelerate gender equality in our workplaces and in society.

The complexity of lived experience, privilege, inclusion and exclusion requires a nuanced response that appreciates the breadth and depth of everyone's experiences, aspirations and efforts. We are increasingly taking a more intersectional approach to gender equality – inclusive gender equality.

Flexible ways of working continue to be at the heart of efforts for greater inclusion. In 2022, led by the Members of the National 2015 and National 2017 Groups, the Coalition published *Shifting Expectations: Flexibility for frontline, shift and site-based roles* to share programs and initiatives tested and refined in largely male-dominated heavy industries.

The work challenged long-held norms about where, when, how and by whom work is done in frontline settings in different sectors. Early insights from site-specific trials by Crown, Hanson, South 32, Telstra, Unilever, Viva Energy and Worley demonstrate positive impacts on workforce engagement and productivity beyond improved employee wellbeing.

Listening and learning from sector experts and Member experience is accelerating the adoption of Coalition-wide best practice in preventing and responding to sexual harassment. In October, a gender-balanced cohort of 730 leaders – including Coalition Members and their boards and executive teams – came together to listen and learn from those working on the frontline with people who experience sexual harassment. Speakers included Moo Baulch OAM (Our Watch), Sharmilla Bargon (Redfern Legal Centre), Dr Michael Flood (QUT) and Shaan Ross-Smith (MATE program). They helped participants to understand where the Coalition's work is having a positive impact what persistent and emerging issues leaders need to address. Coalition Members Virginia Briggs (MinterEllison), Matt Comyn (CommBank), Mark Davies (Rio Tinto), Jason Harfield (Airservices Australia), Professor Brian Schmidt AC (ANU) and Tom Seymour (PwC) candidly discussed their experiences and insights from implementing programs using the Disrupting the System Framework in their organisations.

Workplace behaviours that exclude some people and unfairly advantage others on the basis of gender, race, sexual orientation, gender identity, disability or age are harmful and prevent people from reaching their full potential. Champions of Change Consult Australia Group surveyed more than 1,500 employees to understand their experiences of exclusionary behaviour as well as their view on leadership's response and consequences. Everyday Respect: It starts with understanding. It starts with us. shares the nature, prevalence and impact of exclusionary behaviours within their organisations. It also describes the renewed leadership commitment to role model expected behaviours, share learnings across the organisations, and develop the resources and skills to create psychologically safe workplaces.

Sexual Harassment and the use of NDAs is a CEO's perspective on building trust through care, accountability and transparency. Following the framework of Disrupting the System: Preventing and responding to sexual harassment the newform non-disclosure agreement (NDA) guidelines were developed by Members to support the required systemic and mindset shifts on the use of NDAs to settle sexual harassment matters, from protecting perpetrators and silencing those impacted to taking accountability, providing care and accelerating prevention.

Each year, from 25 November to 10 December, the 16 Days of Activism Against Gender-Based Violence Campaign takes place internationally to raise awareness and take action against gender-based violence. It is an opportunity for Members to demonstrate their commitment to supporting women's safety in their organisations and in the wider community. Our 2022 Campaign Participation Guide follows the Coalition's Playing Our Part framework and suggests meaningful and effective actions leaders can take, with examples from Member organisations.
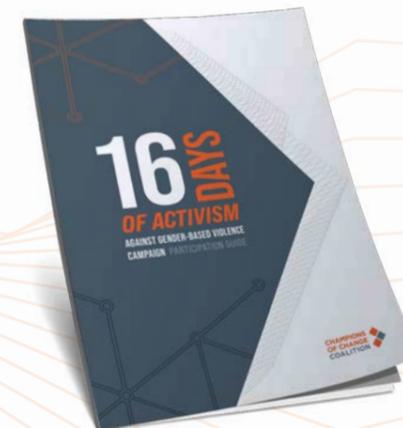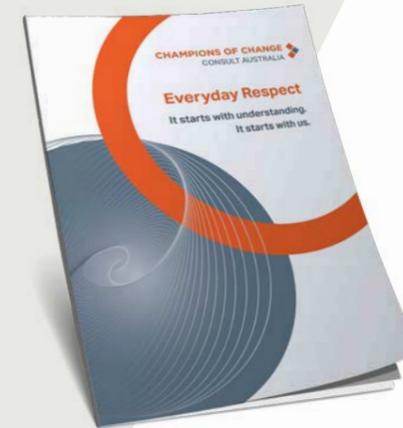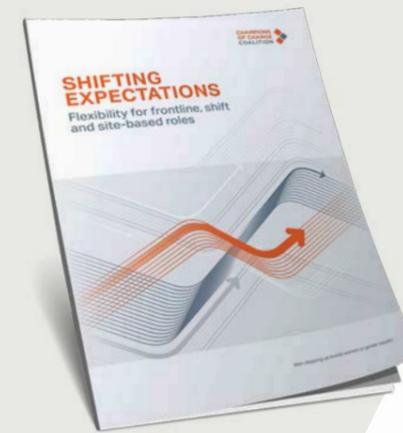
Disrupting the System on
Sexual Harassment

In 2022, the prevention of workplace sexual harassment has continued to be at the forefront of national conversations and organisational strategies in every sector of the economy.

This year, the newly elected Government endorsed all recommendations from the *Respect@Work: Sexual Harassment National Inquiry Report (2020)* The Respect@Work Council has continued to advocate for legislative reform, support stakeholders and develop tools and resources for individuals, organisations and regulators.

The cultural reviews conducted in the public and private sectors in the past 12–18 months offered renewed lessons for all on the importance of leadership commitment; acknowledgement of harm; transparency and accountability; and a person-centred approach to redress.

This year is a unique moment in time where the government and the public and private sectors are aligned on understanding the harm and cost of sexual harassment and united on the urgency to prevent workplace sexual harassment.

OUR POSITION

Sexual harassment, in all its forms, is an abuse of power.

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.

In 2020, we published Disrupting the System based on our learnings and the understanding that what we had been doing, however well intentioned, wasn't working. We realised that shifting the systems and mindsets required a framework of practical guidance and support for leaders and their workplaces across 5 key focus areas:

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

2. Address sexual harassment as a workplace health and safety issue

3. Introduce new dynamics on confidentiality and transparency, with a particular focus on better management of high-profile cases

4. Inform, empower and expect everyone to speak up and take action on sexual harassment in the workplace

5. Listen to, empower, respect and support people impacted.

In 2022, the Coalition's priority has been on continuing to implement the Disrupting the System framework in our own organisations.

Quarterly Member meetings provide a regular forum to share what we are doing and learning. We also came together at the Step Up forum to engage our executive leadership teams and unite on accelerating action.

We continue to listen and learn with various industry bodies, business groups, member associations and sector experts to address persistent problems, and new and emerging issues. This has helped us to do deep dives on topical issues and develop further guidance for Members – for example, on the use of NDAs in sexual harassment matters.

A disruptive approach to end sexual harrasment in the workplace

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

02 Address sexual harassment as a workplace health and safety issue

03 Introduce new principles on confidentiality and transparency for high-profile sexual harassment cases

04 Inform, empower and expect everyone to speak up and take action on sexual harassment in the workplace

05 Listen to, respect, empower and support people impacted

Our Progress

88.8%
of organisations have taken action to review reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment (⬆ from 76.4% in 2021)

88.2%
of board and/or executive leadership teams have committed to eradicate sexual harassment and articulated their zero-tolerance position (⬆ from 75.8% in 2021)

88.2%
of organisations have reviewed employee education to better support all employees identify sexual harassment and know how to respond (⬆ from 69.6% in 2021)

80.7%
have invested in building internal support capability or expand relationships with external support services (⬆ from 62.1% in 2021)

80.1%
have adapted workplace health and safety strategies to incorporate sexual harassment as a physical and psychological safety issue (⬆ from 61.5% in 2021)

77.6%
have established regular reporting on sexual harassment into their regular board and/or executive leadership team reporting cycles (⬆ from 55.9% in 2021)

Many in the Coalition are also well advanced in the disruptive actions that take more time and require a greater shift in mindsets, management systems and processes.

62.1%
of organisations have conducted a risk assessment or cultural review to identify high-risk cohorts or behaviours (⬆ from 36.6% in 2021)

49.7%
are regularly sharing internal updates on case numbers, de-identified cases and outcomes (⬆ from 33.5% in 2021)

45.7%
of organisations ensure an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs), with a further 19.1% in plan to complete by 2024 (New question in 2002)

Coalition Members regularly step up as advocates providing perspectives on sexual harassment prevention and responses in the national business media and at domestic and international conferences and summits. They also help the Australian Human Rights Commission Respect@Work Taskforce in developing resources supporting the implementation of its key recommendations. We acknowledge Peter Bennett, Virginia Briggs, Kerryn Coker, Matt Comyn, Mark Davies, James Fazzino, Adam Haddow, Jason Harfield, Richard Hayers, Kristen Hilton, Graham Kerr, Justice Chris Maxwell AC, Dr Martin Parkinson AC PSM, Ann Sherry AO, Tom Seymour, Gavin Fox-Smith and David Thodey AO, in particular, for their time and commitment in working as advocates beyond their own organisations over the past 12 months.

The Champions of Change **Strategy**

Our approach is based on
a set of guiding principles
that 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 crystalise 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 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 that 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. The term 'women' includes all cisgender, transgender, non-binary and intersex people who identify as women.

2021–22 Outcomes

Accountability and transparency are core to the Champions of Change Strategy.

The 2021–22 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 2020–21 and 2021–22.

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 are not required to report to WGEA, so their reporting and disclosures are entirely voluntary.

The 2021–22 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 to release their insights and case studies on enabling **flexible work for people in frontline, shift-based or site-based employment.**

- The Coalition's **Step Up** day included more than 700 leaders who 'downed tools' to focus on learning how to better discharge their important role of proactively preventing and addressing sexual harassment.

- Champions of Change Consult Australia Group released the **Everyday Respect report**, highlighting the challenges and opportunities for creating truly inclusive gender-balanced workplaces and workplace experiences.

- In partnership with domestic and family violence experts, Champions of Change published the **16 Days of Activism Gender-Based Violence Campaign Participation Guide**, drawing together examples of Members taking action, raising awareness of gender-based violence and participating in the campaign. The guide provides ideas others may adopt or adapt.

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

90.1%

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

76.6%

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

64.0%

Achieved or moved closer to gender balance overall since 2021

50.0%

Achieved or improved gender balance in key management personnel since 2021

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

94.4%

Have systems and structures in place to address bias in recruitment and promotions, ⬆ from 87.6% in 2021

93.8%

Have mainstreamed flexible work with policy, tools and technology, and leadership support, ⬆ from 86.3% in 2021

93.8%

Have initiatives in place to support employees experiencing or supporting family/friends experiencing, domestic and family violence, ⬆ from 88.2% in 2021

93.2%

Have policies or initiatives in place to enable flexible access to parental leave for all parents, ⬆ from 91.3% in 2021

88.8%

Take specific action to highlight and address everyday sexism in the workplace, ⬆ from 74.5% in 2021

87.0%

Make 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), ⬆ from 80.1% in 2021

80.7%

Take specific action to address backlash and amplify buy-in in relation to their gender equality efforts, ⬆ from 64.0 % in 2021

79.5%

Have approaches in place to respond to employees who are or who may be using domestic and family violence, ⬆ from 64.6% in 2021

75.2%

Expect all leaders in their organisation to routinely sponsor diverse emerging female talent, ⬆ from 64.6% in 2021

73.3%

Oversee the conduct and actioning of outcomes on pay equity audits at least every two years, ⬆ from 65.2 % in 2021

62.7%

Publicly disclose gender equality targets and annual progress against them, ⬆ from 54.7% in 2021

61.5%

Have initiatives in place to achieve a positive community impact in addressing domestic and family violence, ⬆ from 47.8% in 2021

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 that takes into account their unique contexts, priorities, timeframes and opportunities to improve.

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

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

Practical actions

Table 1: Practical actions

Axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Stepping up as Leaders
- 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

Creating Accountability
- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers
- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Legend: ◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   Not applicable   Not reported in 2022

Table 1: Practical actions *(continued)*

Axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Gender Equality in Society
- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

Disrupting the Status Quo
- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expanded relationships with external support services

Legend: ◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   Not applicable   Not reported in 2022

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 and promotions; flexible work; and visible leadership on gender equality by our Members.

The following tables contain the most recent data from 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 2020–21 and 2021–22.

Gender balance in leadership, recruitment, graduates and promotions

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

◆ 2021 (%, adjusted) ◆ 2022 (%, adjusted)
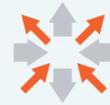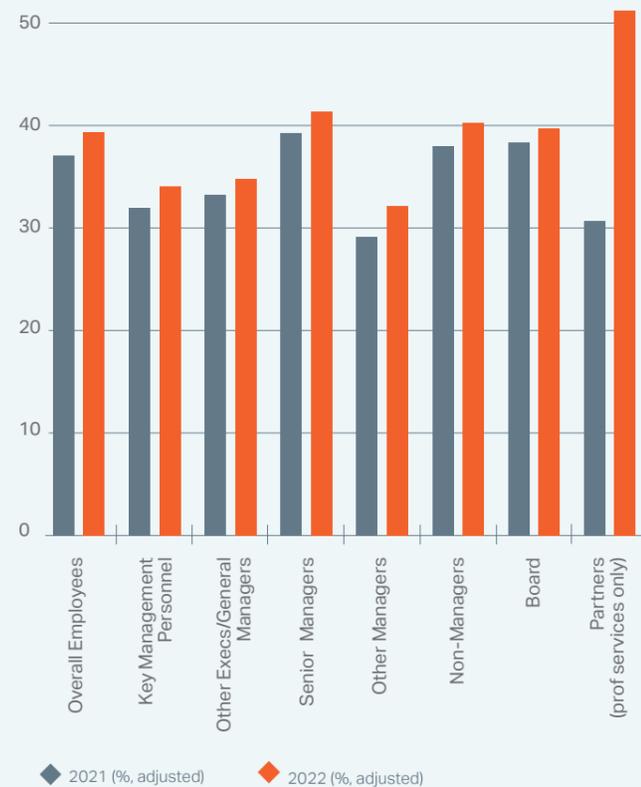
Note: Detailed information from each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups section, starting on page 31 of this report.

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

◆ ASX200 Overall (%) ◆ Champions of Change ASX200 Member Organisations (%)
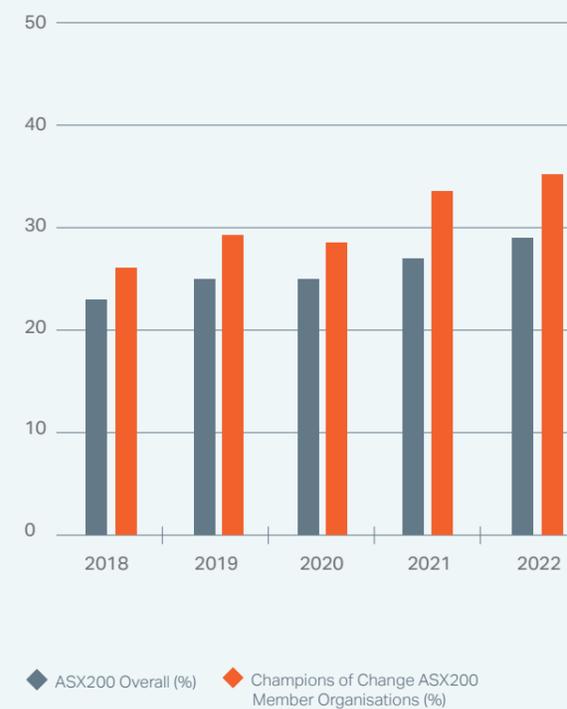
Note: ASX data sourced from CEW Senior Executive Census 2018-2022

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

◆ 2021 (%, adjusted) ◆ 2022 (%, adjusted)
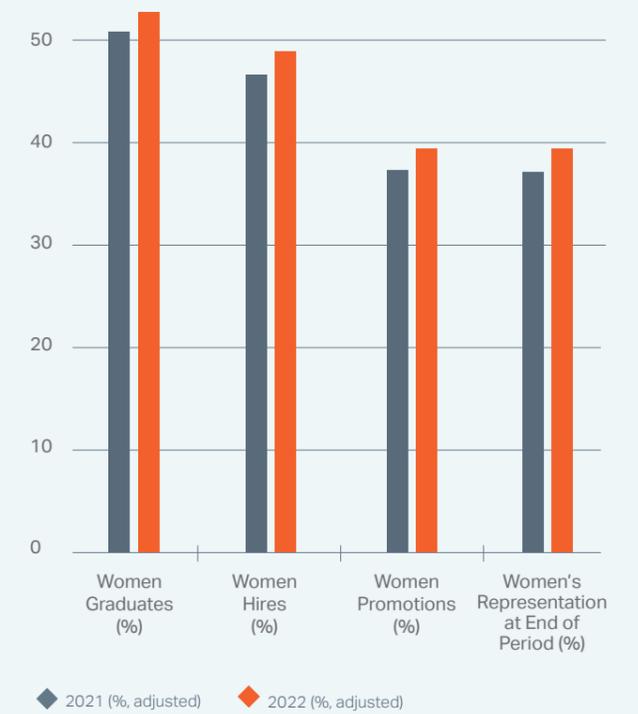
Notes:
Representation, overall recruitment and promotions data in tables 2 and 4 reflect, for relevant organisations, data reported to the Australian Workplace Gender Equality Agency (WGEA) for the 2021–22 WGEA compliance reports.

Organisations that do not report to WGEA have provided their most recent 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 Groups sections, starting on page 31 of this report.

Pay equity between men and women

In 2022, 73.3% of Champions of Change organisations regularly conduct and action the results of gender pay equity audits.

Twenty-four Champions of Change organisations are disclosing their gender pay equity gaps in their annual report and on their website. 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 Coalition Overall

Pay equity audit conducted and actioned

2021 (%, adjusted)

2022 (%, adjusted)

| 0 | 25 | 50 | 75 | 100 |
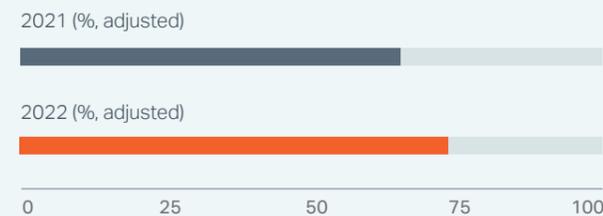
Flexible and inclusive employment experiences

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 among 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

2021 (%, adjusted)

2022 (%, adjusted)

| 0 | 25 | 50 | 75 | 100 |
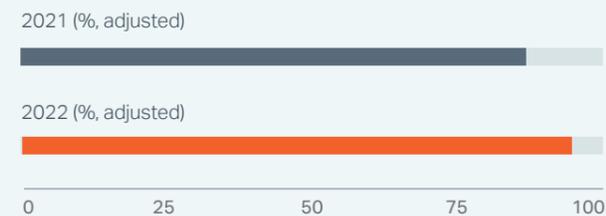
In 2022, 63.4% of reporting Champions of Change organisations have been able to share data on their employees' experiences of flexible work and inclusion in 2022 (up from 53.4% in 2021). On an adjusted basis, overall 2022 data for Member organisations who were able to report on this measure shows on average 84.6% of women, 82.8% of men and 84.0% of all employees report having access to the flexibility they need (or similar wording). These data points were 84.8%, 84.0% and 83.5%, respectively, in 2021. Also, on an adjusted basis, on average 79.6% of women, 80.6% of men and 83.0% of all employees report having an inclusive employment experience in 2022 (or similar wording). These data points were 81.2%, 83.3% and 81.6% ,respectively, in 2021.

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

Taking a flexible approach to enabling parental leave for all parents

2021 (%, adjusted)

2022 (%, adjusted)

| 0 | 25 | 50 | 75 | 100 |

In 2022, 80.7% of reporting Champions of Change organisations shared data on their retention of employees taking or returning from parental leave (up from 65.8% in 2021).

On an adjusted basis, data across Member organisations shows that on average, of those who started a period of parental leave, 5.7% of women, 2.5% of men and 4.3% of all employees left their organisation during or at the end of the leave in 2022. These data points were 7.7%, 3.4% and 5.8%, respectively overall in 2021.

The averages for this 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.

Detailed information from each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Groups sections, starting on page 31 of this report.

Andrew Abdo
CEO
National Rugby League

Louise Adams
Chief Operating Officer
Aurecon

Rob Adams
CEO and Managing Director
Perpetual

Murtaza Ahmed
Managing Director
Artistic Milliners

Humayun Bin Akram
Country Director
IDP Pakistan

Justine Clark
Special Advisor

Julie Coates
CEO and Managing Director
CSR Limited

Kerryn Coker
Co-Chair, Australasia
Arup

Andrew Colvin APM AO
Non-Executive Director

Matt Comyn
Managing Director
and CEO
Commonwealth Bank
of Australia

Coco Alcuaz Jr
Executive Director
Makati Business Club

Tim Ament
Chief Country Executive
Ingram Micro, Australia,
and New Zealand

David Anderson
Managing Director
ABC

Mark Anderson
CEO
Collingwood Football Club

Graham Ashton AM APM
Non-Executive Director

Dale Connor
CEO Australia
Lendlease

Brian Cook
CEO
Carlton Football Club

Jon Cook
CEO, VMLY&R
WPP Executive Committee

Dr David Cooke
Non-Executive Director

Steve Coster
Managing Director
Hassell

Zeeshan Baig
General Manager
Syngenta Pakistan

Ameet Bains
CEO
Western Bulldogs

Richard Barrett
Chief Executive, ANZ
AECOM

Dermot Barry
Chief Officer
Tasmania Fire Service

Alex Bates
Regional Senior Vice
President
Newmont Australia

William Cox
CEO
Aurecon

Paul Craig
CEO, ANZ
Savills

Andrew Crisp AM AMP
Commissioner
Emergency Management
Victoria

Jarvas Croome
CEO
WesTrac

Ambassador Jose Cuisia JR
Former Ambassador
of the Philippines to the
United States of America

Paul Baxter QSO
Commissioner
Fire and Rescue NSW

Chris Beattie
Chief Officer
South Australia State
Emergency Service

Professor Christine Bennett AO
Convenor
Champions of Change
Coalition

Peter Bennett
CEO and Managing Director
Clough

Jim Birch AM
Chair of Board
Australian Red Cross
Lifeblood

Trevor Danos AM
Chair
Northern Sydney Local
Health District

Mark Davies
Group Executive, Safety,
Technical and Projects
Rio Tinto

Robert Davies
CEO and Managing Director
Cement Australia

Angus Dawson
Managing Partner
McKinsey & Company

Jose Paolo Delgado
President and CEO
Delbros Group

Ken Block
Commissioner
Fire Rescue Victoria

Rachel Bondi
Vice President, Microsoft
Asia
Small, Medium and
Corporate businesses
Convenor, Champions
of Change Coalition

Aziz Boolani
CEO
Serena Hotels, South
and Central Asia

Glen Boreham AM
Non-Executive Director

Martin Bowles AO PSM
National CEO
Calvary

Steve Demetriou
Chair and CEO
Jacobs

Richard Deutsch
Non-Executive Director
Convenor
Champions of Change
Coalition

Professor John Dewar AO
Vice-Chancellor
La Trobe University

Ross Dickson
General Manager,
Governance and Assurance
Forestry Corporation
of NSW

Richard Does
Director
DesignInc

Anthony Boyd
CEO
Frasers Property

Damian Bradfield
Co-Founder,
Chief Creative and
Sustainability Officer
WeTransfer

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

Collene Bremner
Executive Director
Bushfires NT

Virginia Briggs
CEO and Managing Partner
MinterEllison

Jelaine Doncaster
Country Managing Director,
Australia and New Zealand
SoftwareOne

James Downie
Former CEO
Independent Hospital
Pricing Authority

Professor S Bruce Dowton MD
Vice-Chancellor
Macquarie University

Nancy Dubuc
CEO
VICE Media

Robert Easton
Chairman
Accenture ANZ

Elizabeth Broderick AO
Founder and Convenor
Champions of Change
Coalition

Gillian Cagney
Regional Managing
Director, ANZ
Worley

Gordon Cairns
Non-Executive Director

Jonathan Callaghan
CEO
Cromwell Property Group

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

Monica Edwards
Senior Associate
SJB Architects

Richard Enthoven
Managing Director
Hollard Insurance

Barni Evans
CEO
Sportsbet

Sophie Fallman
Managing Partner
Brookfield

Fiza Farhan
CEO
ORA Global Development
Advisors
Convenor, Champions
of Change Coalition

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

Donal Challoner
Director
nettletontribe

Chris Chapple
CEO
ISPT

Aamir Chottani
CEO
Chottani Industries

Peter Chun
CEO
Unisuper

Navid Fazil
CEO
Interloop Limited

James Fazzino
Non-Executive Director
Convenor
Champions of Change
Coalition

Marne Fechner
CEO
AusCycling

Richard Feledy
Managing Director
Allianz Australia

Simon Fenn
Managing Director
CRE ANZ
Cushman & Wakefield

Adam Fennessy PSM
Dean and CEO
ANZSOG

Sam Fischer
CEO
Lion

Stephen Fitzgerald AO
Non-Executive Director

Shane Fitzsimmons AO AFSM
Commissioner
Resilience NSW

Dr Cathy Foley AO PSM
Australia's Chief Scientist

Aamir Ibrahim
CEO
Jazz

Harris Jamali
CEO
TCS Private Limited

Chris Jenkins
CEO
Thales Australia

Paul Jenkins
Global CEO
Ashurst

Peter Jensen-Muir
Executive Managing Director
Cummins Asia Pacific

Justin Foley
Senior Director, Fire Management Unit
ACT Parks and Conservation Service

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

Gavin Fox-Smith
Non-Executive Director

Tony Frencham
Non-Executive Director

Brendon Gale
CEO
Richmond Football Club

James Johnson
CEO
Football Australia

Dr James Johnson
CEO
Geoscience Australia

Bob Johnston
CEO and Managing Director
The GPT Group
Chair, Champions of Change Property Group

Andrew Jones
CEO
Racing Victoria

David Jones
Founder and CEO
The Brandtech Group

Kashif Gaya
CEO
Euronet Pakistan

Fiona Gill
Director
Fire Management
Department for Environment and Water SA

Michael Gollschewski
President and Vice President
Operations, Australia
Alcoa

Nicola Grayson
CEO
Consult Australia
Convenor
Champions of Change Coalition

Kerry Gregory
Chief Executive
Fire and Emergency New Zealand

Katherine Jones PSM
Secretary
Attorney-General's Department

Alan Joyce AC
CEO and Managing Director
Qantas Group

Ronni Kahn AO
CEO and Founder
OzHarvest

Robert Kelly AM
Managing Director and CEO
Steadfast

Dr Shane Kelly
Group CEO
St John of God Health Care

Stephen Griffin
CEO
Victoria State Emergency Service

Richard Gross
CEO
Ausgrid

Dr David Gruen AO
Australian Statistician
Australian Bureau of Statistics

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CEO and Managing Director
The Bank of Khyber

Tarun Gupta
CEO and Managing Director
Stockland

John Kenny
CEO
Colliers Australia

Dan Kernaghan
CEO
JLL
Australia and New Zealand

Graham Kerr
CEO
South32

Glenn Keys AO
Executive Chairman and Founder
Aspen Medical

Irfan Wahab Khan
CEO
Telenor Pakistan

Adam Haddow
Director
SJB Architects

Chris Hardman
Chief Fire Officer
Forest Fire Management Victoria

Jason Harfield
CEO
Airservices Australia

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Managing Director and Group CEO
Charter Hall

Lisa Harrison
CEO, Insurance Product and Portfolio
Suncorp

Zoë King
Director
COX Architecture

Ben Klaassen
Deputy Director-General
Queensland Parks and Wildlife Services

Darren Klemm AFSM
Commissioner
Department of Fire and Emergency Services WA

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CEO
Medibank

Elizabeth Koff
Former Secretary
NSW Health

Mark Hatfield
Managing Director
Chevron Australia

David Hawkins
Chair and Managing Director
BASF Australia and New Zealand

Nick Hawkins
Managing Director and CEO
IAG

Richard Hayers
Vice President and Regional Director ANZ
Jacobs

Professor Doug Hilton AO
Director
WEHI

Dr Rahmyn Kress
Founder and CEO
WeVee Technologies

David Larocca
Oceania CEO and Regional Managing Partner
EY

Greg Leach
Commissioner
Queensland Fire and Emergency Services

Simon Lethlean
CEO
St Kilda Football Club

Nadia Levin
CEO
Research Australia

Kristen Hilton
Convenor
Champions of Change Coalition

Steve Hocking
CEO
Geelong Football Club

Nick Hockley
CEO
Cricket Australia

Andrew Horton
Group CEO
QBE

Sue Houghton
CEO
QBE Insurance Australia Pacific

Susan Lloyd-Hurwitz
CEO and Managing Director
Mirvac Group

Bridget Loudon
Non-Executive Director

Brett Loughlin
Chief Officer
South Australian Country Fire Service

Roger Lynch
CEO
Condé Nast

Natalie MacDonald
CEO
Country Fire Authority Victoria

Carmel Hourigan
Office CEO
Charter Hall

Dig Howitt
CEO and President
Cochlear

Anthony Huang
President
SSI Group Inc

Peter Huddle
Acting CEO
Vicinity Centres

Brett Hudson
CEO
Peddle Thorp

Romilly Madew AO FTSE
CEO
Engineers Australia

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Chief Executive
CSIRO

Christina Matthews
CEO
WA Cricket
Convenor
Champions of Change Coalition

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

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Chief Content Officer
EVP
Paramount ANZ

Dean McIntyre
Executive General Manager,
Australia
GHD

Peter McIntyre
CEO
The Royal Australasian
College of Physicians

Gillon McLachlan
CEO
Australian Football League

Alistair Mein
Partner and Head of
Operation, APAC
HKA

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Managing Partner
Boston Consulting Group

Rob Rogers AFSM
Commissioner
New South Wales Rural
Fire Service

Elliot Rusanow
CEO
Scentre Group

Simon Rothery
CEO ANZ
Goldman Sachs

Phil Rowland
President and CEO
ANZ
CBRE

Peter Menegazzo
CEO
Investa

Vlad Mitnovetski
COO
Dicker Data

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

Michael Morgan AFSM
CEO and Chief Officer
SA Metropolitan Fire
Service

Mike Morgan
Senior Vice President and
Managing Director APAC
Insight

Kelly Ryan
CEO
Netball Australia

Ehsan Saya
Managing Director
Daraz Pakistan

Luke Sayers AM
Founder and Executive
Chairman
Sayers

Phil Schacht
CEO
Hanson Australia

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

Ken Morrison
Chief Executive
Property Council of
Australia

Jeremi Moule
Secretary
Department of Premier
and Cabinet, Victoria

Taimoor Mukaty
CEO
Liberty Mills Limited

Dr Jess Murphy
Convenor
Champions of Change
Coalition

Qawi Naseer
CEO
L'Oréal Pakistan

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

Paul Schroder
Chief Executive
AustralianSuper

Professor Mark Scott AO
Vice-Chancellor
and President
University of Sydney

Matt Scriven
CEO
Basketball Australia

Steven Sewell
Managing Director
Abacus

David Nugent AFSM
Director
Fires and Emergency
Services
Parks Victoria

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Managing Director
QIC Real Estate

Kylie O'Connor
Global Head of Real Estate
AMP Capital

Kee Ong
CEO
Synnex

Kate Palmer AM
Non-Executive Director

Tom Seymour
CEO
PwC Australia

Bob Shennan
Managing Director
BBC

Ann Sherry AO
Non-Executive Director
Convenor
Champions of Change
Coalition

Selina Short
Managing Partner, Real
Estate and Construction
EY

Asim Siddiqui
Country Managing
Partner
EY Ford Rhodes

Amir Paracha
CEO
Unilever, Pakistan Limited

Dr Martin Parkinson AC PSM
Non-Executive Director

Simon Parsons
Director
PTW Architects

James Patterson
CEO
Knight Frank Australia

Shane Patton APM
Chief Commissioner
Victoria Police

Alex Small
Director
COX Architecture

Vanessa Sorenson
Chief Partner Officer,
ANZ and Managing
Director
Microsoft New Zealand

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

Nicole Sparshott
CEO
Unilever ANZ and Global
CEO T2

Darren Steinberg
CEO and Executive Director
Dexus

Steve Pearce AFSM
CEO
Surf Life Saving NSW

Bob Peebles
Managing Director,
Strategy
Datacom

Andrew Penn
CEO 2015–22
Telstra

Kieren Perkins OAM
CEO
Australian Sports
Commission

James Phillis
CEO ANZ
SMEC

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

Andrew Stevens
Non-Executive Director

Dominic Stevens
Managing Director and
CEO 2016–22
Australian Securities
Exchange

Neil Stonell
Melbourne Managing
Managing Partner
Grimshaw

Peter Stumbles
Managing Partner
Bain & Company

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

Adam Powick
CEO
Deloitte Australia

Adrian Pozzo
CEO
Cbus Property

John Prentice
Principal
Woods Bagot

Rob Purcell
Chief Fire Officer
Airservices Australia

James Sutherland
CEO
Golf Australia

Furqan Ahmed Syed
CEO
Pakistan Business Unit
PepsiCo Pakistan

Hassan Tabba
CEO
Yunus Textile Mills Limited

Wilson Tan
Chairman and Managing
Partner
SGV & Co

James Taylor
Managing Director
SBS

Duraid Qureshi
CEO and Co-Founder
Hum Network Limited

David Raftery
CEO Australian Pacific
Arcadis

David Randerson
Director
DKO Architecture

Ian Robertson AO
National Managing Partner
Holding Redlich

Ian Robson
CEO
Rowing Australia

Sean Taylor
CEO and Managing Director
Komatsu Australia

David Thodey AO
Non-Executive Director

Craig Tiley
CEO
Tennis Australia

Ninotschka Titchkoksy
Co-CEO
BVN

Sikandar Tiwana
CEO
Shan Foods

David Tordoff
Director
Hayball

Muhammad Uns
CEO
Swyft Logistics

Philip Vivian
Director
Bates Smart

Julia Waddington-Powell
Chief Executive
SAFECOM

Sami Wahid
Managing Director
Mondelēz Pakistan

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

Adam Watson
Acting CEO
APA Group

Dr Ian Watt AC
Non-Executive Director

Rob Webb
Chief Executive Officer
AFAC

Adam Weir
CEO
Surf Life Saving Australia

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

Geoff Wilson AO
Non-Executive Director

Lars Wittig
Country Manager and SVP
IWG

Anthony Woodward
CEO
Logicalis Australia

Steven Worrall
Managing Director
Microsoft Australia

Will Wright
Managing Director
Douglas Partners

Scott Wyatt
CEO
Viva Energy Australia

Andrew Yates
CEO
KPMG Australia

Roman Yazbeck
CEO
Philip Morris International

Carlene York APM
Commissioner
NSW SES

2022
GROUP SECTIONS

Founding Group

The first Champions of Change Group, known as the Founding Group, began in 2010 with eight leaders. It has since grown to 23 Members, comprising CEOs, non-executive directors, Australian Government Secretaries, and university and Defence Force leaders.

Founding Group Members include some of Australia's largest employers. In 2022, its Members focused their attention on creating workplaces where all women can thrive, and ensuring that women are included in the rapidly expanding digital economy.

Founding Group Members led a Coalition-wide discussion of the use of power by leaders; power dynamics in their organisational systems, structures and processes; and how the use of power and power dynamics impacts gender equality.

In an increasingly competitive skills market, and while continuing to adapt to changing operating conditions in the wake of the pandemic, Founding Group Members have re-examined and enhanced their employee offerings. This has included providing greater flexibility through location-agnostic employment, portable public holidays and improved parental leave provisions.

Members have continued their efforts to disrupt the systems that contribute to workplace sexual harassment. This involved investing in a broad range of preventative initiatives and reorienting their response systems to create trauma-informed and safe places where employees can report inappropriate and harmful behaviour without fear of retribution.

Improving workplace responses to domestic and family violence remains a priority for the Founding Group, with Members undertaking significant work to contribute to whole-of-society prevention efforts. Workplace responses to employees who use domestic and family violence are an increasing area of focus for Members, and uptake of these responses by employees is an encouraging sign of the opportunity to support behavioural change and end violence.

In 2022, the Founding Group welcomed new members, Jan Adams AO PSM, Secretary, Department of Foreign Affairs and Trade; Helen Lofthouse, Managing Director and CEO, Australian Securities Exchange; and Vicki Brady, CEO, Telstra. These new members succeeded Kathryn Campbell CSC, Dominic Stevens and Andrew Penn, respectively.

Outcomes for 2021–22

36.1%

Women's **representation** achieved overall across the Group ⬆ from 35.1% in 2021

46.1%

Women's **recruitment** gender-balanced across the Group

36.2%

Women's **promotions** achieved overall across the Group ⬆ from 35.7% in 2021

72.5%

Members **achieved or moved closer to gender balance** across 72.5% of leadership categories in 2022

Champions of Change

Glen Boreham AM
Non-Executive Director

Gordon Cairns
Non-Executive Director

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

Kathryn Campbell CSC
Secretary 2021–2022 Department of Foreign Affairs and Trade

Matt Comyn
Managing Director and CEO Commonwealth Bank of Australia

Mark Davies
Group Executive Safety, Technical & Projects Rio Tinto

Angus Dawson
Managing Partner McKinsey & Company

Stephen Fitzgerald AO
Non-Executive Director

Katherine Jones PSM
Secretary Attorney-General's Department

Alan Joyce AC
CEO and Managing Director Qantas Group

Kevin McCann AO
Non-Executive Director

Beverley McGarvey
Chief Content Officer and EVP, Paramount, ANZ

Dr Martin Parkinson AC PSM
Non-Executive Director

Andrew Penn
CEO 2015–2022 Telstra

Adam Powick
CEO Deloitte Australia

Simon Rothery
CEO, ANZ Goldman Sachs

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

Andrew Stevens
Non-Executive Director

Dominic Stevens
Managing Director and CEO 2016–2022 Australian Securities Exchange

David Thodey AO
Non-Executive Director

Dr Ian Watt AC
Non-Executive Director

Geoff Wilson AO
Non-Executive Director

Andrew Yates
CEO KPMG Australia

Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

Actions and impact 2022

Stepping up as leaders

- Matt Comyn, CEO and Managing Director, of the **Commonwealth Bank of Australia (CBA),** addressed a global audience at the UN Global Compact's Target Gender Equality event alongside Elizabeth Broderick, outlining the bank's work to eliminate domestic violence and financial abuse. The global online event provided an opportunity to outline the evolution of CBA's Next Chapter program and confirmed its commitment to help end domestic violence and financial abuse by working with organisations across the globe.

- **Deloitte** is focusing on the role of men through the **Allyship program**, which encourages men to play a more active role in leading this agenda. Deloitte developed a model to set expectations of allyship behaviour, ran a panel on building gender allyship with senior leaders and launched a Candid Conversations session with men from across the firm, designed to break down barriers and build allyship.

Creating accountability

- **KPMG** announced a new target of 40% women in partnership roles by 2025.

- **KPMG** continued efforts to remove gender inequities in remuneration, publicly reporting a reduction in the organisation's gender pay gap from 13.7% to 11.4% in the past year.

- **KPMG** and **Deloitte** have also increased pay transparency by publicly disclosing minimum salaries across a broad range of positions (according to responsibility level) in their firms.

- **McKinsey** increased women's representation overall in the past 12 months, and increased their representation at all manager levels, including Key Management Personnel. McKinsey also increased the proportion of total women promotions, and achieved a decrease in the proportion of resignations by women.

- The **Australian Stock Exchange** has updated representation targets for women to 45% across all positions by FY24–25.

- **Qantas'** commitment to building a pipeline of women pilots through intakes into trainee programs continued via the Qantas Group Pilot Academy and ongoing commitment to the Nancy Bird Walton initiative, which aims to reach 40% intake of women trainee pilots by 2028.

- In 2021, **Qantas** joined the International Air Transport Association (IATA) 25by2025 global campaign to change the gender balance within the aviation industry. It has agreed to several commitments:
  - 25% increase in women pilots by 2025, from 6.4% to 8%
  - 25% increase in Academy women trainee pilots by 2025, from 21% to 25%
  - 42% of women in senior leadership roles by 2024, from 38.1%
  - 25% of nominations to IATA governance roles to be women between 2021 and 2025.

- **Rio Tinto** has broadened targets to 2% year-on-year improvement of women's representation at all levels to improve the talent pipeline into leadership roles.

- **The University of Sydney** celebrated the appointment of three new women executive leaders, with women now holding three-quarters of executive team positions. In addition, the university achieved a 7% increase in representation of women recruited into management roles.

- **The University of Sydney** also reduced its gender pay gap by 0.03%. This is the fourth consecutive year that the pay gap has been reduced.

- **CBA** increased women's representation in Executive Manager and above roles – from 41.7% to 43.1%; and roles at or above manager level from 45.2% to 45.5%. This was achieved by setting goals to support CBA's commitment to advance gender and cultural representation across leadership roles, and to achieve Indigenous employment parity.

- **CBA** is also committed to the achievement of gender equality in governing bodies with the CommBank Board and other boards to achieve 40% women's membership, 40% men's membership, and 20% of any gender.

Dismantling barriers for carers

- **KPMG** introduced a new flexible parental leave policy, which includes 26 weeks paid leave for all carers. This led to a 20% increase in men taking parental leave in the past year.

- Responding to 'Listen and Learn' sessions with their employees, **Deloitte** launched its 'making work *work* for families' initiative introducing five key changes to support families:
  - an additional support payment for people returning from parental leave, for 12 months, enabling parents to work four days and get paid for five
  - flexibility in relation to financial KPIs following return from parental leave, for 12 months
  - taking FamilyFlex to the next level by enabling parents of school-aged children to work more flexibly in school holidays
  - providing five days of fertility leave and 10 days of leave in the case of a miscarriage
  - providing access to parental leave from day 1 of employment and scrapping the waiting period between consecutive periods of parental leave.

- **Deloitte** is also supporting other caring priorities through family care discount packages, and increased flexibility.

- The **Attorney General's Department** achieved Breastfeeding Friendly Workplace accreditation. It provides one hour of paid leave (or one hour of fee relief) per day for parents who wish to express milk, breastfeed or bottle feed their child or children, in line with the Australian Breastfeeding Association policy and facilities requirements for accreditation.

Actions and impact **2022**

Gender equality in society

- Founding Group Members participated in a cross-Coalition roundtable event in October 2021 with former Senator the Hon. Jane Hume, the then Minister for Superannuation and the Digital Economy and Minister for Women's Economic Security. Champions discussed opportunities for collaboration in implementing 12 commitments to achieve gender equality in the digital economy.

  Examples of actions under this collaboration include the following **Telstra** initiatives.

  – Iconic Experience – an accelerator program for women in technology roles. The focus of the program is on fast-tracking women into influential and higher-profile roles at Telstra and for impact in the industry. The program is accompanied by a Women in Tech Alliance to foster learning, networking, collaboration and opportunities.

  – Cross-company mentoring for women – partnering with Microsoft and Accenture, Telstra launched an industry mentoring program focusing on developing women working in technology and technology leadership. The program's objectives include providing expert mentorship and guidance from strong leaders across the three companies, empowering women to pursue and fast-track their career goals, and helping to build an industry-wide support network for women.

- **CBA** commissioned research conducted by Deloitte to calculate the cost of financial abuse in Australia. The report on the research states that in 2020 the direct cost of financial abuse to victims was estimated at $5.7 billion, with an additional cost to the broader Australian economy of $5.2 billion.

- In recognition of the impact of financial abuse, **CBA** announced Next Chapter, one of the largest campaigns in Australia's history to raise awareness about financial abuse in the context of domestic and family violence.

Disrupting the status quo

- **CBA** introduced Respect Lives Here, a prevention initiative designed to help employees build a shared understanding of respectful and disrespectful behaviours at work, the impacts they have, and the practical actions employees can take to be effective bystanders when they see or hear something that does not feel right. Respect Lives Here is informed by employees' lived experiences, and draws on the evidence-based work of Our Watch, Griffith University and the University of New South Wales. Through education and leader-led discussions, Respect Lives Here addresses the attitudes, behaviours and standards that enable employees to foster a positive team culture and prevent harmful behaviours, such as sexual harassment or marginalisation at work.

- **Deloitte** achieved a 3.2% increase in the promotion of women during the reporting period. Over half of all promotions (51.6%) were women.

- **Deloitte** completed its third return to work program, designed to support people who have taken an extended career break with the opportunity to take part in a fully paid, 24–week intern-style transition program back into the workplace. 82% of those who completed the program took permanent roles with Deloitte.

  Now in its 21st year, Deloitte's Inspiring Women program celebrates, elevates and empowers the firm's emerging women leaders. 67% of the 2021 cohort were promoted whilst on the program or within 12 months of completing the program.

- **Deloitte** partnered with Australians Investing in Women to analyse the significance of gender norms in society and how they prevent people from reaching their full economic potential. This investigation informed the development of the *Breaking the Norm: Unleashing Australia's economic potential* report, which models the economic benefits of closing gender gaps in line with leading equitable countries. The report notes that breaking entrenched gender norms – conscious and unconscious biases, perceptions and stereotypes that are based on gender – could boost the Australian economy by $128 billion each year on average.

- **KPMG** continued its Bird-Walton sponsorship program, which has been designed to empower high-potential women to act when career opportunities arise that increase their organisational profile and progression to senior leadership roles.

  The Bird-Walton sponsorship program also improves how male senior leaders use their power and reputation to effectively advocate for women. The program continues to help KPMG's high-potential women and male senior partners to realise the potential and value to both the firm and each other. Around 42% of participants have been promoted, including 23 women admitted to the Australian Partnership.

- **Deloitte** and **KPMG** have taken important steps towards preventing workplace sexual harassment by publicly disclosing the number of reports of inappropriate and/or illegal behaviour, and the outcomes of investigations into these reports.

- **Deloitte** introduced the Deloitte Experience, giving people the choice and flexibility in when, where and how they work. Core working hours were removed, and a wellbeing day and meeting-free Fridays were introduced. The enhanced Deloitte Flex framework provides everyone access to 12 flexible work options, to be used in combination, so employees are empowered to live and work in a way that works best for them.

- The **Attorney General's Department** conducted a review of its approach to preventing and responding to workplace sexual harassment. The review was wide-ranging and informed by leading practice advice, discussions with other government agencies, and staff consultations. Outcomes of this review included the implementation of:

  – annual reporting of sexual harassment data to all staff and to governance committees

  – a new standalone sexual harassment policy, which promotes a person-centred approach, ensuring agency and support for the person who experienced the harassment

  – mandatory sexual harassment training for managers and Human Resources staff who respond to inappropriate workplace behaviour.

Practical actions

Table 8: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Table 8: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Impact details 2022

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

Table 9: Gender balance in leadership

Founding Group Organisations	Women's Representation (%)								
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Attorney-General's Department*#	68.5	36.4	-	40.7	61.1	67.2	70.0	63.6	-
Australian Securities Exchange	42.0	25.0	-	38.8	35.0	40.2	43.8	27.3	-
CBA	56.5	33.3	0.0	37.2	43.7	47.4	60.3	45.5	-
Deloitte APAC#	48.7	31.7	41.4	30.3	38.9	49.8	56.0	44.4	31.2
Department of Defence	23.9	12.5	-	22.2	29.4	17.8	25.0	-	-
Department of Foreign Affairs and Trade*	59.3	28.6	-	41.5	47.8	56.1	61.1	-	-
KPMG, Australia	50.3	57.1	33.3	38.8	44.4	50.3	54.9	50.0	32.5
McKinsey & Company	48.8	27.5	-	26.2	52.8	-	56.5	-	18.5
Qantas	40.7	41.7	40.0	28.6	42.7	41.9	40.4	37.5	-
Rio Tinto*	22.9	42.1	100	35.5	27.8	33.7	22.1	30.0	-
Telstra	31.4	33.3	-	51.3	37.7	29.6	31.4	33.3	-
University of Sydney	57.0	57.1	-	43.0	43.0	46.8	58.0	53.3	-
ViacomCBS	51.3	33.3	-	66.7	30.0	68.6	48.7	-	-
Founding Group Totals	36.1	34.1	38.9	33.0	35.2	30.9	37.4	43.8	31.3
Founding Group Totals *(adjusted)*	36.1	34.1	38.9	33.0	35.2	30.9	37.4	43.8	31.3

Notes:

CBA – CBA data reflects data reported in the WGEA 2022 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 includes both ADF and APS workforce.

KPMG, Australia – Employee data is derived from the WGEA 2021–22 KPMG Australian Services Pty Ltd (ABN 87160010116) report as at 31 March, 2022. Key Management Personnel and Head of Business roles are partner-held roles.

Qantas – All Qantas data includes Australian-based employees only and is based on the WGEA 2021-22 Qantas Airways Ltd (ABN 16009661901) report. It excludes Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

Telstra – All Telstra data includes Australia-based employees only and is based on the WGEA 2021-22 Telstra Corporation Ltd (ABN 33051775556) report as at 31 March 2022.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ Increase in under-representation of women since 2021

◇ Not applicable

◆ Moving closer to gender balance since 2021

⬡ Unchanged since 2021

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

◆ Increase in over-representation of women since 2021

◇ Not reported in 2021

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

⬡ Includes non-binary gender

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

Founding Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Attorney-General's Department	68.3	-	75.0	70.0	70.1	68.5
Australian Securities Exchange	56.3	-	48.7	38.4	40.3	42.0
CBA	46.3	-	52.3	52.5	53.7	56.5
Deloitte APAC	53.9	-	46.6	47.5	51.6	48.7
Department of Defence	40.6	-	30.2	25.0	25.9	23.9
Department of Foreign Affairs and Trade	58.5	-	59.9	61.2	59.9	59.3
KPMG, Australia	47.9	-	47.7	46.1	47.2	50.3
McKinsey & Company	54.1	-	57.1	38.9	50.9	48.8
Qantas	-	11.8	52.3	47.9	40.8	40.7
Rio Tinto	63.2	53.3	31.0	22.0	30.4	22.9
Telstra	64.2	-	43.3	42.3	35.0	31.4
University of Sydney	-	50.0	58.6	58.6	57.6	57.0
ViacomCBS	-	-	59.4	57.6	53.8	51.3
Founding Group Totals	52.5	35.8	44.5	40.5	36.2	36.1
Founding Group Totals *(adjusted)*	52.5	-	46.1	40.5	36.2	36.1

Notes:

CBA – CBA data reflects data reported in the WGEA 2022 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 includes both ADF and APS workforce.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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 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

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 Founding Group publicly disclose their pay equity gaps:

- CBA – 2022 Annual Report
- KPMG – KPMG Impact Report FY22
- Telstra – 2022 Corporate Governance Statement

Flexible and inclusive employment experiences

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

Founding 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
Attorney-General's Department#	85.5	87.5	85.5	84.6	83.7	83.9
Australian Securities Exchange	86.0	93.0	90.0	88.0	92.0	90.0
CBA	87.0	88.0	87.0	93.0	94.0	94.0
Deloitte APAC#	83.0	85.0	84.0	90.0	89.0	89.0
Department of Defence	69.9	53.2	57.5	71.5	72.0	70.4
Department of Foreign Affairs and Trade	-	-	65.0	-	-	70.0
KPMG, Australia#	79.0	77.0	78.0	76.0	80.0	78.0
McKinsey & Company	82.0	86.0	84.0	75.0	83.0	80.0
Rio Tinto	-	-	-	26.0	74.0	45.0
Telstra#	92.9	91.6	91.9	93.7	92.1	92.5
Founding Group Averages	83.2	82.7	80.3	77.5	84.4	79.3
Founding Group Averages (adjusted)	83.8	83.5	82.8	85.1	86.5	83.7

Notes:
Department of Defence – Data includes both ADF and APS workforce.
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   Not improved since 2021   Not reported in 2021   Data not available   Data for 'All' includes non-binary gender

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\			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	92.0	97.0	95.0	77.0	-	84.0
Deloitte APAC	94.0	95.0	94.0	-	-	-
Department of Defence	81.1	88.5	85.5	-	-	-
KPMG, Australia#	90.0	95.0	92.0	-	-	-
Rio Tinto	-	-	-	23.0	-	57.0
Telstra#	95.4	96.6	96.2	-	-	-
Founding Group Averages	90.5	94.4	92.5	50.0	-	70.5
Founding Group Averages (adjusted)	95.4	96.8	96.2	77.0	-	84.0

Notes:
Department of Defence – Data includes both ADF and APS workforce.
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since last reported   Not improved since 2021   Not reported in 2021   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	6.9	0.0	5.2
Australian Securities Exchange	7.0	0.0	3.0
CBA	12.4	4.7	9.6
Deloitte APAC	7.8	5.6	6.9
Department of Defence	0.8	0.9	0.9
KPMG, Australia	7.0	1.2	2.7
McKinsey & Company	2.8	0.0	1.3
Qantas	6.7	3.4	5.9
Rio Tinto	88.0	13.0	0.0
Telstra	0.0	-	0.0
University of Sydney	0.3	0.0	0.3
Founding Group Averages	12.7	2.6	3.3
Founding Group Averages (adjusted)	5.5	1.7	3.9

Notes:
CBA – CBA data reflects data reported in the WGEA 2022 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 includes both ADF and APS workforce.
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since last reported   Not improved since 2021   Not reported in 2021   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	Sheree Savage
Commonwealth Bank of Australia	Ryan Burke and Bianca Broadhurst
Deloitte APAC	Kate Furlong
Department of Defence	April Langerak
Department of Foreign Affairs and Trade	Stephen Barrow-Yu and Karyn Ervin
KPMG, Australia	Salli Hood and Renae Hingston
McKinsey & Company	Grace Ngapo and Lucy McKnight
Qantas	Melinda Small
Rio Tinto	Rachel Durdin and Chantelle Thom
Telstra	Leigh Frost
University of Sydney	Annabelle Hung
ViacomCBS	Anthony McDonald
Program Director	Amanda Hede

National 2015 Group

The National 2015 Group was established seven years ago and today includes 20 Members who lead almost 70,000 employees.

The Group formed to effect change in 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 includes representatives of 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 bring about change.

In 2022, the group continued its cross-Coalition leadership in the implementation of *Disrupting the System*, the Champions of Change Coalition leadership model for preventing and responding to workplace sexual harassment. Key initiatives to support all Members included:

- developing CEO guidelines for the use of NDAs in sexual harassment matters
- participating in the Step Up Forum
- offering support from Group Co-Convenor James Fazzino in facilitating discussions at seven other Coalition Group meetings.

Members from the National 2015 and National 2017 Groups collaborated to develop and release a new Coalition report, *Shifting Expectations: Flexibility for frontline, shift and site-based roles*.

The Group's priority focus area was the investigation of organisational 'hotspots'. As a long-established Group, its data on workforce representation has improved at all levels. However, the aggregated data is masking key parts of the organisations where women's representation remains low and appears resistant to broad gender-equality initiatives.

Members were also interested to explore areas where there was an under-representation of men, particularly in care-related roles.

This year the Group welcomed **Ciarán Carruthers**, CEO, Crown Resorts.

Outcomes for 2021–22

46.8%
Women's **representation** gender-balanced across the Group

53.0%
Women's **recruitment** gender-balanced across the Group

47.2%
Women's **promotions** gender-balanced across the Group

74.0%
Members **achieved or moved closer to gender balance** across 74.0% of leadership categories in 2022

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

Cairán Carruthers CEO
Crown Resorts

Professor John Dewar AO
Vice-Chancellor La Trobe University

Barni Evans
CEO Sportsbet

Adam Fennessy PSM
Dean and CEO ANZSOG

Tony Frencham
Non-Executive Director

Professor Doug Hilton AO
Director WEHI

Ronni Kahn AO
CEO & Founder OzHarvest

David Koczkar
CEO Medibank

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

Gillon McLachlan
CEO Australian Football League

Jeremi Moule
Secretary Department of Premier and Cabinet, Victoria

Shane Patton APM
Chief Commissioner, Victoria Police

Luke Sayers AM
Founder and Executive Chairman Sayers

Paul Schroder
Chief Executive AustralianSuper

Tom Seymour
CEO PwC Australia

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 2022

Stepping up as leaders

- Continued Coalition-wide leadership in implementing of *Disrupting the System*, the Champions of Change Coalition leadership model for preventing and responding to workplace sexual harassment. Key initiatives to support all Members included:
  - developing of CEO guidelines for the use of NDAs in sexual harassment matters
  - participation by **Virginia Briggs**, **James Fazzino**, **Kristen Hilton** and **Tom Seymour** in the Coalition's Step Up Forum on prevention and action on sexual harassment, which was attended by over 730 CEOs and executive leadership teams.
  - support in seven Group meetings from **James Fazzino** supported Member discussions at Group meetings.
- The Advocates for Change program, convened by Justice Chris Maxwell and the Law Institute released the report *Sexual Harassment in the Legal Profession: What can we do about it?*, which draws together the key themes from the sector and what organisations are doing to address sexual harassment.

Creating accountability

- The continuous review and evolution of strategies maintains focus.
  - **Victoria's Department of Environment, Land, Water and Planning (DELWP)** and **Department of Premier and Cabinet (DPC), La Trobe University** and **Victoria Police** each published a revised *Gender Equality Action Plan*, a key feature of which includes revised data collection and reporting strategies for women from a diverse range of backgrounds.
  - The **AustralianSuper** *Diversity, Equity and Inclusion Plan FY23 – FY25* focuses on driving equal gender representation at all levels and reducing the gender pay gap, was endorsed by the Board of AustralianSuper.
  - The **AFL** launched its second *Gender Equity Action Plan* for the AFL workforce with a strong focus on achieving gender equal representation (40:40:20) at all levels of the organisation.
  - **Sportsbet** launched a new diversity, equity and inclusion strategy with a focus on improving gender balance in senior leadership, and wellbeing and inclusion for all.
- Setting targets and designating accountability have driven progress on women's representation in leadership.
  - Representation targets and targets linked to variable pay (in Investments) underpinned the **AustralianSuper** Board and Executive achieving gender balance .
  - Recruitment targets at **Crown Resorts** increased women's representation at all levels, with overall representation increasing from 42.6% to 46.5%.
  - Targets, along with initiatives in the areas of recruitment, development, support and connectivity, increased women's representation at **Bain** in the 'Other Executives/General Managers' category by 12% since 2021.

- Representation targets supported by ELT mentoring, leadership development initiatives, and recruitment and promotion targets helped **Sportsbet** to increase women's representation by 8% in the 'Other Managers' category and 3% overall since 2021.
- Detailed analysis of representation data revealed hotspots in some high profile, pay and power roles, that are pathways to senior leadership. Members identified their hotspot, baselined their data, listened and learned, and shared insights with the Group to surface common themes. The Group will share data and actions as this work progresses in 2023. Following are some early actions:
  - At **Worley**, targeted recruitment, development and retention initiatives resulted in an increase in women in project management roles, from 12% to 17% between November 2021 and June 2022.

Dismantling barriers for carers

- Collectively, the Group took stock of existing parental leave approaches to ensure they not only support attraction and retention of diverse talent, but also contribute to macro gender equality goals: shared care (gender-neutral access); women's ongoing workforce participation (retention, coaching), and economic equality (paid leave and superannuation).
  - **Bain** and **PwC** increased paid parental leave to 26 weeks. They provide flexible options for taking leave to support individual family circumstances.
- Members began to take a closer look at the challenges for employees with broader carer responsibilities, for example caring for elderly parents or family members with disabilities or acute illnesses. This will continue in 2023.

- **Medibank** expanded its successful pilot from earlier in 2022, to offer its caregiver support program to all employees. Program participants receive a consultation with one of Medibank's CareComplete clinicians to discuss their specific situation and create a care plan of recommendations and local support services tailored to individual needs of carers.

Gender equality in society

- Kristy McKellar (Social Change Advocate) and Jan Brekenridge (School of Social Services, UNSW) supported the Group's continued listening, learning and action on addressing domestic and family violence as a workplace issue. This has resulted in the following actions by Members:
  - **Worley** expanded support for people experiencing domestic and family violence to include uncapped paid leave for permanent employees and practical assistance such as temporary accommodation or financial support to relocate on a case by case basis.
- The **Department of Premier and Cabinet's** Recognition Matters initiative led to women representing 50% of Victorian recipients of Queen's Birthday Honours for the second consecutive year.

Actions and impact 2022

Disrupting the status quo

- Following extensive reviews of approaches to preventing and responding to sexual harassment in 2021, action to create safe, respectful and inclusive workplaces continued.

  - **AustralianSuper** launched a psychological safety initiative, *See Something, Say Something, Do Something,* to support a speak-up culture.

  - The **AFL** conducted Respectful Relationships education with all team members around the country, focusing on collective understanding of acceptable behaviours, being active bystanders, and active prevention and response.

  - **DELWP** developed rapid action plans for education and intervention in hotspot areas where reports of negative behaviours were higher than organisational averages. The department also delivered active bystander training to 1,000 staff members (approximately 25% of the workforce).

  - **PwC** released its second public transparency report including the number of bullying, harassment, sexual harassment and misconduct reports, and action taken. The report showed an increase in Category 1 Serious Misconduct matters (+18 reports) since 2021, attributed to the impact of the new Speak Up Campaign, increased communication and strong messages on acceptable behaviour.

  - **Crown Resorts** launched Crown Care, a comprehensive prevention and response program including leadership engagement, bystander education and an associated campaign, the introduction of anonymous reporting, integration of reporting into work health and safety processes, and streamlined reporting to identify trends and nature of reports.

  - **La Trobe University** participated in the Universities Australia 2021 National Student Safety Survey and shared data and insights publicly. **John Dewar**, Chair of Universities Australia, addressed The Press Club.

  - **WEHI** ran a virtual session for all staff members and students (more than 600 people), chaired by the Director and senior leadership team, on the number of reports of inappropriate behaviour and the responses to them, in a de-identified format.

  - Over 200 of Board, Executive and senior leaders at **MinterEllison** attended 'Creating Respectful Workplaces', a bystander education session and an anonymous reporting pathway was introduced.

- Reflecting the changed dynamics of flexible work for office-based employees:

  - **WEHI** launched an online flexibility hub offering practical guidance for managers and staff; educated teams to establish protocols on communication and collaboration; and grounded its new approaches in a revised principles-based flexible working policy.

By challenging traditional ways of working and sharing our experiences in relation to flexibility for frontline and site-based roles across industries we are creating the environment to deliver not only gender diversity but significant social and mental benefits for employees and communities.

Gillian Cagney
Regional Managing Director, ANZ
Worley

Practical actions

Table 14: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

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Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

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Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable

Table 14: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

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Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

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Gender Equal Public Face - test external image of organisation for gender equality

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Backlash and Buy-In - specific action to address and amplify

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Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

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Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

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Impact details 2022

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	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
AFL	43.4	37.5	36.8	36.4	33.3	32.0	44.0	-	-
AustralianSuper	51.1	42.9	-	40.0	41.4	43.3	54.9	50.0	-
Bain & Company#	53.1	19.1	-	42.4	56.9	59.5	60.3	33.3	-
Crown Resorts	46.5	33.3	-	34.7	47.5	36.4	47.0	40.0	-
DELWP	49.8	49.1	-	47.4	47.1	45.1	51.4	44.4	-
Department of Premier and Cabinet, Victoria#	59.7	55.9	-	67.2	27.6	56.6	61.8	-	-
La Trobe University#	65.3	54.5	-	63.2	46.5	55.5	66.0	53.3	-
Medibank#	71.9	28.6	-	54.0	47.0	54.7	78.4	42.9	-
MinterEllison*#	65.3	26.2	-	32.0	57.3	64.7	71.4	45.5	32.2
PwC Australia#	51.1	32.7	-	44.3	52.2	51.9	54.9	50.0	32.7
Sportsbet#	32.2	33.3	-	17.4	26.2	28.3	33.8	41.7	-
Victoria Police#	35.4	33.3	-	32.8	37.2	25.4	37.9	-	-
WEHI	61.1	62.5	-	44.2	100	51.1	62.8	53.8	-
Worley*	24.6	60.0	25.0	35.0	20.1	16.0	26.1	36.4	-
National 2015 Group Totals	46.9	34.1	35.7	42.7	45.8	38.5	49.0	45.2	32.6
National 2015 Group Totals (adjusted)	46.8	34.3	36.8	44.3	46.4	36.9	48.9	46.1	-

Notes:

AFL – Workforce numbers increased overall due to entity reporting structure changes.

WEHI – There is one WEHI employee classified in the senior manager category and the current incumbent is a woman.

Worley – In 2022, total workforce data was captured in one system to simplify reporting and allow more accurate data to be provided against the WGEA manager categories. As a result, 2022 data represents a new baseline for Worley.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)
- ◆ Moving closer to gender balance since 2021
- ◆ Increase in over-representation of women since 2021
- ◆ Increase in under-representation of women since 2021
- ◆ Unchanged since 2021
- ◆ Not reported in 2021
- ◇ 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 and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AFL	52.5	-	41.3	44.5	35.7	43.4
AustralianSuper	83.3	-	54.0	42.9	51.1	51.1
Bain & Company	53.7	-	46.3	47.7	49.0	53.1
Crown Resorts	40.0	35.3	48.8	47.9	44.1	46.5
DELWP	59.3	-	53.5	48.7	56.1	49.8
Department of Premier and Cabinet, Victoria	66.7	-	58.1	61.3	64.3	59.7
La Trobe University	-	-	68.9	66.1	62.1	65.3
Medibank	66.7	-	76.9	70.4	60.8	71.9
MinterEllison	62.1	-	65.4	63.2	63.9	65.3
PwC Australia	48.3	29.2	49.3	46.5	51.8	51.1
Sportsbet	60.0	-	38.9	39.5	28.4	32.2
Victoria Police	100	-	46.7	41.2	40.8	35.4
WEHI	60.0	-	60.3	58.6	65.0	61.1
Worley	32.7	-	27.4	24.4	23.2	24.6
National 2015 Group Totals	49.9	31.7	53.6	50.0	48.2	46.9
National 2015 Group Totals (adjusted)	49.0	-	53.0	49.5	47.2	46.8

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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
- ◆ 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

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:

- Victoria Police – *Baseline report - 2021 workplace gender audit data analysis*
- PwC Australia – *PwC Australia Transparency Report FY22*
- Department of Environment, Land, Water and Planning – *Baseline report - 2021 workplace gender audit data analysis*
- Department of Premier and Cabinet, Victoria – Victoria Gender Equality Commission Public Report
- Medibank – 2022 annual and sustainability reports

Flexible and inclusive employment experiences

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

National 2015 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
AFL	-	-	-	87.0	93.0	91.0
AustralianSuper	97.0	95.0	96.0	92.0	90.0	91.0
Bain & Company#	80.0	80.0	80.0	94.0	94.0	94.0
DELWP#	91.0	88.0	88.0	91.0	91.0	90.0
Department of Premier and Cabinet, Victoria#	96.0	97.0	95.0	93.0	93.0	92.0
La Trobe University#	73.9	89.4	77.1	76.5	93.6	80.0
Medibank#	84.4	86.9	85.0	86.0	88.3	86.6
MinterEllison	82.0	82.0	82.0	89.0	89.0	89.0
PwC Australia	70.0	75.0	72.0	87.0	91.0	89.0
Sportsbet	90.0	92.0	92.0	86.0	87.0	86.0
WEHI	85.0	87.0	86.0	85.0	84.0	85.0
National 2015 Group Averages	84.6	86.9	85.0	87.8	90.3	88.4
National 2015 Group Averages *(adjusted)*	85.3	86.3	86.8	88.5	89.8	89.4

Notes:

AFL, Victoria Police Force and Worley – Data is not included as the organisations did not collect this data in 2022.

◆ Improved since 2021   ⬡ Not improved since 2021   ⬨ Not reported in 2021   ◇ Data not available   ⬦ Data for 'All' includes non-binary gender

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
AustralianSuper	98.0	99.0	98.0	94.0	97.0	95.0
Bain & Company#	97.0	98.0	98.0	-	-	-
DELWP#	97.0	98.0	97.0	75.0	83.0	77.0
Department of Premier and Cabinet, Victoria#	91.0	95.0	91.0	89.0	92.0	88.0
La Trobe University#	54.9	59.6	55.3	53.4	66.0	55.6
Medibank#	94.8	97.0	95.4	87.4	89.1	87.9
MinterEllison	89.0	92.0	90.0	72.0	75.0	73.0
PwC Australia	93.0	97.0	95.0	79.0	84.0	81.0
WEHI	79.0	81.0	80.0	79.0	82.0	80.0
Worley	91.0	97.0	95.0	67.0	79.0	74.0
National 2015 Group Averages	88.8	91.7	89.8	77.8	83.7	79.6
National 2015 Group Averages *(adjusted)*	93.1	95.0	93.5	82.9	87.0	84.8

Notes:

AFL and Victoria Police – Data is not included as the organisations did not collect this data in 2022.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬡ Not improved since 2021   ⬨ Not reported in 2021   ◇ Data not available   ⬦ Data for 'All' includes non-binary gender

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	0.0	0.0	0.0
AustralianSuper	1.0	1.0	2.1
Bain & Company	1.0	1.1	1.0
Crown Resorts	0.3	0.0	0.1
Department of Premier and Cabinet, Victoria	8.6	0.0	7.3
La Trobe University	11.9	0.0	11.9
Medibank	5.4	12.7	7.0
MinterEllison	3.8	0.0	2.9
PwC Australia	9.8	7.7	9.3
Sportsbet	0.0	0.0	0.0
Victoria Police Force	Police 2.4, PSO 4.3, VPS 10.8	Police 0.6, PSO 0.2, VPS 4.3	Police 1.1, PSO 0.4, VPS 8.6
WEHI	0.0	0.0	0.0
Worley	0.0	0.0	0.0
National 2015 Group Averages	3.7	2.2	3.6
National 2015 Group Averages *(adjusted)*	4.0	2.6	4.0

Notes:

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Victoria Police – Data is separated into employee cohorts: Police; Protective Services Officer (PSO) and Victorian Public Service employee (VPS)

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021

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	Krista Limbrey
AustralianSuper	Anna Walsh
Bain & Company	Lizzie Maiden-McBryde
Crown Resorts and Crown Melbourne	Meg Leahy
Department of Environment, Land, Water and Planning, Victoria	Luke Futcher-Daniels
Department of Premier and Cabinet, Victoria	Liz Hatton
Medibank	Sharni Wearne
MinterEllison	Lauren Levin
PwC, Australia	Laura Yuile
Sportsbet	Karen Leong
Victoria Police Force	Fiona Hehir
WEHI	Louise Johansson
Worley, Australia and New Zealand	Jordana Sawtell
Program Director	Lisa Whiffen

There is no doubt in my mind that publicly reporting our gender pay gap through both WGEA and our own Transparency Report year-on-year, holds our feet to the fire as a firm in driving lasting, system-wide change.

Tom Seymour
CEO
PwC Australia

National 2016 Group

The National 2016 Group was established in 2016 and includes 16 Members who lead some 34,000 employees in 24 jurisdictions. The Group includes representatives from industries including media, retail, consumer packaged goods, insurance, finance, law, consulting, aviation and tertiary education.

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

In 2022, the Group focused on gender inequalities in approaches to caring for carers, the workforce and the community; fostering psychological safety and inclusive workplace cultures; gaining buy-in for gender equality by activating everyday champions of change; and exploring how power and privilege operate in their organisations. The group also took specific actions to prevent and respond to sexual harassment and domestic and family violence.

While COVID-19 impacted each industry differently, our Members each identified care for carers, their workforce and the community as a critical focus for action for mitigating the impacts of the pandemic, and an opportunity to foster a thriving, more gender-balanced workforce in the post-pandemic phase.

The Group welcomed new Members: **Andrew Horton** (QBE), **Professor S Bruce Dowton** MD (Macquarie University), **Jason Harfield** (Airservices Australia) and **Peter Chun** (UniSuper).

Outcomes for 2021–22

46.6%

Women's **representation** gender-balanced across the Group

57.1%

Women's **recruitment** gender-balanced across the Group

46.8%

Women's **promotions** gender-balanced across the Group

79.5%

Members **achieved or moved closer to gender balance** across 79.5% of leadership categories in 2022

Champions of Change

Rob Adams
CEO & Managing Director
Perpetual

David Anderson
Managing Director
ABC

Peter Chun
CEO
Unisuper

Andrew Colvin APM AO
Non-Executive Director

Professor S Bruce Dowton MD
Vice-Chancellor
Macquarie University

Sam Fischer
CEO
Lion

Jason Harfield
CEO
Airservices Australia

Andrew Horton
Group CEO
QBE

Paul Jenkins
Global CEO
Ashurst

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

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 2022

Stepping up as leaders

- Over 100 senior and middle-manager leaders across member organisations took part in two workshops to explore what it means to be an 'Everyday Champion of Change'. As part of the prework, participants took part in a Leadership Shadow workshop, to help them identify opportunities for practical action to enhance their leadership on gender equality. David Larocca (EY), Paul Jenkins (Ashurst), James Taylor (SBS), Andrew Colvin (NED), Carmel Hourigan (Charter Hall and Property Champions of Change) and Anna York (representing BCG) provided insights on what it means to be a champion of change. The workshops activated 6–8 leaders across Member organisations, equipping them to take practical actions to champion gender equality through their everyday actions. Several member organisations are exploring opportunities to cascade similar workshops through their organisations to activate a wider network of gender equality champions.

- Members discussed power dynamics and provided insights and reflections on how formal and informal power operates in their organisations to accelerate or hold back progress on gender equality, and actions to take to make the power visible.

- Members used internal events to address the topics of gender equality, diversity and inclusion within their organisations as well as speaking at industry events.

  - **Nicky Sparshott** spoke at 15+ events in 2022, including presentations to the UTS Business school, a WGEA CEO panel discussion on how to drive tangible change and the TedX 'Love in Business' conference.

  - **BCG**, **Holding Redlich**, **Perpetual** and **EY** have addressed gender equality at International Women's Day events, town hall meetings, all staff quarterly briefings and other internal events.

Creating accountability

- **Lion** honed its gender targets by introducing a Team Gender Target and reporting on gender diversity at a team level (instead of only at the organisation level). Team targets consist of a minimum 40% representation of men and women, and inclusion of non-binary team members. At the half-year mark, Marketplace, CFO Portfolio and Lion NZ divisions have achieved their annual Team Gender Target.

- **EY** commenced public reporting on its gender pay gap, joining Group Members Lion, SBS and Unilever in publicly disclosing this information.

- **Perpetual** maintained a series of gender-based targets for recruitment and promotion, including:

  - 50% men and 50% women candidates on recruitment shortlists for all senior roles

  - 40% women in leadership

  - 50% women graduates.

  Perpetual also partners with F3 (Future Females in Finance) and Future IM/Pact to actively encourage early-career female talent to pursue careers in financial services.

  These actions guided Perpetual to achieving >50% of new hires and promotions being women this year, with over 60% of internal promotions being achieved by women.

- **Lion** ceased asking questions to job candidates about their salary history in 2017 in an effort to tackle the gender pay gap. Five years on, Lion has maintained a less than 1% difference in pay competitiveness in like-for-like roles. This is monitored continuously, with corrective action taken as necessary.

- **Ashurst** saw an increase of women's representation in both global partnership roles (achieving 40.1% women partners in the Australian practice) and senior legal leadership roles, which puts the business on track to meet its 40-60% target by 2026. Ashurst achieved is 40-60% target of senior business services leadership roles held by women.

Notably, 50% of partner promotions in FY23 are women, and 50% of Executive Team members are women. This has been supported through firmwide initiatives and programs, such as the RISE Forum for Women – a leadership development program for women partners and senior business services leaders drawn from a broad mix of practices, business areas and geographies. Ashurst also undertakes targeted lateral recruitment, and has a structured leadership capability framework to support proactive capability development and succession planning for key management positions.

- **QBE** introduced women in leadership targets into Australia Pacific Executive KPIs in 2022, in addition to an existing focus on building the talent pipeline, gender-balancing recruitment, promotions and succession. This sustained focus contributed to consistent progress towards global women in leadership moving from 34.8% in 2019 to over 35.9% in 2021, with a global goal of 40% by 2025.

- **SBS** launched a new SBS Inclusion, Equity & Diversity strategy setting out clear targets, initiatives and goals to drive greater representation of women in STEM-based roles, reduce the gender pay gap, increase the representation of women on screen and behind the camera, and accelerate the careers of female practitioners in the production sector. As a result, SBS has reduced the gender pay gap from 11.5% in 2021 to 7.5% in 2022, and increased female STEM role representation at the Technology Senior Leadership level from 12.5% in 2021 to 25% in 2022.

- The **ABC** included a target of 50% women executives in its Diversity & Inclusion Plan 2019–22, supported by a gendered leadership extension program focusing on developing leadership skills. This has aided the ABC in increasing women's representation in the leadership group to 55% and maintaining ≥50% women's representation at all other levels of senior management. The ABC also recruited more women than men (59%, excluding graduates and apprentices) in the reporting period.

Dismantling barriers for carers

- Several members implemented significant changes to their policies relating to caring for carers and removing barriers for men being involved in caring.

  - **Lion** removed the primary/secondary distinction for people taking parental leave, leading to a 50% increase in men taking parental leave. Lion also increased the total leave (paid and unpaid) that can be taken to two years (104 weeks), and increased paid leave for both miscarriage (from three to 10 days) and stillbirth (from three to 12 days).

  - **EY** refreshed its Family Leave policy in November 2021. The highlights include removing primary/secondary carer labels; offering an equal entitlement of 18 weeks to all parents; removing the eligibility period; increasing flexibility on how parental leave is taken; maintaining superannuation/Kiwi Saver on paid and unpaid leave up to 12 months total; providing unpaid leave for grandparents and one day of paid leave at the birth of grandchildren; and paid leave for early pregnancy loss and fertility treatment.

  - **EY** has also collaborated with Circle In to launch a new support platform for parents and carers, and to support employees experiencing miscarriage or infertility. As a result, the number of employees (majority of women) who resigned before returning to work from parental has leave decreased by 26% since 2020.

  - **Holding Redlich** increased the scope of parental leave coaching to cover all employees, regardless of carer status, as well as introducing paid superannuation for up to 12 months for employees taking paid and unpaid parental leave. Changes to Holding Redlich's policy has led to a substantial increase in men taking advantage of parental leave coaching and paid leave.

Actions and impact 2022

– In the year after **Ashurst** introduced its gender-neutral FamilyCare parental leave principles, the firm saw a 31% increase in parental leavers, including a 53% increase in non-birth parents, largely men, taking parental leave. In FY22, approximately 40% of all parental leavers were men, in alignment with the firm-wide gender ratio.

- **Perpetual** implemented a new parental leave policy that:
  – significantly increased paid parental leave (including adoption and foster leave and kinship care) to 20 weeks
  – removed primary and secondary carer labels
  – doubled the total parental leave (paid and unpaid) available from 52 weeks to 104 weeks and implemented flexible uptake of this leave (able to be taken within the first two years of the child's life)
  – partnered with Parents At Work to support employees with caring responsibilities and provide access to resources
  – introduced paid leave of 20 weeks for stillbirth or late-stage pregnancy loss (post 20 weeks)
  – introduced five days of paid fertility treatment leave to support employees and their partners who are undergoing fertility treatment.

- **Unilever** introduced changes to its parental leave policy to remove the distinction between primary and secondary carer leave. This has almost tripled the number of men taking parental leave. Unilever also now provides paid leave for pregnancy loss and fertility treatments.

- **BCG** has also implemented five days of paid leave for pregnancy loss before the 20-week gestation period. This is in addition to existing carer status-neutral paid parental leave, which has achieved particularly strong uptake among men (~70% of total uptake).

- **QBE's** gender-neutral flexible paid parental leave policy (Share the Care) in Australia and New Zealand has resulted in an increase in the proportion of men taking parental leave from 8% in 2019 to over 30% in 2022.

- **EY** has launched two initiatives aimed at supporting people returning to the workforce after a career break.
  – The Engage with EY program has resulted in the successful hiring of 14 individuals.
  – EY has also relaunched EY Reconnect, a supported hiring program for individuals returning from an extended career break. Over 70% of individuals recruited through this program in the past are still employed with EY or maintained employment externally. Applications for the current program have attracted individuals from consultant through to director level. Both programs have contributed to the increase in representation of women at EY to 50.4% in 2022.

Gender equality in society

- Members have continued to enhance their support for employees experiencing domestic and family violence including:
  – **Lion's** introduction of unlimited paid leave for people experiencing domestic and family violence. Lion has also introduced free emergency accommodation, free loan phones and dedicated, trained first responders in all workplaces
  – **BCG's** introduction of 10 days of paid domestic and family violence leave.
  – The **ABC's** provision of up to 7 days of paid leave per calendar year for full-time and part-time employees affected by family violence.

- The **ABC** continued the 50:50 Project as part of a global BBC initiative designed to tackle the under-representation of women's voices in the public sphere since 2018. For the second year, the ABC achieved balanced gender representation among contributors and interviewees.

- **Unilever ANZ** became a certified B Corporation, recognising Unilever's leadership on diversity, equality, inclusion and gender equality among other measures to create social and environment impacts.

- **EY** supported a range of programs for social impact on gender equality in the community. One of the most successful programs is She Starts Out, an EY business mentoring and support program, aimed exclusively at social impact start-up entrepreneurs who identify as LGBTQI+ women. EY also supports several gender equality initiatives via EY employee volunteers, such as Fitted for Work. EY also launched several initiatives help increase the number of women in STEM-based roles, including aiming to reach 100,000 girls via the EY STEM App in 2022 and a collaboration with Code like a Girl. Through these initiatives, women are given additional confidence, knowledge and support to pursue STEM careers.

Disrupting the status quo

- **Members** discussed the future of work and the importance of flexibility, including for frontline roles. The discussion included insights from the EY Oceania Work Reimagined Program which brings hybrid working to the forefront and gives EY people choice and flexibility in the way they work – and provides the tools and resources to support their success. Additional wellbeing support for EY included:
  – EY Unplugged days – where the entire firm receives additional paid days to collectively "unplug", rest and recharge for a day
  – 70 mental health officers becoming first aid trained

- **BCG's** sponsorship and mentoring programs for women achieved very strong satisfaction, especially among senior women (95%+). Programs include a commercial coaching program pairing senior women (manager level and above) with a Managing Director or Partner to support their commercial development. The diversity, equity and inclusion (DE&I) mentoring program is available to all staff and takes an intersectional lens to mentorship. Through this program, junior women are paired with a senior mentor to support their professional development at BCG. This has contributed to equal rates of retention and promotion for women and men in client-facing teams.

- **BCG** continued to host the BCG Unlock series of events, designed to support experienced and talented women to enrich their business toolkit and professional networks. This program has reached ~200 women across Australia, resulted in the successful hire of six women to date, and contributed to continued gender balance in entry-level hiring for client-facing roles.

Actions and impact 2022

- **EY** updated its recruitment process to enhance the representation of women. All senior management roles must have a gender-balanced shortlist with a minimum of two candidates who identify as a woman, for review by the hiring partners. All interview panels must include a woman. At the offer stage, peer remuneration is reviewed with a gender pay parity lens. This contributed to EY achieving an increase in the representation of women in partnership from 28.6% in 2021 to 31% in 2022 (45% of newly promoted partners and 42% of direct partner appointments). EY has further extended the gender target to 40% by 2026.

- **Unilever** has brought a consistent focus to increasing women's representation in senior leadership roles through targeted and conscious interventions like gender-diverse candidate pools and interview panels, resulting in gender diversity at KMP level moving from 20.0% in 2021 to 55.6% in 2022.

- **Lion** continued to uphold a culture of respect across its workplaces through the Respect at Lion initiative. The initiative included building team member capability to be an Upstander; initiating a Respect at Lion Champions Network that provides dedicated support for victims and complainants; and providing a mechanism to report inappropriate behaviour through the Respect at Lion Champions. This has contributed to an increase in inclusion as measured in the annual people pulse survey.

- **Airservices Australia** embedded a new Leadership Standard, and Purpose and Values for the organisation with a focus on respect, inclusion and equality. With leadership commitment to achieving gender diversity, Airservices Australia increased the percentage of women in senior leadership (Other Executives/General Managers and Senior Managers categories) from 19.3% in 2021 to 29.4% in 2022, and maintained representation at executive level. The representation of women in air traffic management (frontline workers) has increased from 16% to 20.8%.

- **BCG** improved the representation of women in its digital businesses, with 50% representation of women in hires for the Data Science business in 2022. This was driven by initiatives including targeted referral bonuses for women in digital roles, tailored recruiting events for women in digital, and proactive outreach and sourcing of women candidates.

- **BCG** runs a comprehensive Inclusive Leadership training agenda, including programs such as Consciously Inclusive Teaming and Leadership, True Colours: Authentic Conversations (a series to learn from lived experiences), Inclusive Leadership, DE&I reverse mentoring (pairing senior leaders with staff to upskill on DE&I topics), small-group coaching for leaders to delve deeper on complex leadership scenarios, and 1:1 team coaching on psychological safety. Approximately 90% of leaders have participated in one or more of these programs, contributing to almost universal personal accountability among leaders to exhibit inclusive behaviours, according to annual employee survey results.

- **Macquarie University** introduced an innovative promotions scheme designed to recognise the diversity of career pathways and academic work, which is helping to address previous gender disparities in academic staff progression and promotion. Since the new model was implemented in 2017, applications for promotion have increased by nearly 70% compared to the average for the previous five years. Applications from women have increased more than those from men (87% compared with 49%) and success rates have been more equitable.

Our approach to gender equality focuses on creating more inclusive organisational cultures, structures, systems and processes to enable the University to attract, develop and retain a workforce that better reflects the diversity of the communities we serve. We recognise that diversity and inclusion benefit every individual and the organisation as a whole, and strive to create an inclusive culture in which every person has a sense of belonging and can contribute to their full potential.

Professor S Bruce Dowton MD
Vice-Chancellor
Macquarie University

Practical actions

Table 20: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 20: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Impact details 2022

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	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
ABC#	54.8	60.0	–	50.0	51.6	57.7	54.7	50.0	–
Airservices Australia	17.3	57.1	–	41.0	25.0	35.1	16.5	50.0	–
Ashurst	64.3	66.7	100	57.1	50.0	59.7	66.1	44.4	40.1
BCG	46.2	22.6	–	26.0	35.5	68.4	54.5	22.2	–
EY	50.4	46.4	–	42.4	46.5	49.4	53.2	50.0	30.9
Holding Redlich	74.9	57.1	0.0	–	65.0	71.4	76.3	21.4	31.5
Lion	38.8	57.1	–	–	38.1	43.2	37.3	16.7	–
Macquarie University#	59.5	40.0	–	65.2	43.8	64.9	59.8	42.9	–
Perpetual	50.8	42.9	–	29.6	31.5	37.4	54.1	42.9	–
QBE Insurance Group	44.9	50.0	–	43.8	42.4	42.5	45.2	44.4	–
SBS#	52.9	58.3	–	–	59.6	47.3	53.5	37.5	–
Unilever ANZ*	44.5	55.6	0.0	44.4	42.5	61.3	43.0	43.8	–
Unisuper	45.9	50.0	–	–	41.5	36.6	48.0	54.5	–
National 2016 Group Totals	48.8	43.1	14.3	40.3	45.6	50.1	49.2	36.0	32.7
National 2016 Group Totals (adjusted)	46.6	42.5	14.3	38.7	45.9	50.6	46.2	33.3	32.7

Notes:

Ashurst – All representation data is for the Australian practice only, with the exception of the Board.

BCG – Data includes all full-time, part-time and casual employees at all levels, in client and non-client facing roles for BCG ANZ (excl. Digital Ventures) as shown BCG's 2021-22 WGEA Compliance Report.

EY – Partners data is as at 1 July 2022.

QBE – Data includes Australia-based employees only. Data for 'Key Management Personnel' includes people in the WGEA 'Head of Business' category, to be more reflective of QBE's global reporting lines i.e. CEO direct reports. Board data is at 1 July 2022.

Unilever ANZ – 'Overall Employees' includes frontline manufacturing employees.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

◆ Gender balance achieved (40%–60% women's representation)
◆ Moving closer to gender balance since 2021
◆ Increase in over-representation of women since 2021
◆ Increase in under-representation of women since 2021
⬡ Unchanged since 2021
⬢ Not reported in 2021
◇ Not applicable
⊕ Role/s at CEO level held by one or more women
⊗ Includes non-binary gender
◆ Category contains only one role (0% or 100% women).

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

National 2016 Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
ABC	–	–	59.1	57.6	40.5	54.8
Airservices Australia	0.0	–	44.6	24.5	53.1	17.3
Ashurst	58.3	–	60.1	65.8	64.0	63.9
BCG	–	–	53.2	57.7	44.7	46.2
EY	51.6	–	48.4	47.3	50.8	50.4
Holding Redlich	66.7	–	71.3	78.3	74.5	74.9
Lion	75.0	–	50.3	42.9	47.3	38.8
Macquarie University	–	–	61.3	63.5	56.1	59.5
Perpetual	47.6	–	53.1	44.1	–	50.8
QBE Insurance Group	–	–	60.2	71.3	60.5	44.9
SBS	100	–	60.5	58.4	46.5	52.9
Unilever ANZ	50.0	0.0	47.7	47.7	49.2	44.5
Unisuper	–	–	51.6	43.1	54.3	45.9
National 2016 Group Totals	52.3	0.0	53.8	50.5	51.2	48.8
National 2016 Group Totals (adjusted)	59.2	0.0	57.1	48.5	46.8	46.6

Notes:

Ashurst – All representation data is for the Australian practice only, with the exception of the Board.

BCG – Data includes all full-time, part-time and casual employees at all levels, in client and non-client facing roles, for BCG ANZ (excl. Digital Ventures) as shown BCG's 2021-22 WGEA Compliance Report.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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
◆ 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

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 National 2016 Group publicly disclose their pay equity gaps:

- Ashurst – UK Government reporting
- EY, Oceania – Annual Report
- Lion – Sustainability Report
- SBS – Annual Report

Table 23: Gender pay equity

National 2016 Group Organisations	Gender Pay Gaps (%)			
	"'Like-for Like' (base salary)"	Organisation-wide (base salary)	"'Like-for Like' (total renumeration)"	"Organisation-wide (total renumeration)"
EY, Oceania	Less than 1.0	-	-	10.4
SBS	-	-	-	7.5
Unilever ANZ	-	-6.0	-	-

Note:

EY, Oceania – Organisation-wide (total remuneration) gap is based on data as at 1 August 2022. WGEA calculation as at 31 March 2022 for Australia was 13.3%.

Flexible and inclusive employment experiences

Table 24: Access to flexible work and experiencing an inclusive culture

National 2016 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
ABC#	-	-	-	76.0	75.0	76.0
Airservices Australia	83.0	79.0	80.0	80.2	86.7	81.3
Ashurst#	70.0	69.0	69.0	83.0	82.0	82.0
BCG	77.0	84.0	81.0	81.0	87.0	84.0
EY	78.0	78.0	78.0	87.0	87.0	87.0
Holding Redlich	77.0	78.0	78.0	87.0	89.0	87.0
Lion	87.0	83.0	84.0	80.0	81.0	81.0
Macquarie University	82.0	80.0	81.0	85.0	85.0	85.0
Perpetual	89.0	87.0	87.0	81.0	82.0	81.0
QBE Insurance Group	79.0	82.0	79.0	80.0	81.0	81.0
SBS#	76.0	76.0	76.0	86.0	84.0	85.0
National 2016 Group Averages	79.8	79.6	79.3	82.4	83.6	82.8
National 2016 Group Averages (adjusted)	80.0	79.4	79.3	82.0	82.6	82.3

Notes:

Unilever ANZ – relevant data will be available after the annual engagement survey (Nov 2022).

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬡ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available   ◈ Data for 'All' includes non-binary gender

Table 25: 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#	87.0	89.0	88.0	71.0	73.0	72.0
BCG	93.0	95.0	94.0	93.0	95.0	94.0
Holding Redlich	91.0	89.0	90.0	91.0	89.0	90.0
Macquarie University	82.0	84.5	83.0	-	-	-
Perpetual	92.0	97.0	83.0	80.0	89.0	83.0
QBE Insurance Group	-	-	-	75.0	78.0	75.0
National 2016 Group Averages	89.0	90.9	89.8	68.3	70.7	56.5
National 2016 Group Averages (adjusted)	90.7	93.7	92.0	93.0	95.0	94.0

Notes:

Unilever ANZ – relevant data will be available after the annual engagement survey (Nov 2022).

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬡ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available

Table 26: 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
ABC	2.7	0.0	1.9
Airservices Australia	0.3	0.0	0.1
Ashurst	7.0	0.0	5.0
BCG	0.0	0.0	0.0
EY	3.1	1.9	2.7
Holding Redlich	8.0	0.0	6.6
Lion	6.7	1.5	4.3
Macquarie University	10.0	9.0	10.0
Perpetual	3.7	0.0	3.7
QBE Insurance Group	3.0	1.0	0.0
SBS	6.0	10.0	6.7
Unilever ANZ	0.0	0.0	0.0
National 2016 Group Averages	4.2	2.0	3.4
National 2016 Group Averages (adjusted)	4.1	1.5	3.4

Note:

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

◆ Improved since 2021   ⬡ Not improved since 2021   ◇ Not reported in 2021   ◇ 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 National 2016 Group are as follows:

Organisations	Implementation Leaders
ABC	Cinda Viranna
Airservices Australia	Lucinda Gemmell, Sheree Lineham
Ashurst	Kate Sowden
BCG	Aanchal Chopra
EY	Darian Yeo
Holding Redlich	Alexandra Tighe, Julianne Upton
Lion	Margherita Maini
Macquarie University	David Ward, Jo Hatton
Perpetual	Gabrielle Brodovcky
QBE	Sophie Roberts
SBS	Joshua Griffin
Unilever	Shruti Ganeriwala
UniSuper	Julie Watkins, Siva Sivakumaran
Program Directors	Lisa Pusey, Blake Woodward

National 2017 Group

The National 2017 Group was first convened in October 2017 and today includes 11 Members who lead more than 25,000 employees across 11 jurisdictions.

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

This year the Group 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 2022, the Group welcomed **Mark Mazurek**, CEO, Linfox Logistics Australia and New Zealand.

Outcomes for 2021–22

19.4%

Women's representation achieved overall across the Group ⬆ from 18.5% in 2021

22.9%

Women's recruitment achieved overall across the Group ⬇ from 26.3% in 2021

22.2%

Women's promotions achieved overall across the Group ⬆ from 21.9% in 2021

37.9%

Members achieved or moved closer to gender balance across 37.9% of leadership categories in 2022

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
Chair and Managing Director
BASF Australia and New Zealand

Peter Jensen-Muir
Executive Managing Director
Cummins Asia Pacific

Mark Mazurek
CEO
Linfox Logistics, Australia and New Zealand

Phil Schacht
CEO
Hanson Australia

Sean Taylor
CEO & Managing Director
Komatsu Australia

Adam Watson
Acting CEO,
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

Actions and impact 2022

Stepping up as leaders

- **Scott Wyatt**, CEO Viva Energy, participated in the 100% Project's launch of the research paper Breaking Dad – Psychological Safety and more time at home for men.

- **Viva Energy** was recognised as a 2021–22 Employer of Choice for Gender Equality by Australia's Workplace Gender Equality Agency.

Creating accountability

- **APA** achieved gender balance for its 2021–22 internship cohort and 2022 graduate cohort, with 55% and 46% women's representation respectively. Under APA's Gender Target Action Plan, women's representation in the Senior Leader category reached 30.4% this year, surpassing the 2025 goal of 30%.

- **Ausgrid** achieved gender balance in the 2022 graduate cohort (40%) and has established a 50% target for women's representation for the 2023 apprentice program.

- **BASF** established 40:40:20 targets for gender balance overall and 30% women's representation in senior leadership positions by 2030.

- **CSR** increased women's representation in frontline operational roles (warehouse and operations) from 101 to 118, and leadership roles (Logistics Supervisor, Manager, General Manager and Executive General) from 135 to 152. This was achieved through focused reporting on attraction, selection and retention of women employees and by challenging outdated recruitment processes.

- At **Cummins**, an ongoing commitment by the Executive and improved capabilities of middle managers in talent acquisition increased women's overall representation by 2.8% to 21.3% in the past year. Women's representation among apprentices reached 39.2%, 37.9% among interns and 42.6% for 'entry level exempt' roles. Women's representation in engineering roles improved by 4.9% to 16.3% over the same period.

- **Komatsu** has committed to a target of 25% women's representation overall by 2025, an increase of 8% in the next three years. This is supported by the implementation of a Talent Acquisition policy that stipulates that all salaried positions are to be shortlisted with a 40:40:20 gender diversity rule.

- **Viva Energy** achieved 30% overall women's representation, driven by the recruitment of women across functional and operational roles and keeping women's resignations below the 25% target. The percentage of women in Viva Energy's senior leadership group has increased to 44% from 42% in 2021. Women now account for 27% of operator roles at the refinery in Geelong (up from 22% in 2021).

Dismantling barriers for carers

- **APA** launched enhanced parental leave benefits, including increasing paid parental leave to 18 weeks.

- **CSR** revised parental leave policies, increasing the primary carer's paid leave component from 12 weeks to 14 weeks, paying superannuation contributions up to 52 weeks leave, and providing two weeks of paid secondary carer's leave (previously drawn from personal leave).

- **Viva Energy** expanded its parental leave policy to increase paid secondary carer's leave and allow primary carers leave to be taken in a flexible way rather than in one block. A focus on encouraging men's uptake of parental leave through role modelling and storytelling has resulted in nine more men taking a period of parental leave, an increase of 14% compared to 2021.

- **BASF** updated its parental leave policy and removed references to 'primary' and 'secondary' carers. This means that paid leave available to parents of any gender is 14 weeks.

Gender equality in society

- **CSR** revised policies on domestic violence support and leave, and extended compassionate leave Key changes included an increase in the amount of domestic violence or compassionate leave that can be taken, and financial aid for those exposed to domestic violence.

- Members also commenced work to influence gender equality in the value chain and have identified four objectives for the work:
  - making gender equality in the supply chain a priority for key suppliers
  - improving women's representation among key suppliers
  - increasing the number of women-owned and women-led businesses in the supply chain;
  - prioritising gender equality across global operations of locally headquartered businesses.

- Resources to support activities were developed, with progress towards objectives to be shared in 2023.

Actions and impact **2022**

Disrupting the status quo

- Working with the National 2015 group, Members developed a deeper understanding of opportunities to enable flexible work for frontline workers. Insights and case studies are shared in the Coalition resource *Shifting Expectations: Flexibility for frontline shift and site-based roles*.

- All Members participated in Listen and Learn sessions to develop a deeper understanding of the challenges and opportunities for enabling flexible work opportunities in frontline roles, leading to increased opportunities for flexible work including via enterprise agreements.

- **Ausgrid's** ongoing commitment to a zero-tolerance approach to gender-based and sexual harassment has been reflected positively in its 2022 MySay Employee Engagement Survey. Results show a positive score of 88% across the organisation, and a positive score of 84% across women.

- **CSR** has partnered with University of Technology Sydney since 2018 to sponsor three placements in the Women in Engineering Scholarship Programs. The first cohort, from, 2018 recently graduated, leading to a permanent graduate role with CSR.

- **Hanson's** Women Driver Program continued to provide driver training specifically to women. It resulted in an additional 44 women trained and employed as drivers across Victoria, New South Wales and Western Australia over three years, improving women's representation in these roles from 5.8% to 9.1%.

- **Hanson** introduced its Away from Home Working Policy, enabling eligible employees to work for two weeks each year in another country or time zone as long as they spend three hours working in the relevant Australian time zone. To date, four people (three women and one man) have utilised the opportunity, allowing them to visit family without depleting their annual leave balances and helping with the retention of employees.

- **Viva Energy** continued to incorporate flexible work aligned to its key principles, with a particular focus on providing flexible working options for those in frontline operational roles. The organisation updated its enterprise agreements to facilitate this. These actions have led to men accounting for 22% of employees working part time, an increase of 2.5% since 2021.

- **Hanson** and **Viva Energy** developed and implemented campaigns to raise awareness and address everyday sexism.

  – As a result, **Hanson** observed increased awareness of conscious/unconscious behaviour, with all employees responsible for calling out behaviour that is not in line with the organisation's values and increasing their trust that Hanson will not tolerate unacceptable behaviour.

  – To date, **Viva Energy** has rolled out its campaign to approximately 50% of employees at the Geelong Refinery, with the remaining to be covered over the next six months. Feedback on the slogan 'Say it Again' has been very positive in terms it being a simple tool for intervening when inappropriate comments are made. Sharing of stories has been the most successful part of the campaign. Individuals are openly sharing their views and experiences, which is helping to build psychological safety within teams.

- All Members conducted Listen and Learn forums with women to understand why women are leaving their organisations. These insights will inform future initiatives to improve the attraction and retention of this vital talent segment.

> Flexibility needs to work both ways, in the interests of employees and employers, and there are gains to be made in engagement, diversity and productivity if we continue to challenge the ways we have worked in the past.

Scott Wyatt
CEO
Viva Energy

Practical actions

Table 27: Practical actions

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Stepping up as Leaders	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										
Creating Accountability	Gender Equality Targets - targets disclosed and publicly reported annually										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion										
Dismantling Barriers for Carers	Parental Leave - flexible access for all parents										
	Parental Leave - strategy and policy to improve men's uptake										
	Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting										
	Superannuation - paid during paid and unpaid parental leave periods										
Gender Equality in Society	Domestic and Family Violence - support for employees, family or friends experiencing violence										
	Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence										
	Domestic and Family Violence - initiatives for positive community impact										
	Corporate Giving - organisation applying a gender-lens to corporate-giving efforts										

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not reported in 2022

Table 27: Practical actions *(continued)*

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Disrupting the Status Quo	Merit - systems and structures address 'merit trap' in recruitment, promotions and bias										
	Sponsorship - practice expected by Champion of all leaders										
	Gender Balance - target in succession lists for CEO and other C-suite roles										
	Flexible Work - mainstreamed with policy, tools and technology, and leadership support										
	Flexible Work - action to enable for frontline/operational workers										
	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 with zero tolerance										
	Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents										
	Sexual Harassment - incorporated in safety strategies and processes										
	Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted										
	Sexual Harassment - commitment to adopt principles of transparency for high-profile cases										
	Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)										
	Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)										
	Sexual Harassment - tools/training/education for employees are up to date										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - built internal support capability or expanded relationships with external support services										

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not reported in 2022

Impact details 2022

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

Table 28: Gender balance in leadership

National 2017 Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
APA Group	28.9	0.0	-	36.4	22.2	24.4	29.6	-
Ausgrid	16.2	22.2	12.5		23.0	12.1	16.3	-
BASF Australia and New Zealand	30.3	25.0	-	0.0	21.7	27.9	32.2	33.3
Cement Australia	14.8	28.6	-	-	12.5	15.3	14.6	-
CSR Limited*	20.4	25.0	-	25.0	30.0	18.0	20.7	42.9
Cummins Asia Pacific	21.3	41.2	-	21.8	30.0	20.5	21.0	50.0
Hanson Australia	13.1	20.0	-	-	10.2	14.0	13.0	-
Komatsu Australia	16.6	0.0	0.0	23.5	17.8	10.7	17.3	0.0
Linfox Logistics, Australia and New Zealand	17.4	-	50.0	10.0	12.3	21.9	17.1	8.3
Viva Energy Australia	28.1	42.9	-	0.0	35.7	36.5	26.5	28.6
National 2017 Group Totals	18.7	25.7	13.0	25.5	20.3	18.9	18.6	23.1
National 2017 Group Totals (adjusted)	19.4	25.4	-	26.9	21.2	18.3	19.4	25.0

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◈ Unchanged since 2021

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

◆ Moving closer to gender balance since 2021

Not reported in 2021

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

◆ Increase in under-representation of women since 2021

◇ Not applicable

Table 29: Gender balance in recruitment, retention, promotions and exits

National 2017 Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
APA Group	46.2	25.0	32.3	31.1	37.8	28.9
Ausgrid	-	27.3	24.5	27.2	13.0	16.2
BASF Australia and New Zealand	66.7	-	41.4	40.8	25.0	30.3
CSR Limited	-	0.0	27.5	28.0	33.3	20.4
Cummins Asia Pacific	35.5	39.2	17.8	19.2	28.7	21.3
Hanson Australia	31.8	0.0	19.3	11.9	24.4	13.1
Komatsu Australia	50.0	36.8	24.0	20.9	16.9	16.6
Linfox Logistics, Australia and New Zealand	-	-	20.5	22.1	25.7	17.4
Viva Energy Australia	-	-	41.3	26.7	35.1	28.1
National 2017 Group Totals	38.4	34.8	23.2	22.4	25.2	18.7
National 2017 Group Totals (adjusted)	36.7	0.0	22.9	20.8	22.2	19.4

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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 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

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 National 2017 Group publicly disclose their pay equity gaps:

- Viva Energy – sustainability report

Flexible and inclusive employment experiences

Table 30: Access to flexible work and experiencing an inclusive culture

National 2017 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**
APA Group	81.0	78.0	79.0	-	-	-
Ausgrid	16.5	43.1	59.6	89.0	80.0	82.0
BASF Australia and New Zealand	83.0	64.0	70.0	-	-	85.0
Cummins Asia Pacific	-	-	-	74.0	70.0	70.0
Komatsu Australia	87.0	83.0	84.0	58.0	57.0	57.0
Viva Energy Australia	87.0	73.0	77.0	84.0	77.0	79.0
National 2017 Group Averages	70.9	68.2	73.9	76.3	71.0	74.6
National 2017 Group Averages (adjusted)	87.0	78.0	77.0	71.0	67.0	73.7

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   Not improved since 2021   Not reported in 2021   ◇ Data not available

Table 31: 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**
Ausgrid	84.0	89.0	86.0	-	-	-
BASF Australia and New Zealand	-	-	-	-	-	87.0
Komatsu Australia	-	-	-	57.0	56.0	57.0
Viva Energy Australia	89.0	93.0	92.0	-	-	-
National 2017 Group Averages	86.5	91.0	89.0	57.0	56.0	72.0
National 2017 Group Averages (adjusted)	89.0	93.0	92.0	57.0	56.0	57.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

 Not improved since 2021   Not reported in 2021   ◇ Data not available

Table 32: 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	6.1	8.6	7.8
Ausgrid	2.9	0.5	3.4
BASF Australia and New Zealand	0.0	0.0	0.0
Cement Australia	0.0	0.0	-
CSR Limited	0.0	0.0	0.0
Cummins Asia Pacific	1.2	0.0	1.2
Komatsu Australia	17.9	11.1	14.5
Linfox Logistics, Australia and New Zealand	8.3	0.8	3.3
Viva Energy Australia	0.0	1.0	0.0
National 2017 Group Averages	4.0	2.4	3.8
National 2017 Group Averages (adjusted)	5.0	4.1	4.7

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   Not improved since 2021   Not reported in 2021   ◇ 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 National 2017 Group are as follows:

Organisations	Implementation Leaders
APA Group	Gerard Coggan and Allyson Woodford
Ausgrid	Kathrina Bryen and Georgia Tsamis
BASF Australia and New Zealand	Kathryn O'Hehir and Amanda Nankervis
Cement Australia	Ainslie Barahona Santos
CSR Limited	Catherine Flynn and Emaleigh Zahabe
Cummins Asia Pacific	Ainslie Fisher
Hanson Australia	Therese Konings
Komatsu Australia	Zara Carey
Linfox Logistics, Australia and New Zealand	Helen Charlesworth
Viva Energy Australia	Miranda Boddington
Program Director	Jo O'Brien

In a tight labour market there are huge first mover advantages to those who can crack the code for flexible ways of working in frontline environments. Flexible options open up untapped labour and expand the diversity of your talent pool.

James Fazzino
Convenor, Champions of Change Coalition and Chair of Manufacturing Australia

National 2021 Group

Established in 2021, the Group includes five members from the resources and construction sector based in WA, with national and global operations. In Australia the Group's operations include remote and regional locations in Western Australia, Queensland, NSW and the Northern Territory with international operations in North America, South America, Africa and Asia. The Group employs over 13,000 people.

Whilst leading practices have been demonstrated in a sector that averages just over 18% female participation; as a group, it is accepted that there are further opportunities to accelerate progress within the workplace that is inclusive of women.

The Group has a shared commitment to achieving greater gender balance at all organisational levels which is underpinned by the Group's broader commitment to creating workplace cultures that are diverse and inclusive of women, at all levels: beyond head office and in all locations.

The Group share a strong appetite to innovate and disrupt ways of working to increase the attraction, retention and promotion of women in higher numbers. The Members are currently focussed on efforts to:

- 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.

Outcomes for 2021–22

18.2%

Women's **representation** achieved overall across the Group ⬆ from 16.9% in 2021

21.9%

Women's **recruitment** achieved overall across the Group ⬇ from 24.9% in 2021

28.7%

Women's **promotions** achieved overall across the Group ⬆ from 21.6% in 2021

75.0%

Members **achieved or moved closer to gender balance** across 75.0% of leadership categories in 2022

Champions of Change

Alex Bates
Regional Senior Vice President
Newmont Australia

Peter Bennett
CEO & Managing Director
Clough

Jarvas Croome
CEO
WesTrac

Mark Hatfield
Managing Director
Chevron Australia

Graham Kerr
CEO
South32

Convenor

Christina Matthews
CEO
WA Cricket

Actions and impact **2022**

Stepping up as leaders

- Members conducted in-depth listen and learn sessions to understand their talent attraction, retention and promotion practices and identify systemic barriers to achieving equality.

- Members conducted in-depth listen and learn sessions on the prevention and response to sexual harassment in their workplaces to understand how women historically had been impacted, and how human resources, communications and legal teams have managed reports from those impacted. The insights generated ideas for action within the organisations and across the Group.

- Newmont Member **Alex Bates** found the Sexual Harassment Listen and Learn sessions to be a valuable tool. Alex has now conducted engagement sessions, across the globe with a broad cross section of the workforce (including business partners) to hear directly from team members and learn from their experiences. Findings will be tabled at the global executive level for action.

Creating accountability

- **South32** set targets for women's participation across its operations globally. In doing so, South32 emphasised its transparency and commitment to the business case for increasing women's participation. Leaders spoke about the importance of inclusion and diversity in public forums, clearly articulating commitments in their FY22 Inclusion and Diversity action plan. These actions were strengthened by appointing an Inclusion and Diversity Manager for the first time. Globally, as a direct result of these actions there were increases in women's participation in the senior leadership and operational leadership teams.

- **Clough Group** embedded the organisation's Gender Equality Plan into the business planning and strategy process for the first time in 2021. This contributed to the increase in the number of women from 18% in 2021 to 28% in 2022, which is well above the industry average of 18%. This focus also saw an increase in the number of female managers from 15.8% in 2021 to 16.4% in 2022.

- **WesTrac WA** introduced targets of 25% women's participation by 2025. The first year's target of 18.5% was exceeded at just over 19%. Women in leadership roles increased from 18.8% to 23% at the end of FY22. These improvements corresponded with a 7% increase for inclusion in the previous year, now at 62% based on an employee opinion and culture survey. These early results were achieved by setting KPIs at the executive level to increase both overall women's participation and leadership participation. There was also targeted recruitment of women in apprenticeship intakes. A suite of corporate communication activities supported the targets included: an internal awareness and education campaign promoting the business case for increasing women's participation, launching 'Words of WesTrac' focussing on inclusive language, reviewing recruitment advertising for inclusive language and promoting women's workplace achievements via 'Women of WesTrac' stories.

Dismantling barriers for carers

- All Members participated in interviews to provide case studies for Shifting Expectations: Flexibility for frontline, shift, and site-based roles resource report.

- **Clough Group** upgraded its parental leave to promote gender-neutral leave provisions and encourage uptake from men. The expanded range of benefits included the introduction of superannuation for paid and unpaid parental leave. To support the implementation of its updated standards, the organisation launched a Keep in Touch program for employees on parental leave.

    As a result, the number of men taking primary parental leave increased from 8% in 2020 to 29% in 2021. There was also a marked increase in the uptake of men adopting Flexible Working at 51% in 2022.

Gender equality in society

- **Clough Group** launched a new program to educate its employees and support those experiencing domestic violence.

- **Clough Group** also signed a partnership with Curtin University to support the institution's Girls Engineering Tomorrow program for girls in years 11 and 12 and convert their passion for engineering into a career.

Disrupting the status quo

- The Group reviewed promotion and career advancement processes across organisations and identified opportunities for practical action to accelerate career progression for women, particularly in frontline roles.

- The Group reviewed responses to sexual harassment, with several organisations strengthening their policies to better prevent and respond to sexual harassment.

- The Group held a 'listen and learn' with Kristen Hilton, Former Victorian Equal Opportunity and Human Rights Commissioner and convenor of the Coalition's Fire and Emergency Services Group, to hear about her experience undertaking a review of Victorian Police using the Coalition resource Disrupting the System as a framework for taking action. A panel discussion with National 2021 Group Member Peter Bennett and Convenor Christina Matthews was facilitated by program director Tania Cecconi to share examples of actions taken with Coalition members and non-members.

- The Group held a 'listen and learn' with Libby Mettam, Member of the Legislative Assembly and Chair of the Western Australian Parliamentary Inquiry into the sexual harassment of women in the fly-in fly-out mining industry, entitled Enough is Enough. Ms Mettam shared her insights on what organisations could do better to prevent and respond to sexual harassment, citing at-risk environments and behaviours.

- **South32** asked their people to share their experiences of bullying, discrimination, harassment and sexual harassment as part of their 'Your Voice' employee survey. This informed efforts to undertake a risk assessment to identify high-risk cohorts and/or behaviours.

- **Clough Group** shared a new Appropriate Behaviour Standard with Members in response to the Enough is Enough WA Parliamentary Inquiry. The Appropriate Behaviour Standard clearly outlines responsibilities of leaders and managers to provide a safe workplace free of sexual harassment. It articulates the different types of casual sexism and sexual harassment that undermines Clough Group's commitment to safety, clearly stating the onus of reporting is organisational and leader-led.

Practical actions

Table 33: Practical actions

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Stepping up as Leaders	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										
Creating Accountability	Gender Equality Targets - targets disclosed and publicly reported annually										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion										
Dismantling Barriers for Carers	Parental Leave - flexible access for all parents										
	Parental Leave - strategy and policy to improve men's uptake										
	Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting										
	Superannuation - paid during paid and unpaid parental leave periods										
Gender Equality in Society	Domestic and Family Violence - support for employees, family or friends experiencing violence										
	Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence										
	Domestic and Family Violence - initiatives for positive community impact										
	Corporate Giving - organisation applying a gender-lens to corporate-giving efforts										

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not reported in 2022

Table 33: Practical actions *(continued)*

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Disrupting the Status Quo	Merit - systems and structures address 'merit trap' in recruitment, promotions and bias										
	Sponsorship - practice expected by Champion of all leaders										
	Gender Balance - target in succession lists for CEO and other C-suite roles										
	Flexible Work - mainstreamed with policy, tools and technology, and leadership support										
	Flexible Work - action to enable for frontline/operational workers										
	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 with zero tolerance										
	Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents										
	Sexual Harassment - incorporated in safety strategies and processes										
	Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted										
	Sexual Harassment - commitment to adopt principles of transparency for high-profile cases										
	Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)										
	Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)										
	Sexual Harassment - tools/training/education for employees are up to date										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - built internal support capability or expanded relationships with external support services										

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not reported in 2022

Impact details **2022**

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

Table 34: Gender balance in leadership

National 2021 Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Chevron Australia	24.1	10.0	-	23.8	23.6	16.3	26.0	-
Clough	28.0	33.3	-	-	9.5	16.8	31.3	0.0
Newmont Australia	17.8	46.2	-	-	23.3	19.4	17.3	33.3
South32	15.8	60.0	25.0	41.4	34.8	24.5	14.6	40.0
WesTrac#	16.1	0.0	0.0	11.1	16.7	20.6	15.9	-
National 2021 Group Totals	18.2	34.3	20.0	27.9	24.2	19.8	17.8	25.0
National 2021 Group Totals (adjusted)	18.2	34.3	20.0	27.9	24.2	19.8	17.8	25.0

Notes:

South32 – Data represents employees in Australia only, as reported to WGEA in the 2021-22 WGEA Report for South32 Limited (ABN 84 093 732 597).

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ Moving closer to gender balance since 2020

◆ Increase in under-representation of women since 2021

◇ Not applicable

⊗ Unchanged since 2021

▢ Not reported in 2021

⬨ Includes non-binary gender

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

Table 35: Gender balance in recruitment, retention, promotions and exits

National 2021 Group Organisations	Recruitment & Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Chevron Australia	54.5	-	24.3	21.4	36.7	24.1
Clough	42.6	-	22.2	15.2	44.9	28.0
Newmont Australia	53.8	54.5	26.3	20.7	22.0	17.8
South32	31.3	46.6	31.7	28.2	27.8	15.8
WesTrac	-	25.3	16.9	19.2	23.8	16.1
National 2021 Group Totals	39.1	42.5	22.0	19.9	29.9	18.2
National 2021 Group Totals (adjusted)	37.8	-	22.0	19.9	29.9	18.2

Notes:

South32 – Data for graduates and apprentices is global data. Data for hires, exits, promotions and representation is Australia data only..

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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 less than 40% or greater than 60% and number of total women exits is not more than the number of women recruited

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

Flexible and inclusive employment experiences

Table 36: Access to flexible work and experiencing an inclusive culture

National 2021 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**
Chevron Australia	74.0	78.0	77.0	67.0	73.0	72.0
Clough#	84.0	82.0	82.0	72.0	74.0	72.0
South32	-	-	-	82.0	81.0	81.0
WesTrac#	65.0	53.0	55.0	66.0	60.0	62.0
National 2021 Group Averages	74.3	71.0	71.3	71.8	72.0	71.8
National 2021 Group Averages (adjusted)	65.0	53.0	55.0	66.0	60.0	62.0

Notes:

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Newmont – Of the 175 participants (71 women and 104 men) who contributed to the recent workplace survey on remote and flexible work, it was found that 98% of women (n=70) and 94% of men (n=98) agreed/strongly agreed that working remotely and flexibly is meeting their expectations and is going well; and 78.8% of women (n=56) and 78.8% of men (n=82) agreed / strongly agreed that they are feeling sufficiently connected with their team and the company more broadly.

◆ Improved since 2021   ⊗ Not improved since 2021   ▢ Not reported in 2021   ◇ Data not available   ⬨ Data for 'All' includes non-binary gender

Table 37: Sexual harassment – respect and safety at work

National 2021 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**
Chevron Australia	67.0	74.0	72.0	70.0	76.0	75.0
Clough#	86.0	95.0	92.0	-	-	-
South32	80.0	83.0	82.0	77.0	75.0	75.0
National 2021 Group Averages	77.7	84.0	82.0	73.5	75.5	75.0

◈ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available   ◈ Data for 'All' includes non-binary gender

Table 38: 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**
Chevron Australia	0.0	0.0	0.0
Clough	0.0	9.5	6.4
Newmont Australia	0.2	0.1	0.3
South32	5.0	-	1.8
WesTrac	0.0	7.0	8.0
National 2021 Group Averages	1.0	4.1	3.3
National 2021 Group Averages (adjusted)	1.3	4.1	4.1

Notes:

South32 – Data represents Australia employees only. Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ 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 National 2021 Group are as follows:

Organisations	Implementation Leaders
Chevron, Australia	Kathryn Sydney-Smith and Evita Soldo
Clough	Carl Titchmarsh
Newmont, Australia	Kim Solomons and Amanda Baker
South32	Jane Lay and Erwin Schaufler
WesTrac	Nikki Kelly
Program Director	Tania Cecconi

Architecture Group

The Architecture Group was first convened in 2015 with nine foundation practices and expanded in 2018 with a second group of seven practices. Amalgamating in 2021, the group now comprises 16 Members representing 13 practices and leading more than 3,500 employees across 11 jurisdictions.

Throughout 2022, nine action groups remained focused on strategic themes including whole-of-life flexibility, career development and progression, fast-tracking women to leadership, cultural safety, advocacy, communication and the gender pay gap.

Members are committed to leading industry change through creativity and by exploring new ways of thinking, helping to disrupt outdated methods of working. This includes addressing the challenges of supporting the health and wellbeing of employees, and creating strategies to attract, retain and promote diverse talent to achieve greater gender equity and equal access to opportunities for all.

This year, the Group welcomed two new Co-Members. It has expanded its engagement with broad industry networks to promote the collective goal of supporting and growing diverse representation in leadership and senior roles within the architecture profession.

Outcomes for 2021–22

49.3%
Women's **representation** gender-balanced across the Group

59.7%
Women's **recruitment** gender-balanced across the Group

55.6%
Women's **promotions** gender-balanced across the Group

58.1%
Members **achieved or moved closer to gender balance** across 58.1% of leadership categories in 2022

Champions of Change

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

Zoë King
Director
COX Architecture

Simon Parsons
Director
PTW Architects

John Prentice
Principal
Woods Bagot

David Randerson
Director
DKO Architecture

Alex Small
Director
COX Architecture

Neil Stonell
Melbourne
Managing Partner
Grimshaw

Ninotschka Titchkoksy
Co-CEO
BVN

David Tordoff
Director
Hayball

Philip Vivian
Director
Bates Smart

Convenor
Dr Jess Murphy

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Actions and impact **2022**

Stepping up as leaders

- The **Architecture Group** collaborated with **Parlour** and the **Association of Consulting Architects** to develop and deliver 'Stepping Up', a six-month program of events and editorial collaboration. The Group developed interactive events and toolkits that would help ensure gender equality across the industry. These focused on flexibility, parental leave, mentoring, sexual harassment and bullying, sponsorship, role descriptions and career development.

- The Architecture Group guest hosted the Parlour Instagram account for a week in early 2022, sharing insights with a global audience of over 22K followers.

- **BVN** continued to advocate for gender parity within the industry by participating in Parlour's Stepping Up series and EmAGN Hearing Architecture's podcast about the gender gap. It also provided a panellist for the Sydney Build on Driving Diversity and Women and Leadership Symposium: The Practices and Principles of Inclusive Leadership.

- **COX's** Zoe King and Chairman of Board of Directors Chris Millman contributed to the company's annual Digital International Women's Day magazine, advocating COX's long-term mission of achieving gender equality by building safe, respectful, and inclusive environments.

- **COX's** leadership engaged in NAWIC events, joining a three-part video series highlighting the skills, knowledge and abilities of women within the architecture industry.

- **DesignInc** Sydney was awarded Consult Australia's 'Peoples First Award' for the implementation and delivery of outstanding organisational policies and initiatives that benefit its people.

- **Hayball** Director Dave Tordoff was a panellist at Sydney Build, speaking on the topic of 'Social Inclusion: Designing with Empathy'.

- **Woods Bagot** Principal John Prentice joined the panel of the 2022 Women in Leadership Summit, speaking at the session titled 'What role do men have in creating change and gender parity and how can men help speed up the Gender Equality'.

- Evolving from 'listen and learn' sessions, **BVN** launched BVN Citizen in October 2022. This is a framework that covers the pillars of Capabilities, Feedback, Learning and Opportunity, and was created to help employees understand their competencies and skills, provide guidance and clarity around role expectations, support progression and guide career pathways.

- **COX** established Champions of Change committees in all studios to promote and advocate the Coalition's work, advance gender equality, and better implement equity process, policies and practices.

- **BVN** have mapped out a pathway to achieve gender parity by 2025, using a framework that identifies talent for sponsorship programs over the coming years. The framework involves modelling title appointments for the next 5 years to help identify talent; understand sponsorship requirements to meet the gender parity commitment. The model is designed to ensure that those who are identified as talent receive appropriate support and opportunities for growth, gaining relevant experience so they can take the next steps in their career.

- **DKO** and **SJB** leaders took part in the Parlour Stepping Up panel series and editorials on topics including leadership, flexibility, mentoring, sponsorship, and sexual harassment and bullying.

Creating accountability

- Aligned with Coalition-wide impact reporting, **all Members** have integrated quarterly reporting of key progress indicators into their practices. This drives further accountability for taking action, measuring progress and ensuring transparency.

- **Hassell** has committed to achieving gender balance (40:40:20) across all levels of the business by the end of 2028.

- **nettletontribe** implemented the career progression competency matrix established by the career progression and planning action group to support staff development. This has improved discussions around career opportunities and created a new way for staff members to track self-development.

- **SJB** committed to achieving gender equity at the leadership level (40:40:20) by 2025, and at the Director level by 2030.

Dismantling barriers for carers

- **DesignInc** introduced five days of paid domestic violence leave to support individuals in the workplace. It also introduced paid parental leave for foster carers on a case-by-case basis, and now offers five days of paid leave for pregnancy loss.

- **Hassell** has introduced Flexible Work and Sustainable Hours of Work policies, contributing to an improved studio culture. By educating managers and ensuring transparency with clients, these policies have improved scoping and resource management of projects, resulting in a sustainable work–life balance for employees.

- **COX's** parental leave program challenges gender bias by valuing the contributions of all caregivers. This means paying superannuation to staff on parental leave, providing subsided childcare payments for six months after returning to work, supporting hybrid working through an All Roles Flex policy.

- At **Hayball**, a gender-balanced cohort of approximately 5% of employees accessed parental leave in 2022. A dedicated administrator works with employees to create a structured transitional support plan and keeping-in-touch days for ongoing practice engagement during leave.

- All **PTW's** leave and flexible working policies have been updated with gender-neutral language.

- In 2020, **Bates Smart** stopped providing secondary carers leave, instead increasing paid parental leave for all new parents to 12 weeks. Since then the number of men taking parental leave has grown by 10-20%, as has the number of men taking extended parental leave over and above this allowance.

- **nettletontribe** introduced a paid parental leave policy that offers benefits to all eligible parents of up to 12 weeks of paid parental leave and superannuation for the primary carer, regardless of gender.

- **SJB** noted that in the past 12 months, the number of men employees who accessed paid parental leave doubled.

Gender equality in society

- **Grimshaw** continues to ensure that all major infrastructure design projects include gender-neutral toilets, sensory rooms for children and more inclusive public facilities that integrate with the environment.

- **SJB** participated in the Sydney Gay and Lesbian Mardi Gras to celebrate the gender and sexual diversity of the practice and the broader architecture and design profession.

CHAMPIONS OF CHANGE COALITION
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Actions and impact 2022

Disrupting the status quo

- One action group conducted a qualitative survey on the leadership in the profession. It used results to create actions that will increase diversity in leadership positions, ensuring leadership teams are more inclusive in the future. These profession-specific insights were added to overall inputs for select action groups focused on sponsorship and partnership structures, and were especially important for informing specific interventions for the architecture profession.

- Another action group reviewed partnership structures and developed best practice guidelines to help dismantle barriers that prevent equity of access at the most senior levels. These guidelines are distributed to all Architecture Group Members for feedback and implementation, and will also be shared more broadly across the profession.

- **Bates Smart** delivered organisation-wide virtual workshops and webinars for staff training on creating respectful workplaces, delivered by MATE Bystander. This resulted in a 6% increase in respondents reporting that they felt gender-based and sexual harassment is not tolerated in their business. In addition, the organisation updated its policies to better assist employees with identifying issues, reporting and governance processes and support available.

- In the past year, **BVN** increased the number of women practice directors from 30% to 45%, increased the number of women senior associates from 44% to 52%, and maintained the number of women associates at 56% and senior practice directors at 30%.

- **Peddle Thorp** achieved its target of 40% overall women's representation through proactive recruitment measures

- **Woods Bagot** successfully recruited and onboarded 90% women architecture graduates in 2022, and achieved 80% women's representation in their internship intake.

- **DesignInc Sydney** promoted seven women into senior roles 2022, and reached 54% women's representation across the organisation.

- **DKO** implemented targeted personal development plans and doubled the representation of women across the Associate group in the past year.

- **DKO** team members participated in WIDAC mentoring program, in addition to the AIA Mentoring program, in which it focused on supporting women architectural graduates. In doing so, it increased sponsorship practice across all studio locations. In the past year, DKO increased women's graduate recruitment across the practice by 20% to 73.3%, and women comprised 61.5% of overall new hires.

- **Hassell** appointed 11 women into various senior leadership roles across the business, which represented an average overall increase of 18% in women's representation across the senior leadership groups.

- **Woods Bagot** conducted an organisation-wide review of every person in every role to understand gender pay gaps, and then rectified any pay parity.

  Woods Bagot achieved an increase in the number of women senior managers from 39% to 60% in the past year, and improved women's promotions from 33% to 44% over the same period.

- **Hayball's** 'Grow' mentoring program had 20 pairings, the highest intake in three years, representing a 50% growth compared to the previous three years. The program also achieved gender balance in participants.

- **Grimshaw** achieved a 100% women's representation in the number of promotions to associate positions in its Melbourne and Auckland studios.

- For the first time, **Peddle Thorp's** company shareholder base has women co-owners (three out of the 10 shareholders).

- **PTW** adopted new processes and protocols to ensure remuneration reviews are conducted using a gender-balanced lens to mitigate gender pay disparity.

- **SJB** adopted fully hybrid ways of working, supported via a team tracker app. This resulted in a 15% increase in staff satisfaction about workplace support.

- **nettletontribe** appointed six women into leadership positions in 2022, including at director, associate director, senior associate and associate levels, representing a 20% increase on the previous year.

> It's not about fixing women. Achieving equality is about fixing the systemic biases. The ability to work flexibly; the ability to work from home; the removal of gender bias from parental leave helps create cultural change towards equal parenting.

Philip Vivian
Director
Bates Smart

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Practical actions

Table 39: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 39: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address "merit trap" in recruitment, promotions, bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Impact details 2022

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

Table 40: Gender balance in leadership

Architecture Group Organisations	Women's Representation (%)								
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Bates Smart*	53.5	40.0	-	40.9	52.1	-	60.2	22.2	-
BVN*	52.2	16.7	-	-	50.0	-	54.3	28.6	26.7
COX Architecture#	44.8	18.2	-	12.5	42.5	46.6	48.0	-	44.8
DesignInc	53.9	25.0	-	54.5	45.2	42.9	63.8	50.0	50.0
DKO Architecture	51.9	7.7	-	-	35.1	66.7	58.0	-	-
Grimshaw	42.8	31.6	-	-	39.1	37.5	48.0	-	-
Hassell	50.6	35.7	-	31.1	45.5	-	54.0	28.6	23.5
Hayball*#	46.9	57.1	-	33.3	40.0	-	50.8	33.3	-
nettletontribe	46.8	0.0	-	18.2	66.7	40.0	55.7	-	-
Peddle Thorp	40.8	-	-	25.0	25.0	-	53.3	0.0	-
PTW Architects	50.5	62.5	-	0.0	53.3	57.1	50.0	-	-
SJB Architects#^	51.8	33.3	-	56.5	35.7	75.0	59.5	-	-
Woods Bagot#	50.1	44.4	50.0	42.1	60.0	41.9	51.1	32.8	44.4
Architecture Group Totals	49.3	26.5	50.0	36.2	44.8	46.5	53.1	31.1	43.4
Architecture Group Totals (adjusted)	49.3	26.5	50.0	36.2	44.8	46.5	53.1	31.1	43.3

Notes:

Hassell – Since 2021, Hassell has recategorised reporting to better align with leadership roles within the business. This reflects a marked change in overall numbers, particularly in 'Key management personnel'.

Woods Bagot – Partner numbers represent the global business.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ Moving closer to gender balance since 2021

◆ Increase in over-representation of women since 2021

◆ Increase in under-representation of women since 2021

◇ Unchanged since 2021

◇ Not reported in 2021

◇ Not applicable

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

◇ Data includes volunteers

Includes non-binary gender

Table 41: Gender balance in recruitment, retention, promotions and exits

Architecture Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Bates Smart	61.1	-	64.9	71.0	62.1	53.5
BVN	55.6	-	59.3	45.2	59.7	52.2
COX Architecture	50.0	-	49.7	57.3	47.4	44.8
DesignInc	78.9	-	51.6	39.4	52.9	53.9
DKO Architecture	73.3	-	61.5	57.9	61.5	51.9
Grimshaw	57.1	-	50.0	58.1	100	42.8
Hassell	64.7	-	58.8	53.3	52.9	50.6
Hayball	60.0	-	50.0	51.5	30.0	46.9
nettletontribe	47.6	-	77.8	60.9	37.5	46.8
Peddle Thorp	100	-	66.7	60.0	0.0	40.8
PTW Architects	42.9	-	61.3	53.8	40.0	50.5
SJB Architects	75.0	0.0	63.6	42.9	50.0	51.8
Woods Bagot	69.6	-	55.8	57.4	44.4	50.1
Architecture Group Totals	63.4	0.0	56.7	55.7	52.5	49.3
Architecture Group Totals (adjusted)	63.2	-	59.7	55.9	55.6	49.3

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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 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

Flexible and inclusive employment experiences

Table 42: Access to flexible work and experiencing an inclusive culture

Architecture 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
Bates Smart	98.0	97.0	97.0	-	-	-
BVN#	89.0	87.0	88.0	77.0	79.0	78.0
COX Architecture	-	-	85.0	-	-	92.0
Grimshaw#	100	100	100	-	-	-
Hassell#	80.0	82.0	81.0	-	-	-
Peddle Thorp	100	100	100	-	-	-
SJB Architects#	94.0	97.0	97.0	90.0	100	63.0
Architecture Group Averages	93.5	93.8	93.8	83.5	89.5	70.5
Architecture Group Averages (adjusted)	93.5	93.8	93.8	83.5	89.5	70.5

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬨ Not improved since 2021   ⬦ Data not available   ⬦ Data for 'All' includes non-binary gender

Table 43: 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
Bates Smart	92.0	93.0	92.0	-	-	-
SJB Architects#	94.0	100	98.0	77.0	86.0	88.0
Architecture Group Averages	93.0	96.5	95.0	77.0	86.0	88.0
Architecture Group Averages (adjusted)	94.0	100	98.0	77.0	86.0	88.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬨ Not improved since 2021   ⬦ Data not available   ⬦ Data for 'All' includes non-binary gender

Table 44: 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	0.6	0.6	0.6
BVN	0.0	0.0	0.0
COX Architecture	8.0	0.0	8.0
Hassell	10.0	0.0	0.1
Architecture Group Averages	2.1	0.1	1.0
Architecture Group Averages (adjusted)	2.7	0.1	1.2

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ⬨ Not improved since 2021

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 Hartney, Tania Gordon, Sally Hsu and Celine Herbiet
BVN	Brian Clohessy, Isabella Aliberti, Hayley Sainsbury, Joshua Bowkett, Rebecca Buffington and Dylan Tirtabudi
COX Architecture	Susanne Jenson, Margot McGinness, Aaron Noble and Mel Eclarinal
DesignInc	Tara Keast, Yvonne Chan, Lynne Hancock and Richard Stafford
DKO Architecture	Gemma MacDonald, Laura Saunders, Michael Drescher, Michael Robertson, Jade Mehonoshen, Judith Williamson, Samantha Kennedy and Dawn Muir
Grimshaw	Thihoa Gill, Gosha Haley, Jason Embley, Soo-ling Kang and Gabriela Marusic
Hassell	Olivia Tsen, Tanya Golitschenko, Lauren Geschke and Janet Brown
Hayball	Melissa Riley, Laura Ulph and Emma Chrisp
nettletontribe	Tia Soulakellis, Amy Lyden, Gina Taylor, Rebecca Champney and Kylie Fair
Peddle Thorp	Sofie Pringle, Caroline Yuen and Brendan Sutton
PTW Architects	Moya Lum, Louisa Hendriks, Adele Troeger and Lucy Moloney
SJB Architects	Monica Edwards, Hamish Ginn, Tamara Kerr, Ali Cotsworth, John Rowley, Kayle Butterworth, Bianca Caprara and Shanae Masters
Woods Bagot	Ashley Richards, Kimberly Withrow, Jet Geaghan, Tristan DaRoza, Lisa James, Sam de Jongh and Virginia O'Farrel
Special Contributors	Paul Brace and Sara Vita
Program Administrator	Joanne Brown

Diversity and difference can be at times confronting and difficult. It is easy for us to become comfortable when we surround ourselves with people who share our opinions. It is much harder to lead, manage and collaborate when you truly invite others in. It is harder, but it is better, fairer, and ultimately more rewarding when you are part of a balanced and considered voice.

Adam Haddow
Director
SJB Architects

Consult Australia Group

The Consult Australia Group was established in 2016 and comprises 12 members who lead some 19,000 employees in 39 countries.

The group includes representatives from businesses providing design, advisory and engineering services for large public works projects and the private sector 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 2022, the group collectively addressed two topical issues: Respect at Work and Hybrid Work through a Gender Lens. The first was informed by a cross-group survey measuring the nature, prevalence and impact of exclusionary behaviour at work. The results and recommendations were published in the *Everyday Respect* report launched in August 2022. The latter identified measures to ensure women were not negatively impacted by new return-to-work practices.

The group continued work on structural and cultural barriers to women: under-representation in leadership, traditional gender norms and sexual harassment. The majority of firms now have leadership targets and sponsorship programs in place. Most have introduced equal, non-gendered parental leave, and are implementing the Australian Human Rights Commission's Respect@Work and the Champions of Change Coalition's *Disrupting the System* report recommendations.

The group welcomed new members: David Raftery, Managing Director, Environment, Arcadis; Alistair Mein, Head of Oceania, HKA; Todd Halliday, Managing Partner and Sydney Regional Partner, Northrop.

Outcomes for 2021–22

34.2%

Women's **representation** achieved overall across the Group ⬆ from 33.4% in 2021

36.4%

Women's **recruitment** achieved overall across the Group ⬇ from 39.0% in 2021

38.9%

Women's **promotions** achieved overall across the Group ⬇ from 49.3% in 2021

53.1%

Members **achieved or moved closer to gender balance** across 53.1% of leadership categories in 2022

Champions of Change

Louise Adams
Chief Operating Officer
Aurecon

Richard Barrett
Chief Executive ANZ
AECOM

Kerryn Coker
Co-Chair, Australasia
Arup

Todd Halliday
Managing Partner
Northrop Consulting
Engineers

Richard Hayers
Vice President and Regional Director
ANZ
Jacobs

Dean McIntyre
Executive General Manager, Australia
GHD

Alistair Mein
Partner and Head of Operations, APAC
HKA

James Phillis
CEO ANZ
SMEC

David Raftery
CEO Australian Pacific
Arcadis

Will Wright
Managing Director
Douglas Partners

Convenor

Jonathan Cartledge
CEO
Consult Australia

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Actions and impact 2022

Stepping up as leaders

- The Group launched the *Everyday Respect* report at the 5th annual Consult Australia Champions of Change industry lunch. The report highlights the nature and prevalence of exclusionary behaviours, along with recommendations from leaders on how to prevent or respond to them.

- **Arcadis** refreshed its Gender Equality strategy, incorporating targets for all business units, a review of all recruitment processes, and bias training for all managers. These and ongoing initiatives have contributed to a 50% women governing board, 48% women graduate recruitment and a 66% women sales team.

- **Douglas Partners** launched its six-month Inclusion Habits program with 45 senior leaders. Inclusion experiments were developed by participants to demonstrate the impact of the training. These included the introduction of greater transparency and accountability in hiring, and a rotating Chair role in meetings to enhance collaboration.

- **GHD** renewed its commitment to inclusion and diversity (I&D) with the appointment of a new I&D APAC Leader and the expansion of its global I&D team.

- **AECOM, Arcadis, Arup, Aurecon, GHD, Jacobs and SMEC** earned the Workplace Gender Equality Agency Employer of Choice for Gender Equality accreditation.

Creating accountability

- **AECOM** led a cross-group exploration of accountability measures to provide a concrete example of their impact. When AECOM introduced a more ambitious timeline to increase women's representation in key management personnel roles, quarterly meetings with teams and vice presidents included a review of roles, opportunities and succession planning with a gender lens applied. In addition, women's progression was part of regular budget and performance reviews, and results were presented globally along with plans on how to reach targets. All measures contributed to increasing women's representation in key management personnel roles from 23% to 37% from 2017 to 2022.

- **Arup's** adoption of a 40:40:20 gender balance approach resulted in a 60% increase in women represented in group leader roles, from 12% to 30%. This is in addition to increases in percentages of women promoted and appointed over the past 18 months.

- **GHD** introduced I&D goals within its performance management system. The goals relate to creating more diverse teams through attraction and recruitment; building more capability and knowledge of I&D; increasing active support and advocacy of I&D initiatives and activities; and committing to inclusive leadership practices.

- **Jacobs** continued to embed formal accountability measures, tying KPIs and remuneration to gender representation goals for all senior leaders. In the last three years, the proportion of women managers has increased from 19% to 29%.

- **SMEC** revised its gender targets to assist in achieving greater accountability and focus on gender equality progress. The firm incorporated progress towards gender equality objectives in the design of a senior management incentive scheme. It is now mandatory for all incentive participants to include at least one objective focused on gender equality progress (commitment, planned action and achievement of progress) in their annual performance appraisal. Accordingly, in the past year, women's representation has increased from 2% to 5% in technical leadership roles, from 37% to 48% in graduate STEM roles (NSW/ACT), and from 13% to 26% in professional STEM roles (SA/WA).

Dismantling barriers for carers

- **AECOM** increased the proportion of fathers taking primary parental leave from 40% in 2020 to 57% in 2022 (year to date). The firm removed the minimum requirement for eligibility to take parental leave and increased the leave period for partners from 12 to 18 months.

- **AECOM** commenced paying superannuation on paid government parental leave to assist with closing the gender gap in retirement savings.

- **Aurecon** has led a formal, structured and supported approach to hybrid working, with no mandated days in the office. This, combined with an online coaching platform and small group coaching sessions, has supported meaningful change for carers.

- **GHD** received the Australian Breastfeeding Association's Breastfeeding Friendly Workplace Accreditation for the second year in a row. In 2022, GHD was also awarded the Best Practice standard.

- **GHD's** parental leave policies encourage men to take leave as a primary caregiver. The representation of men among employees taking primary parental leave has increased significantly from 5% in 2015–16 to 45% in 2020–21.

- **HKA** more than doubled the proportion of men taking primary carer leave (4% to 9%) by encouraging uptake and providing greater flexibility in how the policy could be used.

- **Jacobs ANZ** launched myLink to support returning and working parents before, during and after parental leave. Jacobs' parental leave policy now includes up to 12 weeks of paid leave for any parent and flexibility of when it may be taken. This is in addition to providing superannuation on unpaid parental leave; an increase to 3 weeks leave for secondary carers; offering paid leave in the event of pregnancy loss; and removing the 12-month qualifying period required to access parental leave. It has recorded a significant increase in the proportion of men accessing parental leave, from 29% to 41%.

- **Northrop** experienced an increase in men taking parental leave by actively promoting the policy and offering flexibility in how it's accessed.

- **SMEC's** promotion of universally available of primary paid parental leave resulted in men representing 52% of employees taking this leave. SMEC also increased secondary carer leave to four weeks with no qualifying period.

Gender equality in society

- **Arup's** 'lighting design for more inclusive cities' project resulted in a global forum on making cities inclusive, safe and sustainable through lighting design that helps women and girls to feel safe in the city at night.

- **Aurecon** partnered with an external provider to offer women STEM advisors the opportunity to participate in virtual mentoring sessions and virtual career fairs for young women high school students, where advisors can encourage female students to pursue STEM qualifications and careers.

- As part of of its Culture of Caring, **Jacobs** launched its One Million Lives resiliency program. It includes a tool to provide mental health and wellbeing support and strategies.

Actions and impact 2022

Disrupting the status quo

- **AECOM** ran Advocate, a sponsorship program for high-potential women. Since its launch in 2019, 50 women have participated in the program, 10 have earned promotions, seven have taken on national or major project roles, four have been promoted to group director roles and one has been appointed to a global role.

- An **Arup** group that focused on enhancing leader's inclusive leadership capability, sponsorship, equity in project allocation, and calling out disrespectful behaviour, saw a 24% increase in women believing they had equal access to opportunity.

- **AECOM** strengthened its commitment to zero tolerance of sexual harassment, discrimination, and bullying; refreshed training; and developed a more comprehensive 'Respected and Safe @ AECOM' policy. It also launched a toolkit with supporting tools and information to make it easy for anyone to make a confidential complaint and have confidence that it will be dealt with appropriately.

- **AECOM's** Regional Managing Directors and HR managers conducted quarterly training sessions for all people managers on Freedom to Grow, the firm's approach to hybrid and flexible work. It resulted in a 13.9% increase in employees indicating they have the flexibility they need to manage work and other commitments.

- In partnership with SBS, **AECOM** released a series of online training for all staff including modules on gender equality, sexual harassment, everyday sexism, and inclusion.

- **AECOM** formally embedded diverse candidate pool and interview panel requirements in its hiring process. This helped to increase women's representation among new hires to 37%.

- **Arcadis** implemented a new Global Workstyle Framework and flexible working policy to provide all employees with the opportunity to access hybrid working and create a flexible working environment for everyone.

- **Arcadis** created a Gender Affinity Group to focus on creating an environment where all employees, regardless of gender, have the same access to opportunities and professional development.

- **Arup's** 'weekly flex' approach of applying flexibility across weekly hours resulted in 93% of staff believing they have the flexibility needed to manage work and other commitments.

- **Arup** redesigned its policy and process to prevent and address sexual harassment and gender-based discrimination. Arup adopted person-centred and zero-tolerance approaches recommended by the AHRC Respect at Work and CCC Disrupting the System reports. It also includes an anonymous external contact officer.

- **Aurecon** piloted a sponsorship program for women with 10 senior leaders, which lead to four promotions within six months. The sponsorship program is now a permanent part of the leadership development framework.

- **Aurecon** ran an Active Bystander behavioural change campaign to increase awareness of sexism and sexual harassment and encourage action in the moment, after the moment or through reporting. It resulted in an increase in the number of people who believed these behaviours would be 'not at all tolerated' (from 61% to 67%) and decreased the number of people who believed there would be negative consequences in speaking up (from 47% to 39%).

- **Aurecon** established a new process of bullying, harassment and discrimination incident reporting through a new sub-committee of the Board. This raised awareness of the prevalence of incidents at Aurecon, and supports the investment and change the business needs to make to address them.

- **Aurecon's** investment in new 'Ways of working' – including a mandatory 'e-learn' course, and workshops to build team charters – is leading to more inclusive and flexible teams.

- **GHD** introduced and ran Australia-wide training sessions on a new Global Hybrid and Remote Work policy. In combination with its Flexible Work policy, it's facilitated a dramatic shift in how employees work, with flexibility now being the norm.

- **GHD** increased women's Executive level representation from 26.9% to 38.9% through interventions such as female sponsorship, equal representation in leadership programs, and gender neutral job descriptions and advertising.

- **GHD** welcomed 31 women across ANZ in its 10-week paid Career Relaunch program. Now in its sixth year, the program supports professionals returning to work after an extended career break, often related to childcare.

- **Jacobs** continued its 'Everyday Respect: Living Inclusive Language and Behaviour' program to all people leaders as part of its 'Culture of Caring' and TogetherBeyond℠ priorities. Employee survey results revealed an increase in positive responses to workplace inclusion questions: 85.9% all employees (+5.9% since year prior), and 88.4% women (+7.3% since year prior). The zero tolerance for sexual harassment question returned a 95% response rate overall (same as year prior), and 95.8% from women (+2.8% since year prior).

- **Jacobs** ran training forums to further embed its 'all roles flex' culture. Strategies to role model and prioritise hybrid work were provided. Employee survey results reveal that 93.5% of all employees (+2.5% since year prior) and 94.4% of women (+3.4% since year prior), agree with the question 'I have access to the flexibility I need'.

- **Northrop** enhanced reporting mechanisms for sexual harassment by introducing an Internal Contact Officer network and External Contact Officer provider.

- **Northrop** surveyed all employees about remote working to reach a company position that respects the needs and challenges of all employees and creates a level playing field for everyone.

- **SMEC** embedded a sponsorship program for emerging women leaders, resulting in career progression for 25% of the most recent cohort.

- **SMEC** developed bespoke Gender Equality in the Workplace training to increase employee's understanding of the importance of gender equality and address associated barriers. An internal platform focusing on gender equality was also created to increase internal communications and visibility as part of an enhanced inclusion and diversity communication strategy. These and other gender equality initiatives have contributed to over 90% of respondents reporting that their manager genuinely supports gender equality.

Practical actions

Table 45: Practical actions

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Stepping up as Leaders
- 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

Creating Accountability
- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers
- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society
- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

Legend: ◆ Complete or currently underway　◆ In plan to commence or complete by 2023　◆ Under consideration　◆ Not applicable

Table 45: Practical actions *(continued)*

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

Disrupting the Status Quo
- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expanded relationships with external support services

Legend: ◆ Complete or currently underway　◆ In plan to commence or complete by 2023　◆ Under consideration　◆ Not applicable

Impact details **2022**

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

Table 46: Gender balance in leadership

Consult Australia Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AECOM, Australia and New Zealand	35.5	35.7	-	20.3	20.6	25.1	40.0	22.7
Arcadis, Asia Pacific	31.1	37.5	-	24.0	25.0	35.4	31.2	33.3
Arup, Australiasia*	41.1	44.4	-	21.7	19.7	29.9	44.3	50.0
Aurecon, Australia, Operations	36.9	32.3	-	15.3	19.9	27.7	41.9	28.6
Douglas Partners	21.2	0.0	-	0.0	20.0	26.5	21.3	0.0
GHD, Australia#	34.6	33.9	-	34.2	31.0	16.3	36.2	44.4
HKA	33.1	25.0	-	0.0	50.0	25.9	36.4	-
Jacobs, Australia and New Zealand	31.8	35.3	25.0	30.9	35.3	25.9	32.4	33.3
Northrop	30.9	0.0	-	-	8.7	32.0	32.7	33.3
SMEC, Australia and New Zealand	27.7	12.5	-	18.2	27.8	27.5	28.0	25.0
Consult Australia Group Totals	34.2	30.2	14.3	24.1	22.5	25.5	36.3	30.6
Consult Australia Group Totals (adjusted)	34.2	30.3	14.3	24.2	22.4	25.5	36.3	30.6

Notes:

Jacobs – Data includes Jacobs Group (Australia) Pty Ltd employees only.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◇ Not applicable

⬖ Includes non-binary gender

◆ Moving closer to gender balance since 2021

⬖ Unchanged since 2021

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

◆ Increase in under-representation of women since 2021

◻ Not reported in 2021

Table 47: Gender balance in recruitment, retention, promotions and exits

Consult Australia Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
AECOM, Australia and New Zealand	46.8	37.0	37.0	41.4	35.5
Arcadis, Asia Pacific	-	37.4	27.6	35.3	31.1
Arup, Australiasia	52.6	42.4	42.7	45.5	41.1
Aurecon, Australia, Operations	48.1	43.5	37.8	42.9	36.9
Douglas Partners	22.0	21.4	21.2	12.2	21.2
GHD, Australia	47.7	36.8	34.2	38.9	34.6
HKA	-	36.4	34.0	35.7	33.1
Jacobs, Australia and New Zealand	43.0	33.7	31.2	37.3	31.8
Northrop	22.9	35.5	31.8	41.7	30.9
SMEC, Australia and New Zealand	36.7	29.9	29.0	28.5	27.7
Consult Australia Group Totals	43.9	36.4	34.2	38.5	34.2
Consult Australia Group Totals (adjusted)	42.2	36.4	34.2	38.9	34.2

Notes:

Jacobs – Data includes Jacobs Group (Australia) Pty Ltd employees only.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

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

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 disclose their pay equity gap:

Jacobs – UK Government reporting

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Flexible and inclusive employment experiences

Table 48: Access to flexible work and experiencing an inclusive culture

Consult Australia 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
AECOM, Australia and New Zealand#	88.0	89.0	89.0	87.0	90.0	88.0
Arcadis, Asia Pacific	96.0	93.0	94.0	94.0	95.0	95.0
Arup, Australiasia	91.0	92.0	92.0	70.0	77.0	74.0
Aurecon, Australia, Operations#	94.1	92.6	93.3	91.3	90.3	90.8
GHD, Australia	91.5	90.7	91.0	81.7	80.9	80.7
Jacobs, Australia and New Zealand	94.4	93.1	93.5	88.4	84.5	85.9
Northrop	87.0	90.0	89.0			
SMEC, Australia and New Zealand	86.5	83.9	84.0	85.6	89.5	86.9
Consult Australia Group Averages	91.1	90.5	90.7	85.4	86.7	85.9
Consult Australia Group Averages (adjusted)	91.6	90.6	91.0	85.4	86.7	85.9

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021 Not improved since 2021 Not reported in 2021 ◇ Data not available # Data for 'All' includes non-binary gender

Table 49: Sexual harassment – respect and safety at work

Consult Australia 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
AECOM, Australia and New Zealand#	90.0	92.0	91.0	-	-	-
Arcadis, Asia Pacific	97.0	97.0	96.0	-	-	-
Arup, Australiasia	88.0	96.0	93.0	82.0	87.0	85.0
Aurecon, Australia, Operations	93.0	96.6	94.8	-	-	-
GHD, Australia	88.0	93.8	90.9	-	-	-
Jacobs, Australia and New Zealand#	95.8	94.5	95.0	-	-	-
SMEC, Australia and New Zealand	85.6	93.4	89.4	79.5	87.1	82.6
Consult Australia Group Averages	90.3	94.8	92.5	80.7	87.0	83.8
Consult Australia Group Averages (adjusted)	91.6	90.6	91.0	-	-	-

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021 Not improved since 2021 Not reported in 2021 ◇ Data not available # Data for 'All' includes non-binary gender

Table 50: 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, Australia and New Zealand	1.9	3.1	2.5
Arcadis, Asia Pacific	15.0	0.0	7.0
Arup, Australiasia	4.0	1.0	5.0
Aurecon, Australia, Operations	2.4	0.0	1.8
Douglas Partners	0.0	0.0	0.0
GHD, Australia	0.0	1.2	0.8
HKA	0.0	14.0	10.0
Jacobs, Australia and New Zealand	19.4	13.0	16.8
Northrop	0.0	3.2	2.4
SMEC, Australia and New Zealand	5.0	0.0	-
Consult Australia Group Averages	4.8	3.6	5.1
Consult Australia Group Averages (adjusted)	6.0	2.3	4.8

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021 Not improved since 2021 Not reported in 2021 ◇ 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 Consult Australia Group are as follows:

Organisations	Implementation Leaders
AECOM, Australia and New Zealand	Nicole Robinson and Jennifer Fryer
Arcadis, Asia Pacific	Amy Cotterell
Arup, Australiasia	Abbie Wright
Aurecon, Australia, Operations	Penny Rush
Douglas Partners	Amy Singh
GHD, Australia	Coralee Fitzgibbon
HKA	Nicky Batt
Jacobs, Australia and New Zealand	Fiona Rose
Northrop	Stephen Troilo
SMEC, Australia and New Zealand	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

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Fire and Emergency Group

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

The Group includes organisations located throughout metropolitan, rural and regional communities across Australia and New Zealand, with 32 Members who lead some 126,000 employees and volunteers. Members are focused on advancing gender equality, diversity, and inclusion within and across the fire and emergency sector.

In 2022, the Fire and Emergency Group prioritised collective action on building everyday respect, achieving greater buy-in, countering backlash, and addressing bias in promotion pathways and career gateways. The Group also continued its focus on increasing women's representation in frontline service roles and creating inclusive workplace environments for women. This is in addition to the Group's other areas of focus: understanding how power dynamics can impact gender equality in emergency services organisations, workplace responses to domestic and family violence, the prevention of and response to sexual harassment, normalising flexible work and supporting carers.

As Australia continues to experience unprecedented and devastating natural disasters and emergencies across the nation, a diverse and effective fire and emergency sector – fit for now and the future – is more critical than ever. A core priority for the Group for 2023 will be to continue to lift women's representation in frontline roles using disruptive strategies and collective action.

Outcomes for 2021–22

26.1%

Women's **representation** achieved overall across the Group ⬆ from 24.5% in 2021

41.2%

Women's **recruitment** gender balanced across the Group

22.0%

Women's **promotions** achieved overall across the Group ⬇ from 22.9% in 2021

57.1%

Members **achieved or moved closer to gender balance** across 57.1% of leadership categories in 2022

Champions of Change

Dermot Barry ESM
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 AM APM
Commissioner
Emergency Management Victoria

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

Shane Fitzsimmons AO AFSM
Commissioner Resilience NSW

Justin Foley
Senior Director, Fire Management Unit ACT Parks and Conservation Service

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

Kerry Gregory
Chief Executive
Fire and Emergency New Zealand

Stephen Griffin
CEO
Victoria State Emergency Service

Chris Hardman
Chief Fire Officer Forest Fire Management Victoria

Ben Klaassen
Deputy Director-General
Queensland Parks and Wildlife Services

Darren Klemm AFSM
Commissioner Department of Fire and Emergency Services WA

Greg Leach
Commissioner Queensland Fire and Emergency Services

Brett Loughlin
Chief Officer
South Australian Country Fire Service

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Champions of Change

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

Steve Pearce AFSM
CEO
Surf Life Saving
NSW

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
NSW National Parks
and Wildlife Service
– Park Operations

Julia Waddington-Powell
Chief Executive
SAFECOM

Rob Webb
Chief Executive
Officer
AFAC

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 **2022**

Stepping up as leaders

- Members conducted 'listen and learn' sessions on 'everyday respect' to understand how everyday sexism, casual homophobia, casual racism and the exclusion of people with disabilities manifests in their organisations. The insights generated ideas for action within organisations and across the Group, including the development of an Everyday Respect training resource, which will be released at the 2023 AFAC Conference.

- Over 100 senior leaders and middle managers from Member organisations took part in two workshops on being an 'Everyday Champion of Change'. Participants undertook the 'Leadership Shadow' gathering feedback on their leadership on gender equality and identifying practical actions to amplify impact across the sector. Members who joined the workshops were Paul Baxter (NSW Fire and Rescue), Carlene York (NSW SES), Darren Klemm (WA Fire and Emergency Services) and Wayne Phillips (Assistant Commissioner, ACT Emergency Services).

- Under the leadership of Paul Baxter, **Fire and Rescue NSW's** executive leadership team facilitated listen and learn sessions to better understand the experience of all firefighters, including women's experiences. Senior leaders also undertook the Leadership Shadow to gain feedback on their leadership on gender equality and to identify opportunities for enhancing their leadership on gender equality, with accountability measures embedded into performance agreements.

- **Fire and Rescue NSW** also appointed its second woman Deputy Commissioner, Megan Stiffler, in November 2021, providing a visible role model for women across the organisation and sector.

Creating accountability

- The Group released the Fire and Emergency Progress Report in February 2022 with strong communications through AFAC across the sector. The Group closely reviewed trends from the past five years, which identified significant progress in actions on sponsorship and gender pay gap audits. The Group also identified persistent challenges with respect to the low representation of women at the CEO-1 level and recruitment of women to frontline roles. These insights informed priority action areas for the Group, as well as specific action within Member organisations.

- **SA SES** developed metrics to measure women's participation in capability reference groups (CRGs) and communities of practice (as a percentage of total membership of women of the CRGs). This will assist in monitoring and increasing women's participation in setting the agenda and shaping these initiatives. As a result, women are being actively encouraged to participate in these programs.

- **AFAC** analysed its remuneration data for sources of the gender pay gap, which led to an analysis of their corporate structure and improved classification of roles. As a result, AFAC has created more structured classification schemes for roles, and addressed irregularities. AFAC will conduct a follow-up pay gap audit in 2023 to inform further action.

- **Fire and Emergency New Zealand** established a permanent Behaviour and Conduct Office to provide an impartial, independent mechanism to support and resolve reports of unwanted behaviour. The office's education function completed a pilot program to better understand how to improve values-based behaviours in brigades and teams, with facilitated discussions and respect workshops.

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Actions and impact 2022

Dismantling barriers for carers

- Organisations shared their experiences with implementing flexibility for frontline and rostered roles. These perspectives were incorporated into the Coalition's *Shifting Expectations: Flexibility for frontline shift and site-based roles*.

- **SA Department of Environment and Water** took action to normalise flexible work, resulting in an increase of 12.1% among men and 10.5% among women accessing flexible work, particularly working at home.

- **AFAC** enhanced its parental leave policy to include superannuation, increased leave for primary carers to 16 weeks, reduced the eligibility requirement to three months of service and increased leave for secondary carers to four weeks.

- **Fire and Rescue New Zealand** successfully piloted and rolled out period packs in all stations and appliances to remove a barrier to women taking up of frontline roles and to ensure dignity at work for all women frontline workers.

Gender equality in society

- The group held a listen and learn session with Kristy McKellar (survivor-advocate) to hear her experience of domestic and family violence, and the workplace actions that would have made a difference for her. Members identified actions they can take in the year ahead to better address domestic violence and family violence as a workplace issue. This included enhancing workplace support for employees who experience domestic and family violence, and building the capability of all staff members to recognise, respond to and refer instances of domestic and family violence.

- **South Australia Metropolitan Fire Service** undertook White Ribbon re-accreditation, which required the development of a family and domestic violence policy and procedure, and adopting best practice approaches. These included developing conversation guides; taking a supportive approach to interacting with employees who may be experiencing or using violence; and rolling out training reaching 94% of supervisors and managers and 57% of all employees.

Disrupting the status quo

- The Group reviewed its commitments and proposed actions for increasing women's representation in frontline operational roles, with several organisations achieving significant progress.

  - **Country Fire Authority Victoria** ran a range of women-only training events to provide development options for its women members, including the first women-only General Firefighter volunteer training, and women's only burn days. The CFA established a Women's Advisory Committee, which has been pivotal in identifying improvement opportunities in the way CFA supports women. These initiatives have resulted in an almost three-fold increase in women's representation in volunteer leadership roles from 6% to 17.3% over the last 2 years.

  - **Fire and Rescue NSW** continued to prioritise action on women's recruitment and promotion, including adjustments to recruitment processes and support for women, particularly in relation to the Physical Aptitude Test. The number of permanent women firefighters increased from 9.3% in 2021 to 10.2% in 2022, and on-call firefighters from 11.3% in 2021 to 12.7% in 2022. The total overall representation of women in operational roles increased by 0.8% to 13.5% over the same period. Women's promotions also increased to 23.6% in 2022 from 12.5% in 2021.

  - **Airservices Australia** offers women and Aboriginal and Torres Strait Islander recruits completing the Physical Aptitude Test the opportunity to connect with current women and Aboriginal and Torres Strait Islander firefighters to access support and advice through the recruitment process. This resulted in the organisation reaching 10.4% female representation and 16.7% Indigenous representation in the 2022 recruit courses.

  - **NSW SES** implemented strategies to address bias in recruitment, including gender-balanced recruitment panels and provision of inclusion training for all members. This resulted in a 9.6% increase in women hires and 4.1% increase in women's promotions in the past year.

  - **Queensland Fire and Emergency Services** introduced additional support and assistance in the firefighter recruitment process for women applicants, including case management and support services for all potential and current women applicants. As a result, the current campaign data shows a total of 355 applications from women, representing 14.2% of the total pool, compared to the previous campaign where women made up 11.7% of the total pool.

  - **NSW SES** has seen an increase in women's representation across all roles, from 35.1% in 2021 to 36.1% in 2022. This is due to initiatives such as stretch targets, gender-balanced recruitment panels and targeted training opportunities for women.

  - **NSW Parks and Wildlife** implemented a targeted recruitment drive to attract more women into field roles. This included modifying language used in field-based role descriptions and creating a 'women in parks' advertisement highlighting diverse career options for women. The agency also created specific media opportunities to highlight the work women already do within the organisation, such as all-women female hazard reduction burns. As a result, women's representation in field officer roles increased from 16.3% to 16.6% in the past year.

- The Group reviewed promotion and career advancement processes across organisations and identified opportunities to accelerate career progression for women, particularly in frontline roles. These actions include ensuring role definitions and advertising are gender-inclusive and that promotion decisions move from 'who has done it before' to 'who can meet future needs'.

Actions and impact 2022

- **Parks Victoria and Emergency Management Victoria** have co-led the development and implementation of the cross-sector Sponsorship of Diverse Talent Pilot Program. The sponsors are required to identify access and exposure opportunities that will set their participants up with the knowledge and networks to progress towards their 3-5 year goals. So far, 21 women have joined the program, with promotion to leadership and technical roles tracked over time.

- **Forest Fire Management Victoria** established a Inclusion Safety Training program (with a focus on gender) involving 200 leaders and 20 Executive sponsors. The program includes eLearning, sponsor check-ins, and 'experiments'. Sponsors have also undertaken the Leadership Shadow. This has led to 85% of participants completing all requirements, resulting in over 1,000 overt actions and experiments. In the post-program evaluation survey, 90% of respondents said they are taking conscious proactive action to be inclusive with other team members on a daily or weekly basis, and 94% agree the Inclusion Safety Journey has increased the leader's ability to be inclusive day to day.

- **NSW Rural Fire Service** prioritised fostering a pipeline of emerging female talent, by increasing the availability of acting leadership positions and professional development opportunities. This has resulted in 41% of promotions into supervisor roles and above being awarded to women.

- The Group reviewed responses to sexual harassment, with many organisations strengthening their policies and approaches.

  - **SES Victoria** launched the Be Heard program to address bullying, harassment and sexual harassment. Completed actions include two independent reviews into culture; online training modules; live education workshops on gender inclusivity for leaders and staff; and increased visibility and access to reporting, resources and confidential support options. A recent culture and satisfaction survey showed 93% of SES Victoria members know where to find or access support if needed.

  - **Queensland Parks and Wildlife Services** released the *Preventing & Responding to Sexual Harassment Guideline*, and launched a confidential reporting platform for sexual harassment. The reporting platform was accessed 651 times in the first five months, with nine reports made (eight of which have since been closed out). At the same time, executives signed and issued a Statement of Commitment to support Respectful Workplace strategies, which includes the establishment of a Mental Health Support Officer Network, and the provision of key training on bystander action, the Human Rights Act, cultural awareness, and diversity and inclusion.

  - **South Australia Country Fire Service** developed a Code of Conduct and Respectful Behaviours policy to actively promote the core values and expectations of CFS volunteers and staff members. This included assisting its members in their decision-making and enabling them to identify and reflect on their behaviours and those of others within the service.

- In 2021, **NSW SES** improved its internal systems to include the option for people to identify their gender as non-binary, resulting in 14 people selecting this option.

> We need the best people throughout all our emergency service organisations – and by definition, the best people include a rich variety of backgrounds and perspectives that build strong and effective teams.

Carlene York APM
Commissioner
NSW SES

Practical actions

Table 51: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders
- 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

Creating Accountability
- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers
- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society
- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

Legend: Complete or currently underway | In plan to commence or complete by 2023 | Under consideration | Not applicable | Not reported in 2022

Table 51: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo
- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expand relationships with external support services

Legend: Complete or currently underway | In plan to commence or complete by 2023 | Under consideration | Not applicable | Not reported in 2022

Impact details **2022**

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

Table 52: Gender balance in leadership

Fire and 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*#	27.9	14.3	-	27.3	16.3	31.0	44.4
AFAC	61.4	66.7	57.1	-	25.0	76.5	37.5
Airservices Australia, Fire and Emergency	3.8	100	0.0	0.0	-	3.8	50.0
Country Fire Authority Victoria*	60.6	33.3	50.0	39.3	45.5	65.5	55.6
Department for Environment and Water SA	49.9	50.0	42.1	41.3	37.3	53.5	-
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	46.5	50.0	28.6	39.0	30.4	47.7	52.2
Department of Fire and Emergency Services WA	24.0	26.7	30.4	27.9	18.6	25.3	-
Emergency Management Victoria*	57.4	-	66.7	50.0	63.9	56.3	-
Fire and Emergency New Zealand	19.5	22.2	29.2	22.4	6.1	22.2	71.4
Fire and Rescue NSW#	14.9	25.0	27.9	24.6	9.3	15.1	-
Fire Rescue Victoria	11.4	25.0	7.1	5.2	9.0	12.5	71.4
Forest Fire Management Victoria	49.8	49.1	47.4	47.1	45.1	51.4	44.4
New South Wales Rural Fire Service#^	23.8	25.0	31.3	46.3	6.4	24.4	-
NSW SES*#^	36.1	0.0	33.3	54.2	31.1	36.4	-
Park Operations Coastal, NSW National Parks and Wildlife Service	34.0	50.0	8.3	30.8	18.3	38.1	-
Parks Victoria#	40.1	57.1	44.4	38.6	38.7	40.2	55.6

Notes:

Airservices Australia – 2022 data represents Airservices Aviation Rescue Fire Fighting only. The 2021 data included the whole Airservices Australia organisation.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Table 52: Gender balance in leadership *(Continued)*

Fire and Emergency Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Queensland Fire and Emergency Services	20.4	8.7	37.3	29.3	16.7	20.1	20.0
Queensland Parks and Wildlife Services#	40.3	30.0	42.9	39.5	52.7	39.1	-
SA Metropolitan Fire Service	6.8	0.0	50.0	8.0	4.7	7.5	-
SAFECOM*	65.1	-	71.4	-	60.0	64.2	80.0
South Australia State Emergency Service#^	30.5	100	100	18.1	30.0	31.1	-
South Australian Country Fire Service	41.1	66.7	16.7	33.3	-	42.8	-
Tasmania Fire Service	26.9	0.0	0.0	0.0	2.3	40.2	14.3
Victoria State Emergency Service	38.9	75.0	-	33.3	21.4	41.1	57.1
Fire and Emergency Group Totals	26.1	33.5	35.2	31.9	17.3	26.7	50.7
Fire and Emergency Group Totals *(adjusted)*	26.1	32.3	35.0	31.8	17.0	26.7	50.4

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ Increase in under-representation of women since 2021

◇ Not applicable

◈ Includes non-binary gender

● Moving closer to gender balance since 2021

◈ Unchanged since 2021

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

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

◆ Increase in over-representation of women since 2021

◇ Not reported in 2021

◇ Data includes volunteers

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Table 53: Gender balance in leadership (frontline service delivery)

Fire and Emergency Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Head of Business	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency*#	28.2	13.3	100	–	0.0	22.5	29.4
Airservices Australia, Fire and Emergency*#	3.8	–	–	–	–	6.7	3.8
Country Fire Authority Victoria*#^	15.0	33.3	–	–	–	–	15.0
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA*#	46.5	50.0		28.6	39.0	30.4	47.7
Department of Fire and Emergency Services WA*#	7.8	11.1	0.0	0.0	1.6	6.2	9.2
Fire and Emergency New Zealand*#	15.4	0.0	–	0.0	7.4	4.2	17.0
Fire and Rescue NSW*#	11.4	14.3	–	1.7	1.5	2.2	13.1
Fire Rescue Victoria*#	5.0	16.7	–	1.4	2.3	3.4	5.7
New South Wales Rural Fire Service*#^	23.8	25.0	–	31.3	27.6	5.5	24.4
NSW SES*#^	35.5	50.0	–	33.3	22.2	31.1	35.8
Park Operations Coastal, NSW National Parks and Wildlife Service*#	26.2	50.0	–	38.5	20.0	–	26.2
Parks Victoria*#	30.5	–	–	16.7	23.5	30.2	30.8
Queensland Fire and Emergency Services*#	12.0	11.8		2.6	12.7	6.1	13.6
Queensland Parks and Wildlife Services*#	30.7	–	–	10.0	15.4	35.7	31.3
SA Metropolitan Fire Service*#	4.2	–	–	–	2.9	2.0	4.9
South Australia State Emergency Service*#^	29.8	–	–	–	13.6	29.1	30.7
South Australian Country Fire Service*#	41.8	66.7	–	33.3	33.3		42.8
Tasmania Fire Service*#	18.2	50.0	–	28.6	20.0	0.0	16.7
Victoria State Emergency Service*#	32.6	0.0	–	–	11.1	16.7	36.1
Fire and Emergency Group Totals	20.9	22.6	50.0	7.3	10.0	8.0	21.7
Fire and Emergency Group Totals *(adjusted)*	22.4	21.0	50.0	7.1	9.8	7.8	23.6

Note:
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

◆ Gender balance achieved (40%–60% women's representation)
◆ Moving closer to gender balance since 2021
◆ Increase in over-representation of women since 2021
◆ Increase in under-representation of women since 2021
◈ Unchanged since 2021
◇ Not reported in 2021
◇ Not applicable
⊕ Role/s at CEO level held by one or more women
◇ Data includes volunteers
⊛ Includes non-binary gender

Table 54: Gender balance in leadership (frontline service delivery enablement)

Fire and Emergency Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Head of Business	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Emergency Services Agency*#	44.4	12.5	100	–	48.6	40.0	46.6
AFAC#	62.5	66.7	–	57.1	–	25.0	76.5
Airservices Australia, Fire and Emergency*#	16.2	100	–	0	0	–	16.1
Country Fire Authority Victoria*#^	60.9		–	50.0	–	33.8	70.7
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA*#	46.5	50.0	–	28.6	39.0	30.4	47.7
Department of Fire and Emergency Services WA*#	58.2	50.0	–	54.8	46.7	54.2	63.1
Emergency Management Victoria#	56.5	–	–	–	–	–	53.7
Fire and Emergency New Zealand*#	35.0	50.0	–	33.3	9.1	5.1	35.9
Fire and Rescue NSW*#	58.9	40.0	–	45.5	54.3	55.5	69.5
Fire Rescue Victoria*#	45.9	50.0	–	35.7	46.7	41.4	47.4
Forest Fire Management Victoria#	40.6	50.0	–	33.3	43.1	37.5	41.4
New South Wales Rural Fire Service*#^	56.0	–	–	–	68.0	45.3	58.2
NSW SES*#^	60.4	0.0	–	33.3	73.3	30.0	63.4
Park Operations Coastal, NSW National Parks and Wildlife Service*#	52.2	–	–	25.0	38.5		55.2
Parks Victoria*#	58.3	50.0	0.0	66.7	43.4	47.5	62.8
Queensland Fire and Emergency Services*#	69.2	0.0	–	64.0	57.5	72.5	72.9
Queensland Parks and Wildlife Services*#	62.8	30.0	–	46.9	50.9	56.4	76.2
SA Metropolitan Fire Service*#	22.3	0.0	–	50.0	17.6	7.7	33.0
South Australia State Emergency Service*#^	48.2	0.0	–	100	66.7	45.5	47.2
Tasmania Fire Service*#	5.1	0.0	–	0.0	0.0	2.0	7.5
Victoria State Emergency Service*#	42.6	100	–	–	57.1	0.0	38.6
Fire and Emergency Group Totals	47.9	35.1	50.0	49.3	47.7	40.8	49.5
Fire and Emergency Group Totals *(adjusted)*	46.9	33.3	100	49.4	48.1	39.7	48.4

Note:
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

◆ Gender balance achieved (40%–60% women's representation)
◆ Moving closer to gender balance since 2021
◆ Increase in over-representation of women since 2021
◆ Increase in under-representation of women since 2021
◈ Unchanged since 2021
◇ Not reported in 2021
◇ Not applicable
⊕ Role/s at CEO level held by one or more women
◇ Data includes volunteers
⊛ Includes non-binary gender

Table 55: Gender balance in recruitment, retention, promotions and exits

Fire and Emergency Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
ACT Emergency Services Agency	65.2	-	26.6	34.9	50.0	27.9
AFAC	33.3	-	50.0	42.9	75.0	61.4
Airservices Australia, Fire and Emergency	-	-	0.0	1.4	0.0	3.8
Country Fire Authority Victoria	-	-	61.1	65.2	72.0	60.6
Department for Environment and Water SA	-	-	47.9	43.6	-	49.9
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	-	27.3	53.8	46.5	41.4	46.5
Department of Fire and Emergency Services WA	-	-	45.3	39.4	27.1	24.0
Emergency Management Victoria	0.0	-	56.1	65.5	-	57.4
Fire and Emergency New Zealand	33.0	-	43.2	30.0	19.3	19.5
Fire and Rescue NSW	-	0.0	34.3	14.7	23.6	14.9
Fire Rescue Victoria	-	-	26.4	34.0	5.2	11.4
Forest Fire Management Victoria	58.3	-	46.3	34.9	43.9	49.8
New South Wales Rural Fire Service	-	-	32.0	35.2	23.2	23.8
NSW SES	-	-	59.6	43.2	66.7	36.1
Park Operations Coastal, NSW National Parks and Wildlife Service	-	-	55.6	-	-	34.0
Parks Victoria	-	-	45.7	39.4	42.4	40.1
Queensland Fire and Emergency Services	-	-	36.1	26.0	27.7	20.4
Queensland Parks and Wildlife Services	-	-	52.1	39.9	44.0	40.3
SA Metropolitan Fire Service	-	-	16.3	13.4	7.1	6.8
SAFECOM	-	-	0.0	-	33.3	65.1
South Australia State Emergency Service	100	-	32.1	35.5	20.0	30.5
South Australian Country Fire Service	-	-	47.3	60.8	-	41.1
Tasmania Fire Service	-	-	42.2	34.1	24.1	26.9
Victoria State Emergency Service	-	-	40.0	60.9	75.0	38.9
Fire & Emergency Group Averages	34.5	21.4	42.5	34.2	23.3	26.1
Fire & Emergency Group Averages *(adjusted)*	34.3	0.0	41.2	33.5	22.0	26.0

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Key for Table 55: Gender balance in recruitment, retention, promotions and exits (p.144)

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

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

Gender pay equity

The following organisation in the Fire and Emergency Group publicly disclose their pay equity gaps:

• Forest Fire Management Victoria – DELWP-wide data in annual report

Table 56: Gender pay equity

Fire and Emergency Group Organisations	Gender Pay Gaps (%)			
	"Like-for Like' (base salary)"	*Organisation-wide (base salary)*	*"'Like-for Like' (total renumeration)"*	*"Organisation-wide (total renumeration)"*
Country Fire Authority Victoria	-	-	10.3	-
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	-	1.4	-	-14.0
Department of Fire and Emergency Services WA	-	10.7	-	25.9
Emergency Management Victoria	2.2	-	2.2	-
Fire and Emergency New Zealand	-	-	-	-6.8
Forest Fire Management Victoria	-	-6.5	-	-
NSW SES	-	7.9	-0.6	-14.9
SAFECOM	0.0	0.0	0.0	0.0
South Australia State Emergency Service	-	12.0	-	18.0
Victoria State Emergency Service	-	12.5	-	14.5

Flexible and inclusive employment experiences

Table 57: Access to flexible work and experiencing an inclusive culture

Fire and Emergency 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
ACT Emergency Services Agency#	100	100	100	-	-	-
Airservices Australia, Fire and Emergency	94.0	85.0	86.0	71.2	76.8	76.7
Country Fire Authority Victoria	78.0	75.0	76.0	74 .0	75 .0	72.0
Fire and Emergency New Zealand#	-	-	-	66.0	64.0	64.0
Fire and Rescue NSW	-	-	53.5	-	-	72.0
Fire Rescue Victoria	-	-	-	-	-	-
New South Wales Rural Fire Service	-	-	60.0	-	-	60.0
NSW SES	82.0	82.0	82.0	75.0	76.0	73.0
Queensland Fire and Emergency Services#	72.0	56.0	60.0	69.0	74.0	72.0
Queensland Parks and Wildlife Services	-	-	72.0	76.0	76.0	-
SA Metropolitan Fire Service	-	-	63.0	-	-	76.0
South Australia State Emergency Service	-	-	66.0	-	-	84.0
Victoria State Emergency Service	-	-	68.0	-	-	68.0
Fire and Emergency Group Averages	87.0	80.8	71.1	71.4	73.4	71.7
Fire and Emergency Group Averages (adjusted)	62.0	55.8	68.9	71.5	72.5	69.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available

Table 58: Sexual harassment – respect and safety at work

Fire and 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
Country Fire Authority Victoria	52.0	64.0	55.0	56.0	70.0	59.0
Fire and Emergency New Zealand#	67.0	60.0	62.0	70.0	68.0	69.0
New South Wales Rural Fire Service	-	-	88.0	-	-	-
Parks Victoria#	71.0	75.0	70.0	61.0	65.0	59.0
South Australia State Emergency Service	-	-	72.0	-	-	87.0
Fire and Emergency Group Averages	63.3	66.3	69.4	62.3	67.7	68.5
Fire and Emergency Group Averages (adjusted)	63.3	66.3	62.3	62.3	67.7	62.3

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available

Table 59: Exits during or at the end of parental leave

Fire and 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
AFAC	33.0	0.0	0.0
Airservices Australia, Fire and Emergency	0.0	0.0	0.0
Country Fire Authority Victoria	0.0	0.0	0.0
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	4.4	0.0	4.4
Department of Fire and Emergency Services WA	6.1	2.7	4.4
Emergency Management Victoria	5.9	0.0	4.2
Fire and Emergency New Zealand	11.1	-	11.1
Fire and Rescue NSW	2.6	1.1	1.6
Fire Rescue Victoria	0.0	0.0	0.0
NSW SES	0.0	0.0	0.0
Parks Victoria	1.3	0.0	0.1
Queensland Fire and Emergency Services	2.9	0.8	1.3
SA Metropolitan Fire Service	0.0	0.0	0.0
SAFECOM	-	-	0.0
Victoria State Emergency Service	0.0	0.0	0.0
Fire and Emergency Group Averages	4.5	0.3	1.7
Fire and Emergency Group Averages *(adjusted)*	5.5	0.5	1.9

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ 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 Fire & Emergency Group are as follows:

Organisations	Implementation Leaders
ACT Emergency Services Agency	Wayne Phillips, Kate Lowes
AFAC	Madeleine Kelly
Airservices Australia	Sheree Lineham
Bushfires NT	Tony Fuller
Country Fire Authority Victoria	Tasha Weir, Terri Wright
Department for Environment and Water SA	Ian Tanner AFSM
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service WA	Katie MacWilliams
Department of Fire and Emergency Services WA	Kim Lusk, Shelley Rush
Emergency Management Victoria	Kate Bender, Carlie Newman
Fire and Emergency New Zealand	Brendan Nally
Fire and Rescue NSW	Michelle Smith, Natalia Cruz-Hendricks
Fire Rescue Victoria	Thomas Hoffman, Natasha Pellicano
Forest Fire Management Victoria	Sam Quigley
Forestry Corporation NSW	Ross Dickson
NSW Rural Fire Service	Trina Schmidt
Northern Territory Fire and Emergency Services	Karen Elligett
NSW SES	Miranda Gilberg, Nic Steepe
NSW National Parks and Wildlife Service	Christina Bullivant

Organisations	Implementation Leaders
Parks Victoria	Jolene Goulton
Queensland Fire and Emergency Services	Stephen Smith
Queensland Parks and Wildlife Services	Rosie Amatt
SA Metropolitan Fire Service	Peter Button
SAFECOM	Leigh Pomario
South Australia State Emergency Service	Rachel Rowett
South Australia Country Fire Service	Sindy McCourt, Tammy Moffat
Tasmania Fire Service	Shane Batt, Emma McGrath
Tasmania SES	Mathew Brocklehurst, Lauren Cannell, Tracey Rogers
Victoria State Emergency Service	Erin Hegerty, Kristy Cadusch
Program Directors	Somali Cerise and Lisa Pusey

In Memoriam

The Fire and Emergency Champions of Change Group would like to acknowledge the passing of Kim Lusk, Implementation Leader, and District Officer, Office of the Commissioner, at the Department of Fire and Emergency Services WA.

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Global Tech Group

The Global Tech Group was originally established in 2018, in partnership with accelerateHER. Today it includes eight Members who lead some 300,000 employees in 104 jurisdictions.

Member organisations vary in size and structure, from large multinationals to conglomerates and start-ups. Many have immense reach and influence across countries and cultures through the products, services and content they develop, implement and/or distribute, often reaching millions of customers and communities each day.

Members work within and across their organisations to create and share initiatives to increase the pipeline of diverse women and under-represented groups, and enable flexible work. They take action to cultivate an inclusive workplace culture, including eliminating everyday sexism, everyday racism, and homophobia, and by reducing the homogenous culture in tech.

Improving transparency and progress reporting on diversity, equality and inclusion (DE&I) is a priority for Members, along with advancing intersectional representation and developing a framework for promoting gender-equal and inclusive design.

Outcomes for 2021–22

46.7%

Women's **representation** gender-balanced across the Group

80.0%

Members **achieved or moved closer to gender balance** across 80.0% of leadership categories in 2022

Champions of Change

Damian Bradfield
Co-Founder,
Chief Creative and
Sustainability Officer
WeTransfer

Jon Cook
CEO, VMLY&R
WPP Executive
Committee

Steve Demetriou
Chair and CEO
Jacobs

Nancy Duboc
CEO
VICE Media

David Jones
Founder and CEO
The Brandtech
Group

Dr Rahmyn Kress
Founder and CEO
WeVee Technologies

Roger Lynch
CEO
Condé Nast

Bob Shennan
Managing Director
BBC

Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

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Actions and impact **2022**

With such a diverse and geographically dispersed Membership, the Global Tech Group focuses on listening and learning together and taking action within Members' spheres of influence.

In 2022, the Group held deep dives with experts on the state of women's rights globally; gender-based violence and discrimination; the future of flexible and hybrid work; mental health and wellbeing in the workforce; organisational responses to domestic and family violence; and eradicating sexual harassment and microaggressions at work.

The scale and reach of changes that Global Tech Members are leading on DE&I are significant. The majority provide comprehensive public reporting on their progress towards achieving gender equality and inclusion targets that are aligned with applicable international reporting frameworks. These reports detail key measures such as women's representation and pay equality, while also outlining innovative programs and initiatives they have in place to accelerate change.

- **BBC** annually eports progress towards organisational DE&I targets, programs and initiatives via its Group Annual Report and Accounts, Equality Information Report, UK Pay Gap Report and its 50:50 Equality Project Impact Report project, to help achieve equity in gender, ethnicity and disability representation across the BBC.

- **Condé Nast** released its second annual Diversity and Inclusion Report in May 2022 titled *Champion all Voices*. The report stated that across the organisation's US workforce, 41% of all new hires identified as people of colour in 2022, an increase of 4% on the previous year. It continues to have one of the largest female workforces (65%) across the media landscape, and its executive leadership team is one of the most diverse with 70% female, 30% LGBTQ+ and 30% people of colour representation.

- **Jacobs** *2021 Integrated Annual Report* shares its progress towards its gender equality and inclusion goals. The Board of Directors is now 55% diverse and the executive leadership team is 67% diverse (based on race and gender). Jacobs' aspirational goal is to create a 40:40:20 genderbalanced workforce globally over the next five years: 40% women, 40% men and 20% open to any gender. Currently at approximately 30% women, Jacobs' senior leaders are committed to and accountable for quickly achieving the next 10% and beyond. In the reporting period, Jacobs was named in The Times Top 50 Employers for Women and awarded Employer of Choice for Gender Equality by Australia's Workplace Gender Equality Agency for the fifth year running.

- **We Transfer** released its second Responsible Business Report in April 2022, including progress towards its DE&I goals. The challenges in achieving DE&I is also identified as one of 11 key issues in its first Materiality Report released in March 2022. The company is now in its second year as a certified B Corporation, requiring it to meet the highest standards of verified social and environmental performance, public transparency and legal accountability.

- **WPP** published its *2021 UK Gender Pay Gap Report* alongside its Annual Report and Sustainability Report in March 2022, covering progress on gender equality and inclusion. WPP continues to focus on driving greater gender balance throughout the company and, in particular, at the most senior levels, with 52% women in senior management compared to 51% in 2020 and 39% women in executive leadership 40% in 2020. In addition to statutory gender pay gap reporting, WPP publishes the consolidated data for all eligible WPP companies in the UK. WPP now ranks eighth out of 100 for gender representation among senior leaders and at the board level in the UK FTSE Women Leaders Review. The proportion of women on WPP's board has increased to 43% (up from 27% in 2018). This year, WPP was recognised as a Leader in the Bloomberg Gender-Equality Index for the fourth year in a row.

- **Vice Media Group** (VMG) released its third Diversity and Inclusion Report in March 2022. For the second year in a row, the majority of global employees are female (56%), with an increase in the number of new hires coming into VICE Media Group who are women, from 57% in 2021 to 66%. Small changes in racial representation in the US were achieved, with 41% of the team being black, indigenous and people of colour (BIPOC), compared to 42% in 2020. Among new hires in the US, the majority are BIPOC (53%).

- **BrandTech Group**, has achieved gender balance in its global leadership team and continues to empower and develop young leaders to build a fair and sustainable future through its One Young World Foundation. In September 2022, the foundation hosted its annual One Young World Summit in Manchester. It partnered with more than 190 global businesses, non-government organisations and educational institutions to provide a leadership development program and community for hundreds of emerging leaders who form part of its growing network of 13,000 ambassadors globally. A key topic of discussion at the summit was how to accelerate gender equality.

Practical actions

Table 60: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

- 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

Creating Accountability

- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

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

Table 60: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expanded relationships with external support services

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

Impact details 2022

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

Table 61: Gender balance in leadership

Global Tech Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Jacobs	29.4	30.6	-	29.3	22.2	26.9	30.0	30.0
WPP*#	55.6	-	39.5	-	52.2	-	57.1	-
Global Tech Group Totals	46.7	30.6	39.5	29.3	50.2	26.9	47.5	30.0
Global Tech Group Totals (adjusted)	46.7	30.6	39.5	29.3	50.2	26.9	47.5	30.0

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

◆ Moving closer to gender balance since 2021

◆ Increase in under-representation of women since 2021

◇ Not applicable

◈ Unchanged since 2021

◻ Not reported in 2021

⬠ Includes non-binary gender

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

Table 62: Gender balance in recruitment, retention, promotions and exits

Global Tech Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Jacobs	46.2	39.1	29.2	26.9	35.0	29.4

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

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 – WPP website and individual agency websites.

Flexible and inclusive employment experiences

Table 63: Access to flexible work and experiencing an inclusive culture

Global Tech 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
Jacobs	91.0	89.2	89.8	83.4	83.0	83.1
WPP#	-	-	79.0	85.0	86.0	85.0
Global Tech Group Averages	91.0	89.2	84.4	84.2	84.5	85.0
Global Tech Group Averages (adjusted)	91.0	89.2	84.4	84.2	84.5	85.0

◆ Improved since 2021   ⬠ Not improved since 2021   ◻ Not reported in 2021   ◇ Data not available   ⬠ Data for 'All' includes non-binary gender

Table 64: Sexual harassment – respect and safety at work

Global Tech Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment		
	Women	Men	All
Jacobs#	95.8	94.5	95.0

◆ Improved since 2021   ⬠ Data for 'All' includes non-binary gender

Table 65: Exits during or at the end of parental leave

Global Tech 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
Jacobs	10.2	11.3	10.7

⬠ Not improved since 2021

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	Joanne Abeyie
Condé Nast	Yashica Olden and Zoe Garland
Jacobs	Somoud Al Masri
VICE Media	Hannah Kerby
The Brandtech Group	Dr Pauline Forte
WPP	Gill Hardy
Program Director	Leigh Russell (until April 2022), Julie Bissinella (since May 2022)

Using the power of our strong underlying culture of inclusion and diversity to drive innovation in solutions means higher value for our employees, our customers and communities, and inevitably, higher returns for our shareholders.

Steve Demetriou
Chair and CEO
Jacobs

Health Group

The Health Group was established in 2019. The Group has 17 Members who lead some 40,000 employees across Australia. It includes representatives from Australia's leading health and hospital care providers, the primary healthcare sector; pharmaceutical, funding and government bodies; and peak professional bodies.

The health sector is highly gender-segregated, and women occupying as much as 80% of all roles. However, in most health organisations women's progression to senior management is not proportionate to their representation. Over the longer term, sustained efforts to cultivate inclusive workplaces by attracting more men workers will disrupt the gendered nature of the sector.

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 the opportunities offered by high-paying careers in the sector
- cultivate inclusive cultures that deliver efficiency within organisations and across the health sector.

The focus for Health Group Members during 2022 remained on supporting their frontline staff, many of whom have experienced significant and ongoing strain as a result of the COVID-19 pandemic. In addition, the Group is increasing its efforts to improve its workforce attraction and retention.

To support this focus on its staff's wellbeing, Health Group Members continued to take actions that aligned with three pillars, which were identified during an analysis of the pandemic's impact on the future of the workforce. These pillars include:

1. Workforce
2. Ways of Working
3. Culture, Safety and Wellbeing.

Outcomes for 2021–22

76.7%

Women's **representation** achieved overall across the Group ⬇ from 77.5% 2021

80.0%

Women's **recruitment** achieved overall across the Group ⬆ from 79.9% in 2021

85.6%

Women's **promotions** achieved overall across the Group ⬆ from 83.1% in 2021

81.0%

Members **achieved or moved closer to gender balance** across 81.0% of leadership categories in 2022

Champions of Change

Jim Birch AM
Chair of Board
Australian Red Cross
Lifeblood

Martin Bowles AO PSM
National CEO
Calvary

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

Trevor Danos AM
Chair
Northern Sydney
Local Health District

James Downie
Former CEO
Independent
Hospital Pricing
Authority

Professor Mary Foley AM
Former Managing
Director
Telstra Health

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
Former Secretary
NSW Health

Nadia Levin
CEO
Research Australia

Peter McIntyre
CEO
The Royal Australasian
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

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

Convenor

Professor Christine Bennett AO

Actions and impact 2022

Stepping up as leaders

- **Northern Sydney Local Health District** (NSLHD) established the '*Advancing Women in Medical Leadership*' group. NSLHD also established a trust fund to help women medical staff access and participate in internal and external leadership development opportunities by providing the clinical backfill required to release them from clinical duties.

Creating accountability

- **Aspen Medical** increased the representation of women in leadership roles, particularly on KMP and Head of Business level (from 0 to 52.25%), and achieved gender balance on its Board.

- **Calvary** achieved gender balance on its National Executive Leadership team, and on its Board.

Dismantling barriers for carers

- **Calvary** launched a new parental leave policy, reflecting a gender neutral stance for parental leave and introducing paid leave for pregnancy loss for salaried employees.

- **The Royal Australasian College of Physicians** increased its paid parental leave from 12 weeks to 18 weeks. The Parental Leave Policy also supports 18 weeks paid secondary carer's leave, which aims to enable primary carers to return to their career and the talent pipeline earlier.

Gender equality in society

- With the pandemic forcing businesses to accelerate the adoption of technology, Health Group Members took action to increase women's participation in the growing digital economy, helping to increase gender equality in these high-paying, high-growth jobs.

  A practical action under this initiative has been Telstra's Brilliant Connected Women in Digital Health Awards, which recognise and celebrate the outstanding achievements of women in digital health, while raising awareness about the opportunities in the sector and inspiring others to follow their lead.

- The Health Group has actively implemented workplace responses to domestic and family violence, guided by advice from survivor advocates and frontline service providers within the health sector.

- **Aspen Medical** began tailoring Domestic and Family Violence policies in Papua New Guinea, Fiji and United Arab Emirates, ensuring responses and support are culturally appropriate.

- **Telstra Health** began service provision of the 1800 Respect phone line in July 2021, which provides support for people experiencing domestic and family violence. The 1800 RESPECT service responded to more than 286,000 phone and online contacts in the 2020–21 financial year.

Disrupting the status quo

- The Health Group has begun examining opportunities for flexible ways of working that can be adopted in frontline areas of health organisations.

- Health Group Members continued a pilot sponsorship program for women leaders in Health.

- **St Vincent's** continued its Women in Research Mentor Program. This initiative is intended to support career progression and to empower women in the inclusive health and medical research sector.

- **Calvary** launched the Speaking up for Safety program nationally in 2021, which is designed to achieve cultural change by normalising and empowering all staff to have respectful two-way communication to prevent unintended patient harm.

The most important lesson I've learned in relation to gender equality is that people's opinions towards gender equality may be ingrained and unconscious, but it is important to have open conversation about them, recognise issues and focus on evidence. It is only then that a greater sense of inclusion for all employees will be achieved. The benefits are bountiful and include positive employee engagement, productivity, retention and a spirit of fairness and respect across the organisation.

Martin Bowles AO PSM
National CEO
Calvary

Practical actions

Table 66: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 66: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable

Impact details **2022**

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

Table 67: Gender balance in leadership

Health Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aspen Medical	70.0	54.5	50.0	42.9	28.6	48.9	71.6	54.5
Calvary	81.5	63.6	-	65.7	62.0	73.8	81.9	55.6
Department of Defence, Joint Health Command	63.6	-	-	50.0	54.4	51.6	71.7	-
Northern Sydney Local Health District*^	72.5	60.0	-	55.0	66.4	69.2	72.7	61.5
St Vincent's Health Network Sydney#	70.8	46.7	-	-	50.0	54.8	71.5	50.0
The Royal Australasian College of Physicians	78.9	66.7	-	60.0	-	76.8	80.4	62.5
Health Group Totals	76.1	57.1	50.0	59.5	58.2	66.6	76.8	56.5
Health Group Totals (adjusted)	76.7	60.4	-	59.5	58.2	67.6	77.4	57.7

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	62.0	40.0	26.0	41.0	31.0	44.0	87.0	38.0

Notes:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Department of Defence, Joint Health Command – Data includes both APS and ADF workforce.

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

◆ Moving closer to gender balance since 2021

◆ Increase in over-representation of women since 2021

◇ Not applicable

◇ Unchanged since 2021

◆ Not reported in 2021

⬦ Includes non-binary gender

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

◇ Data includes volunteers

Table 68: Gender balance in recruitment, retention, promotions and exits

Health Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aspen Medical	-	74.3	61.4	83.3	70.0
Calvary	88.1	80.1	79.3	87.2	81.5
Department of Defence, Joint Health Command	-	74.2	72.7	73.3	63.6
Northern Sydney Local Health District	60.5	76.1	71.8	76.2	72.5
St Vincent's Health Network Sydney	50.0	60.5	63.6	60.0	70.8
The Royal Australasian College of Physicians	-	79.1	76.7	93.8	78.9
Health Group Totals	63.1	74.7	73.9	79.5	76.1
Health Group Totals (adjusted)	88.1	80.0	79.2	85.6	76.7

Notes:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Department of Defence, Joint Health Command – Data includes both APS and ADF workforce.

Recruitment

◆ Gender balance achieved (40%–60% women in graduate and overall recruitment)

◇ Not applicable

◆ Women hires under 40% or over 60%, and overall gender balance in the organisation is improving

◆ First year reporting

◆ Women hires over 60%, but not improving overall gender balance in the organisation

Retention

◆ Women % less than 40% or greater than 60% and number of total exits is not more than number 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

Flexible and inclusive employment experiences

Table 69: 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
Department of Defence, Joint Health Command	64.4	-	60.5	-	-	67.4
Northern Sydney Local Health District#	55.0	55.0	55.0	80.0	80.0	80.0
The Royal Australasian College of Physicians	-	-	88.0	-	-	76.0
Health Group Totals	59.7	55.0	67.8	80.0	80.0	74.5
Health Group Totals (adjusted)	-	-	74.3	-	-	71.7

Notes:

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

Department of Defence, Joint Health Command – Data includes both APS and ADF workforce.

◆ Improved since 2021   % Not improved since 2021   ◆ Not reported in 2021   ◇ Data not available

Table 70: 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
Calvary	0.1	0.1	0.1
Northern Sydney Local Health District	13.0	0.0	13.0
St Vincent's Health Network Sydney	16.8	19.0	17.2
The Royal Australasian College of Physicians	3.0	0.0	3.0
Health Group Totals	6.6	3.8	6.7
Health Group Totals (adjusted)	1.0	0.0	1.0

Notes:

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   % Not improved since 2021   ◆ Not reported in 2021   ◇ 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 Health Group are as follows:

Organisations	Implementation Leaders
Aspen Medical	Maricel Giorgioni
Australian Red Cross Lifeblood	Chrissi Ellankoon
Calvary	Jessica Morrissey and David Izzard
Department of Defence, Joint Health Command	Chaplain Dan Hynes and Louise Martin
Independent Hospital Pricing Authority	Samuel Webster
Northern Sydney Local Health District	Paula Williscroft and Christine Tait-Lees
NSW Health	Katrina Eadie and Jenny Del Rio
Royal Australian College of Physicians	Wayne Clark
St Vincent's Health Network Sydney	Matt Kearney and Rebecca Roberts
Telstra Health	Alex White
Program Director	Amanda Hede

Insurance Group

The Insurance Group was established in August 2019. It has six Members who lead some 34,000 employees across Australia and New Zealand.

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

In 2022, individual Members have also worked to introduce products and programs that support customers who are currently experiencing domestic and family violence, as well as their employees.

With the ongoing impact of COVID, Members sought to provide additional support to employees for mental health and wellbeing, and additional support for carers.

Historically, the Insurance industry has had one of the largest gender pay gaps in Australia. Over the past three years Members have worked to better understand the key drivers of their gender pay gaps and have taken action to reduce them. In particular they have focused on increasing women's representation in senior leadership and addressing like-for-like gender pay gaps.

Outcomes for 2021–22

57.6%
Women's **representation** gender-balanced across the Group

60.9%
Women's **recruitment** achieved across the Group ⬇ from 62.3% in 2021

61.0%
Women's **promotions** achieved overall across the Group ⬇ 61.8% in 2021

87.0%
Members **achieved or moved closer to gender balance** across 87.0% of leadership categories in 2022

Champions of Change

Richard Enthoven
Managing Director
Hollard Insurance

Richard Feledy
Managing Director
Allianz Australia

Lisa Harrison
CEO, Insurance
Product and Portfolio
Suncorp

Nick Hawkins
Managing Director
and CEO
IAG

Sue Houghton
CEO
QBE Insurance
Australia Pacific

Robert Kelly AM
Managing Director
and CEO
Steadfast

Convenor
Richard Deutsch
Non-Executive Director

Actions and impact **2022**

Stepping up as leaders

- **Suncorp** and **Allianz** were both recognised as an Employer of Choice for Gender Equality (EOCGE) by Australia's Workplace Gender Equality Agency (WGEA) for the period 2021–2023, marking 11 and 14 years of continuous citation, respectively.

- **Hollard** won the ANZIIF 2022 award for Workplace Excellence in Diversity and Inclusion for a second consecutive year.

Creating accountability

- A strong focus on establishing stretch targets and regular reporting against targets at quarterly Executive Leadership Team and Board meetings has resulted in improvements in women's leadership representation across all Member organisations.

- **Hollard** committed to a target of 50% women's representation in leadership by December 2023, defined as CEO-3 roles with a direct report/s. In August 2022, women occupied 46% of leadership roles, up from 40.5% last year.

- **IAG** established Divisional Gender Targets including an intent to reach 50% women's representation in senior management by June 2023. Progress is reported to Group executives regularly and to the People and Remuneration Committee of the Board annually. As at 30th June 2022, IAG has 44% of women in senior management, up 1% from 2021. The business remains focused on leadership development, the acceleration of talent, and the succession approach underpinned by broader policies and practices.

- **Suncorp** maintained gender balance across all leadership levels, with women representing 53.7% of all leadership positions at the end of June 2022. This was achieved through continued focus on targeted leader development programs for women; and continuation of the recruitment guideline mandating that one man and one woman must be included on the shortlist for every senior leader vacancy.

- **QBE** has seen an ongoing positive trend in the representation of women in leadership, tracking well against the target of 40% women's representation by 2025. This progress is the result of a sustained gender-balanced focus in pipeline building, recruitment, promotions and succession. In 2022, women in leadership targets were included in the Executive KPIs.

- **Steadfast** committed to a target of 45% women's representation in leadership by 2024. As at June 2022, 44% of leadership positions were held by women. Related data and initiatives are reported quarterly to the Board, and the People, Culture & Governance Committee.

- **Allianz** continues to surpass its 40:40:20 target. Allianz has maintained a strong focus on supporting diversity and mitigating bias in talent pipelines and succession planning, and continues to achieve gender balance in senior leadership. At 1 July 2022, women's representation: 47% in senior leadership and 45% in mid-management leadership pipeline roles.

- Across the Insurance Group, Members have continued to dedicate time and resources to reduce the gender pay gap in their organisations.

- In 2020, **Suncorp** set a target to reduce the gender pay gap by 5 percentage points in 5 years. In 2022, Suncorp continued to reduce the gap, with a 1.2 percentage point reduction. This was achieved by:

  – setting targets for increasing women's representation in senior roles and increasing men's participation in lower-paid roles

  – establishing a taskforce that meets monthly to track progress against gender pay gap targets and intervene early to mitigate emerging risks

  – analysing pay equity biannually and allocating budget to correct instances of pay inequity

  – monitoring Group-wide and functional targets for the representation of women in senior leader roles and the gender pay gap.

- **Allianz** conducts annual gender pay gap analyses and this year eliminated all like-for-like gender pay gaps.

Dismantling barriers for carers

- **Allianz** updated its parental leave provisions to ensure coverage for people who are in same-sex relationships, who have surrogacy arrangements or who have experienced the miscarriage or still birth of a child, and removed the eligibility period to access these provisions.

- **QBE** became a Foundational Sponsor of the Pink Elephants Support Network, Australia's first free counselling program for parents who have experienced pregnancy loss.

- Men as carers remains a focus following the 2019 launch of Share the Care, **QBE's** gender-neutral flexible paid parental leave policy. In 2022, men represented 30% of carers, up from 8% in 2019.

- **Suncorp** enhanced paid and unpaid parental leave offerings by increasing paid primary carer's leave by four weeks to 20 weeks, and secondary carers leave by one week to four weeks. It also changed the eligibility period to claim paid parental leave to give all employees the opportunity to access parental leave upon commencement of employment.

- **Steadfast** updated its paid parental leave policy to remove primary/secondary carer references, and enable concurrent paid leave.

Gender equality in society

- All Members continue to work to support customers experiencing vulnerability.

- **Suncorp** changed its insurance policy wording to support customers experiencing vulnerability. The policy now includes a "conduct of others" clause to support those who need to claim for damage caused by acts of another policyholder that may involve mental illness, substance abuse, violence or intimidation. New policy wording was applied retrospectively across contracts to enable access and fairness. This followed extensive work by Suncorp to train frontline teams to identify customers requiring extra care. The company has established specialist hubs to support customers experiencing vulnerability, and created a referral partnership with Uniting Care (CareRing) to broker emergency support to those experiencing significant vulnerability.

- **Allianz** Australia established a Domestic and Family Violence Policy for customers, which prioritises the safety of customers and their children and responds flexibly to their individual circumstances. The policy provides affected customers with a specialist case manager, protects the privacy of customer information, provides sensitive claims handling, helps set up new insurance policies, and provides financial hardship assistance and referrals to appropriate support services. Employees, agents, partners and distributors receive extensive training, including in identifying the early signs of customers experiencing domestic and family violence and responding to disclosures with dignity, care and respect.

- **Suncorp** and **Allianz** support women through Settlement Services International, a refugee employment program that sponsors vulnerable refugees who are small business owners and entrepreneurs.

Actions and impact 2022

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

  – **Suncorp** participated in a series of 'Safety by Design' workshops with the Australian Government's Office for Women on issues surrounding the weaponisation of products and services (including insurance and banking). The workshops helped to create a set of Design Principles for all types of organisations to use.

    Suncorp is advocating widely for these design principles to be used by other insurers and regulators. The company has led workshops on their use within other sectors, including two sessions for the Financial Counselling Australia Conference.

  – **Suncorp** worked with ASIC, via the Insurance Council of Australia, and on behalf of the general insurance industry to create legislative instruments that would prevent insurance companies from sending certain disclosure documents if there was a reasonable concern that this could trigger family violence or economic abuse. The legislative instrument was gazetted on 27 September 2022.

  – At **Suncorp**, over 1,400 cases of family violence were identified and customers supported by the Insurance business in the past year as a result of extensive training of frontline staff, and new systems and policies.

  – **Hollard** amended its Domestic and Family Violence Policy to provide unlimited paid Empowerment Leave for 'Hollardites' experiencing domestic and family violence and ensure salary continuation while they take care of their safety and wellbeing needs. Leave duration is based on individual needs.

  – **Hollard** curated a detailed protocol for supporting Hollardites who use violence, with guidance from No to Violence. The protocol includes assessment by the Men's Referral Service, sponsoring of any relevant behavioural change programs, and follow up by HR during the first 12 months post completion of the program, to assess effectiveness. The new process was cascaded to the business via Hollard's Gendered Violence Prevention e-module and its domestic and family violence intranet hub. The e-module has been completed by 84% of Hollardites and 86% of People Leaders to date.

  – **QBE**, in partnership with Challenge DV, continues to support awareness and understanding of domestic and family violence. Challenge DV hosted the First Responder Quarterly meetings throughout 2022, covering a range of topics and supporting ongoing capability uplift of 60 first responders.

  – **IAG**, in partnership with Lifeline Australia, provided Accidental Counsellor training upskilling for Peer Supporters to support employees in times of mental distress and/or in crisis, including employees impacted by domestic and family violence. Across Australia and New Zealand there are 106 Peer Supporters.

- In recognition that women have carried the broad burden of care during the COVID-19 pandemic, Insurance Group Members enhanced mental health and wellbeing support programs.

  – **Allianz** developed a mental health an online wellbeing hub to support leaders and other employees. The hub offers recorded classes, a podcast series and wellbeing Hack Packs. Around 2.5% of Allianz's workforce are trained mental health first aid officers.

  – **Allianz** is a founding member of the Corporate Mental Health Alliance, which was launched in 2020 to create a culture of good mental health for the Australian workforce.

  – **Allianz** commissioned research conducted by YouGov Plc, resulting in *Finding Balance in the Modern Workforce* report, which focuses on the impact of the pandemic on workplace wellbeing.

  – **Hollard** implemented a Mental Health Roadshow for leaders to support team members, highlighting available mental health and wellbeing tools. This roadshow reached most leadership teams and assisted in increasing registration to the Unmind mental health app, Employee Assistance Program (EAP) consultations and uptake of Hollard's annual five-day Wellbeing Leave from 177 days in 2020–21 to 509 in 2021–22.

  – **QBE** launched 'Thriving at our Best', bringing together three pillars - Healthy People, Healthy Teams and Healthy Workplace. A new mental health app, Unmind, complemented the launch.

  – **Suncorp** delivered a Wellbeing app to employees, which provides EAP psychologist counselling via live chat functionality and access to mental health and wellbeing content, including counselling and resources to support people experiencing domestic and family violence. Since launch, the app has been downloaded by approximately 1,000 employees. Its live chat counselling continues to gain traction as an alternative EAP access option (6% use this modality) for people who may be in situations where they cannot speak openly or feel more comfortable expressing themselves in writing, or as a first step before considering counselling over the usual methods of phone, virtual meeting or face to face.

Disrupting the status quo

- Members continue to implement the recommendations in the Coalition's publication, Disrupting the System - Preventing and responding to sexual harassment in the workplace.

  – **Hollard** has enhanced Board reporting on workplace sexual harassment in addition to sharing across the organisation de-identified case studies to support individual learning and behaviour change.

  – **QBE** collaborated with Griffith University to progress a refreshed Sexual Harassment Policy and Guidelines: which includes; taking a people-centered approach; expanded definitions of the workplace; intent; supporting safety to speak up and transparency of the process. This is supported by the Know the Line program delivered by Brent Sanders, which explores the role individuals play in contributing to safe and respectful workplaces.

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Practical actions

Table 71: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway　　◆ In plan to commence or complete by 2023　　◆ Under consideration　　◆ Not applicable　　◆ Not reported in 2022

Table 71: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway　　◆ In plan to commence or complete by 2023　　◆ Under consideration　　◆ Not applicable　　◆ Not reported in 2022

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Impact details **2022**

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

Table 72: Gender balance in leadership

Insurance Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Allianz Australia	58.5	43.8	25.0	29.0	47.3	47.6	60.9	37.5
Hollard Insurance	53.6	40.0	34.0	50.0	52.0	42.2	56.5	62.5
IAG	58.9	50.0	25.6	-	43.5	45.6	62.0	40.0
QBE Insurance Australia Pacific	44.9	50.0	-	43.8	42.4	42.5	45.2	44.4
Steadfast	48.0	60.0	0.0	0.0	33.3	57.4	48.3	50.0
Suncorp	57.0	50.0	-	41.5	45.7	55.9	57.6	33.3
Insurance Group Totals	56.0	47.5	28.3	35.0	44.8	50.4	57.5	45.5
Insurance Group Totals *(adjusted)*	57.6	46.8	-	33.3	45.1	51.3	59.3	45.7

Note:

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

QBE Insurance Australia Pacific – Data includes Australia-based employees only. Data for 'Key Management Personnel' includes people in the WGEA 'Head of Business' category, to be more reflective of QBE's global reporting lines i.e. CEO direct reports. Board data is at 1 July 2022.

Steadfast – 2021 data included a subsidiary which is now reported separately.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ Moving closer to gender balance since 2021

◆ Increase in under-representation of women since 2021

◇ Not applicable

◈ Unchanged since 2021

◻ Not reported in 2021

Table 73: Gender balance in recruitment, retention, promotions and exits

Insurance Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Allianz Australia	46.7	59.8	60.2	62.2	58.5
Hollard Insurance	-	53.2	51.0	49.3	53.6
IAG	35.7	62.4	53.7	58.3	58.9
QBE Insurance Australia Pacific	-	60.2	71.3	60.5	44.9
Steadfast	50.0	44.4	52.3	52.6	48.0
Suncorp	54.8	61.8	63.4	61.2	57.0
Insurance Group Totals	50.6	61.1	60.0	60.7	56.0
Insurance Group Totals *(adjusted)*	50.6	60.9	58.3	61.0	57.6

Note:

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

QBE Insurance Australia Pacific – Data includes Australia-based employees only.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

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

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 organisation in the Insurance Group publicly discloses their pay equity gap:

- IAG – *2022 Annual Review, 2022 Sustainability Report*

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

Table 74: Access to flexible work and experiencing an inclusive culture

Insurance 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
Allianz Australia	91.0	90.0	91.0	94.0	91.0	93.0
Hollard Insurance	83.0	82.0	83.0	87.0	86.0	86.0
IAG	93.0	94.0	90.0	88.0	85.0	87.0
QBE Insurance Australia Pacific	79.0	82.0	79.0	80.0	81.0	81.0
Steadfast	100	100	100	-	-	85.0
Suncorp	92.0	94.0	93.0	96.0	96.0	96.0
Insurance Group Averages	89.7	90.3	89.3	89.0	87.8	88.0
Insurance Group Averages (adjusted)	91.8	92.0	91.4	91.3	89.5	90.5

Note:

QBE Insurance Australia Pacific – Data includes Australia-based employees only.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◇ Not improved since 2021   ◇ Data not available

Table 75: 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	95.0	95.0	87.0	87.0	87.0
IAG	95.0	93.0	94.0	-	-	--
QBE Insurance Australia Pacific	-	-	-	75.0	78.0	75.0
Steadfast	100	100	100	100	100	100
Suncorp	97.0	98.0	98.0	95.0	95.0	95.0
Insurance Group Averages	96.8	96.5	96.8	89.3	90.0	89.3
Insurance Group Averages (adjusted)	95.7	95.3	95.7	91.0	91.0	91.0

Note:

QBE Insurance Australia Pacific – Data includes Australia-based employees only.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◇ Not improved since 2021   ◇ Data not available

Table 76: 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	2.8	1.8	2.5
Hollard Insurance	0.0	0.0	0.0
IAG	2.3	0.0	2.3
QBE Insurance Australia Pacific	3.0	1.0	-
Steadfast	0.0	0.0	0.0
Suncorp	5.7	1.8	4.1
Insurance Group Averages	2.3	0.8	1.8
Insurance Group Averages (adjusted)	1.8	0.6	1.5

Note:

QBE Insurance Australia Pacific – Data includes Australia-based employees only.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◇ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available

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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 Shai Feniger
IAG	Niki Kesoglou and Gillian Folkes
QBE Insurance, Australia Pacific	Catherine McNair
Steadfast	Justin Mark
Suncorp	Sally Dickford
Program Director	Jo O'Brien

Domestic and family violence is a scourge on society and we all bear a responsibility, particularly as employers, to do all we can to ensure our workplaces operate as a refuge and place of safe harbour for all.

Richard Enthoven
Managing Director
Hollard Insurance

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Microsoft Partners Group

The Microsoft Partners Group was established in 2020 and includes CEOs and managing directors of eight Microsoft Partners. These are some of the largest partners in the Microsoft ecosystem.

The Group's priorities are on diversifying and growing the talent pipeline, expanding flexible work, and driving cultures of inclusion in individual organisations and for the technology sector as a whole. This includes eliminating everyday sexism, everyday racism, homophobia and ableism, increasing the diversity leadership.

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, and making return to the workplace physically and psychologically safe.

Challenges were experienced in maintaining gender balance at the senior management level across most Member organisations given the skills shortage and ongoing impacts of the pandemic.

The coming year will see an increased focus on building gender equal, diverse and inclusive workforces; developing Champions of Change across different levels and locations; and implementing Workplace Responses to Sexual Harassment using the framework outlined in the Coalition's *Disrupting the System* report.

Outcomes for 2021–22

37.2%

Women's **representation** achieved overall across the Group ⬆ from 35.4% 2021

49.6%

Women's **recruitment** gender balanced across the Group

36.8%

Women's **promotions** achieved overall across the Group ⬆ from 33.3% in 2021

47.6%

Members **achieved or moved closer to gender balance** across 47.6% of leadership categories in 2022
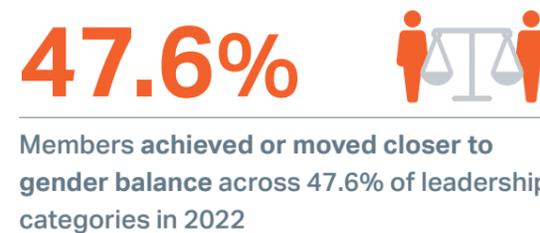
Champions of Change

Tim Ament
Chief Country Executive
Ingram Micro Australia and New Zealand

Jelaine Doncaster
Country Managing Director
Australia and New Zealand
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

Co-Convenor

Rachel Bondi
Vice President, Microsoft Asia Small, Medium and Corporate businesses

Co-Convenor

Vanessa Sorenson
Chief Partner Officer, ANZ and Managing Director Microsoft New Zealand

Co-Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

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Actions and impact 2022

Stepping up as leaders

- Members continued building more inclusive workplaces with a focus on greater allyship and inclusion strategies, with nearly 1,600 staff participating in a group-wide day of action. StandUp Together was an online event held in October 2021 as a day of action, education and awareness across the Group. It was curated by Microsoft and featured diverse panellists from partner organisations. All partners were encouraged to commit to practical actions as individuals and as teams to improve allyship and promote education and awareness.

- **Logicalis** was awarded the WIICTA Diversity and Inclusion Champion Award for a Company in 2022 for its implementation of a Safe Events protocol, along with its increased diversity and inclusion education and training for all employees, the impact of which will be measured in 2023.

Creating accountability

- All Members focused on improving their talent processes and actions to create more inclusive workplaces. This included ensuring job descriptions were gender neutral, creating gender targets for shortlists, and expanding partnerships, with schools to increase women's representation in graduate recruitment. Across the Group, this has resulted in:

  - 38.5% of graduate recruits at **Insight** being women

  - women comprising 47.4% of promotions and 47.2% of recruitment at **Synnex** compared to 33.3% and 41.3% respectively in the previous year

  - **Datacom** significantly expanding its graduate recruitment program from five women to 36, bring the total percentage of women to 38.9% in its latest intake. The company is now doubling the intake program on a yearly basis and expanding that to include other entry level opportunities, including a focus on First Nations employment.

  - **Ingram Micro** recruited more women to its Executive Leadership Team. By Quarter Four, 2022 33% of Key Management Personnel were women.

Dismantling barriers for carers

- **Logicalis** increased paid leave entitlements for primary and secondary carers. This has resulted in more employees taking parental leave. Employees on long-term leave are included in remuneration reviews and superannuation entitlements, which has resulted in a 2% reduction in the gender pay gap.

- **Ingram Micro** enhanced its gender-neutral paid parental leave offer for employees. It also created a refreshed gender equality strategy focused on attracting talented women by incorporating gender equality into talent review processes, and expanding the number of part-time roles.

Gender equality in society

- **Insight** continued its ongoing investment in its partnership with Dress for Success. Dress for Success is a community charity with a mission to empower women to achieve economic independence by providing a network of support, professional attire and the development tools to help women thrive in work and in life. Insight supports Dress for Success with financial donations and clothing drives with teammates.

Disrupting the status quo

- The Group expanded its talent pipeline work with a specific project for accessible digital skilling and returnships. This was intended to provide diverse pathways into the technology industry and increase women's representation in their organisations. This included the participation of 30 women and resulted in ongoing employment for 15 of the participants.

- Over 200 women from across the Group participated in the Microsoft cohort of the externally run **Women Rising** program. This year the program included a stream to support leaders to sponsor the participants once they've completed the program.

- **Insight** produced a 'Women In Tech' content series highlighting unique pathways into tech roles to attract more women into the sector. This initiative achieved an uplift of women's recruitment of 5.4% over the past year.

- **Dicker Data** was awarded the WIICTA Diversity and Inclusion Champion Award for a Vendor/Distributor in 2022 for continued focus on inclusive recruitment practices, which resulted in recruitment of women increasing to 40%, from 32.5% in 2021.

Practical actions

Table 77: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Table 77: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Impact details **2022**

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

Table 78: 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
Datacom*	40.7	50.0	7.1	23.4	25.0	41.4	28.6
Dicker Data*	39.6	33.3	35.7	29.6	24.5	41.6	57.1
Ingram Micro, Australia	34.2	20.0	12.5	28.6	31.8	35.3	-
Insight, Asia Pacific	28.7	33.3	50.0	25.0	50.0	28.0	40.0
Logicalis Australia#	23.9	-	33.3	12.5	31.3	23.6	-
Microsoft Australia	35.4	50.0	35.7	36.0	40.5	34.9	41.7
Synnex	34.9	23.1	40.0	0.0	34.8	35.8	-
Microsoft Partners Group Totals	37.0	28.6	26.7	30.9	35.4	37.5	41.7
Microsoft Partners Group Totals *(adjusted)*	37.2	32.0	30.5	31.1	35.7	37.7	41.7

Notes:

Ingram Micro, Australia – Data includes Australia-based employees only and is based on the WGEA 2021–22 reports. In Q4 2022 Ingram Micro increased women's representation on its Executive Leadership Team. By the end of 2022, women's representation for Key Management Personnel was 33%.

Microsoft Australia – Data includes Australia-based employees only and is based on the WGEA 2021–22 reports for Microsoft Pty Ltd (ABN: 29002589460) and Microsoft Datacentre (Australia) Pty Ltd (ABN:31163792078).

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)
- ◆ Moving closer to gender balance since 2021
- ◆ Increase in under-representation of women since 2021
- ◇ Not applicable
- ⊗ Unchanged since 2021
- ◇ Not reported in 2021
- ⊛ Includes non-binary gender
- ⊛ Role/s at CEO level held by one or more women

Table 79: Gender balance in recruitment and promotions

Microsoft Partners Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Datacom	38.9	51.2	33.2	36.4	40.7
Dicker Data	-	40.0	35.9	57.7	39.6
Ingram Micro, Australia	-	33.1	27.0	31.0	34.2
Insight, Asia Pacific	38.5	25.8	29.1	22.1	28.7
Logicalis Australia	-	25.6	22.0	22.2	23.9
Microsoft Australia	-	39.0	38.4	38.0	35.4
Synnex	-	47.2	41.0	47.4	34.9
Microsoft Partners Group Totals	38.8	48.5	33.6	36.6	37.0
Microsoft Partners Group Totals *(adjusted)*	38.8	49.6	33.2	36.8	37.2

Note:

Ingram Micro, Australia – Data includes Australia-based employees only and is based on the WGEA 2021–22 reports.

Microsoft Australia – Data includes Australia-based employees only and is based on the WGEA 2021–22 reports for Microsoft Pty Ltd (ABN: 29002589460) and Microsoft Datacentre (Australia) Pty Ltd (ABN:31163792078).

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

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

Flexible and inclusive employment experiences

Table 80: Access to flexible work and experiencing an inclusive culture

Microsoft Partners 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
Ingram Micro, Australia	-	-	-	90.0	80.0	83.0
Insight, Asia Pacific	-	-	-	-	-	93.0
Logicalis Australia#	100	100	100	80.0	95.0	88.0
Microsoft Partners Group Averages	100	100	100	85.0	87.5	88.0
Microsoft Partners Group Averages *(adjusted)*	-	-	-	-	-	93.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ⬡ Data not available   ⬡ Data for 'All' includes non-binary gender

Table 81: 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
Datacom	3.0	0.7	-
Ingram Micro, Australia	0.0	0.0	0.0
Insight, Asia Pacific	28.0	0.0	28.0
Logicalis Australia	0.0	0.0	0.0
Microsoft Australia	2.9	0.0	2.2
Synnex	22.2	0.0	13.3
Microsoft Partners Group Averages	7.0	0.1	7.3
Microsoft Partners Group Averages *(adjusted)*	15.5	0.2	10.1

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ⬡ 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
Datacom	Madonna Hensley
Dicker Data	Mary Stojcevski and Valeria Johnson
Ingram Micro, Australia and New Zealand	Davina Partridge
Insight, Asia Pacific	Katherine Clayton
Logicalis Australia	Scott Brown
Microsoft Australia	Ebeny Firth and Duncan Taylor
Synnex	Arthur Gimisis
WIPRO	Murali Marath
Program Director	Fran Bowron (until September 2022), Julie Bissinella (since May 2022)

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Pakistan Group

The Pakistan Group was founded in October 2018 and now has 23 Members who oversee some 78,000 employees across Pakistan. Members come from a variety of industries, including hospitality, telecommunications, information technology, textiles, financial advising, micro-finance, logistics and media.

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

In 2021–2022, the Pakistan Group continued its work on Fflexible work and return to workplace, gender-balanced recruitment and creating a gender-balanced public image. In addition to these action areas, Members began work on sexual harassment, gender pay equity, everyday respect and Everyday Champions of Change.

The Group experienced significant growth in the past year, welcoming the following new Members: Murtaza Ahmed, Managing Director, Artistic Milliners; Humayun Akram, Country Director, IDP Pakistan; Zeeshan Baig, General Manager, Syngenta Pakistan); Aamir Chottani, CEO, Chottani Industries; Kashif Gaya, CEO, Euronet Pakistan; Ali Gulfaraz, CEO and Managing Director, The Bank of Khyber; Harris Jamali, CEO, TCS Private Limited; Taimoor Mukaty, CEO, Liberty Mills; Qawi Naseer, CEO, L'Oréal Pakistan; Amir Paracha, CEO, Unilever Pakistan; Ehsan Saya , Managing Director, Daraz Pakistan; Hassan Tabba, CEO, Yunus Textile Mills; Sikandar Tiwana, CEO, Shan Foods; Sami Wahid, Managing Director, Mondelēz Pakista; and Roman Yazbeck, CEO, Phillip Morris International.

Outcomes for 2021–22

11.6%

Women's **representation** achieved overall across the Group ⬆ from 9.9% in 2021

28.7%

Women's **recruitment** achieved overall across the Group ⬇ from 34.1% in 2021

18.1%

Women's **promotions** achieved overall across the Group ⬆ from 13.1% in 2021

47.8%

Members **achieved or moved closer to gender balance** across 47.8% of leadership categories in 2022

Champions of Change

Murtaza Ahmed
Managing Director
Artistic Milliners

Zeeshan Baig
General Manager
Syngenta Pakistan

Humayun Bin Akram
Country Director
IDP Pakistan

Aziz Boolani
CEO
Serena Hotels, South and Central Asia

Aamir Chottani
CEO
Chottani Industries

Navid Fazil
CEO
Interloop Limited

Kashif Gaya
CEO
Euronet Pakistan

Ali Gulfaraz
CEO & Managing Director
The Bank of Khyber

Aamir Ibrahim
CEO
Jazz

Harris Jamali
CEO 2019-2022
TCS Private Limited

Irfan Wahab Khan
CEO
Telenor Pakistan

Taimoor Mukaty
CEO
Liberty Mills Limited

Qawi Naseer
CEO
L'Oréal Pakistan

Amir Paracha
CEO
Unilever, Pakistan Limited

Duraid Qureshi
CEO and Co-Founder
Hum Network Limited

Ehsan Saya
Managing Director
Daraz Pakistan

Asim Siddiqui
Country Managing Partner
EY Ford Rhodes

Furqan Ahmed Syed
CEO
Pakistan Business Unit
PepsiCo Pakistan

Hassan Tabba
CEO
Yunus Textile Mills Limited

Sikandar Tiwana
CEO
Shan Foods

Muhammad Uns
CEO
Swyft Logistics

Sami Wahid
Managing Director
Mondelēz Pakistan

Roman Yazbeck
Managing Director
Philip Morris Pakistan

Convenor

Fiza Farhan
CEO
ORA Global
Development Advisors

Actions and impact 2022

Stepping up as leaders

- **Artistic Milliners** launched a Diversity and Inclusion strategy that, which aims to help the most marginalised groups in Pakistani society, including women, transgender people, differently abled people and acid burn victims.

- **PepsiCo Pakistan** launched an internal Champions of Change network called PepsiCo Males, focused on creating allyship for gender equality.

- **Jazz** launched its diversity, equity and inclusion (DE&I) statement and DE&I strategy, which aims to improve the lives and livelihood of women in Pakistan through technology, and by employing the strategic pillars of People, Business and Community. The Power to Be You strategy, represents a focus on fostering a sense of belonging and empowerment in the workplace; creating inclusive products and content; working with partners who help Jazz build an inclusive digital society; and being mindful of the diverse community Jazz serves.

Creating accountability

- **Artistic Milliners** has 50% women's representation in top management roles, and was used as a case study by the IFC, World Bank Group. The current women's representation in the company's garment division is 33%, with a goal of achieving 40% women's representation by the end of 2023.

- **Jazz** has 30% women's representation at the leadership level and has reached 35% women's representation in recruitment. Jazz aims to ensure gender balance at all steps of recruitment. It has also set a target of 50% reduction in women's turnover in the organisation.

Dismantling barriers for carers

- Daycare and other facilities were introduced at the **Bank of Khyber**, **EY Ford Rhodes** (Karachi), **PepsiCo Pakistan**, **Shan Foods** for women staff.

- **Jazz** introduced its industry-first Phase-Back program for new mothers. MOMentum provides six months of phase-back support to all returning mothers, who can work completely from home with reduced workload and work time during the first three months of return. In the next three months they can decide their work pattern and workload so that they can ease back into the work without feeling pressured. MOMentum also offers new mother support groups, counseling for post-partum depression, and line manager training to support the return of new mothers to the workplace.

- To increase back-to-work opportunities for women who have taken a career break of 1.5 years or more, **Jazz** launched the six-month She's Back women's returnship program. All participants who completed the program and 75% of the returners were placed in a new position within Jazz. Remaining participants have grown the network within the organisation, which will help them in applying for the future roles.

- **L'Oréal** introduced paternity leave for six weeks and maternity leave for 16 weeks for new parents.

- **Mondelēz** revised the paternity leave entitlement for new fathers to two weeks. This has resulted in greater employee morale and satisfaction, recorded via pulse surveys.

Gender equality in society

- **HUM Network** began the annual Hum Women Leaders Award in 2020 to recognise the contributions and achievements of women from Pakistan and around the world who are the change makers in their respective fields. Eleven women are awarded for different categories every year.

- **Jazz** is actively working towards bridging the digital the gender gap by introducing women's economic empowerment initiatives. It is digitally enabling youth, especially women, by providing women entrepreneurs access to today's digital ecosystem through initiatives such as:

  – Jazz-TCF ED-Tech Initiative: and all-female faculty

  – Jazz-UNDP SDG Bootcamps: 20 bootcamps spread across five regions with 800 entrepreneurs and gender-balanced participation

  – Jazz-NIC Startup Incubation: supporting 112 women-led startups.

  – Jazz Smart Schools: a community outreach program working towards training and digital upskilling of women, including 75 all girl high schools, 1,046 women teachers and principals, and 38,453 women and girl students in total.

- **Jazz** launched Super for Change, with Jazz Super 4G. Using a mix of conventional mediums, the campaign highlights how digital enablement can transform the plight of marginalised communities. The campaign was supported by leadership messages and internal dialogues as well as learning nudges throughout the organization.

- **Jazz** is a Connected Women Commitment Partner of GSMA, and created products like Jazz Digit 4G to increase access to affordable smartphones and mobile internet, a key challenge for many women. Jazz has committed to increasing the proportion of women in its mobile internet customer base by 8% by the end of 2023, with a dedicated focus on women's smartphone ownership. JazzCash has already met its GSMA Connected Women target two years ahead of time with 50% women subscribed to JazzCash wallets.

- **Jazz**, in partnership with Lahore University of Management Sciences, hosted the Young Leaders Entrepreneurs Summit. This brought approximately 1,200 delegates (40% women) from colleges, universities and high schools from across the country together to facilitate innovative, solution-oriented thinking among the future leaders.

- **L'Oréal** launched Women of Worth, a campaign celebrating women, in partnership with Soul Sisters Pakistan and local influencers. Born out of the iconic L'Oréal Paris tagline, 'Because You're Worth It', the new campaign honours the intrinsic worth of everyday women who are inspiring others and creating positive change in their communities. The campaign brought women with inspirational stories together to share their experiences and support to other women. The #WorthIt campaign generated positive sentiments, creating up to 11,000 conversations and up to 450,000 engagements.

- Stand Up Against Street Harassment is an ambitious program that L'Oréal Paris launched internationally. The aim is to train 1 million people with The Right To Be's 5D methodology, focusing on self-defense techniques and other important tactics to deal with sexual harassment on the streets. To date, more than 180,000 people have been trained with Stand Up.

- **L'Oréal Pakistan** launched Stand Up in Pakistan inNovember 2021 in collaboration with local NGO Bedari to train men and women in Pakistan to stand up against street harassment. They will be setting a record for the highest number of training participants through this partnership, aiming to train 60,000 people this year.

- **PepsiCo Pakistan** launched the largest virtual internship program, Roshan Kal, with 1,000 graduates and a 50% gender split. A Rural Wonder Woman Program was launched where women from villages are trained as agents to set up home-based businesses selling PepsiCo and other products. This helps them generate income and better regulate family expenses. So far, 155 women have been onboarded. PepsiCo Pakistan's ambition is to reach 500 villages by the end of 2022.

Actions and impact 2022

- **Shan Foods** content on digital and traditional media advocate for gender equality and women's empowerment. They celebrate every woman's unique potential in and out of the domestic setting. This is evident in campaigns such as #morethanjustacook and #oathforher as well as the digital campaign Shan Stories of Strength.

- **Telenor Pakistan** entered into public and private partnerships with organisations such as the World Bank and GSMA. It collaborated with GSMA on a Connect Women initiative to increase women's representation in the workforce and to connect women around the world. Telenor Pakistan has provided 1,100 women with industry knowledge and relevant skills as part of the World Bank's Girls Learn Women Earn (GLWE) program. Its purpose is to impart creative problem-solving and digital skills to empower women entrepreneurs. In addition, a flagship program promoting responsible internet usage across all provinces and regions of Pakistan was initiated by Telenor Pakistan. It has so far trained 500,000 girls on safe and responsible usage of the internet.

- **Telenor Pakistan** began two initiatives to bridge the digital gender gap. Digital Birth is a flagship initiative designed to extend the fundamental right of identity to the children of Pakistan, with the majority of its participants being girls. The other flagship initiative is Taleemabad, an e-learning platform aimed at reducing the literacy gap in Pakistan through digitalisation. Taleemabad has empowered and educated 768,000 young women students since its inception.

Disrupting the status quo

- Under the Women at Milliners umbrella, **Artistic Milliners** led projects such as BSR HERhealth, Adult Literacy program, Micro-finance Literacy and Gap Inc., and the P.A.C.E. Program personal advancement and career enhancement for women at the company.

- **Artistic Milliners** has worked with UNDP on a youth employability program. Through this venture, women who have never worked before were taught employability skills by UNDP staff in Artistic Milliners' factories. Women were subsequently hired by the company as full-time employees.

- **The Bank of Khyber** established targets for women's recruitment, relaxed age requirements for women job candidates, introduced an anti-harassment policy and conducted associated training. These actions resulted better women's representation at the bank, a 100% women management trainee intake, more women branch and operations managers being hired, a woman being hired as a senior area manager for Lahore, and a woman becoming a board member.

- Applying a gender equality lens to all hiring, promotions and policies across the employee life cycle, **EY Ford Rhodes** achieved an increase in women's representation across the organisation in the past year, from 18.1% to 20.7%.

- **HUM Network** introduced transportation for women employees (specifically for areas located outside Islamabad), observing an increase in use from 68% to 76% in the past year. Conveyance allowance is also offered to women employees not using the company-provided service. As a result, women feel safer and more secure while commuting to work, as compared to their experience on public transport.

- **Interloop** set gender-specific targets for its business, and implemented a gender-based recruitment strategy, identifying positions that must be filled by women. Interloop also established a policy of shortlisting at least one woman candidate for final interview in all roles. As a result, overall women's representation increased from 7.9% to 10.7% in the past year and women's representation among promotions increased from 13% to 16%.

- **Jazz** introduced mandatory requirements for women to be included in the recruitment process for all roles. It also expanded its channels for women recruitment including referrals, headhunting and LinkedIn recruitment. Women's representation among new hires has increased from 9% to 14% in the past year. It is also mandatory that the shortlisted pool contain 50% women. This has resulted in a 12% increase in women's representation in new hires, reaching 37% in the past year.

- Talent development at **Jazz**, from early career development to fostering leadership potential, has improved the talent pool for internal hiring, which resulted in a 14.3% reduction in women's turnover in five months.

- **L'Oréal** introduced mandatory representation of women in applications and final selection pools, a roadmap to removing bias from the recruitment process through standardisation, and having an open dialogue on the challenges faced by women and how to resolve them. The company also introduced policies for flexibility via their Best of Both Worlds program, including flexible working hours and three days on site and two days offsite. The Disconnect to Connect initiative was also launched, which provides all employees one day off per quarter. It also encourages employees to keep from sending work-related emails outside of business hours, to ensure work–life balance. Women's representation improved from 34.5% to 65.5% in the past year.

- **PepsiCo Pakistan** introduced a 50/50 gender split requirement in applicant shortlisting and interviews for all management positions, proactively mapping diverse talent to critical roles for potential future hiring. This has resulted in a 46% women's representation in its leadership team and 30% women's representation in senior management roles.

- **Shan Foods** introduced Pink Leave for women to take breaks during their menstruation period. Annual awareness sessions on topics such as breast cancer, and health and wellbeing are also conducted.

- **Swyft Logistics** made a conscious decision to champion gender diversity by launching its flagship initiative, Monthlies, a menstrual leave policy that allows women to take a day off every month over and above their casual, sick and annual leaves. Swyft also collaborated with Santex to provide women staff with free period products in the office.

- **TCS** introduced flexible work policies for customer service staff. A Pick and Drop transport service was introduced for Head Office employees. As a result, the average quarterly retention rate in the first quarter of 2022 was 96.3%, which is 50% more than previous quarters.

- **Telenor** introduced a hybrid working model for all employees, with 100% of non-field-based employees (60% of total employees) now using this option. Around 77% of employees have reported being more satisfied and motivated at work, and 78% have witnessed increased productivity, as the decrease in commute time makes it easier to balance work deliverables and household responsibilities.

- **Telenor** launched its flagship initiative Naya Aghaaz in 2014, a 9-month program to hire women restarting their careers. Over the years, 116 women have participated and around 40% have continued employment at Telenor. In 2022, the Program's 7th cohort included 11 women hired as associates with 2 achieving ongoing opportunities within the company.

- **Telenor** continued their Open Mind Trainee program for people with disabilities. To date, this Program has hired 123 trainees, 50% of whom are women.

- **Unilever's** shift to hybrid working has given employees a better work–life balance, improving from 79% to 83% in the past year.

Practical actions

Table 82: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 82: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Impact details 2022

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	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (prof services only)
Artistic Milliners	27.8	11.1	-	0.0	6.7	4.5	28.2	-	-
Chottani Industries	3.8	-	-	6.3	0.0	21.1	3.5	-	21.1
Daraz Pakistan	16.8	33.3	12.5	-	17.0	19.3	7.1	-	-
Euronet Pakistan	11.4	0.0	-	-	18.8	11.1	11.2	-	-
EY Ford Rhodes	20.7	0.0	-	0.0	10.0	13.1	23.3	-	-
Hum Network Limited	13.9	22.2	-	16.7	0.0	10.9	14.8	37.5	-
Interloop Limited	10.4	25.0	-	6.6	12.1	8.5	10.5	14.3	-
Jazz#	16.5	30.0	0.0	12.1	4.1	8.5	18.6	-	-
L'Oréal Pakistan	36.1	-	-	25.0	41.7	37.1	25.0	-	-
Mondelēz Pakistan	8.6	50.0	-	-	19.2	19.3	5.2	-	-
PepsiCo Pakistan	18.0	46.2	-	29.2	29.4	13.4	18.7	-	-
Philip Morris Pakistan	18.8	18.8	-	-	7.5	29.6	17.4	14.3	-
Serena Hotels	13.0	0.0	-	25.0	5.3	9.0	13.4	-	-
Shan Foods	9.8	-	-	28.6	2.9	12.9	8.1	33.3	-
Swyft Logistics	15.0	33.3	20.0	-	16.7	8.3	15.6	-	-
Syngenta Pakistan	5.6	20.0	20.0	-	2.4	3.1	13.3	33.3	-
TCS Private Limited *	5.3	0.0	2.2	-	7.3	7.1	5.1	50.0	-
Telenor Pakistan	19.4	14.3	-	18.5	19.4	12.7	22.1	-	-
The Bank of Khyber	9.8	1.4	4.0	15.0	-	6.9	11.2	16.7	-
Unilever Pakistan	4.7	25.0	-	16.7	34.8	22.8	2.1	20.0	-
Yunus Textile Mills Limited	8.5	0.0	-	4.5	1.8	4.4	12.0	-	-
Pakistan Group Totals	15.0	12.2	6.3	12.0	14.2	12.2	15.3	26.0	21.1
Pakistan Group Totals (adjusted)	11.4	15.8	-	14.4	16.3	11.1	11.4	14.3	-

Notes:
EY Ford Rhodes – 2021 baseline data has been updated to enable year-on-year comparison.
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

◆ Gender balance achieved (40%–60% women's representation)
◆ Moving closer to gender balance since 2021
◆ Increase in under-representation of women since 2021
◇ Not applicable
◇ Unchanged since 2021
▢ Not reported in 2021
✳ Role/s at CEO level held by one or more women
◆ Category contains only one role (0% or 100% women).

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

Pakistan Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Artistic Milliners	32.7	-	42.4	35.7	34.3	27.8
Chottani Industries	27.3	-	0.0	18.2	9.1	3.8
Daraz	50.0	-	25.7	19.8	12.7	18.2
Euronet Pakistan	31.8	50.0	20.5	21.1	100	11.4
EY Ford Rhodes	28.8	-	20.6	19.7	19.5	20.7
Hum Network Limited	31.3	-	7.7	23.7	8.3	13.9
Interloop Limited	43.0	-	16.5	10.8	16.5	10.7
Jazz	77.8	-	35.3	23.6	10.9	16.5
L'Oréal Pakistan	100	-	25.0	27.3	52.4	36.1
Mondelēz Pakistan	50.0	-	21.9	26.1	50.0	8.6
PepsiCo Pakistan	-	-	31.6	21.7	13.8	18.0
Philip Morris Pakistan	36.4	-	-	-	-	18.8
Serena Hotels	21.2	30.8	27.9	23.2	37.5	13.0
Shan Foods	14.5	27.3	12.5	12.3	8.2	9.8
Swyft Logistics	50.0	50.0	17.9	16.7	16.7	15.0
Syngenta Pakistan	-	-	9.5	-	-	5.4
TCS Private Limited	-	28.6	15.3	9.1	8.2	5.3
Telenor Pakistan	-	58.0	26.0	30.5	28.6	19.4
The Bank of Khyber	-	-	14.2	5.8	9.3	9.8
Unilever Pakistan	-	-	36.5	31.6	34.7	4.7
Yunus Textile Mills Limited	15.4	0.0	2.0	9.5	7.1	8.5
Pakistan Group Totals	27.9	29.6	26.3	24.8	17.6	15.1
Pakistan Group Totals (adjusted)	21.2	-	28.7	20.2	18.1	11.6

Note:
Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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 owwr 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

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 organisations in the Pakistan Group publicly disclose their pay equity gaps:

- Telenor Pakistan – Corporate website
- Unilever Pakistan – Corporate website

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 *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**
Chottani Industries	1.0	5.0	6.0	100	100	100
Euronet Pakistan	10.0	10.0	-	90.0	-	-
EY Ford Rhodes	-	-	-	83.0	89.0	88.0
Interloop Limited	62.0	74.0	84.0	79.0	81.0	81.0
Jazz#	64.0	82.0	80.0	-	-	89.0
Mondelēz Pakistan	-	-	71.0	-	-	73.0
PepsiCo Pakistan	77.0	86.0	85.0	87.0	93.0	91.0
Shan Foods	-	-	67.0	-	-	33.0
Swyft Logistics	1.0	-	1.0	-	-	-
TCS Private Limited	100	100	100	100	90.0	100
Telenor Pakistan	-	-	70.0	-	-	83.0
Unilever Pakistan	74.0	79.0	78.0	73.0	81.0	79.0
Yunus Textile Mills Limited	83.0	87.0	87.0	90.0	91.0	91.0
Pakistan Group Averages	52.4	65.4	66.3	87.8	89.3	82.5
Pakistan Group Averages *(adjusted)*	-	-	70.0	-	-	85.5

◆ Improved since 2021   ◇ Data not available   ◈ Data for 'All' for Flexible Work includes non-binary gender

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**
Artistic Milliners	100	100	100	100	100	100
Chottani Industries	100	100	100	100	100	100
Euronet Pakistan	97.0	-	-	96.0	-	-
Jazz	-	-	96.0	-	-	83.0
Mondelēz Pakistan	-	-	100	-	-	100
Shan Foods	-	-	67.0	-	-	67.0
TCS Private Limited	100	100	100	100	100	100
Yunus Textile Mills Limited	93.0	94.0	94.0	93.0	95.0	94.0
Pakistan Group Averages	97.5	98.0	92.8	97.8	98.8	92.0

◇ Data not available

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

Pakistan 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
Artistic Milliners	0.2	0.0	-
Chottani Industries	0.3	2.4	2.7
Euronet Pakistan	0.0	1.0	-
EY Ford Rhodes	0.0	0.0	0.0
Interloop Limited	5.0	-	5.0
Jazz	19.0	0.0	0.0
Mondelēz Pakistan	-	-	0.0
PepsiCo Pakistan	-	100	100
Shan Foods	0.0	-	-
Swyft Logistics	0.0	0.0	0.0
TCS Private Limited	0.0	0.0	0.0
Unilever Pakistan	0.0	0.0	0.0
Yunus Textile Mills Limited	0.0	0.0	0.0
Pakistan Group Averages	2.2	10.3	10.8
Pakistan Group Averages (adjusted)	0.0	0.0	0.0

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◇ 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 Pakistan Group are as follows:

Organisations	Implementation Leaders
Artistic Milliners	Celestine Campos – D'Souza
Chottani Industries	Kinza Ejaz
Daraz Pakistan	Midhat Ayub
Euronet Pakistan	Ghouse Fakhri
EY Ford Rhodes	Abeera Ali
Hum Network Limited	Islam Ahmed Khan
IDP Pakistan	Minahil Jaffery
Interloop Limited	Saira Khan
Jazz	Sabahat Bokhari
L'Oréal Pakistan	Dipeeka Kumari
Liberty Mills Limited	Syed Saad
Mondelēz Pakistan	Afshan Khan
PepsiCo Pakistan	Sarah Hassan
Philip Morris Pakistan	Mirela Spagovic
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Swyft Logistics	Sana Mela
Syngenta Pakistan	Humaira Ahmad
TCS Private Limited	Muhammad Shahzaib Ghayas
Telenor Pakistan	Osman Ahmed
The Bank of Khyber	Muhammad Asif
Unilever, Pakistan Limited	Fatima Arshad
Yunus Textile Mills Limited	Tehmina Ali
Program Director	Troy Roderick
Program Manager	Nadia Sarver

> Pakistan's leaders coming together and committing to collective action towards creating diverse and inclusive workplaces, gives us all hope for a more progressive and equitable future for our women and girls. Working within the Champions of Change Coalition enables Pakistan's Members to accelerate gender equality within their organisations and beyond.

Fiza Farhan
Convenor, Champions of Change Coalition
and CEO, ORA Global Development Advisors

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Property Group

The Property Group was established in 2015 and today includes 25 Members who lead more than 25,000 employees. It includes senior leaders from 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 sector. The Property Group also aims to address community and social issues, including domestic and family violence, by leveraging its total industry footprint.

The Group continued to focus on three areas throughout the past year:

- growing the talent pool by, for example, focusing on increasing women's representation in the 'tough spot' areas of leasing and capital transactions
- embedding and radiating impact through methods like encouraging all levels of management to take personal responsibility for achieving gender equality across the organisation
- developing and implementing workplace responses to domestic and family violence, and further developing initiatives for the broader community.

In 2022, the Property Group welcomed new Members Jonathan Callaghan, CEO Cromwell Property Group, Simon Fenn, Managing Director CRE ANZ, Cushman & Wakefield, and Dan Kernaghan who took over from founding Member Stephen Conry AM as CEO, Australia and New Zealand, JLL. The Group also farewelled founding Members Peter Allen, previous CEO, Scentre Group, and Daryl Browning, previous CEO, ISPT, and welcomed their successors Elliott Rusanow and Chris Chapple.

Outcomes for 2021–22

48.8%

Women's **representation** gender-balanced across the Group

51.9%

Women's **recruitment** gender-balanced across the Group

51.1%

Women's **promotions** gender-balanced across the Group

67.5%

Members **achieved or moved closer to gender balance** across 67.5% of leadership categories in 2021

Champions of Change

Anthony Boyd
CEO
Frasers Property

Jonathan Callaghan
CEO
Cromwell Property Group

Chris Chapple
CEO
ISPT

Dale Connor
CEO Australia
Lendlease

Paul Craig
CEO, ANZ
Savills

Sophie Fallman
Managing Partner
Brookfield

Simon Fenn
Managing Director
CRE ANZ
Cushman & Wakefield

Tarun Gupta
CEO & Managing Director
Stockland

David Harrison
Managing Director and Group CEO
Charter Hall

Carmel Hourigan
Office CEO
Charter Hall

Peter Huddle
Acting CEO
Vicinity Centres

Bob Johnston
CEO and Managing Director
The GPT Group

John Kenny
CEO
Colliers Australia

Dan Kernaghan
CEO
JLL, Australia and New Zealand

Susan Lloyd-Hurwitz
CEO & Managing Director
Mirvac Group

Peter Menegazzo
CEO
Investa

Ken Morrison
Chief Executive
Property Council of Australia

Michael O'Brien
Managing Director
QIC Real Estate

Kylie O'Connor
Global Head of Real Estate
AMP Capital

James Patterson
CEO
Knight Frank Australia

Adrian Pozzo
CEO
Cbus Property

Phil Rowland
President and CEO ANZ
CBRE

Elliot Rusanow
CEO
Scentre Group

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 2022

Stepping up as leaders

- All Members endorsed to the Pitch Pledge as part of a holistic plan to increase women's representation in decision-making roles in capital transactions and leasing, an identified 'tough spot' within the industry. The Pitch Pledge applies to both the pitching company and the client and lasts for the duration of the engagement, not just the initial phase.

- **Charter Hall**, **Dexus**, **Frasers Property**, **Investa**, **Stockland** and **The GPT Group** retained the WGEA Employer of Choice citation.

- Members awarded under the Australian Workplace Equality Index for LGBTI+ Inclusion included **Scentre Group** and **Stockland**, both of which were awarded Silver Employer status; **Charter Hall**, **Dexus**, **Lendlease**, **QIC** were awarded Bronze Employer status; **The GPT Group**, which was awarded Small Employer Gold status; and **Investa**, which was awarded the most improved Small Employer.

- **Investa** won the Elizabeth Broderick Gender Equity Award at the 2022 Australian Human Resources Institute Awards.

- Phil Rowland from **CBRE** was the subject of a feature article in CEO magazine, in which he was quoted as saying: "Taking our leaders through the [Coalition's] 'Leadership Shadow' has made us better leaders." CBRE rolled out an appropriate workplace behaviour program about how not to be a bystander, and enabling us all to take responsibility for creating a respectful culture.

- The **Property Council of Australia** adopted strategies to increase gender-balanced representation at the Property Leaders' Summit. Its actions resulted in a 29% increase in women delegates, up from 22% in 2021, with 56% of panel speakers being women. Overall, 41% of speakers were women, up from 31% in the previous year.

- The **Property Council of Australia** held the Property Congress 2022 industry event. In the event's planning, the organisation set targets for women presenters, to align with the Panel Pledge, and achieved 55% and 40% women's representation among speakers and delegates respectively. This is the highest level of women's representation for this event to date.

Creating accountability

- **Investa** requires annual reporting to the Board on targets set in its 5-year Gender Equality Strategy and Action Plan, and included reporting of their gender pay gap in its public *2022 Sustainability Report*.

- **Cromwell**, **Colliers**, **AMP Capital** and **Frasers Property** introduced gender targets for all leadership levels.

- **Cromwell** included diversity targets in executive objectives and key results, and Key Management Personnel key performance indicators.

- **AMP Capital** incorporated gender diversity targets, both qualitative and quantitative, as part of scorecards that are used to determine individual short-term incentive outcomes.

- The **GPT Group** further reduced its gender pay gap to 20.7% by the end of 2021, down 17 percentage points on the prior year, and putting them ahead of industry benchmarks. This was done through ongoing focus on ensuring gender balance at all stages of recruitment and when considering promotion and secondment opportunities.

- **Savills** adopted diversity-related Key Performance Indicators for all division leaders. They include a 50/50 gender split requirement for all promotional and recruitment activities.

- The **GPT Group**, **QIC** and **Scentre Group** achieved zero gender pay gaps in like-for-like roles.

Dismantling barriers for carers

- **Brookfield Properties** updated their parental leave policy to increase primary carers leave to 20 weeks.

- Charter Hall established a Parental Leavers Community Group in 2020 to connect parents while on parental leave. The community shares special moments and challenges online, swaps helpful resources and arranges social get togethers, also attended by the Group CEO and Manager Director. This parents group has contributed to an increase in men taking parental leave, an in increase in parents returning to work following parental leave (95.7% in FY22). 100% of parents with children under 18 years of age stated that they would recommend Charter Hall as a great place to work (7 points above the organisation-wide result) in the most recent employee engagement survey.

- **Cromwell** launched gender-neutral paid parental leave, which saw an increase in the number of men accessing parental leave provisions, from 0 in the previous year to six in the first 6.5 months.

- **CBRE** halved the qualifying period for parental leave and established a Parents Hub. The number of women leaving CBRE during or just after taking parental leave was reduced by 50% compared to the previous year.

- **Brookfield Properties**, **CBRE**, **Colliers** and **Property Council of Australia** updated their parental leave entitlements to include superannuation payments for staff on unpaid parental leave.

- **Investa** extended their Grandparent Leave policy to include 12 months unpaid leave within two years, in addition to one week paid leave, which was in the policy when it was introduced in 2020.

- Since **Vicinity** launched their Every Family paid parental leave policy effective in 1 July 2021, 34% of those who accessed the provision were men, an increase of 7% on the previous year. The men took an average of 50 days or 10 weeks leave, compared to the previous average of nine days.

- **Stockland** launched a gender-neutral parental leave policy, offering up to 24 months leave that can be taken flexibly and extending paid parental leave to 20 weeks for all employees regardless of gender identity. Combined with their Keeping In Touch program , this has resulted in 93% of employees returning after parental leave.

Gender equality in society

- **Lendlease** doubled the annual amount of additional paid leave for employees who are experiencing, or their families are experiencing, domestic and family violence, from 10 days to 20 days. These policy changes were launched through organisation-wide online town hall sessions, with over 500 employees attending the live event. The event built better awareness of the increased level of support available, and received extremely positive employee reactions during and following the launch.

- **Charter Hall** and with their long-term partner Two Good Co – a social enterprise that supports, empowers and employs women who have experienced domestic and family violence – were named the Social Procurement Game Changer (NSW/ACT Region) in the 2022 Social Trader National Game Changer Awards, for installing 3,000 Protect and Connect soap dispensers in their CBD offices and managed properties. The initiative has employed 65 women who make the dispensers from recycled ocean waste plastic.

- **Charter Hall**, as principal partner of the NSW Women's Cricket team the NSW Breakers, have introduced a mentoring program that pairs 11 players with a senior business leader who can provide them with learning and networking opportunities to prepare them for life after cricket.

- **Scentre Group** was one of nine organisations in Australia and one of 418 globally to be included in the 2022 Bloomberg Gender-Equality Index (GEI), which measures gender equality across five pillars. Scentre Group's 2022 GEI score of 75.9% is above the global average overall score of 71% and the REIT industry score of 68.5%.

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Actions and impact **2022**

Disrupting the status quo

- **Abacus** increased the number of women new hires from 40% in FY21 to 58% by applying positive discrimination in favour of women, ensuring that the best women candidate/s are included at each step of the process.

- **Lendlease** launched a sponsorship program for talented women, achieving promotions for 18% of participants before the 12-month program was completed.

- **CBRE** introduced gender-neutral job advertisements, inclusive job statements, and mixed-gender candidate lists and recruitment panels, resulting in 56.4% of promotions being offered to women compared to 34.3% in 2021.

- **Cbus Property** increased overall women's representation from 40% to 44%, including an increase in senior roles from 25% to 39% and board members from 29% to 43%.

- **Cromwell** achieved 40:40:20 across all WGEA-reported categories of staff and the board.

- Around 60% of full-time male managers now use formal flexible working arrangements at **Investa**, an increase of 17% over the past year.

- **ISPT** increased women's participation in their executive leadership team, senior leadership group and 46% of functions across the business, along with gender balance among promotions. This result was due to actions like educating leaders on how to create safe and inclusive environments, ongoing engagement with recruitment partners, and completing a full remuneration review to identify and rectify gender pay gaps.

- In its seventh year, the **Property Council's** 500 Women in Property sponsorship program has 590 participants and sponsors, with 100% of Property Group members actively supporting the initiative.

- **Scentre Group** conducted its Emerging Female Leaders program for the second consecutive year. The program aims to recognise, profile and develop talented women by providing them with leadership and career advancement skills to support their progress.

- **Stockland** created and ran an Everyday Respect campaign to communicate its zero-tolerance stance to sexual harassment. The campaign included a toolkit to support 'upstander' behaviour and six short videos with examples of unacceptable and acceptable behaviour. The campaign reached 1,520 views and was included in seven leader briefings focusing on the role that leaders can play to reinforce everyday respectful behaviour.

The Property Champions of Change has been one of my industry and leadership highlights as a CEO. I have learnt a lot through our work. It has challenged me and my team, and helped to build a stronger and more diverse, inclusive and equitable culture at Scentre Group.

Peter Allen
Former CEO
Scentre Group (2014–2022)

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Practical actions

Table 88: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

- 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

Creating Accountability

- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Table 88: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway   ◆ In plan to commence or complete by 2023   ◆ Under consideration   ◆ Not applicable   ◆ Not reported in 2022

Impact details 2022

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

Table 89: Gender balance in leadership

Property Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Abacus	49.4	0.0	-	20.0	23.5	42.9	52.6	50.0
AMP Capital, Real Estate*	61.5	20.0	0.0	-	33.3	38.3	71.5	-
Brookfield Properties*	45.3	0.0	55.6	16.7	38.1	59.4	45.7	-
CBRE, Australia and New Zealand	41.8	45.0	-	34.8	28.8	37.3	44.3	36.8
Cbus Property	42.6	33.3	33.3	-	28.6	-	54.8	42.9
Charter Hall#	54.7	33.3	-	-	32.6	35.3	64.0	40.0
Colliers Australia	45.0	33.3	23.1	26.1	38.7	29.8	56.8	-
Cromwell Property Group	49.7	0.0	-	55.6	40.0	56.0	49.5	42.9
Dexus	53.3	50.0	-	19.6	41.5	54.2	61.7	42.9
Frasers Property	49.9	40.0	-	34.5	21.4	40.8	55.9	-
Investa	55.0	50.0	-	42.9	30.8	46.4	64.9	25.0
ISPT	52.7	37.5	-	36.4	41.7	45.0	57.5	40.0
JLL, Australia and New Zealand#	44.7	27.3	-	23.2	-	35.2	47.0	-
Knight Frank, Australia	43.4	41.7	-	31.3	21.7	31.0	47.7	20.0
Lendlease, Australia#	42.9	44.4	22.7	34.4	29.6	38.5	49.8	33.3
Mirvac Group*	45.3	37.5	-	45.0	21.6	45.6	46.9	44.4
Property Council of Australia	66.4	58.3	-	100	68.8	100	64.9	45.5
QIC Real Estate	48.5	40.0	-	25.0	28.9	44.3	60.7	-
Savills, Australia and New Zealand	54.5	50.0	22.2	18.9	25.0	49.7	69.1	-
Scentre Group	54.8	0.0	-	30.2	39.8	51.1	57.4	40.0
Stockland#	56.9	75.0	-	31.1	42.4	48.9	62.4	37.5
The GPT Group	56.7	50.0	-	40.0	53.1	54.6	58.7	42.9
Vicinity Centres	61.5	0.0	-	27.8	35.6	56.8	67.0	25.0
Property Group Totals	48.6	36.5	25.2	29.5	32.7	42.8	53.3	39.2
Property Group Totals (adjusted)	48.8	37.1	24.6	28.7	33.3	42.6	53.9	37.7

Notes:

Brookfield Properties – Key Management Personnel includes employees recorded in the Key Management Personnel/Head of Business category in the 2020-21 WGEA Report.

QIC Real Estate – Data includes Australian Real Estate Division only.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Key for Table 89: Gender balance in Leadership (p.220)

◆ 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

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

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

◇ Includes non-binary gender

Table 90: Gender balance in recruitment, retention, promotions and exits

Property Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Abacus	-	-	58.0	54.6	54.0	49.4
AMP Capital, Real Estate	0.0	-	71.4	61.5	62.5	61.5
Brookfield Properties	0.0	-	47.8	52.9	46.7	45.3
CBRE, Australia and New Zealand	33.3	-	48.0	46.8	56.4	41.8
Cbus Property	100	-	50.0	0.0	63.6	42.6
Charter Hall	33.3	-	59.8	55.0	58.0	54.7
Colliers Australia	46.7	60.0	53.1	54.7	42.1	45.0
Cromwell Property Group	-	-	52.9	53.8	66.7	49.7
Dexus	75.0	-	52.2	60.0	50.7	53.3
Frasers Property	60.0	-	58.7	39.0	43.7	49.9
Investa	-	-	68.5	57.4	48.6	55.0
ISPT	-	-	60.8	64.3	60.0	52.7
JLL, Australia and New Zealand	-	-	49.4	46.3	45.2	44.7

Note:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

◆ 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

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

Table 90: Gender balance in recruitment, retention, promotions and exits *(continued)*

Property Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Knight Frank, Australia	50.0	-	45.9	42.6	43.3	43.4
Lendlease, Australia	52.1	14.3	43.0	27.6	46.2	42.9
Mirvac Group	-	-	44.0	40.1	55.0	45.6
Property Council of Australia	-	-	53.7	64.9	63.6	66.4
QIC Real Estate	-	-	59.4	44.0	57.6	48.5
Savills, Australia and New Zealand	50.0	-	62.6	56.5	62.9	54.5
Scentre Group	-	-	55.5	54.5	59.7	54.8
Stockland	53.3	-	53.3	58.5	52.7	56.9
The GPT Group	33.3	-	54.6	52.5	59.7	56.7
Vicinity Centres	-	-	63.3	58.6	64.5	61.5
Property Group Totals	50.3	33.3	51.5	42.3	51.1	48.6
Property Group Totals *(adjusted)*	50.6	-	51.9	41.0	51.1	48.6

Notes:

Lendlease, Australia – During this reporting period, Lendlease divested the Services business and undertook a significant restructure, which saw a disproportionate amount of people leave the business (both men and women), reflected in data for exits in this table.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Recruitment

◆ Gender balance achieved (40%–60% women in graduate and overall recruitment)

◆ Women graduates or hires under 40%, and overall gender balance in the organisation has not improved

◆ Women graduates or hires under 40% or over 60%, and overall gender balance in the organisation is improving

◇ Not applicable

◆ Women graduates or hires over 60%, and overall gender balance in the organisation has not improved

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 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 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

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 pay equity

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

- Charter Hall – Sustainability Report
- Investa – 2022 Sustainability Report
- QIC Real Estate – Sustainability Report
- Stockland – Annual Report
- The GPT Group – Sustainability Report, Corporate Governance Statement

Flexible and inclusive employment experiences

Table 91: 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
Abacus	-	-	85.0	-	-	-
AMP Capital, Real Estate	-	-	79.0	-	-	73.0
CBRE, Australia and New Zealand	-	-	-	76.0	80.0	78.0
Charter Hall	74.0	83.0	78.0	87.0	91.0	89.0
Colliers Australia	69.0	73.0	71.0	69.0	74.0	72.0
Cromwell Property Group	90.0	86.0	88.0	58.0	72.0	65.0
Dexus	79.0	81.0	80.0	-	-	-
Investa	91.0	92.0	91.0	87.0	91.0	89.0
JLL, Australia and New Zealand	87.0	90.0	89.0	75.0	77.0	76.0
Knight Frank, Australia	78.0	81.0	79.0	75.0	84.0	80.0
Lendlease, Australia	86.0	85.0	85.0	80.0	80.0	80.0
Mirvac Group	88.0	85.0	86.0	89.0	89.0	89.0
Property Council of Australia	-	-	85.0	-	-	85.0
QIC Real Estate	-	-	90.0	89.0	87.0	88.0
Savills, Australia and New Zealand#	-	-	80.0	75.0	80.0	77.5
Stockland	87.6	91.3	89.0	89.0	91.0	90.0
The GPT Group	86.0	85.0	85.0	95.0	91.0	93.0
Vicinity Centres	82.0	83.0	82.0	79.0	75.0	77.0
Property Group Averages	83.1	84.6	83.6	80.2	83.0	81.3
Property Group Averages *(adjusted)*	83.4	85.7	78.3	73.7	75.7	76.5

Notes:

Frasers Property – relevant data will be available after the next biennial engagement survey, to be conducted in 2023.

Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◉ Not reported in 2021   ◇ Data not available   ◉ Data for 'All' includes non-binary gender

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Table 92: 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
Abacus	-	-	-	-	-	90.0
CBRE, Australia and New Zealand	90.0	95.0	94.0	86.0	94.0	92.0
Charter Hall	96.0	99.0	98.0	94.0	93.0	93.0
Cromwell Property Group	69.0	93.0	81.0	86.0	84.0	85.0
Dexus	89.0	95.0	92.0	80.0	91.0	86.0
Investa	94.0	96.0	95.0	82.0	90.0	-
JLL, Australia and New Zealand	78.0	81.0	80.0	77.0	80.0	79.0
Lendlease, Australia	-	-	-	77.0	82.0	80.0
Mirvac Group	92.0	97.0	95.0	-	-	-
Stockland	93.0	95.0	94.0	73.0	75.0	74.0
The GPT Group	92.0	96.0	94.0	88.0	93.0	91.0
Vicinity Centres	93.0	94.0	93.0	-	-	-
Property Group Averages	88.6	94.1	91.6	82.6	86.9	85.6
Property Group Averages (adjusted)	92.4	95.7	94.4	83.0	88.0	86.0

Notes:
Frasers Property and Scentre Group – relevant data will be available after the next biennial engagement survey, to be conducted in 2023.
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021 ◈ Not improved since 2021 ◇ Not reported in 2021 ◇ Data not available ◇ Data for 'All' includes non-binary gender

Table 93: 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
Abacus	0.0	0.0	0.0
AMP Capital, Real Estate	9.4	50.0	15.8
CBRE, Australia and New Zealand	5.2	1.9	4.2
Charter Hall	16.7	0.0	14.8
Colliers Australia	30.0	0.0	30.0
Cromwell Property Group	20.0	0.0	17.0
Dexus	10.0	0.0	6.0
Frasers Property	0.6	0.3	0.4
Investa	8.0	0.0	4.0
ISPT	17.0	0.0	9.0
JLL, Australia and New Zealand	6.0	3.0	9.0
Knight Frank, Australia	3.7	0.0	2.6
Lendlease, Australia	12.2	1.0	10.5
Mirvac Group	7.0	2.0	5.0
Property Council of Australia	22.0	0.0	22.0
QIC Real Estate	3.0	0.0	3.0
Savills, Australia and New Zealand	12.5	0.0	12.5
Scentre Group	1.7	12.5	2.9
Stockland	10.0	13.0	12.0
The GPT Group	4.1	4.1	8.2
Vicinity Centres	3.0	20.0	5.0
Property Group Averages	9.2	4.9	8.8
Property Group Averages (adjusted)	9.8	5.6	9.1

Note:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021 ◈ Not improved since 2021 ◇ Not reported in 2021 ◇ 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	Paula Bauchinger
AMP Capital, Real Estate	Tamara Meyer
Brookfield, Real Estate	Melissa Taylor and Sarah Moffat
CBRE, Australia and New Zealand	Rachel Vincent and Andrew McCasker
Cbus Property	Lucy Thomas
Charter Hall	Lana Ledgerwood
Colliers Australia	Suzi Colless and Liam Ovenden
Cromwell Property Group	Roxanne Ewing
Dexus	Brooke Shaw and Yvette Gray
Frasers Property	Ranna Alkadamani
Investa	Amy Wild
ISPT	Carina Graham
JLL, Australia and New Zealand	Nicole Zipf
Knight Frank, Australia	Kristin Hay
Lendlease, Australia	Wesley Woodman
Mirvac Group	Karen Maher
Property Council of Australia	Chloe Philp
QIC Real Estate	Joanna Lavender and Philip Jackson
Savills, Australia and New Zealand	Darshana Sivaskanda
Scentre Group	Maria Stamoulis and Katie Paull
Stockland	Jennifer Yee, Fiona Liddell and Karen Lonergan
The GPT Group	Justine Knight, Jill Rezsdovics and
Vicinity Centres	Maryke Slootjes-Reid
Program Director	Fran Bowron (until September 2022), Blake Woodward (since September 2022)

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Sport Group

The Sport Group was established in 2015 and currently includes 21 Members who lead almost 5,000 employees across 18 Australian sporting organisations, including six AFL clubs, 11 national bodies and one state body.

The Group continues to drive change through its unique ability to shift cultural norms and reconfigure long-held beliefs about gender and women's place in society. Despite sport being a broad ecosystem, sporting organisations themselves are small not-for-profit organisations. The largest Sport Group organisation is the Australian Sports Commission with just under 700 staff members.

The Sport industry has continued to navigate the pandemic this year, delivering full tournaments, after significant cancellations in 2020 and 2021. Given this acceleration in event delivery and the disruption to resourcing during the most recent waves of COVID-19, a major focus for this year has been managing hybrid work and mounting workload as sports 'bounce back'.

These disruptions and other barriers to women taking up roles in leadership and high-performance areas, also saw the Group focus on maintaining gender balance in its organisations, particularly at key leadership levels. This resulted in continued and increased commitment to gender-balanced recruiting and curation of teams.

The Sport Group this year has also focused significantly on inclusive sporting environments. This saw the Group work towards inclusion and diversity measures, as well as unpacking the nature of inclusive sport and how to drive this through culture and leadership.

The Sport Group welcomed new CEOs: Andrew Jones of Racing Victoria, Simon Lethlean of the Saint Kilda Football Club and Kieran Perkins OAM of the Australian Sports Commission.

Outcomes for 2021–22

44.1%

Women's **representation** gender-balanced across the Group

47.0%

Women's **recruitment** gender-balanced across the Group

48.1%

Women's **promotions** gender-balanced across the Group

52.5%

Members **achieved or moved closer to gender balance** across 52.5% of leadership categories in 2022

Champions of Change

Andrew Abdo
CEO
National Rugby League

Mark Anderson
CEO
Collingwood Football Club

Ameet Bains
CEO
Western Bulldogs

Brian Cook
CEO
Carlton Football Club

Marne Fechner
CEO
AusCycling

Brendon Gale
CEO
Richmond Football Club

Steve Hocking
CEO
Geelong Football Club

Nick Hockley
CEO
Cricket Australia

James Johnson
CEO
Football Australia

Andrew Jones
CEO
Racing Victoria

Simon Lethlean
CEO
St Kilda Football Club

Andy Marinos
CEO
Rugby Australia

Kate Palmer AM
Non-Executive Director

Kieren Perkins OAM
CEO
Australian Sports Commission

Ian Robson
CEO
Rowing Australia

Kelly Ryan
CEO
Netball Australia

Matt Scriven
CEO
Basketball Australia

James Sutherland
CEO
Golf Australia

Craig Tiley
CEO
Tennis Australia

Adam Weir
CEO
Surf Life Saving Australia

Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

Actions and impact **2022**

Stepping up as leaders

- All Members, including new Members committed to the Champions of Change Panel Pledge.

- All Sport organisations name gender equity or diversity and inclusion in their organisational strategies and 15 out of 17 have accompanying action plans or targets set to drive and measure action. This indicates exponential growth in an area where Sport is at its most potent – shifting cultural norms and representation.

- A major area of focus this year has been the personal and professional reflection of leaders and the impact they can have, through the lenses of inclusion and power. This examination has led to leaders continuing personal '**Leadership Shadow**' work, and 'listen and learn' sessions to understand the lived experience of women and other marginalised groups within their organisations.

- **Collingwood Football Club** developed a club-wide strategy that addresses gender equality initiatives across high-performance and administration functions. The strategy was endorsed by the Executive in May 2022 and held accountable by the Women in Black and White working group whose purpose is "*Bringing the people of Collingwood together to ensure Women are always on the agenda*"

  The club also completed its implementation of recommendations from its *Do Better* report, which addresses intersectional approaches to gender equality for women of colour.

- **Richmond Football Club** launched its second Diversity and Inclusion Action Plan (2022-2024), identifying four focus communities: women (gender equity), people with disability, people from culturally and linguistically diverse backgrounds, and people of diverse sexualities, genders and sexes. Targets address voice and participation; inclusive, safe and accessible services and spaces; advocacy and leadership; and building a diverse, aware and thriving workforce.

- **Western Bulldogs** appointed the first Indigenous woman to a Victorian Football League Women's (VFLW) or Australian Football League Women's (AFLW) head coaching role. It also and increased the number of women assistant coaches for the AFLW program by two.

- Patty Kinnersly of Our Watch, which works to prevent violence against women and their children in Australia, was elected Co-Vice President of the **Carlton Football Club**.

- Colleen Hayward, a member of **Cricket Australia's** Aboriginal Advisory Council, was appointed to the board of the Western Australian Cricket Association, the first Aboriginal board appointment in Australian Cricket.

Creating accountability

- All Sport Group organisations recommitted to completing an additional public report each year via the *Pathway to gender equality including pay equality* report – focusing on 25 metrics that are key to sport shifting the dial for women athletes, governance leaders and administrators.

- **Tennis Australia** developed a Women and Girls strategy (2022-2027) with the vision of *No limits for women and girls on and off the court*. The three strategic priorities – LEAD: Drive accountability, INFLUENCE: Create an equal voice and PLAY: Enrich playing experiences – have accompanying targets.

- The **Australian Sports Commission's** senior leaders connected gender-equality KPIs to its variable earning program to drive change and accountability.

Dismantling barriers for carers

- **Western Bulldogs** developed specific and additional flexible working arrangements for staff, who can work from home to support caring and other needs. The club also introduced 12 weeks of parental leave with superannuation to be paid on both the paid and unpaid components. It is expected that these initiatives will help attract and retain prospective and current parents to the club. The flexibility initiatives have helped to reduce employees' travel time to allow more time for health and wellbeing and to enable parents to manage work and caring responsibilities.

Gender equality in society

- Exploration and discussion of shared principles for the inclusion of transgender athletes was a major theme this year, given the global interest and policies being developed.

- The **Australian Sports Commission** commenced a review of their related guidelines. With the help of experts identified through Champions of Change, the guidelines will be refreshed and re-released to support Australian Sport with current and best practice guidelines.

- The Sport Group in partnership with identified experts, developed a speaking guide and data toolkit for sporting leaders, including a language guide that enables members to speak with sensitivity and consideration on this complex and public issue.

- **Cricket Australia** has seen significant growth in the participation of girls in junior cricket, which has increased by 10% since 2021. This increase sees girls taking up cricket at higher rates than prior to COVID-19 disruptions.

  Increased participation for women and girls has been named as a key strategic area in Cricket Australia's 2025 Strategy.

- **Basketball Australia** launched the She Hoops platform as part of the International Basketball Federation's World Cup digital legacy program. She Hoops will provide women and girls in basketball with a space to engage with the sport at all levels and provide access to learning and development opportunities.

- **Carlton Football Club** invested $200,000 into a digital learning platform focused on educating school students about respectful relationships and challenging gender stereotypes. It's called Carlton Respects: Road to Respect.

Disrupting the status quo

- Despite significant restructuring and exits post COVID-19 Member organisations have maintained focus on gender balance both organisationally and at leadership level. Fifteen out of 17 organisations either maintained or increased the percentage of women within the organisation, with the average overall percentage of women in organisations across the group sitting at 44.1%.

- Eleven organisations maintained or increased the percentage of women in key management roles in spite of the disruption and loss in resourcing.

- Sixteen organisations maintained or increased the number of women on their board: with an average of 39.1% women's representation across the Group.

- Thirteen organisations have achieved gender balance in recruiting measures.

- The commitment to maintaining gender equity in leadership has seen an increase in bespoke pathways that address the acceleration of women through high performance and other leadership roles. This is to ensure a healthy pipeline of talent is moving throughout the industry.

- Despite the 'frontline' nature of Sport work, a full commitment to flexible work and the adoption of flexible work policies in all organisations was achieved; with examination of 'building back better' through culture.

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Actions and impact 2022

- As delivery of sports events and post-COVID recovery drove larger workloads for Sport Group organisations, members focused on best practice hybrid working environments and committed to 'listen and learn' sessions to understand the needs of their staff in this rebuilding phase.

- **Collingwood Football Club** achieved gender balance at the KMP/Executive level, meeting the 40:40:20 balance. The percentage of women in executive roles increased from 30% last year to 40% in 2022.

- **St Kilda FC** increased the number of women in leadership roles, including in high-performance areas. This was achieved through commitment to gender balance on interview panels.

- After introducing hybrid working arrangements for all roles, **St Kilda Football Club's** engagement surveys showed that more women felt they were developing in their roles, and that the work environment was safe and inclusive. Overall engagement increased from 61% in 2021 to 74% in 2022.

- **St Kilda Football Club** also integrated men's and women's team playing leadership groups, by offering captain-to-captain mentoring. It provided one-to-one mentoring for all AFLW players and committed a budget specifically for women's pathway and leadership development. The results of these initiatives were targeted professional development of emerging executive female talent; knowledge sharing across men's and women's playing groups, to the benefit of all players and leaders; and an increase in women's player engagement from 75% in 2021 to 85% in 2022.

- **Golf Australia** included women alongside men at the PGA Australian Championships for the first time in history. Golf Australia's Vision 2025 strategy includes a focus on creating more visible heroes to inspire future generations of girls, with more women coaches in roles to develop those players. A key part of that strategy is supporting working mothers within Golf Australia's high-performance program.

- **Cricket Australia** increased women's representation among heads of internal divisions from 29% to 34% over the past year, by revising recruitment processes to ensure women are shortlisted for all positions. Cricket Australia also achieved gender balance at the executive team and manager levels with 41% and 42% women's representation respectively.

- **Racing Victoria** plans to upgrade facilities for women jockeys at 18 racing clubs in direct response to increasing numbers of women jockeys in Victoria, which have grown from 25% in FY18 to 28% in FY22.

- **Tennis Australia** introduced two additional High Performance scholarship coach roles for women (total of 5).

- **Surf Lifesaving Australia** delivered a Women Leaders in Sport Coaching Program. This project created a pathway for women within the coaching field by providing opportunities to be upskilled and develop performance level technical skills. As a result of this program 14 women obtained their Performance Coach accreditation.

- The **Australian Sports Commission's** Women's Leadership Scholarships initiative has seen participants from the program take up CEO roles. Scholarships are centred around recruitment, governance, board and coaching training. This has led to increased representation of women in CEO roles across sporting bodies to 16% as of August 2022.

- **Rugby Australia** introduced new roles for a National Programs Manager (Women's Rugby) and a Women's Referee Development Officer. Retired Women's 7s players were appointed to the roles of Assistant Coach - National Women's 7's Team and National Emerging Women's 7's Coach. 'Player Development Manager' services were also extended to the Wallaroos Women's team.

> Cricket is rapidly evolving and, with that, so too are the ways cricket is played, watched and consumed. Our strategy contains both a vision and a clear plan for how we can achieve bold, transformative change ensuring that cricket has a positive social impact, whether by providing more opportunities for women and girls, making the game more accessible to participants from culturally diverse backgrounds or taking the necessary steps to make the game environmentally sustainable.

Nick Hockley
CEO
Cricket Australia

Practical actions

Table 94: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders

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

Creating Accountability

Gender Equality Targets - targets disclosed and publicly reported annually

Gender Equality KPIs - in scorecards of Champions' direct reports

Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers

Parental Leave - flexible access for all parents

Parental Leave - strategy and policy to improve men's uptake

Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting

Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society

Domestic and Family Violence - support for employees, family or friends experiencing violence

Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence

Domestic and Family Violence - initiatives for positive community impact

Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

◆ Complete or currently underway　◆ In plan to commence or complete by 2023　◆ Under consideration　◆ Not applicable　◆ Not reported in 2022

Table 94: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo

Merit - systems and structures address 'merit trap' in recruitment, promotions and bias

Sponsorship - practice expected by Champion of all leaders

Gender Balance - target in succession lists for CEO and other C-suite roles

Flexible Work - mainstreamed with policy, tools and technology, and leadership support

Flexible Work - action to enable for frontline/operational workers

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 with zero tolerance

Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents

Sexual Harassment - incorporated in safety strategies and processes

Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted

Sexual Harassment - commitment to adopt principles of transparency for high-profile cases

Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)

Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)

Sexual Harassment - tools/training/education for employees are up to date

Sexual Harassment - review reporting options for employees impacted

Sexual Harassment - built internal support capability or expanded relationships with external support services

◆ Complete or currently underway　◆ In plan to commence or complete by 2023　◆ Under consideration　◆ Not applicable　◆ Not reported in 2022

Impact details 2022

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

Table 95: Gender balance in leadership

Sport Group Organisations	Women's Representation (%)								
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board	High Performance Roles
Basketball Australia	54.0	50.0	-	-	54.5	37.5	62.5	-	29.0
Carlton Football Club#	36.5	0.0	-	40.0	12.5	28.6	40.6	33.3	40.0
Collingwood Football Club	36.8	25.7	-	30.0	25.0	60.0	48.8	37.5	28.6
Cricket Australia	43.6	45.5	-	-	34.2	41.7	46.4	33.3	38.5
Football Australia^	35.5	25.0	-	50.0	28.6	45.5	30.5	55.6	-
Geelong Football Club	55.4	42.9	33.3	-	37.5	-	58.1	37.5	18.9
Golf Australia	38.1	-	-	25.0	21.4	40.6	48.3	44.4	25.0
National Rugby League	31.4	14.3	-	30.4	17.4	38.3	31.3	25.0	-
Netball Australia*	68.8	-	-	33.3	64.3	93.3	65.9	50.0	80.0
Racing Victoria	29.6	33.3	-	33.3	-	27.8	29.7	25.0	-
Richmond Football Club	46.4	20.0	-	50.0	42.9	40.7	48.8	50.0	42.9
Rowing Australia^	44.4	60.0	-	-	-	50.0	41.7	44.4	34.8
Rugby Australia	26.0	-	-	30.0	21.4	29.4	25.9	37.5	19.6
Sport Australia	56.2	50.0	-	63.6	42.6	50.8	59.5	50.0	57.1
St Kilda Football Club	31.2	-	-	40.0	-	22.2	32.9	22.2	42.1
Surf Life Saving Australia^	58.7	0.0	0.0	0.0	70.0	33.3	62.7	21.4	100
Tennis Australia	44.8	50.0	-	22.7	54.1	40.4	45.8	44.4	33.3
Western Bulldogs	48.4	50.0	50.0	50.0	26.3	32.0	54.7	55.6	44.9
Sport Group Totals	43.4	33.3	34.6	34.8	38.2	41.8	45.1	38.9	36.5
Sport Group Totals (adjusted)	44.1	37.0	-	35.7	39.6	42.0	45.5	39.1	39.4

Notes:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)
- ◆ Moving closer to gender balance since 2021
- ◆ Increase in over-representation of women since 2021
- ◆ Increase in under-representation of women since 2021
- ⬦ Unchanged since 2021
- ⬦ Not reported in 2021
- ⬦ Not applicable
- ✳ Role/s at CEO level held by one or more women
- ⬦ Data includes volunteers
- ✳ Includes non-binary gender

Table 96: Gender balance in recruitment, retention, promotions and exits

Sport Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Basketball Australia	100	50.0	50.0	55.6	54.0
Carlton Football Club	75.0	42.1	45.0	16.7	36.5
Collingwood Football Club	-	45.5	47.5	47.1	36.8
Cricket Australia	-	32.1	48.1	46.9	43.6
Football Australia	-	42.9	22.6	66.7	35.5
Geelong Football Club	50.0	60.9	56.8	57.1	55.4
Golf Australia	66.7	68.4	80.0	50.0	38.1
National Rugby League	-	41.7	37.5	42.4	31.4
Netball Australia	50.0	55.8	53.3	100	68.8
Racing Victoria	-	43.8	26.7	40.0	29.6
Richmond Football Club	-	51.4	48.6	-	46.4
Rowing Australia	-	50.0	71.4	-	44.4
Rugby Australia	-	26.2	17.1	100	26.0
Sport Australia	-	62.2	54.4	60.0	56.2
St Kilda Football Club	-	56.3	37.5	28.6	31.2
Surf Life Saving Australia	-	50.0	54.1	66.7	58.7
Tennis Australia	100	50.0	46.8	48.2	44.8
Western Bulldogs	50.0	47.8	45.8	45.5	48.4
Sport Group Totals	71.4	48.4	44.6	47.5	43.4
Sport Group Totals (adjusted)	77.8	47.0	45.2	48.1	44.1

Note: Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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
- ◆ 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

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 97: Access to flexible work and experiencing an inclusive culture

Sport 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
Carlton Football Club	-	-	-	87.0	83.0	-
Cricket Australia#	92.0	92.0	92.0	71.0	80.0	76.0
Geelong Football Club	94.0	94.0	92.0	97.0	97.0	97.0
Golf Australia	-	-	82.0	-	-	77.0
Netball Australia#	100	100	100	-	-	-
Racing Victoria	87.0	82.0	84.0	84.0	81.0	82.0
Richmond Football Club	96.0	91.0	93.0	85.0	90.0	88.0
Sport Australia	-	-	86.0	-	-	86.0
St Kilda Football Club	87.0	72.0	76.0	74.0	90.0	86.0
Tennis Australia	84.0	88.0	86.0	67.0	75.0	71.0
Western Bulldogs	72.0	72.0	72.0	88.0	88.0	88.0
Sport Group Averages	89.0	86.4	86.3	81.6	85.5	84.0
Sport Group Averages (adjusted)	87.2	82.2	83.4	83.7	87.0	86.2

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available   ◇ Data for 'All' includes non-binary gender

Table 98: 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	62.0	74.0	69.0	79.0	92.0	87.0
Golf Australia	-	-	72.0	-	-	-
Racing Victoria	83.0	87.0	85.0	83.0	85.0	84.0
Sport Group Averages	72.5	80.5	75.3	81.0	88.5	85.5
Sport Group Averages (adjusted)	62.0	74.0	69.0	81.0	88.5	85.5

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ Data not available

Table 99: 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
Basketball Australia	0.0	0.0	0.0
Carlton Football Club	0.0	0.0	0.0
Collingwood Football Club	25.0	0.0	25.0
Cricket Australia	0.0	0.0	0.0
Football Australia	0.0	0.0	0.0
Geelong Football Club	0.0	0.0	0.0
Golf Australia	0.0	0.0	0.0
National Rugby League	6.0	0.0	4.0
Netball Australia	0.0	0.0	0.0
Racing Victoria	0.0	0.0	0.0
Richmond Football Club	0.0	0.0	0.0
Rowing Australia	0.0	0.0	0.0
Rugby Australia	17.0	0.0	17.0
Sport Australia	1.0	0.0	1.0
St Kilda Football Club	0.0	0.0	0.0
Surf Life Saving Australia	3.3	0.0	0.0
Tennis Australia	4.0	0.0	0.0
Western Bulldogs	50.0	0.0	11.0
Sport Group Averages	5.9	0.0	3.2
Sport Group Averages (adjusted)	7.6	0.0	4.1

◆ Improved since 2021   ◈ Not improved since 2021   ◇ Not reported in 2021   ◇ 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 Sport Group are as follows:

Organisations	Implementation Leaders
Basketball Australia	Simon Bishop
Carlton Football Club	Adrian Asdagi
Collingwood Football Club	Galit Yaary and Karina Whiteford
Cricket Australia	Jodie Newton
Football Australia	Sarah Walsh and Nina McDonnell
Geelong Football Club	Cassie Lyndsay (until September 2022)
Golf Australia	Tiffany Cherry and Sally Peers
National Rugby League	Tiffany Slater and Cara Stagg
Netball Australia	Kimberlee Furness
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick and Kathryn Stevenson
Rowing Australia	Dhuse Manogram
Rugby Australia	Rachel Buckling
Australian Sports Commission	Mark Chin and Emma Stonham (until August 2022)
St Kilda Football Club	Stacey Dowdell
Surf Life Saving	Michelle Bainbridge
Tennis Australia	Andrea Buckeridge
Western Bulldogs Football Club	Fiona Baker and Sophie Porra
Program Directors	Leigh Russell (until May 2022), Rana Hussain (since May 2022)

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STEM Group

The STEM Group was established in 2016 and today includes 12 Members who lead approximately 27,000 employees in 47 jurisdictions. The group reflects the diversity of STEM organisations representing Australia's national scientific research and data institutions, universities, and medical, technology, engineering and health businesses.

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

In the past year, Members continued to focus their collective efforts on enhancing sexual harassment policies and reporting avenues, and launching innovative approaches to increasing bystander behaviour. STEM Members also started work on translating the Coalition's 12 commitments for gender equality in the digital economy into practical initiatives. These initiatives are designed to increase women's participation in the technology workforce; leverage individual Member efforts to increase the number of Indigenous women and the amount of Indigenous expertise in STEM fields; with the Founding Group, investigate the way in which power and privilege enables or hinders gender equality efforts; and commence longer-term work to better value and enable part-time work through the analysis of recruitment, retention and promotion trends. In the coming year, the STEM group will begin to explore how to address bias in AI in recruitment and beyond.

The STEM Group farewelled Dr Bronwyn Evans AM as CEO of Engineers Australia, and welcomed new CEO Romilly Madew AO FTSE.

Outcomes for 2021–22

41.9%

Women's **representation** gender-balanced across the Group

52.1%

Women's **recruitment** gender-balanced across the Group

43.3%

Women's **promotions** gender-balanced across the Group

70.6%

Members **achieved or moved closer to gender balance** across 70.6% of leadership categories in 2022

Champions of Change

William Cox
CEO
Aurecon

Dr Cathy Foley AO PSM
Australia's Chief Scientist

Dr David Gruen AO
Australian Statistician
Australian Bureau of Statistics

Dig Howitt
CEO and President
Cochlear

Chris Jenkins
CEO 2008 – 2022
Thales Australia

Dr James Johnson
CEO
Geoscience Australia

Romilly Madew AO FTSE
CEO
Engineers Australia

Dr Larry Marshall
Chief Executive
CSIRO

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

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

Andrew Stevens
Non-Executive Director

David Thodey AO
Non-Executive Director

Convenor

Ann Sherry AO
Non-Executive Director

Actions and impact **2022**

Stepping up as leaders

- **Professor Tanya Monro** was awarded a Companion of the Order (AC) in the 2022 Queen's Birthday honours for eminent service to scientific and technological development; to research and innovation; to tertiary education, particularly in the field of photonics; and to professional organisations.

- **Dr David Gruen AO**, Australian Statistician, frequently mentions his role as a Champion of Change and Executive sponsor of the ABS Gender Equity Network (GEN) and ABS All Staff Town Halls, with a reach of approximately 3,000 staff each time.

- Australia's Chief Scientist, **Dr Cathy Foley AO**, and her office provided advice on a wide range of government and non-government 'women in STEM' initiatives and delivered evidence of women's participation in STEM education and the STEM workforce. Dr Foley's public appearances included presentations to teachers, students, researchers, STEM industry leaders and government, highlighting the need for systemic change to improve the experience of women in STEM. They focused on including increasing representation, targeting support, updating measures of success, and promoting diverse STEM career pathways.

- Professor Brian Schmidt AC, Vice-Chancellor and President of the **Australian National University** (ANU), spoke about gender equality and his role as a Champion of Change at 6 public events, including the ANU Susan Ryan Oration and the ANU Commencement ceremonies. He also provided personal reflections on gender equity and offered an opportunity to early-career women researchers to comment in a blog for International Women's Day 2022.

- **William Cox, CEO Aurecon**, spoke about gender equality and his role as a Champion of Change at multiple events, including at the Roads Australia International Women's Day event, the Women in Construction Summit 2022, the Women in Green Hydrogen's inaugural event in Australia and the Women in Leadership Summit.

- In his capacity as a non-executive director, **Andrew Stevens** continues to work with a range of committed and contemporary leaders to address the challenges to inclusion and equality for women, and to accelerate and enhance their opportunities and overall participation in industry, technology, science and research roles.

Creating accountability

- The **Australian National University** continued its Professional Staff Mentoring program, established in late 2020. Since its inception, more than 270 mentees have received mentorship from experienced senior staff, with women comprising 74% of mentees. The university has since experienced an increase in women manager promotions, from 17 in 2021 to 40 in 2022. Women also comprised 53% of non-manager promotions in 2022. Overall, now 53% of all managers across the university are women.

- **Cochlear** introduced a target to achieve 40% women's representation at band 2 by mid 2025.

Dismantling barriers for carers

- At the **Australian National University**, 297 staff took primary carer's parental leave in 2021–2022, up from 273 in 2020–2021. The number of men taking primary carer's leave increased from 74 to 88 in the past year. The number of women taking primary carer's leave also increased slightly.

Gender equality in society

- **CSIRO** established a partnership with Career Trackers to provide young Indigenous women with the tools and support they need to succeed in STEM careers through the Young Indigenous Women's STEM Academy. The Academy comprises two streams, which provide individualised support to students from year 8 in high school to university, and professional development to university students via personalised career plans, winter and paid internships, interview preparation skills and leadership development.

  The Academy is a 10-year full funded strategy designed to reach 600 participants and increase Indigenous employment.

- **Aurecon** employee Mark Henaway is on the steering committee of the Young Indigenous Women's STEM Academy described above.

- **Engineers Australia** published the *Barriers to employment for migrant engineers* report, which revealed that overseas-born women engineers have almost three times the unemployment rate of Australian-born women engineers. The report sets out a series of practical steps industry can take to increase employment of migrant engineers, including improved mentoring, development and support, knowledge sharing, English language improvement and more active steps to identify and access the migrant talent pool, including women.

- **Engineers Australia** also published the *Women in Engineering* report to identify key barriers and enablers associated with women accounting for only16% of Australian engineering graduates and just 13% of Australia's engineering workforce, despite engineering being the largest employer of the STEM professions. The report recommends actions to address the lack of familiarity and positive perceptions women associate with engineering, and support girls to engage more in STEM subjects at school. It describes ways to overcome persistent and harmful workplace culture and unequal opportunities in engineering workplaces, including non-inclusive cultures, unequal opportunities, poor work–life balance and a lack of female role models.

Actions and impact **2022**

Disrupting the status quo

- STEM Champions of Change continued their work to activate Everyday Champions of Change, by reconvening participants of a workshop in 2020 to share their experiences progressing actions and exploring what more can be done to activate men as 'everyday champions'. Members shared their practical approaches to embedding flexible work, building inclusion and empathy, eliminating gender stereotypes, and recruiting for diversity to further enhance innovation and impact across the STEM Group.

- The **ABS** conducted a Flexible Working Pilot over 8 months in 2020 and 2021, and updated expectations from a maximum of 2 days work-from-home per week, to a minimum of 40% per fortnight working from an ABS office. This change, including a focus on lifting manager capability in leading virtual teams, saw a significant increase in the proportion of staff working from home (an average of 65% each day in June 2022 compared to average of 31% per day in December 2019).

- **Aurecon** launched a 6-week, active bystander email campaign to increase responses to everyday sexism and sexual harassment and shift the tolerance for inappropriate behaviour and language. Aurecon's CEO chaired the sub-committee responsible for the overarching action to prevent and respond to sexual harassment. He sent the emails directly to all staff, shared information with the Board, Group Executive and all employees, and shared outcomes with staff. Post-campaign evaluation showed that 72% of respondents agreed or strongly agreed they felt safe to raise issues of sexual harassment without fear of victimisation or negative career implications. And 80% felt it was their personal responsibility to intervene and assist in resolving issues involving sexism or sexual harassment. This work supported the previous role out of a new Code of Conduct, the Aurecon Ethos, which drives Aurecon's inclusive behaviours.

- **CSIRO** set diversity and inclusion targets in organisation-wide strategy, in the development of programs, and locally at business-unit level. Diversity and inclusion committees support the leadership in achieving outcomes. As a result, women's representation in leadership roles at CSIRO reached 40.2% in 2022, exceeding the organisation's initial target of 37% for the year. Further targets have been developed to reach 44% by 2026. Targets are also included in key programs such as Early Career Research Recruitment (the '*Impossible without you*' campaign) and Leadership Development.

- This year at **CSIRO**, women accounted for a higher proportion of overall recruitment and fewer exits, with the overall representation of women in the organisation increasing slightly from 42% in 2021 to 42.3% in 2022.

- **Cochlear** continued efforts to grow its global pipeline of talented women, and achieve gender balance through specific initiatives, including:
  - focusing on maintaining a minimum rate of 50% women placements in the top four band for remuneration (Bands 1–4)
  - embedding diversity discussions in hiring processes, increasing diversity on interview panels and promoting gender-neutral language and flexible work in job advertisements
  - educating leaders to execute these improvements to ensure their talent decisions are equitable, objective and free from bias
  - continuing the focus on women's succession to senior leadership and critical roles.

  As a result of these efforts, Cochlear achieved its gender balance target of 40% women's representation in senior leadership roles overall (Bands 1-3) one year earlier than anticipated, increasing this cohort from 36% in 2020. It also achieved an increase in women successors to Band 3 leaders.

- **Defence Science and Technology Group** (DSTG) implemented a new mid-career program called NAVIGATE with gender targets of 40/40/20 (40% women, 40% men and 20% any gender). This program focused on diversity and encouraged people to apply who may have had career breaks. The program met its targets with 43% women participants and 1.5% Indigenous peoples. The program is unique in that Defence works with participants to identify where their skillset is best applied through two, six month placements. Participants also receive a tailored learning and development program and mentoring during the program.

- **Engineers Australia** continued to experience the benefits of targeted initiatives to minimise bias in recruitment and promotion. It achieved an increase in the proportion of women manager promotions, up from 57% in 2021 to 64% in 2022.

- **Geoscience Australia** implemented a range of actions to improve its prevention and response framework for sexual harassment. Key initiatives implemented include:
  - introducing mandatory e-learning training in how to identify, prevent and support individuals who are experiencing everyday sexism and sexual harassment in the workplace
  - establishing transparent reporting to its Workplace Relations, Health and Safety Committee on incidences of everyday sexism and sexual harassment
  - implementing a new Sexual Harassment Policy that clearly outlines a zero-tolerance stance, internal and external support options, anonymous reporting avenues and complaint handling processes.

As a result, 74% of **Geoscience Australia's** workforce has completed workplace sexual harassment training. Geoscience Australia's employees have also indicated increased confidence and trust in the reporting process and approach to addressing sexual harassment. This is evidenced by an increase in sexual harassment reports from none in 2020–21 to 9 in 2021–2022; and 87% of Geoscience Australia employees now agreeing that the organisation has a zero-tolerance approach to sexual harassment, constituting an 8% increase from the previous year.

- In 2021–22, **Thales** implemented the 'Bold Actions' initiative to 'Attract and Retain', 'Hire and Promote' and 'Develop and Challenge Women into Leadership' roles. This initiative is driven by Thales' Executive Leadership Team and senior leaders. It includes leadership learning pathways; diverse interview panels; coaching, mentoring and sponsorship; flexible work arrangements; check-in interviews for feedback and improvements; career conversations for development progression; and critical experience and exposure points to connect with senior leaders.

As a result, in 2021–22 two women participated in the promotion process into senior leadership roles and 29 women in total were promoted into leadership and line roles (55% of internal promotions). Also, 10 of 24 places (41.7%) for Australian staff to participate in Thales' Global Leadership Program were taken by women; 60 women will participate in the Thales Australia Future Female Leaders Program; and 10 women were nominated for the Future Through Collaboration mentoring program.

Practical actions

Table 100: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Stepping up as Leaders
- 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

Creating Accountability
- Gender Equality Targets - targets disclosed and publicly reported annually
- Gender Equality KPIs - in scorecards of Champions' direct reports
- Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion

Dismantling Barriers for Carers
- Parental Leave - flexible access for all parents
- Parental Leave - strategy and policy to improve men's uptake
- Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting
- Superannuation - paid during paid and unpaid parental leave periods

Gender Equality in Society
- Domestic and Family Violence - support for employees, family or friends experiencing violence
- Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence
- Domestic and Family Violence - initiatives for positive community impact
- Corporate Giving - organisation applying a gender-lens to corporate-giving efforts

Legend: ◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Table 100: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%

Disrupting the Status Quo
- Merit - systems and structures address 'merit trap' in recruitment, promotions and bias
- Sponsorship - practice expected by Champion of all leaders
- Gender Balance - target in succession lists for CEO and other C-suite roles
- Flexible Work - mainstreamed with policy, tools and technology, and leadership support
- Flexible Work - action to enable for frontline/operational workers
- 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 with zero tolerance
- Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents
- Sexual Harassment - incorporated in safety strategies and processes
- Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted
- Sexual Harassment - commitment to adopt principles of transparency for high-profile cases
- Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)
- Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)
- Sexual Harassment - tools/training/education for employees are up to date
- Sexual Harassment - review reporting options for employees impacted
- Sexual Harassment - built internal support capability or expanded relationships with external support services

Legend: ◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not applicable ◆ Not reported in 2022

Impact details **2022**

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

Table 101: Gender balance in leadership

STEM Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Head of Business	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aurecon	36.9	32.3	-	15.3	19.9	27.7	41.9	28.6
Australian Bureau of Statistics#	52.5	100	-	40.7	53.1	51.4	53.4	-
Australian National University#	53.2	50.0	-	45.6	53.6	56.3	53.2	66.7
Cochlear Limited	48.0	0.0	-	11.1	44.7	37.4	49.5	33.3
CSIRO#	42.3	75.0	-	42.9	35.7	39.7	43.1	50.0
Department of Defence, Defence Science and Technology Group*	25.7	22.2	-	19.6	23.5	19.0	28.8	-
Engineers Australia*	59.1	57.1	100	58.3	52.9	67.5	58.0	42.9
Geoscience Australia	41.9	25.0	-	63.6	22.0	36.4	50.6	-
Thales Australia	23.4	7.7	-	13.9	17.2	16.7	25.0	11.1
STEM Group Totals	41.9	33.8	100	27.3	29.1	40.1	43.6	41.8
STEM Group Totals *(adjusted)*	41.9	33.8	-	27.3	29.1	40.1	43.6	41.8

Notes:

Cochlear Limited – 2022 data and comparisons with 2021 refer to data contained in the 2021–21 and 2021–22 WGEA reports for Cochlear Limited (ABN: 96022618073).

CSIRO – CSIRO voluntarily reported to WGEA for the first time this year, resulting in a change of categorisation for some roles.

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

- ◆ Gender balance achieved (40%–60% women's representation)
- ◆ Moving closer to gender balance since 2021
- ◆ Increase in over-representation of women since 2021
- ◆ Increase in under-representation of women since 2021
- ◈ Unchanged since 2021
- ◻ Not reported in 2021
- ◇ Not applicable
- ⊛ Role/s at CEO level held by one or more women
- ⊕ Includes non-binary gender

Table 102: Gender balance in leadership, recruitment, graduates, promotions and exits

STEM Group Organisations	Recruitment and Retention			Promotions	
	Women graduates (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aurecon	48.1	43.5	37.8	42.9	36.9
Australian Bureau of Statistics	30.6	45.7	49.3	51.3	52.5
Australian National University	-	54.4	57.2	53.4	53.2
Cochlear Limited	50.0	53.8	49.7	49.4	48.0
CSIRO	-	52.4	40.7	41.8	42.3
Department of Defence, Defence Science and Technology Group	27.3	40.8	28.1	31.4	25.7
Engineers Australia	-	56.6	50.9	72.2	59.1
Geoscience Australia	-	54.8	51.9	43.2	41.9
Thales Australia	-	26.2	23.8	30.3	23.4
STEM Group Totals	38.5	49.9	41.6	44.2	41.9
STEM Group Totals *(adjusted)*	39.8	52.1	46.9	43.3	41.9

Notes:

Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

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

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 organisation in the STEM Group publicly discloses their pay equity gap:

- ABS – 2021-22 Annual Report

Flexible and inclusive employment experiences

Table 103: 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
Aurecon#	94.1	92.6	93.3	91.3	90.3	90.8
Australian Bureau of Statistics#	93.0	94.0	93.0	89.0	88.0	88.0
Australian National University	86.5	77.4	-	67.0	73.0	69.0
Cochlear Limited	88.0	89.0	89.0	80.0	83.0	82.0
Department of Defence, Defence Science and Technology Group	85.8	79.3	81.8	-	67.3	66.7
Engineers Australia	87.0	93.0	90.0	-	-	-
Geoscience Australia#	-	-	-	90.0	90.1	89.3
Thales Australia	88.0	87.0	87.0	69.0	74.0	72.0
STEM Group Averages	88.9	87.5	89.0	81.1	80.8	79.7
STEM Group Averages (adjusted)	89.1	87.6	89.4	83.5	82.0	81.0

Notes:
Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021   ◈ Not improved since 2021   ◈ Not reported in 2021   ◇ Data not available   ◈ Data for 'All' includes non-binary gender

Table 104: 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		
	Women	Men	All
Aurecon	93.0	96.6	94.8
Australian National University	80.0	83.0	81.0
Department of Defence, Defence Science and Technology Group	70.3	79.4	75.0
Geoscience Australia#	86.0	89.0	89.0
STEM Group Averages	82.3	87.0	85.0
STEM Group Averages (adjusted)	86.5	89.8	86.5

◈ Not improved since 2021   ◈ Not reported in 2021   ◈ Data for 'All' includes non-binary gender

Table 105 : 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
Aurecon	2.4	0.0	1.8
Australian Bureau of Statistics	7.6	0.0	4.3
Australian National University	5.7	6.8	6.1
Cochlear Limited	9.0	2.0	2.0
CSIRO	3.9	15.0	5.4
Department of Defence, Defence Science and Technology Group	0.0	3.3	3.2
Engineers Australia	0.0	0.0	0.0
Geoscience Australia	0.0	0.0	0.0
Thales Australia	0.0	0.0	0.0
STEM Group Averages	3.2	3.0	2.5
STEM Group Averages (adjusted)	4.1	3.4	2.8

Notes:
CSIRO – Data is skewed to the relatively low number of men taking parental leave, and represents three people.

◆ Improved since 2021   ◈ Not improved since 2021   ◈ Not reported in 2021   ◇ Data not available

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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
Aurecon	Penny Rush
Australia's Chief Scientist	Katherine Leigh and Kate Lehane
Australian Bureau of Statistics	Cathy Bates
Australian National University	Christopher Price
Cochlear Limited	Lisa Skovron and Cristina Condoleon
CSIRO	Ali Harris and Chris Krishna-Pillay
Department of Defence, Defence Science and Technology Group	David Kershaw, Melanie Fuller and Broderick Matthews
Engineers Australia	Justine Romanis
Geoscience Australia	Daniel Egan and Rachel Graf
Thales Australia	Abby Jones, Eva Wong and Kamila Ataman
Program Director	Troy Roderick (until May 2022), Justine Vaisutis (since June 2022)

With new technologies like AI, we have the opportunity to reframe how machines think about leadership, quality and opportunity. Those machines will start to guide us on our journey into the future.

Dr Larry Marshall
Chief Executive
CSIRO

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The Philippines Group

The Philippines Group was founded in partnership with Investing in Women, an initiative of the Australian Government, the Philippine Business Coalition for Women Empowerment, and the Philippine Women's Economic Network. Officially launched in July 2020, the Group includes representatives from such sectors and industries as logistics, professional services, specialty retail, automotive and workspace providers.

The Members work within their organisations and across industries to lead action on gender equality, diversity and inclusion, and women's economic empowerment. The group's current focus is on:

- flexible work and returning to the workplace
- gender-balanced recruitment
- gender-inclusive public image.

The Group is committed to sharing its practices among peers; providing insights to each other on how to improve these practices; and determining and measuring the impact of their policies and programs within their respective organisations.

Members also continue to strengthen advocacy by growing the Coalition through partnerships with foreign and national business associations and chambers outside the Group.

Outcomes for 2021–22

63.7%

Women's **representation** achieved overall **across the Group** ⬆ from 61.4% in 2021

64.5%

Women's **promotions** achieved overall **across the Group** ⬆ from 60.8% in 2021

60.0%

Members **achieved or moved closer to gender balance** across 60.0% of leadership categories in 2022

Champions of Change
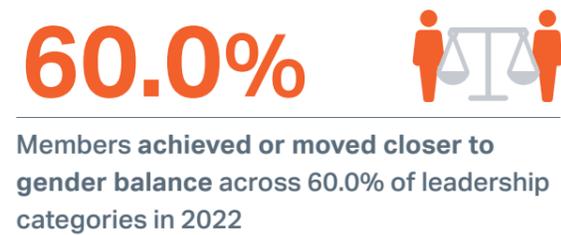
Coco Alcuaz Jr
Executive Director
Makati Business Club

Ambassador Jose Cuisia Jr
Former Ambassador of the Philippines to the United States of America

Antonio del Rosario
President of Coca-Cola Philippines and Vice-President of Franchise Operations of East Region (PH, VN, KH) Coca-Cola ASEAN and South Pacific

Jose Paolo Delgado
President and CEO
Delbros Group

Wilson Tan
Chairman and Managing Partner
SGV & Co

Lars Wittig
Country Manager and SVP
IWG

Convenor
Edgar O. Chua
Chairperson
Makati Business Club

Convenor
Ma. Aurora 'Boots' Geotina-Garcia
Chairperson of Philippine Women's Economic Network (PhilWEN) and Co-Chairperson PBCWE

Actions and impact **2022**

Stepping up as leaders

- **Delbros Group** created a gender equity plan for the company to ensure it achieves and institutionalises its strategies and goals. This will run from 2022 to 2025.

- **SGV & Co.** was the technical adviser and official tabulator at the European Chamber of Commerce (ECCP) Europa Awards, held on 23 June 2022. The awards recognise companies with exceptional performance in and contributions to promoting sustainability in line with global standards and the Philippines Development Plan, which covers gender reporting components.

Creating accountability

- **SGV & Co.** continued its commitment to workplace gender equality and diversity, equity and inclusion (DE&I) with the support of its internal DE&I Champions Network. This Network comprises representatives from different service lines that together aim to streamline corresponding initiatives.

- **SGV & Co.** published its second review of all the sustainability reports filed with the Securities and Exchange Commission and provided comments on the filings.

Gender equality in society

- **SGV & Co.** piloted the EY STEM PH for girls for SGV dependents. EY STEM is a gamified platform that encourages girls to learn STEM through high-quality content, with rewards for completing activities. Public schools were also invited to participate in the program.

Disrupting the status quo

- **SGV & Co.** implemented its policy on Flexible Work Arrangement for Professionals (SGV FlexPro). This provides details the guiding principles for SGV's flexible work arrangement so employees have greater choice and control about how, when and where they work. SGV FlexPro provides wider guidelines to enhance the work arrangements of the firm, with three arrangements – FlexTime, FlexAttire and FlexPlace.

- **SGV & Co.'s** annual People Survey showed an increase in the percentage of employees who feel they have an inclusive employment experience, from 84% to 92%.

- **Delbros Group**, belongs to what's considered a male-dominated industry, and so has, studied the roles in the company to see what can be adjusted to make positions equitable and accessible, regardless of gender. It has also successfully hired women as operations managers for the first time.

At SGV, our flexible work set-up enables our people to adapt and thrive under the evolving 'better normal' paradigm, and to be better prepared to navigate the opportunities and challenges ahead.

Wilson Tan
Chairman and Managing Partner
SGV & Co.

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Practical actions

Table 106: Practical actions

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Stepping up as Leaders	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										
Creating Accountability	Gender Equality Targets - targets disclosed and publicly reported annually										
	Gender Equality KPIs - in scorecards of Champions' direct reports										
	Gender Pay Equity - audit completed and actioned at least every two years, with oversight by Champion										
Dismantling Barriers for Carers	Parental Leave - flexible access for all parents										
	Parental Leave - strategy and policy to improve men's uptake										
	Care - initiatives (other than carers leave) to support employees with caring responsibilities beyond parenting										
	Superannuation - paid during paid and unpaid parental leave periods										
Gender Equality in Society	Domestic and Family Violence - support for employees, family or friends experiencing violence										
	Domestic and Family Violence - approach in place to respond to employees who are or who may be using violence										
	Domestic and Family Violence - initiatives for positive community impact										
	Corporate Giving - organisation applying a gender-lens to corporate-giving efforts										

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not reported in 2022

Table 106: Practical actions *(continued)*

		0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Disrupting the Status Quo	Merit - systems and structures address 'merit trap' in recruitment, promotions and bias										
	Sponsorship - practice expected by Champion of all leaders										
	Gender Balance - target in succession lists for CEO and other C-suite roles										
	Flexible Work - mainstreamed with policy, tools and technology, and leadership support										
	Flexible Work - action to enable for frontline/operational workers										
	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 with zero tolerance										
	Sexual Harassment - Board and/or senior team receives regular reporting on both cultural indicators and incidents										
	Sexual Harassment - incorporated in safety strategies and processes										
	Sexual Harassment - risk assessment, cultural review, survey or other diagnostic conducted										
	Sexual Harassment - commitment to adopt principles of transparency for high-profile cases										
	Sexual Harassment - internal updates (incidents, outcomes and de-identified cases)										
	Sexual Harassment - organisation ensures an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs)										
	Sexual Harassment - tools/training/education for employees are up to date										
	Sexual Harassment - review reporting options for employees impacted										
	Sexual Harassment - built internal support capability or expanded relationships with external support services										

◆ Complete or currently underway ◆ In plan to commence or complete by 2023 ◆ Under consideration ◆ Not reported in 2022

Impact details **2022**

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

Table 107: 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	Partners (prof services only)
Delbros Group*	27.1	28.6	-	-	-	26.3	-
SGV & Co	65.1	55.0	48.8	62.0	53.8	66.9	65.1
The Philippines Group Totals	63.7	41.5	48.8	62.0	53.8	65.3	65.1
The Philippines Group Totals (adjusted)	63.7	41.5	48.8	62.0	53.8	65.3	65.1

Note: Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

◆ Gender balance achieved (40%–60% women's representation)
◆ Increase in over-representation of women since since 2020
◆ Increase in under-representation of women since 2020
◇ Not applicable
⬦ Role/s at CEO level held by one or more women

Table 108: Gender balance in recruitment, retention, promotions and exits

The Philippines Group Organisations	Recruitment and Retention				Promotions	
	Women graduates (%)	Women apprentices (%)	Women hires (%)	Women exits (%)	Women promotions (%)	Overall women's representation at end of period (%)
Delbros Group	50.0	-	38.9	38.3	50.0	27.1
SGV & Co	67.6	74.4	-	60.9	64.6	65.1
The Philippines Group Totals	67.5	74.4	38.9	48.0	64.5	63.7
The Philippines Group Totals (adjusted)	67.5	-	38.9	48.0	64.5	63.7

Note: Adjusted totals represent Group membership and reporting that are common in 2021 and 2022.

Recruitment
◆ Gender balance achieved (40%–60% women in graduate and overall 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

Retention
◆ 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

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

Table 109: Access to flexible work and experiencing an inclusive culture

The Philippines 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
Delbros Group	100	100	-	-	-	80.1
SGV & Co	65.0	66.0	65.0	92.0	91.0	92.0
The Philippines Group Averages	82.5	83.0	65.0	92.0	91.0	86.1
The Philippines Group Averages (adjusted)	65.0	66.0	65.0	92.0	91.0	86.1

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021
⬦ Not improved since 2021
◇ Data not available

Table 110: 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
Delbros Group	-	-	82.0	-	-	95.0
SGV & Co	97.0	96.0	97.0	98.0	95.0	97.0
The Philippines Group Averages	97.0	96.0	89.5	98.0	95.0	96.0
The Philippines Group Averages (adjusted)	-	-	82.0	-	-	95.0

Note: Adjusted averages represent Group membership and reporting that are common in 2021 and 2022.

◆ Improved since 2021
⬦ Not improved since 2021
◇ Not reported in 2021
◇ Data not available

Table 111: Exits during or at the end of parental leave

The Philippines 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
Delbros Group	-	100	-
SGV & Co	20.0	33.0	21.0
The Philippines Group Averages	20.0	66.5	21.0

⬦ Not improved since 2021
◇ Not reported in 2021
◇ 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 Philippines Group are as follows:

Organisations	Implementation Leaders
Delbros Group	Shaline Aranda and Nor Abdillah
SGV & Co.	Miguel Ballelos
Program Director	Reuben James Barrete
Program Associate	Reyina Silva-netto

With challenge comes change. For us to see concrete changes, it is important to make the choice to challenge inequalities where we see them.

Ma. Aurora 'Boots' Geotina-Garcia
Chairperson of Philippine Women's Economic Network (PhilWEN) and Co-Chairperson PBCWE

Appendix

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

Key management personnel (KMP)

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

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

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

Head of Business (HOB)

HOB refers to:

- the CEO or equivalent of a subsidiary organisation within a corporate group

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

Other executives/general managers

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

Senior managers

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

Other managers

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

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

CHAMPIONS OF CHANGE COALITION

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.

championsofchangecoalition.org