

**CHAMPIONS
OF CHANGE
COALITION**



*Men stepping up beside
women on gender equality*

IMPACT REPORT

2020

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Stepping up beside women to listen, learn and lead action on gender equality



Dear colleagues

2020 marks 10 years since 8 Australian business leaders came together to form the Male Champions of Change to step up and take action on gender equality.

Accountability, transparency and standing behind our numbers have always been core principles of our Coalition. This is the third annual Coalition wide Impact Report.

The Champions of Change Coalition 2020 Impact Report presents the aggregated and organisational progress and additional voluntary reporting of the gender equality actions and impact of 250+ leaders, from more than 220 organisations across 155 countries. It is believed to be one of the largest voluntary public disclosures on gender equality in the workplace globally.

Our Coalition strategy, composition and collaboration has evolved considerably over the past ten years as Members have worked side-by-side with women leaders to accelerate progress on gender equality.

The name change in 2020 from Male Champions of Change to Champions of Change Coalition is a milestone that reflects the growth and the natural evolution of our work and we are pleased to mark our 10th year as the Champions of Change Coalition – men stepping up beside women on gender equality.

Since our inception we have focused on working within our own organisations to advance more women into leadership and achieve gender equality. We also contribute to the goal of sustainable gender balance at board level and in executive teams through a long-term focus on achieving gender balance across our organisations.

We share our information and resources widely for others to adapt and adopt, to disrupt the status quo and to accelerate change. In 2020 this included the development of a roadmap for effective organisational approaches to preventing sexual harassment in the workplace, a pathway to gender equality in sport, including pay equality, and resources to assist organisations respond to employees who use domestic violence and support those who are impacted.

Like all businesses, Members of the Coalition have faced considerable challenges during 2020 as a consequence of COVID-19 and we have shared our experiences and insights across the Coalition to ensure organisational responses to the pandemic do not inadvertently erode progress on gender equality.

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

We extend our sincere thanks to our partner organisations and all those who advise, support and contribute to the actions and progress outlined in the Champions of Change Coalition 2020 Impact Report.

About the Champions of Change Coalition

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

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

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

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

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

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

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

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

The strategy demonstrates the immense power of more than 220 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 10 years also shows that making work more accessible and inclusive for all women, is delivering wider benefits for employees, teams, organisations and communities.

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

Origins of the Champions of Change

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

The Founding Group began with eight Australian business leaders and has since grown to a group of 24 CEOs, non executive directors and leaders from, government, academia, and the military. New groups have also formed across different organisations, sectors, professions and geographies. The Coalition now encompasses 17 groups, amounting to over 250 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. Since 2018, new groups have formed in Pakistan, the Philippines and across the Global Technology Sector.

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

In 2020, marking our 10th year, our Members supported a name change to: 'Champions of Change Coalition – men stepping up beside women on gender equality'.

Our experience together over 10 years shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

The Champions of Change Coalition

250⁺



CEO or Board level leaders across the world

220⁺



Organisations covering every major sector of the economy

155



Organisations operating in 155 countries

KEY PARTNERS



Coalition Partners

- Australian Human Rights Commission
- Chief Executive Women
- Diversity Council of Australia
- Our Watch
- UN Global Compact
- UN Women
- Workplace Gender Equality Agency (WGEA)
- Women's Leadership Institute Australia (WLIA)

Group Partners

- accelerateHer
- Australasian Fire and Emergency Service Authorities Council (AFAC)
- Consult Australia
- UN Equals
- Makati Business Club
- Microsoft Australia
- Philippine Business Coalition for Women Empowerment (PBCWE)
- Philippine Women's Economic Network (PhilWEN)
- Property Council of Australia
- Science in Australia Gender Equity (SAGE)

1.5M⁺



Representing more than 1.5 million employees globally

44



Women who are Members and Convenors

223 / 107



Supported by 223 women and 107 men Implementation Leaders

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

Group establishment timeline



The Champions of Change Strategy

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

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



What we do

Guiding principles

Our Coalition operates with four guiding principles

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

Action pillars

Our action is aligned to five interconnected themes

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

How we do it



Approach

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

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

We approach our work both collectively and as individuals

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

Our impact



Intended outcomes

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

Measurable objectives

Our impact is measured by annual progress towards key indicators:

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

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

2020 marks our 10th year

In 2010, the then Sex Discrimination Commissioner, Elizabeth Broderick AO, recognised the need to engage the captains of industry, then largely men, in action to achieve gender equality in the workplace and to advance more women into leadership.

For most CEOs at the time, gender equality was not a strategic priority. Today, the 250 men and women CEOs who form our Coalition have gender equality high on their list, with programs in place to improve and achieve it.

Membership of Champions of Change is neither automatic nor is it an exclusive badge. Our Members step up as leaders on gender equality. They are accountable for their progress, for disrupting the status quo, for dismantling barriers for carers in the workforce and driving gender equality in their organisations. They work together on cross-sector innovative approaches that drive change in our society.

Progress towards gender equality has not been universal; there have been set backs, and certainly there is still a long way to go. But just look back a decade to understand the impact of the actions of our Members and Groups in Australia and other countries so far.

In 2010, there was not a consistent and comprehensive method to track women's representation within organisations. The Founding Group recognised that for more women to progress into leadership, the issue needed to be managed like any other business imperative: know the position, set targets and actions, and create the attitudes to achieve them. They developed the approach that today makes tracking and reporting women's representation across organisations rigorous and comparable. Each year all our Members report their progress, and we are proud to leverage WGEA's globally leading data set.

A decade ago, women's voices were under-represented in public debate. Taking an idea raised by Carol Schwartz AO, our Members now pledge to never speak on a panel or at a conference void of women's voices. When organisers cannot guarantee an opportunity for women to speak, our Members suggest a woman in their place or they step down. Yes, there are rare slips but our Members are always called out for it, which is a good thing.

In 2010, a lack of access to flexible ways of working was identified as an inhibitor of women's participation and progress in the workforce. Our Members learned from a pilot run by Founding Member Telstra, which made all roles flexible for all employees, for any reason. That pilot turned into a replicable strategy. Before the COVID-19 pandemic, 88.1% of our Members were already mainstreaming flexible work. Today, that number is 94.0%

In 2010, businesses did not take on the role of preventing or responding to domestic and family violence. Our Members took the lead to learn about the role they could play to support those impacted and, working with experts in the field, developed a framework for organisations. Today, some 82.0% of our Members are taking practical actions, including providing additional paid domestic and family violence leave. In August 2020, Champions of Change Members produced a groundbreaking resource to assist workplaces to respond to employees who use domestic and family violence.

Sexual harassment in the workplace is one of the most entrenched workplace issues our Coalition has worked on over several years. We are taking action, informed by the report *Respect@Work* arising from the National Inquiry into Sexual Harassment in Australian Workplaces led by the Australia's Sex Discrimination Commissioner Kate Jenkins. Our comprehensive approach is captured in *Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace* which was released in September 2020.

These are a few examples of systemic change our Members have led and implemented in their organisations. To accelerate change our work and resources are widely shared for others to adopt or adapt.

As businesses focus on recovery efforts post COVID-19, our determination is not to simply 'return to work' as we knew it. We are all firmly committed to capturing this unique opportunity to redefine and rebuild workplace systems and cultures to be truly gender equal.

Over the past 10 years, our Members have built a platform for committed and influential men to step up beside women leaders and work constructively towards a gender equal world, creating the workplace conditions and cultures that enable more and diverse women to thrive.

Thank you to all of the Members, Implementation Leaders, Executive Assistants, People, Culture and Communications teams who have been vital to the progress we have made over 10 years. There is more work to be done and as Champions of Change, we continue to step up together for gender equality.

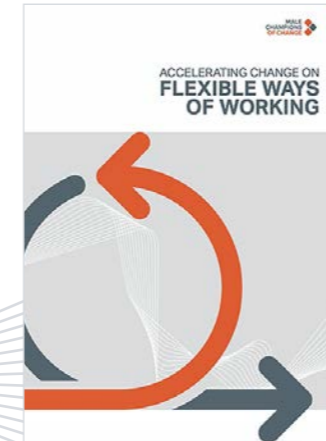
Elizabeth Broderick AO
Founder



Annika Freyer
CEO



A decade of listening, learning and leading with action



Leadership, advocacy and impact on gender equality issues



Stepping up as leaders on gender equality includes leading innovative and disruptive initiatives to shift systems of inequality, which others may wish to adopt or adapt. Here we provide details of major pieces of work undertaken by our Members since the Coalition's inception in 2010.

Disrupting the System – Preventing and responding to sexual harassment in the workplace

What we heard



The failings of the current system for reporting and managing sexual harassment in the workplace are well known. The evidence shows greater and more visible leadership is required, along with disruptive shifts in mindsets, systems and processes in order to prevent and better respond to workplace sexual harassment in our organisations.

Action taken



After extensive engagement with our employees, Members and external experts, our Coalition developed and shared a roadmap to guide more effective organisational approaches to preventing sexual harassment in the workplace. It sets a new global standard that elevates the prevention of sexual harassment as a leadership and safety issue, and better respects and supports people impacted.

Impact



Today, 95.3% of Coalition Members have specific policies and strategies in place to prevent and respond to sexual harassment in their workplaces, including options for reporting and resolution.

Accelerating change on flexible ways of working

What we heard



Flexible work has always been a cornerstone of our gender equality strategies. In 2020, remote and flexible ways of working were elevated to a business continuity priority. We saw the move to widespread remote working as a catalyst to learn about what's possible and normalise more flexible ways of working for the future.

Action taken



Coalition Members reflected on their experiences of implementing flexible ways of working, before and during COVID-19, sharing their approaches and lessons learned as inspiration for others to create more flexible and inclusive workplaces in the future.

Impact



94.0% of Coalition Members are today mainstreaming flexible ways of working in their organisations. Among COVID-19 responses have been specific approaches to address the needs of employees with caring responsibilities.

Employees who use domestic & family violence: a workplace response

What we heard



Since 2015, our Coalition has prioritised efforts to support employees impacted by domestic and family violence. However, given the prevalence of domestic and family violence in our community, we've learned that comprehensive workplace responses should also cover employees who use this behaviour.

Action taken

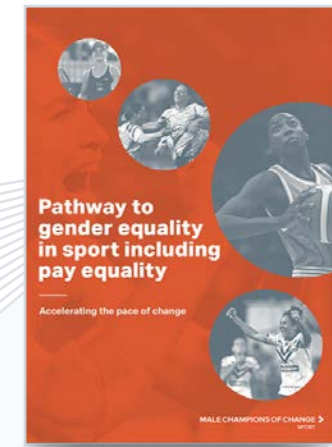


Champions of Change, with the support of key partners, developed a resource to guide organisations in responding to employees who use domestic and family violence.

Impact



Members throughout the Coalition have taken practical steps to assist their employees experiencing domestic and family violence during the COVID-19 pandemic, with measures that have become ongoing features of their approaches to this issue.



Practical Actions – Leading on gender during the COVID-19 pandemic

What we heard

The COVID-19 pandemic, as with previous crises, highlighted the need to ensure hard-won shifts on gender equality are not lost as organisations respond, rebuild and restructure based on changing circumstances.

Action taken

Our Members developed a practical resource for leading on gender equality during COVID-19. The resource focuses on leadership; accountability during change; flexible work; physical, mental and emotional well-being of employees and domestic and family violence support.

Impact

Maintaining focus on gender equality during COVID-19 has resulted in 85.3% of Members achieving or improving gender balance overall since their Champions of Change baseline year and 84.6% of Members achieving gender balance in recruitment or a level of women's representation in recruitment that improved women's representation in the past year.

Workplace responses to domestic and family violence during COVID-19

What we heard

Frontline services experienced increased rates of domestic and family violence in the community in the wake of COVID-19.

Action taken

Members shared their strategies and approaches in this resource on how workplaces can support impacted employees and respond to domestic and family violence during the COVID-19 crisis.

Impact

Coalition Members offered increased support and innovative approaches to help employees affected by increased exposure to risk in mandated home-based work settings, self-isolation or the escalated use of violence exacerbated by economic pressure, uncertainty or change in routine.

Gender Balance in Fire and Emergency, Going Beyond 'It's the Right Thing To Do' – The Case for Change

What we heard

The past year has brought into sharp focus the importance and evolution of the roles of firefighter and emergency service responders. As their responsibilities expand and the work extends to include prevention, preparedness, incident response and recovery, fire and emergency teams require new and different skills and capabilities.

Action taken

Members from across the Fire and Emergency sector together explored and addressed the common FAQ's: 'Why does the gender composition of our workforce matter?' and 'Why should we dedicate time to this issue in particular?' They released a report that demonstrates, through suggestions for practical action, that to meet the needs of the future the Fire and Emergency sector must be equipped to represent, support and engage the diverse communities that it serves.

Impact

Our Members' commitment to improving gender balance has seen women's representation increase from 22.0% in 2018 to 24.9% this year, with Members moving closer to gender balance in 66.4% of leadership categories in 2020.

Pathway to gender equality in sport including pay equality

What we heard

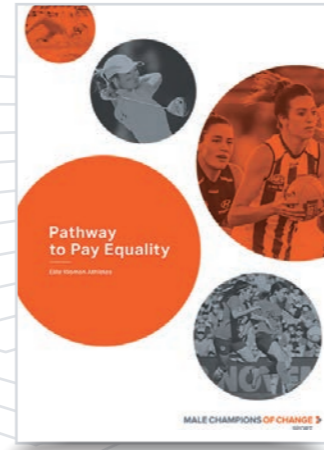
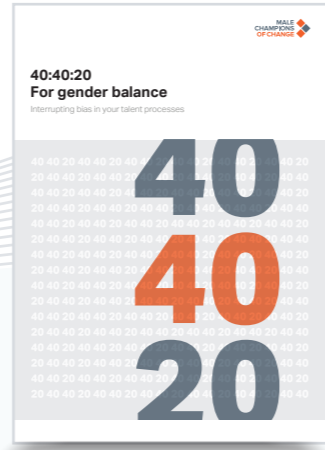
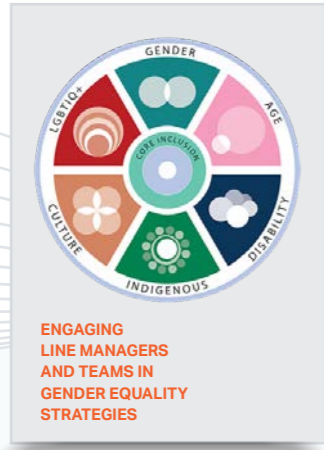
Sport is one of the most culturally influential sectors in Australia, yet it lacked an agreed, robust and systematic approach for tracking and reporting on progress in achieving gender equality and pay equality in the sector.

Action taken

In a world first, Members of our Sport Group worked with McKinsey & Company to develop and report against five key focus areas and more than 20 measures identified as critical in driving progress on gender equality including pay equality in sport.

Impact

In March 2020, we released our second, progress update on the Pathway to Gender Equality including Pay Equality in Sport. This included detailed, aggregated and member-specific data across areas such as Women in Leadership, Participation, Pathways, Investment and Practical Actions towards Pay Equality.



Engaging line managers and teams in gender equality strategies

What we heard

Organisations need resources to gain widespread support for gender equality strategies and actions among their employees, customers and suppliers. Much of our CEO-level work can be adapted to engage line managers and teams in these efforts.

Action taken

We partnered with broadcaster and Champions of Change Member SBS to develop a scalable online learning program covering topics including the case for change, pay equality, recruitment and promotions, sexual harassment and everyday sexism in the workplace.

Impact

The program was launched in November 2019 and will be updated regularly in partnership with SBS.

40:40:20 for gender balance – interrupting bias in your talent processes

What we heard

Organisations need practical tips and tools to systematically interrupt bias in recruitment, promotion and talent development processes to achieve gender balance. This work responds to strong evidence that the best performing teams are diverse teams.

Action taken

Our Property Group worked across the Coalition to develop a guide to help leaders ensure they are avoiding the 'merit trap' and accessing the full talent pool in their talent processes. The guide includes case studies to help accelerate change.

Impact

As a signal of impactful action taken, across the Coalition, 50.6% of all graduates recruited were women. 53.0% of all new hires were women and 39.5% of promotions were women, leading to improvements in women's representation overall reaching 41.5%.

Pathway to Pay Equality – Elite Women Athletes

What we heard

Achieving pay equity and sustainable pay equality for women in sport will take commitment and action across the entire sports ecosystem including sports organisations, governments, media, broadcasters, corporate sponsors, players' associations and grassroots participants.

Action taken

Our Sport Group developed a model to achieve equal base pay in sport; debunk arguments against equal pay for elite women; map the support required across the sports ecosystem; and self-assess each Member's progress on pay equality.

Impact

All Members of our Sport Group committed to annually evaluate and report on their progress towards pay equality over the next five years, with the first detailed report released in March 2020.

Harnessing Our Innovation Potential – Gender Equality in STEM

What we heard

There are significant barriers to attracting, retaining and developing women in the science, technology, engineering and mathematics (STEM) sector. If we don't act, our organisations risk losing highly STEM-qualified women and diminishing our innovation potential.

Action taken

Our STEM Group, led a major study to better understand how these issues manifest and practical actions they could lead to change the current course. This study identified a culture in STEM that excludes women, minimises their contributions and devalues their voices.

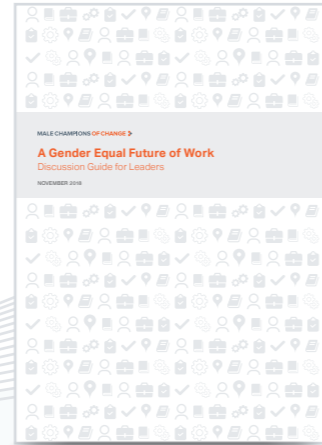
Impact

54.5% of our STEM Member organisations have now established specific gender targets or for STEM roles. The survey insights have also informed a STEM Leadership Roundtable in collaboration with the Department of Industry, Innovation and Science to drive action across the STEM ecosystem.

2019



2018



2017



The Panel Pledge – Gender balance in every forum

What we heard



Women’s voices are excluded from high-profile panels, forums and public debates. Women and girls lack relatable leaders they can aspire to and seek to emulate. The community also misses out on the unique perspectives that are drawn from the insights and experiences of women.

Action taken



At the suggestion of the Women’s Leadership Institute of Australia (WLIA), we supported the Panel Pledge. When asked to be involved in or sponsor a panel or conference, our Members inquire about efforts to include women’s voices. They will step aside and/or nominate a woman leader if no women are represented.

Impact



Today, 84.0% of Members have supported the Panel Pledge, with another 6.7% due to sign on by 2022, helping to elevate the voices of women and enhancing the quality and range of perspectives provided in public discussions.

A Gender Equal Future of Work – Discussion Guide for Leaders

What we heard



Without intentional and bold action, organisations could ‘sleepwalk’ into the future of work – replicating and exacerbating gender inequality.

Action taken



Our Founding and STEM Groups developed a discussion guide supporting leaders to challenge and transform structures that perpetuate gender inequality as they plan for and manage rapid advances in technology, social and demographic shifts, and increasing consumer, citizen and stakeholder expectations.

Impact



Today, 68.9% of Member organisations are taking a systematic approach to considering gender equality as they plan for the future of work, with another 23.0% planning to begin this by 2022.

Backlash & Buy-In – Responding to the Challenges in Achieving Gender Equality

What we heard



The movement for change on gender equality attracts a range of responses. They manifest as internal and public debate on issues such as the demise of meritocracy; reverse discrimination; experiences of gender-based harassment; and the view that efforts to achieve gender equality have simply ‘gone too far’. Some call this backlash.

Action taken



We worked with Chief Executive Women to explore the range of responses that we have encountered and provide our insights and practical actions to continue progress toward gender equality in the workplace.

Impact



Across our Member organisations, we’ve seen impactful initiatives that address backlash decisively and result in the achievement of increased levels of recruitment, retention and promotion of women.

Building a Gender-Balanced and Inclusive Presence – Test the Messages You Project

What we heard



Organisations’ public presence must be improved as part of deeper efforts to include and represent women. The use of stereotypes, language and imagery, unjustified gender imbalances, symbols of success and barriers to entry are all opportunities for such improvement.

Action taken



Our Sport Group led action to share examples of high-impact approaches around external presence, employee experience, engagement activities, awards, recognition and honour systems, and workplace symbols and barriers to inclusion.

Impact



Today, 63.0% of Member organisations are actively testing their external messages and presence for gender balance, with another 20.6% adding this to their efforts by 2022.

2017



We Set the Tone – Eliminating Everyday Sexism

What we heard



When brushed off as harmless, disrespect becomes an accepted part of a workplace's culture. This impacts organisations and employees. Sexism causes harm, limits opportunities and progress for women, silences diverse voices, alienates half the talent pool and increases costly turnover.

Action taken



Our National 2015 Group led a major project to better understand everyday sexism, describe how it manifests and implement actions to address its most prevalent forms.

Impact



Today, 67.7% of Member organisations have acted to eliminate everyday sexism, with another 22.8% commencing specific work by 2022. Our Members also led a national conversation through mainstream and social media to help the community understand everyday sexism and leaders' role in calling out and eliminating it within their organisations.

2016



Closing the Gender Pay Gap

What we heard



A gender pay gap exists in most organisations and across all sectors. Addressing the national gender pay gap requires the efforts of our whole community. Importantly, employers must play their part. All leaders have the power to analyse their data and take action on pay gaps within their organisations, especially in like-for-like roles.

Action taken



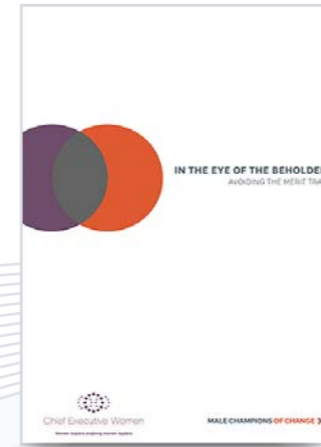
Building on the work and leadership of our Property Group, we developed a useful tool for successfully uncovering and addressing the gender pay gap, along with what we have learned about measuring and closing the pay gap in our organisations.

Impact



Today, 70.1% of Member organisations are conducting and actioning gender pay equity audits at least every two years. This compares to a national figure of 46.4% among WGEA-reporting organisations who have completed a pay equity audit.

2015



In the Eye of the Beholder – Avoiding the Merit Trap

What we heard



There is a common barrier, impacting women, that intervenes between the belief in and application of a merit-based system. To make progress on gender equality and reap the benefits of diversity, it is critical to confront the obstacles that our definition and use of the concept of 'merit' presents.

Action taken



Together with Chief Executive Women, our Members shared what they've learned about how biases can influence the way merit is understood and applied, and strategies to overcome the unintended consequences for women.

Impact



Today, 80.1% of Members are routinely implementing approaches to address the 'merit trap' in recruitment, promotion and related practices to ensure women are not consciously or unconsciously excluded from recruitment and promotion opportunities.



Playing our Part – Workplace Responses to Domestic and Family Violence

What we heard



Domestic and family violence can affect anyone. It is an issue that is central to gender equality, impacting around 800,000 women in workplaces across Australia. Many leaders and organisations believe that domestic violence is a private matter and businesses and workplaces have no role to play in the issue.

Action taken



We worked with employers, experts and community partners to develop a series of resources to help organisations identify domestic violence as a workplace issue, and to create more safety and support at work for those experiencing this violence.

Impact



Today, 82.0% of Member organisations are taking practical actions such as additional paid leave and safety planning to support people affected within their organisations.

2014



2012



2011



All Roles Flex

What we heard



Flexible work is a significant enabler of high performance, employee engagement and innovation. A lack of flexibility holds people back from achieving their best at work, at home and in other parts of life. Outdated notions of presenteeism, inflexible hours, and gender-based stereotypes around caring can particularly impact women's progress.

Action taken



Telstra, a Member of our Founding Group, pioneered a shift in attitudes to flexible working to support the opportunity for flexibility in some form in every role, for any reason.

Impact



Today, our Members see flexible work as a business advantage. Building on early pilot approaches, in 2020 94.0% of Member organisations have mainstreamed flexible work for all employees in 'all roles flex' style approaches.

It starts with us – The Leadership Shadow

What we heard



The impact of leaders visibly stepping up to the challenge of gender equality and holding themselves and their teams to account is critical in achieving change.

Action taken



Our Founding Group and Chief Executive Women partnered to develop a resource that invites leaders to consider what they say, how they act, what they measure and what they prioritise in terms of gender equality.

Impact



Today, 65.6% of Members are using the 'Leadership Shadow' or something similar to drive behaviour and accountability for change on gender equality. 82.8% of Member organisations have a specific gender equality action plan in place compared to a national figure of 76.5% among WGEA-reporting organisations.

A New and Consistent Approach for Reporting Progress on Gender Equality

What we heard



When our Coalition commenced in 2010, inconsistent standards for reporting on gender equality and the advancement of women in leadership prohibited accurate and transparent assessments of progress and the identification of targeted interventions to accelerate change – within and across organisations and sectors.

Action taken



The Founding Group developed a consistent reporting standard for a transparent, granular view of the leadership pipeline and progress, treating gender balance in leadership as a business priority, annually tracked and reported.

Impact



100% of our Members report their progress annually via specific Group Progress Reports or the combined Coalition-wide Impact Report using our robust, consistent and comparable methodology. 65% of our Members have achieved or improved gender balance in key management personnel and 85.3% have achieved or improved gender balance overall in their organisations since their first Coalition-wide report.

Stepping up as leaders on gender equality includes leading innovative and disruptive initiatives to shift systems of inequality

A future shaped by an uncommon crisis

We have an opportunity to reimagine and rebuild a future of work that is truly gender equal.

COVID-19 has had a unique and widespread impact on our economy, our health, our workplaces, our workforces, our relationships our lifestyle and our future.

We know that economic and health crises present devastating challenges and exacerbate pre-existing inequalities. Gender-based outcomes from previous recessions and pandemics are consistent and unequivocal: women's economic security, workforce participation, political representation, health and educational achievement are disproportionately impacted.¹

The highly feminised sectors of retail, tourism, hospitality, textile and manufacturing face a global decline in demand. Women in these sectors have been profoundly impacted economically by the sudden loss of employment and reduced hours of work and pay. Healthcare workers, on the other hand, are in high demand and face expanding employment opportunities in high-risk contexts.

Women's social and physical vulnerability has increased due to increased risk of infection among frontline healthcare workers and the lockdown restrictions with the intensification of unpaid domestic and care work.

Women have also experienced increased levels of domestic and family violence in most parts of the world during this time.

Moreover, unless there is a systematic commitment to include gender-specific analyses in recovery strategies, gender inequality will be compounded by the current lack of women's participation in the leadership of the crisis response.

Champions of Change have been steadfast in our commitment to avoid and mitigate these negative impacts.

Champions of Change Coalition challenges, actions and aspirations

Our Members, like other business leaders have faced many challenges during 2020 as a consequence of COVID-19:

- Moving to large-scale remote working arrangements to support public health efforts.
- Major commercial challenges with enormous impact on the corporate ecosystem: disruption to supply chain, production, operations and consumer confidence. No sector or industry has been untouched, but impacts are unevenly distributed, and felt unevenly within organisations.
- Many businesses undergoing rapid transformation to deliver services and products online.
- Some Members have been central to the government response including management of repatriation of Australians from overseas, management of court and prisons, managing the provision of financial support to consumers and mortgage holders and provision of legal assistance including family courts and family violence orders, while the Australian Public Service has maintained large-scale redeployment of staff to areas of high demand.

Amidst these challenges, Members have also been navigating decisions vital to continuing progress on gender equality.

In response to COVID-19, many of our Members established diverse and gender-balanced response teams, to ensure consideration of the needs of all employees.

During the crisis, Members dedicated time to understand the gendered impacts of COVID-19 and the actions they could take to ensure women were not disproportionately impacted by decisions. Members have shared their experience and insights within their Groups and across the Coalition to ensure responses to COVID-19 do not inadvertently erode progress on gender equality. By working together, Members have also have identified opportunities to make further gender equality advances.

Why action on gender equality is critical in recovery

Addressing the drivers of inequality is critical to improving our businesses and our nations' social and economic resilience amidst uncertainty about the future.

There is a real opportunity to embed gender equality at the centre of national COVID-19 recovery strategies in line with the global commitment to improving women's workforce participation.

Our Members are committed to reshape, restructure and recover with a gender lens on the numbers, women's representation goals and diligent processes to support diversity and balance.

Read more on our progress advancing gender equality throughout this unprecedented year

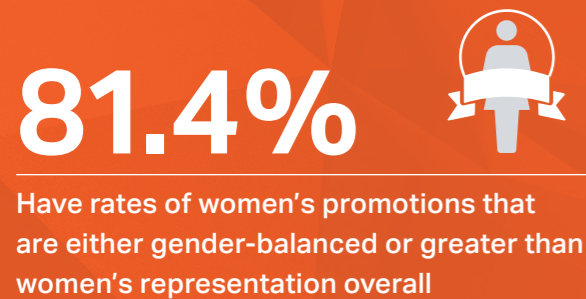


¹ Baird, M. & Hill, E. (2020). IW, COVID-19 and Women's Economic Participation—A rapid analysis on COVID-19 and implications for women's economic participation.

McKinsey & Company (2020) COVID-19 and gender equality: Countering the regressive effects.

2020 outcomes

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

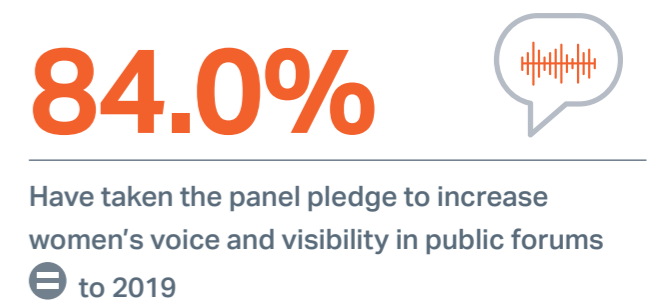
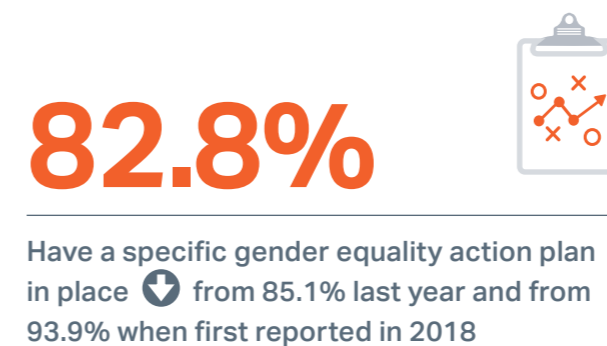
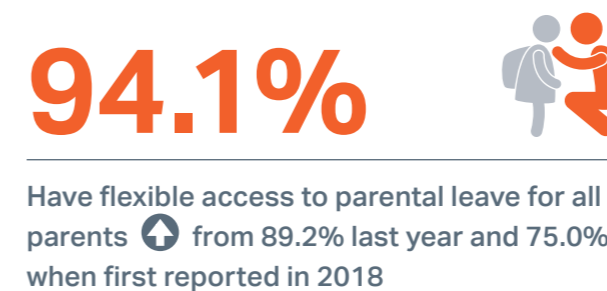


Our Members are taking collective action to drive large-scale systemic change on gender equality

Major projects in 2020 included:

- *Disrupting the System: Preventing and responding to sexual harassment in the workplace* was released by our Members.
- *Pathway to Gender Equality, including Pay Equality in Sport* report was released by the Sport Group.
- *Employees who use domestic and family violence – a workplace response* was released in partnership with Our Watch, CEO Challenge, UNSW, No To Violence, Rape and Domestic Violence Services Australia.
- Coalition Members shared their lessons and actions taken to respond to the COVID-19 crisis through practical reports on flexible ways of working, support for those experiencing domestic and family violence and leading on gender equality during the pandemic.
- The Champions of Change Coalition Institute formally engaged with 38 gender equality leaders in the women's sector who represent organisations such as Equality Rights Alliance, Economic Security for Women, Australian Women Against Violence Alliance, Disability Leadership Institute, National Foundation for Australian Women and the 50/50 by 2030 Foundation.

Our Members are creating the conditions and cultures that enable women to thrive in our organisations



Our focus on action to accelerate change

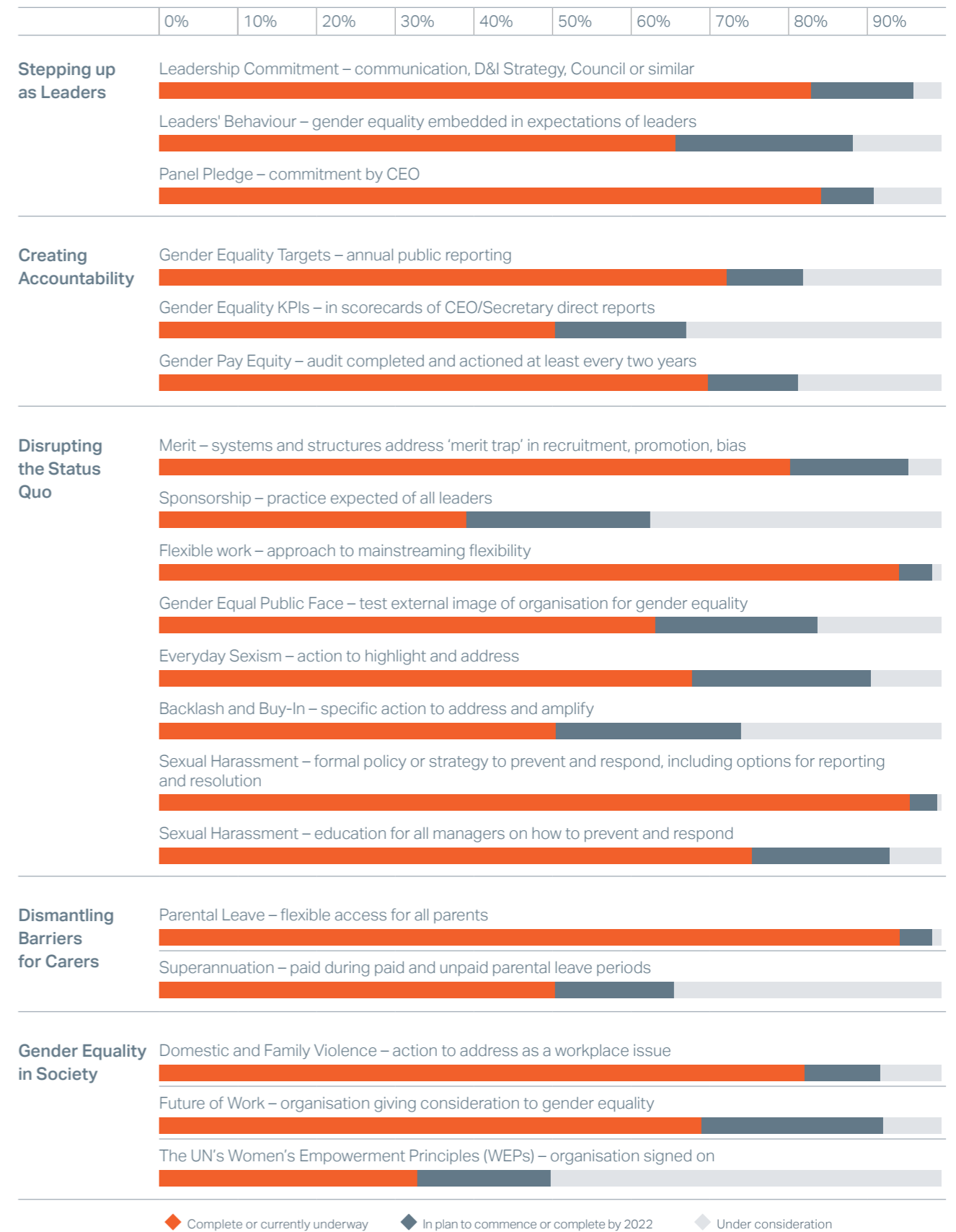
Taking practical action to accelerate the pace of change is core to the Champions of Change approach. We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

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

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

More information on the practical actions taken by each Group in the Coalition is included in the Champions of Change Groups sections, starting on page 41 of this report.

Table 1: Practical actions – Champions of Change Coalition overall



Our focus on measuring impact

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

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

The following tables contain the most recent available data by each Member and the Champions of Change Coalition overall. For full transparency, we share our 2018, 2019 and 2020 Coalition results, and where possible, benchmark these against data arising from the 2020 Workplace Gender Equality Agency's (WGEA) scorecard. The WGEA scorecard is the result of compliance reporting by Australian private sector employers with more than 100 employees, and is a globally unique data set, now in its seventh year of publication.

While not completely alike due to our international and public sector members, we believe this is a useful comparison to include.

Gender balance in leadership, recruitment, graduates and promotion

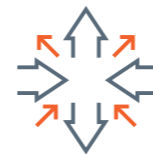
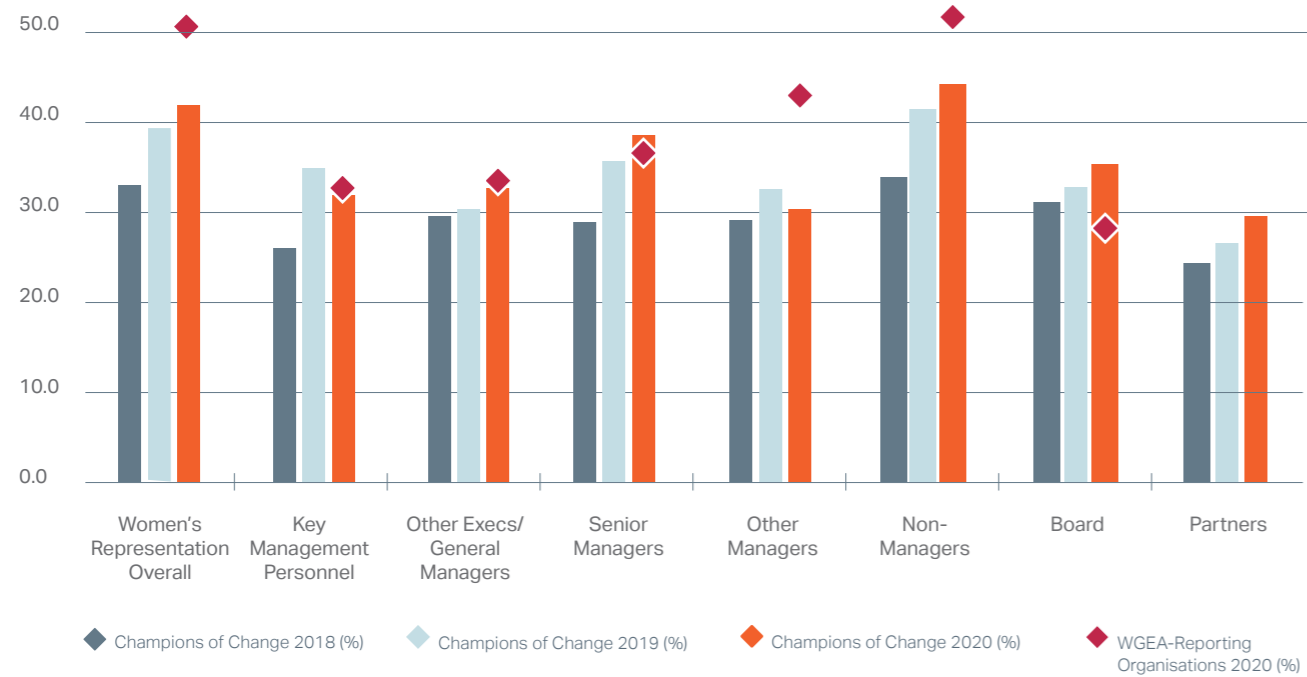
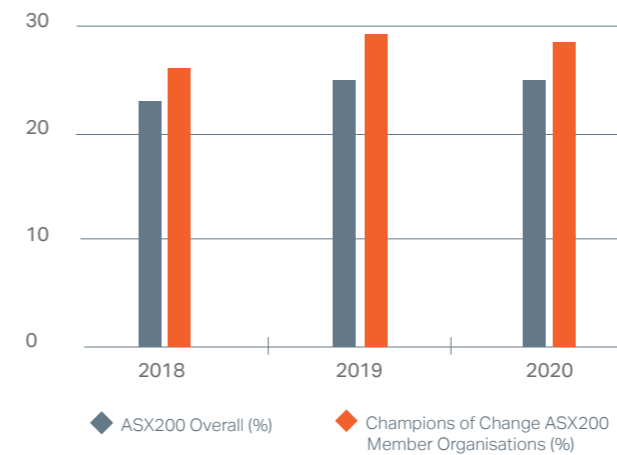


Table 2: Gender balance in leadership – Champions of Change Coalition overall year-on-year changes



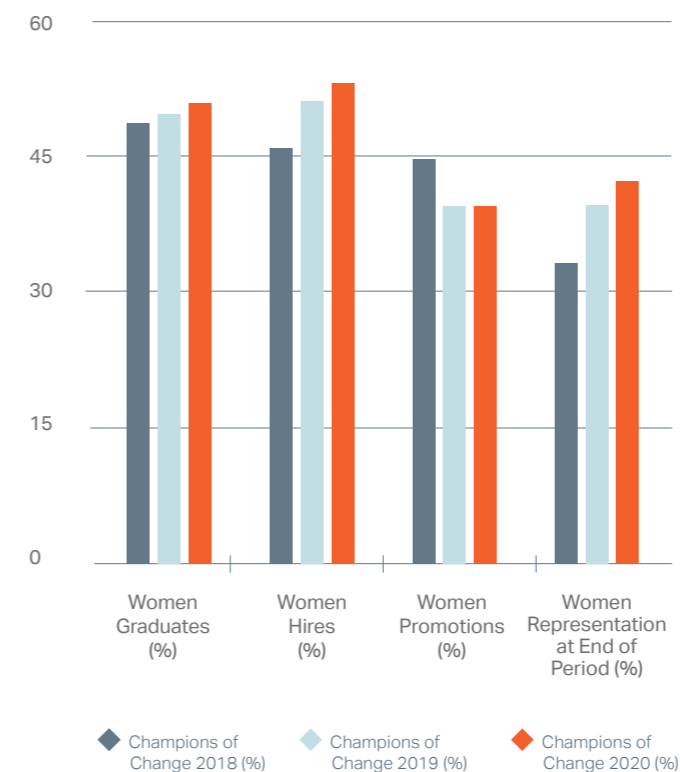
Note: WGEA data not available for women's representation at the partner level. Detailed information by each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups section, starting on page 41 of this report.

Table 3: Gender balance in leadership – Champions of Change Executive Leadership Teams in Member Organisations in the ASX200 Compared to ASX200 Overall



Note: ASX data sourced from CEW Executive Census Reports 2018, 2019, 2020

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



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

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 2019-20 WGEA compliance reports. Organisations that do not report to WGEA have provided their most recently available data to align as closely as possible with the WGEA reporting period.

Detailed information by each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups sections, starting on page 41 of this report.

Pay equity between men and women



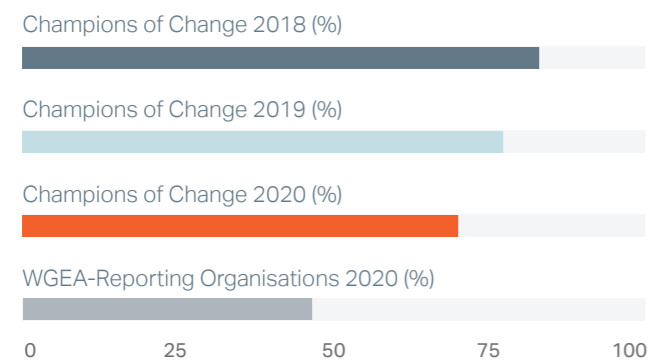
70.6% of Champions of Change organisations are regularly conducting and actioning the results of their gender pay equity audits, compared to 46.4% of WGEA-reporting organisations.

24 Champions of Change organisations are disclosing their gender pay equity gaps in Annual Reports and public websites. Those organisations and links to their disclosures are included in the Champions of Change Groups section, starting on page 41 of this report.

The trend indicated in Table 5 reflects the addition of new organisations and Groups over the past two years. As these and other Member organisations prioritise action on gender pay equity according to their plans, this will positively impact the overall percentage of Member organisations who are conducting and actioning pay equity audits.

Table 5: Action On Gender Pay Equity – Champions of Change Overall Compared To WGEA-Reporting Organisations

Pay equity audit conducted (and actioned for Champions of Change)



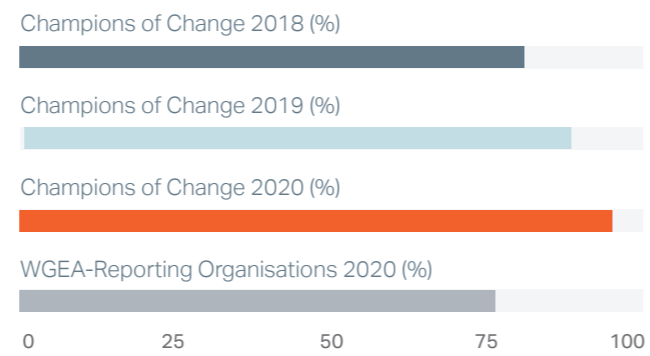
Flexible and inclusive employment experiences



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

Table 6: Action on flexible work – Champions of Change Coalition overall compared to WGEA-reporting organisations

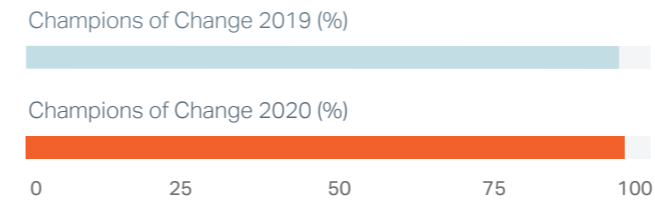
Policy and strategy in place to mainstream flexible work



43.8% of reporting Champions of Change organisations have been able to provide data on their employees' experiences of flexible work and inclusion in 2020. Overall data for Member organisations who reported on this measure shows on average 80.8% of women, 80.7% of men and 79.7% of all employees report having access to the flexibility they need this year. These data points were 79.3%, 80.4% and 79.9% respectively in 2019. Also, on average 83.3% of women, 85.6% of men and 82.6% of all employees report having an inclusive employment experience this year. These data points were 81.6%, 74.8% and 81.2% respectively in 2019.

Table 7: Sexual harassment policies and strategies – Champions of Change Coalition overall

Policies and strategies in place to prevent and address sexual harassment, including options for reporting and resolution



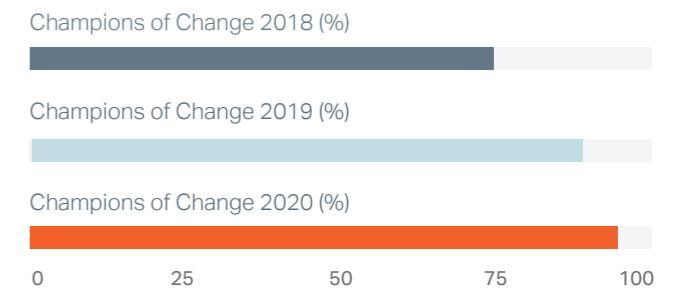
24.3% of reporting Champions of Change organisations have been able to provide data on their employees' perceptions of their organisation's approach to sexual harassment. Overall data for Member organisations who reported on this measure shows on average 87.2% of women, 91.6% of men and 88.0% of all employees believe that their organisation takes a zero-tolerance approach to sexual harassment. These data points were 90.1%, 94.1% and 90.1% respectively in 2019.

Additionally, overall data for Champions of Change organisations who are able to report shows on average 72.9% of women, 76.4% of men and 75.2% of all employees believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications. These data points were 84.2%, 90.9% and 85.4% respectively in 2019.

Detailed information by each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups section, starting on page 41 of this report.

Table 8: Parental Leave Equality – Champions of Change Coalition overall

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



Note: WGEA data not available for this action in 2020.

59.5% of reporting Champions of Change organisations have been able to provide data on their retention of employees taking or returning from parental leave. Overall data for Member organisations who reported on this measure shows on average, of those who started a period of parental leave 3.9% of women, 1.8% of men and 2.8% of all employees left their organisation during or at the end of their parental leave in the past year. These data points were 4.1%, 2.0% and 2.7% respectively in 2019.

The averages presented in this Champions of Change outcome may represent data from cohorts of different sizes, depending on data available at the time of reporting. Hence, the data for 'all employees' may be higher or lower than the averages shared for women and men.

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Champions of Change
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ASIO

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AI Foundation

Coco Alcuz Jr
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David Anderson
Managing Director
ABC

Mark Anderson
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Kelvin Ang
CEO
Philam Life

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Australian Red Cross
Lifeblood

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Geoscience Australia

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The GPT Group

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You & Mr Jones, One Young
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President and Global Head
M12 – Microsoft's Venture
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Vicinity Centres

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Department of Environment
and Water SA

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Rackspace

Bruce Goodwin
Managing Director
Janssen Australia
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Robert Kelly
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Steadfast

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Forest Fire Management
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Ken Morrison
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Property Council of Australia

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Mirvac Group

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PTW Architects

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Stockland

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Michael Pratt
Secretary
NSW Treasury

John Prentice
Principal
Woods Bagot

Neil Stonell
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Managing Partner
(Melbourne)
Grimshaw

James Sutherland
CEO
Golf Australia

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Manager APAC Region
PepsiCo Pakistan

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SBS

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AGL

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Craig Tiley
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Hayball

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Prosus and Naspers at
Naspers Group

Philip Vivian
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Bates Smart

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Telenor Pakistan

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Simone Walker
Deputy Secretary
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Group overviews of action and impact

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Non-Executive Director

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

George Whyte
Managing Director
Aggreko

Geoff Wilson AO
Non-Executive Director

Gary Wingrove
CEO
KPMG

Steven Worrall
Managing Director
Microsoft Australia

Will Wright
Managing Director
Douglas Partners

Scott Wyatt
CEO
Viva Energy Australia

Carlene York APM
Commissioner
State Emergency Service
NSW

Founding Group

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

The Founding Group is committed to actively advancing gender equality across their organisations and across the country. The Founding Group's purpose is to help achieve significant and sustainable improvements in the representation of women in senior leadership, which includes a focus on action in the areas of leadership, talent development, accountability and public advocacy. Founding Group Members also share their experiences and insights generously across our Coalition in order to accelerate change and amplify our collective impact.

Outcomes for 2019-20

34.6%



Women's representation achieved overall across the Group \uparrow to 2019

44.8%



Women's recruitment achieved overall across the Group \uparrow to 44.8% in 2019

34.2%



Women's promotions achieved overall across the Group \uparrow from 31.8% in 2019

78.8%



Members achieved or moved closer to gender balance across 78.8% of leadership categories in 2020

Champions of Change



Frances Adamson
Secretary
Department of Foreign
Affairs and Trade



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



Matt Comyn
Managing Director
and CEO
Commonwealth
Bank of Australia



Angus Dawson
Managing Partner
McKinsey & Co



Richard Deutsch
CEO
Deloitte Australia



**Stephen Fitzgerald
AO**
Non-Executive
Director



Cindy Hook
CEO
Deloitte APAC



Alan Joyce AC
CEO
Qantas Group



Kevin McCann AM
Non-Executive
Director



Beverley McGarvey
Chief Content Officer
and EVP
ViacomCBS Australia
and New Zealand



Stephen McIntosh
Group Executive,
Growth & Innovation
and HSE
Rio Tinto



Chris Moraitis PSM
Secretary,
Attorney General's
Department



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



Andrew Penn
CEO
Telstra



Simon Rothery
CEO, ANZ
Goldman Sachs



**Dr Michael Spence
AC**
Vice-Chancellor
and Principal
The University of
Sydney



Andrew Stevens
Non-Executive
Director



Dominic Stevens
Managing Director
and CEO
Australian Securities
Exchange



David Thodey AO
Non-Executive
Director



Dr Ian Watt AC
Non-Executive
Director



Geoff Wilson AO
Non-Executive
Director



Gary Wingrove
CEO
KPMG Australia



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition



Actions and impact 2020

Stepping up as leaders

- Founding Group Members focused on identifying and tracking practical leadership actions to maintain progress on gender equality outcomes within their organisations during COVID-19. These actions have included:
 - Ensuring gender balance in COVID-19 response teams.
 - Providing leadership opportunities to high potential women during the crisis.
 - Reviewing employee engagement data by gender.
 - Monitoring uptake of flexible work and return to workplaces by gender.
- University of Sydney signed the Australian Higher Education Joint Sector Position Statement 'Preserving Gender Equity as a Higher Education Priority During and After COVID-19'.
- Members provided cross-sector support to other leaders within the Coalition during the pandemic, for example:
 - General Angus Campbell, Chief of the Australian Defence Force, joined the leaders in the Fire & Emergency Group to discuss leading on gender equality in a command and control environment.
 - Alan Joyce, CEO of Qantas Group, Angus Dawson, Managing Partner McKinsey & Co, Frances Adamson, Secretary of DFAT and Andy Penn, CEO of Telstra, have each joined Coalition leaders in our Sport Group to discuss gender equality leadership through the pandemic in highly impacted sectors.
 - Andy Penn, CEO of Telstra, represented the Coalition at the roundtable launch of the Coalition's resource 'Employees Who Use Domestic & Family Violence: A Workplace Response'.
- Deloitte was recognised with the Catalyst Award for their 'Inspiring Women' program. They also launched a 'Panel Promise' with 100 of the firm's top leaders signing on to increase the visibility and contribution of women leaders in public and professional forums, by ensuring that all panels they participate in have more balanced gender representation.

- The Founding Group welcomed new Member Beverley McGarvey, Chief Content Officer & EVP Viacom CBS Australia & New Zealand.

Creating accountability

- Members refreshed their leadership targets during 2020, progressing with new targets for the next reporting period.
- Members including Telstra, KPMG, DFAT and CBA met or exceeded their targets to increase women's representation in leadership in 2020.
- For the first time in the history of Sydney University, a majority of women were promoted to Professor level through the annual promotion process.

Disrupting the status quo

- The Founding Group continued to actively monitor business continuity and gender equality outcomes of the rapid scale-up and expansion of flexible and distributed work during the pandemic. Leaders have noted the positive impact of existing commitments to flexible work and 'All Roles Flex', for example:
 - Telstra transitioned some 90% of its global workforce to remote work during the early stages of COVID-19 with all staff now able to work from home permanently if they wish.
 - KPMG embedded a new 'Three Hubs' policy to normalise hybrid ways of working at home, in the office and with the client.

Dismantling barriers for carers

- Our Members reviewed and advanced parent and carer support with the expansion of gender-neutral access to parental leave (for example, Telstra and Deloitte), and introduced further flexibility in options for parents to access leave (for example, ASX, CBA, Telstra, Attorney General's Department and ViacomCBS (Network Ten)).
- KPMG released a major study into childcare support, 'Unleashing our potential – the case for further investment in the child care subsidy'.
- Supported parents and carers during the pandemic with specialised resources and virtual networks for sharing and connecting, particularly during the periods of lockdown and home-schooling, for example:
 - CBA created a dedicated hub with access to daily activities and information for parents tailored to their children's ages, along with a digital network to connect parents during the pandemic.

Gender equality in society

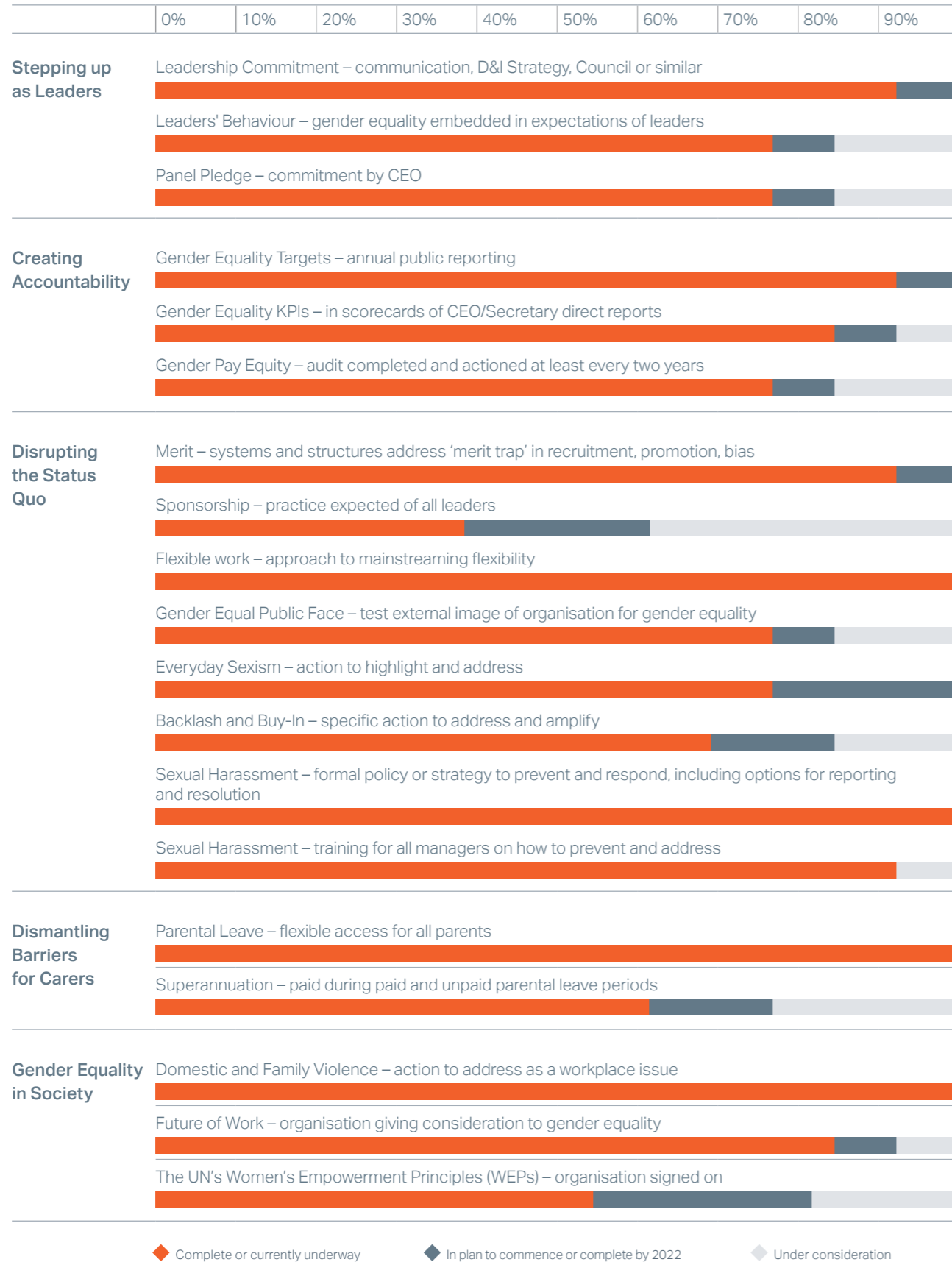
- Members took action to support employees experiencing domestic and family violence during the pandemic by introducing new measures, for example:
 - KPMG introduced 'Project Autumn', providing emergency accommodation for colleagues and establishing a new domestic violence hotline with a dedicated HR resource to provide immediate workplace support.
 - CBA extended and expanded support for people impacted by financial abuse, as a result of domestic and family violence, with the launch of Next Chapter; a new program that offers a range of services, support, resources and research.

Founding Group Members also share their experiences and insights across our Coalition in order to accelerate change and amplify our collective impact.



Practical actions

Table 9: Practical actions



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 10: Gender balance in leadership

We use the WGEA reporting framework for the period 1 April 2019 to 31 March 2020, acknowledging that each reporting entity defines its data inclusions according to WGEA definitions and includes Australian-based employees. This means the data is not necessarily comparable across organisations in the following table, nor may it be comparable to data reported separately by individual organisations, such as in their Annual Report. As some organisations are required to submit more than one report to WGEA for their organisation, please refer to the footnotes to this table for detail on inclusions.

Founding Group Organisations	Women's Representation (%)								
	Baseline Year	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Attorney-General's Department	2016	69.4	28.6	28.1	57.9	66.4	72.1	-	53.3
Australian Securities Exchange	2014	40.0	25.0	34.0	35.3	40.4	41.1	-	27.3
CBA	2014	57.5	25.0	35.1	41.6	48.2	61.9	-	55.6
Deloitte	2014	47.2	35.7	29.7	38.1	45.9	54.8	29.8	40.0
Department of Defence (ADF)	2019	18.7	0.0	11.3	15.1	17.0	19.6	-	-
Department of Defence (APS)	2019	45.4	30.0	43.4	35.7	-	49.7	-	-
Department of Foreign Affairs and Trade *	2015	58.7	40.0	48.4	41.8	54.4	61.0	-	-
KPMG	2014	49.0	40.0	34.0	41.9	48.3	53.8	28.8	36.4
McKinsey & Company	2014	44.9	18.3	26.4	38.8	-	56.0	10.9	-
Network 10	2014	48.5	66.7	25.0	44.8	55.7	47.8	-	0.0
Qantas	2018	39.0	33.3	25.5	41.9	41.9	38.7	-	40.0
Rio Tinto *	2014	19.4	25.6	10.3	25.5	29.8	18.6	-	33.3
Telstra	2014	29.0	45.5	30.9	28.6	26.9	29.2	-	30.0
University of Sydney	2015	56.4	53.3	45.6	42.0	44.7	57.5	-	40.0
Founding Group Total	2018	34.6	28.6	29.2	32.4	29.0	36.1	38.0	28.7

Note: Australian Defence Force (ADF) data includes Permanent Force, Gap Year, Continuous Full-Time Service and Active Reserves. Australian Defence Force (APS) data includes Ongoing and Non-ongoing employees. Data for CBA only includes Australia-based employees and is representative of Commonwealth Bank of Australia (ABN 48123123124) only, and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), and Commonwealth Securities Limited (ABN 60067254399). All Qantas data includes Australian-based employees only, is as of 30 June 2019 and is based on the WGEA 2019-20 Qantas Airways Ltd (ABN 16 009 661 901) report. It excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA. All Telstra data includes Australian-based employees only and is based on the WGEA 2019-20 Telstra Corporation Ltd (ABN 33 051 775 556) report as of 31 March 2019. Women's overall representation in the Telstra Group (Telstra Corporation Ltd and its wholly-owned subsidiaries) has increased from 30.1% in 2014 to 32.3% in 2020.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category



Table 11: Gender balance in recruitment and promotions

Founding Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Attorney-General's Department	71.4	71.7	71.8	69.4
Australian Securities Exchange	66.7	44.6	38.6	40.0
CBA	42.4	56.7	52.8	57.5
Deloitte	57.5	48.8	49.4	47.2
Department of Defence (ADF)	-	22.8	21.3	18.7
Department of Defence (APS)	48.2	51.3	54.9	45.4
Department of Foreign Affairs and Trade	48.9	62.7	66.8	58.7
KPMG	43.0	48.5	45.6	49.0
McKinsey & Company	48.3	54.4	31.5	44.9
Network 10	-	-	55.6	48.5
Qantas	45.2	51.2	30.8	39.0
Rio Tinto	58.7	21.2	25.6	19.4
Telstra	47.9	39.9	43.3	29.0
University of Sydney	-	59.2	63.5	56.4
Founding Group Total	50.5	44.8	34.2	34.6

Note: Australian Defence Force (ADF) data for recruitment and promotions includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. ADF enlistments can be categorised as those with no prior military service, having previous permanent force service or prior military service in another country. Australian Defence Force (APS) data for graduates and overall recruitment includes Ongoing and Non ongoing. Australian Defence Force (APS) data for overall recruitment includes initial hires and rehires. Australian Defence Force (ADF) data for promotions excludes promotions to ranks E01 – E02 and E10 as these are not considered promotions. For CBA data – on promotions – This metric is based on promotions data as reported in Q1.10 of our WGEA 2020 Report for Commonwealth Bank of Australia (ABN 48123123124). The data includes Australia-based employees only and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023) and Commonwealth Securities Limited (ABN 60067254399). On recruitment – This metric is based on Appointment data, minus Promotion and Graduate workforce data, as reported in the WGEA 2020 Report for Commonwealth Bank of Australia (ABN 48123123124). The data includes lateral moves and Australia-based employees only and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), and Commonwealth Securities Limited (ABN 60067254399). All Qantas data includes Australian-based employees only, is as of 30 June 2019 and is based on the WGEA 2019-20 Qantas Airways Ltd (ABN 16 009 661 901) report. It excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

Recruitment

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

Promotions

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

Gender pay equity

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

- Attorney-General's Department, Department of Defence and Department of Foreign Affairs of Trade – contributions to the data disclosed in aggregate by the [Australian Public Service Commission](#) annually (Chapter 8)
- [Deloitte – Annual Report 2020](#)
- [Rio Tinto – Annual Report 2020](#)

Flexible and inclusive employment experiences

Table 12: Access to flexible work and experiencing an inclusive culture

Founding Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Attorney-General's Department	65.0	57.0	61.0	86.0	85.0	86.0
Australian Securities Exchange	93.0	90.0	91.0	86.0	89.0	88.0
CBA	81.0	80.0	81.0	88.0	88.0	88.0
Department of Foreign Affairs and Trade	-	-	75.0	-	-	83.0
KPMG	79.0	80.0	78.0	85.0	86.0	84.0
McKinsey & Company	72.0	80.0	76.0	88.0	93.0	90.0
Network 10	-	-	-	-	-	77.8
Rio Tinto	-	-	-	71.0	69.0	69.0
University of Sydney	74.0	75.0	73.0	69.0	73.0	70.0
Founding Group Averages	77.3	77.0	76.4	81.9	83.3	81.8

Note: CBA data is based on the proportion of CBA employees who self-identified as either female or male and responded favourably to the question "I am able to balance my work and personal commitments", and "The people I work with made me feel like I belong" in the Group's annual people and culture survey. The result captures the responses of CBA and Bankwest employees only, and excludes Colonial First State Global Asset Management and ASB.

◆ Improved since first report in 2018 ◇ Not improved since first report in 2018 ◆ First year reporting in 2019 ◇ Data not available



Table 13: 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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
Australian Securities Exchange	94.0	97.0	96.0	-	-	-
KPMG	92.0	95.0	93.0	92.0	95.0	93.0
McKinsey & Company	92.0	99.0	95.0	89.0	98.0	94.0
University of Sydney	89.0	94.0	90.0	41.0	48.0	43.0
Founding Group Averages	91.8	96.3	93.5	74.0	80.3	76.7

◆ Improved since last reported
 ◆ Not improved since last reported
 ◆ First year reporting
 ◇ Data not available

Table 14: 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	0.0	0.0	0.0
Australian Securities Exchange	0.0	0.0	0.0
CBA	6.4	0.9	4.6
Deloitte	10.0	2.0	7.0
Department of Foreign Affairs and Trade	0.0	0.0	0.0
KPMG	12.0	0.9	3.7
McKinsey & Company	2.4	9.7	5.5
Qantas	5.8	1.0	4.1
Rio Tinto	5.0	0.5	2.5
University of Sydney	3.7	0.6	2.6
Founding Group Averages	5.7	2.0	3.8

Note: All Qantas data includes Australian-based employees only and is based on the WGEA 2019-20 Qantas Airways Ltd (ABN 16 009 661 901) report as of 31 March 2020. It excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA

Note: For CBA, data in this table refers to parental leave resignations as reported in the 2019-20 WGEA Report for Commonwealth Bank of Australia (ABN 48123123124), and excluding ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), and Commonwealth Securities Limited (ABN 60067254399). This data includes Australia-based employees only.

◆ Improved since last reported
 ◆ Not improved since last reported
 ◆ First year reporting
 ◇ 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
ASX	Anna Wild
Attorney General's Department	Jesse Clarke
Australian Government Department of Foreign Affairs and Trade	Emily Fisher & Lisa Mollard
CBA	Ryan Burke & Bianca Broadhurst
Department of Defence	Shawn Wilkey & Heidi Lyons
Deloitte Australia	Kate Furlong
Goldman Sachs	Katherine Grant
KPMG	Salli Hood & Tanya Mukerjee
McKinsey & Co	Lucy McKnight & Eleanor Brown
Network Ten	Anthony McDonald
Qantas Airways Limited	Liz Griffin
Rio Tinto	Rachel Durdin & Chantelle Thom
Telstra	Kylie Fuller & Serap Potocki
The University of Sydney	Sarah Abbott
<hr/>	
Champions of Change Coalition Program Director	Anna York

“
 After ten years together as Champions of Change, and with strong guidance from many, we have learned valuable lessons. As custodians of our strategy, Founding Group Members continue to share experiences and insights across our Coalition – to accelerate change, and amplify collective impact.

Elizabeth Broderick AO
 Founder
 Champions of Change Coalition

National 2015 Group

The National 2015 Group was established five years ago and today includes 18 Members who lead over 60,000 employees. The primarily Victorian-based Group represents some of Australia's most significant local, national and international organisations.

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

The Group includes representatives from a cross-section of public, private and not-for-profit organisations. We formed with the intent of affecting change on gender equality by interacting daily with people where they live, work, socialise and learn – key settings where culture and norms are reinforced.

Outcomes for 2019-20

46.1%



Women's representation achieved overall across the Group from 44.5% in 2019

54.1%



Women's recruitment achieved overall across the Group from 50.8% in 2019

48.7%



Women's promotions achieved overall across the Group from 40.9% in 2019

91.7%



Members achieved or moved closer to gender balance across 82.8% of leadership categories in 2020

Champions of Change



Graham Ashton AM APM
Non-Executive Director



Ken Barton
CEO
Crown Resorts



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



Rowen Craigie
Non-Executive Director



Dr Sandro Demaio
CEO
VicHealth



Professor John Dewar AO
Vice Chancellor
La Trobe University



Craig Drummond
CEO
Medibank



Barni Evans
CEO
Sportsbet



Adam Fennessy PSM
Commissioner,
Victorian Public Service Commission'



Tony Frencham
Senior Group Director
Refining & Chemicals
Worley



Doug Hilton AO
Director
WEHI



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



Gillon McLachlan
CEO
Australian Football League



Shane Patton APM
Chief Commissioner,
Victoria Police



Jerril Rechter AM
CEO
Basketball Australia



Luke Sayers AM
Founder and Executive Chairman
Sayers



Tom Seymour
CEO
PwC Australia



Ian Silk
Chief Executive
AustralianSuper



Convenor
James Fazzino
Non-Executive Director



Convenor
Kristen Hilton
Commissioner
Victorian Human Rights and Equal Opportunity Commission



Actions and impact 2020

Stepping up as leaders



- Welcomed new Members: Barni Evans, CEO Sportsbet; Sandro Demaio, CEO VicHealth.
- Professor Doug Hilton was awarded 2020 Melburnian of the Year for his contribution to health and medical research and gender equality in science.
- Led on the issue of sexual harassment by attending 17 Coalition meetings to test and refine recommendations for the Coalition report, *Disrupting the System: Preventing and responding to sexual harassment in the workplace*. On release of the report, the Group hosted a webinar for 450+ participants, with the report being featured in 12 media articles, referenced as leading practice.



Creating accountability

- Victorian Government Members contributed to the new Gender Equality Act 2020 (Vic) which sets new measures and standards for advancing gender equality for 300 organisations in the Victorian public sector, universities and local councils.
- The ongoing cultural reform of Victoria Police was formalised with the establishment of a Gender Equality and Inclusion Command to implement their new Gender Action Plan 2030. New Gender Action Plans, including metrics were also endorsed by Crown Resorts and Sportsbet.
- AustralianSuper remains committed to achieving greater diversity in boardrooms and has extended its reach by writing to all ASX 200 organisations with one or less women on their boards asking for them to introduce greater diversity in the boardroom (at least two women on their boards).
- Pay gap analysis was a focus for DPC, DELWP and AustralianSuper who have all reported internally, taken remedial action and committed to further action and/or targets.
- AustralianSuper, La Trobe University, Medibank and PwC received Employer of Choice for Gender Equality citations from the Workplace Gender Equality Agency.

- La Trobe University was awarded a Science in Australian Gender Equality (SAGE) Bronze medal citation and was also ranked the world's leading university for gender equality by Times Higher Education, based on La Trobe's gender-related research, policies and commitment to advancing women.



Disrupting the status quo

- Invested time in understanding the critical elements that enabled widespread remote working, what employees want/need, and how we hold on to the best parts of expansive flexible working as we return to the office environment. This was included in the Coalition-wide resource, *Accelerating change on flexible ways of working*.
- Continued work from 2019 to identify new, more effective approaches to preventing and managing sexual harassment. After critical reflection on our own practices and lessons learned from managing issues, in 2020 we engaged with academics, gender equality leaders, lawyers and current research to refine our disruptive recommendations.
- Led the development of the Coalition's report *Disrupting the System: Preventing and responding to sexual harassment in the workplace*. This report sets a new standard globally for the prevention and response to sexual harassment. The report proposes five key disruptive shifts to mindsets, systems and processes, elevating the prevention of sexual harassment as a leadership and safety issue, and better respecting and supporting people impacted.
- Member organisations are actively using the report to review their prevention and response strategies. For example, DELWP have appointed over 380 Safe and Respectful Workplace Leaders as peer supports and educated over 800 staff; Crown Resorts launched Safe Haven central support service for employees to raise concerns about a range of respect and well-being issues including sexual harassment, domestic and family violence and mental health; PwC and WEHI reviewed reporting and resolution processes;

DPC developed an e-learning module; and VicHealth led trials on effective bystander interventions with results to be published in 2021. WEHI was one of two Victorian workplaces selected as a trial partner.

- AFL established a fund to support clubs to invest in non-traditional roles for women in football departments.
- Victoria Police disrupted gender norms with critical appointments of women in Forensics; Road Policing; Professional Standards; the Western Region appointed the first female Assistant Commissioner and Commander combination working together; and the Wimmera (Western Region) have a station in Halls Gap and four remote stations outside Horsham run by women.

removal of qualifying periods for paid parental leave; superannuation on paid and unpaid parental leave (on return to work) and enhanced entitlements for other caring arrangements.

- Medibank provided learning sessions to support working parents to manage care and work and CEO-led connection sessions with employees on parental leave.



Gender equality in society

- In partnership with Safe Steps, Crown Resorts made vacant rooms available to people experiencing domestic and family violence for temporary accommodation or access to support.
- Crown Resorts, PwC, AustralianSuper and Medibank offer uncapped paid domestic and family violence leave for employees impacted, which Crown Resorts extended to casual employees.
- AFL collaborated with four other national sporting codes in signing an Our Watch Joint Leadership Statement committing to promote gender equality and respect in sport.
- The DPC 'Recognition Matters' initiative to increase the representation of women in Australian Honours continues to have an impact with 49.6% of Victorian Australia Day 2020 awards going to women, which is the highest proportion of all states and 7.6% higher than the national average.



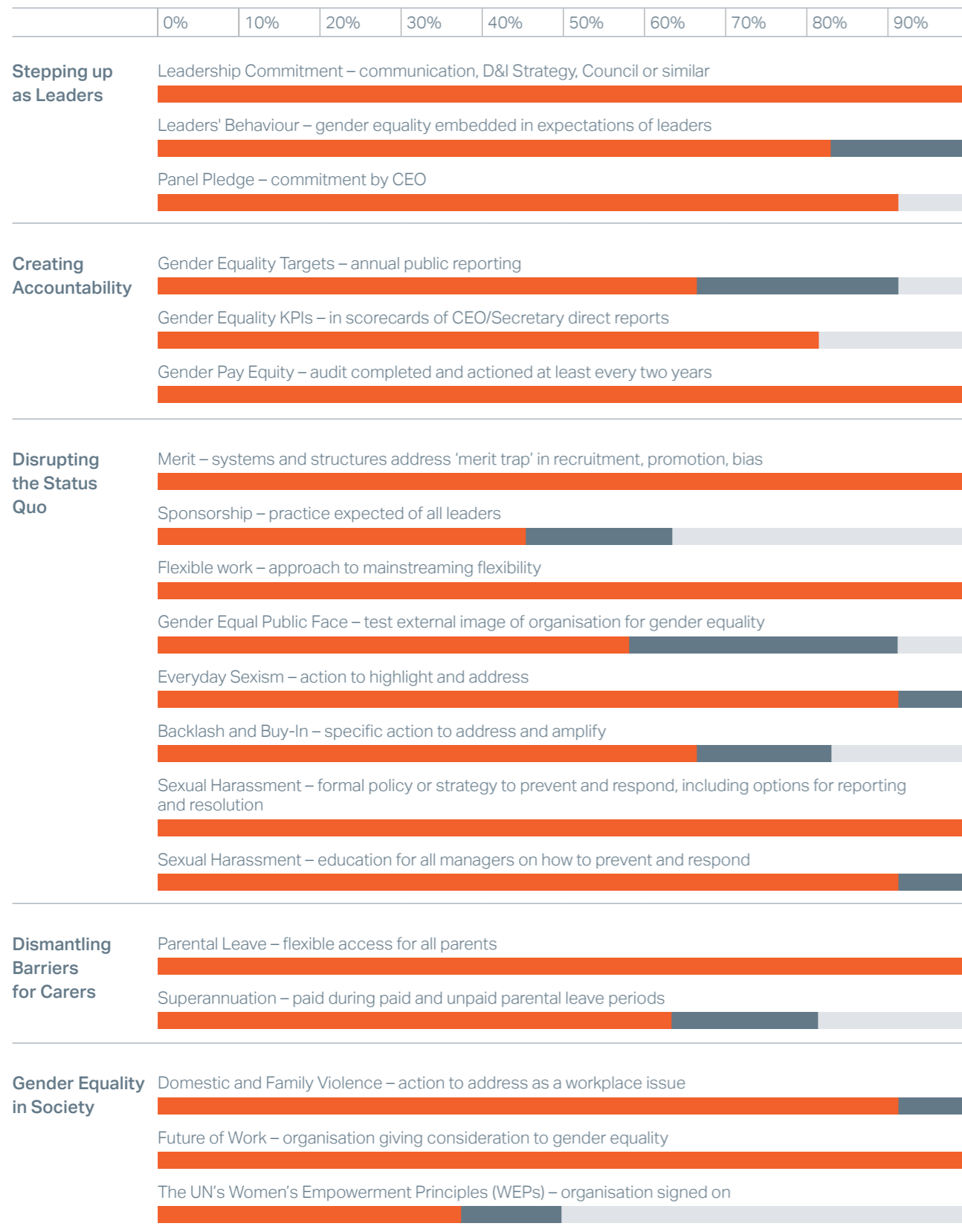
Dismantling barriers for carers

- Supported working parents by taking a flexible approach to managing work and care, creating support resources, offering practical help and celebrating the visibility of families sharing caring responsibilities. This support included:
 - PwC and WEHI offered online supplementary care programs and support.
 - AFL adopted a flexible and agile approach to rapidly relocate the 2020 season interstate and ensure support and practical arrangements worked for individual circumstances.
 - WEHI offered financial support for child care for scientists needing to submit critical grant/funding applications.
 - La Trobe University provided an additional round of career support scholarships for academics to continue research post parental leave.
 - AustralianSuper introduced grandparents' leave (up to 12 months unpaid).
 - The new VPS Enterprise Bargaining Agreement enhances benefits for carers including paid parental leave for primary carers (16 weeks) and secondary carers (additional 12 weeks),



Practical actions

Table 15: Practical actions



Note: Data in this table does not include responses from VicHealth.

- ◆ Complete or currently underway
- ◆ In plan to commence or complete by 2022
- ◆ Under consideration



Impact details 2020

Gender balance in leadership

Table 16: Gender balance in leadership

National 2015 Group Organisations	Baseline Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
AFL	2015	37.0	30.0	26.7	25.4	34.5	38.4	-	30.0
AustralianSuper	2015	49.9	50.0	33.3	29.0	45.1	52.6	-	25.0
Crown Resorts	2015	42.9	10.5	33.8	35.6	42.0	43.1	-	30.0
Department of Environment, Land, Water and Planning, Victoria	2015	47.6	54.3	46.1	45.1	42.3	49.0	-	-
Department of Premier & Cabinet, Victoria	2015	64.3	54.5	68.3	29.4	61.3	66.1	-	-
La Trobe University	2015	64.9	54.4	50.0	54.1	58.4	65.3	-	57.1
Medibank	2015	71.8	33.3	54.4	45.5	53.2	77.6	-	62.5
PwC Australia	2015	53.1	35.0	44.3	48.8	51.9	57.1	28.1	36.4
Sportsbet	2020	29.2	16.7	20.0	20.6	18.7	31.9	-	-
Victoria Police	2015	34.4	50.0	37.3	32.5	23.9	37.0	-	-
WEHI	2015	60.1	40.0	44.2	50.0	41.7	62.5	-	38.5
National 2015 Group Total	2018	46.1	42.9	44.0	42.3	36.0	48.1	28.1	39.7

Note: Sportsbet is reporting data for their current organisational structure, which was established after the submission of their 2019-20 WGEA report, for the first time in this Impact Report, so this data represents a new baseline.

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



Gender balance in recruitment and promotions

Table 17: Gender balance in recruitment and promotions

National 2015 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AFL	-	34.4	51.9	36.7
AustralianSuper	57.1	48.7	46.5	49.9
Crown Resorts	-	47.6	45.7	42.9
Department of Environment, Land, Water and Planning, Victoria	56.5	57.1	-	47.6
Department of Premier & Cabinet, Victoria	75.0	63.9	62.9	64.3
La Trobe University	-	69.2	58.2	64.9
Medibank	71.4	71.0	59.4	71.8
PwC Australia	53.7	47.8	49.0	53.1
Sportsbet	-	33.9	38.5	29.2
Victoria Police	38.5	39.8	42.4	34.4
WEHI	53.7	64.9	62.7	60.1
National 2015 Group Total	54.1	54.1	48.7	46.1

Recruitment

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

Promotions

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

Gender pay equity

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

- Crown Resorts – [Annual Report 2020](#)
- DELWP – [Annual Report 2019-20](#)
- Medibank – [Annual Report 2020](#), [Sustainability Report 2020](#)

Flexible and inclusive employment experiences

Tables 18, 19 and 20 include data where organisations have measured and reported in the past year. Other organisations in the National 2015 Group report biennially and will next report in 2021.

Table 18: Access to flexible work and experiencing an inclusive culture

National 2015 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
AFL						
AustralianSuper	90.0	95.0	93.0	92.0	93.0	92.0
Department of Environment, Land, Water and Planning, Victoria	78.0	75.0	76.0	87.0	87.0	85.0
Medibank	79.0	83.0	80.0	88.0	90.0	88.0
PwC Australia	74.7	79.2	76.9	85.9	88.9	87.4
Sportsbet	77.0	82.0	81.0	70.0	78.0	75.0
National 2015 Group Averages	79.7	82.8	81.4	84.6	87.4	85.5

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting ◇ Data not available



Table 19: 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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
AustralianSuper	93.0	98.0	96.0	-	-	-
Medibank	95.0	95.0	95.0	84.0	86.0	84.0
PwC Australia	91.2	93.9	92.6	72.7	78.2	75.5
Sportsbet	78.0	91.0	87.0	-	-	-
National 2015 Group Averages	89.3	94.5	92.7	78.4	82.1	79.8

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available

Table 20: 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
AustralianSuper	0.0	0.0	0.0
Crown Resorts	6.5	6.4	6.4
Department of Premier & Cabinet, Victoria	4.0	3.0	7.0
Medibank	7.0	3.0	6.0
PwC Australia	5.3	13.2	7.8
Sportsbet	4.5	0.0	1.6
WEHI	2.6	0.0	1.7
National 2015 Group Averages	4.3	3.7	4.4

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ 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 2015 Group are as follows:

Organisations	Implementation Leaders
AustralianSuper	Anna Walsh
Basketball Australia	Simon Bishop
Crown Resorts	Alicia Gleeson
Department of Environment, Land, Water and Planning, Victoria	Virginia Matthews & Fiona Savedra
Department of Premier and Cabinet, Victoria	Hayley Rice
La Trobe University	Paul Ramage
Medibank	Nigel Davis
PwC Australia	Angus Lade
Sportsbet	David Lyons
Supreme Court of Victoria	Kathryn Terry
Victoria Police	Rena DeFrancesco
Victorian Public Service Commission	Natalie Sum
WEHI	Louise Johansson
Champions of Change Coalition Program Director	Lisa Whiffen

“
As CEOs we have a broader responsibility, beyond what happens inside our own organisations, to drive significant change on the roles of women and how they are treated and respected in the wider community.

James Fazzino
Non-Executive Director and Convenor
Champions of Change Coalition

National 2016 Group

The National Group established in 2016 today includes 14 Members who lead some 146,000 employees, in 50 jurisdictions.

The Group includes representatives from a wide range of organisations including media, retail, consumer packaged goods, industrials, energy, mining, insurance, finance, law, consulting and intelligence.

Members are committed to using their influence to step up beside women to deliver change in gender equality. They regularly, informally and formally, make time to listen and learn from their people, experts in gender equality and learn from other leaders driving change. They commit to meeting with each other outside of the group's formal meetings and during the COVID-19 pandemic this year they increased their group meetings by almost 100% to ensure they could learn from others and quickly adapt to best support their people. The Group provides input on Coalition shared learning and has had a focus on sexual harassment, dismantling barriers for carers, domestic & family violence and investment & gender equality.

Outcomes for 2019-20

54.2%



Women's representation achieved overall across the Group from 54.1% in 2019

55.9%



Women's recruitment achieved overall across the Group from 52.7% in 2019

47.0%



Women's promotions achieved overall across the Group from 50.0% in 2019

67.4%



Members achieved or moved closer to gender balance across 67.4% of leadership categories in 2020

Champions of Change



David Anderson
Managing Director
ABC



Justin Arter
CEO
CBUS



Mike Burgess
Director-General
of Security
ASIO



**Andrew Colvin APM
OAM**
National Coordinator
National Bushfire
Recovery Agency



Paul Jenkins
Global Managing
Partner
Ashurst



Tony Johnson
Oceania CEO
EY



Graham Kerr
CEO
South32



Bridget Loudon
Non-Executive
Director



Brett Redman
CEO
AGL



Anthony Roediger
Managing Director
Boston Consulting
Group



Rob Scott
Managing Director
Wesfarmers



Nicole Sparshott
CEO
Unilever ANZ



James Taylor
Managing Director
SBS



**Nicola Wakefield-
Evans**
Non-Executive
Director



Convenor
Elizabeth Broderick AO
Founder
Champions of Coalition



Actions and impact 2020



Stepping up as leaders

- Advocated for gender equality in a number of significant public forums. For example:
 - Paul Jenkins (Ashurst) presented on the Coalition-wide webinar launch of the resource *Employees who use domestic and family violence: A workplace response*, which Ashurst supported in its development.
 - Andrew Colvin (National Bushfire Recovery Agency) spoke on his leadership experience of responding and preventing sexual harassment on Coalition-wide webinar launch of *Disrupting the System: Preventing and responding to sexual harassment in the workplace*.
 - David Atkin (ex-CEO of Cbus) publicly advocated for the recommendations in the report *Disrupting the system: Preventing and responding to sexual harassment in the workplace*, calling out the need to change non-disclosure agreement practices and the role investors can play in organisational governance around sexual harassment.
- Focused on improving key gender equality metrics. In addition to the improvements noted in Tables 22 and 23 of this report, other examples include:
 - South32 achieved gender balance in its pipeline intake, with 49.0% of apprentices and trainees being women.
 - BCG focused on the retention of women through mentoring, development and their Women@BCG program and measured this retention via their Women@BCG scorecard which reports on gender representation, attrition, promotion rates, leadership, flexibility and mobility and recruitment at each career stage.
 - AGL appointed an Executive Sponsor to their AGL Equality Network, to champion AGL's gender equality targets and lead initiatives within the business. AGL celebrated their first-ever woman Group Operations Shift Leader at one of their operational sites.



Creating accountability

- Applied a gender lens to COVID-19 engagement survey metrics, evaluating standdowns and restructures along with uptake of flexible work. For example:
 - EY surveyed employees on the impacts of working remotely during COVID-19 finding productivity had generally increased with the new remote working structures.
 - South32 restructured their work into flexible methods based on 'The way we work, where we work, where we connect'.

Disrupting the status quo



- Cbus has incorporated everyday sexism and unconscious bias education into its leadership development programs, as well as holding all staff meetings with presentations on understanding everyday sexism.
- Bunnings and Wesfarmers Chemicals, Energy and Fertilisers provided learning programs for leaders and team members on practical solutions and supportive practices for inclusive work environments. At Bunnings, this has been run with over 350 managers and store support leaders; at WesCEF, the workshop is now part of their team member induction.



Dismantling barriers for carers

- Collectively focused on understanding the challenges faced by employees with all forms of caring responsibilities, providing necessary support, and improving base line policies, awareness and uptake. For example:
 - BCG Australia introduced a new parental leave policy, increasing flexible paid parental leave to 16 weeks available to all parents, including superannuation contributions, a program leading policy within the firm globally.
 - SBS introduced paid superannuation on unpaid parental leave.
 - Unilever ANZ announced a 'pass the baton' clause in their primary carer leave, giving parents more flexibility in the way they optimise their care and work responsibilities.
 - Unilever ANZ provided support to parents during COVID-19 lockdown periods including virtual school holiday workshops for children. Their carers/parents survey showed that 72.0% agreed that Unilever was 'doing enough to support (me) during this time.'
 - EY hosted 86 virtual children's workshops as school holidays and after-school care, 3 seminars on youth mental health and cyber-safety, and provided 'Supporting Family' resources to 12.8% of EY people.
 - Officeworks, Target, and Bunnings (Wesfarmers) commenced involvement in the Perinatal Wellness Workplace Research Program through Transitioning Well and Cope, funded by WorkSafe Victoria, supporting people during the perinatal stage.
 - AGL included fostering, surrogacy and adoption in their parental leave policy.
 - BCG published a public report on the impact of COVID-19 on working parents, highlighting the disproportionate burden of increased childcare and other responsibilities on women. The report included recommendations on supporting employees during COVID-19 such as flexible work schedules, leading with empathy, open communication on what employees need, and access to leave and part-time options.



Gender equality in society

- Collectively focused on providing support for people experiencing or using domestic and family violence, particularly during COVID-19. This included:
 - Ashurst supported with legal advice on the Coalition resource, *Employees who use domestic and family violence: A workplace response*.
 - SBS introduced 10 additional days of paid leave under their Domestic and Family Violence Support Policy.
 - Cbus updated support including paid and unpaid leave; advanced pay, loans and covering removalist costs; flexible working; emergency accommodation and referral options.
 - EY increased paid Domestic and Family Violence leave from 10 to 15 days annually, with supporting toolkits for managers and internal training for first responders.
- Progressed work to advance gender equality beyond their organisation with focus on STEM, intersectionality and breaking down stereotypes, including:
 - South32's partnerships on after-school robotics programs for Latina girls in Santa Cruz, Caring4Girls sanitary product provision in South Africa to increase school attendance, operational visits for local high school students in Australia and awarding 250 out of 380 scholarship to women around the world.
 - AGL's contributions on women in STEM at local government Career's Expos, school career days and STEM-related events as well as site tours for junior high school students.
 - AGL co-founded an external network with ANZ, Rainbow Women, to build a presence in the workplace for sexually and gender-diverse women.
 - Unilever ANZ continued its #Unstereotype Campaign – a global ambition to advance Unilever's advertising away from stereotypical portrayals of gender, not only across Unilever's own brands but across other brand advertising.
 - Ashurst and Cbus supported the financing of the Coalition-wide Forum at the ICC T20 Women's World Cup Final on International Women's Day at the Melbourne Cricket Ground.



Practical actions

Table 21: Practical actions

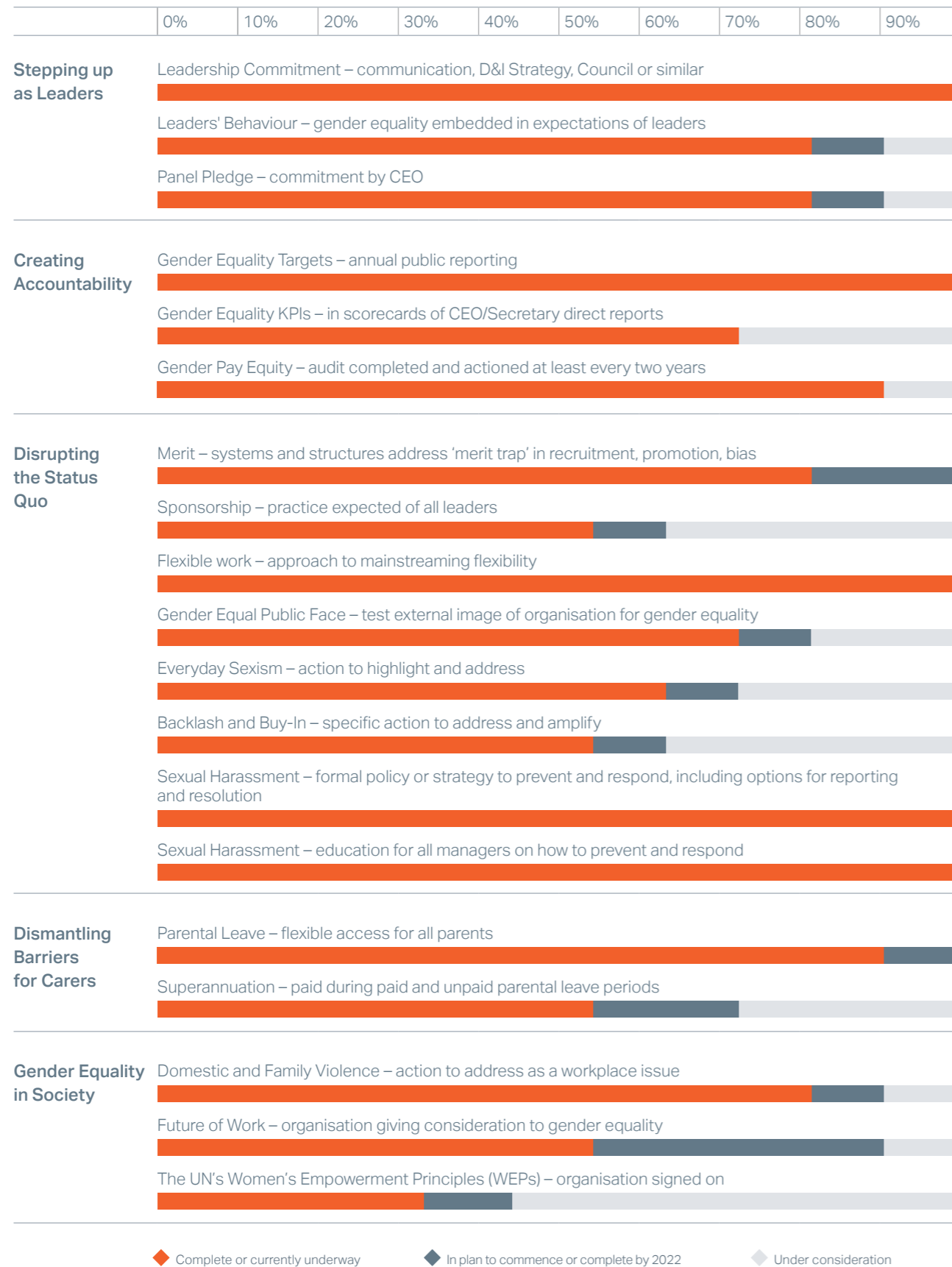


Table 22: Gender balance in leadership

National 2016 Group Organisations	Baseline Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Australian Broadcasting Corporation	2020	54.2	40.0	60.0	50.5	62.4	53.5	-	66.7
AGL	2018	34.2	25.0	33.3	52.4	37.7	33.4	-	37.5
Ashurst	2018	65.2	-	-	100.0	61.4	66.6	32.9	30.0
ASIO	2018	47.0	66.7	33.3	44.4	40.0	50.8	-	-
BCG	2018	47.0	25.0	32.9	25.0	66.7	54.7	-	24.4
Cbus Super	2018	49.6	42.9	43.8	40.6	43.1	53.7	-	31.3
EY	2018	50.5	-	40.6	50.9	46.8	52.9	26.3	46.2
SBS	2019	52.3	50.0	-	51.4	50.9	52.7	-	50.0
South32	2018	15.2	80.0	36.8	31.7	22.7	14.3	-	37.5
Unilever ANZ *	2018	44.3	-	48.3	36.8	67.6	42.7	-	33.3
Wesfarmers *	2019	57.6	30.0	31.0	33.4	39.8	58.1	-	50.0
National 2016 Group Total	2018	54.3	32.9	39.7	46.1	44.1	55.1	27.8	35.9

Note: AGL had an extended handover period of two employees in Key Management Personnel positions, and they are not included in the data reported in this table. South32 data includes Australia-based employees only. Unilever ANZ data includes manufacturing sites blue-collar workforce data. Wesfarmers data is an aggregate based on individual WGEA submissions from the businesses within the Wesfarmers conglomerate (including Corporate) as aggregated by the Champions of Change Coalition Institute, except in relation to data reported for the Board, which represents Wesfarmers Limited only. Wesfarmers implemented greater alignment in reporting definitions across the Wesfarmers Group after the 2019 baseline year and therefore, subsequent years may show some variation in the data.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category



Table 23: Gender balance in recruitment and promotions

National 2016 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Broadcasting Corporation	-	56.3	-	54.2
AGL	-	42.6	33.0	34.2
Ashurst	72.5	47.5	64.1	65.2
ASIO	42.9	52.9	47.0	47.0
BCG	56.0	47.4	40.6	47.0
Cbus Super	-	51.0	45.8	49.6
EY	49.7	48.0	49.5	50.5
SBS	-	56.3	66.7	52.3
South32	39.4	23.8	26.3	15.2
Unilever ANZ	100	37.5	45.0	44.3
Wesfarmers	-	58.0	47.6	57.6
National 2016 Group Total	51.8	55.9	47.0	54.3

Note: Unilever ANZ data includes manufacturing sites blue-collar workforce data.

Recruitment

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

Promotions

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

Gender pay equity

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

- Ashurst – website and UK Government report
- Cbus Super – Annual Report 2020
- SBS – Annual Report 2019-20
- Wesfarmers – Corporate Governance Statement, Annual Report 2020, Sustainability Report 2020

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 (or similar wording).			Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording).		
	Women	Men	All	Women	Men	All
AGL	82.0	70.0	74.0	91.0	87.0	89.0
Ashurst	83.0	81.0	83.0	92.0	96.0	93.0
ASIO	82.4	80.7	81.6	90.8	90.6	90.7
BCG	80.0	79.0	80.0	85.0	87.0	86.0
Cbus Super	90.0	88.0	89.0	92.0	91.0	92.0
EY	76.0	77.0	76.0	88.0	90.0	89.0
SBS	85.0	82.0	83.0	85.0	84.0	84.0
South32	-	-	-	82.0	79.0	79.0
Unilever ANZ	83.0	100	88.0	91.0	90.0	91.0
National 2016 Group Averages	82.7	82.2	81.8	88.5	88.3	88.2

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting ◇ Data not available



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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
AGL	88.0	91.0	90.0	68.0	70.0	69.4
Ashurst	98.0	98.0	98.0	-	-	-
BCG	99.0	98.0	99.0	99.0	98.0	99.0
Cbus Super	90.0	94.0	92.0	89.0	89.0	89.0
EY	78.0	90.0	82.0	-	-	-
Unilever ANZ	96.0	100	97.0	-	-	-
National 2016 Group Averages	91.5	95.2	93.0	85.3	85.7	85.8

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting ◇ 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
AGL	6.0	4.0	6.0
Ashurst	15.0	2.8	20.0
BCG	6.0	8.0	7.0
Cbus Super	0.0	0.0	0.0
EY	4.2	2.4	3.4
SBS	11.0	0.0	5.0
South32	3.6	0.6	1.6
Unilever ANZ	0.2	0.0	0.1
National 2016 Group Averages	5.8	2.2	5.4

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting



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
AGL	Stephen McSweeney
Ashurst	Kasey Zun
ASIO	Maria, Luke & Emily
Boston Consulting Group	Sonia Cuthbertson
CBUS	Kristian Fok & Belinda Ryan
EY	Alison Burgess & Lilli Skelton
SBS	Joshua Griffin
South32	Nicole Duncan & Eliza Torres
Unilever ANZ	Shruti Ganeriwala
Wesfarmers	Amy Erlandsen & Shelley Dodsley
Champions of Change Coalition Program Director	Roseanna Leddy

National 2017 Group

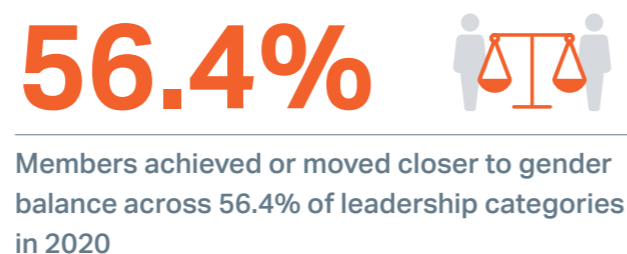
The National 2017 Group was first convened in October 2017 and today includes 10 Members who lead more than 20,000 employees across 8 countries.

Member organisations represent some of the most male-dominated industries in Australia including heavy automotive, manufacturing, gas and electricity services.

With national and international reach, our goal is to improve the representation of women in leadership positions and in non-traditional roles within our organisations.

The National 2017 Group has continued its focus on three priority areas: growing the talent pipeline; bold and inclusive leadership and everyday sexism. The Group started the year with an experiential meeting at the Viva Energy refinery, listening and learning from part-time women refinery operators about their experiences working in the traditionally male-dominated industry.

Outcomes for 2019-20



Champions of Change



Luke Agati
CEO
Transdev Australasia



Dr David Cooke
Non-Executive
Director



Richard Gross
CEO
Ausgrid



David Hawkins
Chairman and
Managing Director
BASF ANZ



Peter Jensen-Muir
Executive Managing
Director
Cummins APAC



Phil Schacht
CEO
Hanson Australia



Sean Taylor
Managing Director
and CEO
Komatsu Australia



Rob Wheals
CEO and Managing
Director
APA



George Whyte
Managing Director
Aggreko



Scott Wyatt
CEO
Viva Energy Australia



Convenor
Ming Long
Non-Executive
Director

With national and international reach, our goal is to improve the representation of women in leadership positions and in non-traditional roles within our organisations.

Actions and impact 2020

Stepping up as leaders

- Continued to focus on gender equality with a focus on listening and learning as a Group. This has included: a combined Member/Implementation Leader meeting at Viva Energy refinery, listening and learning from part-time women refinery operators about their experiences working in the traditionally male-dominated industry; participating in the Coalition's Property Group roundtable on inclusive workplaces; developing deeper insights into sexual harassment in our organisations and speaking with National 2015 Group Convenor, National 2015 Group Member, James Fazino and Ben Rimmer, regarding sexual harassment in the workplace.
- WGEA citation for Employer of Choice for Gender Equality was awarded to Konica Minolta (4th year), Viva Energy (3rd year) and Transdev (2nd year).
- Sean Taylor (Komatsu) was awarded the prestigious Caernarfon award for 2019/20 by the Institute of Quarrying (IQ) International Presidents. The Caernarfon Award is the highest international award that the IQ Awards annually to the best conference presentation in that year. Sean's presentation, titled 'Let's Talk about Diversity and Inclusion', openly shared Komatsu's journey to improve diversity and inclusion and provided lessons on leadership through the 'Say Again?' campaign led by Sean and the senior managers at Komatsu.
- David Cooke (Konica Minolta) was awarded the Doctor of Business *honoris causa* from Edith Cowan University in recognition of his leadership and dedication to corporate social responsibility particularly in regards to equality and diversity and in developing innovative and social responsible initiatives in business.
- Led by Peter Jensen-Muir, Cummins has translated and shared their business case for diversity and inclusion with employees across Australia and the Asia Pacific region in four languages. Launched on International Women's Day, the event included meaningful dialogues with employees around gender inclusion and raising awareness of 'Cummins Powers Women', an initiative that demonstrates Cummins commitment to gender equity in the community.

Creating accountability

- BASF increased the conversion of women candidates proceeding to employment offers from 37% in 2019 to 60% by increasing transparency and accountability of hiring managers with the Senior Leader Team. This has helped BASF achieve 30% women's representation (up from 27.0% in 2019) across Australia and New Zealand.
- Cummins South Pacific implemented the 'Talent Pyramid' to the Asia Pacific leadership team and the next level of leaders to drive measurement and accountability. There has been a strong focus on the early talent pipeline, resulting in 30% of women being awarded apprentice roles (increased from 18.0% in 2019) and a gender balance across all internships.
- Viva Energy increased the number of women working part-time as operators at the Geelong Refinery from 12 in 2019 to 18 this year.
- APA achieved key gender targets set for 2020, with women representing 50.0% of graduates recruited, and 50.0% of participants selected for APA's Ignite leadership program. APA currently has 32.3% women's representation in its newly created Extended Leadership target group and is well on its way to meeting its 40.0% target in this category for 2025.

Disrupting the status quo

- Elevating senior women to leadership roles through COVID-19 has increased their profile across the organisation in ways not previously possible (noted by Komatsu and Konica Minolta).
- Ausgrid attracted and recruited more women into senior leadership roles, increasing the representation of women on the Executive Leadership Team from 10.0% to 30.0% over the past 12 months.
- Critically reviewing businesses that are thriving in the current environment has allowed BASF to reflect on the positive role that women have played in their Agriculture business, specifically working across the supply chain. Applying a different skill set in recruitment has enabled more women to enter the business, which now has approximately 40.0% women in the Agriculture Leadership Team (up from 28.0% in 2019). A similar framework will be used for rethinking other traditional male dominated roles in the coating and mining businesses.
- Over the past year Hanson improved the attraction and recruitment of women by redesigning advertisements and career pages making them more appealing to women, implementing a candidate tracking system and centralising the recruitment process enabling more women to be included on shortlists. These changes resulted in an increase of 4.6% or 39 women joining.
- Komatsu and Cummins have both successfully partnered with state-based and regional higher education institutions to develop specific programs to match skills development needs for their businesses, noting the opportunity to rethink and rewire the system from a gendered lens.
- Cummins and Viva Energy implemented changes to flexible work arrangements, resulting in a greater number of part-time opportunities and greater choice in work location including working at home.

They also offered tailored financial support for the purchase of home office equipment and internet access. Victims of domestic and family violence have been a high priority as part of a holistic approach to 'safe working from home'.

- Konica Minolta developed an app which enables employees to easily conduct OHS self-assessments of home working environments. By taking a series of photos, individuals are provided a rating for their set-up which is automatically shared with OHS representatives for the purpose of early intervention and financial support for individuals whose work environments do not meet a predetermined benchmark.

Dismantling barriers for carers

- Cummins South Pacific announced a revised parental leave policy for Australia, New Zealand and Papua New Guinea which includes a return to work bonus, adoption leave and removal of gendered terminology.
- Komatsu and Ausgrid introduced an additional 10 days paid COVID-19 leave to enable carers to manage care and work responsibilities.
- Konica Minolta offered a Kids Konnection program for staff children.
- Komatsu developed a legacy COVID-19 project and offered school holiday entertainment for children of their staff.
- Viva Energy focused on engaging with employees taking parental leave, so they feel connected. Line managers of expecting parents received coaching to support employees to consider career aspirations during and after parental leave. To date, 100% of employees on parental leave have returned to work and have been retained. Normalising parental leave for men has achieved a 94.0% increase in men taking primary parental leave, and a 57.0% increase in men working part-time over the past year.



Actions and impact 2020

Gender equality in society

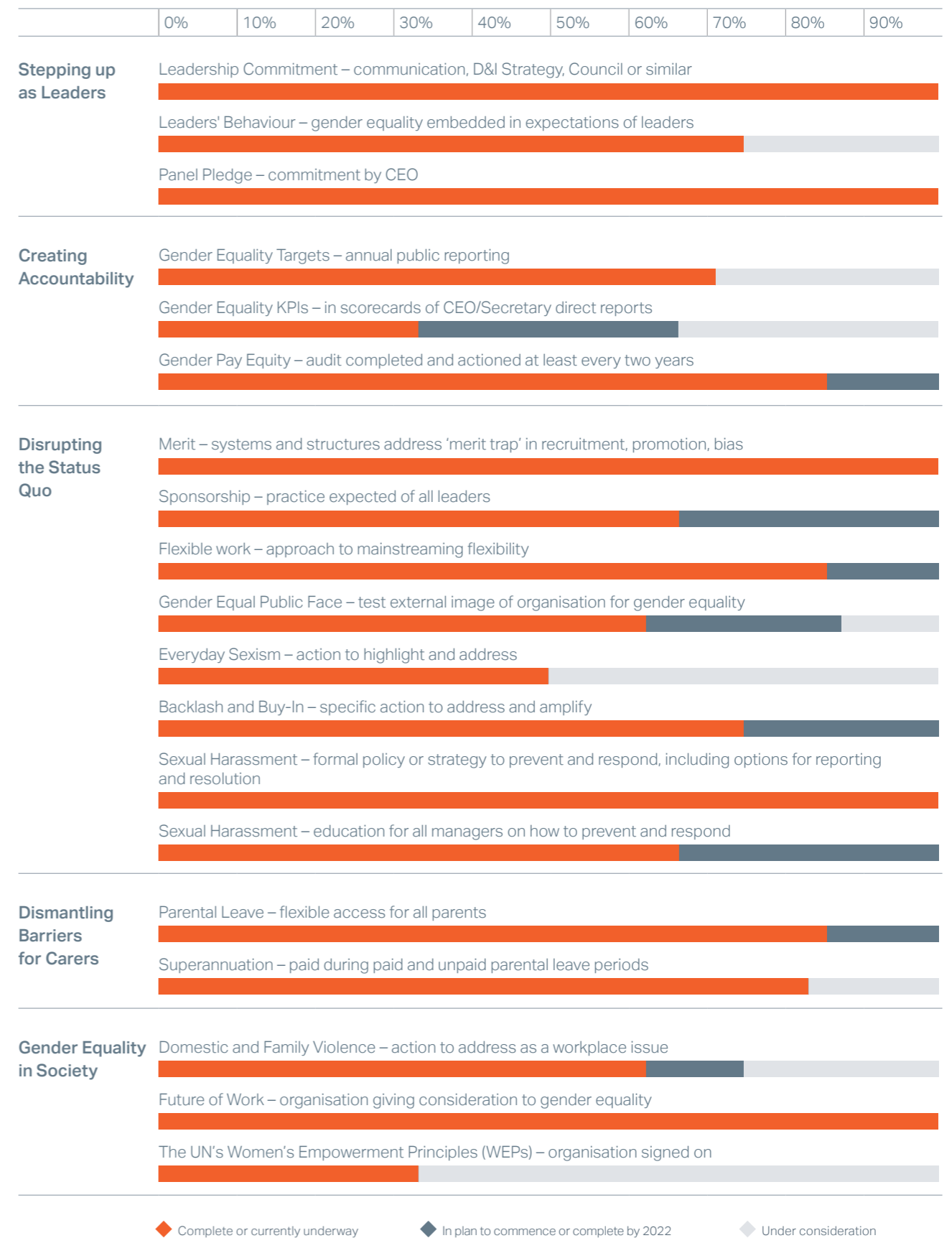


- Konica Minolta enhanced their Domestic & Family Violence Policy to 10 days and now include financial assistance up to \$5,000 for employees required to relocate due to domestic and family violence.
- Viva Energy enhanced their Domestic & Family Violence Policy to include the addition of financial assistance in the form of a grant to enable employees experiencing domestic and family violence to move into safe housing and additional financial support for access to other necessary services such as legal support. To ensure employees have access to help as required, a group of employees across multiple locations were trained as first responders.
- BASF introduced a Domestic & Family Violence Policy including paid leave across Australia and New Zealand.
- Komatsu and APA enhanced their Domestic & Family Violence Policy to incorporate 10 days paid leave.
- Viva Energy continued its sponsorship of the AFL Women Geelong Cats team, reinforcing their commitment to supporting women in non-traditional roles and supporting the report, *Pathway to Pay Equality for Elite Women Athletes*.
- Konica Minolta has continued its work on PROJECT FUTURES which connects Australians to the issue of human trafficking, slavery and sexual exploitation. The primary beneficiary of the funds raised by PROJECT FUTURES is AFESIP in Cambodia which supports young women and girls who are victims or at risk of being victims of sexual trafficking, violence, abuse or indentured slavery and exploitation.
- Cummins launched 'Cummins Powers Women', a landmark community initiative to advance its long-term commitment to the empowerment of women and girls around the world, representing a multi-million dollar investment in proven programs designed to create large-scale impact in the lives of women and girls globally. The programs will focus on areas where significant barriers exist to the advancement of girls and women.

The National 2017 Group was first convened in October 2017 and today includes 10 Members who lead more than 20,000 employees across 8 countries.

Practical actions

Table 27: Practical actions



◆ Complete or currently underway ◆ In plan to commence or complete by 2022 ◆ Under consideration



Impact details 2020

Gender balance in leadership

Table 28: Gender balance in leadership

National 2017 Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aggreko	2018	25.4	20.0	-	25.0	20.0	26.1	42.9
APA	2020	29.5	33.3	23.3	18.2	22.9	30.6	33.3
Ausgrid	2020	16.7	14.3	20.0	10.0	15.9	17.0	30.0
BASF	2018	27.3	16.7	33.3	22.6	28.8	27.8	33.3
Cummins *	2018	17.7	38.9	14.3	36.8	18.1	16.9	50.0
Hanson Australia	2018	10.3	18.2	7.5	13.2	8.2	10.5	33.3
Komatsu	2018	15.8	7.1	12.5	17.8	12.5	15.8	0.0
Konica Minolta	2018	24.2	33.3	22.2	16.0	7.7	25.6	0.0
Transdev	2018	15.9	18.2	25.0	27.0	24.2	15.5	16.7
Viva Energy	2018	23.1	0.0	50.0	31.8	22.5	22.8	28.6
National 2017 Group Total	2018	17.4	22.1	18.7	21.2	16.9	17.4	27.6

Note: 2018 benchmark data for Aggreko has been adjusted to ensure consistency with 2020 methodology, to enable an accurate comparison.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category

Table 29: Gender balance in recruitment and promotions

National 2017 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aggreko	-	32.5	26.7	25.4
APA	38.9	35.0	32.3	29.5
Ausgrid	-	37.3	17.2	16.7
BASF	-	40.4	41.9	27.3
Cummins *	45.0	23.6	23.8	17.7
Hanson Australia	40.0	14.8	16.1	10.3
Komatsu	0.0	16.7	18.5	15.8
Konica Minolta	-	29.9	31.5	24.2
Transdev	63.6	25.3	32.6	15.9
Viva Energy	100	31.9	29.0	23.1
National 2017 Group Total	47.1	23.9	23.2	17.4

- Recruitment**
 - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
 - ◆ Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
 - ◆ Women hires over 60%, and not improving overall gender balance in the organisation
 - ◆ Women graduates or hires under 40%, and not improving overall gender balance in the organisation
 - ◆ First year reporting
 - ◆ Not applicable
- Promotions**
 - ◆ Women promotions equal to or more than women's representation overall

Gender pay equity

There is no data available this year for gender pay equity from organisations in the National 2017 Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As National 2017 Member organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the Group, we expect to be able to share more outcome-related data in future Coalition Impact Reports.



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
Aggreko	Rita Williams
APA	Miles Ashton & Rachel Langford-Ely
Ausgrid	Kathrina Bryen & Allison Serao
BASF ANZ	Kathryn O'Hehir & Lisa Campey
Cummins APAC	Daniel Gallagher
Hanson Australia	Ian Hedges
Komatsu Australia	Francesca Vechi
Konica Minolta	Steven Davis-Raiss
Transdev Australasia	Donna Jones
Viva Energy Australia	Miranda Boddington
Champions of Change Coalition Program Director	Jo O'Brien

“
We are keen to accelerate our progress over the next 18 months both within our Group and into industry by amplifying our efforts to create psychologically safe workplaces and creating truly flexible opportunities for front line workers.

Ming Long AM
Non-Executive Director and Convenor
Champions of Change Coalition

Property Group

The Property Champions of Change was established in 2015 and today includes 21 Members who lead some 35,000 employees in 9 jurisdictions.

The Group includes senior leaders from across the industry's development and construction, investment, funds management and agency sectors.

Members work within and across their organisations to drive greater gender equality in the property industry and increase the number of women in leadership roles.

Outcomes for 2019-20

43.0%



Women's representation achieved overall across the Group from 42.6% in 2019

44.6%



Women's recruitment achieved overall across the Group from 46.2% in 2019

32.4%



Women's promotions achieved overall across the Group from 35.4% in 2019

80.4%



Members achieved or moved closer to gender balance across 80.4% of leadership categories in 2020

Champions of Change



Peter Allen
CEO
Scentre Group



Anthony Boyd
CEO
Frasers Property Australia



Daryl Browning
CEO
ISPT



Jonathan Callaghan
CEO
Investa



Stephen Conry AM
CEO, ANZ
JLL



Paul Craig
CEO, ANZ
Savills



David Harrison
Managing Director
and Group CEO
Charter Hall



Bob Johnston
CEO and Managing
Director
The GPT Group



Grant Kelley
CEO and Managing
Director
Vicinity Centres



John Kenny
CEO, APAC
Colliers International



Rod Leaver
Partner and CEO
Knight Frank Australia



Steve McCann
Group CEO and
Managing Director
Lendlease



Ken Morrison
Chief Executive
Property Council
of Australia



John Mulcahy
Independent
Non-Executive Chair
Mirvac Group



Michael O'Brien
Managing Director
QIC Global Real
Estate



James Patterson
CEO
Cushman & Wakefield



Phil Rowland
President and CEO
ANZ
CBRE



Darren Steinberg
CEO and Executive
Director
Dexus



Mark Steinert
CEO and Managing
Director
Stockland




Convenor
Carol Schwartz
AO
Non-Executive
Director



Special Advisors
Carmel Hourigan
Office CEO
Charter Hall



Selina Short
Managing Partner
Real Estate &
Construction
EY



Actions and impact 2020

Stepping up as leaders



- The leadership and investment Property Group Members have made in normalising flexible work over many years enabled a smooth transition to work from home during COVID-19. With the transition back to work, and adjustment to hybrid teams, the Property Group Members have identified practical strategies to mitigate against the unintended adverse impacts on women of ongoing 'work from home' and hybrid teams, such as distance bias, exclusion of those working from home in hybrid teams, and the ghettoization of work-from-home roles. For example:
 - Members have been monitoring the uptake of flexible work and return to the workplace by gender and job role and taking action with managers to rectify any gender imbalances.
 - QIC has run Leadership Development webinars to build manager capability to manage hybrid teams resulting in greater inclusion.
 - Frasers Property has designed and facilitated leadership culture sessions focused on challenging previously held beliefs and mindsets around flexibility, and moving people to a new norm that will continue post-COVID-19. Employee feedback has been extremely positive and many have described this as a revelation with material improvement to the quality of both their home and personal lives.
- Scentre Group is cascading the 'Leadership Shadow' exercise deep into the organisation to promote reflection on the role of leaders in creating cultures of respect and inclusion. Scentre Group conducted a 'Connected Leader Series' whereby all leaders met with teams they do not normally engage with, to discuss their experience of gender equality, barriers and opportunities for action. It has resulted in leadership engagement deeper in the organisation with greater emphasis on gender equality in all people decisions.
- Mirvac has noted the importance of authentic, adaptive and empathetic leadership during COVID and the benefits of embedding these capabilities into their formal leadership frameworks. Mirvac is translating these qualities into leadership capabilities and readiness for leadership assessments, and purposefully looking for these qualities when recruiting and promoting, with a view to fostering more inclusive cultures and increasing women's representation in leadership roles.
- The GPT Group has focused on building inclusive leadership capability of people managers in recognition of their critical role in driving diversity and inclusion through their decisions, including recruitment and promotion decisions. As a result, women made up 56.9% of those recruited, and 53.1% of those promoted in the reporting period
- WGEA Employer of Choice citation holders in 2020 included Dexus, Frasers Property, Investa, Lendlease, Mirvac, Scentre Group, Stockland, and The GPT Group.

Creating accountability



- Maintained a strong commitment to setting and tracking progress against gender equality targets. In the context of recruitment freezes as a result of COVID-19, a gender lens has been applied to all internal promotions, secondments and transfers to maintain progress on women's representation in leadership positions and in client-facing/ revenue-generating roles. As a result, 89.5% of Property Members achieved at least 40.0% women in promotions and 89.5% achieved at least 40.0% women in recruitment.
- Many Members conducted regular gender pay gap reviews during COVID-19 and closed any gaps in like-for-like roles despite a regular remuneration review not being conducted. An ongoing focus on maintaining gender equity in all remuneration, promotion and progression outcomes ensured gender inequity did not enter the system at Dexus, and has enabled Mirvac to retain a 0% pay gap for like for like roles for the fifth year in a row.
- Mirvac is ensuring progress is maintained on increasing the representation of women in leadership, particularly at CEO-4 (feeder to senior roles), by ensuring a gender lens on all internal promotion opportunities including gender-balanced shortlists, and regularly reporting on numbers by division to ensure transparency. As a result, women represented 50% of recruitment and 40% of promotions at Mirvac.
- Reviewed their current policy and processes on sexual harassment and identified opportunities to strengthen their approach, aligned with the Coalition's *Disrupting the System* report. For example, CBRE has rolled-out appropriate workplace behaviour training and workshops – mandatory for all leaders – with a focus on building capability to recognise inappropriate behaviour, understanding the impact of inappropriate behaviour on individuals, teams and the business, and highlighting the importance of bystander action. A key outcome has included a focus on the workplace beyond the office and setting clear ground rules for events.

Disrupting the status quo



- Lendlease have accelerated the adoption of flexible work in their construction business through the innovative use of technology such as drones and onsite cameras to facilitate remote working. This work has dispelled stubborn myths about the incompatibility of flexible work and the construction industry thereby removing a key barrier to women entering and progressing.
- The Property Council again met its gender balance target for its 2020-21 industry committees covering over 1,800 volunteers.
- For the fourth year, the Property Council's 500 Women in Property sponsorship program has over 650 sponsor/sponsee pairs participating. 100% of Property Group Members were involved in the program in 2020
- A focus on transferrable skills and experiences to attract, recruit and develop our people has enabled Members to adapt to rapid workforce changes. For example, at Charter Hall, rotations and project work is encouraged to expose employees to new and diverse skill sets which, in the context of COVID-19, has resulted in employees having resilience and the ability to deal with ambiguity as they are asked to move to new or different roles in the business. 55.8% of employees who have moved into new or larger roles were women.



Actions and impact 2020

Dismantling barriers for carers



- QIC offered a virtual school holiday program for two weeks over the Sep/Oct school holidays for its Melbourne-based colleagues in extended lockdown with children at home. Sixteen employees with a combined total of 24 children participated in the program run by qualified primary school teachers. The feedback from the program was overwhelmingly positive with 82% reporting increased productivity, and 73% reporting improved mental health.
- Vicinity Centres designed and delivered a program to identify and resolve barriers to inclusion, belonging and well-being during the pandemic. Among key programs, were two 4-week behavioural change challenges, designed to develop healthy well-being habits and build resilience, with supporting activities and seminars to educate, uplift and connect team members during periods of prolonged isolation. Over 90.0% of participants of the first challenge reported it had a positive impact on their well-being.
- Upon request from male employees, Dexus has established a 'Dexus Dads' network for male employees with caring responsibilities to connect and discuss challenges and opportunities to effectively integrate care and work. Dexus has seen an increase in the uptake of primary carers leave by male employees (15.0% in FY19 to 17.0% in FY20).
- During COVID-19, Charter Hall launched a series of 'Connection Rooms' which created a safe space for people to share their struggles and learn resilience and mindset strategies through storytelling. These rooms then formed self-sustaining ecosystems of support for enduring connections and support. 100% reported being better equipped to deal with their own mental health and wellness after the connection room.

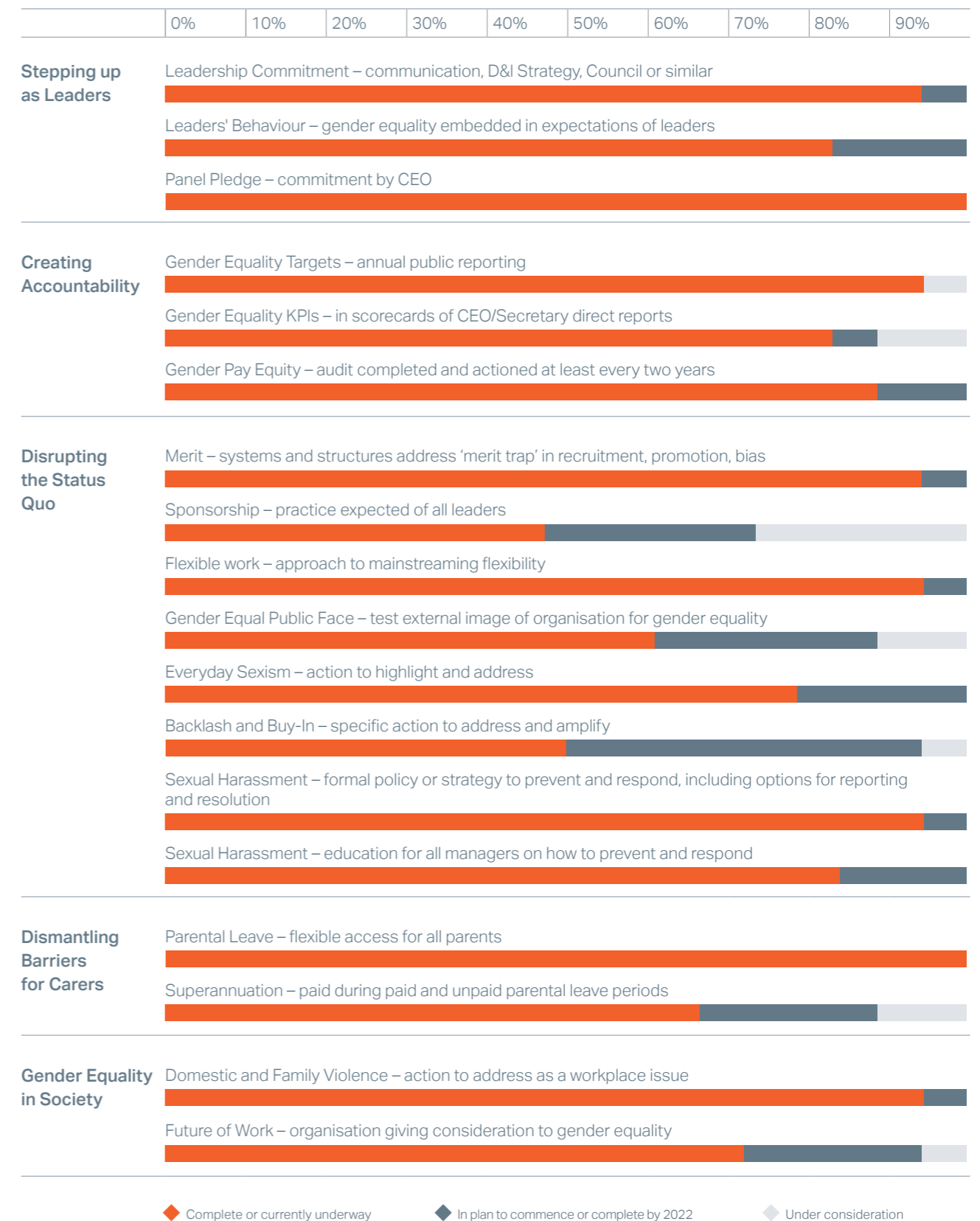
Gender equality in society



- Stockland is piloting the implementation of a 'Safe Place' for victims of domestic and family violence in their shopping centre in Gladstone (QLD) as part of the Champions of Change Gladstone Pilot. Stockland's Gladstone Shopping Centre will provide a place for victims to seek support through the development of a 'neighbourhood watch' style program. Centre staff have been trained to 'recognise, respond and refer' victims/survivors to specialist support services. Depending on the outcome of this pilot, a broader national rollout is intended across the Stockland retail portfolio with the potential for other shopping centre owner-operators to adopt.
- Property Members continued to enhance their support for employees experiencing domestic and family violence and how they address employees who use domestic and family violence, as well as extend that support into the communities in which they work. For example, Stockland has updated their domestic and family violence policy to include uncapped paid leave for employees experiencing domestic and family violence as well as employees supporting an immediate family member or member of their household; Frasers Property launched its policy and training for all staff resulting in an increase in conversations about the issue; and Charter Hall's ongoing partnership with TwoGood Co. has resulted in more than 20,000 meals and the distribution of 5,000 care packs to domestic violence shelters, and over 2,000 hours of employment for survivors to rebuild independence.
- Stockland updated its 'What Stockland Expects From Its Suppliers' policy, to require suppliers tendering for business to include a number of diversity and inclusion proof points in their submission. Partners with aligned diversity and inclusion policies are given preference.

Practical actions

Table 30: Practical actions





Impact details 2020

Gender balance in leadership

Table 31: Gender balance in leadership

Property Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
CBRE	2015	41.2	38.9	31.3	14.8	30.6	45.6	26.7
Charter Hall	2015	54.5	25.0	-	31.6	35.3	64.3	28.6
Colliers International	2015	45.9	11.1	45.2	45.9	47.1	46.5	22.2
Cushman & Wakefield	2015	42.3	57.1	14.3	23.2	32.0	45.2	33.3
Dexus	2015	57.2	50.0	25.6	40.6	60.0	64.8	30.0
Frasers Property	2015	45.3	22.2	32.1	14.3	37.7	47.6	0.0
The GPT Group	2015	56.9	41.2	-	37.5	56.8	59.8	50.0
Investa	2015	49.8	36.4	40.0	38.1	38.8	58.2	0.0
ISPT	2015	54.5	16.7	27.3	50.0	50.0	60.2	40.0
JLL	2015	44.0	5.9	9.8	23.9	32.5	46.6	24.6
Knight Frank	2015	42.0	25.0	16.7	17.9	32.4	45.1	28.6
Lendlease *	2015	30.9	19.4	28.7	18.6	26.8	32.2	44.4
Lendlease Property *	2018	60.4	26.3	33.3	32.3	63.4	64.7	44.4
Mirvac *	2015	42.7	14.3	43.5	37.7	37.3	44.3	50.0
Property Council of Australia	2015	71.1	62.5	57.1	50.0	100	75.3	35.0
QIC Global Real Estate	2015	47.5	37.5	26.3	40.8	59.7	86.7	44.4
Savills	2015	49.5	8.3	13.8	24.1	59.1	57.3	7.7
Scentre Group	2015	54.3	0.0	25.6	28.9	54.5	56.0	37.5
Stockland	2015	58.6	50.0	32.3	41.4	49.6	64.4	37.5
Vicinity Centres	2015	60.4	-	26.4	34.2	54.2	65.9	25.0
Property Group Total	2018	43.0	25.2	27.3	29.0	41.5	45.1	29.4

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category

Table 32: Gender balance in recruitment and promotions

Property Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
CBRE	47.0	41.6	46.4	41.2
Charter Hall	66.7	58.6	55.8	54.5
Colliers International	50.0	55.9	47.0	45.9
Cushman & Wakefield	-	48.3	52.5	42.3
Dexus	80.0	59.5	54.4	57.2
Frasers Property	75.0	55.0	46.5	45.3
The GPT Group	50.0	57.0	53.1	56.9
Investa	-	57.4	41.4	49.8
ISPT	-	52.6	66.7	54.5
JLL	60.0	49.7	38.4	44.0
Knight Frank	-	41.4	42.7	42.0
Lendlease	56.3	25.4	20.6	30.9
Lendlease Property	71.4	69.5	49.4	60.4
Mirvac	-	50.0	40.0	42.7
Property Council of Australia	25.0	70.0	50.0	71.1
QIC Global Real Estate	100	34.1	45.0	47.5
Savills	50.0	55.5	57.8	49.5
Scentre Group	-	55.6	50.6	54.3
Stockland	47.1	61.3	63.6	58.6
Vicinity Centres	60.0	66.1	42.2	60.4
Property Group Total	54.7	44.6	32.4	43.0

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only.

- Recruitment**
- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
- ◆ Women hires over 60%, and not improving overall gender balance in the organisation
- ◆ Not applicable
- Promotions**
- ◆ Women promotions equal to or more than women's representation overall
- ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
- ◆ Women promotions less than women's representation overall



Gender pay equity

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

- Charter Hall – [Sustainability Report 2020](#)
- The GPT Group – [ESG Report 2020](#)
- QIC Global Real Estate – [Sustainability Report 2020](#) and [Annual Report 2020](#)
- Stockland – [Annual Report 2020](#)

Flexible and inclusive employment experiences

Table 33: Access to flexible work and experiencing an inclusive culture

Property Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
CBRE	93.0	92.0	-	90.0	93.0	92.0
Charter Hall	90.0	90.0	90.0	97.0	97.0	97.0
Colliers International	64.0	73.0	68.0	74.0	85.0	80.0
Dexus	88.0	85.0	86.0	84.0	90.0	87.0
Frasers Property	-	-	86.2	-	-	90.4
The GPT Group	90.0	93.0	91.0	93.0	90.0	92.0
Investa	93.0	95.0	94.0	95.0	93.0	94.0
ISPT	95.0	93.0	94.0	86.0	88.0	86.0
JLL	69.0	70.0	70.0	74.0	76.0	75.0
Lendlease	-	-	-	94.0	95.0	96.0
Lendlease Property	-	-	-	-	-	96.0
Mirvac	-	-	75.0	-	-	-
Property Council of Australia	-	-	95.0	-	-	-
QIC Global Real Estate	-	-	91.0	-	-	90.0
Savills	80.0	80.0	80.0	-	-	-
Scentre Group	86.0	86.0	86.0	86.0	86.0	86.0
Stockland	83.0	81.0	82.0	-	-	86.0
Property Group Averages	84.6	85.3	84.9	87.3	89.3	83.2

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available

Table 34: 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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
Charter Hall	95.0	99.0	97.0	85.0	92.0	88.0
Dexus	96.0	99.0	97.0	-	-	-
Frasers Property	-	-	94.9	-	-	94.9
The GPT Group	97.0	98.0	97.0	-	-	-
Investa	100	95.0	97.0	90.0	89.0	90.0
ISPT	-	-	-	71.0	74.0	71.0
Lendlease	-	-	-	86.0	90.0	89.0
Mirvac	-	-	98.0	-	-	-
Property Council Australia	-	-	90.0	-	-	-
Scentre Group	95.0	95.0	95.0	77.0	77.0	77.0
Stockland	87.0	91.0	89.0	-	-	-
Property Group Averages	95.0	96.2	95.0	81.8	84.4	85.0

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available



Table 35: 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
CBRE	8.7	0.0	8.7
Charter Hall	0.0	0.0	0
Colliers International	6.7	0.0	4.9
Dexus	5.6	0.0	3.0
Frasers Property	1.3	0.3	0.7
The GPT Group	11.0	0.0	8.0
Investa	14.3	0.0	6.7
ISPT	0.0	0.0	0.0
JLL	9.0	6.0	8.0
Lendlease	4.0	0.0	2.0
Lendlease Property	3.0	0.0	2.0
Mirvac	0.0	0.0	0.0
Property Council of Australia	25.0	0.0	14.3
QIC Global Real Estate	0.0	0.0	0.0
Savills	30.0	0.0	23.6
Scentre Group	11.9	11.1	11.8
Stockland	12.0	0.0	10.0
Vicinity Centres	5.3	0.0	4.2
Property Group Averages	8.2	1.0	6.0

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting



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
CBRE	Geoff Warren
Charter Hall	Andrew Borger & Lana Ledgerwood
Colliers International	Kerrie Dewey & Liam Ovenden
Cushman & Wakefield	Karina Cossum
Dexus	Brooke Shaw
EY	Alex Kelly & Natalie Nunn
Frasers Property	Ranna Alkadamani
Investa	Amy Wild
ISPT	Linda Smith
JLL	Nicole Zipf
Knight Frank Australia	Kristin Hay
Lendlease	Alex Christie & Jane Hansen
Mirvac Group	Kristen Sweeney
Property Council of Australia	Natasha Teychenne
QIC	Melissa Festa
Savills	Darshana Sivaskanda
Scentre Group	Janine Frew
Stockland	Karen Lonergan & Sarah Watts
The GPT Group	Emma Wilcher
Vicinity Centres	Maryke Sloodjes-Reid
Champions of Change Coalition Program Directorate	Kathy Mac Dermott & Lisa Pusey

“As we increase women’s representation across our industry, including in leadership positions, we are determined to tackle the ‘tough spots’ - areas where women remain underrepresented and the culture does not allow all employees to thrive. Fostering everyday respect and inclusive cultures are at the heart of this change.

Carol Schwartz AO
Non-Executive Director and Convenor,
Champions of Change Coalition

Sport Group

The Sport Group was established in May 2015 and today includes 18 Members who lead organisations that have reach and influence across Australian society.

The Group includes representatives from major national sporting organisations and the leaders of some of Australia's largest and most successful sporting clubs.

Members work within and across their organisations to advance gender equality, leveraging the unparalleled influence and power sport has in this country to shift cultures and mindsets.

The Group's priorities include advancing more women into leadership positions, developing more inclusive sporting cultures and pay equity.

Outcomes for 2019-20

42.9%



Women's representation achieved overall across the Group from 40.8% in 2019

52.7%



Women's recruitment achieved overall across the Group from 51.1% in 2019

50.2%



Women's promotions achieved overall across the Group from 53.5% in 2019

56.0%



Members achieved or moved closer to gender balance across 56.0% of leadership categories in 2020

Champions of Change



Andrew Abdo
CEO
National Rugby League



Mark Anderson
CEO
Collingwood Football Club



Ameet Bains
CEO
Western Bulldogs Football Club



Brian Cook
CEO
Geelong Football Club



Robert Dalton
Acting CEO
Sport Australia



Marne Fechner
CEO
Netball Australia



Matt Finnis
CEO
St Kilda Football Club



Brendon Gale
CEO
Richmond Football Club



Nick Hockley
Interim CEO
Cricket Australia



James Johnson
CEO
Football Federation Australia



Cain Liddle
CEO
Carlton Football Club



Kate Palmer AM
Non-Executive Director



Jerril Rechter AM
CEO
Basketball Australia



Ian Robson
CEO
Rowing Australia



Leigh Russell
Non-Executive Director



James Sutherland
CEO
Golf Australia



Giles Thompson
CEO
Racing Victoria



Craig Tiley
CEO
Tennis Australia



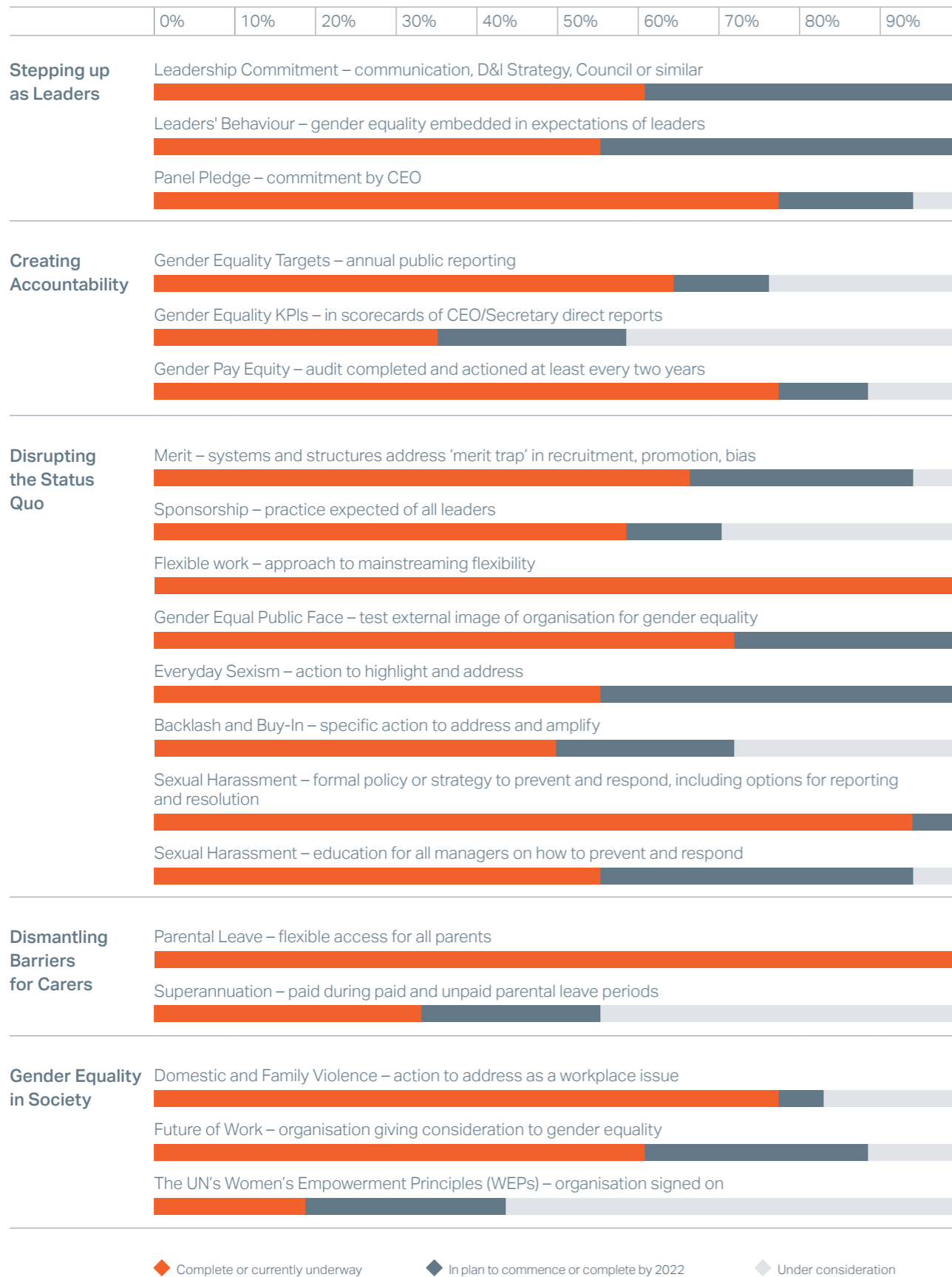
Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition



Practical actions

Table 42: Practical actions



Impact details 2020

Gender balance in leadership

Table 43: Gender balance in leadership

Sport Group Organisations	Baseline Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	High Performance Roles	Board
Basketball Australia *	2019	47.3	50.0	-	45.5	60.0	44.1	50.0	42.9
Carlton FC	2018	44.9	0.0	40.0	9.1	15.8	60.0	23.1	33.3
Collingwood FC	2018	37.5	18.2	-	10.0	45.0	39.1	0.0	28.6
Cricket Australia	2018	42.1	40.0	-	25.8	39.5	44.8	-	44.4
Football Federation Aust	2018	39.1	25.0	36.4	40.0	36.4	28.3	25.9	50.0
Geelong FC	2019	59.4	28.6	-	20.0	52.6	60.1	37.5	25.0
Golf Australia	2019	40.0	-	16.7	14.3	36.4	56.8	16.7	37.5
Netball Australia *	2018	65.9	-	50.0	55.6	75.0	80.0	87.5	57.1
NRL	2018	26.9	25.0	10.0	26.3	34.4	26.5	-	14.3
Racing Victoria	2018	28.4	33.3	33.3	-	18.5	29.0	100	25.0
Richmond FC #	2018	47.4	0.0	12.5	44.4	43.5	49.8	16.2	40.0
Rowing Australia	2019	48.5	-	50.0	-	33.3	54.5	100	33.3
Rugby Australia	2018	34.7	0.0	14.3	7.7	75.0	36.2	-	16.7
Sport Australia #	2019	50.5	33.3	38.5	48.3	47.7	53.6	-	36.4
St Kilda FC	2018	26.8	25.0	-	0.0	25.0	28.2	-	22.2
Swimming Australia *	2018	51.6	16.7	46.2	50.0	-	59.4	37.5	37.5
Tennis Australia	2018	45.5	44.4	48.2	42.4	49.2	45.1	32.2	44.4
Western Bulldogs	2019	46.8	42.9	25.0	38.9	14.3	51.6	27.1	50.0
Sport Group Total	2018	43.1	30.7	37.7	34.5	40.3	44.4	31.7	35.4

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ * Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◆ # Data includes employees on COVID-19-related stand down

- ◆ Complete or currently underway
- ◆ In plan to commence or complete by 2022
- ◆ Under consideration

Table 44: Gender balance in recruitment and promotions

Sport Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Basketball Australia *	-	58.3	50.0	47.3
Carlton FC	-	47.8	33.3	44.9
Collingwood FC	-	-	-	37.5
Cricket Australia	-	50.5	60.6	42.1
Football Federation Aust	-	50.0	-	
Geelong FC	66.7	59.8	100	59.4
Golf Australia	-	40.0	50.0	40.0
Netball Australia *	66.7	75.0	50.0	65.9
NRL	-	45.8	23.1	26.9
Racing Victoria	-	70.0	54.2	28.4
Richmond FC #	-	48.0	66.7	47.4
Rowing Australia	-	50.0	-	54.5
Rugby Australia	-	-	-	31.6
Sport Australia #	-	59.4	83.3	50.5
St Kilda FC	-	37.0	33.3	26.8
Swimming Australia *	50.0	63.6	100	51.6
Tennis Australia	-	53.3	51.0	44.4
Western Bulldogs	41.7	45.2	44.0	46.8
Sport Group Total	46.9	52.7	50.2	43.7

Recruitment

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

Promotions

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

Gender pay equity

In late 2018, 10 Member organisations who report to the Workplace Gender Equality Agency (WGEA) completed the Group's first gender pay equity audit. The review showed a pay gap of 27.0% among participating organisations, compared to 31.5% in WGEA's 'Sports and Physical Recreation Activities' category and a national figure of 21.3% (2018). The next review will be conducted in 2021.

Flexible and inclusive employment experiences**Table 45: Access to flexible work and experiencing an inclusive culture**

Sport Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Basketball Australia	-	-	-	-	-	80.0
Geelong FC	91.0	94.0	93.0	90.0	94.0	92.0
Golf Australia	-	-	94.0	-	-	63.0
Netball Australia	95.0	95.0	95.0	-	-	-
Racing Victoria	65.0	72.0	70.0	65.0	67.0	65.0
Richmond FC	85.0	90.0	88.0	84.0	92.0	86.0
Tennis Australia	77.0	80.0	79.0	71.0	82.0	76.0
Western Bulldogs	88.0	76.0	78.0	96.0	98.0	97.0
Sport Group Averages	83.5	84.5	85.3	81.2	86.6	79.9

- ◆ Improved since last reported
- ◇ Not improved since last reported
- ◆ First year reporting
- ◇ Data not available

Table 46 : 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 FC	0.0	0.0	0.0
Football Federation Aust	0.0	0.0	0.0
Geelong FC	0.0	0.0	0.0
Golf Australia	0.0	0.0	0.0
Netball Australia	0.0	0.0	0.0
Racing Victoria	0.0	0.0	0.0
Richmond FC	0.0	0.0	0.0
Rowing Australia	0.0	0.0	0.0
Sport Australia	6.3	0.0	4.1
Swimming Australia	1.0	1.0	2.0
Tennis Australia	0.0	0.0	0.0
Western Bulldogs	0.0	0.0	0.0
Sport Group Averages	0.6	0.1	0.5



Our thanks

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

Organisations	Implementation Leaders
Basketball Australia	Simon Bishop
Carlton Football Club	Vanessa Gigliotti
Collingwood Football Club	Vicki Pratt
Cricket Australia	Sam Watson
Football Federation Australia	Sarah Walsh & Nina McDonnell
Geelong Football Club	Tracy Gilligan & Cassie Lindsey
Golf Australia	Greg Oakford, Chyloe Kurdas & Daniel Simons
National Rugby League	Sarcha Huntley & Tiffany Slater
Netball Australia	Victoria Edmonson & Alison Starkey
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick
Rowing Australia	Dhuse Manogram
Rugby Australia	Casey Conway & Rachel Buckling
Sport Australia	Emma Stonham
St Kilda Football Club	Kate Pollock
Swimming Australia	Luke Emerson
Tennis Australia	Scott Glover
Western Bulldogs Football Club	Nick Truelson
Champions of Change Coalition Program Directors	Julie Bissinella (until October 2020) Sarah Styles (interim since October 2020)

Architecture Group

The Architecture Group was established in response to the distinct under-representation of senior women in Australian architecture. Nine practices came together in 2015 and a second group of seven architectural practices joined the Champions of Change Coalition in 2019. The intent is to amalgamate the two groups in 2021.

In 2020, we have 16 Members collectively who lead over 3,000 employees in 11 jurisdictions.

Critical to the success of the Architecture Group is recognising the smaller organisational footprint and resources these practices have. They are large businesses in the context of architecture, but small compared to many corporate entities. The partnership model found in many architectural practices requires strong internal stakeholder buy-in to execute and implement change. In response, we have innovated a more agile, distributed model which sees over 50 Implementation Leaders working across the two groups to engage, lead and implement alongside the Champions of Change.

The Architecture Group is proud to stand with Australia's corporate giants and showcase how smaller organisations and those with different entity structures can address gender equality.

Outcomes for 2019-20

47.6%



Women's representation achieved overall across the Group from 47.4% in 2019

55.7%



Women's recruitment achieved overall across the Group from 53.3% in 2019

48.6%



Women's promotions achieved overall across the Group from 45.2% in 2019

51.0%



Members achieved or moved closer to gender balance across 51.0% of leadership categories in 2020

Champions of Change



Joe Agius
Director
Cox Architecture



Sandeep Amin
Managing Director
DesignInc



Paul Brace
Principal
Crone Architects



Shaun Carter
Principal Architect
Carter Williamson



Donal Challoner
Director
nettletontribe



Justine Clark
Special Advisor



Brian Clohessy
Head of People
and Character
BVN



Gerard Corcoran
CEO
Hassell



Ben Green
Director
Tzannes



Adam Haddow
Director
SJB



Brett Hudson
CEO
Peddle Thorp



Simon Parsons
Director
PTW Architects



John Prentice
Principal
Woods Bagot



David Randerson
Director
DKO



Neil Stonell
Melbourne
Managing Partner
(Melbourne)
Grimshaw



David Tordoff
Director
Hayball



Philip Vivian
Director
Bates Smart

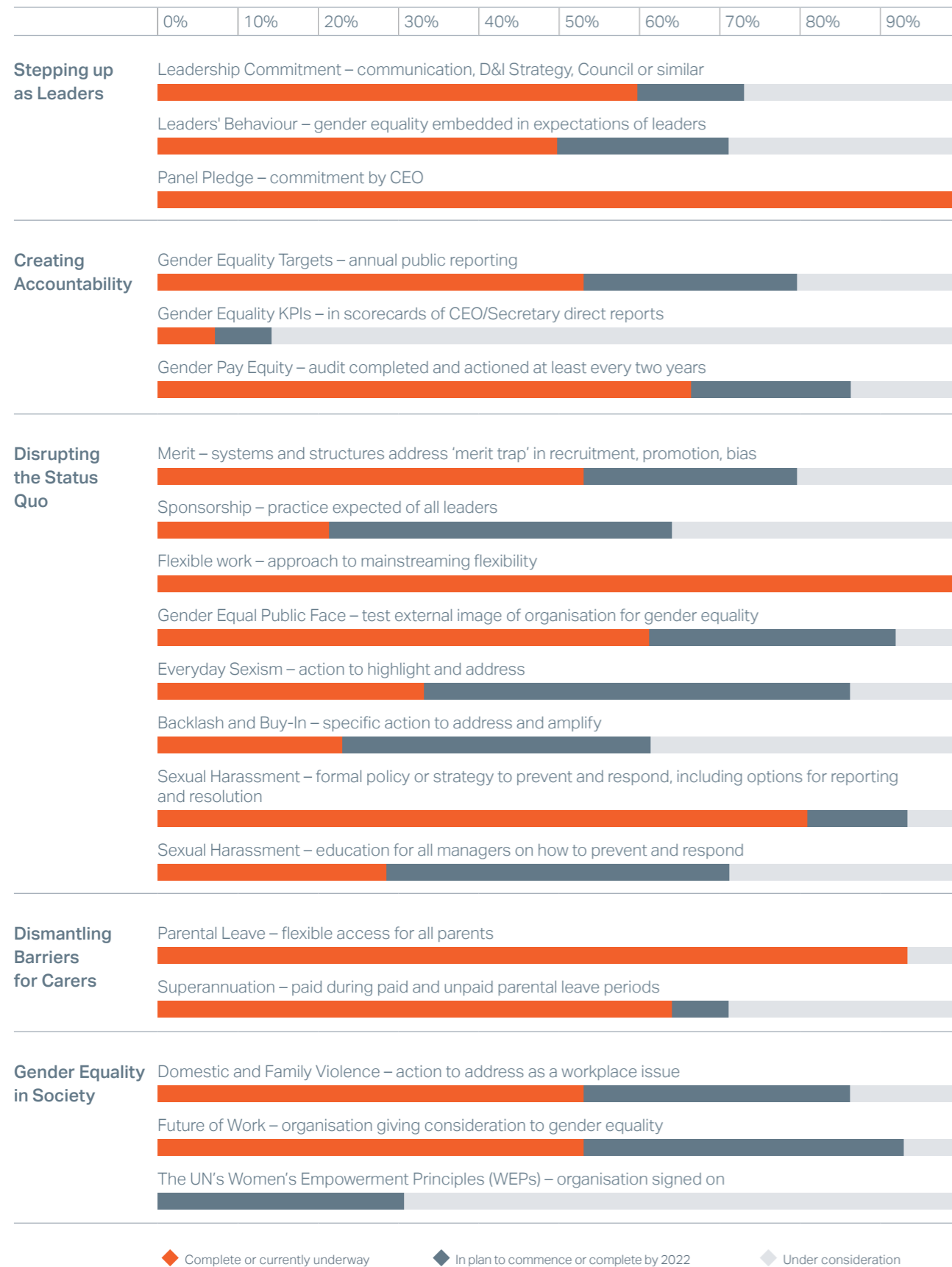


Convenor
Dr Jess Murphy



Practical actions

Table 36: Practical actions



Impact details 2020

Gender balance in leadership

Table 37: Gender balance in leadership

Architecture Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Bates Smart *	2018	52.7	22.2	40.4	47.8	-	59.5	18.2
BVN *	2018	49.1	16.7	-	25.0	-	51.8	37.5
Carter Williamson	2020	53.8	-	-	75.0	-	50.0	-
Cox	2018	45.1	14.3	10.0	56.0	43.1	48.2	14.0
Crone Partners	2018	55.6	25.0	-	20.0	-	75.0	-
DesignInc	2019	45.5	50.0	50.0	20.0	28.6	50.0	40.0
dKO	2019	43.4	9.1	-	25.0	100.0	48.5	-
Grimshaw	2019	47.6	31.3	-	45.5	33.3	52.6	0.0
Hassell	2018	47.7	35.5	0.0	78.6	25.0	48.4	28.6
Hayball	2019	49.6	50.5	28.6	46.2	-	52.3	33.0
nettletontribe	2019	46.6	10.0	18.2	62.5	30.8	57.3	0.0
Peddle Thorp	2019	38.1	-	14.3	33.3	-	46.4	-
PTW	2018	48.4	50.0	44.4	-	55.6	49.1	-
SJB	2018	41.8	25.0	75.0	38.6	-	47.4	-
Tzannes	2019	50.0	20.0	-	-	60.0	54.2	-
Woods Bagot *	2018	48.5	42.9	41.4	47.4	39.6	50.7	42.9
Architecture Group Total	2018	47.6	24.9	36.8	45.6	40.7	51.1	20.2

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category



Table 38: Gender balance in recruitment and promotions

Architecture Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Bates Smart	75.0	51.2	33.3	52.7
BVN	60.0	65.4	50.0	49.1
Carter Williamson	-	66.7	100	53.8
Cox	37.7	66.7	50.0	45.1
Crone Partners	-	80.0	50.0	55.6
dKO	-	52.6	9.1	43.4
Grimshaw	-	53.5	50.0	47.6
Hassell	-	37.1	54.0	47.4
Hayball	83.3	100	25.0	46.5
nettleontribe	66.7	-	66.7	46.6
Peddle Thorp	0.0	0.0	33.3	38.1
PTW	28.6	83.3	100.0	48.4
SJB	25.0	28.6	25.0	41.8
Tzannes	100	100	-	-
Woods Bagot	-	70.2	60.0	48.5
Architecture Group Total	49.5	55.7	48.6	47.5

Recruitment

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

Promotions

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

Gender pay equity

There is no data available this year for gender pay equity from organisations in the Champions of Change Coalition Architecture Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

Table 39: Access to flexible work and experiencing an inclusive culture

Architecture Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
BVN	37.0	40.0	78.0	-	-	-
Cox	-	-	93.0	-	-	94.0
PTW	100	100	100	100	100	100
SJB	-	-	94.0	-	-	96.0
Architecture Group Averages	68.5	70.0	91.3	100	100	96.7

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available

Table 40: Sexual harassment – respect and safety at work

Architecture Group Organisations	<i>Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)</i>			<i>Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)</i>		
	Women	Men	All	Women	Men	All
Cox	-	-	95.0	-	-	91.0
PTW	100	100	100	100	100	100
SJB	-	-	94.0	-	-	91.0
Architecture Group Averages	100	100	96.3	100	100	94.0

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available

Table 41: Exits during or at the end of parental leave

Architecture Group Organisations	<i>Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.</i>		
	Women	Men	All
BVN	0.0	0.0	0.0
Cox	0.0	0.0	0.0
dKO	0.0	0.0	0.0
Hayball	2.0	0.0	1.0
nettleontribe	0.0	0.0	0.0
Peddle Thorp	0.0	0.0	0.0
PTW	0.0	0.0	0.0
SJB	0.0	0.0	0.0
Architecture Group Averages	0.3	0.0	0.2

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available



BATESSMART.

BVN

CARTER
WILLIAMSON

COX

CRONE

DesignInc

DKO

GRIMSHAW

HASSELL

hayball

nettletontribe
architecture

 **PEDDLE THORP**

PTW

SJB

Tzannes

**WOODS
BAGOT**

Our thanks

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

Organisations	Implementation Leaders
Bates Smart	William Miller, Miki Hirakata, Jessica Hartany, Linda Mason & Eamon Harrington
BVN	Julio Pizarro, Phillip Rowden, Ayelen Moure, Ziad Zahran, Elena Bonanni & Joanna Vranistas
Cox Architecture	Anne-Lise Li Sik, Anya Meng, Felipe Miranda, Jamileh Jahangiri, Peter Luke, Tasha Mambraku, Susanne Jensen & Alex Small
Crone	William Hua Tran, Sara Vita, Sally Hsu & Ardriana Cumellas
DesignInc	Rohan Wilson, Richard Stafford, Clare Barclay, Darryl Suttie, Tara Keast & Mary Anne McGirr
DKO	Julia Koutoulis, Raffaele Camuglia, Gemma MacDonald, Laura Saunders & Julian Furzer
Grimshaw	Thihoa Gill, Gosha Haley, Jason Emblet, Laura Harrison, Nicole Allen & Soo-Ling Kang
Hassell	Kylie Wilson & Malianne Nguyen
Hayball	Eeshenn Wong, Yuyuen Leow, Marcus Leask & Melissa Riley
nettletontribe	Rebecca Champney, Amy Lyden & Karyn Cairney
Peddle Thorp	Rebecca Johnston & Sofie Pringle
PTW Architects	George Chen, Tiara Dobbs, Katie Liao, Steven Ling, Luise Palmer, Adele Troeger, Karen LeProvost, Rod Brown & Adele Troeger
SJB	Hamish Ginn, Tamara Kerr & Monica Edwards
Tzannes	Chi Melham, Amy Dowse, Yi-han Cao, Connor Denyer & Karyn Dodman
Woods Bagot	Kimberly Withrow, Lisa James, Kush Vehalla, Emily Lowden & Benji Williams

Consult Australia Group


The Consult Australia Group was established in 2016 and today includes 13 Members who lead some 21,000 employees in Australia.

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

Outcomes for 2019-20


33.2%



Women's representation achieved overall across the Group  from 32.1% in 2019


37.6%



Women's recruitment achieved overall across the Group  from 35.3% in 2019

35.3%



Women's promotions achieved overall across the Group  from 33.6% in 2019

77.8%



Members achieved or moved closer to gender balance across 77.8% of leadership categories in 2020

Champions of Change



Louise Adams
Chief Executive ANZ
Aurecon



Jamie Alonso
CEO APAC
Cardno



Todd Battley
Chief Executive ANZ
AECOM



Peter Chamley
Chair Australasia
region
Arup



Phil Duthie
Executive General
Manager Australia
GHD



Paul Gardiner
Regional Manager
APAC
SLR Consulting



Matthew Harris
NSW Managing
Director
Rider Levett
Bucknell



Richard Hayers
Vice President and
Regional Director
ANZ
Jacobs



Andrew Mather
Managing Director
ANZ
Integral Group



Malcolm McDowall
CEO APAC
Arcadis



James Phillis
CEO ANZ
SMEC



Jamie Shelton
CEO
Northrop



Will Wright
Managing Director
Douglas Partners



Convenor

Nicola Grayson
CEO
Consult Australia



Actions and impact 2020

Stepping up as leaders

- Welcomed new Member Andrew Mather, CEO, Integral Group.
- Hosted 3rd annual Champions of Change industry event. Louise Adams, Aurecon ANZ MD and Coalition Member spoke to 'Why Diversity Still Matters' – in times of crisis and beyond. Professor Terrance Fitzsimmons presented world-first research on the causal relationship between diversity and organisational performance.
- Cardno established a global Inclusion and Diversity Council. APAC CEO Jamie Alonso was appointed Executive Sponsor of the Gender Diversity stream.
- SMEC, Arcadis and Arup introduced formal sponsorship programs to assist in overcoming systemic barriers impeding women's advancement and support high potential women in attaining leadership.
- GHD, AECOM and Jacobs continued their sponsorship programs targeting high potential female leaders ready to move into more senior roles.
- SMEC earned WGEA's Employer of Choice in Gender Equality citation for the first year. AECOM, Arcadis, Aurecon and Jacobs maintained the citation in 2020.

Creating accountability

- Northrop and Integral Group introduced gender targets at the graduate, senior and middle management, executive levels and across the workforce. 77% of firms across the Group now have targets in place.
- Arup launched a 'call it out' program to enable and support staff to call out negative and inappropriate language and behaviours, including casual sexism.
- Jacobs established a five-year gender balance goal, embedding actions and accountability through executive leadership quarterly planning/tracking meetings and cascading to all people managers.

- Women's representation on the Cardno APAC leadership team increased from 30.0% in 2019 to 57.0% while women on the Board grew from 17.0% to 33.0% through an intentional effort to build diversity in leadership.
- AECOM, Arup, Aurecon, Jacobs and SMEC introduced accountability measures such as diversity and inclusion goals tied to KPIs, with impact to be monitored.
- Arup and Arcadis achieved gender balance in key management personnel roles, with 54.5% and 42.9% women's representation respectively.
- Cardno achieved gender balance in Other Execs/ General Managers and Senior Manager roles (50.0% and 55.6% respectively).
- Aurecon and Jacobs achieved gender balance or a level of women's representation in their graduate intakes which has increased gender balance overall in their firms through intentional recruitment approaches.

Disrupting the status quo

- A number of firms experienced an increase in men accessing 'primary' or 'shared care' parental leave in the past year: Arup – 38.0 to 44.0%, Aurecon – 22.0% to 28.0%, AECOM – 40.0 to 57.0%, GHD – 28.0% to 39.0%, SMEC – 33.0% to 60.0%, Cardno – 0 to 19.5%.
- In its first year of offering shared care parental leave (up to 20 weeks), 19.5% of those taking primary carers leave were men.
- SLR completed, and Jacobs and GHD commenced 'Co-creating Inclusive Cultures: Engaging Men', a program providing senior leaders an opportunity to deeply explore the social and systemic barriers impeding women's advancement and identify and personally commit to best practice solutions to overcome them.
- Northrop implemented phase two of 'Co-creating Inclusive Cultures: Engaging Men' – cascading to hiring managers.

- AECOM, Arcadis, Aurecon and Jacobs expanded their flexible working programs including initiatives such as switching public holidays to respect cultural and religious diversity, opportunities to purchase additional leave and online training.
- SMEC completed the 'Gender Equal Public Face' audit, testing internal and external messaging for gender balance.
- AECOM, Arcadis, Arup, Cardno, GHD, Jacobs and SMEC partnered with a wide range of high schools, tertiary institutions and/or community organisations to provide work experience, mentorship and networking events to encourage and support girls to pursue STEM disciplines.

Dismantling barriers for carers

- In light of challenges imposed by pandemic-related lockdown, a number of firms provided activities and online programs for parents working at home:
 - Arup launched Arup's Parents Portal to provide support for those with caring and home-schooling responsibilities.
 - Aurecon launched Talking Talent, an online coaching platform for parents and carers.
 - In response to the COVID-19 lockdown, GHD's Victoria region held sessions on the challenges of home-schooling where people could share their experiences as well as hold Parents Catch Ups within teams.
 - Cardno introduced My Cardno Village, a dedicated online global community to help employees stay connected, including a Kids Corner portal and employee-created YouTube videos to support parents working at home.
 - Jacobs launched its ACE (Access, Connect, Empower) Employee Network to connect and empower employees who provide care to others, and to those living with a disability.
- Arcadis, GHD and SLR added superannuation to paid parental leave. GHD now offers the ability for both paid parental leave and paid partner leave to be taken flexibly. Parental partner leave has increased to 10 days of paid leave.

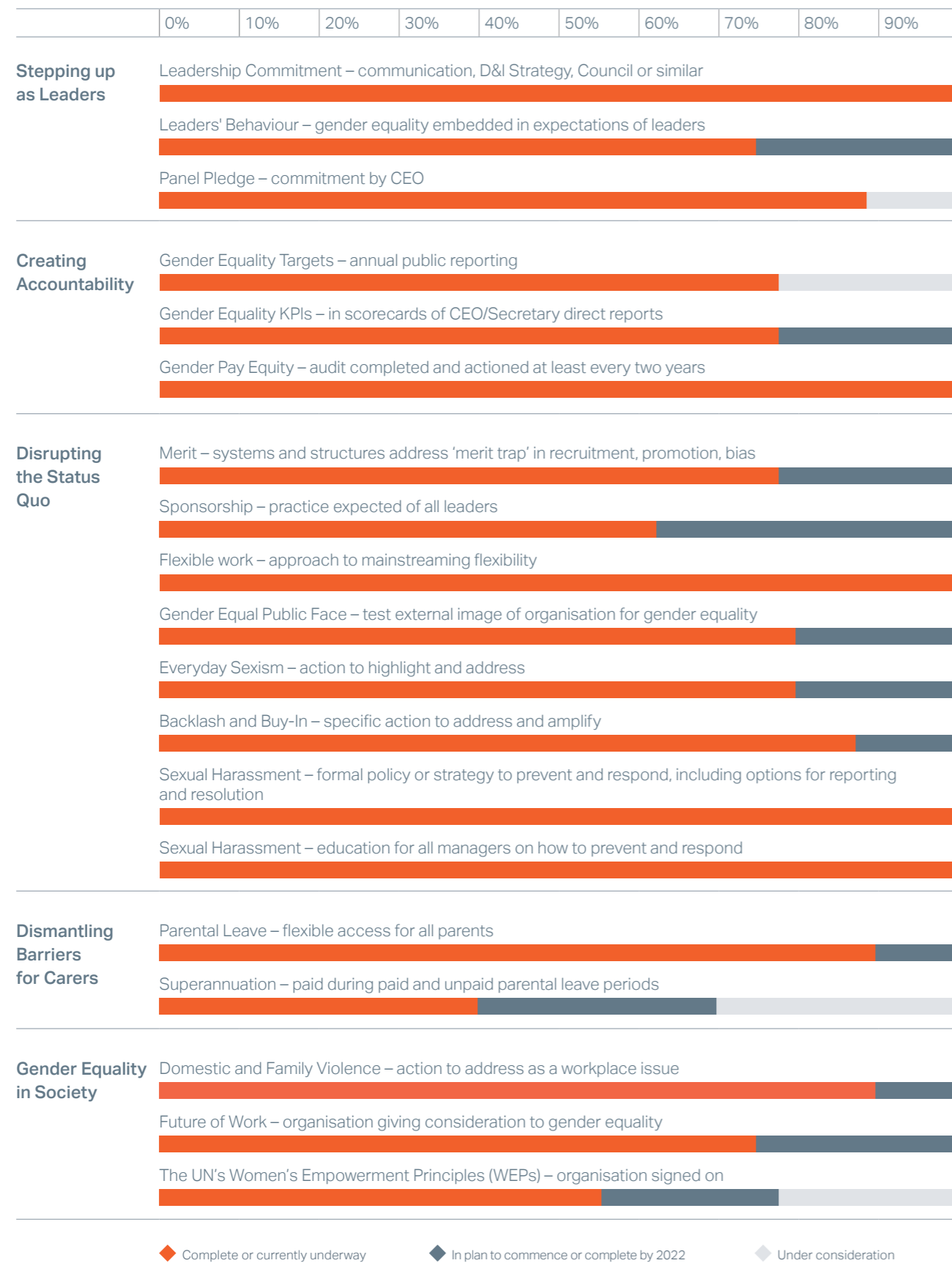
Gender equality in society

- Prompted by the spike in reported incidents of domestic and family violence during COVID-19, all firms reviewed their support policies and means of communicating them.
- Jacobs launched its refreshed Family and Domestic Abuse policy, procedure and guidelines with targeted sessions for all people leaders. A brave employee shared their lived experience to highlight the prevalence and impact of FDA in the workplace.
- SLR rolled out new Domestic & Family Violence guidelines with focused training for first responders (HR and managers) followed by all staff training.
- Arcadis enhanced leave for those experiencing domestic and family violence and those supporting them. New guidelines were developed and launched by the CEO.
- Aurecon, Arcadis, Arup, Cardno, Jacobs and SLR provided access to a workspace for those who didn't feel safe working from home.
- GHD rolled out DFV COVID-19 guidelines for managers to provide direction and resources for themselves and their teams.
- SMEC increased awareness of DFV through internal communications and actively promoted resources and services available to employees impacted.



Practical actions

Table 47: Practical actions



Impact details 2020

Gender balance in leadership

Table 48: Gender balance in leadership

Consult Australia Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AECOM	2016	35.8	12.5	16.9	19.5	24.3	40.7	31.3
Arcadis	2016	29.7	42.9	16.7	23.5	17.1	30.6	50.0
Arup	2016	40.6	54.5	17.5	20.9	31.9	43.5	33.3
Aurecon	2016	37.1	25.0	28.3	16.0	28.3	41.5	16.7
Cardno *	2019	30.4	0.0	50.0	55.6	37.8	29.9	33.3
Douglas Partners	2016	21.8	0.0	0.0	13.0	17.9	23.0	0.0
GHD	2016	32.9	25.5	32.8	27.1	26.3	33.4	45.5
Jacobs	2016	30.1	22.2	35.3	16.8	17.2	31.8	33.3
Northrop	2018	29.0	0.0	0.0	4.3	16.7	33.2	28.6
SLR	2018	36.2	28.6	100	13.3	0.0	38.5	18.2
SMEC	2016	27.1	11.8	30.0	19.4	23.0	27.9	0.0
Consult Australia Group Total	2018	33.2	23.9	26.4	19.4	25.2	35.0	26.7

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category



Table 49: Gender balance in recruitment and promotions

Consult Australia Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AECOM	39.3	37.9	41.1	35.8
Arcadis	34.8	33.6	31.8	29.7
Arup	-	45.1	38.6	40.6
Aurecon	65.2	41.8	39.2	37.1
Cardno	11.6	29.4	28.6	30.4
Douglas Partners	-	21.1	27.3	21.8
GHD	42.9	39.7	32.8	32.9
Jacobs	48.1	33.2	32.7	30.1
Northrop	23.8	33.0	37.5	29.0
SLR	-	42.0	33.3	36.2
SMEC	37.5	30.6	27.1	27.1
Consult Australia Group Total	43.6	37.6	35.3	33.2

Recruitment

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

Promotions

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

Gender pay equity

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

- [Cardno](#)

Flexible and inclusive employment experiences

Table 50: Access to flexible work and experiencing an inclusive culture

Consult Australia Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Arcadis	86.0	81.0	83.0	92.0	95.0	94.0
Arup	88.0	94.0	91.0	-	-	-
Aurecon	88.0	91.0	89.0	-	-	-
GHD	85.0	84.0	84.0	-	-	-
Jacobs	86.0	83.0	84.0	77.0	80.0	79.0
Northrop	-	-	86.0	-	-	92.0
SMEC	86.9	83.3	83.3	-	-	87.5
Consult Australia Group Averages	86.7	96.1	85.8	84.5	87.5	88.1

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting ◇ Data not available

Table 51: 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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
Arcadis	92.0	96.0	94.0	86.0	91.0	89.0
Arup	85.0	91.0	90.0	-	-	-
Aurecon	92.0	96.0	94.0	-	-	-
GHD	89.0	93.0	91.0	-	-	-
Jacobs	86.0	93.0	90.0	74.0	82.0	79.0
SMEC	85.8	93.5	90.7	-	-	-
Consult Australia Group Averages	88.3	93.8	91.6	80.0	86.5	84.0

◆ Improved since last reported ◇ Not improved since last reported ◆ First year reporting ◇ Data not available



Table 52: 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
Arcadis	0.6	0.0	0.2
Aurecon	10.6	2.8	6.7
Cardno	17.0	0.0	17.0
GHD	1.1	0.0	0.7
Northrop	17.0	0.0	5.0
SMEC	2.9	10.9	8.1
Consult Australia Group Averages	8.2	2.3	6.3

◆ Improved since last reported

◇ Not improved since last reported

AECOM

ARCADIS Design & Consultancy for natural and built assets

ARUP

aurecon

Cardno

CONSULT AUSTRALIA

Douglas Partners
Geotechnics | Environment | Groundwater

GHD

Jacobs

NORTHROP

RLB Rider Levett Bucknall

SLR

SMEC

Our thanks

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

Organisations	Implementation Leaders
AECOM	Lisa Cronk
Arcadis	Amy Baxendale
Arup	Abbie Wright
Aurecon	Penny Rush
Cardno	Keren Gifford
Douglas Partners	Amy Singh
GHD	Stuart McLean
Jacobs	Fiona Rose
Northrop	Stephen Troilo
SLR Consulting	Romi Hoffenberg
SMEC	Kate Campbell
<hr/>	
Champions of Change Coalition Program Director	Coleen MacKinnon

STEM Group

The STEM Group was established in 2016 and today includes 16 Members who lead some 49,500 employees, in 42 jurisdictions.

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

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

Outcomes for 2019-20

39.5%



Women's representation achieved overall across the Group  from 45.2% in 2019

47.1%



Women's recruitment achieved overall across the Group  from 56.4% in 2019

40.4%



Women's promotions achieved overall across the Group  from 44.6% in 2019

75.9%



Members achieved or moved closer to gender balance across 75.9% of leadership categories in 2020

Champions of Change



Graeme Beardsell
CEO
Fujitsu ANZ



William Cox
Chief Executive
Aurecon Group



Robert Easton
Chairman
Accenture ANZ



Kim Ellis
Director
Australian Antarctic
Division



Dr Bronwyn Evans
CEO
Engineers Australia



Dr Alan Finkel AO
Australia's Chief
Scientist



Bruce Goodwin
Managing Director
Janssen Australia
and New Zealand
(Pharmaceutical
company of Johnson
& Johnson)



Dr David Gruen
Australian
Statistician
Australian Bureau of
Statistics



Dig Howitt
CEO and President
Cochlear



Chris Jenkins
CEO
Thales Australia



Shaun Jenkinson
Acting CEO
ANSTO



Dr James Johnson
CEO
Geoscience Australia



Pip Marlow
CEO
SalesForce ANZ



Dr Larry Marshall
Chief Executive
CSIRO



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



Professor Brian Schmidt AC
Vice Chancellor
and President
ANU



Andrew Stevens
Non-Executive
Director



David Thodey AO
Non-Executive
Director



Convenor

Ann Sherry AO
Non-Executive Director



Actions and impact 2020



Stepping up as leaders



- CSIRO developed a bias checklist which has been used to guide all organisational decision-making in response to the COVID-19 pandemic.
- To support a deep-dive on 'Engaging Men as Everyday Champions', Members and senior leaders from their organisations participated in 3 'Engaging Men' workshops attracting over 100 participants from Sydney, Canberra and Melbourne. All participants undertook the Leadership Shadow as preparatory for the workshop and shared insights and practical actions to strengthen their personal leadership on gender equality. As a result, STEM Group Members are pursuing strategies to engage more men as champions of gender equality, particularly at the senior and middle manager level.

Creating accountability



- Monitored and reported on leadership actions during the COVID-19 period including:
 - Ensuring gender balance in COVID-19 response teams.
 - Providing high potential women with equal access to leadership roles during COVID-19.
 - Analysing employee engagement data by gender during COVID-19.
 - Monitoring uptake of flexible work/return to office by gender.
 - Providing specific support for carers and communicating men's role in caring.
 - Monitoring well-being impacts by gender.
 - Conducting a gender analysis of workforce changes during COVID-19, monitoring gender balance of ongoing recruitment and promotion.
 - Specific communications on workplace responses to domestic and family violence in the context of COVID-19.
- ANSTO, ANU, CSIRO, Defence Science and Technology Group and Geoscience Australia were awarded the Bronze award as part of the SAGE/ Athena Swan program recognising actions taken to accelerate gender equality in Higher Education and Research.
- Accenture and Aurecon were awarded the 2019–20 WGEA Employer of Choice for Gender Equality citation.

Disrupting the status quo



- Conducted a personal leadership reflection and identified actions to foster greater psychological safety.
- Members conducted a self-assessment to review their actions to align with the recommendations of the *Disrupting the System* report.
- Members continued to implement strategies to increase the representation of women in STEM roles, including through setting specific targets.
- The ABS trialled a new approach for recruitment for several senior STEM roles in a male-dominated area of the organisation. The approach involved appointing two female Members out of the three for the panel, as well as a female contact person and Panel Chair. While female applications were below 20.0%, at interview stage 33.0% of candidates were female and progressed to interview and 75.0% of the candidates offered roles were female. The ABS now plans to replicate the approach for similar male-dominated roles across the organisation.

Dismantling barriers for carers



- ANU recognised increased caring responsibilities of many of its staff during the COVID-19 lockdown period by deeming a 25-hour working week to be full-time. This ensured staff were able to continue working full-time while adjusting to the changed circumstances in their professional and personal lives.
- MYOB launched a Parent's Hub to support employees through all stages of their parenting journey, and a Managers' Hub for supporting team Members at each of the parenting stages. It includes employees' stories and tools to support employees balance paid work and caring. Since March 2019, there has been a 130.0% increase in subscriptions to the Parent's Hub with 39.0% of those users men.

Gender equality in society

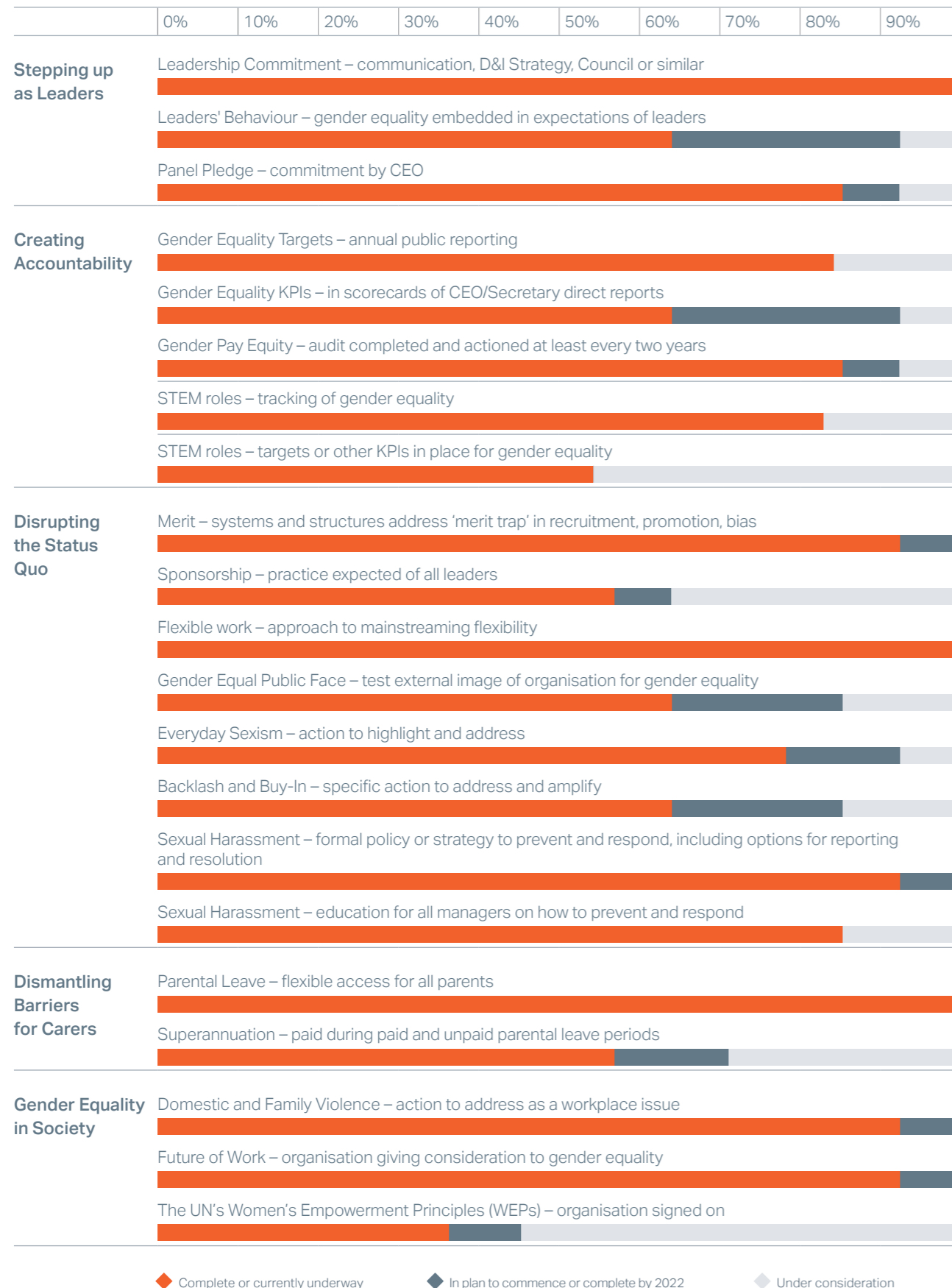


- Convened the opening panel at the Academy of Science Gender Equity Conference, facilitated by Liz Broderick in conversation with Bronwyn Evans, Brian Schmidt, Adi Paterson, Tanya Monro and James Johnson.
- Convened a leadership roundtable with ATSE to share learning with ATSE fellows on bold leadership action to advance gender equality in STEM.
- Continued to focus on workplace responses to domestic violence, particularly in the context of COVID-19; Thales produced a separate guide for HR and Leaders on how to manage domestic and family violence during COVID-19.



Practical actions

Table 53: Practical actions



◆ Complete or currently underway
 ◆ In plan to commence or complete by 2022
 ◆ Under consideration



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 54: Gender balance in leadership

STEM Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Australian Bureau of Statistics	2017	52.2	100	43.8	47.9	52.6	52.8	-
Accenture	2018	36.6	37.5	23.4	26.7	32.9	42.4	36.4
ANSTO	2017	32.2	33.3	34.9	30.9	22.6	33.2	50.0
ANU	2017	52.3	57.1	46.3	44.4	54.8	52.5	46.7
Aurecon	2017	37.1	25.0	28.3	16.0	28.3	41.5	16.7
Cochlear Limited	2018	53.2	0.0	34.9	37.6	58.8	53.3	20.0
CSIRO +	2017	41.2	42.9	32.3	29.5	36.4	42.8	50.0
Defence Science and Technology Group *	2020	24.0	12.5	14.5	16.9	15.6	27.9	-
Engineers Australia *	2018	58.9	50.0	-	60.7	61.5	58.2	28.6
Fujitsu	2017	20.5	-	21.7	31.8	15.2	20.7	0.0
Geoscience Australia	2019	40.8	-	40.0	42.9	31.1	48.8	-
The Johnson & Johnson Family of Companies ANZ *	2017	61.5	0.0	54.8	50.0	56.1	64.6	57.1
MYOB	2017	43.2	33.3		36.7	36.3	44.1	16.7
Thales Australia	2020	21.4	0.0	12.5	27.8	16.7	22.3	11.1
SalesForce ANZ *	2020	33.5	9.1	28.7	25.0	33.7	34.6	-
STEM Group Total	2018	40.4	30.1	31.9	30.5	38.4	41.9	33.7

Note: For Accenture, the decrease in Key Management Personnel since the baseline year can be attributed to one change in leadership. For Cochlear, the data in this table represents the global employee population. 2017 benchmark data for CSIRO has been adjusted to ensure consistency with 2020 methodology, to enable accurate comparison.

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◆ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◆ Overall total includes non-binary gender categories

Table 55: Gender balance in recruitment and promotions

STEM Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Bureau of Statistics	46.2	54.4	51.8	52.2
Accenture	54.1	32.5	40.1	36.6
ANSTO	-	43.0	34.3	32.2
ANU	-	53.5	56.6	52.3
Aurecon	65.2	41.8	39.2	37.1
Cochlear Limited	50.0	53.4	52.3	48.4
CSIRO	-	46.2	39.9	41.2
Defence Science and Technology Group	25.0	26.6	28.7	24.0
Engineers Australia	-	56.6	60.0	58.9
Fujitsu	66.7	18.6	23.5	20.5
Geoscience Australia	-	53.5	-	40.8
The Johnson & Johnson Family of Companies ANZ	57.1	64.4	55.0	61.5
MYOB	60.0	47.8	46.2	43.2
Thales Australia	-	-	35.3	21.4
STEM Group Total	55.3	47.1	40.4	39.5

Note: For Cochlear, the data in this table represents the global employee population. Defence Science and Technology Group data for recruitment and promotions includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. ADF enlistments can be categorised as those with no prior military service, having previous permanent force service or prior military service in another country. Defence Science and Technology Group data for graduates and overall recruitment includes Ongoing and Non ongoing. Defence Science and Technology Group data for overall recruitment includes initial hires and rehires. Defence Science and Technology Group data for promotions excludes promotions to ranks E01 – E02 and E10 as these are not considered promotions.

Recruitment

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

- ◆ Women graduates or hires under 40%, and not improving overall gender balance in the organisation
- ◆ First year reporting
- ◆ Not applicable

Promotions

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

Gender pay equity

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

- Australian Bureau of Statistics – Annual Report 2020
- Defence Science and Technology Group – SAGE Athena SWAN Bronze Application

Flexible and inclusive employment experiences**Table 56: 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 (or similar wording).			Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording).		
	Women	Men	All	Women	Men	All
Australian Bureau of Statistics	91.0	90.0	90.0	89.0	86.0	87.0
Accenture	78.6	83.3	81.3	-	-	-
ANSTO	-	-	77.0	-	-	62.7
ANU	78.0	78.0	77.0	67.0	73.0	69.0
Aurecon	88.0	91.0	89.0	-	-	-
Cochlear Limited	87.0	86.0	87.0	83.0	82.0	82.0
CSIRO	88.0	84.0	85.0	74.0	72.0	72.0
Engineers Australia	94.0	89.0	91.0	-	-	-
Fujitsu	72.0	71.0	74.0	71.0	71.0	71.0
Geoscience Australia	-	-	-	-	-	88.0
The Johnson & Johnson Family of Companies ANZ	-	-	91.0	-	-	82.0
MYOB	91.0	89.0	90.0	84.0	82.0	83.0
SalesForce ANZ	100	100	100	-	-	-
STEM Group Averages	86.8	86.1	86.0	78.9	78.6	77.9

◆ Improved since last reported

◆ Not improved since last reported

◆ First year reporting

◆ Data not available



Table 57: 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 (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
Accenture	85.9	92.0	89.3	-	-	-
ANSTO	-	-	79.3	-	-	57.0
ANU	80.0	83.0	81.0	-	-	-
Aurecon	92.0	96.0	94.0	-	-	-
CSIRO	76.0	82.0	78.0	59.0	59.0	61.0
Fujitsu	76.0	76.0	77.0	-	-	-
Geoscience Australia	13.0	42.0	26.0	-	-	-
The Johnson & Johnson Family of Companies ANZ	-	-	93.0	-	-	77.0
MYOB	73.0	74.0	74.0	-	-	-
STEM Group Averages	60.0	66.0	76.8	59.0	59.0	65.0

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available

Table 58: Exits during or at the end of parental leave

STEM Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Australian Bureau of Statistics	3.4	0.0	3.1
Accenture	3.5	2.0	-
ANSTO	0.0	0.0	0.0
ANU	2.0	3.0	2.0
Aurecon	10.6	2.8	6.7
Cochlear Limited	0.0	0.0	0.0
CSIRO	8.4	3.6	5.5
Engineers Australia	23.5	0.0	1.3
Fujitsu	34.0	66	1.3
Geoscience Australia	0.0	0.0	0.0
The Johnson & Johnson Family of Companies ANZ	5.0	1.0	6.0
MYOB	4.0	0	4.0
STEM Group Averages	7.9	6.5	2.7

◆ Improved since last reported ◆ Not improved since last reported ◆ First year reporting ◆ Data not available



Australian Government
Department of Agriculture,
Water and the Environment
Australian Antarctic Division



Australian Government
Geoscience Australia



Our thanks

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

Organisations	Implementation Leaders
Accenture ANZ	Sarah Kruger, Kate Schofield & Laura Sprules
ANSTO	Joanne Bartley
Australian National University	Christopher Price
Aurecon Group	Penny Rush
Australian Antarctic Division	Dirk Welsford
Australian Bureau of Statistics	Cathy Bates & Sarah Proudford
Cochlear	Jennifer Hornery & Cristina Salazar
CSIRO	Kerry Elliott & Megan Osmond
Defence Science Technology Group	Melanie Farrier, David Kershaw & Maree Mahoney
Engineers Australia	Justine Romanis
Fujitsu ANZ	Michelle Meldrum
Geoscience Australia	Phoebe Mwanza
Janssen Australia and New Zealand (Pharmaceutical company of Johnson & Johnson)	Fiona Sheppard
Office of the Chief Scientist	Sarah Brown
SalesForce ANZ	Kathleen Francis
Thales Australia	Bianca Prpic
Champions of Change Coalition Program Director	Somali Cerise

“

With rapid change during COVID-19, the need to accelerate gender equality in STEM is even more urgent. Women in STEM careers are progressing, but at nowhere near the pace required. Some areas, such as access to flexible work, have changed significantly while other barriers for women are proving to be deeply ingrained.

Ann Sherry AO

Non-Executive Director and Convenor
Champions of Change Coalition

Fire & Emergency Group

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

The Group includes organisations located throughout metropolitan, rural and regional communities across Australia and New Zealand, and includes 30 Members who lead some 180,000 employees and volunteers. Members are focused on advancing gender equality, women in leadership and professional, respectful and inclusive workplaces within and across the fire and emergency sector.

Champions of Change Fire & Emergency Group has identified seven priority areas for action. A particular priority is building the representation of women in frontline service delivery positions which can serve as a critical pathway to leadership positions in the sector. Underpinning these priorities is a need to clearly articulate the 'case for change' on gender equality in the sector beyond 'it's the right thing to do'. In 2020 the Group developed and released an evidence-based report presenting the value and benefit of diversity and inclusion and the supporting views of leaders involved across Member organisations.

Outcomes for 2019-20

24.9%



Women's representation achieved overall across the Group from 24.2% in 2019

37.8%



Overall hires across the Group were women from 40.1% in 2019

19.1%



Women's promotions achieved overall across the Group from 24.0% in 2019

66.4%



Achieved or moved closer to gender balance across 66.4% of leadership categories in 2020

86.0%



Industry-level collaboration groups and networks have experienced a year-on-year of women's representation or reached the target of 40.0%

Champions of Change



Chris Arnot AFSM
Chief Officer
Tasmania Fire
Service



Paul Baxter QSO
Commissioner
Fire and Rescue
NSW



Chris Beattie
Chief Officer
State Emergency
Service South
Australian



Ken Block
Commissioner
Fire Rescue Victoria



Collene Bremner
Executive Director
Bushfires NT



Garry Cook
Acting Chief Officer
Country Fire
Authority Victoria



Neil Cooper PSM
Senior Manager Fire,
Forest and Roads
ACT Parks and
Conservation Service



Andrew Crisp APM
Commissioner
Emergency
Management Victoria



Ross Dickson
Chief Forester and
Company Secretary
Forestry
Corporation of New
South Wales



Stuart Ellis AM
CEO
Australasian Fire and
Emergency Service
Authorities Council



**Shane Fitzsimmons
AFSM**
Commissioner
Resilience NSW



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Chris Hardman
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Management Victoria
- Department of
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Mark Jones
Chief Officer
South Australian
Country Fire Service



Rhys Jones CNZM
Chief Executive
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NZ



Ben Klaassen
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**Michael Morgan
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CEO and Chief
Officer
SA Metropolitan
Fire Service



David Nugent AFSM
Director Fires and
Emergency Services,
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Rob Porter
Executive General
Manager
Airservices Australia



Rob Rogers AFSM
Commissioner
New South Wales
Rural Fire Service



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



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



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



Carlene York APM
Commissioner
State Emergency
Service NSW



Convenor

Kristen Hilton
Commissioner
Victorian Human Rights
and Equal Opportunity
Commission

There is a need to clearly articulate the **'case for change'** on gender equality in the sector beyond **'it's the right thing to do.'**



Actions and impact 2020



Stepping up as leaders

- Developed and released the comprehensive and evidence-based Case for Change to provide Member organisations and the sector more broadly with the rationale and benefits of gender equality across the sector. The report outlined how gender equality would improve critical areas such as risk management, governance, innovation, community engagement and leadership as a key workforce planning and sustainability strategy. The report will be shared with more than 180,000 people working in the sector to support wider diversity and inclusion goals at the organisation and local community level.
- Implemented an awareness and education program to champion representation of 40.0% women, 40.0% men and 20.0% any gender in AFAC Collaboration Groups and sector-level leadership development programs. Progress will be reported annually.
- Welcomed the newly formed Fire Rescue Victoria, Resilience New South Wales and South Australia's SAFECOM as Members.



Creating accountability

- In 2020, the Group released the second Fire & Emergency Group progress report detailing action and results against seven priority areas. The report was distributed to staff and stakeholders in the sector as a key mechanism of transparency and accountability.
- Continued work towards achieving targets (established in 2019) to increase women's representation as Chairs and Members of AFAC Collaboration Groups to at least 40.0% by the end of 2020. This goal recognises that Collaboration Groups provide opportunities to build networks, insights and experiences that are often helpful in securing further leadership opportunities. It is also designed to ensure there is a diversity of perspectives in key governance and policy decisions impacting the sector. Progress to date includes:
 - 86.0% of Groups and networks have experienced a year-on-year increase of women representation or reached the target of 40.0%.
 - There has been an increase in the overall representation of women in Groups and networks to 29.0% women compared to 24.0% in 2019.
 - There has been an increase in the representation of women as chairs of Groups and networks – 23.0% women compared to 19.0% in 2019.
 - 31.0% of Groups and networks reached the target of 40.0% women's representation, compared to 34.0% reaching the 30.0% target in 2019.

Disrupting the status quo



- Member organisations contributed to the report, *Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace*. This included: identifying the potential to adopt or adapt health and safety models for more effective approaches to addressing the issue; the need to better articulate and educate people on what is meant by 'zero tolerance', and the importance of helping people understand in detail what does and does not constitute sexual harassment; how context can amplify the impact of certain behaviours; and the range of actions available to people and organisations when the behaviour occurs.
- PwC Australia (a Member of the National 2015 Group), provided some \$30,000 of pro bono consulting services to help the sector better understand barriers to entry for women in recruitment processes – particularly for frontline firefighters – roles that are often on the critical pathway for key leadership positions. The analysis compared and contrasted processes and outcomes across key fire services. The next steps are to clearly define 'What makes a fire fighter' in the modern context; identify and challenge inconsistencies in criteria between agencies and, in collaboration with AFAC, develop an agreed set of standards as a resource that can be tailored for each organisation.
- Identified and enabled 28 high potential leaders from Member organisations in the sector to participate in the 'Young Leaders Program' offered by Coalition Founding Member McKinsey & Company.
 - 35.7% of participants in the program are women, with 18 men selected in recognition of their inclusive leadership capabilities.
- Commissioner Paul Baxter, New South Wales Fire and Rescue launched the newly developed policy for the prevention of sexual harassment, which is supported by a comprehensive and sector-specific education program and toolkit.

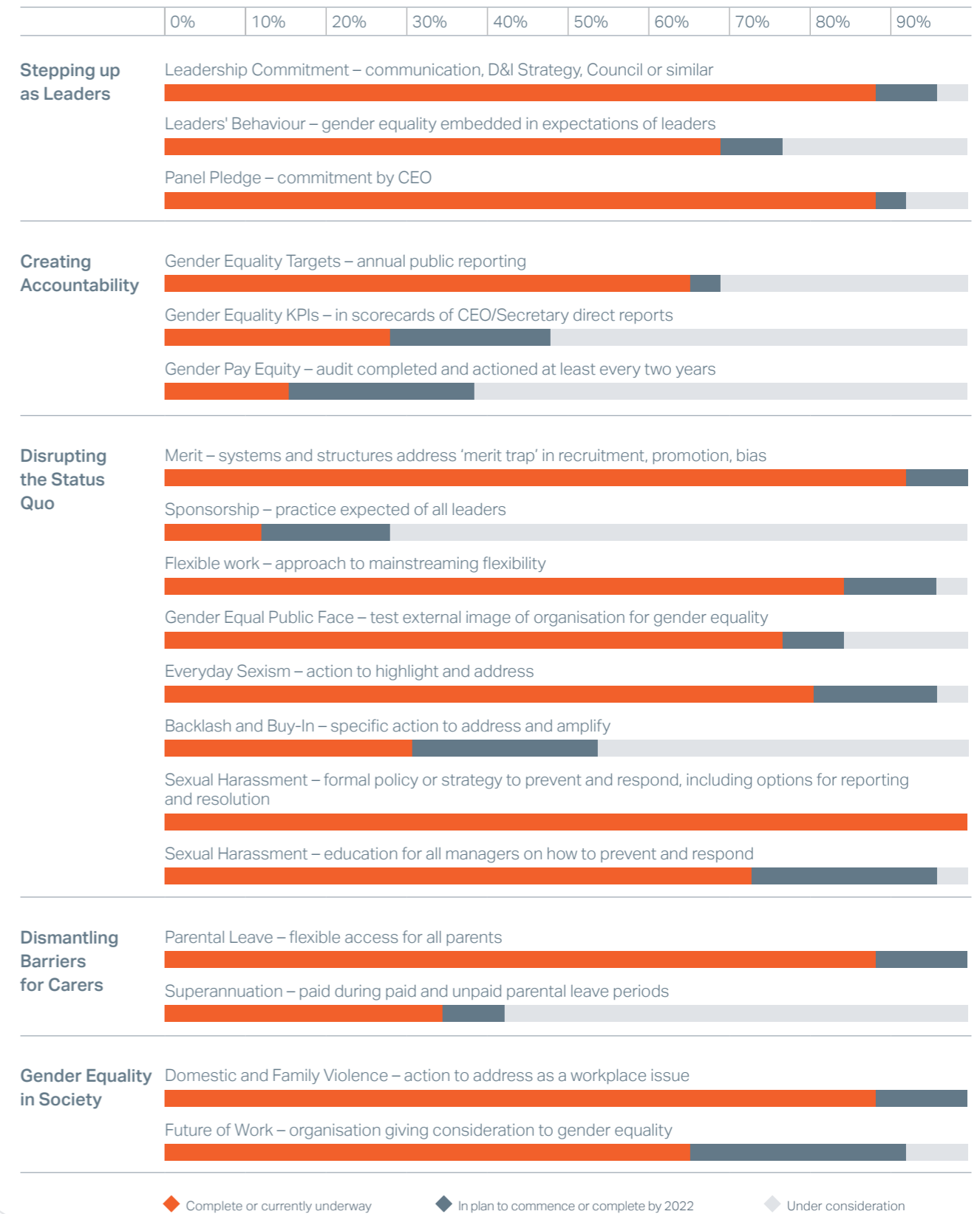
Gender equality in society



- AFAC CEO, Stuart Ellis, joined Andrew Colvin, Head of the National Bushfire Reconstruction Authority, to attend meetings of the majority of Champions of Change Groups in February 2020. The purpose was to brief Members on the impact of the 2019-2020 bushfires, response efforts and future prevention, preparedness and resilience strategies. Each session included a 'deep dive' on the gendered impacts of disasters including issues such as the rise in incidence of domestic and family violence and opportunities to engage women more deeply and equally in recovery and rebuild efforts.

Practical actions

Table 59: Practical actions





Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 60: Gender balance in leadership

Fire & Emergency Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency *	2018	26.4	11.1	26.9	23.3	15.1	29.9	-
ACT Parks and Conservation	2018	41.7	10.0	-	42.9	-	50.0	-
Airservices Australia #	2018	18.0	-	42.9	18.9	12.4	18.4	50.0
AFAC	2018	66.0	66.7	50.0	75.0	44.4	76.7	20.0
CFA Victoria *	2019	26.7	-	35.5	23.0	20.5	27.4	55.6
Dept for Environment and Water SA	2018	50.2	50.0	50.0	45.0	-	51.7	-
Dept of Biodiversity, Conservation & Attractions WA	2019	44.1	50.0	33.3	25.0	28.2	45.4	52.2
Dept of Fire and Emergency Services WA	2018	23.0	18.8	27.3	26.0	17.0	24.8	-
Emergency Management Victoria *	2018	59.1	83.3	22.2	53.2	71.4	57.4	-
Fire and Rescue NSW	2018	12.6	30.8	22.9	22.0	8.8	12.7	-
Fire Rescue Victoria	2018	11.7	50.0	16.7	7.1	11.4	11.9	71.4
Fire and Emergency NZ	2018	19.1	10.0	22.9	17.4	4.1	20.7	66.7
Forest Fire Mgmt Victoria +	2018	36.2	36.7	0.0	37.2	38.0	35.9	-
NSW Rural Fire Service * ^	2018	23.9	35.7	22.1	11.9	13.0	26.1	-
NT Fire and Emergency Services	2018	14.0	50.0	0.0	0.0	8.7	19.6	-
NSW SES * ^	2018	36.4	50.0	16.7	42.9	34.5	36.5	-
NSW National Parks and Wildlife Service	2018	24.4	33.3	37.5	28.0	39.7	23.0	-
Parks Victoria	2018	38.7	50.0	35.0	37.9	36.3	38.9	44.4
Queensland Fire and Emergency Services ^	2018	26.4	17.6	32.8	28.1	16.2	15.7	-

Table 60: Gender balance in leadership (Continued)

Fire & Emergency Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Queensland Parks and Wildlife	2018	38.1	27.3	47.5	32.4	52.3	36.8	-
SA Metropolitan Fire	2018	6.4	8.3	50.0	4.8	4.3	7.1	-
SA Country Fire Service	2018	45.3	33.3	16.7	23.1	-	48.0	-
South Australian SES ^	2018	29.4	0.0	100	50.0	10.4	30.1	0.0
Tasmania Fire Service	2018	18.1	100	0.0	0.0	37.5	17.8	14.3
Tasmania SES ^	2018	30.1	0.0	-	33.3	13.5	31.3	-
Victoria SES	2018	42.9	60.0	0.0	31.3	16.0	48.4	57.1
Fire & Emergency Group Total	2018	24.9	30.3	29.1	22.4	14.2	25.8	47.9

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Increase in under-representation of women since baseline year
- ◇ Not applicable
- ◇ Overall total includes non-binary gender categories
- ◆ Moving closer to gender balance since baseline year
- ◇ Unchanged since baseline year
- ◇ Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◇ Data includes employees on COVID-19-related stand down
- ◆ Increase in over-representation of women since baseline year
- ◇ First year reporting
- ◇ Data includes volunteers



Table 61: Gender balance in leadership (frontline service delivery)

Fire & Emergency Group Organisations	Baseline Year	Women's Representation (%)					
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
ACT Parks and Conservation	2018	42.4	10.0	-	42.9	-	50.0
Airservices Australia #	2018	3.1	-	0.0	2.2	1.2	3.4
CFA Victoria *	2019	4.7	-	9.1	0.0	1.6	5.2
Dept of Biodiversity, Conservation & Attractions WA	2019	44.1	50.0	33.3	25.0	28.2	45.4
Dept of Fire and Emergency Services WA^	2018	18.7	0.0	0.0	1.6	7.8	20.0
Fire and Rescue NSW	2018	9.4	14.3	1.6	0.8	1.9	10.7
Fire Rescue Victoria	2018	4.2	0.0	0.0	2.7	3.8	4.4
Fire and Emergency NZ	2018	14.3	0.0	6.8	2.5	3.4	15.8
Forest Fire Mgmt Victoria +	2018	13.4	-	-	-	-	13.4
NSW Rural Fire Service * ^	2018	23.5	28.6	7.1	4.8	5.5	26.0
NT Fire and Emergency Services	2018	9.1	0.0	0.0	0.0	2.0	12.4
NSW SES * ^	2018	36.0	50.0	0.0	33.3	31.6	36.3
NSW National Parks and Wildlife Service	2018	21.5	-	11.1	28.3	26.6	21.0
Queensland Fire and Emergency Services	2018	11.9	20.0	4.5	13.0	6.3	13.0
Queensland Parks and Wildlife	2018	29.4	-	44.4	4.3	40.0	29.4
SA Metropolitan Fire	2018	3.8	-	-	0.0	2.5	4.3
SA Country Fire Service	2018	45.3	33.3	16.7	23.1	-	48.0
South Australian SES ^	2018	28.6	-	-	50.0	8.1	29.4
Tasmania Fire Service	2018	7.4	-	25.0	0.0	3.4	20.0
Tasmania SES ^	2018	30.2	0.0	-	33.3	13.9	31.3
Victoria SES	2018	29.3	0.0	0.0	0.0	20.0	36.2
Fire & Emergency Group Total	2018	21.4	18.3	8.5	6.2	6.8	23.4

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◇ Unchanged since baseline year
- ◇ First year reporting
- ◇ Not applicable
- ◇ Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◇ Data includes volunteers
- ◇ Overall total includes non-binary gender categories
- ◇ Data includes employees on COVID-19-related stand down

Table 62: Gender balance in leadership (frontline service delivery enablement)

Fire & Emergency Group Organisations	Baseline Year	Women's Representation (%)					
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers
Airservices Australia #	2018	43.0	-	-	7.7	0.0	54.1
AFAC	2018	63.6	66.7	50.0	75.0	44.4	69.7
CFA Victoria *	2019	54.5	-	52.4	41.1	42.2	56.8
Dept of Biodiversity, Conservation & Attractions WA	2019	44.1	50.0	33.3	25.0	28.2	45.4
Dept of Fire and Emergency Services WA^	2018	63.7	42.9	51.7	43.3	51.5	65.0
Emergency Management Victoria *	2018	64.6	33.3	-	65.5	65.0	65.3
Fire and Rescue NSW	2018	56.2	50.0	40.3	50.6	52.6	67.3
Fire Rescue Victoria	2018	50.5	100	40.0	40.0	41.4	54.6
Fire and Emergency NZ	2018	36.8	25.0	21.1	14.3	6.3	38.1
Forest Fire Mgmt Victoria +	2018	48.6	52.4	0.0	37.2	38.0	53.8
NSW Rural Fire Service * ^	2018	44.7	42.9	52.9	42.6	65.1	35.2
NT Fire and Emergency Services	2018	64.0	50.0	-	-	50.0	66.7
NSW SES *	2018	56.7	100	33.3	53.8	53.9	61.8
NSW National Parks and Wildlife Service	2018	70.8	33.3	62.5	100	81.3	70.5
Queensland Fire and Emergency Services	2018	76.2	0.0	67.9	72.0	73.9	77.5
Queensland Parks and Wildlife	2018	61.8	27.3	49.1	46.7	54.8	73.7
SA Metropolitan Fire	2018	23.1	9.1	50.0	10.0	11.1	37.7
South Australian SES ^	2018	54.9	0.0	100	50.0	40.0	57.9
Tasmania Fire Service	2018	47.1	-	-	60.0	50.0	45.5
Victoria SES	2018	74.1	-	-	-	-	74.1
Fire & Emergency Group Total	2018	52.0	39.3	48.9	43.5	45.4	53.9

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◇ Unchanged since baseline year
- ◇ First year reporting
- ◇ Not applicable
- ◇ Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◇ Data includes volunteers
- ◇ Overall total includes non-binary gender categories
- ◇ Data includes employees on COVID-19-related stand down



Table 63: Gender balance in recruitment and promotions

Fire & Emergency Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
ACT Emergency Services Agency	-	-	-	26.4
ACT Parks and Conservation	-	19.2	-	41.7
Airservices Australia	-	24.4	-	18.0
AFAC	100	44.4	50.0	66.0
CFA Victoria	-	46.7	23.3	26.7
Dept for Environment and Water SA	-	54.2	-	50.2
Dept of Biodiversity, Conservation & Attractions WA	-	41.0	43.9	44.1
Dept of Fire and Emergency Services WA	-	49.7	17.9	23.0
Emergency Management Victoria	-	67.4	88.9	59.1
Fire and Rescue NSW	-	24.3	16.4	12.6
Fire Rescue Victoria	-	21.7	7.3	11.7
Fire and Emergency NZ	29.9	40.5	19.3	19.1
Forest Fire Mgmt Victoria	-	-	-	36.2
NSW Rural Fire Service	-	42.6	32.1	23.9
NT Fire and Emergency Services	-	33.3	-	14.0
NSW SES *	-	60.0	66.7	36.4
NSW National Parks and Wildlife Service	-	-	-	24.4
Parks Victoria	-	56.6	34.5	38.7
Queensland Fire and Emergency Services	-	18.1	37.9	26.4
Queensland Parks and Wildlife	-	50.2	39.2	38.1
SA Metropolitan Fire	-	16.3	0.0	6.4
SA Country Fire Service	-	45.9	-	45.3
South Australian SES	75.0	66.7	100	29.4
Tasmania Fire Service	14.3	14.3	11.1	18.1
Tasmania SES	-	43.0	-	30.1
Victoria SES	-	48.3	37.5	42.9
Fire & Emergency Group Total	29.9	37.8	19.1	24.9

Recruitment

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

Promotions

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

Table 64: Gender pay equity

Fire & Emergency Group Organisations	Gender Pay Gaps (%)			
	'Like-for-like' (base salary)	Organisation-wide (base salary)	'Like-for-like' (total remuneration)	Organisation-wide (total remuneration)
Dept of Fire and Emergency Services WA	-	10.8	-	19.0
Emergency Management Victoria	8.7	9.3	-	-
Fire Rescue Victoria	-	3.9	-	21.2
South Australian SES	0.0	14.0	0.0	25.0

◇ Data not available

Table 65: Access to flexible work and experiencing an inclusive culture

Fire & Emergency Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
	Airservices Australia	43.0	24.0	28.0	46.0	60-0
AFAC	-	-	80.8	-	-	77.4
CFA Victoria	-	-	60.0	-	-	57.0
Dept of Fire and Emergency Services WA	-	-	86.0	-	-	86.0
Fire and Rescue NSW	-	-	57.0	-	-	-
NSW Rural Fire Service	-	-	51.0	-	-	58.0
Parks Victoria	-	-	54.0	-	-	80.0
Queensland Fire and Emergency Services	70.0	54.0	58.0	75.0	73.0	73.0
Queensland Parks and Wildlife	-	-	61.0	-	-	70.0
SA Metropolitan Fire	-	-	73.0	-	-	70.0
South Australian SES	-	-	90.0	-	-	79.0
Tasmania Fire Service	-	-	34.0	-	-	60.0
Tasmania SES	-	-	-	-	-	77.8
Fire & Emergency Group Averages	56.5	39.0	61.1	60.5	66.5	70.0

◇ Data not available

Table 66: Sexual harassment – respect and safety at work

Fire & Emergency Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			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 (or similar wording)		
	Women	Men	All	Women	Men	All
Airservices Australia	-	-	39.0	39.0	39.0	39.0
Dept of Fire and Emergency Services WA	-	-	69.0	-	-	44.0
Parks Victoria	-	-	-	-	-	37.0
Queensland Fire and Emergency Services	-	-	-	-	-	57.0
Tasmania Fire Service	-	-	-	-	-	45.0
Fire & Emergency Group Averages	-	-	54.0	39.0	39.0	44.4

◇ Data not available

Table 67: Exits during or at the end of parental leave

Fire & Emergency Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AFAC	0.0	0.0	0.0
CFA Victoria	4.9	1.1	2.3
Dept of Biodiversity, Conservation & Attractions WA	7.1	0.0	7.0
Dept of Fire and Emergency Services WA	0.0	0.0	0.0
Emergency Management Victoria	0.0	0.0	0.0
Fire Rescue Victoria	0.0	0.0	0.0
Fire and Emergency NZ	4.3	0.0	3.4
NSW Rural Fire Service	0.0	0.0	0.0
Parks Victoria	0.0	0.0	0.0
Queensland Fire and Emergency Services	6.3	0.0	2.9
SA Metropolitan Fire	0.0	0.0	0.0
South Australian SES	0.0	0.0	0.0
Tasmania Fire Service	0.0	0.0	0.0
Tasmania SES	0.0	0.0	0.0
Victoria SES	0.0	0.0	0.0
Fire & Emergency Group Averages	1.5	0.1	1.0

◇ 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	Tina Cox
Airservices Australia	Libby Keefe
AFAC	Madeleine Kelly
Bushfires NT	Andrew Turner
Country Fire Authority Victoria	Monica Smyrek
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA	Katie MacWilliams
Department of Environment and Water SA	Ian Tanner AFSM
Department of Fire and Emergency Services WA	Hannah Tagore
Emergency Management Victoria	Sonia Mosca
Fire and Emergency NZ	Brendan Nally
Fire and Rescue NSW	Wayne Phillips AFSM
Fire Rescue Victoria	Colin Thomas
Forest Fire Mgmt Victoria	Chris Eagle
Forestry Corporation of New South Wales	Ross Dickson
New South Wales Rural Fire Service	Trina Schmidt
NSW National Parks and Wildlife Service	Paul Seager
Parks Victoria	Ariana Henderson
Queensland Fire and Emergency Services	Callum MacSween
Queensland Parks and Wildlife Services	Rosie Amatt
SA Metropolitan Fire Service	Peter Button
South Australian Country Fire Service	Tammy Moffat
State Emergency Service NSW	Miranda Gilberg
State Emergency Service South Australian	Derren Halleday
State Emergency Service Tasmania	Matthew Brocklehurst
Tasmania Fire Service	Shane Batt AFSM
Victoria State Emergency Service	Sharon Kelsey
Champions of Change Coalition Program Directors	Julie Bissinella (until October 2020) Troy Roderick (interim since October 2020)

“
As industry chiefs, and Champions of Change we are sending a message to the fire and emergency services sector that women are a part of our life, and women are part of the fire and emergency services. There should be no impediment to women playing a meaningful role – and taking up leadership roles – in any aspect of the work we do.

Shane Fitzsimmons AFSM
Commissioner, Resilience NSW

Global Tech Group

The Global Tech Group was established in partnership with accelerateHER in 2018 and today includes 13 Members who lead some 300,000 employees, in 104 jurisdictions.

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

Outcomes for 2019-20

48.9%



Women's representation achieved overall across the Group ↓ from 48.9% in 2019

54.1%



Women's recruitment achieved overall across the Group ↑ from 33.8% in 2019

40.1%



Women's promotions achieved overall across the Group ↓ from 52.5% in 2019

78.9%



Members achieved or moved closer to gender balance across 78.9% of leadership categories in 2020

Champions of Change



Damian Bradfield
President
CCO and Founding Shareholder
WeTransfer



Dr Lars Buttler
CEO
AI Foundation



Tim Davie CBE
Director General
BBC



Steve Demetriou
Chair and CEO
Jacobs



Nancy Duboc
CEO
Vice Media



Brent Hoberman CBE
Chairman and Co-Founder
Founders Forum



David Jones
Founder and CEO
You & Mr Jones and One Young World



Nagraj Kashyap
Microsoft Corporate Vice President and Global Head of M12 M12 – Microsoft's Venture Fund



Dr Rahmyn Kress
Founder and CEO
HumanCapitalNetwork



Roger Lynch
CEO
Condé Nast



Federico Marchetti
CEO and Chairman
YOOX NET-A-PORTER Group



Mark Read
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WPP



Bob Van Dijk
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Prosus and Naspers at Naspers Group



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition



Co-Founders

Poppy Gaye
Co-CEO
accelerateHER



Laura Stebbing
Co-CEO
accelerateHER

Actions and impact 2020

Stepping up as leaders



- Welcomed Nancy Dubuc, CEO of VICE Media Group as a new Member.
- Every Member re-committed to the Panel Pledge in January 2020 and have been active in calling out homogenous panels and events more broadly than gender representation, and stepping up to both participate in and create more inclusive representative events throughout the year.
- WPP and Founders Forum are collaborating to create opportunities for internships through distance learning.

- Jacobs launched their Global Action Plan for Advancing Justice and Equality.

Dismantling barriers for carers



- Most organisations within the Group have reviewed parental and care policies, and begun equalising accessibility to equal provisions in all jurisdictions.
- Microsoft offered all parents an additional 12 weeks of paid leave at the beginning of the pandemic.

Gender equality in society



- Provided opportunities for all women across Global Tech organisations to attend accelerateHER London Tech week events, including a leadership conversation with Elizabeth Broderick, Steve Demetriou (Jacobs), Federico Marchetti (YOOX NET-A-PORTER) and Sharon White (Chair, John Lewis Partnership). This session was viewed by over 1000 participants and was made available to the entire Champions of Change community.
- Across brands, Condé Nast has been focused on elevating women of colour and offering new perspectives on body positivity, race and age. Condé Nast featured Simone Biles on the August US Vogue cover, alongside Viola Davis in Vanity Fair. British Vogue's June cover featured Dame Judi Dench and Vogue Italia's September issue featured 100 covers of personalities from different ages, ethnicities, lifestyles and industries. Vogue also launched the 'Hope Issue' across all Vogue editions worldwide and GQ launched its 'Change is Good' manifesto across editions globally, which represents positive change for the future and is focused on issues including diversity and gender equality.
- Jacobs released *Before & Beyond the Build: A blueprint for creating enduring social value at scale through infrastructure investments* to generate social value at scale across the full project life cycle with big data analytics, co-design, blended funding, social procurement and social value measurement.

Creating accountability



- The Global Tech Group are working towards a Diversity Dashboard to be made publicly available late 2020/early 2021.
- YOOX NET-A-PORTER are establishing their first Diversity and Inclusion Council, along with creating several employee network Groups.
- You & Mr Jones have established a DEI Board across all of their organisations with representation from a diverse group of employees and leaders.
- Condé Nast and VICE Media Group established diversity dashboards in 2020.
- Prosus rolled out their main internal diversity metrics to all senior leaders.
- Jacobs introduced Inclusion and Diversity metrics within their quarterly Business Reviews and embedded Inclusion and Diversity priorities for all employees as part of their annual Performance Reviews.
- Jacobs' senior leadership annual compensation bonus has been linked to Inclusion and Diversity metrics and outcomes.

Disrupting the status quo



- During COVID-19, YOOX NET-A-PORTER created care packages for NHS workers for distribution to frontline health care workers, Prosus contributed significant financial donations in South Africa and India specifically to assist frontline PPE and other materials.

Practical actions

Table 68: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Stepping up as Leaders	Leadership Commitment – communication, D&I Strategy, Council or similar										
	Leaders' Behaviour – gender equality embedded in expectations of leaders										
	Panel Pledge – commitment by CEO										
Creating Accountability	Gender Equality Targets – annual public reporting										
	Gender Equality KPIs – in scorecards of CEO/Secretary direct reports										
	Gender Pay Equity – audit completed and actioned at least every two years										
Disrupting the Status Quo	Merit – systems and structures address 'merit trap' in recruitment, promotion, bias										
	Sponsorship – practice expected of all leaders										
	Flexible work – approach to mainstreaming flexibility										
	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 – formal policy or strategy to prevent and respond, including options for reporting and resolution										
	Sexual Harassment – education for all managers on how to prevent and respond										
Dismantling Barriers for Carers	Parental Leave – flexible access for all parents										
Gender Equality in Society	Domestic and Family Violence – action to address as a workplace issue										
	Future of Work – organisation giving consideration to gender equality										

◆ Complete or currently underway ◆ In plan to commence or complete by 2022 ◆ Under consideration



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 69: Gender balance in leadership

Global Tech Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Condé Nast	2019	68.0	60.0	-	-	-	-	-
Jacobs	2019	28.8	30.0	20.4	18.4	25.8	29.5	30.0
VICE Media Group	2020	55.5	42.9	-	-	56.0	55.3	-
WeTransfer	2019	44.4	50.0	20.0	42.9	90.0	43.3	33.3
WPP	2019	55.0	-	-	50.3	-	56.9	40.0
YOOX NET-A-PORTER *+	2019	63.1	58.1	51.9	50.9	61.2	68.1	-
Global Tech Group Total	2019	47.9	46.0	36.1	48.7	34.0	48.2	35.5

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◇ Not applicable
- ◆* Women are in role(s) at CEO/Head of Business (or equivalent) category
- ◇ Overall total includes non-binary gender categories

Table 70: Gender balance in recruitment and promotions

Global Tech Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Condé Nast	-	69.8	-	68.0
Jacobs	37.8	28.3	-	28.8
VICE Media Group	-	69.1	63.6	55.5
WeTransfer	-	42.9	60.0	44.4
WPP	-	55.0	40.0	55.0
YOOX NET-A-PORTER	-	-	-	63.1
Global Tech Group Total	37.8	54.1	40.1	47.8

- Recruitment**
 - ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
 - ◆ Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
 - ◆ Women graduates or hires under 40%, and not improving overall gender balance in the organisation
 - ◆ First year reporting
 - ◇ Not applicable
- Promotions**
 - ◆ Women promotions equal to or more than women's representation overall
 - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall
 - ◇ Not applicable

Gender pay equity

The following organisation in the Global Tech Group publicly discloses their pay equity gap:

- WPP – Annual Report 2019, Sustainability Report 2019

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As Global Tech Group organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the Group, we expect to be able to share more outcome-related data in future Coalition Impact Reports.

Our thanks

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

Organisations	Implementation Leaders
BBC	Anne Foster & Frances Weil
Condé Nast	Zoe Garland & Alice Pilia
Founders Forum	Isabella Boscawen
Jacobs	Somoud AlMasri
M12 – Microsoft's Venture Fund	Chinar Bopshetty
Prosus and Naspers at Naspers Group	Cami Rodriguez & Laureen Rwatirera
Vice Media	Kim Persse
WeTransfer	Annie Malarkey & Lizzie Ttofalli
WPP	Gill Hardy
YOOX NET-A-PORTER	Sara Franzoni & Giorgia Roversi
You & Mr Jones and One Young World	Samuel Belfond & Sharanya Sathyaprakash
Champions of Change Coalition Program Director	Sam Turner

“ We have seen the exponential rise and use of technology over the last decade, and especially throughout the pandemic. This makes gender equality and inclusion of diverse women in the tech sector even more of an imperative. We must create greater opportunities for all underrepresented groups, including diverse women.

Elizabeth Broderick AO
 Founder
 Champions of Change Coalition



Pakistan Group

The Pakistan Group was established in October 2018 and today includes 6 active Members who lead some 7,000 employees, spread across Pakistan.

The Group includes representatives from various sectors including hospitality, telecommunications, information technology and software, micro-finance and sports organisations. 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 Convenor of the Pakistan Group was also a member of the UN Secretary General's High-Level Panel on Women's Economic Empowerment, where Male Champions of Change was certified as an International Best Practice for creating tangible and sustainable impact on the agenda of gender equality.

Context for 2019-20

In 2019, the Group conducted 'Listen & Learn' exercises followed by 'deep dive' workshops with the teams from the Member organisations to identify the real gender equality challenges and opportunities within each organisation. In August 2019, all Members committed to shared Action Plans on 'Leading by Example', and 'Diverse & Inclusive Workplaces' as priorities.

For 2020, the Group committed to conduct training developed by EY Pakistan and MENA region on 'Gender Equality and Diversity & Inclusion in the Workplace'. The training was developed as a 2-day program for senior management and leadership enabling them to become champions of change and taking the agenda back to their teams. The second day was a conversation with the frontline managers understanding and observing real challenges to create recommendations for the Members that will genuinely impact the gender agenda in their organisations and create a difference.

The training was conducted successfully in September 2020, as the COVID-19 restrictions eased out. Members who did not participate in the first round are now planning on an inhouse training session led by EY Ford Rhodes and the Pakistan Group.

The induction of new Members to the Pakistan Group has been slow this year owing to the financial crisis brought about by COVID-19. However, there is a strong will and engagement from potential Members to become formal members of the Group in 2021.

Champions of Change



Yasir Ashfaq
CEO
Pakistan Microfinance
Investment Company



Aziz Boolani
CEO
Sarena Hotels



Salim Ghauri
CEO
NetSol Technologies
Inc.



Asim Siddiqui
Country Managing
Partner
EY Ford Rhodes



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



Irfan Wahab Khan
CEO
Telenor Pakistan



Convenor

Fiza Farhan
Global Development
Advisor



Our thanks

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

Organisations	Implementation Leaders
EY Ford Rhodes	Nausheen Ahmedjee
NetSol Technologies Inc.	Faisal Rasheed Bhatti
Pakistan Microfinance Investment Company	Afia Khan, Syeda Ambreen & Zehra Taqvi
PepsiCo Pakistan	Shafaq Javed
Sarena Hotels	Shazia Raza & Subah Sadiq
Telenor Pakistan	Beenish Mehmood & Lene Gaathaug

“With years of action to pursue women’s empowerment, in Pakistan and globally, the Champions of Change has emerged as one of the most tangible and promising initiatives to make the needle actually move on gender equality in Pakistan.

Fiza Farhan
Global Development Advisor and Convenor
Champions of Change Coalition

Health Group

The Health Group was established in April 2019. The Group has 15 Members who lead some 180,000 employees across Australia.

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

The health sector is highly gender-segregated, with women occupying as much as 80% of all roles. In a majority of health organisations, women's progression to senior management is not proportionate to their representation and women are not progressing to senior management positions at the same rate as men.

Over the longer term, it is expected that work to create more inclusive workplaces and attract more men to work in the sector will disrupt the gendered nature of the sector overall.

Members work within and across their organisations to:

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

The Champions of Change Coalition celebrates the resilience and commitment of all Member Groups during the COVID-19 crisis in 2020. As a Coalition, we have managed to continue our focus on gender equality, and we are grateful for those Members that were willing and able to share their insights across our Groups during this challenging time. In frontline sectors, our Members' own crisis and response efforts have prevented some collating and submitting data in time for publication this year.

Due to COVID-19, five of organisations in the Health Group have been unable to provide their data in time for publication.

Outcomes for 2019-20

78.5%



Women's representation achieved overall across the Group from 75.4% in 2019

77.5%



Women's recruitment achieved overall across the Group from 77.2% in 2019

80.4%



Women's promotions achieved overall across the Group from 70.5% in 2019

Champions of Change



Jim Birch AM
Chair of Board
Australian Red Cross
Lifeblood



Martin Bowles AO PSM
National CEO
Calvary Health Care



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



Trevor Danos AM
Chair
Northern Sydney
Local Health District



James Downie
CEO
Independent
Hospital Pricing
Authority (IHPA)



Gavin Fox-Smith
Chair
ANDHealth



Dr Shane Kelly
MBBS, MBA, MPH,
FRACMA, FCHSM,
FAIM, FAICD
Group CEO
St John of
God Health Care



Glenn Keys AO
Executive Chairman
Aspen Medical



Elizabeth Koff FIPAA
Secretary
NSW Health



Nadia Levin
CEO
Research Australia



Peter McIntyre
CEO
Royal Australian
College of
Physicians



Sharon Ponniah
Director, Health Public
Policy and Economics
PwC Australia



**A/Professor
Anthony Schembri
AM**
CEO
St. Vincents Health
Network Sydney



Sarah Sharkey AM
Surgeon General ADF
Commander Joint
Health
Department of
Defence (Joint Health
Command)



Convenor

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

Actions and impact 2020

Stepping up as leaders



- Engaged directly with experts from the Australasian Fire and Emergency Services Authorities Council to discuss the impact of the fires on Australian communities, and considered how their organisations could ensure that the responses delivered included a focus on women's well-being in the long-term, including through a focus on organisational responses to domestic and family violence.
- Listened to and learned from the experiences of women from the health sector of everyday sexism, sexual harassment, bullying and harassment and sexual assault in the health sector. These conversations have helped to inform Members' consideration of the principles outlined in the *Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace* report, including the recognition of the long-term cost of inaction which corrodes corporate culture.
- Peter McIntyre, CEO, Royal Australasian College of Physicians, and Nadia Levin, CEO, Research Australia, were welcomed into the Group during 2020.



Disrupting the status quo

- As community transmission of COVID-19 began to emerge in Australia, Champions of Change Health Group Members engaged with Jane Halton AM PSM of the National COVID-19 Coordination Commission to identify opportunities to support national efforts to safeguard lives and livelihoods against the pandemic. A result of these conversations has been the Group's resolute support for the extension and expansion of government-funded telehealth and other virtual models of healthcare delivery – which the Group believes have been the necessary catalyst for the advances and adoption in flexible work practices within their organisations.

Gender equality in society



- As the COVID-19 pandemic continues to be a focus for Health Group organisations, leaders have engaged in discussion about the secondary and indirect harms women in their organisations are experiencing, including mental illness, alcohol and other drug misuse, suicide and domestic and family violence, with a specific focus on organisational systems and responses that can prevent or alleviate these harms.
- The Champions of Change Health Group is now beginning to explore the potential medium to long-term impacts of the pandemic on Australians' health, the health system and its workforce, with a focus on identifying priority action areas within which to take action to safeguard and accelerate gender equality in the future.

Practical actions

Table 71: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Stepping up as Leaders	Leadership Commitment – communication, D&I Strategy, Council or similar	[Progress bar: ~65% complete]									
	Leaders' Behaviour – gender equality embedded in expectations of leaders	[Progress bar: ~85% complete]									
	Panel Pledge – commitment by CEO	[Progress bar: ~85% complete]									
Creating Accountability	Gender Equality Targets – annual public reporting	[Progress bar: ~60% complete]									
	Gender Equality KPIs – in scorecards of CEO/Secretary direct reports	[Progress bar: ~40% complete]									
	Gender Pay Equity – audit completed and actioned at least every two years	[Progress bar: ~20% complete]									
Disrupting the Status Quo	Merit – systems and structures address 'merit trap' in recruitment, promotion, bias	[Progress bar: ~95% complete]									
	Sponsorship – practice expected of all leaders	[Progress bar: ~40% complete]									
	Flexible work – approach to mainstreaming flexibility	[Progress bar: ~85% complete]									
	Gender Equal Public Face – test external image of organisation for gender equality	[Progress bar: ~80% complete]									
	Everyday Sexism – action to highlight and address	[Progress bar: ~50% complete]									
	Backlash and Buy-In – specific action to address and amplify	[Progress bar: ~40% complete]									
	Sexual Harassment – formal policy or strategy to prevent and respond, including options for reporting and resolution	[Progress bar: ~95% complete]									
	Sexual Harassment – education for all managers on how to prevent and respond	[Progress bar: ~95% complete]									
Dismantling Barriers for Carers	Parental Leave – flexible access for all parents	[Progress bar: ~95% complete]									
	Superannuation – paid during paid and unpaid parental leave periods	[Progress bar: ~30% complete]									
Gender Equality in Society	Domestic and Family Violence – action to address as a workplace issue	[Progress bar: ~95% complete]									
	Future of Work – organisation giving consideration to gender equality	[Progress bar: ~75% complete]									
	The UN's Women's Empowerment Principles (WEPs) – organisation signed on	[Progress bar: ~40% complete]									

◆ Complete or currently underway ◆ In plan to commence or complete by 2022 ◆ Under consideration



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 72: Gender balance in leadership

Health Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aspen Medical	2020	66.6	46.7	0.0	50.0	42.9	69.0	66.7
Calvary Health Care	2019	81.8	37.5	59.3	55.9	72.7	82.4	50.0
Defence Joint Health Command (APS)	2020	66.8	-	0.0	54.7	-	70.6	-
Defence Joint Health Command (ADF)*	2020	60.1	-	25.0	50.7	53.7	68.8	-
Royal Australasian College of Physicians	2020	80.5	62.5	66.7	50.0	76.3	82.7	-
St John of God Health Care	2019	81.6	57.1	47.6	57.4	72.4	82.3	36.4
St Vincents Health Network Sydney	2019	70.6	-	55.2	50.0	66.8	71.1	60.0
Northern Sydney Local Health District *	2019	75.5	52.4	71.4	49.5	70.1	76.2	58.3
Health Group Total	2019	78.5	50.8	56.6	53.6	68.9	79.5	53.1

Health Group Organisations	Baseline Year	Committee Chairs / CEOs	Total Fellows	New Fellows	Total Registrars	New Registrars	National Office Staff	Training Program Applicants
Australasian College of Sports and Exercise Physicians*	2019	33.3	24.6	30.8	30.4	25.0	66.7	40.0

- ◆ Gender balance achieved (40%-60% women's representation)
- ◆ Moving closer to gender balance since baseline year
- ◆ Increase in over-representation of women since baseline year
- ◆ Increase in under-representation of women since baseline year
- ◆ Unchanged since baseline year
- ◆ First year reporting
- ◇ Not applicable
- ◆ Women are in role(s) at CEO/Head of Business (or equivalent) category

Table 73: Gender balance in recruitment and promotions

Health Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aspen Medical	-	62.9	85.7	66.6
Calvary Health Care	-	78.9	86.2	81.8
Defence Joint Health Command (APS)	-	72.5	69.2	66.8
Royal Australasian College of Physicians	-	81.3	81.8	80.5
St John of God Health Care	-	79.9	83.2	81.6
St Vincents Health Network Sydney	81.8	70.4	56.0	70.6
Health Group Total	81.8	77.5	80.4	79.4

Note: Defence Joint Health Command (APS) data for graduates and overall recruitment includes Ongoing and Non ongoing. Defence Joint Health Command (APS) data for overall recruitment includes initial hires and rehires. Defence Joint Health Command (APS) data for promotions excludes promotions to ranks E01 – E02 and E10 as these are not considered promotions.

- Recruitment**
- ◆ Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
 - ◆ Women hires over 60%, and not improving overall gender balance in the organisation
 - ◆ First year reporting
 - ◇ Not applicable
- Promotions**
- ◆ Women promotions equal to or more than women's representation overall
 - ◆ Women promotions at least 40%, but not equal to or more than women's representation overall

Gender pay equity

There is no data available this year for gender pay equity from organisations in the Champions of Change Coalition Health Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As Health Group organisations undertake further action to mainstream flexible work, and data on its impact becomes more complete and consistent across the Group, we expect to be able to share more outcome-related data in future Coalition Impact Reports.



Our thanks

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

Organisations	Implementation Leaders
Aspen Medical	Maricel Giorgioni
Australian Red Cross Lifeblood	Cath Gillard
Calvary Health Care	David Izzard & Kaivalya Prasad
Department of Defence Joint Health Command	Dan Hynes & COL Laura Sinclair
Independent Hospital Pricing Authority (IHPA)	Samuel Webster
Northern Sydney Health District	Paula Williscroft & Christine Tait Lees
NSW Health	Katrina Eadie & Jenny Del Rio
Royal Australian College of Physicians	Wayne Clark
St John of God Health Care	Carla Bonev
St Vincents Health Network Sydney	Matt Kearney
Champions of Change Coalition Program Directors	Amanda Hede (until September 2020) Anna York (since September 2020)



The Philippines Group

The Philippines Group was founded in 2019 through Investing in Women (IW), an initiative of the Australian Government, in partnership with the Philippine Business Coalition of Women Empowerment (PBCWE), and the Philippine Women's Economic Network (PhilWEN). The Australian Government's commitment to gender equality in the workplace is echoed through the support given to the Group by H.E. Steven J. Robinson AO, Australian Ambassador to the Philippines. Officially launched in July 2020, the Group includes representatives from various sectors and industries including Oil and Gas, Logistics, Insurance, Professional Services, Specialty Retail, and Automotive.

The Members work within organisations and across industries to lead on gender equality, diversity and inclusion, and women's economic empowerment with a special focus on:

- Psychosocial & mental health support to employees.
- Normalising flexible work and work from home arrangements while tracking productivity.
- Research advocacy for diversity and inclusion policies and programs.
- Advancing more women into leadership via mentorship and sponsorship.

In light of the COVID-19 pandemic, Philippines Group Members believe it is imperative for business leaders and executives to put a gender lens on their business decisions for an effective response to and recovery from the crisis.

Context for 2019-20

- The Group continued to commit to evidence-based reporting of Members' best practices on gender-balanced and inclusive policies and programs; to identify and measure their impacts on employees and company productivity and to assess how Members were able to maximise these policies and programs through various stages of the COVID-19 pandemic. The Group has been compiling a suite of case studies as part of a research study, *Women in the Philippine C-Suite*. This was a joint research work of the Makati Business Club (MBC) and the Philippine Business Coalition for Women Empowerment (PBCWE) supported by UN Women.
- Continued male CEO leadership and visibility speaking up on workplace gender equality through knowledge-sharing conversations, webinars, and resources among peers. Topics included a gender lens on COVID-19 responses, flexible work, inclusive business and economic recovery.
- Committed to sponsor and mentor more women leaders in the pipeline to creating more equal opportunities for women.
- Extended diversity and inclusion education beyond the CEO, executive management and partners taking it across organisational levels.
- Enhanced advocacy on gender equality through partnerships with foreign business chambers, national business groups and associations, and other stakeholders.

Champions of Change



Coco Alcuaz Jr
Executive Director
Makati Business Club



Kelvin Ang
CEO
Philam Life



Ariel Cantos
Former CEO
Philam Life



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



Jose Paolo Delgado
President and CEO
Delbros Group



Anthony Huang
CEO
SSI Group Inc



Cesar Romero
President and CEO
Pilipinas Shell Petroleum Corporation



Wilson Tan
Chairman and Managing Partner
SGV & Co



Convenor
Edgar O. Chua
Chairperson
Makati Business Club

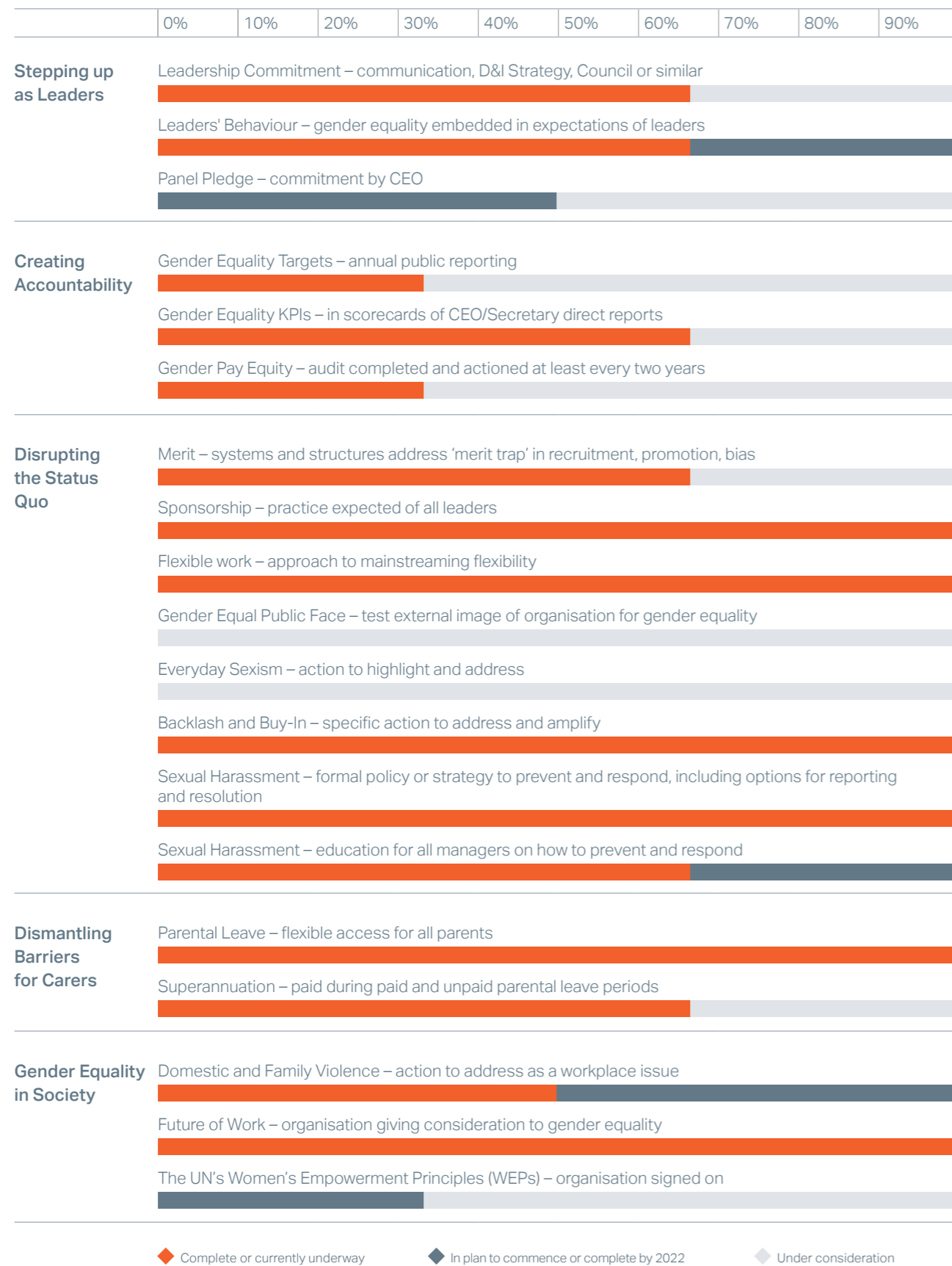


Convenor
Aurora 'Boots' Geotina-Garcia
Chairperson of Philippine Women's Economic Network (PhilWEN) and Co-Chairperson PBCWE



Practical actions

Table 77: Practical actions



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 78: Gender balance in leadership

The Philippines Group Organisations	Baseline Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Amber Kinetics	2020	17.6	-	0.0	0.0	37.5	18.2	-	-
Pilipinas Shell Petroleum Corporation	2020	59.5	40.0	18.2	43.6	51.6	61.0	-	18.2
SGV & Co	2020	60.8	-	-	58.3	53.7	61.7	48.8	-
The Philippines Group Total	2020	60.0	40.4	14.3	53.6	52.5	61.2	48.8	18.2

◆ Gender balance achieved (40%-60% women's representation)
 ◆ First year reporting
 ◆ Not applicable

Table 79: Gender balance in recruitment and promotions

The Philippines Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Amber Kinetics	50.0	15.4	0.0	17.6
Pilipinas Shell Petroleum Corporation	50.0	58.9	66.1	59.5
SGV & Co	61.8	60.7	62.4	60.8
The Philippines Group Total	61.7	59.8	64.0	60.0

Recruitment
 ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
 ◆ First year reporting

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

Gender pay equity

There is no data available this year for gender pay equity from organisations in the Champions of Change Coalition Philippines Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

There is limited data available this year for flexible and inclusive employment experiences from organisations in the Champions of Change Coalition Philippines Group. We will work to include more detailed information in future Coalition Impact Reports.



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	Arlyn Gariando
Philam Life	Mary Anne Narciso
SGV & Co	Miguel Ballelos
Shell Phillippines	Carlo Zanduenta
SSI Group Inc	Zita Deniega
Champions of Change Coalition Program Director	Reuben James Barrete

“

We should all stand together as stewards of future generations — that we always will be for equality and respect for human decency, that our institutions are sacred, and that those occupying positions of power and influence should always be held at a higher standard and should exemplify the best of our ideals.

Aurora ‘Boots’ Geotina-Garcia

Chairperson of Philippine Women’s Economic Network (PhilWEN) and Co-Chairperson PBCWE and Convenor, Champions of Change Coalition

Insurance Group

The Insurance Group was established in August 2019. The Group has 8 Members who lead some 29,000 employees across Australia and New Zealand.

In late 2019, the Insurance Group conducted Listen and Learn forums to explore the opportunities and barriers to improving gender equality in their own organisations and greater society. Based on these learnings, the Group identified two key themes for focus:

- Bold and inclusive leadership
- Dismantling barriers for carers and normalising flexibility

Overall, women's representation in Insurance Group Member organisations sits currently at 58.5%, with all organisations sitting above 50.0%, and women's representation greater than 40.0% across senior managers, other managers and non-managers.

Outcomes for 2019-20

58.9%



Women's representation achieved overall across the Group with all organisations sitting above 50%

61.4%



Women's recruitment achieved overall across the Group

57.2%



Women's promotions achieved overall across the Group

Champions of Change



Richard Enthoven
Founder and CEO
Hollard Insurance



Richard Feledy
Managing Director
Allianz Australia



Lisa Harrison
CEO, Insurance
Product and Portfolio
Suncorp



Robert Kelly
Managing Director
and CEO
Steadfast



John Myler
CEO
Auto & General



Andrew O'Hara
CEO
RAC Insurance



Convenor

Yasmin Allen
Non-Executive Director

The Insurance Group Listen and Learn forums explore the opportunities and barriers to improve gender equality in their own organisations and greater society.



Actions and impact 2020

Stepping up as leaders



- Hollard Insurance cascaded a 'Gender Equality Pledge' to Group CEO-2 which includes a pledge from leaders in relation to 'stepping up as an inclusive leader' and to promote the achievements of women. More than 90% of Hollard Insurance's senior leaders have signed up to the pledge.
- The Group welcomed two new Members: John Myler, CEO, Auto and General and Robert Kelly, Managing Director and CEO Steadfast Insurance.
- WGEA citation for Employer of Choice for Gender Equality was awarded to Allianz (11th year) and Suncorp (8th year).



Disrupting the status quo

- IAG launched an automated approval process for flexible work in Australia, whereby employees could submit a request electronically, noting the type of flexible work desired. The process requires only one layer of approval. During the pandemic, this simplified approach empowered IAG employees to choose flexible work options that work best for them. Beyond working at home, options include staggered start or finish times and compressed workweeks. Contact Centre employees who want to change their rostered hours to fit work into their lives can make these changes via the Switch app. The Switch app utilises an innovative Flexcoin marketplace that enables contact centre employees to make changes without needing manager approval. Empowering consultants to manage their own rosters has resulted in a significant uplift in employee wellbeing, a 23.0% decrease in absenteeism and a 30.0% reduction in attrition.
- At the height of the COVID-19 pandemic, IAG had 98.0% of people working at home, with many continuing to do so.
- Auto & General had a 'working remotely as one team' approach during the pandemic and shared guides with employees on staying healthy, active, connected, and tips on how to structure the day. Auto & General had up to 95% of their workforce working remotely during the heart of the pandemic.

Creating accountability



- Group Members have continued to extend accountability for gender equality into the organisation, by incorporating targets in a range of measures for line leaders.
- Allianz Australia has achieved a 'like-for-like' gender pay gap below 1% and the organisation-wide gender pay gap decreased by 5% over the last six months.
- Allianz Australia achieved 44.0% women's representation at senior leadership levels, surpassing the 40.0% target six months ahead of schedule.
- IAG embedded Diversity, Inclusion & Belonging (DIB) into divisional people plans across the organisation, allowing divisional leaders to take ownership and share their commitment to Diversity and Inclusion.
- IAG achieved representation of 40.7% women in senior management against a target of 40.0% in July 2020 and has set a 50.0% target for FY23.
- Hollard Insurance's gender balance in leadership by 2023 target was announced in late 2018. Progress is reported internally to the Board and all staff on an annual basis. The Group CEO reports to the Hollard Insurance Board each quarter and annually on the company's progress against its actions and deliverables under the 2019-2022 D&I Roadmap.
- Hollard Insurance has increased women's representation on the Board from 50.0% in 2019 to 62.5% this year. There are now five women and three men on the Hollard Insurance Board.
- Allianz Australia introduced KPIs for senior leaders directly linked to the gender targets to ensure clear accountability for improving gender equity outcomes across the organisation.

Dismantling barriers for carers



- Organisations have been purposeful in role modelling men in caring roles and encouraging flexible and sustainable approaches to care.
- IAG continued its 'Kids@IAG' school holiday care program over the Christmas 2019 school holidays. The program is designed to care for children aged between 5 and 12 years during holiday periods to make it easier for parents to balance work and caring responsibilities. While it continues to be recognised as a successful and much-loved program, Kids@IAG has been paused during the current working environment while most employees continue to work from home due to COVID-19 constraints.
- RAC launched an updated Parental Leave Policy which includes 16 weeks full pay for primary carers; 4 weeks full pay for non-primary carers and superannuation paid on paid parental leave.

Gender equality in society

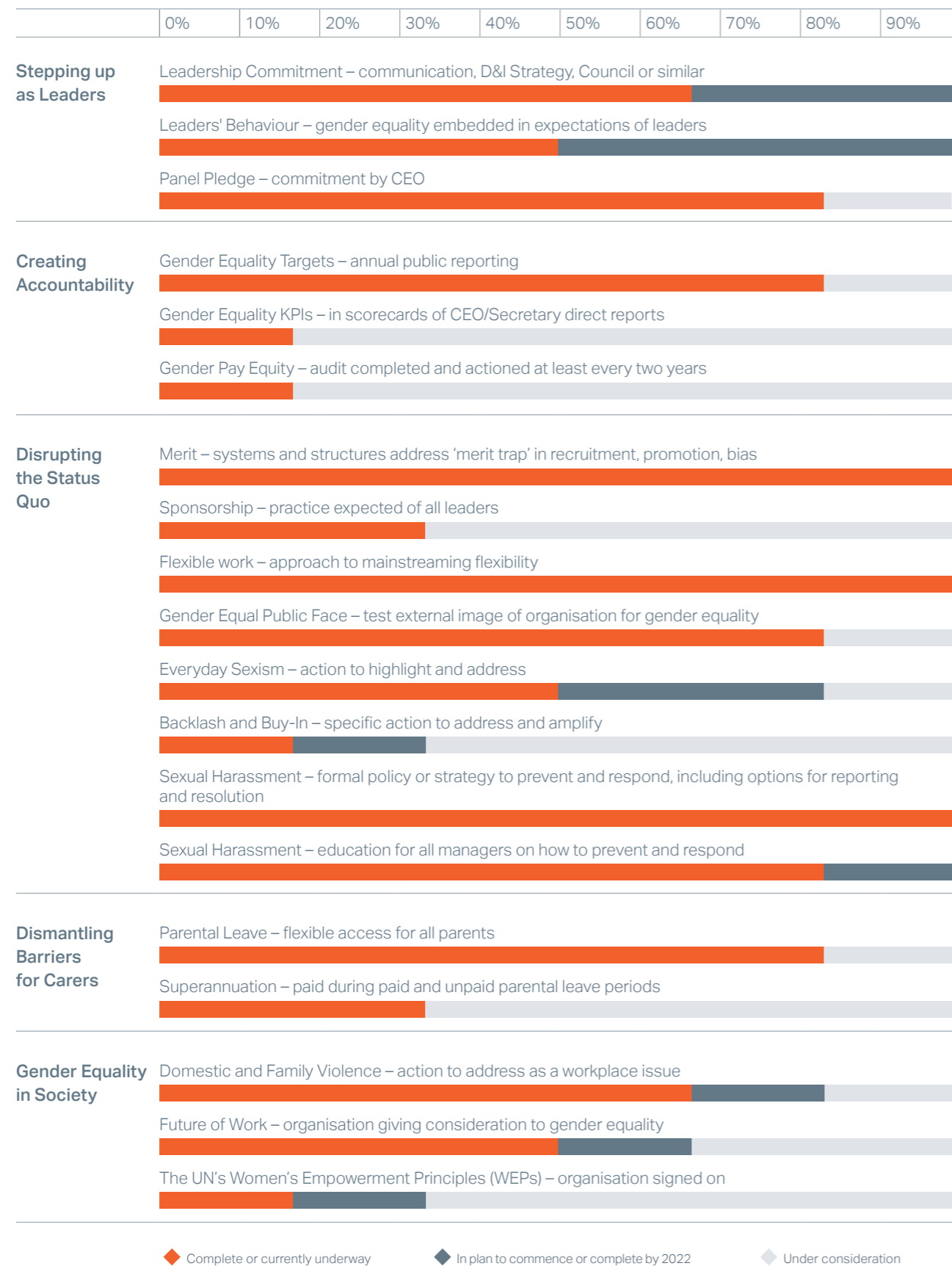


- As an industry and as individual organisations, subscribers to the General Insurance Code of Practice have been focused on supporting customers impacted by domestic and family violence, as well as financial hardship. Online family violence policies, which ensure customers can discuss their insurance arrangements and access free and confidential support services while retaining their privacy and confidentiality, have been available since July 2020. To support customers experiencing domestic and family violence, all customer-facing staff have undertaken training to enable appropriate responses to support customers.
- A secondary aspect of COVID-19 changes has resulted in many organisations fast-tracking support for customers who are experiencing vulnerability, including financial hardship. Examples implemented include deferred premiums, refunds, rebates, and a relaxation of claim requirements.
- RAC launched a Family and Domestic Violence Policy for employees. It includes 10 days of paid leave per year, the ability to request additional security measures to protect employees whilst at work and ensuring support for flexible work requests.
- Hollard Insurance has revised their Standard External Vendor Due Diligence Questionnaire to include the specific statement of zero tolerance towards violence against women in the workplace, and in any interaction with all relevant stakeholders, ensuring 100% of 44 vendors in the past year were aligned with Hollard Insurance's criteria and values.



Practical actions

Table 74: Practical actions



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 75: Gender balance in leadership

Insurance Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Allianz Australia	2020	58.3	33.3	37.5	43.3	44.0	61.0	42.9
Auto & General	2020	57.3	10.0	38.5	45.5	43.2	59.7	11.8
IAG	2020	57.9	22.2	24.7	43.2	45.1	60.9	40.0
RAC Insurance	2020	58.4	-	40.0	31.8	62.5	60.1	28.6
Steadfast	2020	57.3	36.7	22.2	38.5	55.9	61.9	22.2
Suncorp	2020	60.2	55.6	35.7	44.2	53.1	62.2	40.0
Hollard Insurance	2020	54.8	42.9	26.9	45.0	44.2	58.1	50.0
Insurance Group Total	2020	58.9	33.8	30.5	43.4	49.4	61.4	31.4

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

◆ First year reporting

◇ Not applicable



Table 76: Gender balance in recruitment and promotions

Insurance Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Allianz Australia	-	61.2	58.3	58.3
Auto & General	-	54.3	55.2	57.3
IAG	40.5	58.9	59.5	57.9
RAC Insurance	50.0	52.6	50.0	58.4
Steadfast	-	53.7	37.2	57.3
Suncorp	43.8	63.8	57.0	60.2
Hollard Insurance	-	56.5	66.7	54.8
Insurance Group Total	41.7	60.8	57.2	58.5

Recruitment

- ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment)
- ◆ First year reporting
- ◇ Not applicable

Promotions

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

Gender pay equity

There is no data available this year for gender pay equity from organisations in the Champions of Change Coalition Insurance Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As Insurance Group Member organisations undertake further action to mainstream flexible work, and data on its impact becomes more complete and consistent across the Group, we expect to be able to share more outcome-related data in future Coalition Impact Reports.



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
Auto & General	Vanessa Taylor
IAG	Suzanne Storrie, Hannah Driscoll & Edwina Trenchard-Smith
RAC Insurance	Branka Stojanovic
Steadfast	Yvette Burford
Suncorp	Karina Squires-Unkles
Hollard Insurance	Paul Fahey & Jenny O'Neill
Champions of Change Coalition Program Director	Jo O'Brien



Microsoft Partners Group

The Microsoft Partners Group was established in 2020 and includes CEOs or Managing Directors of 11 Microsoft partners as Members of this Group. These partners are 11 of Microsoft's largest in the partner ecosystem, and combined, they employ well over 10,000 people.

Microsoft Partners Group is the first partner ecosystem group to establish and join the Champions of Change Coalition.

As more partners join the Group, the conversation regarding the importance of tech sector diversity and inclusion will be amplified; new programs to encourage women into the sector will emerge; capability will improve and corporate cultures will become more inclusive. Together, the Members of the Microsoft Partners Group will strive for gender equality across the industry and serve as a diversity beacon for other sectors of the economy.

Context for 2019-20

The Microsoft Partners Group held its inaugural meeting in May 2020. Early actions for the Group have included establishing baseline data, conducting Listen and Learn focus groups with diverse groups of employees, and undertaking the Leadership Shadow program.

Major focus areas for 2020/21 will be:

- Embedding flexible and inclusive workplaces following COVID-19.
- Developing and embedding innovative approaches to attract and retain more women, and more diverse women, into the tech sector.

Members are also assessing their organisations' approaches to domestic and family violence, parental and carers' leave, and more inclusive flexible work by reviewing their internal policies and processes, and external communications and engagement

As the Group matures and reflects on outcomes from listening and learning, the future focus will include addressing everyday sexism and sexual harassment, in particular, addressing bystander action in order to create more inclusive and respectful workplaces. This work will include education and action plans for all employees across all organisations on how to step up and take action.

The Microsoft Partners Group also collaborates with Microsoft Australia to utilise technology for the advancement of gender equality and inclusion across the Group and sector. An innovation sub-group has been established to experiment across different technologies to create greater accountability, awareness, measurement and access to inclusion initiatives.

Champions of Change



Tim Ament
Chief Country Executive
Ingram Micro



Preeti Bajaj
Managing Director
Adecco/Modis



Russell Baskerville
CEO and Managing Director
Empired



Laurence Baynham
CEO and Managing Director
Data#3



Michael Chanter
CEO
Thomas Duryea
Logicalis



Sean Girvin
Managing Director ANZ
Rackspace



Mal McHutchison
CEO
Interactive



Vlad Mitnovetski
COO
Dicker Data



Mike Morgan
Executive General Manager
ANZ, Insight



Kee Ong
CEO
Synnex



Bob Peebles
Managing Director of Strategy
Datacom



Steven Worrall
Managing Director
Microsoft Australia



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition



Convenor

Rachel Bondi
Chief Partner Officer
Microsoft



Actions and impact 2020

Stepping up as leaders



- Microsoft Australia demonstrated industry leadership to partner with Champions of Change and establish the only Coalition Group that is entirely a partner ecosystem. The aim is to increase gender representation not only across each Member organisation, but throughout the partner ecosystem.
- All Members of the Group have committed to the Panel Pledge, conducted Listen and Learn focus groups, and are completing the Leadership Shadow. These actions are aimed at capturing the diverse voices of their people, and directly informing future action both as individual organisations and for the Group overall.

Disrupting the status quo



- Established two main action groups with the themes of embedding more inclusive flexible work, and increasing equality and representation in the talent pipeline. The former focused on returning to a workplace environment with a more inclusive lens and embedding flexible work into every role for any reason, the other focused on building a more gender-equal talent pipeline – with the ultimate aim of increasing the numbers of women in technology.
- Most organisations are planning and implementing sponsorship programs, and investigating meaningful and sustainable partnerships with schools, universities and colleges to encourage more women and girls into STEM careers.

Creating accountability



- Established a Group workplan to prioritise focus areas for the Group: a building a stronger talent pipeline of women and diverse talent; using the lessons learned from COVID-19 to embed flexible work and enable more inclusive cultures, and utilising technology to measure and extract insights and enable accountability for leaders directly related to gender equality.
- All organisations are implementing an Inclusion and Diversity Strategy – if one was not already in place. Those existing D&I strategies are being assessed and reviewed to broaden their inclusion parameters – building inclusive cultures, and increasing representation for diverse women in their organisations and the technology sector more broadly.

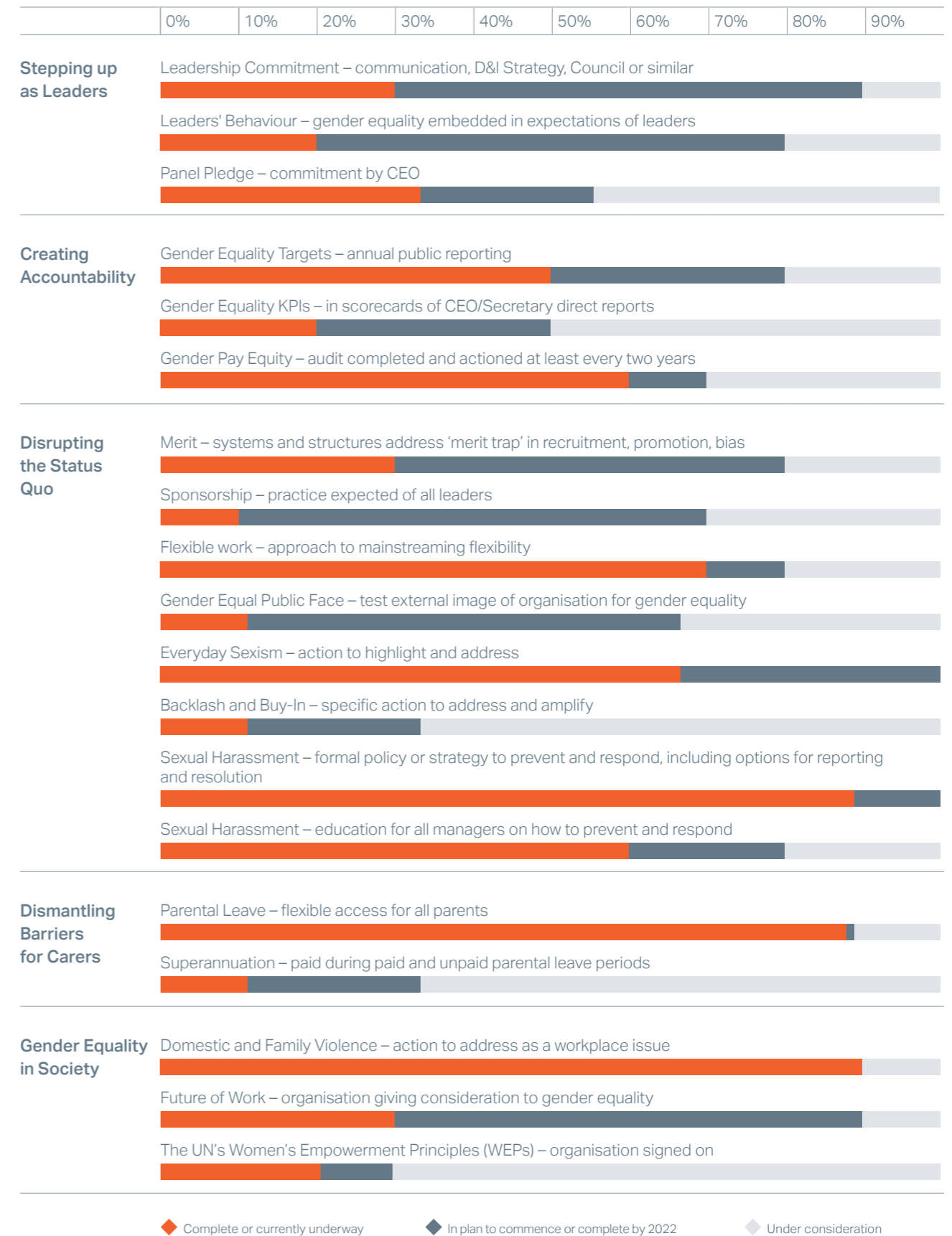
Dismantling barriers for carers



- All Member organisations are conducting 'care policy' reviews to equalise care provisions for all employees: equal parental leave and equal carers leave for all genders. The aim of this policy review is to provide the opportunity for men to take full parental leave, and to encourage utilisation of this provision over the next 12 months.

Practical actions

Table 80: Practical actions



◆ Complete or currently underway ◆ In plan to commence or complete by 2022 ◆ Under consideration



Impact details 2020

Gender balance in leadership, recruitment, graduates and promotions

Table 81: Gender balance in leadership

Microsoft Partners Group Organisations	Baseline Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Adecco/Modis	2020	25.9	33.3	66.7	44.0	53.6	23.0	-
Data#3	2020	29.5	14.3	27.3	11.8	37.6	29.1	25.0
Datacom	2020	41.5	28.6	11.1	12.8	31.7	42.3	50.0
Dicker Data	2020	43.3	25.0	25.0	32.0	35.7	44.9	42.9
Empired	2020	21.3	0.0	16.7	20.0	0.0	21.6	0.0
Ingram Micro	2020	32.1	0.0	9.1	32.0	32.0	33.0	0.0
Insight	2020	31.5	-	25.0	83.3	31.3	30.5	33.3
Interactive	2020	22.6	22.2	11.5	33.3	31.0	22.6	0.0
Microsoft Australia	2020	31.5	-	16.7	31.0	33.8	31.2	-
Rackspace	2020	24.5	-	-	40.0	-	22.6	-
Thomas Duryea Logicals	2020	17.9	-	16.7	33.3	-	17.2	-
Microsoft Partners Group Total	2020	33.5	21.7	17.8	28.7	35.3	33.7	23.9

◆ Gender balance achieved (40%-60% women's representation) ◆ First year reporting ◇ Not applicable

Table 82: Gender balance in recruitment and promotions

Microsoft Partners Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Adecco/Modis	0.0	27.8	38.6	25.9
Data#3	-	34.7	40.0	29.5
Datacom	-	47.5	24.5	41.5
Dicker Data	-	38.2	59.3	43.3
Empired	43.8	-	22.5	21.3
Ingram Micro	100	37.7	33.3	32.1
Insight	-	28.3	15.1	31.5
Interactive	-	32.7	19.7	22.6
Microsoft Australia	78.9	42.0	33.0	31.5
Rackspace	-	11.5	30.0	24.5
Thomas Duryea Logicals	0.0	16.7	50.0	17.9
Microsoft Partners Group Total	57.5	53.0	29.5	33.5

Recruitment ◆ Gender balance achieved (40%-60% women in graduate and overall recruitment) ◆ First year reporting ◇ Not applicable

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

Gender pay equity

There is limited data available this year related to flexible and inclusive employment experiences from organisations in the Microsoft Partners Group. We will work to include more detailed information in future Coalition Impact Reports.

Flexible and inclusive employment experiences

There is limited data available this year for Flexible and Inclusive Employment Experiences from organisations in the Champions of Change Coalition Microsoft Partners Group. We will work to include more detailed information in future Coalition Impact Reports.



Data#3

DATAKOM

DICKER
D A T A

Empired

INGRAM
MICRO

Insight.

Interactive

Microsoft

modis

rackspace

SYNNEX

Thomas Duryea
LOGICALIS
Architects of Change

Our thanks

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

Organisations	Implementation Leaders
Adecco/Modis	Peter Hawkins
Data#3	Tash Macknish
Datacom	Dani Brightbill
Dicker Data	Mary Stojcevski
Empired	Simon Bright & Daniel Kershaw
Ingram Micro	Kate Hood & Nicholas Cooper
Insight	Katherine Clayton
Interactive	Ari Bouras & Merylee Crockett
Microsoft Australia	Phil Goldie & Michelle Markham
Rackspace	Holly Windham
Synnex	Arthur Gimisis
Thomas Duryea Logicalis	Clare Cranston
Champions of Change Coalition Program Director	Sam Turner

New South Wales Government Group

The NSW Government Group was established in 2019 for a two-year period and includes members of the Secretaries Board, the peak governance group for this sector.

Together, they lead some 413,567 ongoing, temporary and casual employees across the NSW Government public sector. The Champions of Change Coalition strategy has worked closely with the NSW Public Service Commission over the last two years to accelerate progress towards gender balance in leadership positions across the NSW Government, in line with the Premier's Priorities. In 2020, women's representation in senior leadership increased to 41.1% from 40.3% in 2019.

Due to the impact of COVID-19 on the NSW Public Sector, the NSW Government Group data on flexible working and other measures will be published in the Public Service Commission's State of the NSW Public Sector Report and Workforce Profile Report in early 2021.

Context for 2019-20

- Secretaries conducted an audit and self-reflection exercise examining the flexible work arrangements of Secretaries and senior leaders, to assess their role modelling and management of flexible teams. Secretaries discussed the insights with their senior leaders including personal reflections on what they could do differently to model and champion flexible work and identified practical actions they would each take to normalise flexibility in their cluster.
- Secretaries conducted discussion groups with men and women in each cluster to gain deeper insights into the experiences of carers and actions necessary to support carers in the workplace. Secretaries identified key barriers faced by carers in their cluster and opportunities to support women before, during and following parental leave, incentivise and support men to take parental leave, and support employees who have diverse caring responsibilities.

- Champions of Change and the NSW Public Service Commission held a webinar for senior leaders across the public service on fostering everyday respect. Everyday respect plays a key role in creating inclusive workplaces. It is often the little things, said or done in a moment, that play into stereotypes and assumptions about gender, race, LGBTIQ+ identities, disability or age. Speakers from public and private sector organisations shared insights and practical strategies they have employed to address behaviours that undermine inclusion including everyday sexism, casual racism, homophobia and ableism and create a culture of everyday respect.
- The NSW Government Group, together with the Founding, STEM and Property Groups, participated in workshops on 'Maintaining Progress on Gender Equality Outcomes During COVID-19' and 'Sharing Learning on Preventing and Responding to Sexual Harassment', which provided ~65 participants on each occasion to share learning and reflection on practical actions to ensure gender equality is maintained through COVID-19, and to prevent and respond to sexual harassment in our organisations, and insights from efforts to implement the recommendations in the Coalition's *Disrupting the System: Preventing and Responding to Workplace Sexual Harassment* report.

Champions of Change



Gary Barnes
Secretary
Regional NSW



Jim Betts
Secretary
Planning, Industry
and Environment



Michael Coutts-Trotter
Secretary
Communities and
Justice



Georgina Harrison
Group Deputy Secretary
Education



Emma Hogan
Secretary
Customer Service



Elizabeth Koff
Secretary
NSW Health



Kathrina Lo
Commissioner
Public Service
Commission



Susan Pearce
Deputy Secretary
NSW Health



Michael Pratt
Secretary
Treasury



Tim Reardon
Secretary
Premier and Cabinet



Mark Scott
Secretary
Education



Rodd Staples
Secretary
Transport



Simone Walker
Deputy Secretary
Communities and
Justice



Convenor

Ann Sherry AO
Non-Executive
Director

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 NSW Government Group are as follows:

Organisations	Implementation Leaders
Department of Communities and Justice	John Hubby
Department of Customer Service	Damon Rees
Department of Education	Tim McCallum
Department of Health	Daniel Hunter
Department of Planning, Industry and Environment	James Hebron
Department of Premier and Cabinet	Samara Dobbins
Department of Regional NSW	Anat Hassner
Department of Transport	Jon Lamonte
Public Service Commission	Karen Davis & Emilie Friday
Treasury	Stephen Walters
<hr/>	
Champions of Change Coalition Program Directors	Somali Cerise & Lisa Pusey

“

Each member of the public sector should feel they are valued, respected, and that their insights underpin our success. It's on us, as leaders, to make that clear in every interaction we have.

Kathrina Lo
Commissioner
NSW Public Service Commission

Appendix

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

Key management personnel (KMP) – refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the INDIVIDUAL ENTITY, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. A defining feature of this category is the leaders' influence is at the entity level. They are likely to be functional heads such as head of operations or head of finance and direct how that component contributes to the entity's outcome, with a strategic focus. The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO/head of business (or equivalent). This category does not include the CEO / head of business.

Other executives/ general managers – Other executives/general managers hold primary responsibility for the equivalent of a department or a business unit within an individual entity. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO/head of business (or equivalent) of the individual entity. Alternatively, this manager could have influence in organisation-wide decision-making forums to provide expertise or project development but because they do not actually hold authority at an entity level they would not be defined as a KMP.

Senior managers – Senior managers are charged with one or more defined functions, departments or outcomes within an individual entity. They are more likely to be involved in a balance of strategic and operational aspects of management of the individual entity. Some decision making at this level would require approval from either of three management levels above it in the individual entity. 'Senior managers' are responsible for resourcing, budget and assets (capital expenditure).

Other managers – Other managers' plan, organise, direct, control and coordinate an operational function within an individual entity. They usually oversee day-to-day operations, working within and enforcing defined company parameters. They might implement, determine, monitor and review strategies, policies and plans to meet business needs as it relates to their own function/work area in the individual entity. An 'other manager' is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). Line managers would be included in this category.

Men stepping up beside women on *gender equality*

About the 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

Thank you to Troy Roderick, Director, Strategic Initiatives and Insights, Champions of Change Coalition, who led the development of this report.

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