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23

PROGRESS REPORT



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



Elizabeth Broderick
Founder
Champions of Change Coalition



Contents

About the Champions of Change Coalition	04
The Champions of Change Strategy	05
The Champions of Change Coalition	06
Architecture Group	08
Appendix	16

About the Champions of Change Coalition

Who we are

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

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

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

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

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

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

What we do

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

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

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

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

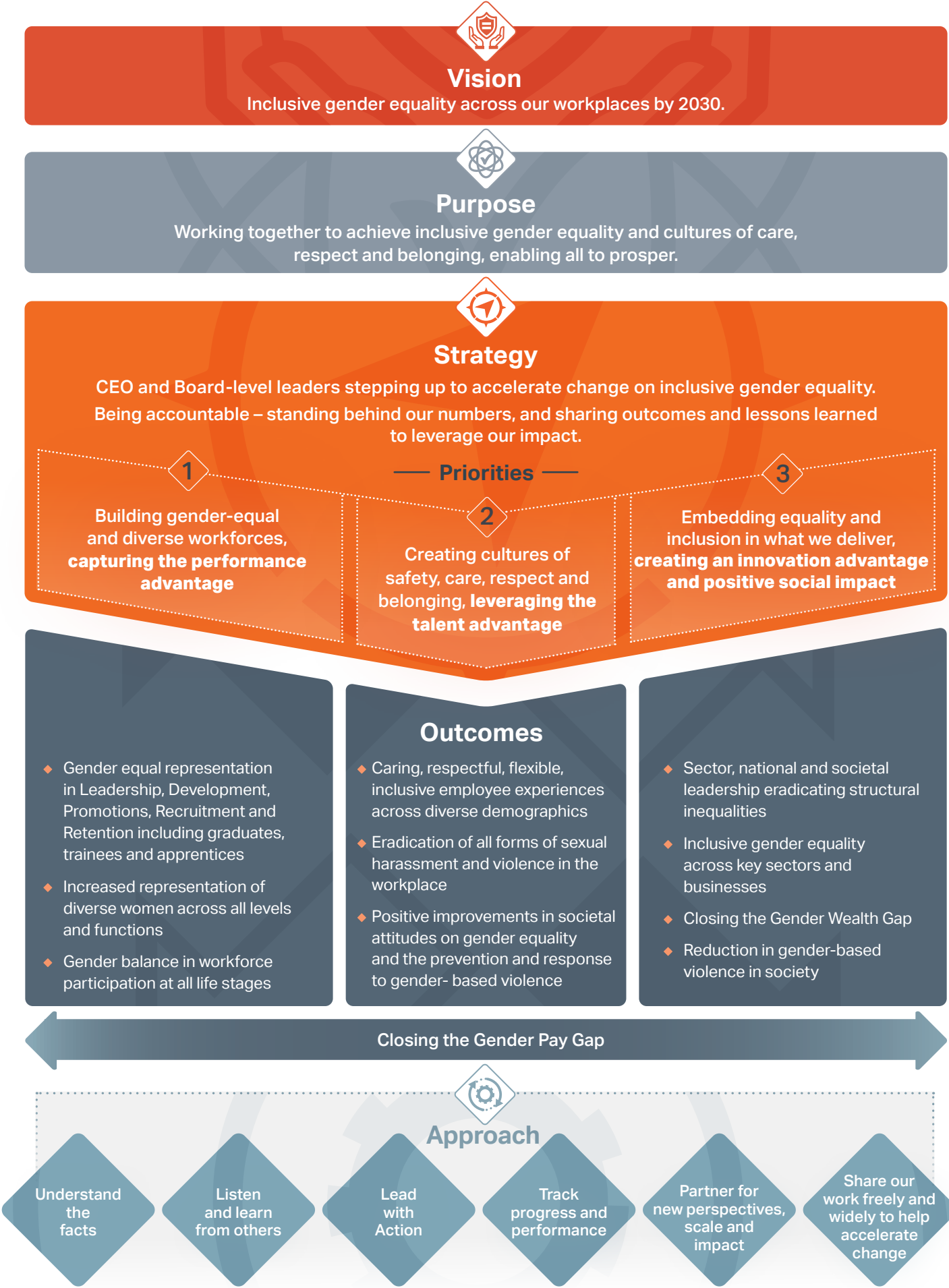
We do this through a unique approach where CEO and Board-level leaders are personally engaged in developing and delivering innovative strategies and initiatives to accelerate change.

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

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

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

The Champions of Change Strategy



The Champions of Change Coalition



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

KEY PARTNERS

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

Group establishment timeline



Architecture Group

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

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

In 2023, the Architecture Group's nine Action Group programs have delivered industry-specific 'Listening and Learning Guides' on: **career development**; **carer's leave**; **power and privilege**; **presenteeism and work**; **psychological safety and wellness**; and **women in ownership and partnership in architecture and design**.

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

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

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

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

Highlights for 2022–23

100%



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

72.7%



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

63.6%



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

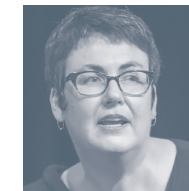
72.7%



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

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

Champions of Change



Justine Clark
Special Advisor



Richard Does
Director
DesignInc



Mark Healey
Director
Bates Smart



Brett Hudson
CEO
Peddle Thorp



Bianca Hung
Principal
Hayball



Zoë King
Director
COX Architecture



Jonathan Knapp
Director
SJB Architects



Kit Ku
Principal
Hayball



Simon Parsons
Practice Leader
PTW Architects



John Prentice
Principal
Woods Bagot



Alex Small
Director
COX Architecture



Neil Stonell
Partner
Grimshaw



Ninotschka Titchkowsky
Co-CEO
BVN



Liz Westgarth
Managing Director
Hassell



Convenor
Dr Jess Murphy

Practical actions

Table 1: Practical actions



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

Table 1: Practical actions *(continued)*



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

Gender balance in leadership

Table 2: Gender balance in leadership

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

Notes:
Hassell – Prior to 2023, the organisation reported on international business representation data; however, following advice to align 2023 with WGEA reporting, the 2023 data has been amended to Australia only.
Woods Bagot – Board numbers for 2023 are inclusive of global board numbers.

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

Increase in under-representation of women since 2022

Not applicable

Includes non-binary gender

Moving closer to gender balance since 2022

Unchanged since 2022

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

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

Increase in over-representation of women since 2022

Not reported in 2022



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

Neil Stonell
Partner
Grimshaw



BATESSMART™

DesignInc

hayball

SJB

BVN

GRIMSHAW

 PEDDLE THORP

WOODS
BAGOT™

C O X

Hassell

PTW

Our thanks

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

Organisations	Implementation Leaders
Bates Smart	Tania Gordon, Jessica Hartney, Celine Herbiet, Sally Hsu, Linda Mason and Will Miller
BVN	Isabella Aliberti, Joshua Bowkett, Rebecca Buffington, Brian Clohessy, James McRae, Hayley Sainsbury and Dylan Tirtabudi
Cox Architecture	Meredith Couchman, Susanne Jenson, Margot McGinness, Carly McMahon, Livee Tan and Siobhan Titlestad
DesignInc	Yvonne Chan, Lynne Hancock and Tara Keast
Grimshaw	Thihoa Gill and Gosha Haley
Hassell	Janet Brown, Lauren Geschke, Tanya Golitschenko, Malianne Nguyen and Olivia Tsen
Hayball	Emma Chrisp, Melissa Riley and Laura Ulph
Peddle Thorp	Brendon Sutton and Caroline Yuen
PTW Architects	Louisa Hendriks, Moya Lum, Lucy Moloney and Adele Troeger
SJB Architects	Kayle Butterworth, Bianca Caprara, Ali Cotsworth, Monica Edwards, Hamish Ginn, Julia Goode, Tamara Kerr, Shanae Masters and John Rowley
Woods Bagot	Sam de Jongh, Jet Geaghan, Lisa James, Virginia O'Farrell and Ashley Richards

Appendix

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

Key management personnel (KMP)

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

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

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

Head of Business (HOB)

HOB refers to:

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

Other executives/general managers

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

Senior managers

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

Other managers

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

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

Overseas Manager (OSM)

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

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

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

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



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

championsofchangecoalition.org