



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 Champions of Change Coalition



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## **About the Champions of Change Coalition**

### Who we are

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

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

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

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

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

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

### What we do

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

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

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

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

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

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

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

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

## The Champions of Change Strategy



### Vision

Inclusive gender equality across our workplaces by 2030.



### Purpose

Working together to achieve inclusive gender equality and cultures of care, respect and belonging, enabling all to prosper.



### Strategy

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



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



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



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

- Gender equal representation in Leadership, Development, Promotions, Recruitment and
- Increased representation of diverse women across all levels and functions

trainees and apprentices

Retention including graduates,

Gender balance in workforce participation at all life stages

### **Outcomes**

- Caring, respectful, flexible, inclusive employee experiences across diverse demographics
- Eradication of all forms of sexual harassment and violence in the workplace
- Positive improvements in societal attitudes on gender equality and the prevention and response to gender-based violence
- Sector, national and societal leadership eradicating structural inequalities
- Inclusive gender equality across kev sectors and businesses
- Closing the Gender Wealth Gap
- Reduction in gender-based violence in society

Closing the Gender Pay Gap

Approach

the facts

and learn rom others

with Action

progress and performance

Partner for ew perspective scale and videly to help

## **The Champions of Change Coalition**



CEO or board-level leaders across the world

Women who are Members and Convenors



Organisations covering every major sector of the economy



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

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

# **KEY PARTNERS**

### **Coalition Partners**

Australian Institute of Company Directors

Australian Human Rights Commission

Australians Investing in Women

Business Council of Australia

Challenge DV

Chief Executive Women

Diversity Council of Australia

Fullstop Australia

No to Violence

Office for Women (Australia)

Our Watch

30% Club

**UN Global Compact** 

**UN Women** 

**WESNET** 

Workplace Gender Equality Agency

Women's Leadership Institute Australia

### **Group Partners**

**AFAC** 

**AEMO** 

Association of Consulting Architects Australia

Consult Australia

Parlour

Property Council of Australia

# **Group establishment timeline**



Founding Group

National 2015

- Property Group
- Sport Group
- Architecture Group
- National 2016
- · Consult Australia Group
- STEM Group
- National 2017 Group
- Fire and Emergency

- Global Tech
- · Pakistan Group
- Health Group
- · The Philippines Group
- Insurance Group

Microsoft

Group

- National 2021 Group
- Energy

# **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, O 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, **(2)** 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**







**Richard Does** Mark Healey Director Director **Bates Smart** 



**Brett Hudson** Peddle Thorp



Bianca Hung Principal Hayball



Zoë King Director **COX Architecture** 



Jonathan Knapp Director



Kit Ku Principal



Practice Leader



**John Prentice** Alex Small Principal Director Woods Bagot COX Architecture



**Neil Stonell** Partner



Ninotschka Co-CEO BVN



Liz Westgarth Managing Director



Convenor **Dr Jess Murphy** 

### **Practical actions**

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and poard-level	Leaders senior te	hip commitr eam	ment – to ge			a strategy	and action (	olan, review		
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ehind our umbers, haring	Gender	equality KPI 36.	s – included .4%	d in scoreca	ards or perfo	ormance pl		bers' direct	reports	
essons and outcomes	Gender	pay equity –	- audit comp	oleted and a	actioned at	least every 100%	two years,	with oversig	ht by Meml	oer
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advantage	Flexible	work – actio		flexible wo	rk for frontli 18.2%	ne and ope	rational wo		5.5%	
	Parental	<b>leave</b> – equ	al and flexib	ole access t	o parental l	eave for all	parents			
	Parental leave – strategy and policy to improve men's uptake of parental leave 90.9% 9.1%									
	Care – in	iitiatives (oth	ner than car	ers' leave) t 72.7%	o support e	mployees v	vith caring r	esponsibilit	ies beyond 18.2%	parenting 9.1
	Everyda	y sexism – a	action to hig	hlight and a	addraec ava	ryday cavid	m			

Complete already or underway now	In plan to commence or complete in 2025	<b>*</b>	No plans currently in place	4	Not applicable	Not reported in 2023

Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero- tolerance position  Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and inci alent intage  Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psycho safety issue  Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psycho safety issue  Sexual harassment – commitment to adopt principles of transparency for high-profile cases  9.1%  Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de identified cases)  27.5%  Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to sy in commercial settlement agreements (i.e. specific NDA carve outs)  Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date  9.1%  Sexual harassment – review reporting options to ensure confidential avenues for employees impacted by sexual harassment  Sexual harassment – boilt internal support capability or expanded relationships with external support service  Sexual harassment – boilt internal support capability or expanded relationships with external support service  Sexual harassment – boilt internal support capability or expanded relationships with external support service  Sexual harassment – boilt internal support capability or expanded relationships with external support service  Sexual harassment – boilt internal support capability or expanded relationships with external support service  Sexual harassment – commitment to ensure it is respectful and inclused the commitment of the commitment of the organisation to ensure it is respectful and inclused the commitment of the organisation of the organisation to ensure it is respectful and inclused the commitment of the organisation of the organisation to ensure it is respectful and inclused the commitment of the organisation of	90%
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Domestic and family violence – approach in place for responding to employees who are or who may be using violence  90.9%	С
Domestic and family violence - initiatives in place for positive community impact on domestic and family	9.19

♦ 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

	Women's representation (%)									
Architecture Group Organisations	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Board	Overseas Managers	Partners
Bates Smart Architects	54.0	-	58.3	42.9	55.0	-	60.7	_	-	-
BVN	49.6	-	35.3	-	0.0	-	51.9	42.9	-	
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		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

#### lotes:

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

◆ Increase in over-representation of women

Not reported in 2022

- % Unchanged since 2022
- Role/s at CEO level held by one or more women
- Category contains only one role (0% or 100% women)



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.

BVN

COX

**DesignInc** 

**GRIMSHAW** 

Hassell











## **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

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.

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