

**CHAMPIONS  
OF CHANGE  
COALITION**



*Men stepping up beside  
women on gender equality*

**IMPACT REPORT**  
SUMMARY

**2020**

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

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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<sup>+</sup>



CEO or Board level leaders across the world

220<sup>+</sup>



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<sup>+</sup>



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

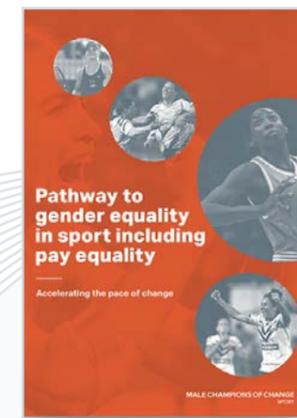


Champions of Change, with the support of key partners, developed a resource to guide organisations in responding to employees who use domestic and family violence.

#### 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**

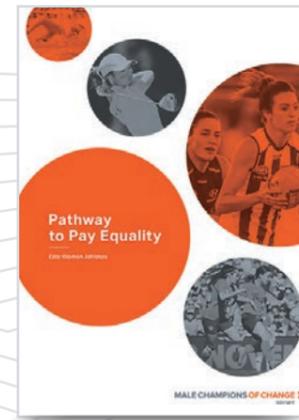
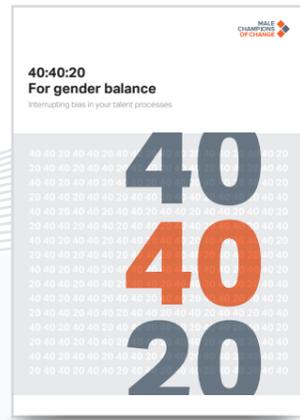
Sport is one of the most culturally influential sectors in Australia, yet it lacked an agreed, robust and systematic approach for tracking and reporting on progress in achieving gender equality and pay equality in the sector.

**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



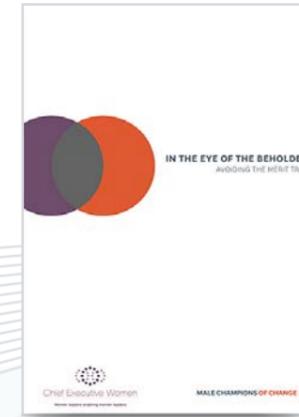
Building on the work and leadership of our Property Group, we developed a useful tool for successfully uncovering and addressing the gender pay gap, along with what we have learned about measuring and closing the pay gap in our organisations.

#### 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.<sup>1</sup>

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**



<sup>1</sup> 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

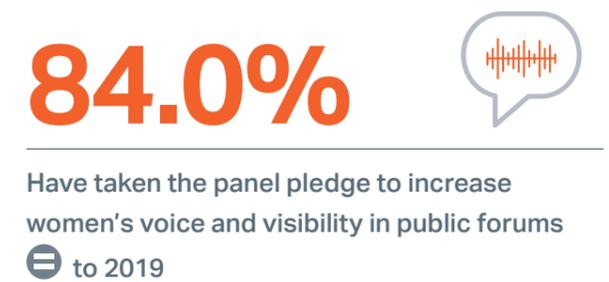
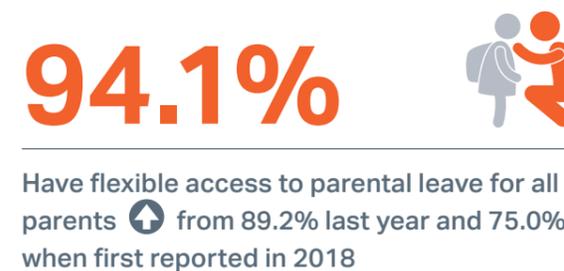


Our Members are taking collective action to drive large-scale systemic change on gender equality

### 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

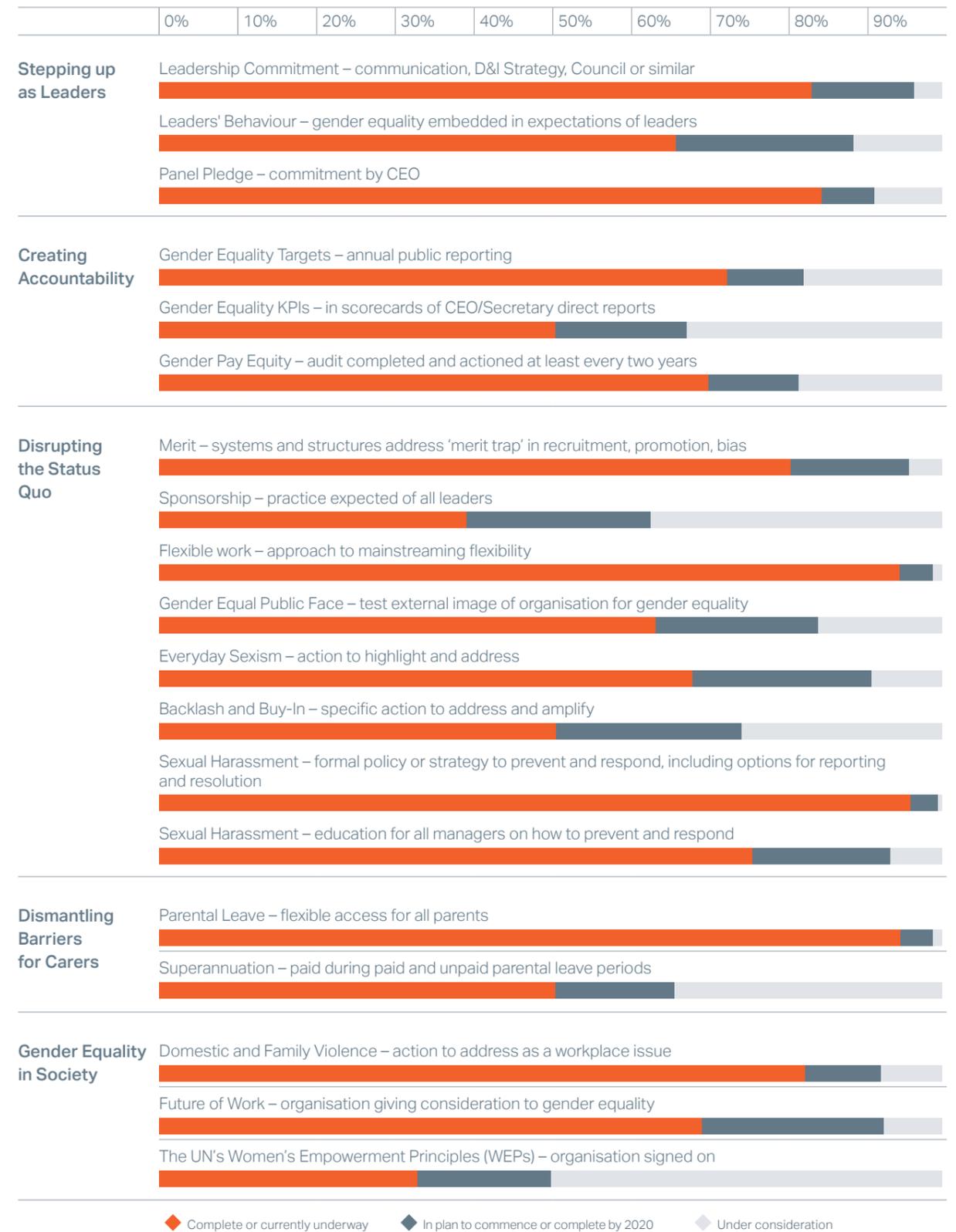
Taking practical action to accelerate the pace of change is core to the Champions of Change approach. We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

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**



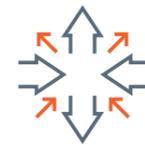
# Our focus on measuring impact

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.

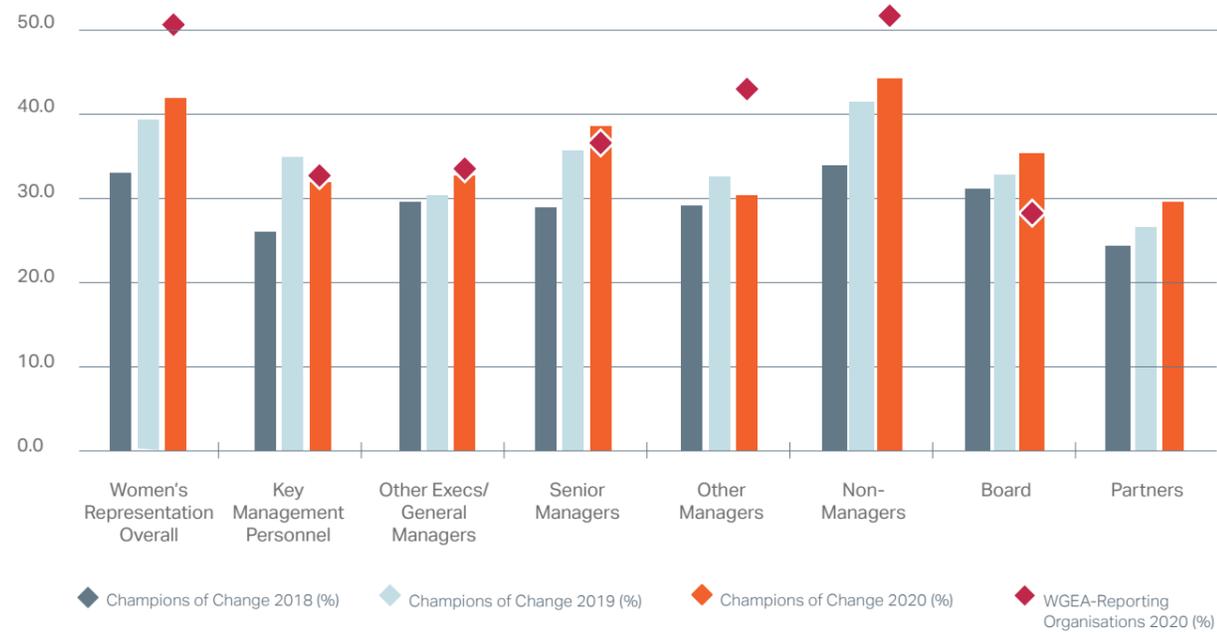
The following tables contain the most recent available data by each Member and the Champions of Change Coalition overall. For full transparency, we share our 2018, 2019 and 2020 Coalition results, and where possible, benchmark these against data arising from the 2020 Workplace Gender Equality Agency's (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.



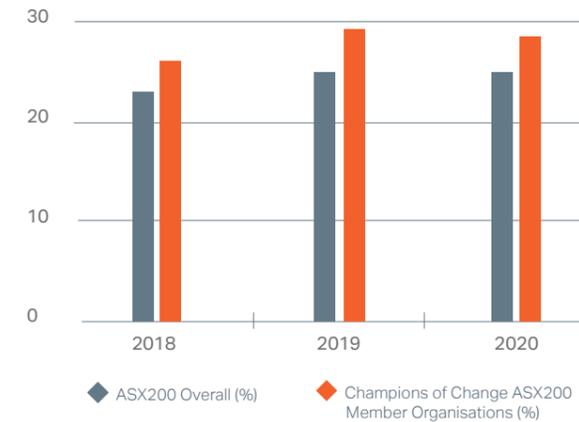
## Gender balance in leadership, recruitment, graduates and promotion

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



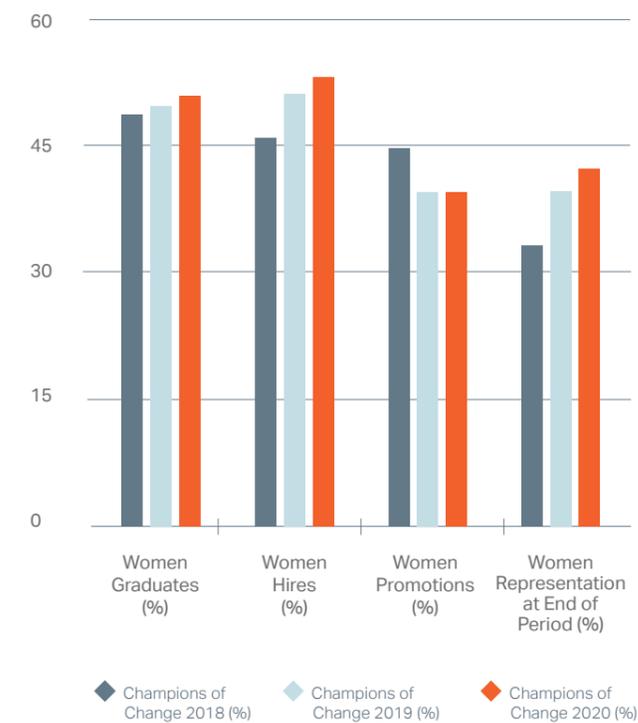
**Note:** WGEA data not available for women's representation at the partner level. Detailed information by each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Champions of Change Groups section, starting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



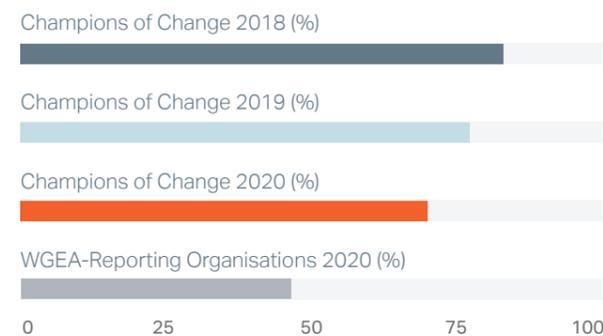
70.6% of Champions of Change organisations are regularly conducting and actioning the results of their gender pay equity audits, compared to 46.4% of WGEA-reporting organisations.

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)*



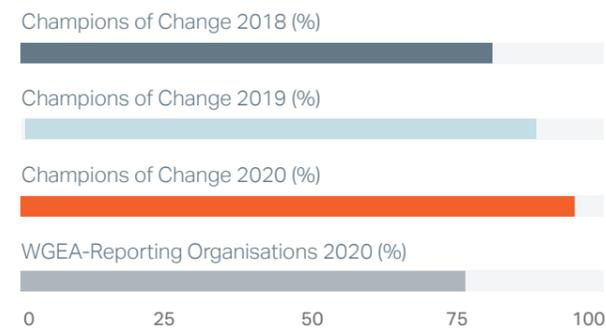
## Flexible and inclusive employment experiences



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**

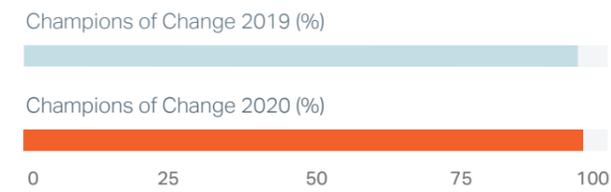
*Policy and strategy in place to mainstream flexible work*



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*



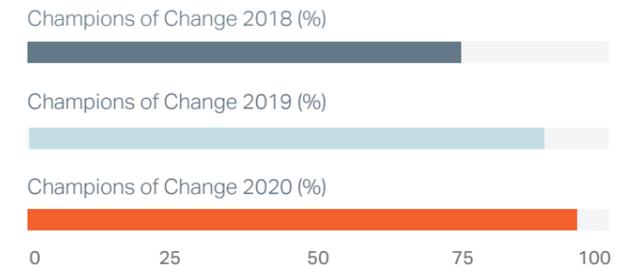
24.3% of reporting Champions of Change organisations have been able to provide data on their employees' perceptions of their organisation's approach to sexual harassment. Overall data for Member organisations who reported on this measure shows on average 87.2% of women, 91.6% of men and 88.0% of all 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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National Rugby League

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Aurecon

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Australian Government  
Department of Foreign  
Affairs and Trade

**Luke Agati**  
CEO  
Transdev Australasia

**Joe Agius**  
Director  
Cox Architecture

**Collene Bremner**  
Executive Director  
Bushfires NT

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Founder and Convenor,  
Champions of Change  
Coalition

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CEO  
ISPT

**Mike Burgess**  
Director-General of Security  
ASIO

**Dr Lars Buttler**  
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AI Foundation

**Coco Alcuz Jr**  
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**Yasmin Allen**  
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Character  
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National Bushfire Recovery  
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World

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Rackspace

**Bruce Goodwin**  
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Janssen Australia  
and New Zealand  
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Consult Australia

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Steadfast

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FCHSM, FAIM, FAICD**  
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Australian Bureau of  
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Pilipinas Shell Petroleum Corporation

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Royal Australian College of Physicians

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St Vincent's Health Network Sydney

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Chief Defence Scientist  
Defence Science and Technology Group  
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PwC Australia

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

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Independent Non-Executive Chair  
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**John Myler**  
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**David Nugent AFSM**  
Director, Fires & Emergency Services  
Parks Victoria

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Surgeon General ADF/  
Commander Joint Health,  
Australian Government  
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**Michael O'Brien**  
Managing Director  
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**Andrew O'Hara**  
CEO  
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**Kee Ong**  
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**Rodd Staples**  
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**James Patterson**  
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Cushman & Wakefield

**Susan Pearce**  
Deputy Secretary  
NSW Health

**Bob Peebles**  
Managing Director of Strategy  
Datacom

**Andrew Penn**  
CEO  
Telstra

**Darren Steinberg**  
CEO and Executive Director  
Dexus

**Mark Steinert**  
CEO and Managing Director  
Stockland

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

**Andrew Stevens**  
Non-Executive Director

**Dominic Stevens**  
Managing Director and CEO  
Australian Securities Exchange

**James Phillis**  
CEO ANZ  
SMEC

**Sharon Ponniah**  
Director  
Health Public Policy and Economics  
PwC Australia

**Rob Porter**  
Executive General Manager  
Airservices Australia

**Michael Pratt**  
Secretary  
NSW Treasury

**John Prentice**  
Principal  
Woods Bagot

**Neil Stonell**  
Melbourne Managing  
Managing Partner  
(Melbourne)  
Grimshaw

**James Sutherland**  
CEO  
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**Furqan Ahmed Syed**  
Vice President & General  
Manager APAC Region  
PepsiCo Pakistan

**Wilson Tan**  
Chairman and Managing  
Partner  
SGV & Co

**James Taylor**  
Managing Director  
SBS

**David Randerson**  
Director  
DKO Architecture

**Mark Read**  
CEO  
WPP

**Tim Reardon**  
Secretary  
NSW Department of Premier and Cabinet

**Jerril Rechter AM**  
CEO  
Basketball Australia

**Brett Redman**  
CEO  
AGL

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

**David Thodey AO**  
Non-Executive Director

**Giles Thompson**  
CEO  
Racing Victoria

**Craig Tiley**  
CEO  
Tennis Australia

**David Tordoff**  
Director  
Hayball

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

**Philip Vivian**  
Director  
Bates Smart

**Irfan Wahab Khan**  
CEO  
Telenor Pakistan

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

**Simone Walker**  
Deputy Secretary  
NSW Department of  
Communities and Justice

**Dr Ian Watt AC**  
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

## 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.

# IMPACT REPORT SUMMARY

# 2020

## 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](http://championsofchangecoalition.org)**

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