

CHAMPIONS OF CHANGE

FIRE AND EMERGENCY

PROGRESS REPORT
2019-2020



About the Champions of Change Fire and Emergency

Champions of Change Fire and Emergency was established in April 2017 with support from the Australian and New Zealand National Council for Fire and Emergency Services (AFAC).

The group is convened by the Victorian Equal Opportunity and Human Rights Commissioner Kristen Hilton. It includes Chief Executives, Commissioners and Chief Fire Officers leading 29 agencies responsible for fire, emergency and land management services across Australia and New Zealand.

Involvement in the Champions of Change strategy supports and strengthens AFAC's wider focus on diversity and inclusion.

About AFAC

AFAC is the facilitator and custodian of contemporary fire and emergency service knowledge and practice, for the benefit of our members and through them, the community.

Sharing our actions and outcomes

This is our third progress report, providing a snapshot update on actions we have taken, and the outcomes achieved over the past 12 months, against our gender equality priorities.

This brief report also includes a detailed update on gender representation in our workforce, including frontline service delivery roles.

We welcome your feedback on the progress we are making and opportunities for improvement.

As a group, we remain strongly committed to our goals of gender equality, advancing more women into leadership and building professional, respectful and inclusive environments for all in our sector.

There is a need to clearly articulate the 'case for change' on gender equality in the sector beyond 'its the right thing to do'. Our fire and emergency services play a vital role in keeping our community safe. The sector and the community will benefit from organisations that are fairer, more diverse and great places for everyone.

– Kristen Hilton
Convenor



Champions of Change



Chris Arnot AFSM
Chief Officer
Tasmania Fire
Service



Paul Baxter QSO
Commissioner
Fire and Rescue
NSW



Chris Beattie
Chief Officer
State Emergency
Service South
Australian



Ken Block
Commissioner
Fire Rescue Victoria



Collene Bremner
Executive Director
Bushfires NT



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



Dominic Lane AFSM
Chief Executive
SAFECOM



Andrew Lea ESM
Director
State Emergency
Service Tasmania



Greg Leach
Commissioner
Queensland Fire and
Emergency Services



Natalie MacDonal
Chief Officer
Country Fire
Authority Victoria



Michael Morgan AFSM
CEO and Chief
Officer
SA Metropolitan
Fire Service



David Nugent AFSM
Director Fires and
Emergency Services,
Parks Victoria



Andrew Crisp APM
Commissioner
Emergency
Management Victoria



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



Stuart Ellis AM
CEO
Australasian Fire and
Emergency Service
Authorities Council



Shane Fitzsimmons AFSM
Commissioner
Resilience NSW



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



Fiona Gill
Director
Fire Management,
Department of
Environment and
Water SA



Rob Porter
Executive General
Manager
Airservices Australia



Rob Rogers AFSM
Commissioner
New South Wales
Rural Fire Service



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



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



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



Carlene York APM
Commissioner
State Emergency
Service NSW



Stephen Griffin
CEO
Victoria State
Emergency Service



Chris Hardman
Chief Fire Officer
Forest Fire
Management Victoria
– Department of
Environment, Land,
Water and Planning



Mark Jones QFSM
Chief Officer
South Australian
Country Fire Service



Rhys Jones CNZM
Chief Executive
Fire and Emergency
NZ



Ben Klaassen
Deputy Director-
General
Queensland Parks
and Wildlife Services



Darren Klemm AFSM
Commissioner
Department of Fire
and Emergency
Services WA



Convenor

Kristen Hilton
Commissioner
Victorian Human Rights
and Equal Opportunity
Commission

“

The name “champions” does not imply the leaders are perfect. Rather, that they are genuinely committed to using their leadership and influence to champion change on gender equality.

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

Our priorities

Through 2017/18, we held a series of Listen and Learn forums with staff and volunteers from across our sector to better understand the barriers to gender equality and opportunities for improvement.

Consistent themes emerged. Under the five Champions of Change Action Pillars, the Fire and Emergency Group has prioritised sector-specific action in the following areas:

- 1

Inclusive Leadership: prioritising inclusive leadership and psychologically safe workplaces. This includes identifying and calling out any behaviour inconsistent with safe, welcoming, and inclusive environments for all employees and volunteers.
- 2

Flexible Workplaces: identifying opportunities to normalise flexible roles and mindsets around when and how work is completed, enabling better balance between work and personal commitments.
- 3

Talent Development: pursuing gender balance in identifying and developing talent to capitalise on the diverse experiences and capabilities within and available to our sector.
- 4

Communication: addressing communication, symbols, icons and language that may support exclusionary or ‘boys’ club’ cultures.
- 5

Community: engaging stakeholders in the case for change on gender equality in our sector, recognising we can be better equipped to represent and engage the diverse communities that we serve.
- 6

Systems: applying a gender-balance, diversity and inclusion lens to the development of policies, systems and infrastructure to create working environments that enable all our people to thrive.
- 7

Reporting: designing and implementing rigorous and transparent reporting systems so we can more effectively track our progress on gender equality.

Throughout this report, we provide an update on actions taken in 2020 across these priorities, together with examples of progressive work underway within individual Member organisations.

Our progress and outcomes

The Champions of Change Fire and Emergency Group includes 30 Members who lead some 180,000 employees and volunteers.

The group includes representatives located throughout metropolitan, rural and regional communities across Australia and New Zealand.	within and across the fire and emergency sector.
Members are focused on advancing gender equality, women in leadership and professional, respectful and inclusive workplaces	A particular priority is building the representation of women in frontline service delivery positions which serve as a critical pathway to leadership positions in the sector.

Highlights for 2019–2020

- Members achieved gender balance or an increase in women’s representation across 66.4% of employment categories in 2020
- 24.9% women’s representation achieved overall across the group, compared to 22.0% in 2018 when the group released its first report
- 37.8% of overall hires across the group were women
- 84.6% of Members now have mainstreamed flexible working strategies in place
- 92.3% of Members have systems and structures in place to address bias and ensure equality in recruitment and promotion processes

1. Prioritising inclusive leadership

Made significant progress in reaching target of at least 40% representation of women as Chairs and members of AFAC Collaboration groups by 2020 with 86% of industry-level collaboration groups and networks experiencing a year-on-year increase in the representation of women or reached the target of 40%. Specifically:

- 86.0% of Groups and networks have experienced a year-on-year increase of women representation or reached the target of 40.0%
- There has been an increase in the overall representation of women in Groups and networks to 29.0% women compared to 24.0% in 2019
- There has been an increase in the representation of women as chairs of Groups and networks – 23.0% women compared to 19.0% in 2019
- 31.0% of Groups and networks reached the targets of 40.0% women's representation, compared to 34.0% reaching the 30.0% target in 2019.

Engaged in the Leadership Shadow with 69.2% of Members having undertaken this foundational Champions of Change activity.

Committed to the Panel Pledge with 88.5% of Members signing up so far. Members have also extended the impact and reach of the Panel Pledge within the sector.

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

NSW RFS Members of the senior leadership team conducted virtual "listen and learn" sessions with women representatives of staff and volunteers to gain a deeper understanding of key gender equality priorities to inform action.

2. Facilitate flexible work practices

Reviewed flexible workplace practices and workplace policies with 84.6% of Members implementing flexible work policies. COVID-19 resulted in rapid adoption of flexible work practices including remote working leading to many benefits including increased engagement across geographically dispersed teams, shift from 'presenteeism' to 'ownership and accountability for roles and responsibilities' and increased output.

- Emergency Management Victoria Implemented flexible roles (shift lengths and ability to work remotely) within the State Control Centre (SCC) allowing staff with caring responsibilities to contribute to the SCC..

3. Gender equality in talent development

Identified and enabled 28 high potential leaders from Member organisations in the sector to participate in the 'Young Leaders Program' offered by Coalition Founding Member McKinsey & Company. 37% of participants in the program are women, with 18 men selected in recognition of their inclusive leadership capabilities.

PwC Australia helped the sector better understand barriers to entry for women in recruitment processes, particularly for frontline firefighters, roles that are often on the critical pathway for key leadership positions. The analysis compared and contrasted processes and outcomes across key fire services. The next steps are to clearly define 'what makes a firefighter'

in the modern context; identify and challenge inconsistencies in criteria between agencies and, in collaboration with AFAC, develop an agreed set of standards as a resource that can be tailored for each organisation.

Several organisations introduced strategies to improve gender balance in the recruitment of firefighters and volunteers:

- NSW National Parks and Wildlife Services conducted a recruitment process for 125 new firefighters with targeted strategies aimed at increasing the number of women, that has resulted in a significantly increased number of applications from female candidates, as well as a number of minority groups. [Add detail on number/percentage]
- NSW RFS accepted 2,600 new female volunteer members this year, the highest intake of female volunteers on record.
- NTFRS achieved 50% women in Firefighter Auxiliary Recruitment.
- QFES achieved highest number of female recruit firefighters in FY2019-20.
- Parks Victoria North West region achieved 50% women in Project Fire Fighting roles for the first time.
- Department of Fire and Emergency Services of Western Australia's efforts to increase female firefighters recruited for the current firefighter school resulted in women making up 22% of the current recruit numbers representing an average increase of 12% when compared with the previous two intakes.

4. Communications and symbols

Completed a review/audit of the public presence of 76.9% of Member organisations to ensure they are presenting a respectful and inclusive environment for women. For example:

- Fire Rescue Victoria launched 'Our Story' website that aims to use positive communications to promote the existence and value of diversity and inclusion at Melbourne Metropolitan Fire Brigade and within the community. One of the features of the Our Story website is an employee profile section which has 50/50 representation of women and men as well as highlighting other areas of social and professional diversity. 65% of images include women making them a visible part of fire and emergency services. The website also highlights that employees are positive community leaders contributing to broader social reform.

5. Engaging our community in change

Developed and released the comprehensive and evidence-based Case for Change to provide Member organisations and the sector more broadly with the rationale and benefits of gender equality across the sector. The report outlined how gender equality would improve critical areas such as risk management, governance, innovation, community engagement and leadership as a key workforce planning and sustainability strategy. The report has been shared with the more than 180,000 people working in the sector to support wider diversity and inclusion goals at the organisation and local community level. Other examples of community engagement on the issue of gender equality include:

- Fire Rescue Victoria led and coordinated a campaign for International Women's Day in 2020 and linked events for International Men's Day that included a series of short films about the challenges, issues and opportunities that people face in regard to gender and which challenged gender stereotypes, explored the harm caused by discrimination, and offered inspiration about creating a more equitable world.

6. Systems and environment to assist inclusion

Member organisations contributed to the report, *Disrupting the System: Preventing and Responding to Sexual Harassment in the Workplace*. This included: identifying the potential to adopt or adapt health and safety models for more effective approaches to addressing the issue; the need to better articulate and educate people on what is meant by ‘zero tolerance’; and the importance of helping people understand in detail what does and does not constitute sexual harassment; how context can amplify the impact of certain behaviours; and the range of actions available to people and organisations when the behaviour occurs.

Commissioner Paul Baxter, NSW Fire and Rescue, launched the newly developed policy for the prevention of sexual harassment, which is supported by a comprehensive and sector-specific education program and toolkit. 11% of employees have enrolled in the program with the policy and toolkit accessed 3,812 times from June 2020 to March 2021.

CFA Victoria has prioritised reducing challenges and barriers for volunteer women firefighters by including feminine hygiene packs as an order line item for inclusion in Brigade trucks to support women on long call outs at incidents and fires.

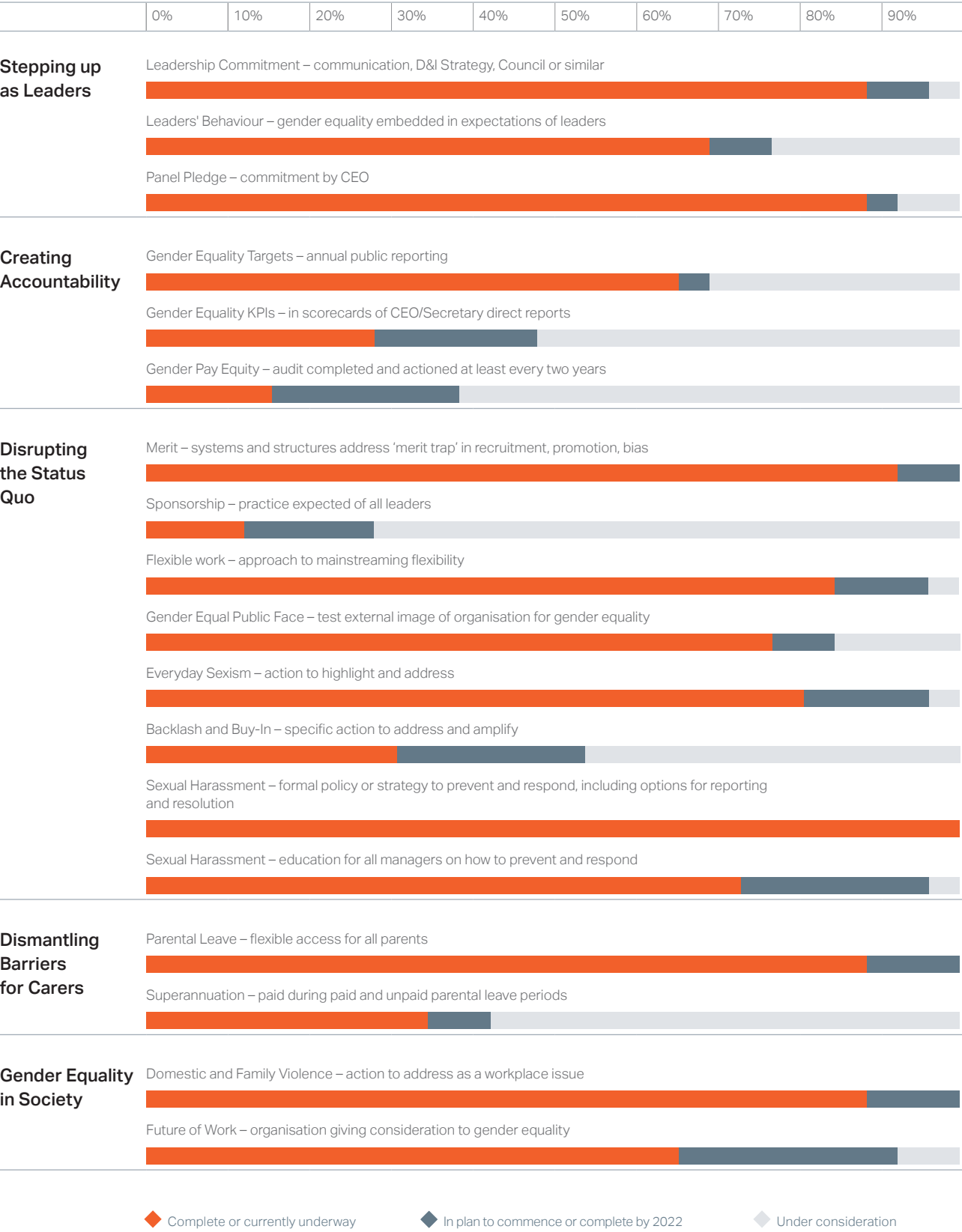
Air Services Australia released findings of an independent review into workplace culture, sexual harassment and bullying within their organisations. The CEO publicly committed to implement the report’s recommendations in full and launched a communications campaign that focused on drawing a line in the sand on unacceptable behaviour; the nature and impacts of bullying, sexual harassment, harassment and discrimination; supporting staff who have been affected by the experience of bullying, harassment, sexual harassment or discrimination in the workplace; empowering people to access support and use reporting channels if unacceptable behaviour occurs; and leaving no doubt that perpetrators will be held to account.

7. Reporting on gender equality

Tracked and monitored progress for 2020 against standard metrics aligned to Champions of Change coalition reporting methodology, with 26 organisations sharing their latest gender representation data and progress building the conditions and cultures that enable women to thrive. This represents the most consistent and comprehensive reporting on gender equality ever undertaken in the fire and emergency sector.

This table describes how the Fire and Emergency Group is tracking against key actions identified for accelerating change on gender equality as identified by the Champions of Change Coalition.

Table 1: Practical actions



Gender balance in leadership, recruitment, graduates and promotions

Table 2: Gender balance in leadership

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

Table 2: Gender balance in leadership

(Continued)

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

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

◆ Increase in under-representation of women since baseline year

◇ Not applicable

◇ Overall total includes non-binary gender categories

◆ Moving closer to gender balance since baseline year

◇ Unchanged since baseline year

◇ * Women are in role(s) at CEO/Head of Business (or equivalent) category

◇ # Data includes employees on COVID-19-related stand down

◆ Increase in over-representation of women since baseline year

◇ First year reporting

◇ ^ Data includes volunteers

Table 3: Gender balance in leadership (frontline service delivery)

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

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

Unchanged since baseline year

Not applicable

Overall total includes non-binary gender categories
- Moving closer to gender balance since baseline year

First year reporting

Women are in role(s) at CEO/Head of Business (or equivalent) category

Data includes employees on COVID-19-related stand down
- Increase in under-representation of women since baseline year

Data includes volunteers

Table 4: Gender balance in leadership (frontline service delivery enablement)

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

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

Increase in under-representation of women since baseline year

Not applicable

Overall total includes non-binary gender categories
- Moving closer to gender balance since baseline year

Unchanged since baseline year

Women are in role(s) at CEO/Head of Business (or equivalent) category

Data includes employees on COVID-19-related stand down
- Increase in over-representation of women since baseline year

First year reporting

Data includes volunteers

Table 5: Gender balance in recruitment and promotions

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







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

Table 6: Gender pay equity

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

 Data not available

Table 7: Access to flexible work and experiencing an inclusive culture

Fire & Emergency Group Organisations	Flexible Work Percentage of employees reporting they have access to the flexibility they need (or similar wording).			Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording).		
	Women	Men	All	Women	Men	All
Airservices Australia	43.0	24.0	28.0	46.0	60-.0	52.0
AFAC	-	-	80.8	-	-	77.4
CFA Victoria	-	-	60.0	-	-	57.0
Dept of Fire and Emergency Services WA	-	-	86.0	-	-	86.0
Fire and Rescue NSW	-	-	57.0	-	-	-
NSW Rural Fire Service	-	-	51.0	-	-	58.0
Parks Victoria	-	-	54.0	-	-	80.0
Queensland Fire and Emergency Services	70.0	54.0	58.0	75.0	73.0	73.0
Queensland Parks and Wildlife	-	-	61.0	-	-	70.0
SA Metropolitan Fire	-	-	73.0	-	-	70.0
South Australian SES	-	-	90.0	-	-	79.0
Tasmania Fire Service	-	-	34.0	-	-	60.0
Tasmania SES	-	-	-	-	-	77.8
Fire & Emergency Group Averages	56.5	39.0	61.1	60.5	66.5	70.0

 Data not available

Table 8: Sexual harassment – respect and safety at work

Fire & Emergency Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
Airservices Australia	-	-	39.0	39.0	39.0	39.0
Dept of Fire and Emergency Services WA	-	-	69.0	-	-	44.0
Parks Victoria	-	-	-	-	-	37.0
Queensland Fire and Emergency Services	-	-	-	-	-	57.0
Tasmania Fire Service	-	-	-	-	-	45.0
Fire & Emergency Group Averages	-	-	54.0	39.0	39.0	44.4

◇ Data not available

Table 9: Exits during or at the end of parental leave

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

◇ Data not available




Data Definitions

Every effort has been made to align Fire and Emergency sector roles to the Workplace Gender Equality Agency (WGEA) gender reporting categories for consistency and comparability. The approach we have taken is detailed below and covers staff and volunteers.

Definition Category definition aligned with WGEA reporting	Sector Roles Examples of sector roles included in category
Governing Body / CEO	
A governing body is defined as the board of directors, trustees, committee of management, council or other governing authority of the employer. This includes voluntary boards of not-for-profit organisations. Organisations may have a number of governing bodies, for example a board of directors and an executive committee of management. GEI2 refers to the composition of the highest level of governance body within your organisation. In this case, the board of directors would be reported on, not the executive committee of management.	Board AFAC Council Commissioner Chief Fire Officer Chief Executive Officer Fire Services Board of Management Senior Assistant Commissioner Fire Manager
The Chief Executive Officer (CEO) (or equivalent, however named) is the highest ranking corporate officer (executive) or an administrator in charge of management of an organisation. The CEO (or equivalent) is reported on separately to other key management personnel. Examples of the CEO could (depending upon the nature of the organisation) also be the managing director, general manager, managing partner, principal or vice chancellor.	

Definition Category definition aligned with WGEA reporting	Sector Roles Examples of sector roles included in category
Key Management Personnel (KPM)	
Key Management Personnel (KPM) have authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124.	Frontline Service Delivery Deputy Commissioners Assistant Commissioners Non-Executive Directors
A defining feature of KMPs is that their influence is at the entity level. They are likely to be functional heads such as heads of operations or heads of finance and direct how that component contributes to the entity’s outcome, with a strategic focus.	Frontline Service Delivery Enablers Deputy Chief Officers Executive Director People and Culture Executive Director Infrastructure Services Executive Director Volunteers and Strategy Executive Director Communications and Government Relations Assistant Chief Officers Executive Directors
The KMP is a manager who represents at least one of the major functions of an organisation.	
Other Executives / General Managers	
An ‘other executive’ or general manager holds primary responsibility for the equivalent of a department or a business unit. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO.	Frontline Service Delivery Chief Superintendent Superintendent SES – Local Controller, Deputy Local Controller Operations Managers Managers Community Safety
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.	Frontline Service Delivery Enablers Director A08 and equivalent
Senior Managers	
Senior Managers are charged with one or more defined function, department or outcome. They are more likely to be involved in a balance of strategic and operational aspects of management. Some decision making at this level would require approval from either of the two management levels above it.	Frontline Service Delivery Inspectors, Group Officers Group Leader, Deputy Group Leader Operations Officers Fire Communications Manager Officer Level 3, Officer Level 2 Group Captain, Deputy Group Captain
Senior Managers are responsible for resourcing, a budget and assets (capital expenditure).	Frontline Service Delivery Enablers AO7 and equivalent

Definition Category definition aligned with WGEA reporting	Sector Roles Examples of sector roles included in category
Other Managers ‘Other managers’ plan, organise, direct, control and coordinate an operational function. 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. 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).	Frontline Service Delivery Senior Station Officers Station Officers Captains Leading Field Operations Member Senior Field Operations Member Captain, Senior Deputy Captain, Deputy Captain Officer Level 1 Frontline Service Delivery Enablers Area Training and Support Officer Building Approval Officer Fire Communications Supervisor AO6 and equivalent First Officer
Non-Managers Non-Managers organise defined tasks or groups of tasks, and supervise one person or a team of people. They consider budgetary implications, carry out activities within defined parameters, handle work assignments, time-keeping and problem solving, but have limited decision-making authority.	Frontline Service Delivery Firefighters, all ranks up to SO Lieutenants, Leading Firefighters Community member, Field Operations member, Senior Field Operations Member, and Leading Field Operations Member Auxiliary/ Retained Firefighter Frontline Service Delivery Enablers Fire Communications Officer AO3–5 and equivalent RFS members All members unless specified above

<div>  </div> <div> <h3>Champions of Change for Fire and Emergency Services</h3> <h4>Charter</h4> <p>As Champions of Change, we commit to actively advancing gender equity across our organisations and the wider community – stepping up beside women leaders in our sector who will act as our Special Advisors.</p> <p>Our purpose is to advance gender equity, inclusive cultures and achieve significant and sustainable improvements in the representation of women in our workplaces, including senior leadership positions amongst our staff and volunteers. This includes a focus on:</p> <h4>Leadership</h4> <ul style="list-style-type: none"> • Building gender equity into our organisational strategy and operations, driven by the Champions of Change and their leadership teams. • Changing conditions, cultures and mindsets to enable both women and men to advance equitably within our organisations. • Working to increase women on our boards/governing bodies, executive committee and in line management at both staff and volunteer levels. <h4>Talent development</h4> <ul style="list-style-type: none"> • Recruiting, developing and retaining diverse people as a priority. • Adopting and implementing policies and practices that eliminate gender discrimination and bias in areas such as recruitment, rewards and promotion. • Developing workplaces that are respectful and inclusive, where health and safety are prioritised and all forms of violence – including verbal, physical and, sexual – and sexual harassment, are prohibited. • Developing mechanisms to foster balance between work and family life for women and men. <h4>Public advocacy</h4> <ul style="list-style-type: none"> • Sharing experiences and strategies for advancing gender equity across the corporate, government, public, community and volunteer sectors. • Creating a catalogue of best practices for achieving gender equity. • Being spokespersons for the promotion of gender equity, both individually and collectively. • Working together to increase dialogue among our peers and to build our network of Champions. <h4>Accountability</h4> <ul style="list-style-type: none"> • Assessing and publicly reporting on our individual and collective progress and results on gender equity, consistent with applicable local and global leading practice reporting frameworks. </div>
--

Our thanks

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

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



AFAC

Madeleine Kelly

Senior Project Officer & Personal Assistant to the CEO
AFAC
madeleine.kelly@afac.com.au

Champions of Change Coalition

Lisa Pusey

Program Director
Champions of Change Coalition
lisa.pusey@championsofchangecoalition.org

Somali Cerise

Program Director
Champions of Change Coalition
somali.cerise@championsofchangecoalition.org

Cover photo courtesy of **NSW State Emergency Service**