



2022

IMPACT REPORT
SUMMARY

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Dear colleagues

Our Coalition was established in 2010 because women’s representation in leadership was low, the pace of change was too slow and gender equality was not on the leadership agenda. Since then, our focus has been on advancing more and diverse women into leadership and building respectful and inclusive workplaces where all people can thrive.

Over the past 12 years, we have evolved from one group of Founding Members to a significant cross-sector collaboration accelerating progress on gender equality. Accountability, transparency and standing behind our numbers have always been core principles of our work together.

The Champions of Change Coalition 2022 Impact Report presents the aggregated actions and impact of 260+ leaders from more than 230 organisations across 155 countries over the past year. It is believed to be one of the largest voluntary public disclosures on gender equality in the workplace globally.

Our approach is to listen to and learn from a wide range of voices to inform the actions we take. We share our written resources for others to adopt and adapt, to accelerate the pace of change.

In 2022, this included challenging norms and sharing lessons on implementing flexible working arrangements on the frontline of heavy industry, in our *Shifting Expectations: Flexibility for frontline, shift and site-based roles* report. We examined the impacts of disrespectful workplace behaviours in *Everyday Respect: It starts with understanding. It starts with respect*. We emphasised the importance of preventing gender-based violence and supporting those affected by it in our *16 Days of Activism Against Gender-Based Violence Campaign Participation Guide*. Additionally, our *Sexual Harassment and the use of NDAs* publication presented guidance on and the rationale for leaders to settle sexual harassment matters by building trust through care, accountability and transparency.

The Impact Report demonstrates the Coalition’s year-on-year progress on gender balance in leadership teams and across all key indicators of leadership pipeline and representation. It also details our significant progress in implementing our commitments to action across every measure in our workplan, particularly in preventing and more effectively responding to sexual harassment.

We look forward to consistent and sustainable progress, in advancing more and diverse women; creating cultures of care, respect and belonging for all; removing structural inequalities; and designing systems and workplaces for a truly gender-equal future. Our ambition is to achieve inclusive gender equality across our workplaces within a generation.

We extend our sincere thanks to our partner organisations and all those who advise on, support and contribute to our work.

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.

Through the strategy, leaders form a high-profile coalition to drive 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, that gender pay gaps still exist across the world, and that workplace systems are not geared to enable all women to develop, thrive and advance.

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.

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 power of more than 230 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 more than a decade also shows that making work more accessible and inclusive for all women is delivering wider benefits for employees, teams, organisations and communities.

Origins of the Champions of Change

The Champions of Change Coalition strategy was 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 more than 260 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.

When you consider progress over the past decade, we know that it is possible to accelerate gender equality. The advancements have come about because civil society, human rights advocates, government, unions, academics and business have come together to create change, to disrupt the status quo. We are connected to so many great partners in this mission - organisations and individuals we step up beside and who inform our work.

Elizabeth Broderick AO
Founder, Champions of Change Coalition

The Champions of Change Coalition

260⁺



CEO or board-level leaders across the world

230⁺



Organisations covering every major sector of the economy

155



Organisations operating in 155 countries

55



Women who are Members and Convenors

1.4M



Representing more than 1.4 million employees globally

245 / 64



Supported by 245 women and 64 men Implementation Leaders

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

KEY PARTNERS



Coalition Partners

- | | |
|---|--|
| Australian Institute of Company Directors | Our Watch |
| Australian Human Rights Commission | 30% Club Australia |
| Australians Investing in Women | UN Global Compact |
| Business Council of Australia | UN Women |
| Challenge DV | WESNET |
| Chief Executive Women | Workplace Gender Equality Agency |
| Diversity Council of Australia | Women's Leadership Institute Australia |
| Fullstop Foundation | |
| No to Violence | |
| Office for Women (Australia) | |

Group Partners

- AFAC
- Association of Consulting Architects Australia
- Consult Australia
- Makati Business Club
- Microsoft Australia
- Philippine Business Coalition for Women
- Empowerment Parlour
- Philippine Women's Economic Network
- Property Council of Australia

Group establishment timeline



Listening, Learning and Leading with Action

2010 ▶ Coalition establishment

2011 ▶ Reporting progress on gender equality

2012 ▶ Gender balance in public forums

2013 ▶ Advancing women in leadership

2014 ▶ Effective leadership for change; mainstreaming flexible work

2015–2022 ▶ Workplace responses to domestic and family violence; workplace responses to employees who use domestic and family violence; 16 Days of Activism Against Gender-Based Violence participation guide

2016 ▶ Avoiding the merit trap

2017 ▶ Gender pay equity; everyday sexism; gender-balanced public image

2018 ▶ Backlash and buy-in; gender-equal future of work

2019 ▶ Gender equality and innovation in STEM; pay equality for elite women athletes; 40:40:20 Interrupting bias in recruitment and talent; line manager engagement in gender equality

2020 ▶ Inclusion in the Fire and Emergency sector; COVID-19 practical actions for gender equality; accelerating flexible work; gender equality in sport progress report; preventing and responding to sexual harassment

2021 ▶ Gender equality in sport progress report; gender-balanced corporate giving; resources on preventing and responding to sexual harassment; gender equality and the digital economy

2022 ▶ Everyday Respect: It starts with understanding. It starts with respect (from the Consult Australia Group); Shifting Expectations: Flexibility for frontline, shift and site-based roles; 16 Days of Activism against Gender-Based Violence Campaign Participation Guide; Sexual Harassment and the use of NDAs

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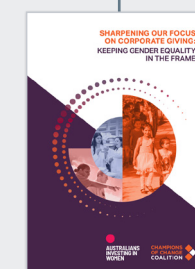
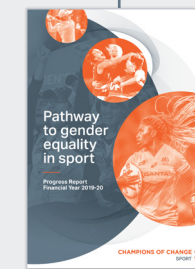
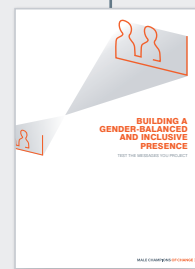
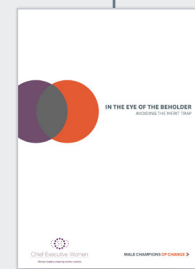
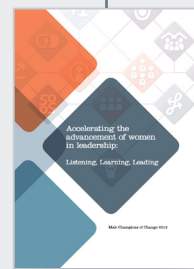
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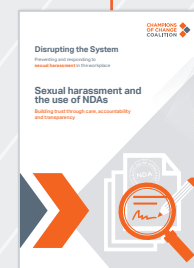
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2015–2022



2022 in Focus

Leadership commitment is the most significant driver of inclusive gender equality, and visible leadership and accountability for progress are fundamental.

Our Members' commitment to inclusive gender equality involves disrupting the status quo, shifting entrenched workplace systems and continually challenging practices in our organisations. We focus on innovation, experimentation and the fundamentals of leading and progressive practice on gender equality.

Our annual Impact Report details Members' actions on talent promotion, acquisition, and gender-balanced retention practices; busting the merit myth and eliminating bias across the employee life cycle; creating safe and inclusive conditions for all employees to thrive; gender-neutral parental leave; targets incentivising leaders' to take action on change; making sponsorship of diverse talent an expectation of leaders at all levels; transparency around progress.

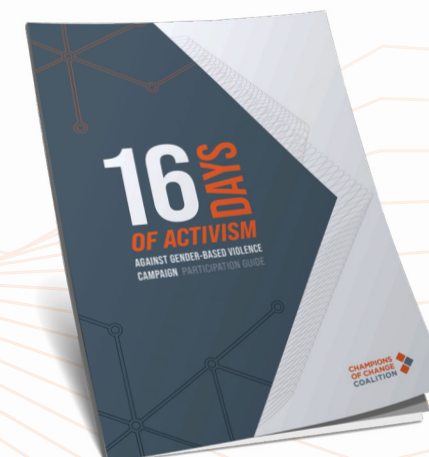
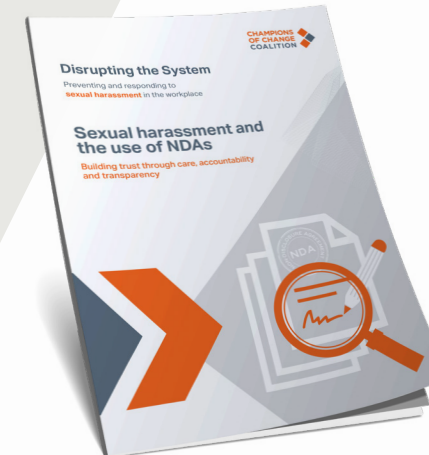
Our focus on these core activities is amplified by working together on systemic and emerging issues to identify opportunities to accelerate gender equality in our workplaces and in society.

The complexity of lived experience, privilege, inclusion and exclusion requires a nuanced response that appreciates the breadth and depth of everyone's experiences, aspirations and efforts. We are increasingly taking a more intersectional approach to gender equality – inclusive gender equality.

Flexible ways of working continue to be at the heart of efforts for greater inclusion. In 2022, led by the Members of the National 2015 and National 2017 Groups, the Coalition published *Shifting Expectations: Flexibility for frontline, shift and site-based roles* to share programs and initiatives tested and refined in largely male-dominated heavy industries.

The work challenged long-held norms about where, when, how and by whom work is done in frontline settings in different sectors. Early insights from site-specific trials by Crown, Hanson, South 32, Telstra, Unilever, Viva Energy and Worley demonstrate positive impacts on workforce engagement and productivity beyond improved employee wellbeing.

Listening and learning from sector experts and Member experience is accelerating the adoption of Coalition-wide best practice in preventing and responding to sexual harassment. In October, a gender-balanced cohort of 730 leaders – including Coalition Members and their boards and executive teams – came together to listen and learn from those working on the frontline with people who experience sexual harassment. Speakers included Moo Baulch OAM (Our Watch), Sharmilla Bargon (Redfern Legal Centre), Dr Michael Flood (QUT) and Shaan Ross-Smith (MATE program). They helped participants to understand where the Coalition's work is having a positive impact what persistent and emerging issues leaders need to address. Coalition Members Virginia Briggs (MinterEllison), Matt Comyn (CommBank), Mark Davies (Rio Tinto), Jason Harfield (Airservices Australia), Professor Brian Schmidt AC (ANU) and Tom Seymour (PwC) candidly discussed their experiences and insights from implementing programs using the Disrupting the System Framework in their organisations.



Workplace behaviours that exclude some people and unfairly advantage others on the basis of gender, race, sexual orientation, gender identity, disability or age are harmful and prevent people from reaching their full potential. **Champions of Change Consult Australia Group** surveyed more than 1,500 employees to understand their experiences of exclusionary behaviour as well as their view on leadership's response and consequences. *Everyday Respect: It starts with understanding. It starts with us.* shares the nature, prevalence and impact of exclusionary behaviours within their organisations. It also describes the renewed leadership commitment to role model expected behaviours, share learnings across the organisations, and develop the resources and skills to create psychologically safe workplaces.

Sexual Harassment and the use of NDAs is a CEO's perspective on building trust through care, accountability and transparency. Following the framework of *Disrupting the System: Preventing and responding to sexual harassment* the newform non-disclosure agreement (NDA) guidelines were developed by Members to support the required systemic and mindset shifts on the use of NDAs to settle sexual harassment matters, from protecting perpetrators and silencing those impacted to taking accountability, providing care and accelerating prevention.

Each year, from 25 November to 10 December, the *16 Days of Activism Against Gender-Based Violence Campaign* takes place internationally to raise awareness and take action against gender-based violence. It is an opportunity for Members to demonstrate their commitment to supporting women's safety in their organisations and in the wider community. Our *2022 Campaign Participation Guide* follows the Coalition's Playing Our Part framework and suggests meaningful and effective actions leaders can take, with examples from Member organisations.

Disrupting the System on Sexual Harassment

In 2022, the prevention of workplace sexual harassment has continued to be at the forefront of national conversations and organisational strategies in every sector of the economy.

This year, the newly elected Government endorsed all recommendations from the *Respect@Work: Sexual Harassment National Inquiry Report (2020)*. The Respect@Work Council has continued to advocate for legislative reform, support stakeholders and develop tools and resources for individuals, organisations and regulators.

The cultural reviews conducted in the public and private sectors in the past 12–18 months offered renewed lessons for all on the importance of leadership commitment; acknowledgement of harm; transparency and accountability; and a person-centred approach to redress.

This year is a unique moment in time where the government and the public and private sectors are aligned on understanding the harm and cost of sexual harassment and united on the urgency to prevent workplace sexual harassment.

OUR POSITION

Our position

Sexual harassment, in all its forms, is an abuse of power. It represents behaviours that are beneath the standards we expect from every one of us and across our organisations. It is unethical and against the law. It is inextricably linked to gender inequality.

We have seen the psychological, emotional and physical toll it takes, and the detrimental consequences it can have on the careers and personal lives of those affected, as well as their families and those close to them.

We acknowledge that past approaches to address this behaviour have been insufficient.

We agree that new approaches are required, recognising that this is a human and societal issue.

We will act to prevent it and ensure effective responses for those impacted within, and connected to, our organisations.

We will enable people to report sexual harassment to all its forms, and empower them to speak about it, change behaviour if required and respond appropriately in the moment to prevent repetition and escalation.

We will strive for ethical responses over expedient solutions.

We will support respectful transparency so that we can learn from incidents, continuously improve our approach, and improve our accountability to our staff, our stakeholders, and the broader community.

We will lead a new conversation and take new actions to ensure that sexual harassment in our workplaces is eradicated.

Sexual harassment, in all its forms, is an abuse of power.

Since 2019, we have been examining the issue of sexual harassment frankly as a Coalition of CEO and board-level leaders committed to gender equality and from our own organisation's perspectives.

In 2020, we published *Disrupting the System* based on our learnings and the understanding that what we had been doing, however well intentioned, wasn't working. We realised that shifting the systems and mindsets required a framework of practical guidance and support for leaders and their workplaces across 5 key focus areas:

1. Elevate the prevention of sexual harassment and early intervention as a leadership priority
2. Address sexual harassment as a workplace health and safety issue
3. Introduce new dynamics on confidentiality and transparency, with a particular focus on better management of high-profile cases
4. Inform, empower and expect everyone to speak up and take action on sexual harassment in the workplace
5. Listen to, empower, respect and support people impacted.

In 2022, the Coalition's priority has been on continuing to implement the *Disrupting the System* framework in our own organisations.

Quarterly Member meetings provide a regular forum to share what we are doing and learning. We also came together at the Step Up forum to engage our executive leadership teams and unite on accelerating action.

We continue to listen and learn with various industry bodies, business groups, member associations and sector experts to address persistent problems, and new and emerging issues. This has helped us to do deep dives on topical issues and develop further guidance for Members – for example, on the use of NDAs in sexual harassment matters.

A disruptive approach to end sexual harassment in the workplace

01

Elevate the prevention of sexual harassment and early intervention as a leadership priority

02

Address sexual harassment as a workplace health and safety issue

03

Introduce new principles on confidentiality and transparency for high-profile sexual harassment cases

04

Inform, empower and expect everyone to speak up and take action on sexual harassment in the workplace

05

Listen to, respect, empower and support people impacted

Our Progress

88.8%

of organisations have taken action to review reporting options to ensure multiple, confidential avenues for employees impacted by sexual harassment (⬆ from 76.4% in 2021)

88.2%

of board and/or executive leadership teams have committed to eradicate sexual harassment and articulated their zero-tolerance position (⬆ from 75.8% in 2021)

88.2%

of organisations have reviewed employee education to better support all employees identify sexual harassment and know how to respond (⬆ from 69.6% in 2021)

80.7%

have invested in building internal support capability or expand relationships with external support services (⬆ from 62.1% in 2021)

80.1%

have adapted workplace health and safety strategies to incorporate sexual harassment as a physical and psychological safety issue (⬆ from 61.5% in 2021)

77.6%

have established regular reporting on sexual harassment into their regular board and/or executive leadership team reporting cycles (⬆ from 55.9% in 2021)

Many in the Coalition are also well advanced in the disruptive actions that take more time and require a greater shift in mindsets, management systems and processes.

62.1%

of organisations have conducted a risk assessment or cultural review to identify high-risk cohorts or behaviours (⬆ from 36.6% in 2021)

49.7%

are regularly sharing internal updates on case numbers, de-identified cases and outcomes (⬆ from 33.5% in 2021)

45.7%

of organisations ensure an individual impacted retains their right to speak in commercial settlement agreements (ie specific NDA carve-outs), with a further 19.1% in plan to complete by 2024 (New question in 2002)

Coalition Members regularly step up as advocates providing perspectives on sexual harassment prevention and responses in the national business media and at domestic and international conferences and summits. They also help the Australian Human Rights Commission Respect@Work Taskforce in developing resources supporting the implementation of its key recommendations. We acknowledge Peter Bennett, Virginia Briggs, Kerryn Coker, Matt Comyn, Mark Davies, James Fazzino, Adam Haddow, Jason Harfield, Richard Hayers, Kristen Hilton, Graham Kerr, Justice Chris Maxwell AC, Dr Martin Parkinson AC PSM, Ann Sherry AO, Tom Seymour, Gavin Fox-Smith and David Thodey AO, in particular, for their time and commitment in working as advocates beyond their own organisations over the past 12 months.

The Champions of Change Strategy

Our approach is based on a set of guiding principles that 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 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 that reflect an inclusive employment experience
- Fewer people 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. The term 'women' includes all cisgender, transgender, non-binary and intersex people who identify as women.

2021–22 Outcomes

Accountability and transparency are core to the Champions of Change Strategy.

The 2021–22 outcomes represent the status and year-on-year change in these gender equality metrics for the Coalition and are based on comparing the same set of organisations reporting in 2020–21 and 2021–22.

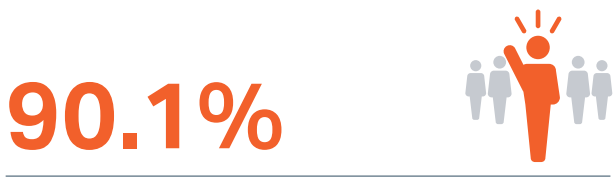
Most Australia-based Champions of Change Coalition Members are required to submit data to Australia's Workplace Gender Equality Agency (WGEA) annually. Members provide their data as reported to WGEA for several metrics in the Impact Report, and additional Coalition-specific data is voluntarily disclosed. Some Members are not required to report to WGEA, so their reporting and disclosures are entirely voluntary.

The 2021–22 Impact Report includes data voluntarily disclosed by almost 90% of our Member organisations.

Our Members are taking collective action to drive large-scale systematic change on gender equality. For example:

- Coalition Members collaborated to release their insights and case studies on enabling **flexible work** for people in frontline, shift-based or site-based employment.
- The Coalition's **Step Up** day included more than 700 leaders who 'downed tools' to focus on learning how to better discharge their important role of proactively preventing and addressing sexual harassment.
- Champions of Change Consult Australia Group released the **Everyday Respect** report, highlighting the challenges and opportunities for creating truly inclusive gender-balanced workplaces and workplace experiences.
- In partnership with domestic and family violence experts, Champions of Change published the **16 Days of Activism Gender-Based Violence Campaign Participation Guide**, drawing together examples of Members taking action, raising awareness of gender-based violence and participating in the campaign. The guide provides ideas others may adopt or adapt.

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



Achieved gender balance in recruitment, or a level of women's representation in recruitment that improved women's representation in the past year



Have rates of women's promotions that are either gender balanced or greater than women's representation overall



Achieved or moved closer to gender balance overall since 2021



Achieved or improved gender balance in key management personnel since 2021

Our Members are creating the conditions and cultures that enable all women to thrive in their organisations.



Have systems and structures in place to address bias in recruitment and promotions, from 87.6% in 2021



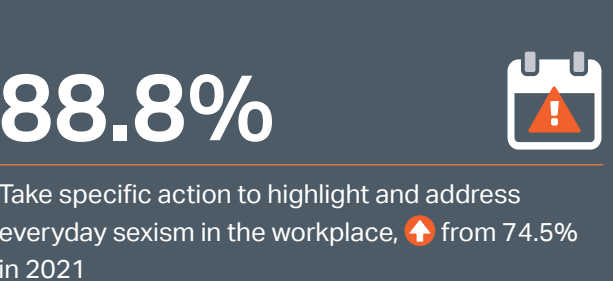
Have mainstreamed flexible work with policy, tools and technology, and leadership support, from 86.3% in 2021



Have initiatives in place to support employees experiencing or supporting family/friends experiencing, domestic and family violence, from 88.2% in 2021



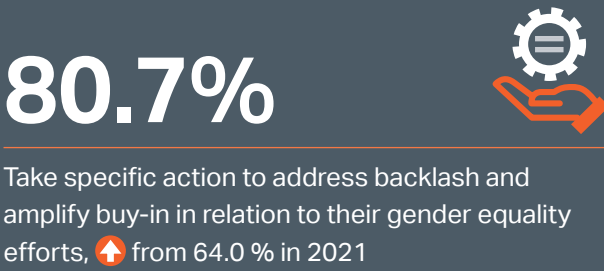
Have policies or initiatives in place to enable flexible access to parental leave for all parents, from 91.3% in 2021



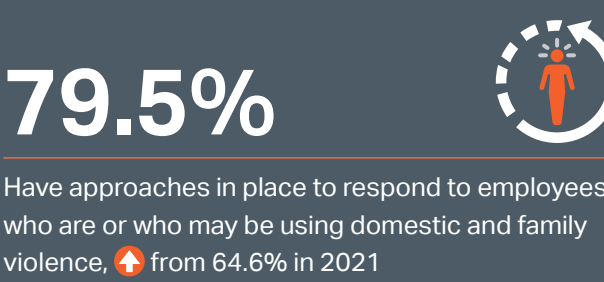
Take specific action to highlight and address everyday sexism in the workplace, from 74.5% in 2021



Make a leadership commitment to gender equality through a specific strategy and action plan that is reviewed and monitored annually by board (or senior team, if no board), from 80.1% in 2021



Take specific action to address backlash and amplify buy-in in relation to their gender equality efforts, from 64.0 % in 2021



Have approaches in place to respond to employees who are or who may be using domestic and family violence, from 64.6% in 2021



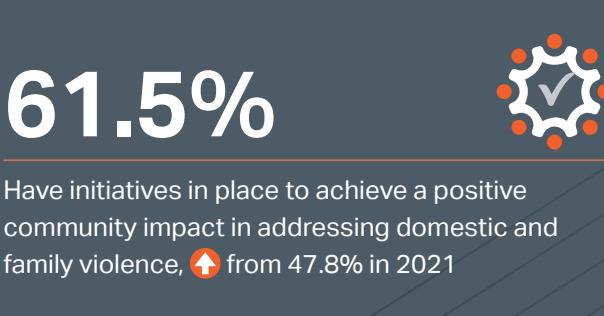
Expect all leaders in their organisation to routinely sponsor diverse emerging female talent, from 64.6% in 2021



Oversee the conduct and actioning of outcomes on pay equity audits at least every two years, from 65.2 % in 2021



Publicly disclose gender equality targets and annual progress against them, from 54.7% in 2021



Have initiatives in place to achieve a positive community impact in addressing domestic and family violence, from 47.8% in 2021

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 leading and progressive practice on gender equality.

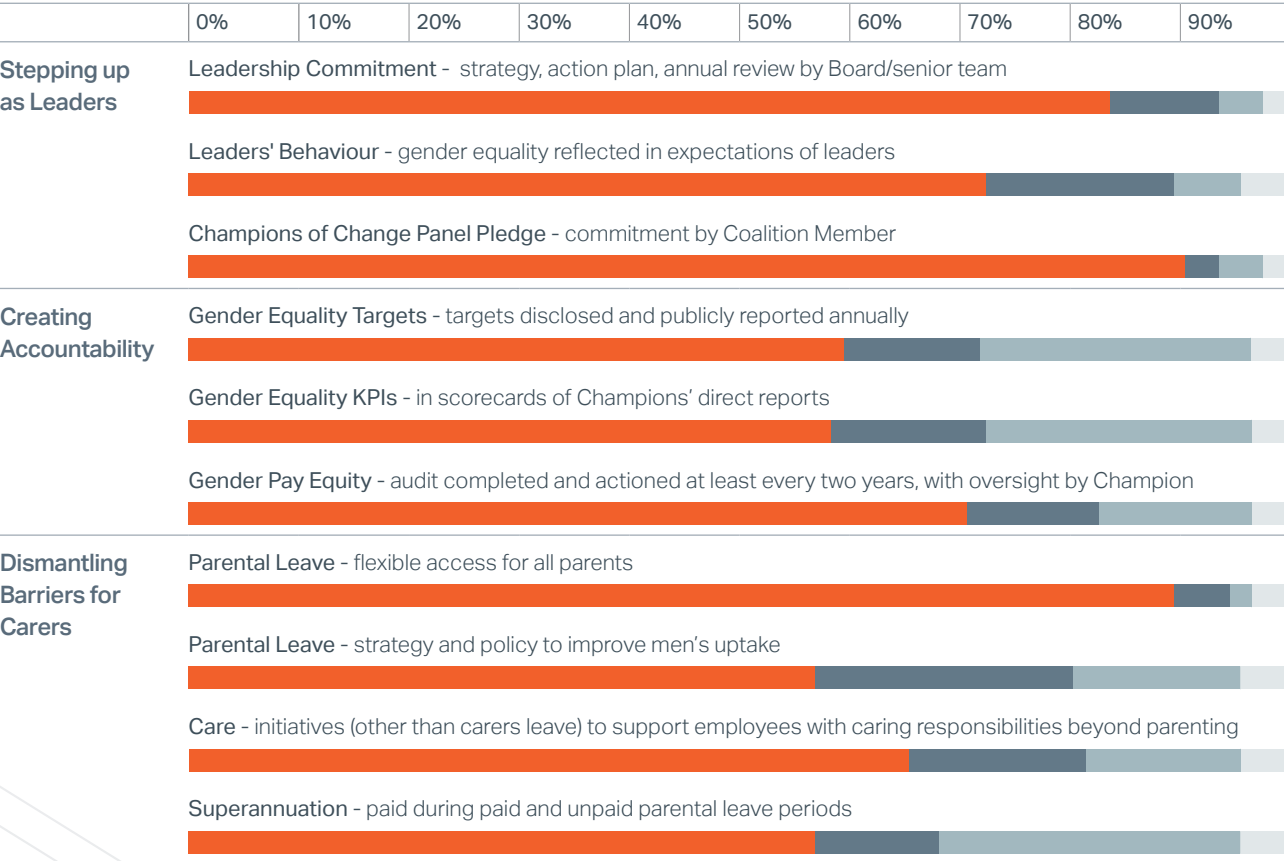
Each Group has its own pathway of listening, learning and leading that takes into account their unique contexts, priorities, timeframes and opportunities to improve.

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

The data in this table represents action by the Coalition as a whole, as it stands at the time of reporting by individual organisations.

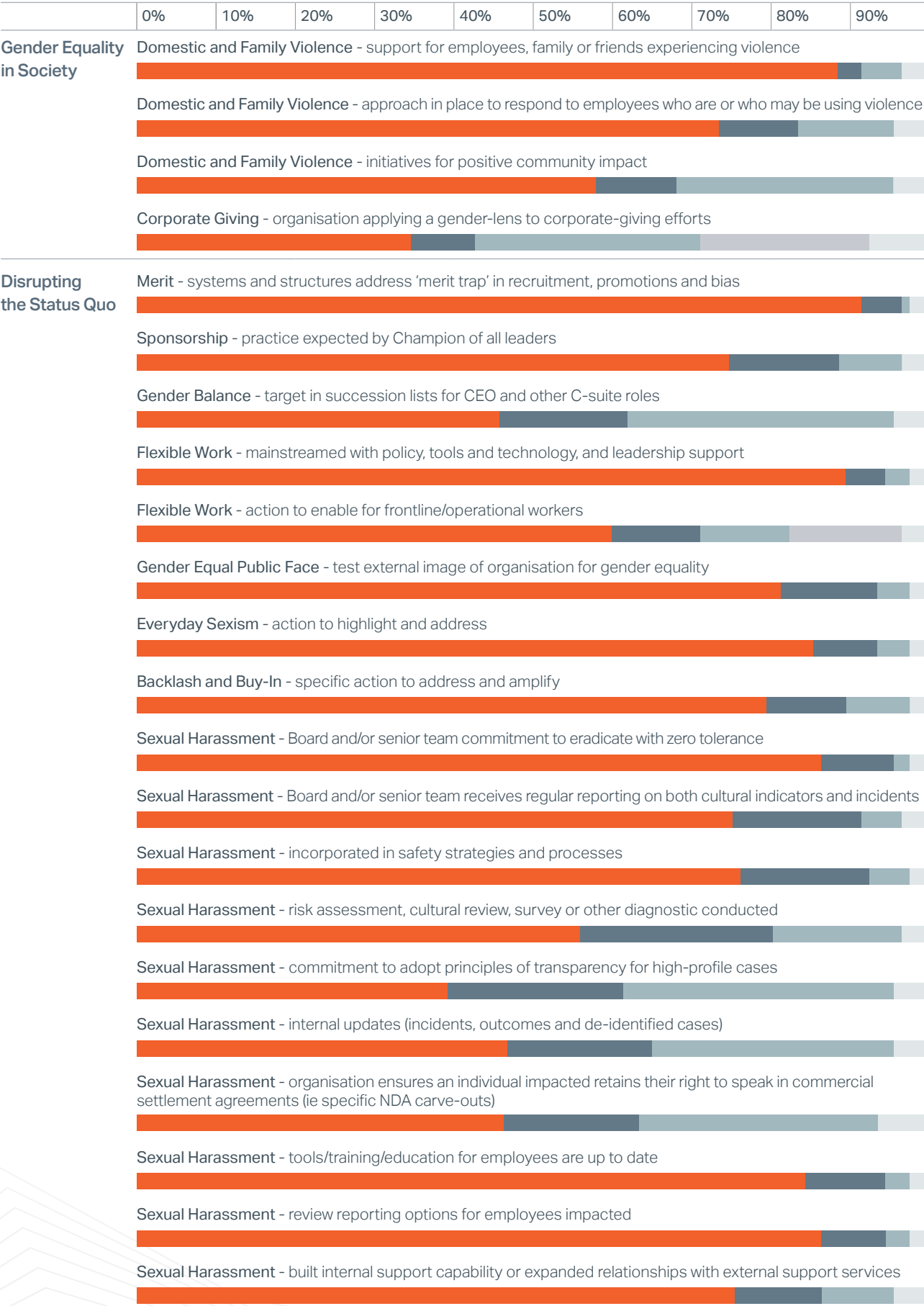
Practical actions

Table 1: Practical actions



Complete or currently underway In plan to commence or complete by 2023 Under consideration Not applicable Not reported in 2022

Table 1: Practical actions (continued)



Complete or currently underway In plan to commence or complete by 2023 Under consideration Not applicable Not reported in 2022

Our Focus on Measuring Impact

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

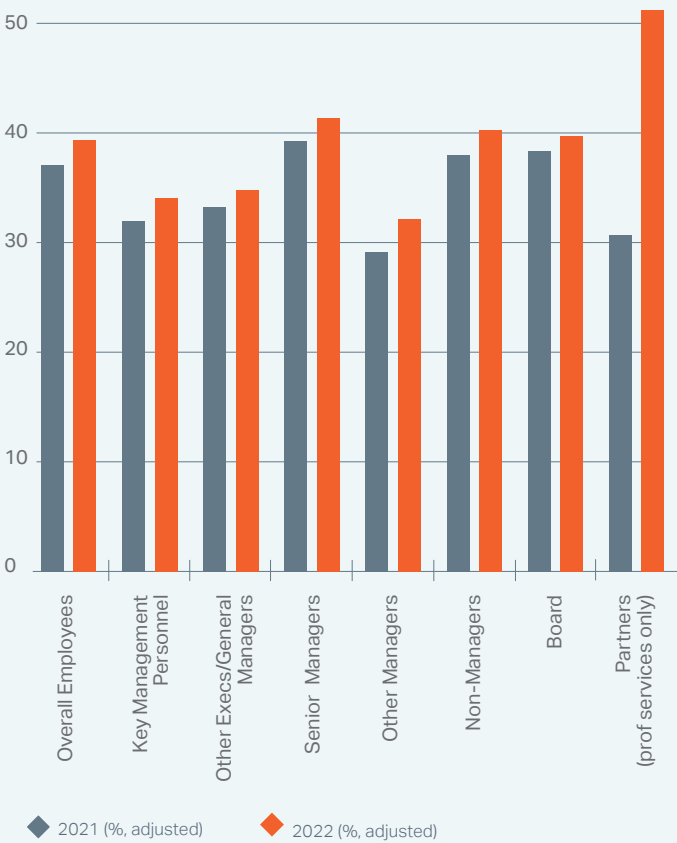
Here, we share a snapshot of results against the measurable objectives and outcomes we have prioritised. These include gender balance in leadership, recruitment and promotions; flexible work; and visible leadership on gender equality by our Members.

The following tables contain the most recent data from each Member and the Champions of Change Coalition overall. The data points represent the status and year-on-year change in these gender equality metrics for the Coalition and are based on comparing the same set of organisations reporting in 2020–21 and 2021–22.

Gender balance in leadership, recruitment, graduates and promotions



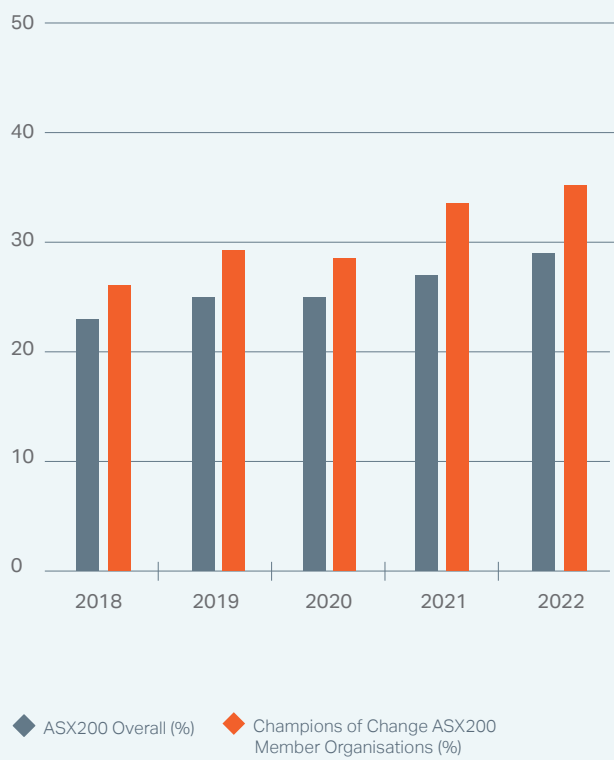
Table 2: Gender Balance in Leadership - Champions of Change Overall



Note: Detailed information from 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 31 of this report.

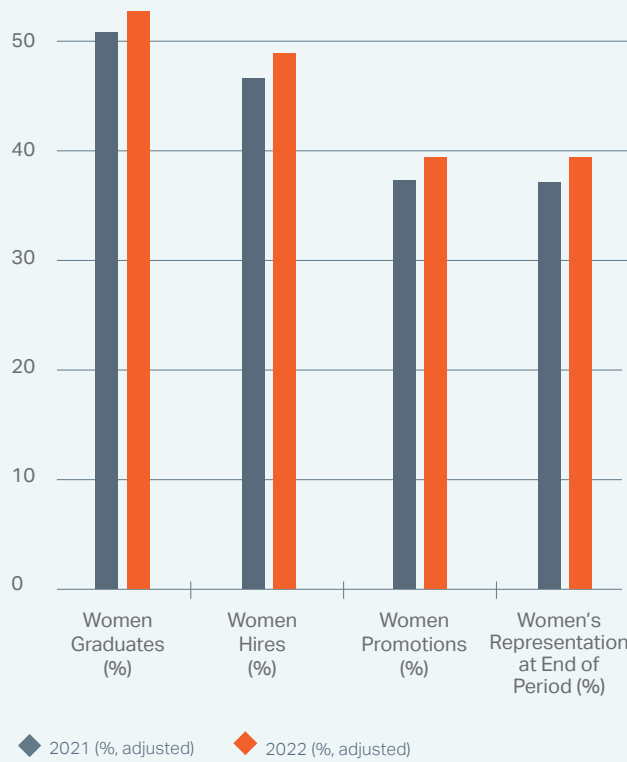
We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

Table 3: Gender Balance in Leadership - Champions of Change Leadership Teams in ASX200 Member Organisations Compared to ASX200 Overall



Note: ASX data sourced from CEW Senior Executive Census 2018-2022

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



Notes: 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 2021–22 WGEA compliance reports.

Organisations that do not report to WGEA have provided their most recent 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 Groups sections, starting on page 31 of this report.

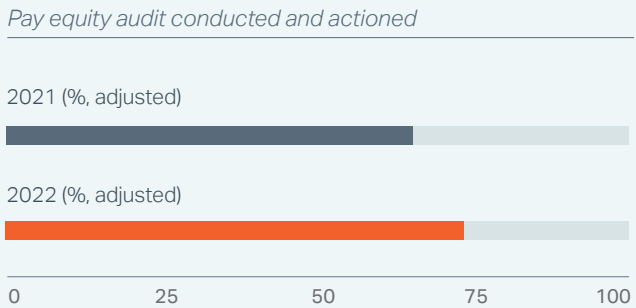
Pay equity between men and women



In 2022, 73.3% of Champions of Change organisations regularly conduct and action the results of gender pay equity audits.

Twenty-four Champions of Change organisations are disclosing their gender pay equity gaps in their annual report and on their website. Those organisations and links to their disclosures are included in the Champions of Change Groups sections, starting on page 31 of this report.

Table 5: Action On Gender Pay Equity – Champions of Change Coalition Overall

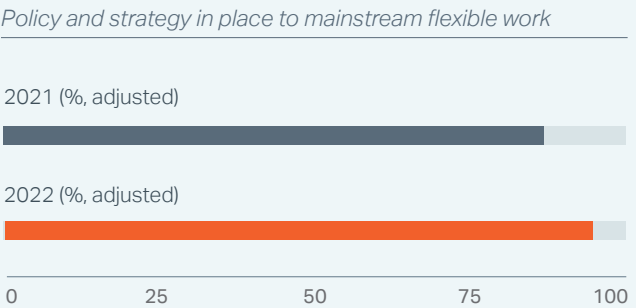


Flexible and inclusive employment experiences



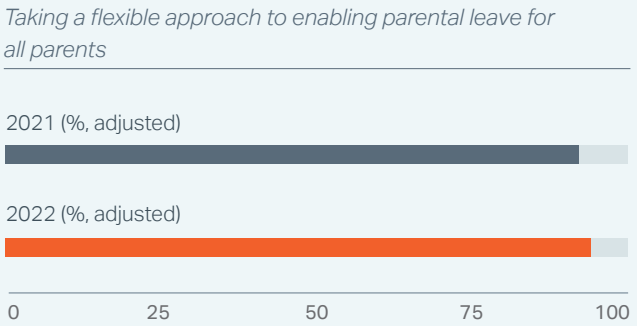
Alongside women’s representation, the experience of flexible work and inclusion, and cultures that create safety and respect are equally important indicators of gender equality. They contribute to retention, engagement and productivity among all employees. For these reasons, we focus on the following 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



In 2022, 63.4% of reporting Champions of Change organisations have been able to share data on their employees’ experiences of flexible work and inclusion in 2022 (up from 53.4% in 2021). On an adjusted basis, overall 2022 data for Member organisations who were able to report on this measure shows on average 84.6% of women, 82.8% of men and 84.0% of all employees report having access to the flexibility they need (or similar wording). These data points were 84.8%, 84.0% and 83.5%, respectively, in 2021. Also, on an adjusted basis, on average 79.6% of women, 80.6% of men and 83.0% of all employees report having an inclusive employment experience in 2022 (or similar wording). These data points were 81.2%, 83.3% and 81.6% ,respectively, in 2021.

Table 7: Parental Leave Equality - Champions of Change Coalition Overall



In 2022, 80.7% of reporting Champions of Change organisations shared data on their retention of employees taking or returning from parental leave (up from 65.8% in 2021).

On an adjusted basis, data across Member organisations shows that on average, of those who started a period of parental leave, 5.7% of women, 2.5% of men and 4.3% of all employees left their organisation during or at the end of the leave in 2022. These data points were 7.7%, 3.4% and 5.8%, respectively overall in 2021.

The averages for this 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.

Detailed information from each Champions of Change Group and individual organisation, with indicators of progress where previous data has been made available, is included in the Groups sections, starting on page 31 of this report.

Appendix

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

Key management personnel (KMP)

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

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

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

Head of Business (HOB)

HOB refers to:

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

Other executives/general managers

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

Senior managers

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

Other managers

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

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



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