

7 SWITCHES

A Guide for Inclusive Gender Equality by Design

Switched on leaders, organisations, industries and governments delivering a more equitable future



7 SWITCHES

for Inclusive Gender Equality By Design

"7 Switches" is a guide for intentionally, systematically and effectively building inclusive gender equality into any decision, project or business management system - by design.

Individuals, businesses and communities are better served when the needs of all people are considered in decisions and design processes. However, without intentional action to design an inclusive and gender equal future, women, girls and gender diverse people can be invisible, under-served, excluded, and/or harmed.

Whether unconscious or unintended, the consequences of these decisions can range from annoying to unfair, unsafe and even catastrophic. If you need more evidence of this, we encourage you to read *Invisible Women* by Caroline Criado Perez¹ Or read this short article by Navika Mehta: **"How a man's world systematically neglects women."**

Through our 13+ years' work as a Coalition focused on inclusive gender equality, we know that unless we take the time to intentionally consider all genders in everything we do, we risk unintentionally excluding them.

Increasingly, organisations are being asked to apply a 'gender lens' to the way

they operate, or to conduct a 'gender impact assessment', or align with 'gender responsive budgeting', particularly for large projects or investments.

But what does that actually mean? Having diverse women involved in decisions and design is an essential step forward. However, to advance beyond the current pattern of trial-and-error loops, we also need to capture, synthesise, harness and share a range experiences, lessons and insights to avoid repeating mistakes of the past.

Using international research, feedback from stakeholders and our practical experience as a Coalition, we want to help ensure inclusive gender equality is built in from the outset across the business system rather than bolted on or retrofitted once inequalities or negative consequences are identified.

With leadership and investment from our Members Jacobs and CSIRO, supported by a cross-Coalition working group and informed by external experts, we've

developed 7 Switches for Inclusive Gender Equality by Design.

Using the 7 Switches outlined in this resource anyone can identify opportunities to systematically ensure inclusive gender equality and/or call out decisions that might disadvantage or harm particular genders.

The 7 Switches are intended as a head-start guide that can be customised and integrated into any decision making or design process by leaders, teams, organisations and industries.

Through application and implementation, these will continue to be refined and developed.

The goal is to support more leaders, organisations and communities to make **"Switched on decisions"** for inclusive gender equality by design.

"Inclusive gender equality recognises that diversity, equity and inclusion strategies must seek to create respectful, safe and inclusive cultures of belonging for all.

Leaders can help shift mindsets, behaviours and decisions to create a future where inclusive gender equality is embedded in everything we do and deliver.

There is tremendous upside to capture given the human rights, talent, innovation and commercial advantage we know diversity delivers."

Elizabeth Broderick

*Founder and Convenor
Champions of Change
Coalition*

¹ Criado Perez, Caroline. *Invisible Women: Exposing Data Bias in a World Designed for Men*. Chatter & Windus, 2019

Is this really a problem?

The world's population has reached 8 billion. This includes over 4 billion women and girls. Yet the world is not designed for them.



PPE fits only 14% of female health workers.

80% of [early phase] clinical trials lack women's representation.

It takes four years longer to diagnose >700 conditions in women compared to men.

80% of women suffer from an undiagnosed women's health condition.

Women are twice more likely than men to suffer adverse side effects of medications.

Women are at three times higher risk of getting injured in a car collision.

X-Ray and AI based tech in healthcare are less accurate for women because of gender - biased datasets.

Female athletes are at three times increased risk of ACL injuries than males, and menstruation is rarely considered in training and in their uniforms.

Only 1% of the global USD2.4 trillion research and innovation is invested in female-specific conditions beyond oncology

Source: United Nations Population Fund (UNFPA) Equity 2030 Alliance

We want to help create a world where decision-makers are **switched on** to deliver inclusive gender equality by design

Intentional decisions

Glitches

- Everyday business decisions are not intentionally or systematically supporting inclusive gender equality – creating Glitches in design processes across all business systems.

Malfunctions

- These Glitches lead to Malfunctions where women, girls and gender-diverse people are often invisible, under-served, excluded, and/or harmed by decision-making outcomes.

Switches

- There are simple interventions or Switches that can be used to shift mindsets, behaviours and decisions to achieve inclusive gender equality.

Circuit Breakers

- CEOs, leaders and teams can ask key questions that act as Circuit Breakers throughout the decision-making process to help achieve inclusive gender equality by design.



Better outcomes

Accelerate innovation

Capitalise on unique and under-served needs, talents and capabilities

Expand and better serve markets

Create positive and sustainable social and economic impact

Improve safety and wellbeing

Proactively build a gender equal and inclusive future

Unlock the latent value of inclusive gender equality

Transform lives and experiences



Sustainable value creation

Global

- Help reduce the USD 7 trillion annual global cost of gender inequality in the workplace.²
- Realise the USD 28 trillion increase in global GDP on offer by closing the gender pay gap.³
- Tap into the estimated \$20 trillion annual consumer spending power of women.⁴

Australia

- Remove barriers to women's full and equal participation in economic activity to realise a potential AUD 128 billion additional value to the Australian economy each year.⁵



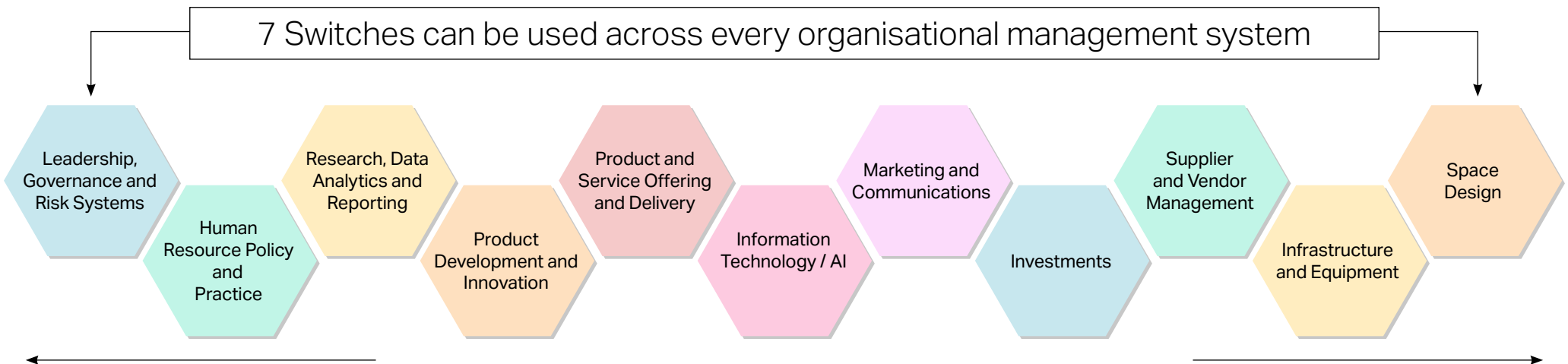
² Close the Gender Gap to Unlock Productivity Gains, Moody Analytics, March 2023

³ The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion to Global Growth, McKinsey Initially published 1 September 2015

⁴ Equity 2030 Alliance Normalizing gender equity in science & technology and finance, United Nations Population Fund

⁵ Breaking the Norm, Deloitte Access Economics and Australians Investing in Women (AIW), November 2022

Why this matters: Women, girls and gender-diverse people are often unintentionally invisible, under-served, excluded, or harmed by everyday decisions



Common **Glitches** in decision-making processes create **Malfunctions** impacting our progress towards inclusive gender equality

Women, girls and gender-diverse people are invisible and, under-represented and/or under-served in decision-making and design processes

Under-represented

Women's role, participation and contributions are not prioritised and/or equally valued

De-prioritised

Investment is often unjustifiably unequal/ inequitable across genders

Under-invested in

The right to safety for some genders is regularly traded off for profits, to save costs or to meet the needs of others

Unsafe

Decision-making Glitches

There is insufficient focus on women's right to personal agency, choice and control free from outdated gender and other norms and stereotypes

Seen as Dependant

The unique and diverse needs and capabilities of women are not explicitly considered or met

Homogeneous

Outdated and harmful gender stereotypes, norms and expectations are assumed and perpetuated

Outdated stereotypes

7SWITCHES

can be used in decision making to illuminate new opportunities and build inclusive gender equality into the future



The Switch

1

**Represented
and engaged end
to end**

- Women in all of their diversity are represented, actively engaged and equally contributing to the design and development process – end to end.
- Sex-disaggregated and diversity data is collected and analysed at every stage to inform decision-making.
- Decisions and design recognise and plan for a world where inclusive gender equality is the norm rather than being dominated by the needs of a particular gender.
- The voices of women with lived experience are listened to.



DECISION GLITCH

Under-represented

Women, girls and gender-diverse people are invisible and under-represented in decision-making and design processes

Example Malfunctions

- AI tools reinforce gender and other biases due to lack of unbiased data models and strategic planning for inclusive AI, underpinned by the low representation of women, in all their diversity, in AI development.
- Medical research can exclude female subjects, resulting in poorer health outcomes for women. When women are included, they are often women from the dominant group, resulting in poorer health outcomes for women from diverse backgrounds.
- Remuneration and reward policies support traditional work models and rhythms (e.g. presenteeism over outcomes) which can serve to penalise parents, carers and part-time workers.
- Worksite design is based on current employee profile, rather than desired future workforces, leading to lack of amenity for people in all their diversity.

Circuit Breakers

Do we have women represented and engaged, end to end?

- Are women equally represented as participants and decision makers in the design process from end to end: from ideation through testing/trials to implementation/delivery?
- Can the people involved represent the diverse needs of women (e.g. culturally and racially marginalised, First Nations, neurodiverse, diverse ages, LGBTQI+, all abilities)?
- Is sex-disaggregated and diversity data used to inform decision making/design at every stage?
- Is the data analysed for insights that may relate to diversity (e.g. age, cultural background, language, LGBTQI+, digital access/empowerment)?
- Do all people involved in the decision or design process have access to the 7 Switches for inclusive gender equality by design?

Switched On Design

- CSIRO's Data61 researchers have developed resources, including guidelines, a question bank and user story templates, to help practitioners incorporate diversity and inclusion principles throughout the artificial intelligence (AI) project lifecycle. The resources enable organisations to better navigate their evaluation and mitigation of potential Diversity and Inclusion related impacts of AI in order to design, develop and deploy Inclusive AI systems.
- The Australian Government's Employment White Paper (White Paper) integrates gender considerations into its focus on the changing workforce, unfair pay, and reducing barriers to work. The White Paper aims to understand the intersection of gender with people's labour market experiences, including in relation to flexibility, job security, unemployment, and discrimination. The White Paper provides valuable insight into the gender pay gap and the economic and social opportunities available if we narrow the gap.

The Switch

2

*Visible, understood,
respected and
valued*

- There is equal representation, recognition, and respect of women and girls in all their diversity (consideration, presence, profile, visibility, language) in the outcomes of decisions and design processes.
- Discriminatory distortions/ comparisons between genders are eliminated.
- Traditional views of what constitutes merit are challenged.
- Messages, language and imagery are tested to ensure they are inclusive and respectful to all.
- Perspectives and concerns raised by women and girls are prioritised and addressed.



DECISION GLITCH

De-prioritised

Women's role, participation and contributions are not prioritised and/or equally valued

Example Malfunctions

- Women, and particularly women with intersecting marginalised identities, are under-represented in awards, recognition and symbols of success.
- Talent development programs can put the responsibility on women to build confidence and assertiveness rather than address the systemic drivers of women's under-representation in leadership.
- Distorted and unfair comparisons can be made between the performance of men and women (e.g. media comparing men's and women's physical capabilities and performance in a particular sport).
- Heteronormative approaches to signage, forms, questionnaires, policies (e.g. excluding demographic data for and depiction of LGBTQI+ communities).
- A dominance of male voices and presence in media broadcasting perpetuating men as the model for leadership and authority.

Circuit Breakers

Are we equally prioritising and valuing women's contribution, perspectives or achievements?

- Is there gender-balanced representation (40:40:20) and if not, why not and how can we get there?
- Does the decision or design ensure equal visibility, recognition, respect and celebration of women and girls in all their diversity in its operations, marketing, or communications?
- Does the design eliminate discriminatory distortions or comparisons between genders?
- Does the design prioritise and respond to the perspectives and concerns raised by women and girls?

Switched On Design

- The FIFA Women's World Cup Australia and New Zealand 2023™ is now the most successful edition of the tournament. This included an economic impact, totalling \$1.32 billion, with an estimated \$324 million reduction in healthcare costs attributed to increased physical activity levels. Notably, the Commbank Matildas' semi-final match against England captivated the largest Australian viewing audience in the history of free-to-air terrestrial ratings, reaching 11.15 million people. The true measure of success lies in the transformative societal changes it has inspired, underpinned by Football Australia's Legacy '23 strategy. Diverse and widespread fan engagement, shifting attitudes toward women's sports, and newfound inspiration for girls and women to participate in football, reflect the tournament's impact. Australian and State Governments' investment into legacy '23 related projects totalled \$398 million, 33% of which positively impacts other sports.
- Jacobs gathers comprehensive diversity demographic data to understand employee needs. In 2020, Jacobs launched the Be Seen @ Jacobs campaign – inviting employees to self-identify and share their diversity demographic data. This valuable information continues to be sought from employees annually to build a greater understanding around our population demographics and to help inform our inclusion and diversity.

The Switch

3

Health and safety without compromise

- Every stage and decision is scrutinised to enshrine health and safety for all genders as a baseline feature that is never traded off (for cost, profit and/or to meet the needs of others).



DECISION GLITCH

Unsafe

The right to safety for some genders is regularly traded off for profits, to save costs or to meet the needs of others

Example Malfunctions

- Transport security systems, worksites and public spaces that do not adequately address women's safety needs. (e.g. CCTV that records rather than monitors activity, meaning no real-time response to attacks).
- Platforms/apps that enable perpetration of abuse (e.g. Trolls, location tracking) and do not make perpetrators visible and accountable for their behaviour.
- Personal Protective Equipment (PPE) optimised for men that are ill-fitting and unsafe for women, including women who are pregnant.
- Lack of specific research promoting physical safety for women in high performance sport.
- Marketing and communications that objectify women and men and/or portray them in idealistic or stereotypical forms.

Circuit Breakers

Have we prioritised health and safety for women and girls through this decision/design?

- Does the design ensure safety for all genders as a baseline feature that is never traded off?
- Does the design consider how safety is understood and experienced differently across genders, cultures and abilities?
- Does the decision anticipate and prevent adverse outcomes (e.g. weaponisation of products and services for financial, physical or psychological abuse)?
- Do product and service risk assessments contemplate the potential safety risks related to gendered violence, including their misuse?

Switched On Design

- Jacobs acquired StreetLight Data, Inc., a leader in mobility analytics. StreetLight leverages extensive data and machine learning to understand mobility patterns. It considers metrics including inferred family status, income, race and education to facilitate analysis of social, economic, and environmental equity. StreetLight is currently operational in the United States and under development in the UK and ANZ regions.
- Suncorp worked with ASIC, via the Insurance Council of Australia, and on behalf of the general insurance industry to create legislative instruments that would prevent insurance companies from sending certain disclosure documents if there was a reasonable concern that this could trigger family violence or economic abuse. The legislative instrument was gazetted on 27 September 2022.
- Arup's Lighting Design for More Inclusive Cities project developed the Night Time Vulnerability Assessment to make cities inclusive, safe and sustainable after dark. This has resulted in lighting design that helps women and girls feel safe in the city at night and implemented in policy and design projects globally across Australia, US, UK and Indonesia.

The Switch

4 Customised and accessible

- The individual and unique attributes, abilities and needs of diverse women and girls at every life stage are factored into design.
- Under-represented and marginalised groups are explicitly considered.
- Women and girls can equally, and as easily, access and use with equitable outcomes, performance and benefits, with no personal health, safety, professional or financial downside or penalty.



DECISION GLITCH

Homogeneous

The unique and diverse needs and capabilities of women are not explicitly considered or met

Example Malfunctions

- Car safety systems that were designed with male physique crash test dummies, resulting in riskier outcomes for women drivers and passengers.
- Equipment/tools of trade and recruitment processes designed for male physique, creating barriers to entry/progress for women (e.g. in machinery and uniforms, physical/weight-lifting entry tests).
- Inappropriate, insufficient or inferior women's amenities at sports facilities, mine sites, fire stations, undermining workplace suitability.
- Products are not made for women, or are inaccessible/ineffective through supply, cost, or poor design (e.g. sport shoes designed based on men's anatomy/physiology; pregnancy PPE that has an eight-month production lead time).
- Carer leave policies that do not accommodate kinship relationships (e.g. for Aboriginal and Torres Strait Islander employees).

Circuit Breakers

Have we explicitly developed/designed for women?

- Are women central to and explicitly considered in the design, rather than a subsequent adaptation/modification?
- Does the design recognise the individual and unique attributes, abilities, and needs of women and girls at different stages of life?
- Does the design inadvertently/unintentionally exclude or fail to meet the needs of some cohorts among women and girls?
- In what ways does the design ensure women and girls can equally and easily access and use it with appropriate outcomes, performance, and benefits?
- Are outcomes/benefits of the decision or design equitable for all genders?

Switched On Design

- Hanson's Women Driver Program provides truck driver training specifically to women. It resulted in an additional 44 women trained and employed as drivers across Australia over three years, improving women's representation in these roles from 5.8% to 9.1%.
- Viva Energy increased the number of women working in aircraft refuelling roles from 2% to 14% in three years by reviewing role requirements, offering a traineeship program, adapting physical tasks, providing flexible shift patterns, and fostering an inclusive culture. These efforts have eliminated barriers for women in refueller roles, historically dominated by men due to physical demands and shift work. The changes also created a safer and more productive work environment for all.

The Switch

5 *Progressive and supported*

- Harmful gender stereotypes, norms and expectations are proactively tested, debunked and eliminated.
- Lives and careers are not dictated or influenced by traditional models and norms of masculinity and femininity.
- Caring (for children, elders, colleagues) and domestic work is recognised in design processes as valued, everyone's priority and equally shared.



DECISION GLITCH

Outdated Stereotypes

Outdated and harmful gender stereotypes, norms and expectations are assumed and perpetuated

Example Malfunctions

- Parental/carer leave policies and programs that reinforce the gendered division of care rather than recognising that all people have caring priorities.
- Roles that are designated to particular genders for historical reasons, which are irrelevant in modern workplaces (e.g. women assigned to hosting, minute-taking, ancillary roles).
- Policies and systems that fail to meet the needs of women at different life stages (e.g. women experiencing menopause).
- Talent processes that have embedded gender biases in relation to who can succeed and progress in certain roles (e.g. requiring evidence of unbroken learning and development as a threshold to promotion therefore discriminating against people who take parental leave).
- Marketing and communication content and imagery that perpetuates stereotypes that certain roles can/should be performed by one gender.

Circuit Breakers

Do we have a modern and inclusive approach to gender, avoiding harmful and outdated norms and stereotypes?

- Does the design recognise that caring (for children, elders, colleagues) and domestic work is valued in society, everyone's priority and equally shared?
- Does the design proactively debunk gender-based myths, norms, stereotypes and behaviours?
- Does the design support contemporary and expansive views of relationships, families and individuals roles at work, at home and in the community?
- Does the design promote shared roles and responsibilities equally across genders?
- Does the design respect the individual rights, choices and beliefs of all people?

Switched On Design

- APA Group is among a number of Champions of Change members challenging gender stereotypes by eliminating "Primary" and "Secondary" carer labels from parental leave, empowering parents of all genders and family types to take up the full offering. As a result, the number of employees taking parental leave has increased by 34%, with a 65% rise in men's participation. This shift promotes inclusive caring responsibilities, destigmatises taking extended leave for both parents, enhances women's workforce participation, and supports gender pay gap reduction strategies by encouraging shared parental care.
- Deloitte introduced the Deloitte Experience, giving people the choice and flexibility in when, where and how they work. 9-5 working hours were removed to empower people to design their work week around their client, team and personal commitments. An annual wellbeing day and internal meeting free Friday afternoons were also introduced.
- Cricket Australia introduced a groundbreaking parental leave policy to support professional cricketers through pregnancy, adoption, return to play and parental responsibilities. Players who take parental leave are guaranteed a contract extension for the following year.

The Switch

6

Free and empowered

- The autonomy, independence, freedom, privacy and empowerment of women and girls is enabled, protected and promoted in all decisions.
- The options and decisions available to all genders are not shackled by outdated and harmful gender norms and stereotypes.



DECISION GLITCH

Seen as dependant

There is insufficient focus on women's right to personal agency, choice and control free from outdated gender and other norms and stereotypes

Example Malfunctions

- Marital status is included as a key demographic factor in risk assessments (e.g. loans, rentals, insurance).
- Entering into contractual arrangements as a couple is incentivised (e.g. for health insurance, loans, payment plans), which can create barriers to women leaving unhealthy/violent relationships, and/or enable weaponisation of products when relationships end.
- Structural disincentives exist to both parents returning to work full time (e.g. tax system, early learning and care cost and availability).
- Products, services and systems can create "Primary" and "Secondary" status in partnerships which disproportionately impact, disadvantage or diminish women (e.g. migration systems, primary account holders).

Circuit Breakers

Are we inadvertently or unconsciously impinging on women's independence?

- Are genders considered and treated equally/equitably?
- Are we enabling decision-making autonomy (including bodily autonomy), independence, freedom, privacy, dignity and empowerment of all women and girls at all ages?
- Are outdated and harmful gender norms and stereotypes being addressed (e.g. heteronormativity, traditional nuclear families, women seen as primary carers and secondary income earners)?
- Could our decision or design put women's privacy and safety at risk?

Switched On Design

- CommBank Next Chapter is a bank-wide commitment to address domestic violence and financial abuse for customers of any bank and the community. Since inception in 2020, CommBank Next Chapter has supported 52,277 interactions with people impacted by domestic and family violence and provided free confidential support and referrals to help rebuild financial independence. This includes 4,478 participants supported by the Financial Independence Hub, delivered in partnership with Good Shepherd.
- Led by senior leaders from Victoria's emergency management sector, the Diverse Talent Pilot Program aimed to break down biases and systemic barriers hindering women's progress in the sector by pairing them with senior leaders from various agencies. The 12-month pilot involved participants from 10 organisations, fostering gender diversity and leadership in emergency management. Future iterations will expand participation based on lessons learned including a more structured program to guide senior leaders and participants.

The Switch

7

Invested in

- Investments are made equally or correctively to meet the needs of women and girls, remediate for past inequalities, and end gender inequity wherever it exists.



DECISION GLITCH

Under-invested in

Investment is often unjustifiably unequal/inequitable across genders

Example Malfunctions

- Undervaluing of jobs/roles in traditionally feminised industries.
- Unequal investment in women entrepreneurs, women in sport, women's sport, corporate giving/philanthropy.
- ESG strategies and Venture Capital programs aligned with the UN Sustainable Development Goals, with no threshold criteria for gender equality.
- Tender processes, funding or supplier agreements that do not include a gender impact assessment.

Circuit Breakers

Is our investment gender equal/equitable or corrective?

- Does the design invest equally or correctively to meet the needs of women and girls to end gender inequality?
- Does the design adequately respond to historical under-investments in women and girls?
- Does the investment criteria include assessment of the impact of product and service design on all genders?
- Does the design fairly value and pay for the contribution made by women and girls?

Switched On Design

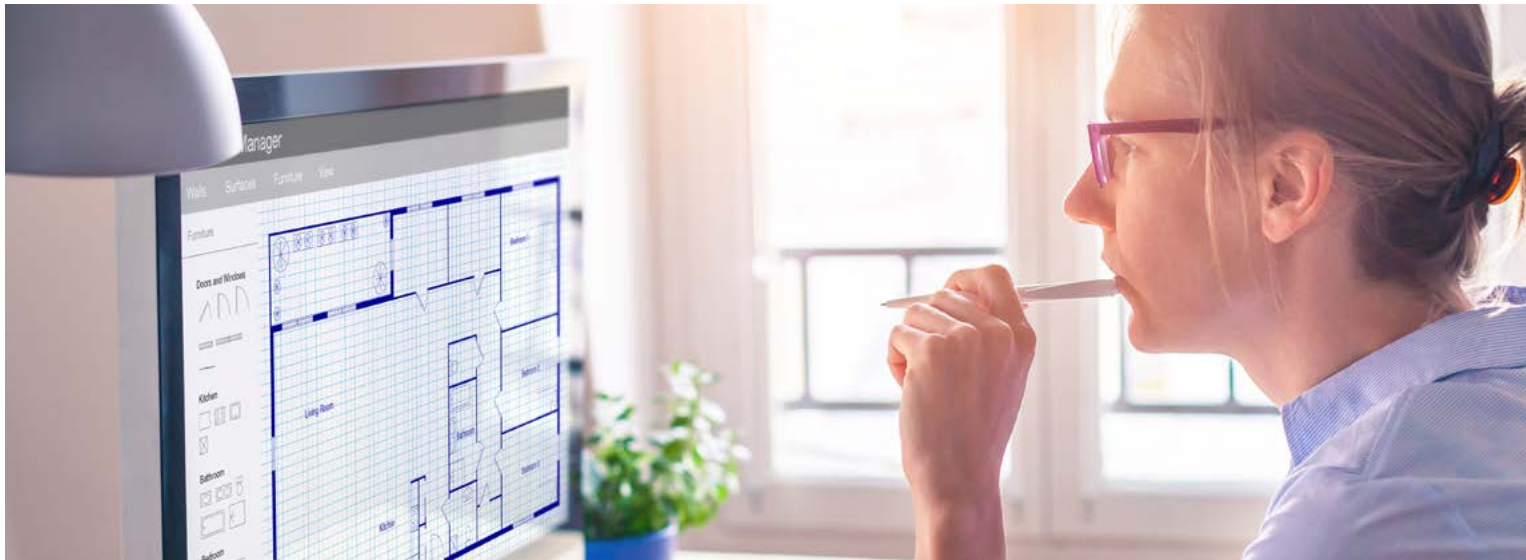
- Jacobs released an industry-leading Sustainability-Linked Bond Framework, where the interest rates payable on the bonds are tied to Jacobs' commitment to increase gender diversity in leadership positions.
- Tennis Australia has championed gender equality in tennis by providing equal prize money for men and women at the Australian Open since 1984. This commitment extends to all Australian Money tournaments (since 2005) and international events held in Australia, ensuring fair rewards based on players' achievements rather than playing time. Women's tennis receives equal billing with men in promotion and prime time coverage of the Australian Open, and resources for high-performance teams and development pathways, making the sport more equitable for all.
- Golf Australia hosted the national men's and women's Opens simultaneously in 2023 for the second year running in what was a world-first in 2022, with men and women playing on the same golf course for the same individual prize money. The event also integrated the Australian All Abilities Championship, showcasing men, women, and all abilities athletes in separate competitions. Record crowds, robust commercial support, and high broadcast numbers highlight the evolving sports landscape.

7 SWITCHES

Practical tools to guide your action



Use the **7 Switches** to help ensure inclusive gender equality is embedded into decisions and design processes



Here's how to get started:

- Consider the Glitches and Malfunctions identified throughout the 7 Switches guide. Can you identify any of these pain points in your organisation, including systems, processes or policies you're responsible for, or have in development?
- Share the 7 Switches with your leadership team, employee resource groups and business system leads to raise awareness and stimulate thinking and action on more gender equal and inclusive decisions and design. Remember, 7 Switches can be used across every organisational management system, from leadership, governance and risk systems to infrastructure, equipment and space design.
- Identify one or more projects in your organisation where 7 Switches could be piloted and outcomes assessed.
- Use the Circuit Breaker questions outlined in 7 Switches as prompts to ensure inclusive gender equality is built in – not bolted on – to every project, policy, product, service, system and process at the outset.
- Share 7 Switches as part of organisational gender equality and inclusion initiatives.
- Share case studies internally and externally, including the benefits, challenges and lessons learned from applying the guidance in 7 Switches in your organisation's decision making and design processes.

The following pages provide an overview of this guide, helping you make informed decisions for introducing and embedding inclusive gender equality in your organisation.

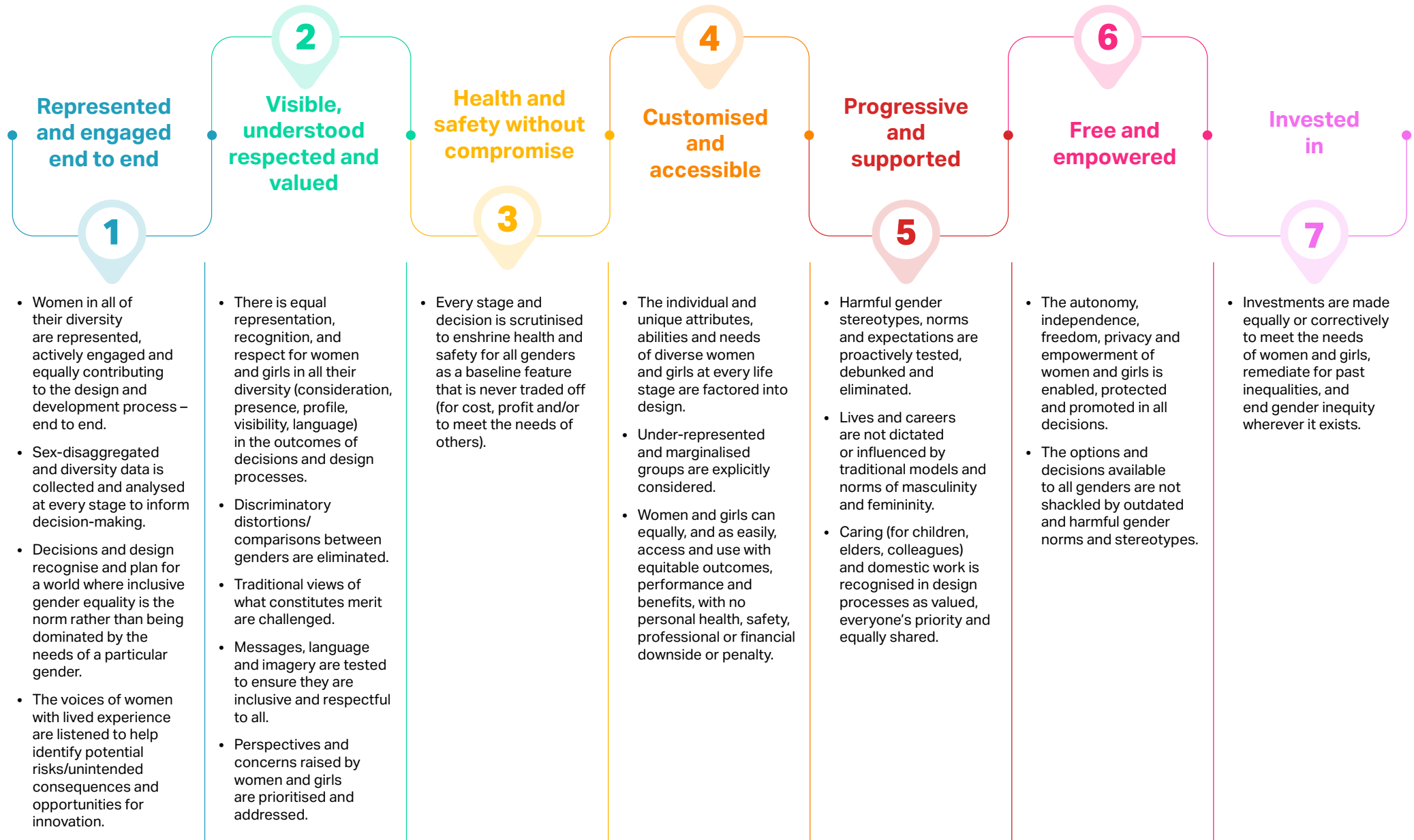
***“For years, we’ve invested heavily in fixing systems that neglected over half of the population, often causing harm. That’s inefficient and unfair by any measure.*”**

7 Switches empowers leaders to take a systems approach to integrating inclusive gender equality into the operational fabric of their organisations. Embracing it could also drive innovation, market expansion, and other commercial advantages as organisations respond to unmet needs.”

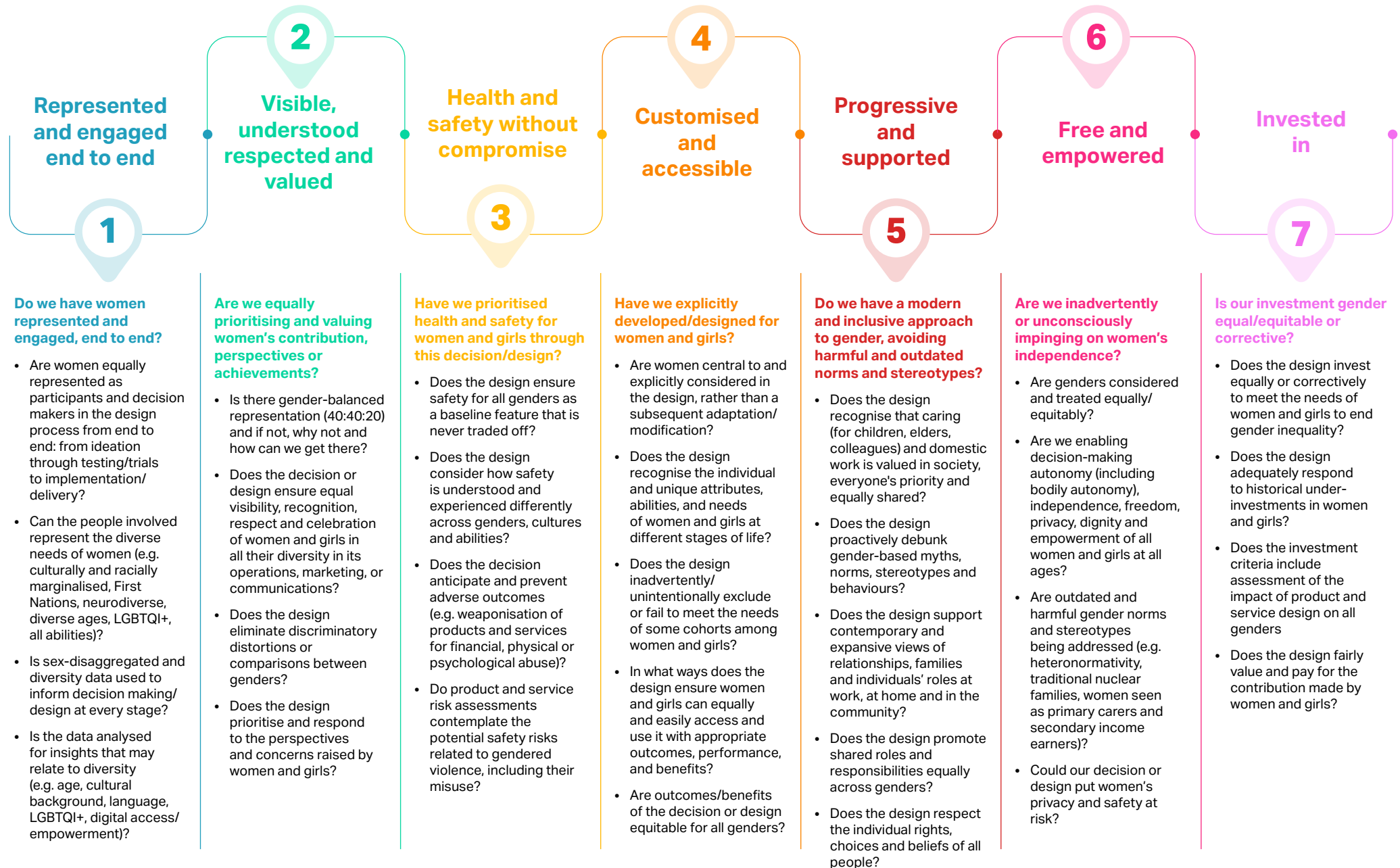
James Fazzino

*Chair of Manufacturing
Australia Champions of
Change Convenor*

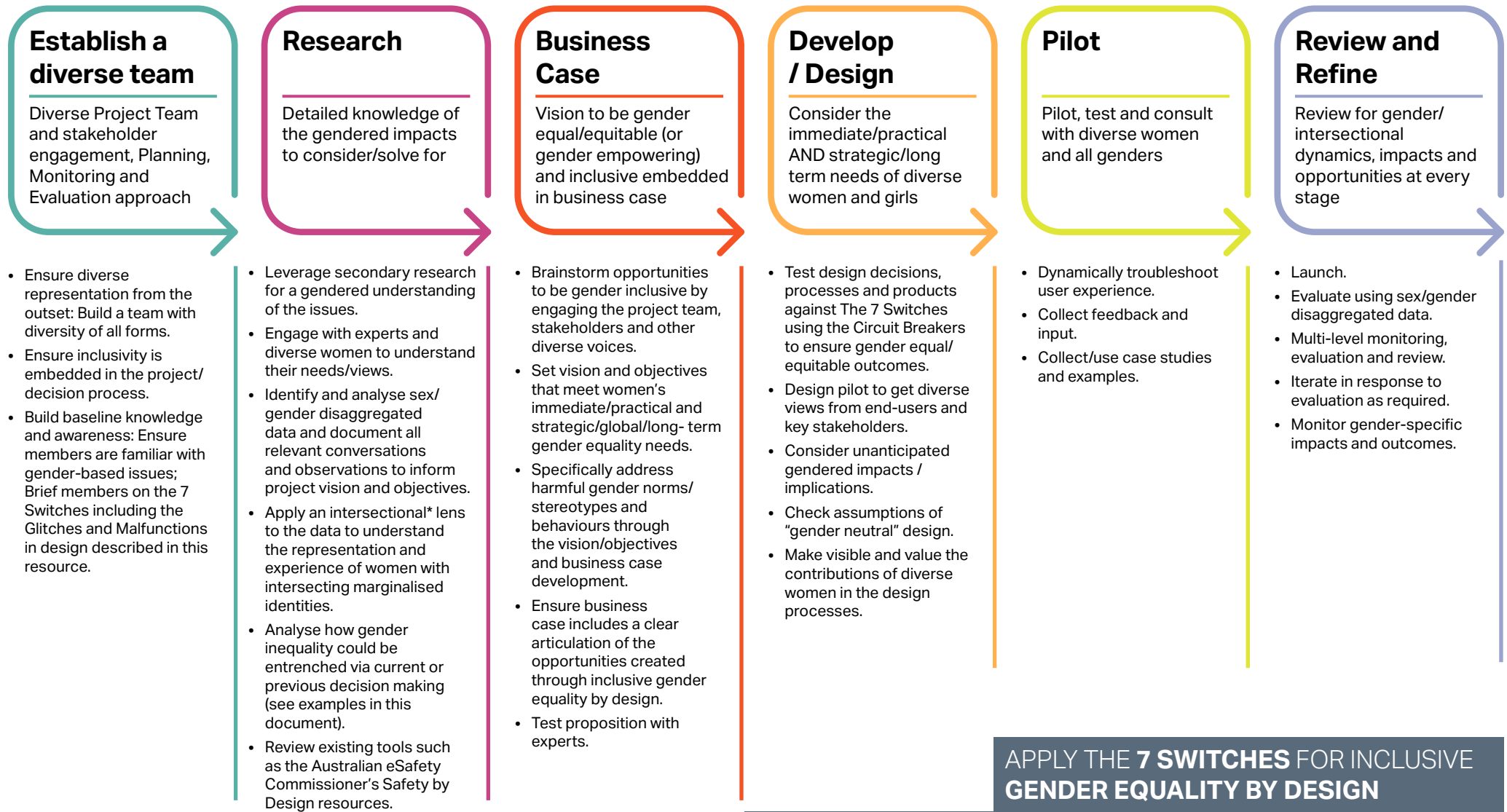
7 Switches to build gender equality into everything you do and deliver



Circuit Breakers: Key questions to help ensure inclusive gender equality is embedded into your design and decision-making processes



Incorporate **7 Switches** into every stage of existing decision-making and design processes



APPLY THE 7 SWITCHES FOR INCLUSIVE GENDER EQUALITY BY DESIGN

** Intersectionality in gender equality recognises the interconnected impact of various social categories like gender, race, and class, acknowledging how individuals may face distinct forms of discrimination or privilege due to the overlap of these factors.*

7SWITCHES

Acknowledgements

“Engaging women in decision-making is crucial, but a more methodical and systematic approach is necessary if we want to build gender equality into everything we do.

7 Switches is an essential business tool to drive the deep, fundamental change we need to truly break from past mistakes, create fairer, safer and equal environments for women, and address gender inequity at pace.

We thank our Members and their teams who have invested in and developed this ground-breaking approach.”

Annika Freyer

CEO

Champions of Change
Coalition

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END NOTES

In developing 7 Switches, we undertook a literature review of existing models and frameworks that seek to embed gender inclusive decision making in specific sectors or use cases. These along with research on language and gender inclusive terminology provided valuable insight in developing the 7 Switches for a broader audience.

- EDGE Certified Foundation. [The EDGE Standards Framework](#).
- Future Transport Visions Group. [GET IT: Gender Equality Toolkit in Transport](#)
- UNDDP. [Gender Equality Seal](#).
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- UN website: [United Nations Guidelines for gender inclusive language](#)
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