

2024

IMPACT REPORT

We recognise women in all their diversity

Efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion, we increase their visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

Inclusive gender equality recognises that our work must consider and engage all genders in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups.

At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all.

Throughout this document, the terms 'women', 'women in all their diversity', 'women experiencing intersecting inequalities' and 'diverse people' are used. Women includes both cis and trans women.

In referring to women experiencing intersecting inequalities, we mean the structural inequalities and multiple, intersecting and compounding barriers to inclusion and progression faced by:

- ◆ women from socio-economically disadvantaged backgrounds
- ◆ First Nations women
- ◆ ethnically and/or racially marginalised women
- ◆ single parents and sole caregivers
- ◆ women with disability (visible or invisible)
- ◆ neurodivergent women
- ◆ LGBTQ+ women

When referring to diverse people, we mean the wealth and variety of people and aspects of identity that broadly make up Australia's population.

Acknowledgment of Country

Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work and live. We pay our respects to Elders past and present and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'.

The workplaces of our people and Champions of Change Coalition Members span the nation and the world.

We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live.

The Champions of Change Coalition commissioned Yuwaalaraay and Muruwari artist Kirsten Gray to create an artwork that reflects our broad commitment to reconciliation and equality and particularly to the rights of Aboriginal and Torres Strait Islander women. The artwork, entitled 'Be the change' showcases the work taking place all across the country by the Champions of Change Coalition (at the centre) and our countless partners, communities and individuals in the name of moving our country forward towards gender equality.

The stories and history of country can be seen in this piece and are the basis of the work the Coalition undertakes with Aboriginal and Torres Strait Islander peoples – informed by our ways of knowing and doing. Two sides of a coolamon sit atop and at the bottom of this piece signifying the importance of Aboriginal and Torres Strait Islander women and the ongoing role they continue to play in the life of their families and nation alike.



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Foreword



Dear colleagues,

Champions of Change Coalition continues to lead with practical actions and innovative solutions to ensure that gender equality is built into our future, benefiting all people and every sector of the economy.

Since establishment by our Founder Elizabeth Broderick AO in 2010, Members and their teams have invested their time, resources and expertise towards our vision for inclusive gender equality in the workplace.

This year, we have seen strong progress across the Coalition advancing more women into leadership underpinned by a collective commitment to creating workplaces that are safe, respectful and inclusive for all employees.

Key focus areas for 2024 included:

- ◆ Working with Members to better understand, publicly report and take individual and collective action to close gender pay gaps.
- ◆ Developing a new gender equality dashboard enabling Members to better monitor and measure progress and identify more targeted actions to accelerate change.
- ◆ Developing our sector-based Champions of Change Groups to help ensure women are equally contributing to and benefiting from key sectors of the economy.
- ◆ Completing a 10-year review of progress of the Champions of Change Sport Group including specific "calls to action" towards gender equality in sport within a generation.
- ◆ Developing targeted strategies to build gender equal talent pipelines to support the energy transition.
- ◆ Consolidating and sharing a decade of experience using inclusive sponsorship programs to develop gender equal and diverse leadership pipelines.
- ◆ Creating a consistent and contemporary articulation of everyday respect in the workplace to help foster cultures of care, safety and belonging for all.
- ◆ Releasing a ground-breaking framework to help ensure inclusive gender equality is built into decision and design processes from the outset across organisational systems.
- ◆ Continuing to lead workplace efforts to end gender-based violence, including a new focus on preventing the weaponisation of products and services and Coalition-wide participation in the 16 Days of Activism campaign.
- ◆ Collaborating with international partners to advance gender equality through participation in forums such as the UN Commission on the Status of Women, UN Global Compact Leader's Summit and the World Economic Forum Global Futures Council.
- ◆ Embedding intersectionality to ensure our strategies benefit all women, particularly those with intersecting identities.

We continued our 'Member Briefings' series, providing leaders and teams access to local and international expertise on topics such as the state of gender equality globally, closing gender pay gaps, playing our part to end gender-based violence, and strategies to engage more people in efforts to advance gender equality.

In September, we launched a new Rail Champions of Change Group, comprising 10 CEOs from across Australia's rail sector. The Group is dedicated to attracting diverse talent, fostering inclusive work environments, and ensuring women's leadership is central to delivering the \$154 billion rail project pipeline. Priorities include developing female leaders at every level, creating workplaces where everyone feels safe, respected, and valued, and inspiring more women and girls to pursue careers in the rail industry.

Our 2025 priorities include:

- ◆ advancing inclusive gender equality across all industries, especially in high value, high impact sectors of the future.
- ◆ sharpening our focus on data-driven strategies, with an emphasis on the most impactful strategies to achieve gender equality and close gender pay gaps.
- ◆ creating cultures of care, respect, safety and belonging for all employees.
- ◆ demonstrating the value of systematic and intentional inclusive gender equality by design.

We sincerely thank our Board, Convenors, Members and the teams, Implementation Leaders, Key Partners, Stakeholders, and the Champions of Change Institute Team for their collaboration, creativity, and commitment. Your contributions have been instrumental in advancing our mission, and we are honoured to have you as colleagues in this critical work.



Andrew Stevens
Chair,
Champions of Change
Coalition



Annika Freyer
CEO,
Champions of Change
Coalition

Board updates

This year, we welcomed new Board Members, including **Andrew Colvin** and **Janelle McMaster**, and our new Chair, **Andrew Stevens**, also a founding Member of the Coalition. Their expertise and passion for equity will help us navigate the challenges ahead and identify new opportunities for impact.

We extend our deepest gratitude to our former Chair, **Janet Menzies**, for her invaluable contributions. Her dedication has been instrumental in shaping the Coalition's direction and outcomes, and we are profoundly thankful for her service. Janet will continue her involvement on the Board and as Co-Convenor of our STEM and Health Champions of Change Group.

We acknowledge the retirement of **Ann Sherry AO** as a Convenor and sincerely thank Ann for her invaluable guidance and dedication throughout her decade-long work with the Coalition.



We continue to see that meaningful and lasting progress on gender equality in the workplace is driven by leaders who are committed to action – within their organisations, across sectors, and at a national level.

From innovative strategies that empower all employees to balance work and care responsibilities, to embedding safety and respect into every workplace interaction, these efforts are creating tangible changes that benefit everyone.

What's most inspiring is the intentional and systematic integration of gender equality into decisions and design from the outset, making equality the foundation of everything we do and deliver.

As we look ahead, our focus remains clear: fostering gender-equal, inclusive, respectful workplaces that ensure all employees can thrive, with leaders stepping up to make this vision a reality.



Elizabeth Broderick AO
Founder
Champions of Change Coalition



About the Champions of Change Coalition

Who we are

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

The Champions of Change Coalition (the Coalition) was established in 2010, built on the vision of our Founder, then Sex Discrimination Commissioner, Elizabeth Broderick AO.

The strategy engages leaders with power and influence to step up as a high-profile Coalition, aiming to achieve inclusive gender equality in workplaces by 2030.

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

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

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

Many of the actions developed and implemented as part of the strategy over 14 years are now globally accepted standards for organisations wishing to become employers of choice.

What we do

Our mission is working together to create cultures of care, respect, safety and belonging, enabling all to prosper.

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

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

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

We continue to focus on personal engagement and organisational leadership. At the request of Members, we have extended our approach to working with our supply chain and partners, across the Coalition and at a national and societal level to increase the scale, reach and impact of our work. This includes prioritising inclusive gender equality by design, rather than fixing unequal systems of the past or 'bolting on' solutions when inequalities are identified.

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

The Champions of Change Strategy



Vision

Inclusive gender equality across our workplaces by 2030.



Purpose

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



Strategy

CEO and Board-level leaders innovating to accelerate change.

Being accountable—standing behind our numbers, sharing lessons and outcomes.

1

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

— Priorities —

2

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

3

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

Outcomes

- ◆ Gender equal representation in leadership, development, promotions, recruitment and retention (including graduates, trainees and apprentices)
- ◆ Increased representation of diverse women across all levels and functions
- ◆ Gender balance in workforce participation at all life stages

- ◆ Caring, respectful, flexible, inclusive employee experiences across diverse demographics
- ◆ Eradication of all forms of everyday disrespect, discrimination, and sexual harassment in the workplace
- ◆ Sector, national and societal leadership eradicating structural inequalities

- ◆ Inclusive gender equality across key sectors and businesses
- ◆ Reduction in gender-based violence in society
- ◆ Positive improvements in societal attitudes on gender equality and the prevention and response to gender-based violence

Closing the gender pay gap at organisation and sector level

Gender equality, safety, social and economic prosperity for all



Approach

Understand the facts

Listen and learn from others

Lead with Action

Track progress and performance

Partner for new perspectives, scale and impact

Share our work freely and widely to help accelerate change

Group Establishment Timeline



263

CEO or board-level leaders across the world



255

Organisations covering every major sector of the economy



73

Women who are Members and Convenors



313/
3/64

Guided by 313 women, 3 non-binary and 64 men Implementation Leaders



The Champions of Change Coalition

KEY PARTNERS

Coalition Partners

Apropela
Australian Equity in Energy Transition Ambassadors
Australian Institute of Company Directors
Australian Human Rights Commission
Australians Investing in Women
Business Council of Australia
Challenge DV
Chief Executive Women
Diversity Council of Australia
Equality Rights Alliance
Equimondo
Flequity Ventures
Fullstop Australia
No to Violence
Office for Women (Australia)
Our Watch
30% Club
UN Fund for Population Activities (UNFPA) / Equity 2030 Alliance
UN Global Compact
UN Women
UNSW Gendered Violence Research Network
World Economic Forum
WESNET
Workplace Gender Equality Agency
Women's Leadership Institute Australia
Workplace Respect

Group Partners

Australian Energy Market Operator (AEMO)
Australian Fire Authorities Council (AFAC)
Australasian Rail Association (ARA)
Australian Rail Track Corporation (ARTC)
Association of Consulting Architects Australia
Consult Australia
Parlour
Property Council of Australia

24



Organisations and Members in the
ASX 100

26

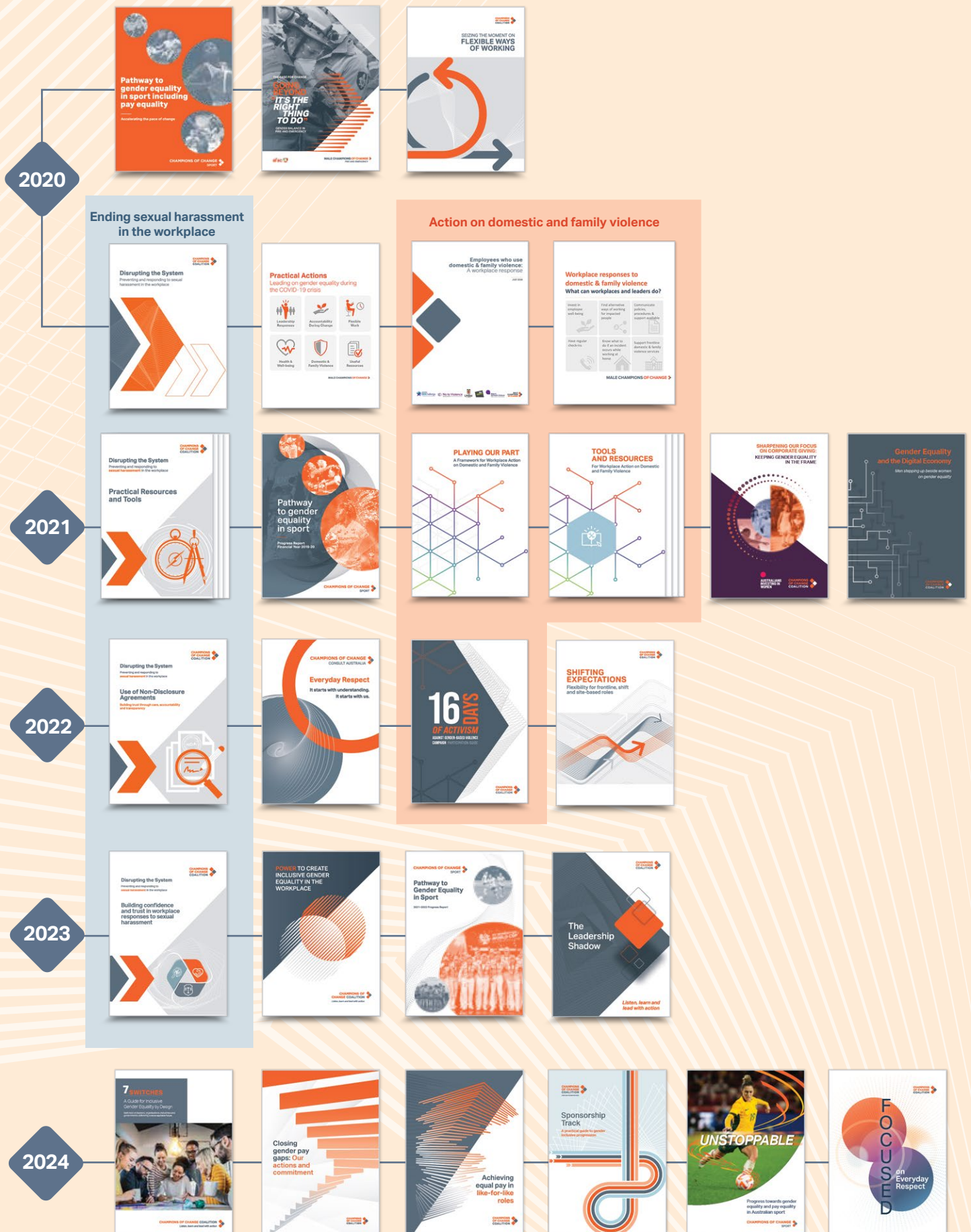


Organisations and Members in the
ASX 200

Our Resources



Our Resources



2024 in Focus

Across 2024 we continued to deliver on the priorities set out in our refreshed strategy, which was introduced last year. Our Members invest their time and resources in the Coalition and remain committed to sharing our work freely and widely to help achieve our vision of inclusive gender equality across our workplaces by 2030.

CEO and board-level leaders innovating to accelerate change

Commission on the Status of Women

The United Nations Commission on the Status of Women (CSW) is the chief global policy-making body on women's rights and gender equality, built on the collective efforts of women to drive change. The CSW attracts more than 10,000 participants from around the world—including leaders from government, civil society and business—to the UN headquarters for its annual two-week session. It offers a rich program of events related to a wide range of gender equality priorities and leading practice initiatives.

Each year, the Coalition sends a delegation of Members to the CSW session as part of our long-term commitment to listen to and learn from the women's sector, including women's rights defenders. Within the CSW forum, the Champions of Change strategy presents a differentiating and disruptive approach to engaging leaders and the public and private sectors on gender equality.

This global engagement opportunity is enhanced by a close partnership with the official Australian Government delegation to the CSW session, and connections with global women's human rights advocates. Our work and impact attract wide interest from governments, UN agencies, civil society and businesses involved in the forum.

Delegation engagement goals are to:

- ◆ listen to and learn from the collective efforts and experience of women driving change internationally and other innovative approaches to inform the work of the Coalition
- ◆ share the Champions of Change approach and practical actions for engaging leaders and engaging across sectors on inclusive gender equality as a contribution to a global, action-oriented discussion
- ◆ profile the Champions of Change initiative and its Members with a view to accelerating progress toward gender equality internationally.

Champions of Change Coalition delegations have attended CSW sessions in 2018, 2019, 2023 and 2024. The 2024 event was the 68th session and is known accordingly as CSW68.

At CSW68, our delegation participated in 14 Champions of Change Coalition events, covering topics such as our work on closing the gender pay gap, inclusive design, and promoting cultures of respect and safety in fire and emergency services.

The following Members participated in numerous official CSW68 events:

- ◆ Paul Jenkins, Global CEO, Ashurst (National 2016 Group)
- ◆ Virginia Briggs, CEO, MinterEllison (National 2015 Group)
- ◆ Daniel Westerman, CEO, AEMO (Energy Group)
- ◆ Melanie Evans, CEO, ING (National 2016 Group)
- ◆ Scott Wyatt, CEO, Viva Energy (National 2017 Group)
- ◆ Michael Morgan, Deputy Commissioner, Fire Rescue Victoria (Fire and Emergency Group)
- ◆ Natalie MacDonald, CEO, Country Fire Authority Victoria (Fire and Emergency Group)
- ◆ Carlene York APM, Commissioner, NSW State Emergency Service (Fire and Emergency Group)
- ◆ Navid Fazil, CEO, Interloop (Pakistan Group)
- ◆ Paula Benson, Chief Officer of Strategy and Corporate Affairs, AustralianSuper (National 2015 Group)
- ◆ Jane Fitzgerald, COO, Property Council of Australia (Property Group)
- ◆ Anna Bourne, Global Client Service Partner, EY (National 2016 Group)
- ◆ Erin Liston-Abel, Executive Director, Strategy and Performance, AFAC (Fire and Emergency Group)
- ◆ Elizabeth Broderick AO, Founder and Convenor, Champions of Change Coalition
- ◆ Kristen Hilton, Convenor, Champions of Change Coalition
- ◆ Fiza Farhan, Convenor, Champions of Change Pakistan
- ◆ Annika Freyer, CEO, Champions of Change Coalition
- ◆ Lisa Pusey, Director of Engagement and Impact, Champions of Change Coalition
- ◆ Amanda Hede, Program Director, Champions of Change Coalition.

Members return from their immersion in CSW events further inspired to lead progress on inclusive gender equality. They see how their work is geopolitically important, how it is accelerating change, and how it helps to safeguard and promote the rights of women and girls globally.



I came away from the experience in awe of the advocates who tirelessly work on these issues everyday ... but even more committed than ever to advancing gender equality at AEMO, in the energy industry, and in society more broadly.

This is not going to work without business leading the way. It's so important for us as leaders to change the dynamic and I think that's what makes Champions of Change so important and unique.

Daniel Westerman,
CEO & Managing Director,
Australian Energy Market Operator



Member briefings

Workplace responses to domestic and family violence

The prevalence of gender-based violence, including intimate partner homicide, has shaken our nation profoundly this year. Incidents of such violence are not isolated and are a grim reflection of a pervasive crisis in our communities that survivor-advocates, frontline workers and women's rights organisations have been sounding the alarm on for decades.

Our Coalition has been proactive in implementing frameworks and resources that tackle domestic and family violence for nearly a decade. These resources are designed to equip workplaces to prevent violence, ensure perpetrators are held to account, support victim-survivors, and amplify impact into the communities in which we work. They have been developed in collaboration with leading academics, women's rights advocates and victim-survivors—including survivor-advocate Kristy McKellar OAM, No to Violence, Our Watch, Full Stop Australia, WESNET, UNSW Gendered Violence Research Network, and Challenge DV—and are available for use by any organisation committed to making a change.

On 2 July, we held a Member Briefing to reaffirm our commitment to the Playing Our Part framework, first released in 2015 and updated in 2021. This framework equips our Members with actionable steps to make a difference in the workplace—whether their organisations are just starting out or are more advanced in their strategies. Members learned from experts and other Members about the important role workplaces can play, gained practical insights on implementing the framework, and reflected on what more we can do to have an impact.

Facilitated by Elizabeth Broderick AO, speakers included:

- ◆ Micaela Cronin, Domestic, Family and Sexual Violence Commissioner
- ◆ Moo Baulch OAM, Chair, Our Watch
- ◆ Jacque Lachmund, Co-Director, Workplace Respect
- ◆ Catherine McNair, Head of Diversity, Inclusion and Wellbeing, QBE Insurance
- ◆ Dale Connor, COO and CEO Construction, Lendlease.

Gender equality landscape

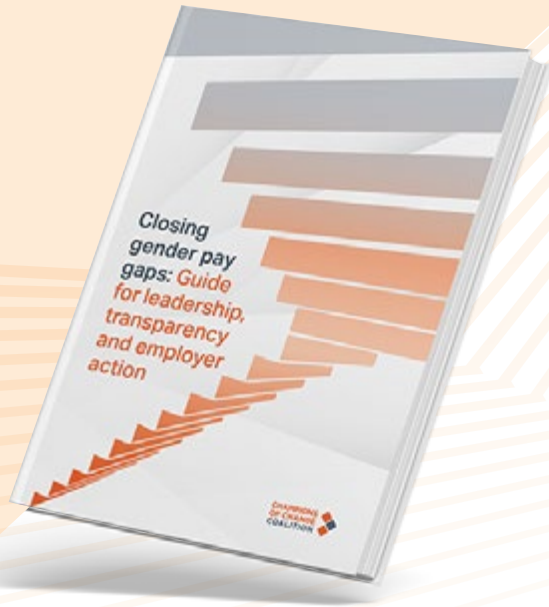
Following the Champions of Change Coalition delegation attendance at the United Nations Commission on the Status of Women's CSW68, we convened a Member Briefing on 30 April to share insights on global progress towards, and challenges to, women's human rights.

While important gains have been made for women's rights in recent decades, overall progress towards an equal and just society where women are free from discrimination has been painfully slow and uneven across the globe. Women's rights groups play a pivotal role in driving legal and policy changes to combat gender inequality, while the efforts of women human rights defenders are essential to achieving lasting progress.

Against this background, our Member Briefing featured a discussion with global women's rights defenders, who shared personal reflections on the current challenges for women's human rights. Members of Champions of Change Coalition's delegation to CSW68 shared insights from their immersion in the global discussions.

Facilitated by Elizabeth Broderick AO, speakers included:

- ◆ Helen Dalley-Fisher, Convenor, Equality Rights Alliance
- ◆ Stephanie Copus Campbell AM, Australian Ambassador for Gender Equality
- ◆ Daniel Westerman, CEO, Australian Energy Market Operator
- ◆ Melanie Evans, CEO, ING
- ◆ Michael Morgan, Deputy Commissioner, Fire Rescue Victoria.



Leadership and transparency on closing the gender pay gap

In November, the Coalition held a Member Briefing to update Members on gender pay gap reporting, informed by the latest data from the Workplace Gender Equality Agency (WGEA).

WGEA CEO the Hon. Mary Wooldridge shared insights on the current landscape of the gender pay gap in Australia following the February 2024 release of median gender pay gap data, which has been instrumental in driving national awareness and action. She emphasised the importance of using this data to inform more targeted strategies for achieving inclusive gender equality across Australian workplaces.

The briefing also provided a recap on the Coalition's report, *Closing Gender Pay Gaps: Our Action and Commitment*, which was developed in collaboration with WGEA. It provides a framework for understanding the drivers of gender pay gaps and outlines high-impact actions that can be implemented at organisational, sectoral and national levels to address these disparities.

The session underscored the significance of collective and coordinated action, equipping Members with the knowledge and tools necessary to continue their efforts in closing gender pay gaps.

Responding to employees who use domestic and family violence

In early December, the Coalition, in collaboration with Workplace Respect, delivered an online workshop providing Member organisations with guidance on organisational responses to employees who use domestic and family violence.

Drawing on the Coalition's resource on this topic (*Employees who use domestic and family violence: A workplace response*), the workshop addressed the need for organisations to effectively identify, understand and manage these complex situations, ensuring the safety and wellbeing of people, particularly victim-survivors, while fostering a culture of accountability and support. This approach is essential because it sets expectations around the behaviour of employees and works to prevent further harm while ensuring that the workplace is not complicit in allowing abusive behaviours to go unchecked.

The workshop was aligned with the broader goals of the Coalition's engagement in the 16 Days of Activism campaign, emphasising the role of workplaces in addressing domestic and family violence. It covered topics such as recognising behaviours that may indicate someone is using domestic and family violence, understanding how workplaces can effectively respond when they become aware an employee is using domestic and family violence, and unpacking the role of the workplace in recognising and responding to the situation, and referring people to expert organisations for support. The discussion also revisited key elements of the Coalition's existing resources, including the Playing Our Part framework.

The workshop was facilitated by Jacque Lachmund, Kat Baulch and Matt Pronger, who are Co-Directors of Workplace Respect and long-time partners of the Coalition, including collaborating on the original Playing Our Part materials.



FOCUSED on Everyday Respect: **in conversation with Dr. Anna Cody,** **Sex Discrimination Commissioner**

In October, the Coalition hosted a Member Briefing to launch our resource *FOCUSED on Everyday Respect*. Developed with Members over the past 18 months, the release coincided with the first anniversary of the implementation of the positive duty obligations introduced into the Sex Discrimination Act 1984 (Cth), underscoring the importance of these obligations in fostering respectful and safe workplace environments.

The Coalition's resource provides practical guidance on embedding everyday respect into workplace culture by clearly defining what everyday disrespect and respect look like. It offers specific, actionable steps to foster respectful environments for all.

The Member Briefing, led by Sex Discrimination Commissioner Dr. Anna Cody in conversation with Elizabeth Broderick AO, provided Members with insights into positive duty obligations. Dr. Anna delivered a compelling overview of the current landscape of workplace respect, emphasising the ongoing challenges and opportunities for leadership.

Her reflections highlighted how organisations have navigated these obligations over the past year, sharing examples of leadership, areas where gaps persist and where further efforts are needed.

Members, shared practical examples of actions to foster everyday respect in their workplaces, providing insights into effective and replicable strategies.

By addressing both successes and challenges, and giving practical examples, the session provided Members with actionable strategies to further equip organisations with the tools to create respectful, safe and inclusive workplaces.

Gender Compass

We held briefings for our Members on Plan International's Gender Compass research, led by social researcher Dr Rebecca Huntley. The Gender Compass offers new and essential insights into the Australian public's attitudes and behaviours around gender equality and respect. We will use the insights from the research to help us more effectively engage our teams and communities in efforts to create more gender equal, safe and respectful workplaces.

Roundtable on international gender equality priorities

The Coalition worked with Australia's Gender Equality Ambassador, Stephanie Copus Campbell AM, and Workplace Gender Equality Agency CEO the Hon. Mary Wooldridge to convene a virtual roundtable with Members, focused on Australia's international gender equality priorities and the pivotal role that Australian businesses play in advancing these goals globally.

Participants engaged in a dialogue about the gender equality efforts currently being led by Australian businesses domestically and in international markets, particularly in Southeast Asia and the Pacific. They also discussed opportunities for public-private sector collaboration to accelerate change and overcome challenges.

The meeting emphasised the importance of sustained collaboration and strategic initiatives to promote gender equality in Australia and on the international stage.



Refresh of our flagship resources

This year, we continued to refresh our flagship resources, including:

- ◆ *In the eye of the beholder: Avoiding the Merit Trap*
- ◆ *40:40:20 For gender balance: Interrupting bias in your talent processes*
- ◆ *Building a gender-balanced and inclusive presence: Test the messages you project.*

These resources have been updated to reflect our strategy, our work on power and everyday respect, and current thinking on men's accountability for gender equality as set out by the United Nations Working Group on Discrimination Against Women and Girls, and to incorporate an intersectional lens across all our work.



94%



of Members have made a leadership commitment to gender equality through a specific strategy and action plan that is monitored and reviewed annually by the board/senior team, ⬆ from 88% in 2023



81%



of gender equality goals are reflected in the behaviours of all leaders in Member organisations via the Leadership Shadow approach, ⬆ from 74% in 2023

Being accountable—standing behind our numbers, sharing lessons and outcomes



94%



of eligible Members contributed their organisational data to our *Closing gender pay gaps* report, released in February 2023

71%



of Member organisations publicly disclose gender equality targets and annual progress against them, ⬆ from 65% in 2023

Providing leadership and transparency on closing the gender pay gap

In February 2024, we released a new report, *Closing gender pay gaps: Our actions and commitment*, coinciding with WGEA's inaugural publication of gender pay gap data for Australian private sector organisations with more than 100 employees.

Developed through extensive stakeholder and Member engagement, the report includes:

- ◆ the Coalition's commitment to collective efforts to closing gender pay gaps—including the median gender pay gap data—of eligible Members
- ◆ a framework for understanding the drivers of gender pay gaps and high-impact actions that can be taken at the organisation, sector and national levels to close them
- ◆ collective and transparent disclosure of median pay gap data for eligible Members
- ◆ case studies from Members Viva Energy, AustralianSuper, Deloitte and CSR on their actions to close gender pay gaps
- ◆ resources to help all organisations understand, report and act to close gender pay gaps.

65%



of direct reports to Champions of Change Members have KPIs related to gender equality in their scorecards or performance plans, ⬆ from 66% in 2023

83%



of Champions of Change Members oversee the conduct and actioning of outcomes of a gender pay equity audit at least every two years, ⬆ from 79% in 2023



The report shows mixed results, with some Members having median gender pay gaps lower than their industry benchmarks, while others have higher gender pay gaps. Although the results are not as favourable as hoped, the aggregate data offers valuable insights into the structural dynamics at play. It shows the criticality of collaboration within and across sectors to achieve lasting change.

Members Paul Schroder (AustralianSuper), Damien Nicks (AGL), Scott Wyatt (Viva Energy) and Janet Menzies (Amazon and former Chair of the Coalition)—together with convenors Elizabeth Broderick AO and James Fazzino, and our CEO Annika Freyer—participated in an Australian Financial Review (AFR) media briefing on our results and approach.

Our Chair, Andrew Stevens, and Convenor Ann Sherry AO also contributed an opinion piece to the AFR, highlighting the business, social and economic importance of leaders working together to close gender pay gaps.



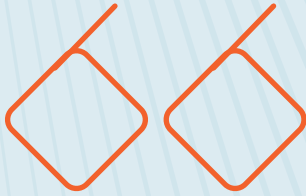
Annual Impact Report

Our Annual Impact Report represents our commitment to standing by our numbers and transparently reporting progress and has differentiated the Coalition's work since inception. It is recognised as the largest voluntary disclosure on key measures of inclusive gender equality in the workplace in the world, and each year offers a public resource to assist all organisations in benchmarking their progress towards gender equality.

89%



of eligible Champions of Change Members contributed their organisational data to our 2024 Annual Impact Report



What our Member data and experience as a Coalition over a decade show is that organisations cannot close gender pay gaps by working in isolation. This is a generational challenge. Lasting change will only be achieved through collective efforts to redesign decades of education, employment and workplace strategies, which in the past have been based on gender roles and norms that undermine efforts to achieve gender equality. Strategies to address the unequal division of caring and household management will also be essential.

Elizabeth Broderick AO

Founder

Champions of Change Coalition



Gender Equality Dashboard

Since 2010, Champions of Change has focused on gender reporting as a core pillar of our strategy to achieve inclusive gender equality—*what's measured gets managed*.

Over the past decade, alongside WGEA and ASX listing requirements, a range of legislative changes has expanded reporting obligations, leading to the development of a diverse market of products and services for gender equality reporting that vary in quality, insight, consistency and uptake. Additionally, important new metrics, such as gender pay gap data, have emerged from a decade of action and innovation in gender equality efforts.

This year, a cross-Coalition project led by Member McKinsey & Company has worked to develop a consistent and contemporary gender equality reporting dashboard to help organisations focus on the most critical actions to take and measures to track as part of workplace gender equality strategies.

A new Gender Equality Dashboard prototype was developed based on global research into current and promising practice, engagement with CEOs and key teams across the Coalition, and practical testing in over 50 Member organisations of varying sizes across a range of sectors.

The dashboard aims to provide context to an organisation's gender representation and gender pay gap data, their underpinning drivers, and the key focus areas to create improvements.

There is potential to influence global standards on more comprehensive, consistent and insightful reporting and assessment of organisation, sector and national efforts to advance systemic and sustainable change on gender equality.



Unstoppable: Progress towards gender equality and pay equality in sport

In November, we released the report *Unstoppable: Progress towards gender equality and pay equality in Australian sport*, a landmark publication by the Champions of Change Coalition Sport Group. It describes the significant transformation achieved in sport over the past decade, and future priorities towards the Group's vision of truly gender-equal sport within a generation.

Unstoppable marked 10 years since the initial recommendation to establish the Champions of Change Sport Group, and five years since the launch of the Coalition's comprehensive monitoring and assessment framework, called *Pathway to Gender Equality and Pay Equality in Sport* (the Pathway framework).

The report of the same name highlights that through determined efforts across the sports ecosystem there has been more progress towards gender equality in sport in the past 10 years than in the past 100 years. It demonstrates the substantial impact that can be achieved when sectors work collectively and collaboratively, and stay the course in their commitment to achieving gender equality.

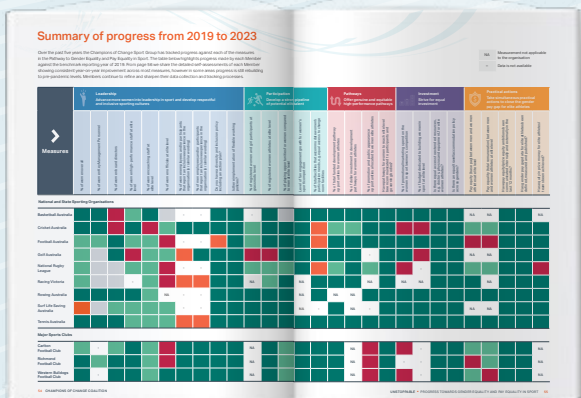


Since the Pathway framework's launch during the Women's T20 World Cup in March 2020, Sport Group Members have publicly reported progress on its key measures annually, with most Members maintaining or improving their performance each year.

Unstoppable includes Members' individual and collective assessment of their progress during the past five years against more than 20 measures set out in the framework.


Unstoppable was developed through extensive stakeholder consultations, including interviews with CEOs and senior leaders; focus groups with Implementation Leaders from the Champions of Change Sport Group; interviews with government and emerging sports leaders; feedback and consultation with women leaders in the sector; and a comprehensive review of related research from 2014 to 2024.

We extend our sincere gratitude to PwC for its collaboration in shaping the analysis and findings presented in *Unstoppable*, and for its partnership in helping to strengthen our collective pursuit of a more equitable sporting landscape for Australia.



96%



of Member organisations have systems in place to address bias and ensure equality in recruitment and promotion processes,  from 93% in 2023

63%



of Member organisations apply gender balance target to succession lists for CEO and other C-suite roles,  from 59% in 2023

Gender-equal and diverse workforces, capturing the performance advantage



Sponsorship Track: A practical guide to gender inclusive progression

In July we released *Sponsorship Track: A practical guide to gender inclusive progression*, providing practical guidance on how to establish formal, structured and inclusive sponsorship initiatives. It was developed based on significant knowledge gained and lessons learnt through more than a decade of implementing sponsorship initiatives across the Coalition.

The guide outlines the case for sponsorship, the difference between mentoring and sponsorship, key steps in establishing and assessing sponsorship programs, and tips for both sponsors and those sponsored. It also includes a range of case studies and insights arising from sponsorship initiatives conducted across our Coalition during the past 10 years in our Sport, Property, STEM and Health, Architecture, Fire and Emergency, and Consult Australia Groups.

Sponsorship Track was launched in conjunction with the Property Council of Australia at a 500 Women in Property event in Melbourne on 30 July, with more than 250 leaders from the sector in attendance.



The power of effective sponsorship for women cannot be overstated. An effective sponsor is senior and powerful, and uses their political capital to invest in, advocate for, and create opportunities for a more junior person.


For women, in particular, sponsors can help to play a critical role in advancing their careers because they often recognise qualities that women may not see in themselves. Reflecting on the significant impact sponsors have had on my career, I think about the times I've leaned on sponsors for extra support. This is particularly true for the leadership opportunities presented to me over the years, where my sponsors encouraged me to take on new roles.



Virginia Briggs
CEO MinterEllison and Member of Champions of Change Coalition National 2015 Group

74%



of Members expect all leaders in their organisation to routinely sponsor diverse women,  to 74% in 2023



Imagine for a moment the economic, community and business impact if leaders used the Sponsorship Track to help identify and sponsor emerging talent—not just of women but of people of completely different backgrounds and life experiences to their own. In this way, sponsorship—which, when you boil it down, is about being curious, active, and caring about the future of people in your midst—is mutually enriching for the person who receives it and the person who gives.



Kristen Hilton
Convenor of Champions of Change National 2015, National 2017, and Fire and Emergency Groups

Growing the talent pipeline

The Energy Group, in collaboration with relevant Members across the Coalition, embarked on a project this year to address the challenges of building a gender-balanced talent pipeline for the energy transition and innovative strategies to accelerate change. Facilitated by our Member, EY, the project is designed to identify and address barriers to entry in the sector and innovative advancement strategies through education, vocational, lateral and international pathways.

This project is underpinned by the strategic need for gender diversity to drive innovation and enhance the sector's capacity, while ensuring women are equally engaged in and benefiting from the energy transition. It involved qualitative interviews with CEOs, human resources workers, women leaders and industry representatives, along with a review of existing research and successful strategies from across the world.

With a focus on specific roles and capabilities, the outcomes of this project will be applicable across a range of industries and sectors, particularly as we work to ensure gender equality is built into talent and strategic workplace planning of the future. This includes practical actions and recommendations for organisations, the energy industry and government, aligned with the Coalition's 7 Switches framework for inclusive gender equality by design.



Tackling tough spots

As more and more organisations reach gender balance, a detailed exploration of representation data, along with insights from analysis of gender pay gaps, reveals aggregate data is masking key parts of the organisation where progress towards gender balance has stalled. These roles, departments or functions are recognised as 'tough spots' requiring leadership, targeted organisational intervention and collaborative efforts to shift.

The National 2015, National 2016, Fire and Emergency, and Property Groups have been interrogating 'tough spots' since 2020 by tracking representation data and gender pay gaps; listening and learning through focus groups and surveys; and piloting specific interventions.

This work shows that persistent tough spots undermine overall progress on gender equality and challenge our Members to consider whether they have truly removed the barriers to women's full participation and progress, or only in certain roles and functions that can be perceived as peripheral to the core business of the organisation. Insights gained from a review of Member data highlight that this is key to closing organisation-wide gender pay gaps and needs to be a whole-of-Coalition priority.

Through this work, we have identified consistent manifestations of tough spots identifiable across most organisations, the common drivers of these workforce dynamics, and strategies to achieve change within organisations and across sectors and industries through collective action. Our intent is to release this work as a public resource so others may learn from our early work and adapt and adopt it for their own organisations.

Energy Sector Tough Spots

The Energy Sector Tough Spots project, led by KPMG, aims to address persistent gender disparities in Australia's energy sector. Despite overall progress in workplace gender equality, the sector still faces significant challenges, especially in senior leadership and technical roles, where women are vastly under-represented. Women continue to be a minority of the sector's total workforce and leadership positions.

This project seeks to understand the root causes of these disparities and develop targeted strategies to transform these tough spots into examples of gender equality. By conducting a detailed analysis of gender pay gaps and consulting with key stakeholders through workshops and interviews, the project aims to provide actionable insights for Members to pursue individually and collectively.

The goal is to enhance the sector's adaptability, innovation and attractiveness to top talent by promoting gender diversity in leadership, and the roles and functions critical to the sector's future. The project will assess the current state of gender disparities, help formulate effective strategies to close the gender pay gap, and provide a platform for collective action and advocacy for change.

Cultures of care, respect, safety and belonging – leveraging the talent advantage

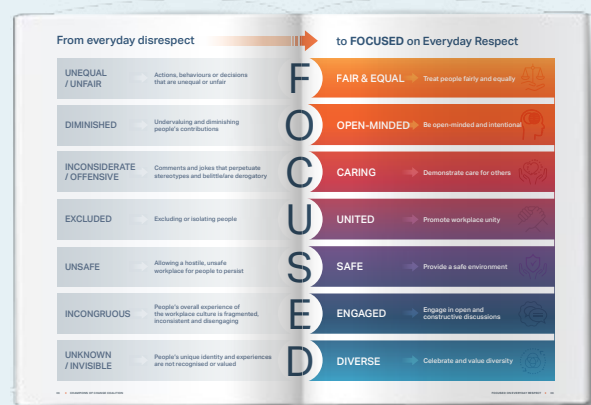
Ensuring everyday respect in workplaces

In October, we released *FOCUSED on Everyday Respect*, a new comprehensive resource to support individual and collective leadership action on building cultures of respect, inclusion, belonging and cohesion in our workplaces.

Developed through a two-year cross-Coalition project and extensive stakeholder engagement, it includes guidance and practical tools focused on:

- ◆ the case for leadership focus on everyday respect
- ◆ the legal and regulatory context leaders must be aware of
- ◆ examples of how everyday disrespect manifests in workplaces
- ◆ a modern, clear and consistent blueprint for everyday respect in workplaces—what it should look like in practice
- ◆ clear steps to embed respectful practices in leadership and across business systems
- ◆ practical tools to help cultivate cultures of everyday respect
- ◆ case studies on promising practice from Champions of Change Coalition Members, including CBA, Rio Tinto, Viva Energy, Komatsu, CSIRO, Telstra and QBE.

In preparing the resource, Members held ‘*Listen and Learn*’ conversations with people across their organisations to help understand what everyday disrespect and everyday respect look like. The conversations also helped to develop practical actions leaders can take to create more safe, respectful and inclusive workplaces.



The resource will support Members to lead in creating greater respect and cohesion in workplaces, with the aim of better experiences for everyone across the employee life cycle. The changes leaders make in the culture of their workplaces can also have a direct impact in creating safer communities and homes.

We sincerely thank the organisations and individuals that provided expert advice on the materials developed. They include the Australian Human Rights Commission, Our Watch, Equality Australia, the Disability Leadership Institute, and Maria Dimopoulos AM.

Leading on care and caring across the employee life cycle

Since inception, the Coalition has prioritised practical and disruptive action to address the barriers that prevent employees with caring responsibilities from thriving in our workplaces, and to encourage the equal sharing of unpaid care between people regardless of gender. Nonetheless, we continue to see the demands of work and care limiting women's workforce participation, progress and economic equality.

This 'care conundrum' underpins many of our challenges in talent attraction, the talent pipeline, leadership balance, gender pay gaps and employee wellbeing. Members have collaborated with experts to understand more deeply the breadth and longevity of caring that employees undertake and often hide from their employers.

We have developed a maturity framework of leading practice approaches to supporting employees with diverse caring responsibilities, to enable them to thrive in the workplace. We are also working to identify the leadership and culture shifts required to enable care to be prioritised.

This year, the Property Group explored the persistent barriers faced by working carers in their organisations, as well as leading practice approaches to supporting carers in the workplace. The Group held a joint Member and Implementation Leader meeting and heard from speakers, including a working carer who shared her lived experience and the Chief Human Resources Officer of Deloitte who shared information about Deloitte's innovative approach to supporting working carers. The Group gathered insights that will inform a consultation paper to be released in early 2025 and become the basis of the Coalition's further work on this topic.

84%



of Member organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, ↑ from 71% in 2023

80%



of Member organisations have a strategy with policy settings in place to improve men's uptake of parental leave, ↑ from 69% in 2023

73%



of Member organisations pay superannuation to employees during periods of both paid and unpaid parental leave, ↑ from 67% in 2023

Proactively preventing sexual harassment

Eliminating sexual harassment from our workplaces is a shared priority across Champions of Change Coalition. Since the release of *Disrupting the System: Preventing and responding to sexual harassment in the workplace* in 2020, we have made progress on key priorities such as leadership, measurement and reporting, education and transparency.

Our long-term focus on gender equality and sexual harassment prevention ensured that Member

organisations were well prepared to respond to and embrace the major statutory reforms introduced 12 months ago that redefined the legal landscape for sexual harassment prevention.

Our Members continue to implement the recommendations in *Disrupting the System*, and they share and learn from one another on the impact of these actions in preventing and responding to workplace sexual harassment.

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

Building confidence and trust in workplace responses to sexual harassment

Until we eradicate sexual harassment and other harmful behaviours from our organisations, our goal is for all organisations to have trauma-informed, person-centred, safe and fair response systems that prioritise people's wellbeing, healing and recovery.

As part of our broader sexual harassment prevention efforts, there is a pressing need to rethink and redesign workplace responses to sexual harassment, which to date have largely addressed sexual harassment as an issue of legal risk rather than human harm. Ongoing, holistic support for the people impacted, choices for how they report issues, input into resolution options, and long-term care and recovery must be key features of future sexual harassment response systems.

To support Members to review and improve their current approaches, in November 2023 we released a new resource, *Building confidence and trust in workplace responses to sexual harassment*.



It shares practical steps to help organisations implement more person-centred, trauma-informed, safe and fair approaches for responding to and resolving workplace sexual harassment. Throughout 2024, Members implemented this framework and reflected on the impact of actions taken, including new approaches to transparency and disclosure.

96%



of Member organisations' board or executive leadership teams have articulated to the organisation the commitment to eradicating sexual harassment with a zero-tolerance position, ⬆ from 93% in 2023

96%



of Member organisations have reviewed reporting options to ensure there are multiple, confidential avenues for employees impacted by sexual harassment, ⬆ from 93% in 2023

96%



of Member organisations' board or executive leadership teams have established regular reporting on sexual harassment (cultural indicators and incidents) into their regular reporting cycle, ⬆ from 84% in 2023

91%



of Member organisations invested in building the capability of internal contacts and advisory teams on sexual harassment prevention and response or expanded relationships with external support services, ⬆ from 84% in 2023

94%



of Member organisations have adapted workplace health and safety strategies and processes to incorporate sexual harassment as a physical and psychological safety issue, ⬆ from 88% in 2023

54%



of Member organisations have committed to adopting principles of transparency for high-profile sexual harassment cases (e.g. in policy, employment contracts or formally endorsed in some other way), ⬆ from 49% in 2023

78%



of Member organisations have undertaken risk assessments including cultural reviews, sexual harassment-specific surveys, or other robust diagnostics to identify high-risk cohorts or behaviours, ⬆ from 69% in 2023

66%



of Member organisations regularly share internal updates on sexual harassment (de-identified cases, numbers and outcomes), ⬆ from 55% in 2023

97%



of Member organisations have up-to-date tools, training and education provided to employees to help them identify sexual harassment and know how to respond, ⬆ from 93% in 2023

58%



of Member organisations ensure individuals impacted by sexual harassment retain their right to speak, and this is carved out of any commercial settlement agreement (i.e. a non-disclosure agreement), ⬆ from 54% in 2023

Activating Everyday Champions of Change

The Coalition brings together CEOs to lead on inclusive gender equality within workplaces and society. Our Members recognise the value in activating a broader network of Everyday Champions of Change to accelerate progress.

We know there is energy to drive change across our organisations, but not everyone has been afforded the opportunity to learn, reflect and debate. Many employees are advocates for gender equality and, if invited to help, will step up.

In this context, the Coalition has engaged and activated a broader network of champions of inclusive gender equality, diversity and inclusion through a series of Everyday Champions of Change workshops that draw on the strategies and resources developed by our Members over the past decade. To date, some 500 leaders across approximately 60 Member organisations have participated in one of 14 Everyday Champions of Change workshops. This year we held two workshops involving around 90 leaders from Champions of Change Property Group organisations, with a focus on leaders from leasing and capital transactions—two key ‘tough spots’ in the property industry.

Shaping workforces of the future—men and masculinities

To meet employee and stakeholder expectations that the workplace is safe, respectful and inclusive requires leaders at all levels across all sectors to understand and take action to demonstrate the benefits of gender equality. It is important to reflect on how gender norms—including expressions of masculinities—are learnt, shaped and reinforced by everything around us, including our workplaces, particularly the pressure to conform to and uphold these norms. This involves considering the different ways men, women and gender-diverse people may experience power and privilege, as well as discrimination.

Over the past 12 months, we have invited leaders to consider how rigid norms and stereotypes show up in workplaces, especially rigid expressions of masculinity, which can hold back progress on gender equality and impact efforts to create more safe, respectful and inclusive working environments.

The Coalition this year has been engaging with various national and international organisations to understand the thoughtful work, research and programs that are having a positive impact regarding masculinity and allyship, or at least being implemented and demonstrating promise, as this area is a work in progress. The key findings from the in-depth analysis will be shared more broadly with the Coalition. This will include practical actions leaders can take to build support strategies for more expansive expressions of masculinity, ways to support men in all their diversity, mitigate backlash, and ultimately prevent everyday sexism and gender-based violence.

We are collaborating with Equipundo: Center for Masculinities and Social Justice, a leading organisation working to engage men and boys as allies in gender equality, promote healthy manhood, and prevent violence. As part of this work, Equipundo has included a case study on the Champions of Change model in a report that will be released in late 2024.

91%



of Member organisations take specific action to address backlash and amplify buy-in on gender equality, ⬆ from 87% in 2023

98%



of Member organisations have policies or initiatives in place to enable equal and flexible access to parental leave for all parents, ⬆ from 94% in 2023

96%



of Member organisations have mainstreamed flexible work with policy, tools and technology, and leadership support, ⬆ from 94% in 2023

95%



of Member organisations take specific action to highlight and address everyday sexism in the workplace, ⬆ from 88% in 2023

79%



of Member organisations are taking specific action to enable flexible work for frontline/operational workers, ⬆ from 72% in 2023

Equality and inclusion are embedded in what we deliver, creating an innovation advantage and positive social impact

Roundtable on products and services safety

In September, we convened a roundtable with Member organisations across insurance, energy, banking and telecommunications to develop innovative responses to the weaponisation of essential products and services in domestic and family violence.

People who use domestic and family violence use products and services to exert control over victims and to harass and intimidate them, impacting victim-survivors' ability to maintain financial stability, safety, health and wellbeing.

While our Members across Champions of Change Coalition have been taking action to prevent and mitigate the risks of such forms of violence over several years, the Roundtable sought more urgent action, given the persistent and catastrophic levels of domestic and family violence in the Australian community.

The objectives of the forum were to:

- ◆ affirm organisational and leadership commitment to addressing the issue
- ◆ prevent the weaponisation of current product and service offerings
- ◆ ensure that systems and processes prioritise the confidentiality and safety of victim-survivors
- ◆ hold customers accountable for the misuse of products and services
- ◆ ensure products and service development and enhancements (including relevant systems and processes) adhere to safety by design principles and support the empowerment and independence of women.

The roundtable was led by Champions of Change Convenor Kristen Hilton and included expert Catherine Fitzpatrick (Flexquity), Prof. Jan Breckenridge (UNSW Gendered-Violence Research Network) and CEOs and senior executives from 21 Member and partner organisations.

The discussion included:

- ◆ the ways in which products and services are used by people who use domestic and family violence to abuse and control their (ex)partner or member of their family
- ◆ the unique ways in which people who experience intersectional discrimination experience the misuse of products and services and the implications of this for our prevention and response efforts
- ◆ actions Members are taking to support victim-survivors, keep their details confidential and hold people who misuse products and services accountable
- ◆ actions Members are taking to build gender equal and inclusive design into the development of all future products and services
- ◆ opportunities for Coalition-wide collective action to amplify our impact.

The discussion confirmed the strong work underway across Member organisations to address the misuse of their products and services and the alarming rates at which these efforts are needed. It also affirmed the commitment of Members to continue to learn and improve their practice, including ensuring gender equal and inclusive design is built into the design of future products and services.

The Coalition will continue discussions on this important topic, encouraging each other to take more and bolder action; learning from one another; and bringing in Members from other industries to take action. During the 16 Days of Activism to End Gender-based Violence the Coalition will release a public statement affirming the Coalition's collective commitment to take action, affirming our zero-tolerance stance on the misuse of products and services by people who use domestic and family violence and setting out the step we are taking at the organisation, industry, national and international level to address this scourge.

Our Member organisations, Commonwealth Bank, Hollard, IAG, QBE and Suncorp, have also publicly supported the *Respect and Protect* program which includes the inclusion of financial abuse in their terms and conditions, or have pledged to introduce this measure soon.

Property Champions lead 16 Days of Activism campaign

Each year, the Coalition participates in the 16 Days of Activism Against Gender-Based Violence (from International Day for the Elimination of Violence Against Women on 25 November to International Human Rights Day on 10 December). We share our Members' efforts to prevent and respond to gender-based violence, and amplify the work of our many partners working tirelessly every day to prevent and respond to violence against women.

For the third year, the Property Champions of Change led an industry-wide campaign during 16 Days of Activism to raise awareness of domestic and family violence. This included a Tools Down event, as well as lighting up assets in orange to raise awareness among clients, customers, tenants and the communities in which they own, operate and manage buildings across the country.

Advancing women with intersecting marginalised identities at every level

We recognise that efforts to advance gender equality have not necessarily lifted all women equally, and that embedding an intersectional approach will help deliver inclusive gender equality and ensure our Members can reap the full organisational benefits of gender equality and access to diverse and untapped talent.

Throughout the year, we continued to work with Members to build an understanding of intersectionality, identify key actions for leaders, and encourage them to view the different gender equality issues and initiatives in the Coalition workplan through an intersectional lens.

We also partnered with Our Watch to develop a starter kit for organisations to embed an intersectional approach into their gender equality efforts.

96%



of Member organisations have initiatives in place to support employees, family or friends experiencing domestic and family violence, ↑ from 94% in 2023

81%



of Member organisations have an approach in place to respond to employees who are or may be using domestic and family violence, ↑ from 78% in 2023

60%



of Member organisations undertake initiatives to prevent and respond to domestic and family violence in the community, ↑ from 56% in 2023

94%



of Members have reviewed the public 'face' of their organisation to ensure they are presenting a respectful and inclusive environment for women, ↑ from 89% in 2023

51%



of Member organisations apply a gender lens to corporate giving efforts, ↑ from 46% in 2023



Decision-making and design for a gender-equal and inclusive future

In March, we released a draft resource, *7 Switches: A Guide for Inclusive Gender Equality by Design*, for stakeholder review and feedback. This pioneering initiative, led by Members Jacobs and CSIRO, aims to help embed inclusive gender equality at the heart of all decision-making and design processes, across everything we do and deliver. Our vision is for a world where inclusive gender equality fuels creativity, innovation and economic prosperity. By using the 7 Switches to embed gender equality from the start, we want to help set a new standard for how we operate, unlocking potential growth and innovation that benefits us all.

7 Switches provides decision-makers with simple, actionable strategies to:

1. Actively include and engage diverse women in end-to-end decision-making
2. Equally value the contributions, perspectives and achievements of people of all genders
3. Enable the autonomy, independence, freedom and privacy of women and girls
4. Never prioritise or trade off the health and safety of people of any gender over those of others
5. Factor the attributes and needs of women into design at every life stage
6. Eliminate harmful gender stereotypes, norms and expectations that impede equality
7. Make equal or corrective investments to eradicate gender inequity.

We collaborated with Football Australia and Commonwealth Bank to release a 7 Switches case study focused on Football Australia's Matildas team and the Legacy '23 campaign as part of the hugely successful 2023 FIFA Women's World Cup. The case study showcases the transformative outcomes that are possible for all stakeholders when there is a shared vision and systemic action to build gender equality into every decision and design process. The case study was shared by Football Australia at a forum entitled Redesigning the World With Female Athletes in Focus, hosted by the United Nations Population Fund (UNFPA) Equity 2030 Alliance at Harvard Kennedy School.

In September, we collaborated with the UN Global Compact to deliver a forum focused on inclusive gender equality by design, showcasing the 7 Switches framework as part of the UN Global Compact Leaders Summit in New York.

Champions of Change Members have been piloting 7 Switches over the course of the year, as the beginnings of what we hope will be a larger movement. Through collaborations with organisations such as the UNFPA and the UN Global Compact, we hope to amplify its reach and potential impact globally.



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
Convenor of Champions of Change National 2015,
National 2017 and Energy Groups



Personal Protective Equipment

Various organisations in the Coalition—particularly our Fire and Emergency Group—have been working to address issues around the availability of gender-inclusive personal protective equipment (PPE) and personal protective clothing (PPC).

Access to gender-equal and inclusive PPE and PPC is critical to attract and retain women in frontline roles in the sector, as well as for the health and safety of women and diverse people of all genders.

The Fire and Emergency Group's focus has been on understanding gaps in access to PPE and PPC, and identifying opportunities to work individually and collectively to address any barriers to the procurement of and access to gender-inclusive PPE and PPC. This work has included applying the 7 Switches framework. The Group is also linking with counterparts in the US and other countries, and those in other industries to build knowledge and a powerful coalition for change.

Aligning with the annual Australian and New Zealand National Council for fire and emergency services (AFAC) conference in September, Champions of Change Coalition led a roundtable discussion with Fire and Emergency Services stakeholders, including representatives from the US Federal Emergency Management Agency, women working in frontline roles, and Women and Firefighting Australasia. The discussion focused on understanding the barriers to ensuring access to gender-inclusive PPE and PPC, and identifying what collective action can be taken to drive change.

The final report will include a detailed analysis of current PPE and PPC provision, identifying gaps, challenges and recommendations for improvement drawn from research and consultations.

Shaping new and transitioning sectors to proactively 'build in' gender equality

As the Coalition pursues its vision and strategy, engaging with new Members and industries is critical to achieving sustainable change. This isn't just about traditionally male-dominated sectors—gender equality is relevant to every part of the economy. Each industry offers its own challenges and opportunities, and by welcoming a diverse mix of Members, we can accelerate change.

Including emerging industries, especially those leading technological and societal transformation, allows us to set new standards for equity and inclusion from the outset. This means creating workplaces that are inclusive by design, not just retrofitting them for diversity. By taking this comprehensive approach, we make gender equality a core principle across all industries, ensuring sustainable progress and paving the way for future generations.

New Group: Rail

In collaboration with the Australasian Railway Association (ARA), the Coalition brought together key representatives from the rail industry to commit to a significant and enduring increase in the representation of women at all levels within the sector.

In July 2024, the Rail Group was established, with 10 CEOs from diverse rail infrastructure, operations and services businesses across Australia. Under the convenorship of Kathy Mac Dermott, the Group is dedicated to ensuring that the rail industry attracts talent from the entire population, creates inclusive and appealing work environments, and places women's expertise, innovation and insights at the forefront of delivering the \$154 billion pipeline of rail projects.

The Group's priorities include cultivating female leaders at every level; building workplace cultures where everyone feels safe, respected, valued and equal; and implementing strategic, coordinated efforts to inspire and support more women and girls in pursuing careers within the rail industry.

Measuring 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 considers their unique contexts, priorities, timeframes and opportunities to improve.

Table 1 describes the collective engagement of our Member 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

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
	87%5%3%5%									
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	74%14%7%5%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	64%9%22%5%									
	Gender equality KPIs – included in scorecards or performance plans of Champions’ direct reports									
	59%12%24%6%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	75%10%10%6%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
48%19%28%6%										
Closing the gender pay gap – targets included in the KPIs of the executive leadership team										
26%21%47%6%										
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees										
57%15%23%6%										
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report										
53%11%30%7%										

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Practical actions *(continued)*

Table 1: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Gender-equal and diverse workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	88%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	70%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	57%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	80%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	90%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	73%									
	Parental leave – equal and flexible access to parental leave for all parents									
	92%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	74%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	76%									
	Everyday sexism – action to highlight and address everyday sexism									
	87%									
	Superannuation – paid during paid and unpaid parental leave periods									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	67%									
	Everyday respect – specific steps to encourage and foster everyday respect									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	88%									
	6%									

◆ Complete or underway
◆ In plan to complete in 2026
◆ No plans in place for action
◆ Not applicable
◆ Not reported in 2024

Practical actions *(continued)*

Table 1: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	89% 5% 2% 5%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	86% 5% 4% 5%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	85% 9% 1% 5%									
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	71% 16% 9% 5%									
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases									
	51% 8% 35% 6%									
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)									
	57% 11% 27% 6%									
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)									
	52% 9% 33% 6%									
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date									
	90% 3% 2% 6%									
	Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment									
	89% 5% 1% 6%									
	Sexual harassment – built internal support capability or expanded relationships with external support services									
	82% 8% 5% 6%									
	Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied									
	75% 16% 4% 6%									
	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	84% 7% 5% 5%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	47% 5% 17% 5% 27%									
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	87% 5% 4% 5%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
	72% 10% 13% 6%									
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence									
	53% 10% 32% 6%									

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Measuring Impact

We measure gender balance in leadership annually against our objectives to understand progress and gaps so that we can continuously improve.

Table 2 contains the most recent overall data for the Members of Champions of Change Coalition. The data shows the status and year-on-year change in women's representation in leadership for the Coalition at a point in time and is based on comparing the same set of organisations reporting in 2022–23 and 2023–24. Women's representation across the Coalition has increased in 2023–24.

This includes increases in women's representation across the leadership categories of General Managers, Senior Managers, Other Managers and Board.

Table 3 tracks the gender balance (40:40:20) in executive leadership teams (ELTs) in the ASX 200. Since 2017, Chief Executive Women (CEW) has been monitoring the gender composition of Australia's largest listed companies across several metrics. This table shows the improvement of the Champions of Change Members of the ASX 200 against the ASX 200 overall over the past seven years.

Gender balance in leadership

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

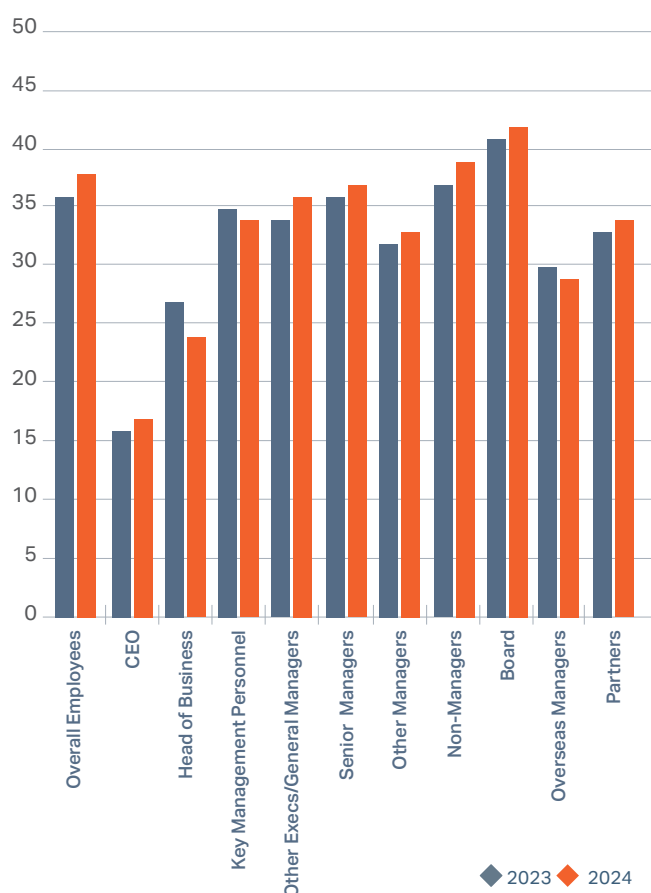
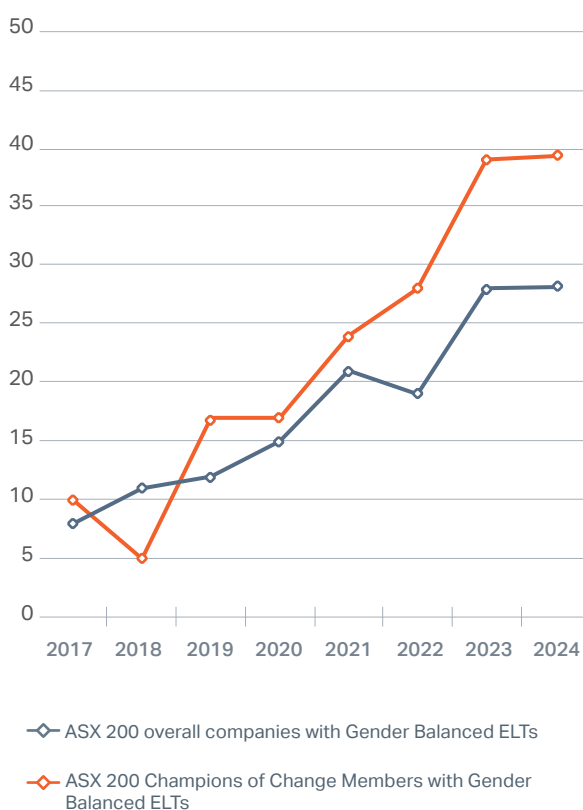


Table 3: Gender Balance in Leadership – Champions of Change Leadership Teams in ASX 200 Member Organisations Compared to ASX 200 Overall



Source: ASX 200 data sourced from CEW Senior Executive Census 2017–24, [cew.org.au](https://www.cew.org.au)

2024

GROUP REPORTS

CHAMPIONS OF CHANGE COALITION
IMPACT REPORT 2024

Founding Group

The Champions of Change Founding Group was established in 2010 with eight leaders. It now has 19 Members—comprising CEOs, non-executive directors, and Australian Government, university and Australian Defence Force leaders—who together lead more than 255,000 employees across Australia, with many more internationally through the global footprint and influence of Member operations.

Overview of impact in 2024

- ◆ The Group collaborated with **McKinsey & Company** on the development of a draft Gender Equality Dashboard, which **KPMG** and **Telstra** piloted and evaluated.
- ◆ Members investigated the drivers of gender pay gaps using **KPMG's** *She's Price(d)less* research, focusing on actions needed for significant, sustained change at organisational, sector, and national levels.
- ◆ The Group identified gender segregation within sectors such as IT, data analytics, and administration as key drivers of pay gaps, and began targeted efforts to address these tough spots, informed by insights from **Viva Energy CEO Scott Wyatt** (from the National 2017 Group) and a detailed case study from **Deloitte Australia**.
- ◆ **KPMG** worked with our Energy Group on strategies to help ensure gender equality is built into the energy transition.
- ◆ Members shared experiences in fostering inclusive workplace behaviour, recording detailed case studies from **Commonwealth Bank of Australia (CBA)**, **Telstra** and **Rio Tinto** in our *FOCUSED on Everyday Respect* resource.
- ◆ The Group provided continued leadership on workplace responses to domestic and family violence, including a deep dive into the international implementation of these efforts, to identify opportunities and barriers.
- ◆ **CBA** and **Telstra** participated in our roundtable to develop strategies to prevent the weaponisation of essential products and services in domestic and family violence cases.
- ◆ **CBA** and **Football Australia**, a Champions of Change Sport Group Member, collaborated to produce a *7 Switches* case study focused on the impact of inclusive design during the Matildas' FIFA Women's World Cup™ campaign in Australia in 2023.
- ◆ The Group used the *Remaking the Norm* report, released by **Deloitte Access Economics** in July 2024, to focus on actions employers can take to challenge gender norms and stereotypes reinforcing gender inequality across society.
- ◆ The Group supported the development and launch of *Sponsorship Track: A practical guide to gender inclusive progression*.

Original Founding Group Member and **Director Andrew Stevens** was appointed Chair of Champions of Change Coalition in June 2024. This year, we welcomed new Members, **Admiral David Johnston AC** who succeeded Gen Angus Campbell AO DSC as Chief of the Defence Force, and **Sandra McNeil**, who succeeded Mindy Espidio-Garcia as Director of Operations at Amazon Australia.

We thank Members Gen Angus Campbell AO DSC (Department of Defence), Beverley McGarvey (Paramount), Simon Rothery (Goldman Sachs), Leanne Harwood (IHG Hotels and Resorts), and Mindy Espidio-Garcia (Amazon Australia) for their investment in and support for Champions of Change Coalition.

Highlights 2023–2024

83%



of organisations have an approach in place for responding to employees who are or who may be using violence, a 17% from 2023

100%



of organisations reflect gender equality goals in expectations of all leaders within the organisation, a 25% from 2023

50%



of organisations have targets and a timeline set to close the organisation-wide gender pay gap, a 25% from 2023

92%



of organisations take specific steps to encourage and foster everyday respect

92%



of organisations have reviewed responses to workplace sexual harassment to ensure a safe, fair, people-centred approach is applied

100%



of organisations ensure support for employees, family or friends experiencing domestic or family violence

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.

Champions of Change **Founding Group**



Glen Boreham AM
Non-Executive
Director



Vicki Brady
CEO and Managing
Director
Telstra



Gordon de Brouwer
Commissioner
Australian Public
Service Commission



**General Angus J
Campbell AO DSC**
Former Chief of
the Defence Force,
Department of
Defence



Matt Comyn
CEO and Managing
Director
Commonwealth
Bank of Australia



Mark Davies
Chief Technical
Officer
Rio Tinto



Vanessa Hudson
CEO and Managing
Director
Qantas Group



Helen Lofthouse
CEO and Managing
Director
ASX



Kevin McCann AO
Non-Executive
Director



Sandra McNeil
Director of Operations
Amazon Australia



**Dr Martin Parkinson
AC PSM**
Non-Executive
Director



Adam Powick
CEO
Deloitte Australia



Prof. Mark Scott AO
Vice-Chancellor
and President
University of Sydney



Andrew Stevens
Non-Executive
Director



David Thodey AO
Non-Executive
Director



Wesley Walden
Managing Partner
McKinsey & Company,
Australia
and New Zealand



Geoff Wilson
Non-Executive
Director



Steven Worrall
Managing Director
Microsoft Australia
and New Zealand



Andrew Yates
CEO
KPMG Australia



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

Practical actions

Table 4: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
100%										
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	83%17%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	92%8%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	83%17%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
50%33%17%										
Closing the gender pay gap – targets included in the KPIs of the executive leadership team										
42%17%42%										
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees										
83%8%8%										
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report										
83%17%										
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	75%8%17%									
Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
67%33%										
Gender balance – timebound targets to address gender imbalance across the organisation										
67%8%25%										
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	100%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	92%8%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	67%8%8%17%									
Parental leave – equal and flexible access to parental leave for all parents										
100%										
Parental leave – strategy and policy to improve men's uptake of parental leave										
83%17%										
Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting										
75%25%										

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 4: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism										
	83%								17%		
	Superannuation – paid during paid and unpaid parental leave periods										
	75%							25%			
	Everyday respect – specific steps to encourage and foster everyday respect										
	92%									8%	
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position										
	100%										
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents										
	100%										
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue										
	92%									8%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted										
	83%								8%	8%	
Sexual harassment – commitment to adopt principles of transparency for high-profile cases											
67%						8%	25%				
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)											
83%								17%			
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)											
58%						42%					
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date											
100%											
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment											
100%											
Sexual harassment – built internal support capability or expanded relationships with external support services											
100%											
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied											
92%									8%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive										
	83%								8%	8%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts										
	50%					17%		17%		17%	
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence										
	100%										
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence										
83%								8%	8%		
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence											
58%						42%					

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 5: Gender balance in leadership

Founding Group Organisations	Women's representation (%)								
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners
Amazon Australia	42.5%	40.0%			46.7%	33.2%	43.5%	66.7%	
ASX	40.7%		0.0%	39.2%	34.5%	38.6%	42.2%	55.6%	
Commonwealth Bank of Australia	55.1%	0.0%	33.3%	38.0%	45.2%	46.5%	58.6%	44.4%	
Defence	25.0%		20.4%	25.3%	28.7%	23.2%	25.6%		
Deloitte Australia #	49.5%	39.4%	46.2%	32.7%	37.4%	48.8%	55.5%	40.0%	33.3%
KPMG Australia	49.9%	27.2%	66.7%	41.3%	47.0%	50.7%	54.0%	62.5%	35.7%
McKinsey & Company	47.8%		27.3%	31.7%	53.2%		60.5%		17.7%
Microsoft Australia	31.7%	33.3%	40.0%	54.5%	34.2%	37.9%	31.0%		
Qantas Airways	41.1%	100%	16.7%	36.4%	46.3%	42.9%	40.8%	50.0%	
Rio Tinto	25.1%		28.9%	26.5%	31.3%	37.2%	24.2%	42.9%	
Telstra #	33.7%		36.4%	48.1%	43.7%	32.7%	33.6%	55.6%	
University of Sydney #	57.4%		71.4%	49.0%	51.5%	47.8%	58.4%	46.7%	
Group Total	36.1%	33.3%	26.1%	35.2%	38.3%	31.2%	37.5%	49.4%	33.7%
Adjusted Total	36.1%	33.3%	26.1%	35.2%	38.3%	31.2%	37.5%	49.4%	33.7%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Deloitte Australia: Changes to representation figures for Senior Managers reflect role reclassifications since last year to align with WGEA submission definitions. Non-binary includes respondents who selected 'Other' when surveyed.

Defence: Representation figures reported include both ADF and APS workforce. Changes to representation figures for Senior Managers and Other Managers reflect role reclassifications due to WGEA definition changes since last year.

McKinsey & Company: Representation figures reported are inclusive of Australia-based employees only and are as of 9 July 2024.

Qantas Airways: Representation figures reported are inclusive of Australia-based employees only and are based on the WGEA 2023-24 Qantas Airways Ltd (ABN 16009661901) report. It excludes Jetstar, Qantas Ground Services and other entities which are reported separately to WGEA.

Rio Tinto: Representation figures reported are inclusive of Australia-based employees only and are based on the WGEA 2023-24 Rio Tinto Limited report. Head of Business role(s) are included in the CEO category.

Telstra: Representation figures reported are inclusive of Australia-based employees only and are based on the WGEA 2023-24 Telstra Group Limited (ABN 56 650 620 303) report as of 21 May 2024.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Amazon Australia; ASX; Commonwealth Bank of Australia; Deloitte Australia; Defence; KPMG Australia; McKinsey & Company; Microsoft Australia; Qantas Airways; Rio Tinto; Telstra and University of Sydney).

Gender Pay Gap

Table 6: Gender pay gap

Founding Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Amazon Australia	14.9%	17.0%	23.6%	26.4%
ASX	8.9%	9.1%	8.1%	8.2%
Commonwealth Bank of Australia	20.1%	22.3%	27.6%	27.6%
Deloitte Australia	12.4%	13.3%	14.2%	14.5%
KPMG Australia	10.0%	10.7%	10.7%	11.4%
McKinsey & Company		44.3%		33.0%
Microsoft Australia	3.5%	3.3%	5.8%	7.8%
Rio Tinto	-0.5%	7.7%	0.6%	12.2%
Telstra	11.3%	13.3%	17.5%	19.3%
University of Sydney	6.4%	7.4%	3.0%	1.8%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Notes

Rio Tinto: 2024 WGEA data published includes two non-managed Joint Ventures of Rio Tinto (Queensland Alumina Limited and Tomago Aluminium Company Pty Ltd). This data has not previously been included in gender pay gap (GPG) data. Gender pay gap data for Rio Tinto Limited's managed businesses on the same basis as previous years differs slightly and reflects the actions included in the 2024 Impact Report; average base salary -1.3%, average total remuneration 8.6%, median base salary -0.9% and median total remuneration 13%.

Our thanks

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

Organisations	Implementation Leaders
Amazon Australia	Katie Daly
Australian Public Service Commission	Meeghan Webster
ASX	Jo Gobbo
Commonwealth Bank of Australia	Sharon Billingham and Kerry Elliot
Deloitte Australia	Kate Furlong
Defence	Sally Bulkeley, Angela Buchecker, Sonyalle Brackley, Priya Chattier and Rebecca Wootten
KPMG Australia	Lainie Cassidy
McKinsey & Company	Rachel Barry and Carina Kofler
Microsoft Australia	Tsutomu Shibasaki
Qantas Group	Cinda Viranna
Rio Tinto	Chantelle Thom
Telstra	Leigh Frost
University of Sydney	Annabelle Hung

Champions of Change **National 2015 Group**



John Bradley
Secretary
Department of
Energy, Environment
and Climate Action,
Victoria



Virginia Briggs
CEO and Managing
Partner
MinterEllison



Gillian Cagney
President ANZ
Worley Services



David Tsai
CEO
Crown Resorts



Andrew Dillon
CEO
Australian Football
League



**Dr Steven Kennedy
PSM**
Secretary
Department of the
Treasury



David Koczkar
CEO
Medibank Private



Jeremi Moule
Secretary
Department
of Premier and
Cabinet, Victoria



Shane Patton APM
Chief Commissioner,
Victoria Police



Paul Schroder
Chief Executive
AustralianSuper



Prof. Ken Smith
Director
Walter and Eliza Hall
Institute of Medical
Research



Peter Stumbles
Managing Partner
Bain & Company



Co-convenor

James Fazzino
Non-Executive
Director



Co-convenor

Kristen Hilton
Former Commissioner
Victorian Equal
Opportunity and Human
Rights Commission

Practical actions

Table 7: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team										
	92%									8%	
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation										
	85%									8%	8%
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually										
	77%								15%	8%	
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports										
	69%								15%	15%	
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
	100%										
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap										
	62%						15%	23%			
Closing the gender pay gap – targets included in the KPIs of the executive leadership team											
	8%	31%			62%						
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees											
	85%									15%	
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report											
	92%									8%	
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions										
	92%									8%	
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion										
	69%								15%	15%	
Gender balance – gender targets included in succession lists for CEO and other C-suite roles											
	54%						23%	15%	8%		
Gender balance – timebound targets to address gender imbalance across the organisation											
	54%						23%	23%			
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality										
	92%									8%	
	Flexible work – mainstreamed with policy, tools and technology, and leadership support										
	100%										
	Flexible work – action to enable flexible work for frontline and operational workers										
	85%								8%	8%	
	Parental leave – equal and flexible access to parental leave for all parents										
	100%										
Parental leave – strategy and policy to improve men's uptake of parental leave											
	69%						8%	23%			
Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting											
	85%									15%	

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Practical actions *(continued)*

Table 7: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	92%									8%
	Superannuation – paid during paid and unpaid parental leave periods									
	62%						8%	31%		
	Everyday respect – specific steps to encourage and foster everyday respect									
	85%								8%	8%
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	92%									8%
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	92%									8%
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	100%									
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	92%									8%
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
77%							8%	15%		
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
92%									8%	
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
77%							23%			
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
100%										
Sexual harassment – built internal support capability or expanded relationships with external support services										
92%									8%	
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
92%									8%	
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	77%							15%	8%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	46%				8%	15%	31%			
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	92%									8%
Domestic and family violence – approach in place for responding to employees who are or who may be using violence										
85%								15%		
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
69%							31%			

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 8: Gender balance in leadership

National 2015 Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Australian Football League #	37.2%		44.4%	30.0%	46.5%	36.8%	37.2%	30.0%		
AustralianSuper #	51.1%		50.0%	38.7%	44.7%	50.7%	55.1%	58.3%		
Bain & Company #	49.5%		20.5%	44.6%	42.4%	53.8%	64.0%		9.1%	18.2%
Crown Resorts	44.1%		20.0%	47.3%	47.2%	37.6%	44.4%			
Department of Energy, Environment and Climate Action, Victoria	51.7%		50.0%	51.8%	49.6%	45.3%	53.6%	70.0%		
Department of Premier and Cabinet, Victoria #	67.8%		42.1%	57.5%	75.0%	68.0%	69.8%			
Department of the Treasury	53.5%		55.2%	43.7%	55.6%	52.3%	54.8%			
Medibank #	69.0%		0.0%	48.3%	43.9%	56.7%	71.7%	33.3%		
MinterEllison #	65.1%		50.0%		59.3%	62.0%	71.6%	27.3%		35.0%
PwC	51.5%		39.1%	48.1%	52.9%	52.8%	53.2%			33.4%
Victoria Police #	35.8%		33.3%	42.6%	40.6%	27.8%	37.6%			
Walter and Eliza Hall Institute of Medical Research	60.6%		75.0%	46.5%		57.4%	61.5%	50.0%		
Worley Services	27.0%	100%	0.0%	45.8%	29.6%	22.6%	26.5%			
Group Total	45.3%	100%	40.6%	47.5%	47.6%	40.2%	46.2%	45.5%	9.1%	32.9%
Adjusted Total	44.1%	100%	42.0%	46.8%	45.6%	38.3%	45.4%	45.5%	9.1%	31.9%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Australian Football League: Reported figures reflect point in time impacted by structural change.

Bain & Company: Partners are included in KMPs, Overseas Managers and therefore, in the representation figure for Overall Employees.

Department of Energy, Environment and Climate Action, Victoria: Representation figures do not include respondents who declined to provide information on gender and those who selected 'Self-Described' when surveyed.

Department of Premier and Cabinet, Victoria: Representation figures for Key Management Personnel include Board members in line with prior year reporting.

Department of the Treasury: Human Resources system does not allow for non-binary reporting.

Worley Services: Changes to representation figures for Key Management Personnel and Head of Business reflect role reclassifications due to definition changes since last year.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Australian Football League; AustralianSuper; Bain & Company; Department of Energy, Environment and Climate Action, Victoria; Department of Premier and Cabinet, Victoria; Medibank Private; MinterEllison; Department of the Treasury; Victoria Police; Walter and Eliza Hall Institute of Medical Research and Worley Services).

Gender Pay Gap

Table 9: Gender pay gap

National 2015 Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Australian Football League	4.4%	3.9%	0.0%	0.0%
AustralianSuper	12.9%	16.2%	5.7%	8.3%
Bain & Company	34.8%	44.0%	24.5%	30.7%
Crown Resorts	6.1%	7.6%	6.1%	6.3%
Medibank Private	20.9%	24.0%	19.5%	19.7%
MinterEllison	12.5%	12.8%	15.8%	17.0%
Walter and Eliza Hall Institute of Medical Research	7.0%	8.7%	1.7%	4.5%
Worley Services	16.6%	13.8%	22.9%	24.5%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

BAIN & COMPANY 

MinterEllison.



Our thanks


The work of Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff, and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Directors for the National 2015 Group are Lisa Whiffen and Julie Bissinella. Our Implementation Leaders for the National 2015 Group are as follows:

Organisations	Implementation Leaders
Australian Football League	Krista Limbrey
AustralianSuper	Loren Days and Liz Slavin
Bain & Company	Maggie Vu and Lizzie Maiden-McBryde
Crown Resorts	Christine Ferguson and Harleen Oberoi
Department of Energy, Environment and Climate Action, Victoria	Carolyn Vark and Tracey Killeen
Department of Premier and Cabinet, Victoria	Liz Hatton and Yasmeen McGilp
Department of the Treasury	Jody Riley
Medibank Private	Amanda Bartley, Ewa Swinburne and Sharni Wearne
MinterEllison	Libby Connell and Fiona Davies
PwC	Laura Yuile and Andrew Tran
Victoria Police	Eda Sofia Correa Bernini
Walter and Eliza Hall Institute of Medical Research	Anna Stewart and Louise Johansson
Worley Services	Belinda Campbell and Brianna Kibbis

Highlights 2023–2024


100%



of organisations take specific action to address backlash and amplify buy-in on gender equality, a 13%  from 2023


100%



of organisations have equal and flexible access to parental leave for all parents, a 13%  from 2023


88%



of organisations have a strategy and policy to improve men's uptake of parental leave, a 13%  from 2023


100%



of organisations take specific action to highlight and address everyday sexism, a 13%  from 2023


50%



of organisations have committed to adopt principles of transparency for high-profile cases, a 13%  from 2023

75%



of organisations have an approach in place for responding to employees who are or who may be using violence, a 13%  from 2023

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.

Champions of Change **National 2016 Group**



David Anderson
Managing Director
Australian
Broadcasting
Corporation



Nick Bangs
Head of Country
Unilever, Australia
and New Zealand



**Andrew Colvin APM
AO**
Non-Executive
Director



Melanie Evans
CEO
ING Bank Australia



Andrew Horton
Group CEO
QBE Insurance Group



Natalie James
Secretary
Australian Government
Department of
Employment and
Workplace Relations



Paul Jenkins
Global CEO
Ashurst Australia



David Larocca
Regional Managing
Partner and CEO
Oceania
EY Australia



Bridget Loudon
Non-Executive
Director



Rob Sharp
Interim CEO
Airservices Australia



**Nicola Wakefield-
Evans AM**
Non-Executive
Director and Chair
30% Club Australia



Convenor

Elizabeth Broderick AO
Founder
Champions of Change Coalition

Practical actions

Table 10: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	75% 13% 13%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	88% 13%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	63% 13% 25%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	88% 13%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	63% 13% 25%									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	50% 50%									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	75% 13% 13%									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	88% 13%									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	63% 13% 25%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	88% 13%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
	50% 25% 25%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	100%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	75% 13% 13%									
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	88% 13%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	100%									

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 10: Practical actions*(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	100%									
	Superannuation – paid during paid and unpaid parental leave periods									
	88%								13%	
	Everyday respect – specific steps to encourage and foster everyday respect									
	100%									
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	100%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	88%								13%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	75%						25%			
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
50%				13%		38%				
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
63%						25%		13%		
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
50%				50%						
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
100%										
Sexual harassment – built internal support capability or expanded relationships with external support services										
88%								13%		
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
88%								13%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	100%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	63%						38%			
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
Domestic and family violence – approach in place for responding to employees who are or who may be using violence										
75%						13%		13%		
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
75%						25%				

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 11: Gender balance in leadership

National 2016 Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Airservices Australia	20.4%		37.5%	38.3%	25.8%	37.3%	18.9%	50.0%		
Ashurst Australia #	59.9%		100%	66.7%	52.4%	72.4%	61.6%	44.4%		43.6%
Australian Broadcasting Corporation #	53.9%		33.3%	50.0%	53.9%	55.6%	53.8%	62.5%		
Department of Employment and Workplace Relations #	60.4%		57.6%	63.2%	61.4%	58.5%	61.1%	62.5%		
EY Australia #	49.5%			46.5%	45.4%	49.3%	53.7%			32.9%
ING Bank Australia	51.0%		75.0%	33.3%	42.6%	33.9%	54.4%	57.1%		
QBE Insurance Group #	58.9%		83.3%	39.1%	50.6%	43.0%	61.6%	50.0%		
Unilever Australia #	44.9%	60.0%	55.6%	46.2%	29.0%	64.8%	43.2%	53.3%	100%	
Group Total	50.1%	60.0%	58.5%	49.6%	47.9%	50.6%	50.9%	54.0%	100%	35.1%
Adjusted Total	50.1%	60.0%	58.5%	49.6%	47.9%	50.6%	50.9%	54.0%	100%	35.1%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Ashurst Australia: Representation figures reported (with the exception of the Board) are inclusive of the Australian practice only.

QBE Insurance Group: Representation figures reported (with the exception of the Board) are inclusive of Australia-based employees only and are not representative of the leadership teams with global reporting lines or data published in annual reports.

Unilever: Representation figures reported are inclusive of Australian employees only despite Head of Country being head of New Zealand and of Australia.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Australian Broadcasting Corporation; Airservices Australia; Ashurst Australia; Department of Employment and Workplace Relations; EY Australia; ING Bank Australia; QBE Insurance Group and Unilever Australia).

Gender Pay Gap

Table 12: Gender pay gap

National 2016 Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Ashurst Australia	9.3%	9.6%	15.2%	13.9%
EY Australia	14.6%	14.8%	14.7%	15.6%
ING Bank Australia	20.2%	20.8%	33.1%	29.5%
QBE Insurance Group	19.7%	22.0%	24.6%	26.0%
Unilever Australia	-1.4%	2.8%	-1.2%	2.7%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.



Our thanks


The work of Champions of Change Coalition is continuously informed and inspired by feedback and ideas from our staff, and the hard work of our Implementation Leaders who support and advise each Champion of Change and Convenor with their expertise and drive for gender equality. The Program Director for the National 2016 Group is Lisa Pusey. Our Implementation Leaders for the National 2016 Group are as follows:

Organisations	Implementation Leaders
Airservices Australia	Elspeth Jeffery and Charlotte Ashby
Ashurst Australia	Madeleine Motion
Australian Broadcasting Corporation	Kelly Williams, Sarah McLean, Jen McNamara, Kara Worthington, Swathi Shanmukhasundaram and Ryan Parry
Department of Employment and Workplace Relations	Miranda Lauman, Clifton Bingham, Ebony Ford and Julie Kim
EY Australia	Alexandra Wilson and Pippa Fiscus
ING Bank Australia	Gudrun Elms
QBE Insurance Group	Sophie Roberts and Samantha Berrett
Unilever Australia	Sarah Bungard and Sophie Hazel

Highlights 2023–2024


75%



of organisations take action to enable flexible work for frontline and operational workers, a 25%  from 2023

75%



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 13%  from 2023

75%



of organisations have committed to adopt principles of transparency for high-profile cases, a 38%  from 2023


88%



of organisations regularly share internal updates on sexual harassment (incidents, outcomes and de-identified cases), a 25% ↗ from 2023

100%



of organisations reviewed/audited their public 'face' to ensure it is presenting as respectful and inclusive for women, a 25%  from 2023

63%



of organisations apply a gender lens to corporate giving efforts, a 13% from 2023

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.

Champions of Change **National 2017 Group**



Paul Dalton
CEO
CSR



Marc England
CEO
Ausgrid



**David Fredericks
PSM**
Secretary
Department of Climate
Change, Energy, the
Environment and Water



Peter Jensen-Muir
Executive Managing
Director
Cummins South
Pacific



Mark Mazurek
CEO
Linfox Logistics,
Australia and New
Zealand



Phil Schacht
CEO
Hanson Australia



Sean Taylor
CEO and Managing
Director
Komatsu Australia



Adam Watson
CEO and Managing
Director
APA Group



Scott Wyatt
CEO
Viva Energy Australia



Co-convenor

James Fazzino
Non-Executive Director



Co-convenor

Kristen Hilton
Former Commissioner
Victorian Equal
Opportunity and Human
Rights Commission

Practical actions

Table 13: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	100%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	67% 33%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	89% 11%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	89% 11%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	44% 33% 22%									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	22% 78%									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	56% 22% 22%									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	67% 11% 11% 11%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	78% 11% 11%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	67% 22% 11%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
	44% 33% 22%									
	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	89% 11%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	89% 11%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	78% 22%									
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	100%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	78% 11% 11%									

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 13: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	89%									11%
	Superannuation – paid during paid and unpaid parental leave periods									
	89%									11%
	Everyday respect – specific steps to encourage and foster everyday respect									
	100%									
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	100%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	100%									
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	100%									
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
78%								11%	11%	
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
78%								22%		
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
67%						11%	22%			
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
100%										
Sexual harassment – built internal support capability or expanded relationships with external support services										
89%									11%	
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
89%									11%	
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	89%									11%
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	56%					22%			22%	
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
67%						22%		11%		
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
56%					22%			22%		

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 14: Gender balance in leadership

National 2017 Group Organisations	Women's representation (%)								
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers
APA Group	32.5%		44.4%	49.1%	34.6%	30.5%	32.4%	28.6%	
Ausgrid Management #	18.2%	23.8%	25.0%		24.8%	15.2%	18.0%	40.0%	
CSR	21.3%		33.3%	22.2%	37.0%	20.5%	21.2%	50.0%	
Cummins South Pacific	20.3%		38.5%	35.1%	27.8%	22.4%	18.7%	60.0%	0.0%
Department of Climate Change, Energy, the Environment and Water #	58.6%	0.0%	50.0%	61.0%	59.8%	56.4%	58.9%		
Hanson Construction Material	14.3%		36.4%		15.0%	12.0%	14.5%		0.0%
Komatsu Australia	19.2%		0.0%	20.0%	20.0%	17.3%	19.4%	0.0%	
Linfox	17.7%	0.0%	0.0%	7.1%	6.7%	23.4%	17.4%	8.3%	
Viva Energy Australia	31.8%	25.0%	80.0%	38.2%	32.3%	29.3%	31.9%	28.6%	
Group Total	26.9%	21.6%	35.6%	37.5%	32.5%	29.3%	26.4%	27.8%	0.0%
Adjusted Total	20.4%	22.9%	33.8%	33.5%	24.2%	21.7%	19.9%	27.8%	0.0%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

APA Group: Changes to representation figures at Board level reflect alignment to revised WGEA submission definitions

Viva Energy Australia: Representation figures reported are inclusive of Viva Energy Australia employees only (including Refining) and do not include Zip, Skyfuel, Liberty Oil, John Duff & Co, Viva Energy Retail or On The Run employee figures.

CSR: Julie Coates was succeeded as CEO by Paul Dalton in July 2024.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (APA Group; Ausgrid Management; CSR; Cummins South Pacific; Hanson Construction Material; Komatsu Australia; Linfox and Viva Energy Australia).

Gender Pay Gap

Table 15: Gender pay gap

National 2017 Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
APA Group	4.7%	14.4%	8.8%	17.1%
Ausgrid Management	-0.3%	11.5%	2.3%	17.6%
CSR	-8.0%	6.5%	-2.0%	18.6%
Cummins South Pacific	11.0%	21.1%	17.4%	28.7%
Heidelberg Materials	-1.7%	10.5%	-5.1%	13.9%
Komatsu Australia	17.4%	32.4%	17.6%	38.9%
Linfox	6.2%	19.3%	4.5%	19.7%
Viva Energy Australia	0.6%	9.4%	-2.1%	10.7%
Viva Energy Australia (Refining)	10.0%	16.3%	8.1%	12.9%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Notes:

Heidelberg Materials: Formerly known as Hanson Construction Material

Viva Energy Australia: The gender pay gap data relates to the relevant employer (as categorised by current WGEA reporting guidelines) Viva Energy Australia only and does not include Viva Energy Refining, Zip, Skyfuel, Liberty Oil, John Duff & Co, Viva Energy Retail or On The Run employees.

Viva Energy Australia (Refining): The gender pay gap data relates to the relevant employer (as categorised by current WGEA reporting guidelines) Viva Energy Refining only and does not include Viva Energy Australia, Zip, Skyfuel, Liberty Oil, John Duff & Co, Viva Energy Retail or On The Run employees.



Champions of Change **Architecture Group**



Justine Clark
Special Advisor



Mark Healey
Director
Bates Smart



Francisco Layson
Director
SJB Architecture



Alex Small
Director
Cox Architecture



Tara Veldman
Managing Director
Billard Leece
Partnership



Liz Westgarth
Managing Director
Hassell



John Whittingham
Director
AJC



Convenor
Dr Jess Murphy

Practical actions

Table 16: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/ senior team									
	80%								20%	
	Leader’s behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	60%						40%			
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	20%		40%					40%		
	Gender equality KPIs – included in scorecards or performance plans of Champions’ direct reports									
	40%				40%				20%	
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	80%								20%	
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	20%		80%							
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	20%		80%							
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	40%				60%					
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	40%				40%				20%	
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	80%								20%	
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	60%						20%		20%	
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	60%						20%		20%	
	Gender balance – timebound targets to address gender imbalance across the organisation									
	40%				60%					
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	60%						40%			
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	80%								20%	
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men’s uptake of parental leave									
	80%								20%	
	Care – initiatives (other than carer’s leave) to support employees with caring responsibilities beyond parenting									
	40%				60%					

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 16: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	80%								20%	
	Superannuation – paid during paid and unpaid parental leave periods									
	60%						20%		20%	
	Everyday respect – specific steps to encourage and foster everyday respect									
	100%									
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	80%								20%	
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	60%						40%			
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	80%								20%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	80%								20%	
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
40%				60%						
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
40%				60%						
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
20%		20%		60%						
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
60%						40%				
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
80%								20%		
Sexual harassment – built internal support capability or expanded relationships with external support services										
80%								20%		
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
80%								20%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	80%								20%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	60%						20%		20%	
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	80%								20%	
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
80%								20%		
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
60%						40%				

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 17: Gender balance in leadership

Architecture Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
AJC	50.5%	40.0%			40.9%		64.6%	20.0%		20.0%
Billard Leece Partnership	50.7%		37.5%		31.6%	54.5%	59.7%	33.3%		23.1%
Cox Architecture	41.5%		20.0%	9.1%	40.8%	45.7%	46.4%			19.5%
Hassell	49.5%	50.0%	29.6%	42.3%	34.7%	58.6%	55.8%	28.6%	42.3%	34.2%
SJB Architecture, NSW #	49.1%			100%	34.8%	100%	55.6%			14.3%
Group Totals	46.7%	44.4%	25.3%	39.0%	37.2%	51.6%	52.8%	27.8%	42.3%	25.0%
Adjusted Totals	46.0%	50.0%	23.9%	39.0%	36.8%	51.0%	51.5%	28.6%	42.3%	25.6%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Cox Architecture, Hassell and SJB Architecture, NSW).

Gender Pay Gap

Table 18: Gender pay gap

Architecture Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Billard Leece Partnership	17%	17.1%	19%	20.6%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.



BATESSMART™



Hassell



Our thanks

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

Organisations	Implementation Leaders
AJC	Lynette Apostolou
Billard Leece Partnership	Simon Flynn
Cox Architecture	Aaron Noble
Hassell	Tanya Golitschenko
SJB Architecture, NSW	Monica Edwards

Highlights 2023–2024


88%



of organisations have targets and a timeline set to close the organisation-wide gender pay gap, a 25%  from 2023


100%



of organisations have undertaken a risk assessment, cultural review, survey or other diagnostic, a 13%  from 2023


50%



of organisations regularly share internal updates on sexual harassment (incidents, outcomes and de-identified cases), a 38%  from 2023


75%



of organisations have invested in building internal support capability or expanded relationships with external support services, a 13%  from 2023


75%



of organisations apply a gender lens to corporate giving efforts, a 13%  from 2023

100%



of organisations have an approach in place for responding to employees who are or who may be using violence, a 13%  from 2023

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.

Champions of Change **Consult Australia Group**



Louise Adams
COO
Aurecon



Kerry Coker
Co-Chair, Australasia
Arup



Barbara Crossley
Managing Director
Umwelt



Dean McIntyre
Executive General
Manager
GHD



Mark McManamny
Chief Executive
AECOM Australia
and New Zealand



James Phillis
COO, Infrastructure
and Energy
SMEC



David Raftery
Country Director and
Resilience Business
Area Director, Australia
Arcadis Australia Pacific



Ashok Sukumaran
Country Leader
Stantec Australia



Eva Wood
Vice President and
General Manager,
People & Places
Solutions
Jacobs Group,
Australia



Will Wright
Managing Director
Douglas Partners



Convenor

Jonathan Cartledge
CEO
Consult Australia

Practical actions

Table 19: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	89% 11%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	67% 33%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	67% 33%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	100%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	78% 22%									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	44% 33% 22%									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	89% 11%									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	78% 11% 11%									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	100%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	78% 22%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
	67% 33%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	100%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	67% 11% 22%									
	Parental leave – equal and flexible access to parental leave for all parents									
	89% 11%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	78% 22%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	78% 22%									

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 19: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	89%									11%
	Superannuation – paid during paid and unpaid parental leave periods									
	78%									22%
	Everyday respect – specific steps to encourage and foster everyday respect									
	100%									
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	100%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	89%									11%
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	100%									
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
56%					11%		33%			
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
44%				22%			33%			
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
44%				33%				22%		
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
100%										
Sexual harassment – built internal support capability or expanded relationships with external support services										
78%									22%	
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
78%									22%	
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	100%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	78%									22%
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
89%									11%	
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
44%					56%					

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 20: Gender balance in leadership

Consult Australia Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
AECOM Australia	37.7%		33.3%	24.6%	19.3%	28.6%	42.5%	50.0%	0.0%	
Arcadis Australia Pacific	32.7%	33.3%	60.0%	30.0%	16.7%	29.3%	33.0%	75.0%	20.0%	
Arup *	41.3%		40.0%	35.7%	23.9%	31.3%	44.5%	45.5%		
Aurecon #	39.3%		33.3%	16.9%	22.2%	33.1%	43.8%	28.6%		
Douglas Partners #	22.3%	0.0%	33.3%		0.0%	0.0%	26.0%	0.0%		4.1%
GHD #	37.0%		34.8%	35.1%	30.2%	18.9%	39.1%	36.4%	0.0%	
Jacobs Group, Australia *	33.7%		33.3%	30.2%	30.6%	25.0%	35.0%	33.3%		
SMEC	29.6%		28.6%	25.0%	24.0%	26.9%	30.1%	0.0%		
Stantec Australia	30.1%		50.0%	14.3%	16.0%	14.9%	31.9%	33.3%		
Group Total	35.6%	10.0%	35.8%	27.9%	22.8%	26.5%	38.0%	38.5%	12.5%	4.1%
Adjusted Total	36.2%	10.0%	35.7%	28.2%	23.2%	27.2%	38.7%	38.7%	12.5%	4.1%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

SMEC: Representation figures reported for Board relate to the governing body only, SMEC Holdings. Both SMEC Australia and SMEC Foundation's boards have greater than 50% female representation.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (AECOM Australia; Arcadis Australia Pacific; Arup; Aurecon; Douglas Partners; GHD; Jacobs Group, Australia and SMEC).

Gender Pay Gap

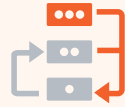
Table 21: Gender pay gap


Consult Australia Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
AECOM Australia	19.3%	20.2%	22.0%	22.4%
Arcadis Australia Pacific	25.4%	26.5%	31.9%	32.3%
Arup	14.5%	15.2%	19.7%	19.7%
Aurecon	17.7%	17.9%	24.1%	24.1%
Douglas Partners	11.6%	17.6%	10.9%	18.5%
GHD	19.9%	20.1%	26.4%	26.7%
Jacobs Group, Australia	18.3%	18.4%	20.1%	20.7%
SMEC	21.7%	22.9%	27.1%	26.7%
Stantec Australia	20.7%	21.8%	22.4%	23.9%
Umwelt	13.9%	15.2%	17.4%	16.4%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Highlights 2023–2024

88%



of Champions made a leadership commitment to gender equality through a strategy and action plan, reviewed annually by board/senior team, a 19%  from 2023


100%



of organisations mainstream flexible work in policy, tools and technology, and leadership support, a 6%  from 2023


81%



of organisations take action to enable flexible work for frontline and operational workers, a 6%  from 2023


100%



of organisations have equal and flexible access to parental leave for all parents, a 6%  from 2023

81%



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 19%  from 2023

75%



of organisations paid superannuation during
paid and unpaid parental leave periods,
a 13% ⬆ from 2023

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.

Champions of Change **Energy Group**



Ben Barnes
Interim Chief Executive
and General Manager
Corporate Affairs,
Australian Energy
Council



Dennis Barnes
CEO
Snowy Hydro



Ian Brooksbank
Former CEO
(2022-2024)
Hydro Tasmania



Frank Calabria
CEO
Origin Energy



Guy Chalkley
CEO
Endeavour Energy



Lisa Chiba
Managing Director
Momentum Energy



John Cleland
CEO
Essential Energy



Mark Collette
Managing Director
Energy Australia



Phaedra Deckart
CEO
Solstice Energy



Jeff Dimery
CEO and Managing
Director
Alinta Energy



Simon Emms
CEO
ElectraNet



David Gillespie
Managing Director
Jemena



Anthea Harris
CEO
Australian Energy
Regulator



Tony Keeling
CEO
Shell Energy
Australia



Damien Nicks
Managing Director
and CEO
AGL



Michael O'Rourke
CEO
Stanwell
Corporation



Brett Redman
CEO
Transgrid Group



Peter Scott
CEO
Energy Queensland



David Smales
CEO
AusNet Services



Kane Thornton
CEO
Clean Energy
Council



**Dominique van den
Berg**
CEO
Energy Networks
Australia



Erin van Maanen
Acting CEO
Hydro Tasmania



Daniel Westerman
CEO & Managing
Director
Australian Energy
Market Operator



Co-convenor

James Fazzino
Non-Executive
Director



Co-convenor

Elizabeth Broderick AO
Founder
Champions of Change
Coalition

Practical actions

Table 22: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team										
	84%								11%	5%	
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation										
	42%				42%				16%		
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually										
	58%						21%		21%		
	37%					21%		42%			
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
	84%								11%	5%	
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap										
	47%					11%		42%			
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team										
	32%		5%	63%							
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees	68%							21%		11%	
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report										
	47%					16%		37%			
	Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
74%								21%		5%	
Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion											
47%					16%		37%				
Gender balance – gender targets included in succession lists for CEO and other C-suite roles											
	53%						16%		32%		
Gender balance – timebound targets to address gender imbalance across the organisation	42%					21%		37%			
	Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
58%						11%		32%			
Flexible work – mainstreamed with policy, tools and technology, and leadership support											
100%											
Flexible work – action to enable flexible work for frontline and operational workers											
79%								21%			
Parental leave – equal and flexible access to parental leave for all parents											
	100%										
Parental leave – strategy and policy to improve men's uptake of parental leave	68%							11%		21%	
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting										
	84%								5%	11%	

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Gender balance in leadership

Table 23: Gender balance in leadership

Energy Group Organisations	Women's representation (%)						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Australian Energy Regulator	44.3%	50.0%	30.0%	43.8%	52.1%	39.0%	40.0%
AGL Energy #	35.1%	33.3%	25.0%	48.3%	34.5%	35.1%	40.0%
Alinta Energy	51.6%	28.6%	35.1%	32.7%	41.7%	54.5%	20.0%
Australian Energy Market Operator	40.3%	66.7%	39.1%		26.6%	42.1%	60.0%
Ausnet	32.6%	25.0%	32.4%	17.2%	30.3%	33.8%	
ElectraNet #	27.9%	100%	33.3%	14.6%	33.3%	28.8%	12.5%
Endeavour Energy #	19.5%	50.0%		45.7%	15.7%	19.4%	33.3%
Energy Australia #	39.3%	66.7%	28.6%	38.0%	35.0%	40.1%	30.0%
Energy Queensland #	22.6%	44.4%	32.8%	25.0%	22.1%	22.5%	50.0%
Essential Energy	19.1%		37.5%	39.2%	29.4%	18.3%	40.0%
Hydro Tasmania #	30.7%	62.5%		33.3%	41.5%	29.2%	40.0%
Jemena and Zinfra	21.5%	18.2%	44.0%	32.1%	24.8%	20.8%	37.5%
Momentum Energy #	50.9%		50.0%	34.6%	42.1%	53.7%	66.7%
Origin Energy	39.3%	0.0%	43.1%	45.3%	28.2%	40.1%	44.4%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Origin Energy: No comparative assessment made against prior year as representation figures reported differ from WGEA Corporate Group and are inclusive of the following employing entities: Origin Energy Earing Services Pty Ltd (ABN 24 164 403 516), Origin Energy Limited (ABN 30 000 051 696), Origin Energy People Services Pty Ltd (ABN 37 669 082 213) and Origin Energy Upstream People Services Pty Ltd (ABN 39 669 081 476). Figures exclude 1Bill Holdings and MyConnect, which are reported as part of the WGEA Corporate Group.

Gender balance in leadership *(continued)*

Table 23: Gender balance in leadership *(continued)*

Energy Group Organisations	Women's representation (%)						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Shell Energy Australia	44.4%	25.0%	44.4%	32.6%	30.0%	48.9%	25.0%
Snowy Hydro #	41.5%	57.1%	20.0%	27.3%	27.0%	43.7%	42.9%
Solstice Energy	33.3%	33.3%		7.7%	57.1%	34.6%	0.0%
Stanwell Corporation	28.0%	33.3%	41.7%	28.6%	11.1%	28.4%	16.7%
Transgrid Group	27.8%	50.0%	39.5%	23.2%	26.2%	27.9%	27.3%
Group Total	30.6%	41.1%	36.8%	33.3%	29.0%	30.6%	34.6%
Adjusted Total	30.1%	42.9%	37.7%	32.4%	29.5%	30.0%	32.3%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Snowy Hydro: No comparative assessment made against prior year as current year figures include Red Energy and Snowy Hydro.

Stanwell Corporation: Changes to representation figures for Other Managers and Non-Managers reflect role reclassifications since last year, to align with WGEA submission definitions.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (AGL Energy; Alinta Energy; Australian Energy Market Operator; ElectraNet; Endeavour Energy; Energy Australia; Essential Energy; Hydro Tasmania; Jemena and Zinfra; Momentum Energy; Origin Energy; Shell Energy Australia; Snowy Hydro; Stanwell Corporation and Transgrid Group).

Gender Pay Gap

Table 24: Gender pay gap

Energy Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
AGL Energy	22.6%	26.0%	25.7%	29.3%
Alinta Energy	27.5%	30.1%	39.6%	37.6%
AusNet	10.9%	13.7%	11.5%	15.8%
Australian Energy Market Operator	15.2%	16.4%	14.0%	16.9%
ElectraNet	22.6%	25.1%	24.7%	25.2%
Endeavour Energy	-6.3%	5.6%	-3.0%	10.8%
Energy Australia	18.1%	24.0%	33.5%	36.6%
Jemena	4.8%	18.3%	8.1%	21.1%
Origin Energy	12.4%	16.9%	17.9%	21.4%
Shell Energy Australia	22.2%	24.1%	24.9%	26.6%
Solstice Energy	15.0%	15.9%	32.3%	33.8%
Transgrid Group	5.1%	10.6%	7.0%	15.0%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.





Organisations	Implementation Leaders
AGL Energy	Chalina Keeble
Alinta Energy	Liz Baud and Amy Perkins
AusNet Services	Melissa Brennan-Brown
Australian Energy Market Operator	Kate Pollock
Australian Energy Regulator	Matthew Defaweux
ElectraNet	Ashleigh Drogemuller
Endeavour Energy	Joanne McManus and Jan Roden
Energy Australia	Alicia Watson
Energy Networks Australia	Victoria Baikie
Energy Queensland	Andrea Smith
Essential Energy	Amalie Smith
Hydro Tasmania	Lucy Aird
Jemena and Zinfra	Mark Gorodecki
Momentum Energy	Olivia Hudson
Origin Energy	Sharon Ridgway and Sharon Jones
Shell Energy Australia	Alice Micenko
SnowyHydro	Gabrielle Curtin, Alice Hornby and Gabrielle Abshilava
Solstice Energy	Kylie Ackerly and Lee Mason
Stanwell Corporation	Darren Hooper
Transgrid Group	Julie Moss

Overview of impact in 2024

- CHAMPIONS OF CHANGE COALITION
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Over the past two years, all Members participated in annual inter-agency workshops, bringing together 80 leaders to share current work, identify bold actions, and hold each other accountable in addressing gender inequalities. A total of 37 actions were implemented throughout 2023–2024, including initiatives like return-to-work support, firefighter recruitment reviews, sponsorship programs, consultations on inclusive PPE and facilities, gender pay gap reviews, diversity training, and mapping barriers for women across the employment life cycle. Bold actions from **Fire and Emergency New Zealand**, **Surf Life Saving NSW**, and **Forest Fire Management Victoria** were highlighted in a panel discussion at the AFAC conference, convened by **Kristen Hilton**.


- ◆ **Department of Fire and Emergency Services**
WA Commissioner Klemm attended the inaugural World Fire Congress in Washington held in May 2024 where he shared insights on the work of the Fire and Emergency Champions of Change on progressing diversity and inclusion in the sector.
- ◆ **Fire Rescue Victoria Deputy Commissioner Michael Morgan** spoke at the Member briefing about his experience at the UNCSW.
- ◆ **Parks Victoria, Forest Fire Management Victoria, and Fire and Emergency New Zealand** participated in the development, piloting and evaluation of the Coalition's Gender Equality Dashboard.

We thank the following Members and Convenors for their investment in and support for Champions of Change Coalition: NSW State Emergency Services Commissioner Carlene York APM, Country Fire Authority CEO Natalie MacDonald, CEO, SA Metropolitan Fire Service Chief Officer and Chief Executive Michael Morgan AFSM, and Airservices Australia Rodney Evans ARFF Standards and Assurance.

Highlights 2023–2024


88%



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 17%  from 2023


67%



of Champions expect all leaders in their organisation to routinely sponsor diverse women, a 4%  from 2023


58%



of organisations regularly share internal updates on sexual harassment (incidents, outcomes and de-identified cases), an 8%  from 2023


79%



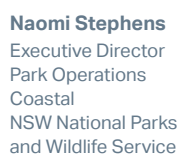
of organisations' board and/or senior team receive regular reporting on both cultural indicators and incidents, a 17%  from 2023

83%



of organisations take action to enable flexible work for frontline and operational workers, a 13%  from 2023

The reported highlights above are based on comparing data from the same set of organisations in the Group that reported in 2022–2023 and 2023–2024.



Kristen Hilton
Former Commissioner
Victorian Equal
Opportunity and Human
Rights Commission

Practical actions

Table 25: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team										
	85%								11%	4%	
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation										
	63%						26%		11%		
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually										
	48%				7%	44%					
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports										
	37%			4%	59%						
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
	33%			11%	56%						
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap										
	26%		11%	63%							
Closing the gender pay gap – targets included in the KPIs of the executive leadership team											
7%	7%	81%						4%			
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees											
22%		7%	70%								
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report											
33%			7%	56%					4%		
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions										
	100%										
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion										
	63%						19%	15%	4%		
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
30%			15%	56%							
Gender balance – timebound targets to address gender imbalance across the organisation											
15%		19%	67%								
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality										
	78%								7%	11%	4%
	Flexible work – mainstreamed with policy, tools and technology, and leadership support										
	93%									7%	
	Flexible work – action to enable flexible work for frontline and operational workers										
	81%							19%			
	Parental leave – equal and flexible access to parental leave for all parents										
100%											
Parental leave – strategy and policy to improve men's uptake of parental leave											
52%					26%		22%				
Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting											
81%								4%	11%	4%	

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Practical actions *(continued)*

Table 25: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	93%									7%
	Superannuation – paid during paid and unpaid parental leave periods									
	56%					41%				4%
	Everyday respect – specific steps to encourage and foster everyday respect									
	89%									11%
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	93%									7%
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	74%							15%	11%	
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	89%									11%
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	63%					15%	22%			
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
33%			7%	56%				4%		
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
52%					15%	30%		4%		
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
37%			7%	52%				4%		
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
85%								11%	4%	
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
81%								15%	4%	
Sexual harassment – built internal support capability or expanded relationships with external support services										
85%								7%	4%	4%
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
70%							19%	7%	4%	
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	85%								7%	7%
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	15%	15%	70%							
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
81%								7%	7%	4%
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
44%				15%	41%					

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Gender balance in leadership

Table 26: Gender balance in leadership

Fire and Emergency Group Organisations	Women's representation (%)						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency	29.8%	11.1%		49.3%		28.2%	
AFAC	70.6%	72.7%		100%	37.5%	84.2%	
Airservices Australia, Aviation Rescue Fire Fighting Service	4.9%	100%	0.0%	0.0%	5.3%	4.8%	50.0%
Bushfires NT	46.4%	66.7%	0.0%	20.0%	16.7%	50.9%	44.4%
Country Fire Authority, Victoria	58.6%	27.3%	57.9%	35.2%	46.7%	62.0%	62.5%
Department for Environment and Water SA	53.3%	75.0%	42.1%	49.2%	42.4%	55.7%	
Department of Biodiversity, Conservation and Attractions WA	52.8%	33.3%	66.7%	44.0%	38.7%	53.9%	52.4%
Department of Fire and Emergency Services WA #	27.2%	25.0%	27.9%	28.5%	21.8%	29.0%	
Emergency Management Victoria #	56.6%	25.0%	40.0%	62.5%	63.4%	52.9%	
Fire and Emergency New Zealand	20.9%	50.0%	48.7%	36.6%	12.4%	22.3%	66.7%
Fire and Rescue NSW #	15.4%	27.3%	25.3%	23.9%	9.8%	15.8%	
Fire Rescue Victoria #	12.5%	33.3%	12.2%	3.8%	10.9%	13.5%	62.5%
Forest Fire Management Victoria	34.5%	20.0%	37.5%	37.9%	29.7%	35.6%	
NSW National Parks and Wildlife Service	35.3%	33.3%	22.2%	31.6%	22.4%	40.6%	
NSW Rural Fire Service #	35.2%	40.0%	36.0%	47.8%	33.8%	34.6%	
NSW State Emergency Service	54.5%	33.3%	42.9%	56.4%	39.8%	57.0%	

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Country Fire Authority, Victoria: Changes to representation figures for Senior Managers and Other Managers reflect role reclassifications due to definition changes since last year.

Forest Fire Management Victoria: No comparative assessment made against prior year due to organisational restructure in 2023. Reported figures only include employees that identify as women or men when surveyed, and data for those identifying as 'self-described' and who prefer not to disclose are withheld due to privacy.

NSW National Parks and Wildlife Service: Representation figures reported are inclusive of NPWS Parks Operations employees only and does not include Park Programs employees.

NSW Rural Fire Service: No comparative assessment made against prior year as current year figures exclude volunteers (which were included in the prior year).

NSW State Emergency Service: No comparative assessment made against prior year as current year figures exclude volunteers (which were included in the prior year).

Gender balance in leadership *(continued)*

Table 26: Gender balance in leadership *(continued)*

Fire and Emergency Group Organisations	Women's representation (%)						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Parks Victoria #	44.7%	50.0%	47.6%	32.8%	42.6%	45.7%	50.0%
Queensland Fire Department #	20.8%	14.3%	40.4%	33.1%	18.8%	19.4%	
Queensland Parks and Wildlife Service & Partnerships #	41.7%	36.4%	48.8%	43.2%	50.4%	40.3%	
SA Country Fire Service #	39.6%	66.7%	33.3%	27.0%		42.9%	
SAFECOM #	60.2%	75.0%	0.0%		65.2%	72.5%	55.6%
South Australian Metropolitan Fire Service	7.0%	16.7%	8.3%		4.5%	7.7%	0.0%
South Australian State Emergency Service	44.0%	100%	100%	44.4%	43.8%	42.6%	
Surf Life Saving NSW	30.6%	62.5%			42.1%	30.2%	
Tasmania Fire Service	22.2%	0.0%	0.0%	19.5%	2.9%	28.1%	25.0%
Tasmania State Emergency Service	47.2%	0.0%			25.0%	51.6%	
Victoria State Emergency Service #	41.4%	75.0%	25.0%	50.0%	32.5%	43.7%	83.3%
Group Total	27.4%	36.7%	33.2%	32.2%	19.9%	28.5%	52.5%
Adjusted Total	26.1%	36.9%	33.6%	30.0%	18.4%	27.2%	55.7%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Parks Victoria: Non-binary includes employees who selected 'undisclosed gender' when surveyed.

South Australian State Emergency Service: No comparative assessment made against prior year as current year figures exclude volunteers (which were included in the prior year).

Tasmania Fire Service: No comparative assessment made against prior year as data reported for 2023 was incorrect.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (AFAC; Airservices Australia; Country Fire Authority, Victoria; Department of Biodiversity, Conservation and Attractions WA; Department of Fire and Emergency Services WA; Emergency Management Victoria; Department for Environment and Water SA; Fire and Emergency New Zealand; Fire and Rescue NSW; Fire Rescue Victoria; Forest Fire Management Victoria; NSW Rural Fire Service; NSW National Parks and Wildlife Service; Parks Victoria; Queensland Fire Department; Queensland Parks and Wildlife Service & Partnerships; South Australian Metropolitan Fire Service; NSW State Emergency Service; Tasmania State Emergency Service; Victoria State Emergency Service; South Australian State Emergency Service; SA Country Fire Service; Surf Life Saving NSW and Tasmania Fire Service).

Frontline Service Delivery

Table 27: Gender balance in frontline service delivery

Fire and Emergency Group Organisations	Overall FSD	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
Bushfires NT	38.7%		66.7%	66.7%	0.0%	38.1%
Country Fire Authority, Victoria	18.0%					18.0%
Department for Environment and Water SA	27.9%					
Department of Biodiversity, Conservation and Attractions WA	15.4%	0.0%	33.3%	21.9%		14.1%
Department of Fire and Emergency Services WA #	9.9%	20.0%	0.0%	4.0%	7.0%	11.7%
Fire and Emergency New Zealand	9.2%	0.0%	11.8%	6.2%	3.0%	11.1%
Fire and Rescue NSW #	12.0%	28.6%	0.0%	2.8%	3.0%	13.8%
Fire Rescue Victoria #	5.4%	16.7%	1.5%	1.4%	3.3%	6.4%
Forest Fire Management Victoria	34.5%	20.0%	37.5%	37.9%	29.7%	35.6%
NSW National Parks and Wildlife Service	27.4%	33.3%	26.7%	30.2%		27.2%
NSW Rural Fire Service #	30.3%	33.3%	30.0%	39.5%	29.3%	30.0%
NSW State Emergency Service	51.9%	50.0%		46.7%	32.6%	55.2%
Parks Victoria #	40.3%		0.0%	45.5%	25.6%	42.2%
Queensland Fire Department #	11.3%	11.1%	6.4%	12.8%	5.4%	12.5%
Queensland Parks and Wildlife Service & Partnerships #	32.4%		22.2%	24.1%	55.6%	32.3%
SA Country Fire Service #	32.1%			12.5%		40.5%
South Australian Metropolitan Fire Service	4.0%		6.7%		0.8%	4.9%
South Australian State Emergency Service	9.1%			0.0%	100%	0.0%
Surf Life Saving NSW	28.5%	0.0%			50.0%	28.5%
Tasmania Fire Service	5.5%		0.0%	0.0%	0.0%	8.6%
Tasmania State Emergency Service	12.5%	0.0%		0.0%	33.3%	0.0%
Victoria State Emergency Service #	34.4%	0.0%	25.0%	50.0%	22.7%	38.3%
Group Total	17.1%	18.2%	9.9%	14.1%	7.9%	17.8%

Current year outcome: Gender balance achieved Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: No comparable prior year data

Notes

Department for Environment and Water SA: Further breakdown of Frontline Service Delivery employee data unavailable.

Frontline Service Delivery Enablers

Table 28: Gender balance in frontline service delivery enablers

Fire and Emergency Group Organisations	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers
Bushfires NT	50.0%			0.0%	100%	54.5%
Country Fire Authority, Victoria	32.0%					32.0%
Department for Environment and Water SA	45.8%					
Department of Biodiversity, Conservation and Attractions WA	22.6%	0.0%	20.0%	22.2%	36.4%	
Department of Fire and Emergency Services WA #	63.5%	50.0%	56.7%	50.6%	55.4%	70.3%
Fire and Emergency New Zealand	54.3%		46.2%	48.5%	51.2%	56.0%
Fire and Rescue NSW #	58.0%	25.0%	45.3%	51.9%	51.0%	72.2%
Fire Rescue Victoria #	44.9%	66.7%	52.9%	31.6%	45.6%	44.8%
NSW National Parks and Wildlife Service	49.0%		33.3%	40.0%	33.3%	49.3%
NSW Rural Fire Service #	54.4%		40.0%	41.4%	43.1%	62.9%
NSW State Emergency Service	57.0%	0.0%		62.5%	45.6%	58.9%
Parks Victoria #	41.8%	33.3%	33.3%	33.3%	37.9%	65.0%
Queensland Fire Department #	71.4%	16.7%	60.8%	71.4%	71.6%	74.9%
Queensland Parks and Wildlife Service & Partnerships #	63.4%	36.4%	52.1%	53.8%	49.5%	77.9%
SA Country Fire Service #	42.5%	50.0%	33.3%	38.1%		43.7%
South Australian Metropolitan Fire Service	26.5%	13.3%	9.5%		17.6%	45.2%
South Australian State Emergency Service	49.2%			66.7%	40.0%	50.0%
Surf Life Saving NSW	46.4%	50.0%	100%		0.0%	55.6%
Tasmania Fire Service	50.8%	0.0%		33.3%	100%	53.4%
Tasmania State Emergency Service	53.6%			0.0%		55.6%
Victoria State Emergency Service #	50.4%	100%			45.5%	50.5%
Group Total	37.0%	32.3%	48.7%	47.3%	50.6%	35.8%

Current year outcome: Gender balance achieved Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: No comparable prior year data

Notes

Department for Environment and Water SA: Further breakdown of Frontline Service Delivery Enabler employee data unavailable.

Volunteers

Table 29: Gender balance in volunteers

Fire and Emergency Group Organisations	Total Volunteers	Overall Volunteers	Volunteers in Operational Roles	Volunteers in Leadership Roles	Volunteers 40 years old and under
ACT Emergency Services Agency	1,184	11.1%	26.5%	56.7%	30.3%
Bushfires NT	420	30.0%	28.8%	35.5%	25.5%
Country Fire Authority, Victoria	51,724	23.6%	15.4%	17.9%	27.2%
Department of Fire and Emergency Services WA #	26,667	24.0%	21.0%	8.8%	24.9%
Fire and Emergency New Zealand	11,810	22.3%	18.5%	5.6%	27.9%
Fire and Rescue NSW #	4,763	27.4%		17.9%	27.0%
NSW Rural Fire Service #	70,948	23.8%	20.2%	7.4%	26.0%
NSW State Emergency Service	10,514	36.2%	36.7%	29.0%	37.1%
Queensland Fire Department #	27,251	27.1%			
SA Country Fire Service #	13,121	21.0%			
South Australian State Emergency Service	1,693	29.7%	29.7%	25.7%	30.5%
Surf Life Saving NSW	50,765	42.1%	38.5%	26.0%	47.6%
Tasmania Fire Service	4,689	20.7%	15.9%	15.4%	25.3%
Tasmania State Emergency Service	648	32.3%	32.3%	21.0%	44.8%
Victoria State Emergency Service #	5,340	34.1%	31.1%	71.1%	35.9%
Group Total	281,537	27.9%	23.3%	17.3%	33.1%

Current year outcome: Gender balance achieved Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: No comparable prior year data

Notes

Queensland Fire Department: Further breakdown of volunteer data unavailable.

Gender Pay Gap

Table 30: Gender pay gap

Fire and Emergency Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Surf Life Saving NSW	0.6%	-0.1%	1.7%	1.8%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.



Overview of impact in 2024

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Insurance Group

Overview of impact in 2024 *(continued)*

- ◆ **QBE Australia Pacific, Allianz, Aon, TAL** and **Zurich** participated in developing, piloting and evaluating the Coalition's Gender Equality Dashboard.
- ◆ A sub group of members were also involved in the design and launch of Leaders in Insurance for Tomorrow (LiiFT) — an industry-wide mentoring program dedicated to attracting more women into insurance management positions. Founded by senior leaders including Group members **Suncorp, QBE Australia Pacific, Aon, Insurance Australia Group** and **The Hollard Insurance Company**, the program matches mentors to mentees from founding organisations. There are plans to expand this program in the second year.

The Group welcomed new Members **The Holland Insurance Company** CEO Paul Fahey, **TAL Group** CEO and Managing Director Fiona Macgregor, and **Insurance Australia Group**, Jarrod Hill CEO **CGU & WFI**.

We thank Richard Enthoven (The Hollard Insurance Company), Nick Hawkins (Insurance Australia Group), Brett Clark (TAL Dai-ichi Life Australia) and Andrew O'Hara (RAC Insurance) for their investment in and support for Champions of Change Coalition.

Champions of Change **Insurance Group**



Justin Delaney
CEO
Zurich Financial
Services Australia



Paul Fahey
CEO
The Hollard
Insurance Company



Richard Feledy
Managing Director
Allianz Australia



Lisa Harrison
Chief Executive
Consumer Insurance
Suncorp Group



Jarrod Hill
CEO CGU & WFI
Insurance Australia
Group



Sue Houghton
CEO
QBE Australia Pacific



Robert Kelly AM
CEO and Managing
Director
Steadfast Group



Fiona Macgregor
Group CEO and
Managing Director
TAL



Jennifer Richards
CEO, Australia
Aon



Convenor

Richard Deutsch
Non-Executive Director

Practical actions

Table 31: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	67% 33%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	78% 22%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	56% 44%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	100%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	56% 44%									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	33% 67%									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	89% 11%									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	67% 11% 22%									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	78% 22%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	78% 22%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
	78% 11% 11%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	89% 11%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	89% 11%									
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	100%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	67% 33%									

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Practical actions *(continued)*

Table 31: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	89%									11%
	Superannuation – paid during paid and unpaid parental leave periods									
	78%								11%	11%
	Everyday respect – specific steps to encourage and foster everyday respect									
	89%									11%
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	100%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	89%									11%
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	67%						11%	22%		
Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
44%				56%						
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
67%								33%		
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
67%								33%		
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
100%										
Sexual harassment – built internal support capability or expanded relationships with external support services										
89%									11%	
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
78%								22%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	100%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	67%						33%			
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
89%									11%	
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
89%									11%	

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 32: Gender balance in leadership

Insurance Group Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Allianz Australia #	62.6%	20.0%	50.0%	37.8%	45.3%	53.8%	64.5%	44.4%
Aon	55.5%		46.2%	29.2%	43.1%	52.2%	58.7%	33.3%
Insurance Australia Group #	58.9%		42.9%	38.3%	48.1%	46.1%	61.8%	27.3%
QBE Australia Pacific #	58.9%		83.3%	39.1%	50.6%	43.0%	61.6%	50.0%
Steadfast Group	52.0%	20.0%	28.6%	31.6%	37.9%	54.5%	55.0%	50.0%
Suncorp Group	60.8%		50.0%	38.6%	49.8%	55.9%	62.3%	40.0%
TAL #	57.2%		40.0%	37.1%	42.1%	54.5%	59.0%	60.0%
The Hollard Insurance Company	59.3%		42.9%	42.5%	59.0%	55.0%	60.2%	50.0%
Zurich Financial Services Australia	53.3%		29.6%	42.9%	30.1%	44.5%	56.5%	28.6%
Group Total	59.5%	20.0%	42.1%	37.5%	46.5%	51.4%	61.6%	41.5%
Adjusted Total	59.8%	20.0%	42.7%	39.2%	47.2%	51.4%	61.8%	41.1%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Allianz Australia: Representation figures reported are inclusive of all entities of Allianz Australia that form part of a submission group for WGEA purposes, including Allianz Australia Services, Global Transport and Primacy.

QBE Australia Pacific: Representation figures reported (with the exception of the Board) are inclusive of Australia-based employees only and is not representative of the leadership teams with global reporting lines or data published in annual reports.

Suncorp Group: Representation figures reported are inclusive of Suncorp's Australian entities that form part of the submission group for WGEA purposes and reflect the active workforce as at 31 March 2024.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Allianz Australia; The Hollard Insurance Company; Insurance Australia Group; QBE Australia Pacific; Suncorp Group; TAL Dai-ichi Life Australia and Zurich Financial Services Australia).

Gender Pay Gap

Table 33: Gender pay gap

Insurance Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Allianz Australia	12.7%	16.1%	12.0%	11.9%
Aon	21.1%	24.5%	22.3%	23.5%
Insurance Australia Group	13.5%	12.3%	19.8%	13.3%
QBE Australia Pacific	19.7%	22.0%	24.6%	26.0%
Steadfast Group	39.3%	37.9%	-1.5%	7.3%
Suncorp Group	17.5%	19.2%	19.3%	20.8%
TAL	13.7%	17.4%	13.9%	17.2%
The Hollard Insurance Company	19.5%	19.5%	24.6%	23.9%
The Hollard Insurance Company (Partners)	12.0%	13.0%	7.6%	7.4%
Zurich Financial Services Australia	19.8%	23.3%	24.0%	24.7%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Notes

The Hollard Insurance Company: The gender pay gap data relates to the relevant employer (as categorised by current WGEA reporting guidelines) Hollard Insurance Company Pty Ltd only. Hollard Insurance Company Pty Ltd and Hollard Insurance Partners Limited are the two business entities which best represent the employee cohort and organisation areas to which the Champions of Change strategy is applied.

The Hollard Insurance Company (Partners): The gender pay gap data relates to the relevant employer (as categorised by current WGEA reporting guidelines) Hollard Insurance Partners Limited only. Hollard Insurance Company Pty Ltd and Hollard Insurance Partners Limited are the two business entities which best represent the employee cohort and organisation areas to which the Champions of Change strategy is applied.

Pakistan Group

The Pakistan Group was established in 2018 and includes 31 Members leading over 81,000 employees across Pakistan. Members work within and across their organisations to advance gender equality, diversity, and empowerment of women in their organisations and in society. The Group works to collectively overcome the social and cultural barriers inhibiting women's empowerment and participation.

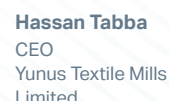
Overview of impact in 2024

- ◆ The Group focused on gender equality targets, sharing learnings on current targets and setting ambitious new targets to accelerate progress.
 - ◆ Members explored how power operates in their organisations, using the Coalition's *Power to Create Inclusive Gender Equality in the Workplace* report and toolkit. Through self-reflection and Listen and Learn sessions, the Group identified opportunities to address power dynamics that undermine gender equality goals.
 - ◆ The Group explored the role of leaders at all levels in progressing gender equality through practical, everyday actions. Many Members revisited their leadership shadow (guided by the Champions of Change report, *The Leadership Shadow*) and encouraged other leaders to do the same to enhance their gender equality leadership.
 - ◆ Members supported the development of the Coalition's *Tackling Tough Spots* resource, identifying specific problem areas in their organisations and sharing innovative actions to achieve gender balance in these areas.
 - ◆ The Group launched an initiative to support women in the informal economy, extending its commitment to positively impact gender equality in society.
 - ◆ Members collaborated on initiatives to advance gender equality, including **Jazz's** Empower leadership program, which trained 175 female executives; **PepsiCo Pakistan's** expanded youth internship program, reaching over 15,000 young people; **Telenor's** one day leadership training attended by 55 women across 28 Member organisations, with a focus on digital transformation for women's empowerment; **L'Oreal's** training on preventing Street Harassment; **Unilever Pakistan's** 'Gender Impact Stories' campaign, showcasing women working in frontline and traditionally male-dominated roles from Member organisations, including **Interloop**, **MG**, and **Syngenta**, in addition to curating a podcast with several Members of the Pakistan Group on the importance of male allyship for gender equality in collaboration with Dawn Network; and **HUM Network's** advocacy campaigns, which showcased private sector efforts on gender equality across its TV network, including personalised interviews by the Champions on national television.
 - ◆ The Group launched an online repository of gender equality initiatives to capture and share leading practices across Member organisations.
 - ◆ **Interloop CEO Navid Fazil** and **Convenor Fiza Farhan** attended the UN Commission on the Status of Women as part of the Coalition's delegation.

The Group welcomed new Members: **Shan Foods Co-Chair Sammer Sultan**, **Mobilink Microfinance Bank CEO Haaris Mahmood**, **Oil and Gas Development Company Managing Director Ahmed Lak**, **FrieslandCampina CEO Kashan Hasan**, **Dawlance CEO Umar Ahsan Khan**, and **The Bank of Punjab President and CEO Zafur Masud**.

We thank the following Members and Convenors for their investment in and support for Champions of Change Coalition: Ali Gulfaraz (Bank of Khyber), Ghazanfar Azzam (CEO Mobilink Microfinance Bank), and Hassan Tabba (Yunus Textile Mills Limited).





Fiza Farhan
CEO
ORA Global
Development Advisors

Practical actions

Table 34: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team										
	85%								11%	4%	
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation										
	81%								19%		
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually										
	59%					11%	30%				
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports										
	81%								11%	4%	4%
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
	78%								19%	4%	
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap										
	63%					19%	15%	4%			
Closing the gender pay gap – targets included in the KPIs of the executive leadership team											
	59%					22%	15%	4%			
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees											
	44%				26%	26%	4%				
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report											
	26%	11%	59%					4%			
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions										
	89%								7%	4%	
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion										
	85%								11%	4%	
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
	56%					22%	19%	4%			
Gender balance – timebound targets to address gender imbalance across the organisation											
	59%					30%	7%	4%			
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality										
	89%								4%	4%	4%
	Flexible work – mainstreamed with policy, tools and technology, and leadership support										
	85%								11%	4%	
	Flexible work – action to enable flexible work for frontline and operational workers										
	48%				7%	11%	33%				
	Parental leave – equal and flexible access to parental leave for all parents										
85%								4%	11%		
Parental leave – strategy and policy to improve men's uptake of parental leave											
	74%							7%	19%		
Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting											
	70%							7%	22%		

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 35: Gender balance in leadership

Pakistan Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Chottani Industries	15.2%	28.6%	27.3%	0.0%	14.3%	25.0%	4.9%	50.0%	33.3%	55.0%
Daraz	18.1%	100%	0.0%	19.5%	10.2%	0.0%	18.5%			
Dawlance	14.1%		0.0%	12.8%	2.5%	0.0%	14.4%		0.0%	
Euronet Pakistan	17.9%				21.1%	27.3%	16.1%			
Hashoo Group	7.7%	0.0%	25.0%	0.0%	12.6%	10.9%	5.7%	10.0%		
HBL Microfinance Bank	20.1%		10.0%		10.7%	15.0%	21.3%	42.9%		
HUM Network	13.6%		9.1%	16.0%	9.1%	10.3%	14.3%	37.5%	0.0%	
IDP Education	37.1%		50.0%		20.0%	25.0%	38.1%	60.0%		
Interloop	11.3%		23.1%	4.9%	8.8%	11.5%	11.3%	44.4%		
Jazz	16.9%	0.0%	30.0%	14.5%	7.4%	9.5%	18.6%			
Liberty Mills	8.9%	0.0%	0.0%	4.9%	6.3%	11.6%	8.8%	0.0%	75.0%	
L'Oreal Pakistan	39.8%			0.0%	50.0%	31.1%	55.2%			
MG Apparel #	57.7%	50.0%	0.0%	14.3%	10.0%	10.4%	60.0%		0.0%	
Mobilink Microfinance Bank	22.4%	13.2%	33.3%		10.0%	89.3%	15.7%	16.7%		
Mondelēz Pakistan	10.8%	30.0%			7.7%	14.8%	9.9%			
Nestlé Pakistan	14.6%	33.3%	8.3%	12.5%	25.1%	35.6%	2.7%	20.0%		
Oil and Gas Development Company	1.4%	0.0%		6.3%	1.3%		1.3%	9.1%		

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Mondelēz Pakistan: Representation figures reported are inclusive of Mondelēz Pakistan only.

Gender balance in leadership *(continued)*

Table 35: Gender balance in leadership *(continued)*

Pakistan Group Organisations	Women's representation (%)									
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers	Partners
Pakistan Microfinance Investment Company	29.1%	28.6%	25.0%	0.0%	40.0%	38.9%	50.0%	0.0%		0.0%
PepsiCo Pakistan	21.8%		50.0%	0.0%	39.1%	13.3%	21.7%			
Serena Hotels	14.8%		0.0%	9.1%	12.2%	15.6%	14.3%			
Shan Foods	9.4%	0.0%	25.0%	16.7%	5.4%	12.5%	7.3%	28.6%	5.9%	
Syngenta Pakistan	9.6%	20.0%	42.9%		10.9%	6.7%	16.1%	33.3%		
TCS	6.6%	1.1%	0.0%		2.7%	2.3%	7.5%	50.0%		
Telenor Pakistan	20.5%		25.0%	11.1%	12.7%	15.6%	24.1%	16.7%		
Tetra Pak	12.2%	12.5%		33.3%	6.8%	13.9%	14.8%			
Unilever Pakistan	27.5%		25.0%	27.3%	33.3%	26.2%		20.0%		
Group Total	13.1%	11.4%	20.1%	11.8%	14.4%	18.7%	12.4%	26.5%	14.7%	53.4%
Adjusted Total	14.6%	9.9%	21.8%	12.0%	15.3%	13.4%	14.6%	31.9%	16.7%	53.4%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

PepsiCo Pakistan: Changes to some representation figures reflect role reclassifications due to definition changes since last year.

Unilever Pakistan: Changes to some representation figures reflect role reclassifications due to definition changes since last year.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Chottani Industries; Daraz; Euronet Pakistan; HUM Network; IDP Education; Interloop; Jazz; Liberty Mills; L'Oreal Pakistan; MG Apparel; Mondelēz Pakistan; Pakistan Microfinance Investment Company; PepsiCo Pakistan; Serena Hotels; Shan Foods; Syngenta Pakistan; TCS; Telenor Pakistan and Unilever Pakistan).

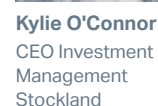
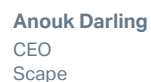
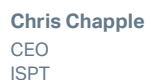




Organisations	Implementation Leaders
The Bank of Punjab	Raza Bashir
Chottani Industries	Kinza Ejaz
Daraz	Kaushal Mendis
Dawlance	Aysha Ehsan
Euronet Pakistan	Ghouse Fakhri
EY Ford Rhodes	Abeera Ali
Hashoo Group	Lubna Qamar
HBL Microfinance Bank	Kashif Zafar
HUM Network	Islam Ahmed Khan
IDP Education	Zain Malik
Interloop	Saira Khan
Jazz	Rabia Khattak
Liberty Mills	Ovais Fazal
L'Oréal Pakistan	Fatima Ahmed
MG Apparel	Kehkeshan Usman
Mobilink Microfinance Bank	Fahim Khalid
Mondelēz Pakistan	Nida Ahmed
Nestlé Pakistan	Momina Tariq
Next Pharmaceutical	Ali Faizan

Our thanks *(continued)*

Organisations	Implementation Leaders
Oil and Gas Development Company	Shahzad Safdar
Pakistan Microfinance Investment Company	Marzia
PepsiCo Pakistan	Sarah Hassan
Serena Hotels	Dr Moin Uddin
Shan Foods	Maria Qureshi Rashdi
Syngenta Pakistan	Syeda Kiran Altaf
TCS	Rida Jamil
Telenor Pakistan	Konpal Mansoor
Tetra Pak	Baqar Raza
Unilever Pakistan	Fatima Noushad



Convenor

Phil Rowland
CEO
CBRE Australia
and New Zealand

Practical actions

Table 36: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	96%									4%
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	88%								4%	8%
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	80%								12%	8%
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	92%									8%
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	68%								20%	12%
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	24%								36%	40%
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	88%								8%	4%
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	96%									4%
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	96%									4%
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	80%								16%	4%
	Gender balance – timebound targets to address gender imbalance across the organisation									
	28%								32%	40%
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	96%									4%
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	96%									4%
	Flexible work – action to enable flexible work for frontline and operational workers									
	88%									12%
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	100%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	84%								12%	4%

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Practical actions (continued)

Table 36: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	100%									
	Superannuation – paid during paid and unpaid parental leave periods									
	88%								12%	
	Everyday respect – specific steps to encourage and foster everyday respect									
	96%									4%
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	92%									8%
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	88%								12%	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	84%								16%	
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases									
64%						36%				
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)										
68%						12%	20%			
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)										
80%								20%		
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date										
100%										
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment										
96%									4%	
Sexual harassment – built internal support capability or expanded relationships with external support services										
96%									4%	
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied										
80%								20%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	100%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	64%						28%			8%
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	96%									4%
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
88%								8%	4%	
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence										
76%							8%	16%		

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 37: Gender balance in leadership

Property Group Organisations	Women's representation (%)								
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers
Abacus Group	48.3%		33.3%	22.2%	38.5%	38.1%	65.0%	60.0%	
Assemble	43.9%		20.0%		50.0%	71.4%	40.0%	40.0%	
BGIS #	34.1%	40.0%	75.0%	21.1%	32.0%	22.6%	35.2%	40.0%	
CBRE	41.6%	0.0%	38.9%	27.1%	24.4%	35.4%	45.5%		50.0%
Cbus Property	49.3%	20.0%	50.0%		41.2%	75.0%	61.3%	42.9%	
Charter Hall #	55.4%		42.9%		44.4%	45.0%	60.5%	28.6%	
Colliers, Australia	42.5%	31.3%	27.3%	21.9%	28.1%	31.0%	50.9%		
Cromwell Property Group	51.5%		100%	42.9%	47.1%	54.5%	52.3%	37.5%	
Cushman and Wakefield #	41.8%		28.6%	16.7%	27.8%	32.8%	43.5%	44.4%	0.0%
Dexus	56.8%		60.0%	21.1%	39.1%	48.6%	65.9%	57.1%	
Frasers Property	49.3%	0.0%	55.6%	27.6%	31.0%	41.1%	54.5%		
Investa	53.7%		66.7%	42.9%	50.0%	40.0%	60.6%	50.0%	
ISPT	51.2%		55.6%	53.8%	33.3%	55.6%	51.0%	33.3%	
JLL Australia #	46.8%	9.1%	15.2%	0.0%	27.4%	36.4%	50.0%		
Knight Frank Australia	44.4%		41.7%	37.5%	37.5%	23.6%	47.5%	41.7%	
Lendlease #	43.9%	31.1%	0.0%	34.0%	25.3%	36.1%	56.7%	40.0%	
Mirvac #	48.8%	50.0%	25.0%	45.8%	20.5%	45.2%	52.0%	37.5%	

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Abacus Group: Representation figures reported no longer include Storage King employees (who were included in the prior year).

Colliers Australia: Changes to reported figures reflect a significant acquisition during the reporting period and role reclassifications due to definition changes that took place last year.

Gender balance in leadership *(continued)*

Table 37: Gender balance in leadership *(continued)*

Property Group Organisations	Women's representation (%)								
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Overseas Managers
Property Council of Australia	63.3%		61.1%		77.8%	58.3%	62.0%	22.7%	
QIC Real Estate	53.5%		22.2%	20.0%	22.6%	48.2%	68.6%		
Savills	54.2%		33.3%	14.9%	15.8%	75.0%	64.4%		
Scape Australia Management #	57.1%		0.0%	40.0%	23.8%	46.4%	59.9%	0.0%	
Scentre Group #	55.1%		50.0%	36.4%	39.3%	54.0%	56.9%	44.4%	
Stockland #	54.4%		60.0%	41.0%	51.4%	45.1%	60.1%	37.5%	
The GPT Group #	57.3%		50.0%	50.0%	44.4%	58.3%	58.4%	50.0%	
Vicinity Centres	61.4%		0.0%	42.9%	38.2%	50.9%	67.4%	30.0%	
Group Total	47.7%	28.7%	36.9%	31.8%	31.1%	41.7%	52.0%	36.7%	33.3%
Adjusted Total	49.1%	28.2%	37.2%	32.4%	31.2%	42.7%	54.5%	37.9%	50.0%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

QIC Real Estate: Representation figures reported are inclusive of Australian Real Estate Division employees only.

The GPT Group: Changes to representation figures for Other Executives/General Managers reflect role reclassifications since last year to align with WGEA submission definitions. To ensure consistency among organisations within the Property Group, the Key Management Personnel value is not reflective of WGEA reported data. WGEA reported data is used for all aggregate calculations throughout this report.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Abacus Group; CBRE; Cbus Property; Charter Hall; Colliers, Australia; Cromwell Property Group; Dexux; Frasers Property; The GPT Group; Investa; ISPT; JLL Australia; Knight Frank Australia; Lendlease; Mirvac; Property Council of Australia; QIC Real Estate; Savills; Scentre Group; Stockland and Vicinity Centres).

Gender Pay Gap

Table 38: Gender pay gap

Property Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
BGIS	19.0%	21.0%	29.9%	29.6%
CBRE	14.0%	42.3%	17.8%	25.0%
Charter Hall	32.0%	39.3%	28.6%	31.6%
Colliers Australia	23.9%	51.0%	24.2%	33.4%
Cromwell Property Group	15.1%	15.3%	0.7%	2.0%
Cushman and Wakefield	13.6%	30.9%	11.5%	16.0%
Dexus	24.7%	32.9%	23.8%	25.2%
Frasers Property	23.7%	26.3%	23.7%	23.4%
Investa	16.1%	23.0%	16.7%	13.6%
ISPT	22.7%	24.2%	21.3%	22.0%
JLL Australia	15.4%	30.3%	16.5%	20.0%
Knight Frank Australia	12.7%	26.7%	12.9%	16.9%
Lendlease	17.7%	18.2%	20.8%	20.6%
Mirvac	19.4%	25.8%	15.0%	24.0%
Property Council of Australia	10.6%	10.1%	13.5%	13.8%
Scape Australia Management	23.3%	22.3%	2.3%	2.3%
Scentre Group	22.5%	27.0%	24.5%	24.5%
Stockland	20.0%	21.6%	28.6%	28.3%
The GPT Group	18.8%	29.1%	8.0%	8.2%
Vicinity Centres	30.5%	37.9%	30.4%	30.9%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Rail Group

The Rail Group was established in September 2024 and includes 10 Members, leading over 18,000 employees across the Australian rail industry. Representing senior leaders from passenger and freight rail operators and providers of integrated rail infrastructure networks, the Group is dedicated to developing women leaders at every level, creating inclusive workplace cultures, and enabling more women and girls to pursue careers in the rail sector.

Overview of impact in 2024

- ◆ The Rail Group signed up to the Panel Pledge, with male leaders committing to participate only in panels where women are represented.
- ◆ The Group conducted Listen and Learn sessions with employees across corporate and operational roles to better understand and prioritise actions to advance gender equality and respect in the workplace.
- ◆ Founding Members include **Australasian Railway Association CEO Caroline Wilkie, Australian Rail Track Corporation CEO and Managing Director Wayne Johnson, Bowen Rail General Manager Brendan Lane, Downer Rail and Transit Systems COO Stephen Kakavas, Keolis Downer CEO Julien Dehornoy, National Transport Commission CEO Michael Hopkins, Hitachi Rail Australia Managing Director and Country Representative Sarfaraz Samnakay, Transdev Australasia CEO Brian Brennan, and Queensland Rail CEO Kat Stapleton.**
- ◆ The Group welcomed **Sydney Trains Chief Executive Matt Longland** as a Founding Member after his transition from the National 2016 Group. **Kathy Mac Dermott** serves as the Rail Group's Convenor.

Champions of Change Rail Group



Brian Brennan
CEO
Transdev Australasia



Julien Dehornoy
CEO
Keolis Downer



Michael Hopkins
CEO
National Transport
Commission



Wayne Johnson
CEO and Managing
Director
Australian Rail Track
Corporation



Brendan Lane
General Manager
Bowen Rail
Company



Matthew Longland
Chief Executive
Sydney Trains



Sarfaraz Samnakay
Managing Director and
Country Representative
Hitachi Rail Australia



Kat Stapleton
CEO
Queensland Rail



Caroline Wilkie
CEO
Australasian Railway
Association



Convenor

Kathy Mac Dermott
Consultant

Gender balance in leadership

Table 39: Gender balance in leadership

Rail Group Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Australasian Railway Association	75.0%		100%	71.4%	50.0%	71.4%	100.0%	23.5%
Australian Rail Track Corporation	25.3%		28.6%	18.2%	46.7%	16.7%	26.8%	57.1%
Bowen Rail Company	31.4%	0.0%			33.3%	33.3%	31.4%	0.0%
Downer Rail and Transit Systems	12.7%			0.0%	8.3%	21.1%	12.0%	57.1%
Hitachi Rail Australia	18.5%			50.0%	0.0%	11.8%	18.9%	0.0%
Keolis Downer	22.1%	0.0%	50.0%	0.0%	25.0%	32.3%	21.1%	
National Transport Commission	53.4%		50.0%	50.0%	41.7%	60.0%	59.4%	50.0%
Queensland Rail Limited	25.8%	0.0%	45.5%		26.2%	32.3%	24.8%	57.1%
Sydney Trains	23.0%	37.5%		22.1%	23.3%	13.9%	23.4%	
Transdev Australasia	29.0%	0.0%		0.0%	50.0%	42.9%	28.0%	28.6%
Group Total	21.4%	20.0%	32.1%	24.7%	25.6%	18.1%	21.5%	31.4%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Transdev Australasia: Representation figures reported are inclusive of the Australia based rail business only and is a subset of the Transdev Australasia workforce data reported to WGEA.

Gender Pay Gap

Table 40: Gender pay gap

Rail Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Bowen Rail Company	8.0%	14.5%	0.0%	13.6%
Downer Rail and Transit Systems	5.5%	11.9%	4.4%	10.5%
Downer Rail and Transit Systems	13.6%	13.7%	14.6%	23.1%
Keolis Downer	9.2%	14.0%	5.7%	11.0%
Keolis Downer	6.3%	10.5%	0.0%	0.0%
Transdev Australasia	-1.4%	-1.5%	0.0%	0.0%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

Notes

Downer Rail and Transit Systems: The gender pay gap data relates to two relevant employers (as categorised by current WGEA reporting guidelines) within the broader Downer Rail and Transit Systems WGEA submission group. These two business entities best represent the employee cohort and organisation areas to which the Champions of Change strategy is applied.

Keolis Downer: The gender pay gap data relates to two relevant employers (as categorised by current WGEA reporting guidelines) within the broader Keolis Downer WGEA submission group. These two business entities best represent the employee cohort and organisation areas to which the Champions of Change strategy is applied.

Transdev Australasia: Gender pay gap data is inclusive of the Australia based rail business only and is a subset of the Transdev Australasia workforce data reported to WGEA.

Overview of impact in 2024

- The case study showcases the transformative outcomes possible for all stakeholders when there is a shared vision and systemic action to build gender equality into every decision and design process. The case study was shared at a forum on *Redesigning the World with Female Athletes in Focus* hosted by the United Nations Population Fund's Equity 2030 Alliance at Harvard Kennedy School.

- The Group welcomed new Members: **Brisbane 2032 Olympic and Paralympic Games Organising Committee CEO Cindy Hook, Racing Victoria CEO Aaron Morrison, Rowing Australia CEO Sarah Cook** and new **Richmond Football Club CEO Shane Dunne**.

SPORT GROUP
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Practical actions

Table 41: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team									
	100%									
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation									
	77% 15% 8%									
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually									
	77% 15% 8%									
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports									
	69% 15% 15%									
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member									
	85% 15%									
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap									
	46% 38% 15%									
	Closing the gender pay gap – targets included in the KPIs of the executive leadership team									
	23% 38% 38%									
	Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees									
	62% 23% 15%									
	Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report									
	46% 23% 31%									
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
	100%									
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion									
	77% 8% 15%									
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles									
	62% 15% 23%									
	Gender balance – timebound targets to address gender imbalance across the organisation									
	23% 31% 46%									
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality									
	92% 8%									
	Flexible work – mainstreamed with policy, tools and technology, and leadership support									
	100%									
	Flexible work – action to enable flexible work for frontline and operational workers									
	92% 8%									
	Parental leave – equal and flexible access to parental leave for all parents									
	100%									
	Parental leave – strategy and policy to improve men's uptake of parental leave									
	85% 15%									
	Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting									
	92% 8%									

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions *(continued)*

Table 41: Practical actions *(continued)*

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism									
	100%									
	Superannuation – paid during paid and unpaid parental leave periods									
	77%									
	8%									
	15%									
	Everyday respect – specific steps to encourage and foster everyday respect									
	92%									
	8%									
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position									
	100%									
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents									
	100%									
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue									
	100%									
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted									
	92%									
	8%									
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases									
	69%									
	15%									
	15%									
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)									
	69%									
	15%									
	15%									
	Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)									
	62%									
	8%									
	31%									
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date									
	100%									
	Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment									
	100%									
	Sexual harassment – built internal support capability or expanded relationships with external support services									
	92%									
	8%									
	Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied									
	92%									
	8%									
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive									
	100%									
	Corporate giving – organisation applies a gender lens to corporate giving efforts									
	15%									
	23%									
	62%									
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence									
	100%									
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence									
	92%									
	8%									
	Domestic and family violence – initiatives in place for positive community impact on domestic and family violence									
	62%									
	15%									
	23%									

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Gender balance in leadership

Table 42: Gender balance in leadership

Sport Group Organisations	Women's representation (%)									
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	High Performance	Coaches	Officials
Australian Sports Commission	54.4%		60.0%	42.9%	51.3%	57.9%	57.1%	55.6%		
Basketball Australia	48.9%	33.3%		58.3%	55.6%	47.4%	42.9%	37.9%	41.2%	35.9%
Carlton Football Club #	36.7%	0.0%	33.3%	11.8%	44.4%	37.7%	37.5%	45.3%	13.0%	40.0%
Cricket Australia	40.4%	41.7%		38.9%	36.0%	41.8%	30.0%	41.2%	14.3%	10.5%
Football Australia	37.7%	28.6%	44.0%	33.3%	44.1%	35.4%	44.4%	45.5%	28.6%	32.3%
Golf Australia	41.7%		40.0%	32.3%	34.5%	51.8%	44.4%	30.0%		
National Rugby League	41.1%	33.3%	37.5%	20.7%	28.6%	43.8%	25.0%			
Racing Victoria	29.5%	16.7%	46.7%	33.3%	22.9%	29.6%	28.6%		33.3%	15.4%
Richmond Football Club	48.8%	25.0%	50.0%	50.0%	50.0%	49.6%	40.0%	35.7%	10.0%	18.8%
Rowing Australia	45.7%	50.0%			50.0%	41.7%	44.4%	44.4%	20.0%	
Surf Life Saving Australia #	61.4%	25.0%	0.0%	58.3%		65.1%	38.5%	100%	33.3%	22.9%
Tennis Australia	43.9%	44.4%	38.5%	47.1%	40.7%	44.5%	33.3%	42.9%	27.1%	38.1%
Western Bulldogs Football Club	45.7%		33.3%	56.3%	37.1%	46.8%	45.5%	28.1%	10.0%	32.8%
Group Total	43.0%	33.3%	40.8%	39.3%	41.6%	43.9%	39.3%	40.8%	28.4%	32.4%
Adjusted Total	43.0%	33.3%	40.8%	39.3%	41.6%	43.9%	39.3%			

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women

Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Carlton Football Club: Representation figures reported are inclusive of admin and football staff as well as AFL, AFLW, VFL and VFLW players. Shifts in Senior Manager representation figures since last year will also reflect role reclassifications to align with WGEA submission definitions.

Golf Australia: Representation figures reported are inclusive of AGS employees.

Western Bulldogs Football Club: Changes to representation figures for Other Executives / General Managers and Senior Managers reflect role reclassifications due to definition changes since last year.

Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Australian Sports Commission; Basketball Australia; Carlton Football Club; Cricket Australia; Football Australia; Golf Australia; National Rugby League; Racing Victoria; Richmond Football Club; Rowing Australia; Surf Life Saving Australia; Tennis Australia and Western Bulldogs Football Club).

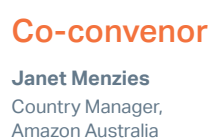
Gender Pay Gap

Table 43: Gender pay gap

Sport Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Carlton Football Club	33.3%	35.2%	21.2%	21.2%
Cricket Australia	5.5%	5.9%	1.4%	-1.5%
Football Australia	7.0%	6.8%	0.0%	0.0%
National Rugby League	9.9%	12.8%	-1.5%	7.3%
Racing Victoria	6.9%	8.7%	14.8%	9.8%
Richmond Football Club	26.5%	29.9%	14.3%	14.1%
Tennis Australia	10.1%	11.0%	4.7%	2.6%
Western Bulldogs Football Club	30.5%	28.4%	16.8%	16.7%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.

**Racing
Victoria**



Practical actions

Table 44: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
CEO and board-level leaders innovating to accelerate change	Leadership commitment – to gender equality through a strategy and action plan, reviewed annually by board/senior team										
	80%								7%	13%	
	Leader's behaviour – gender equality goals reflected in expectations of all leaders within the organisation										
	87%								7%	7%	
Being accountable – standing behind our numbers, sharing lessons and outcomes	Gender equality targets – targets are disclosed and publicly reported annually										
	60%						13%	27%			
	Gender equality KPIs – included in scorecards or performance plans of Champions' direct reports										
	33%				33%			33%			
	Gender pay equity – audit completed and actioned at least every two years, with oversight by Member										
	73%								7%	20%	
	Closing the gender pay gap – targets and a timeline set to close the organisation-wide gender pay gap										
	27%			27%			47%				
Closing the gender pay gap – targets included in the KPIs of the executive leadership team											
	7%	33%				60%					
Closing the gender pay gap – organisation-wide plan to close the gender pay gap communicated to employees											
	27%			27%			47%				
Closing the gender pay gap – organisation-wide gender pay gap publicly reported on the website or in the annual report											
	47%					20%		33%			
Gender-equal and diverse (40:40:20) workforces, capturing the performance advantage	Merit – systems and structures address bias and ensure equality in recruitment and promotions										
	87%									13%	
	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion										
	60%							7%	33%		
	Gender balance – gender targets included in succession lists for CEO and other C-suite roles										
	60%							7%	33%		
Gender balance – timebound targets to address gender imbalance across the organisation											
	40%				20%		40%				
Cultures of care, respect, safety and belonging, leveraging the talent advantage	Backlash and buy-in – specific action to address backlash and amplify buy-in on gender equality										
	67%								13%	20%	
	Flexible work – mainstreamed with policy, tools and technology, and leadership support										
	100%										
	Flexible work – action to enable flexible work for frontline and operational workers										
	87%									13%	
	Parental leave – equal and flexible access to parental leave for all parents										
	100%										
Parental leave – strategy and policy to improve men's uptake of parental leave											
	73%							13%	13%		
Care – initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting											
	87%									13%	

Complete or underway
 In plan to complete in 2026
 No plans in place for action
 Not applicable
 Not reported in 2024

Practical actions (continued)

Table 44: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Cultures of care, respect, safety and belonging, leveraging the talent advantage (continued)	Everyday sexism – action to highlight and address everyday sexism										
	93%									7%	
	Superannuation – paid during paid and unpaid parental leave periods										
	40%				60%						
	Everyday respect – specific steps to encourage and foster everyday respect										
	93%									7%	
	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-tolerance position										
	73%							13%	13%		
	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents										
	80%									20%	
	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue										
	87%									7%	7%
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted										
	53%					27%			20%		
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases										
20%		13%		67%							
Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de-identified cases)											
33%			27%				40%				
Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve outs)											
33%			20%		40%				7%		
Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date											
93%									7%		
Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment											
87%								7%	7%		
Sexual harassment – built internal support capability or expanded relationships with external support services											
73%							13%	13%			
Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-centred approach is applied											
80%								7%	13%		
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive										
	80%								7%	13%	
	Corporate giving – organisation applies a gender lens to corporate giving efforts										
	33%			20%			47%				
	Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence										
	93%									7%	
	Domestic and family violence – approach in place for responding to employees who are or who may be using violence										
80%								20%			
Domestic and family violence – initiatives in place for positive community impact on domestic and family violence											
53%					40%			7%			

◆ Complete or underway

◆ In plan to complete in 2026

◆ No plans in place for action

◆ Not applicable

◆ Not reported in 2024

Gender balance in leadership

Table 45: Gender balance in leadership

STEM and Health Group Organisations	Women's representation (%)							
	Overall Employees	Head of Business	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aurecon #	39.3%		33.3%	16.9%	22.2%	33.1%	43.8%	28.6%
Australian Bureau of Statistics #	53.5%		40.0%	47.8%	55.7%	50.4%	54.3%	
Australian National University #	54.1%		31.3%	52.6%	41.0%	54.4%	54.5%	62.5%
Australian Red Cross Lifeblood #	75.1%		55.6%	63.5%	38.8%	64.7%	76.9%	58.3%
Cochlear	46.0%		0.0%	23.1%	46.7%	42.2%	46.6%	44.4%
CSIRO #	44.9%		50.0%	37.1%	34.7%	43.6%	45.6%	42.9%
Datacom	34.1%		100%	0.0%	34.0%	37.0%	34.0%	33.3%
Joint Health Command, Department of Defence	63.4%		66.7%	60.0%	41.9%	51.4%	73.9%	
Defence Science and Technology Group, Department of Defence #	26.5%		35.7%	100%	19.2%	25.1%	33.0%	
Engineers Australia #	57.1%		57.1%	63.2%	55.6%	65.6%	55.9%	42.9%
Northern Sydney Local Health District	73.0%		63.2%	48.3%	68.9%	70.1%	73.2%	60.0%
NSW Health	74.5%	48.4%		58.2%	58.7%	71.2%	75.0%	
Ramsay Health Care #	80.1%	100%	0.0%	46.8%	54.2%	63.4%	80.6%	50.0%
Research Australia	75.0%			66.7%				45.5%
St Vincent's Health Network Sydney #	69.8%		33.3%	52.9%	100%	65.8%	70.5%	54.5%
Group Total	71.5%	50.0%	43.2%	46.9%	35.9%	65.4%	72.8%	50.0%
Adjusted Total	57.3%		43.6%	45.0%	32.3%	47.8%	59.9%	50.5%

Current year outcome: Gender balance achieved Single person in role Workforce includes employees who identify as non-binary CEO (or equivalent) role(s) held by one or more women
Compared to prior year: Gender balance improving Over-representation of women increasing Under-representation of women increasing No comparable prior year data No change

Notes

Australian Red Cross Lifeblood: Changes to representation figures for General Managers and Key Management Personnel reflect role reclassifications since last year to align with WGEA submission definitions.

Cochlear: Representation figures reported are inclusive of Australian workforce only and consistent with that submitted for WGEA reporting.

Datacom: Changes to representation figures for General Managers/Other Executives and Senior Managers reflect role reclassifications due to definition changes since last year.

Defence Science and Technology Group, Department of Defence: Changes to representation figures for Other Executives/General Managers and Senior Managers reflect role reclassifications since last year to align with WGEA submission definitions.

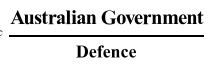
Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (Australian National University; Aurecon; Australian Red Cross Lifeblood; Australian Bureau of Statistics; Cochlear; CSIRO; Datacom; Defence Science and Technology Group, Department of Defence; Joint Health Command, Department of Defence; Engineers Australia; Northern Sydney Local Health District; and St Vincent's Health Network Sydney).

Gender Pay Gap

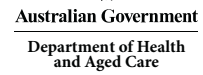
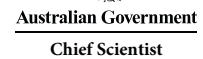
Table 46: Gender pay gap

STEM and Health Group Organisations	Average gender pay gap		Median gender pay gap	
	Base salary	Total remuneration	Base salary	Total remuneration
Aurecon	17.7%	17.9%	24.1%	24.1%
Australian National University	9.1%	10.0%	7.6%	7.7%
Ramsay Health Care	12.6%	13.6%	-12.6%	-10.5%
St Vincent's Health Network Sydney	9.6%	11.6%	3.9%	4.1%

Consistent with the scope of current WGEA reporting the gender pay gap data in the above table is from the 2023–24 reporting year and does not include Members with fewer than 100 employees, Members in the Commonwealth public sector or Members in the State/Territory level public sector. There is no directly comparable prior year data.



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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.

Overseas Manager (OSM)

OSM is for use only for a manager within a global corporate group who:

- Reports into an overseas head office, and
- Is more senior than the domestic CEO/equivalent

If a manager reports overseas but is not more senior than the CEO/equivalent - categorise them using a different manager category from this list.

- You are not required to provide salary/remuneration information for overseas reporting managers – populate each salary/remuneration cell with 0
- If you are not part of a global corporate group you must not use this category



The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org