



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
- LBTQ+ 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.



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



CEO and Board-level leaders innovating to accelerate change. Being accountable—standing behind our numbers, sharing lessons and outcomes.

— Priorities —

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

Creating cultures of care, respect, safety and belonging, **leveraging** the talent advantage Embedding equality and inclusion in what we deliver, creating an innovation advantage and positive social impact

 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

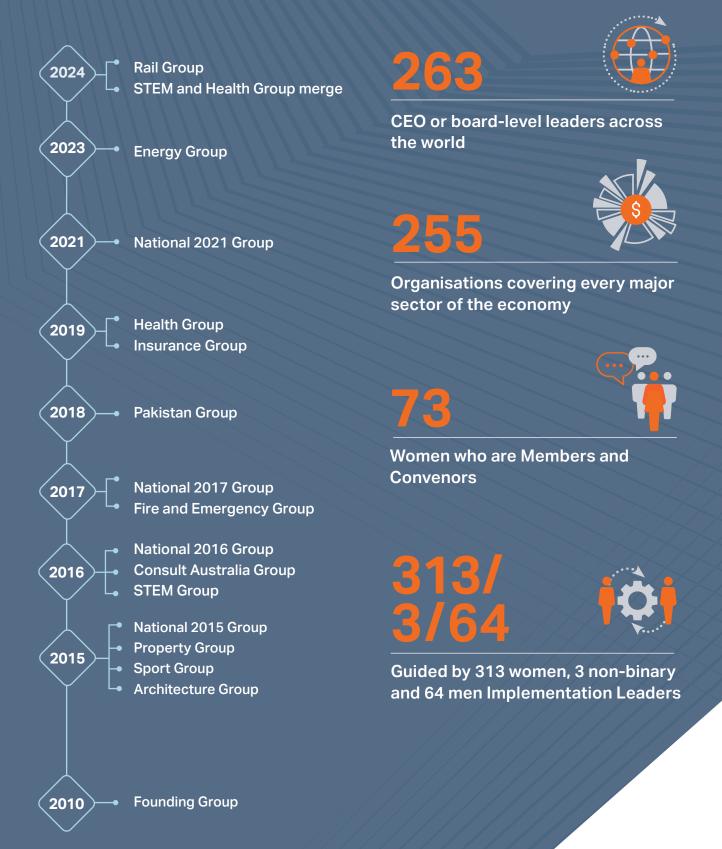
Outcomes

- 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



CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Group Establishment Timeline



The Champions of Change Coalition

KEY PARTNERS

Coalition Partners

Apropela

Australian Equity in Energy Transition Ambassadors Australian Fire Authorities Council (AFAC) Australasian Rail Association (ARA) Australian Institute of Company Directors Australian Rail Track Corporation (ARTC) Australian Human Rights Commission Association of Consulting Architects Australia Australians Investing in Women **Consult Australia Business Council of Australia** Parlour Challenge DV Property Council of Australia **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)



Organisations and Members in the ASX 100



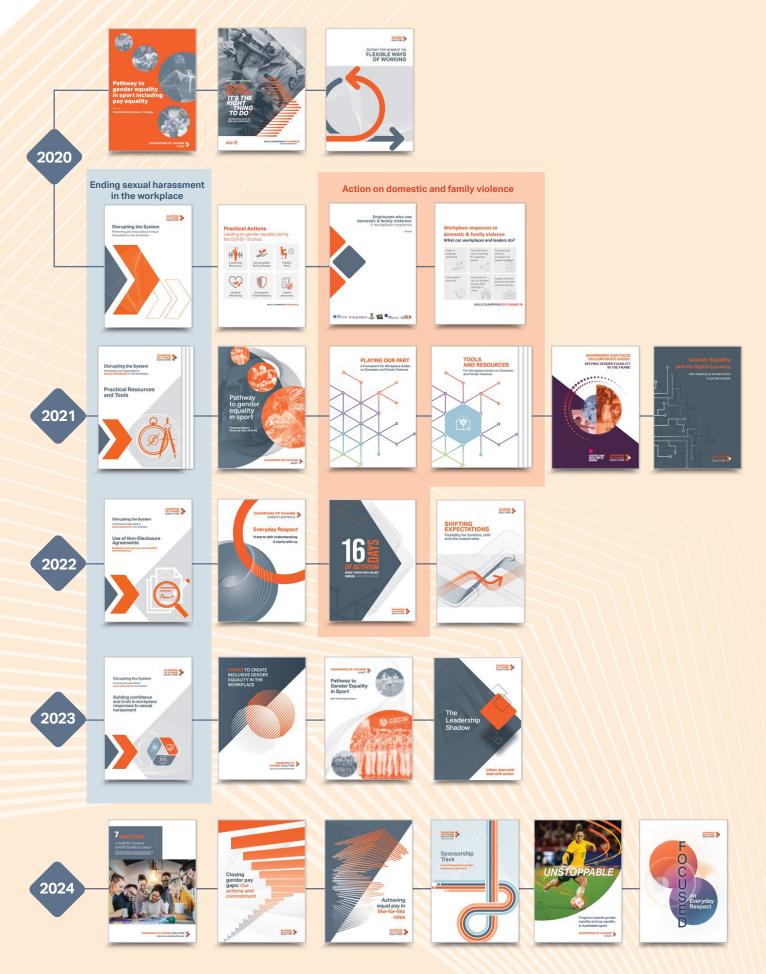


Organisations and Members in the ASX 200

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 longterm 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, actionoriented 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 becomes 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:

- ٠ In the eye of the beholder: Avoiding the Merit Trap
- 40:40:20 For gender balance: Interrupting ٠ bias in your talent processes
- ٠ 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%

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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

Building a gender-balanced and inclusive presence

est the messages

project

COMLITION

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

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





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



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*.

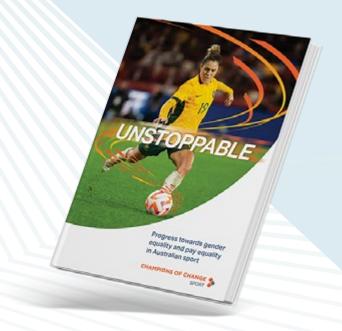
Over the past decade, alongside WGEA and ASX listing requirements, a range of legislative changes has expanded reporting obligations, leading to the development of a diverse market of products and services for gender equality reporting that vary in quality, insight, consistency and uptake. Additionally, 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.

2024 in Focus





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, **O** 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





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 underrepresented. 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

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

Address sexual harassment as a workplace health and safety issue

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

Inform, empower and expect everyone to speak up and take action on sexual

harassment in the

workplace

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.

Disrupting the System

COALITION

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' 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

94%

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

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, **O** 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

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, **O** from 84% in 2023





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

66%



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





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 Equimundo: 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, Equimundo 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, **O** 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, **O** 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 victimsurvivors' 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 victimsurvivors, 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

<mark>81</mark>%



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, **O** 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:

- 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
- Factor the attributes and needs of women into design at every life stage
- 6. Eliminate harmful gender stereotypes, norms and expectations that impede equality
- 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 genderinclusive 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

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	6
CEO and board-level	Leadersh senior tea	n <mark>ip commit</mark> m am	nent – to ge	nder equali	ty through	a strategy a	nd action p	olan, review	ed annually	by boa	rd/
eaders					87%					5% 39	% 5
innovating to accelerate change	Leader's	behaviour –	gender eq	uality goals 74%	reflected i	n expectatic	ons of all lea	aders withir	n the organi 14%	sation 7%	Ę
Being	Gender e	equality targe	ets – target	s are disclo	sed and pi	ublicly repor	ted annuall	V			
accountable		1 5 0		64%		5 1		9%	22%		Ę
– standing behind our	Gender e	equality KPIs	s – included	in scorecar	ds or perfo	ormance pla	ns of Chan	npions' dire	ect reports		
numbers,			Į	59%			12%		24%		(
sharing lessons and	Gender p	bay equity –	audit comp	leted and a	ctioned at	least every 1	wo years, w	vith oversig	ght by Mem	ber	
outcomes				7	5%				10%	10%	6
	Closing t	he gender p	ay gap – ta	rgets and a	timeline se	et to close th	ne organisa	ition-wide (gender pay	gap	
			48%			19%			28%		6
	Closing t	he gender p	ay gap – ta	-	led in the k	(Pls of the e	xecutive lea		am		
		26%		21%				47%			69
	Closing t	he gender p	ay gap – or 579	-	wide plan t	to close the	gender pay 15%	/ gap comr	nunicated to	o emplo	oyee
	Closing t report	he gender p			wide gende	er pay gap pu		rted on the		n the ar	nua

Practical actions (continued)

Table 1: Practi	cal action	1s (continu	ed)								
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
Gender-equal and diverse	Merit – sy	ystems and	structures a	address bias	and ensure 88%	e equality in	recruitmer	nt and prom	notions	5% <mark>2%</mark> 5%	
Gender equal and diverse (40:40:20)	Sponsorship – routine sponsorship of diverse women expected of all leaders by Champion 70% 10% 15% 6%										
workforces, capturing the performance	70% 10% 15% 69 Gender balance – gender targets included in succession lists for CEO and other C-suite roles 69 57% 13% 24% 69										
advantage	Gender b			rgets to add	ress gende	r imbalance 22%		e organisati 32	on	6%	
			41%			22%		32	%	6%	
Cultures of care, respect,	Backlash	and buy-in	ı – specific a	action to add	lress backla 80%	ish and amp	olify buy-in	on gender	equality 7%	7% 6%	
safety and belonging, leveraging the talent	Flexible	vork – main	streamed w	ith policy, to	ols and tech 90%	nnology, and	d leadershi	o support		<mark>4% 1%</mark> 5%	
the talent advantage	Flexible v	vork – actio	n to enable	flexible work 739		e and opera	ational work	Kers 4%	8% 50	% 10%	
	Parental	leave – equ	al and flexib	le access to	parental lea 92%		arents			1 <mark>%2%</mark> 5%	
	Parental	leave – stra	tegy and po	licy to impro 74%	ove men's u	otake of par	rental leave		0%	11% 5%	
	Care – in	itiatives (oth	ner than care	er's leave) to 769		nployees wi	th caring re		es beyond 9%	parenting 10% 6%	
	Everyday sexism – action to highlight and address everyday sexism 87% 5% 3% 5										
	Superan	n <mark>uation</mark> – pa	aid during pa	aid and unpa 67%	id parental l	eave period		%	23%	6%	
	Everyday	respect – s	specific step	os to encour	age and fos 88%	ster everyda	ay respect			<u>6% 2% 5%</u>	
Complete or unde		In plants	complete in 202		o plans in plac	o for oction	N	applicable	N _m t -	eported in 2024	

Practical actions (continued)

	0% 10% 20% 30% 40% 50% 60% 70% 80% 9	0%
Cultures of care, respect,	Sexual harassment – board and/or senior team commitment to eradicate sexual harassment with a zero-t position	toleranc
safety and	89% 5%	2% 5%
belonging, everaging	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and	
the talent advantage	Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychol safety issue	
	Sexual harassment – risk assessment, cultural review, survey or other diagnostic conducted	1 70 3 70
	71% 16% 9%	5%
	Sexual harassment – commitment to adopt principles of transparency for high-profile cases 51% 8% 35%	6%
	Sexual harassment – regularly share internal updates on sexual harassment (incidents, outcomes, and de identified cases)	;- 6%
	37% 11% 27% Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to sp in commercial settlement agreements (i.e. specific NDA carve outs) 33%	
	Sexual harassment – tools, training and education for employees on sexual harassment are up-to-date	2% 6%
	Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted sexual harassment	
	Sexual harassment – built internal support capability or expanded relationships with external support service	vices
Equality and inclusion is embedded in what we deliver, creating an innovation advantage and social impact	Sexual harassment – responses to workplace sexual harassment reviewed to ensure a safe, fair, people-c approach is applied	
	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclus	
	84% 7% 5 Corporate giving – organisation applies a gender lens to corporate giving efforts	5%
	47%5%27%Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence5%	
	87% 5% . Domestic and family violence – approach in place for responding to employees who are or who may be using violence	4% 5%
	72% 10% 13%	6%

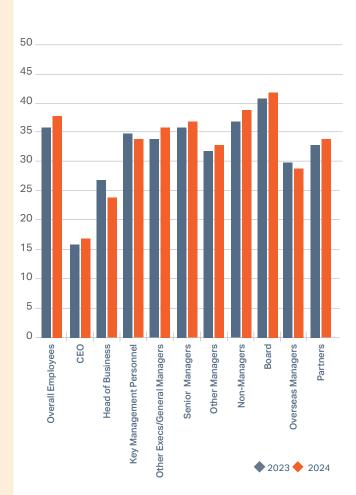
Measuring Impact

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







Source: ASX 200 data sourced from CEW Senior Executive Census 2017–24, cew.org.au

Table 3: Gender Balance in Leadership – Championsof Change Leadership Teams in ASX 200 MemberOrganisations Compared to ASX 200 Overall





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% **O** from 2023

100%



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

50%



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





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

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Practical actions (continued)

Table 4: Practical actions (continued)

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Equality and inclusion is Gender-equal public face – test the external image of the organisation to ensure as the external image of the organisation applies a gender lens to corporate giving effort the external image of the ex	ensure a s		ensure a safe, fai	r, people-centred
in what Corporate giving – organisation applies a gender lens to corporate giving effort we deliver, 50% 17% creating an innovation Domestic and family violence – ensure support for employees, family or friends	ure it is res	ender-equal pub	ure it is respectfu	
creating an innovation Domestic and family violence – ensure support for employees, family or friends	orts 17%	orporate giving -		17%
				Jomestic
advantage and social impact	es who are		es who are or who	
83% Domestic and family violence – initiatives in place for positive community impa	pact on do	omestic and fam	act on domestic 42%	and family violence

CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Gender balance in leadership

Table 5: Gender balance in leadership

	Women's representation (%)										
Founding Group Organisations	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	٠	Single person in role
Compared to prior year:	Gender balance improving		Over-representation

rson in role (#/ Work

Over-representation \blacklozenge

Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

Under-representation of women increasing

No comparable
 No change

prior year data

V No chang

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	Average ge	nder pay gap	Median gen	der pay gap
Organisations	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%
Jniversity 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

National 2015 Group

The National 2015 Group was established in 2015 and now comprises 12 Members, who lead more than 70,000 employees and many more internationally, through the global footprint and influence of Member operations. Formed as a cross-sector network, the Group leads change in gender equality by engaging with people where they live, work, socialise and learn—where culture and norms are reinforced.

Overview of impact in 2024

- The Group co-led the development of our new resources: Closing gender pay gaps: Our actions and commitment report; 7 Switches: A guide for Inclusive gender equality by design; and FOCUSED on Everyday Respect resources.
- AustralianSuper CEO Paul Schroder and Coconvenor James Fazzino led a national conversation on closing the gender pay gap, coinciding with the Workplace Gender Equality Agency's (WGEA's) inaugural release of median gender pay gap data in February. AustralianSuper also provided a case study for the Coalition's report.
- All Members contributed to the development of our *Tackling Tough Spots* work, which will be released next year. Members identified and addressed persistent gender imbalances in specific areas of their organisations during the past two years, and the Group will widely share strategies for change to help other organisations.
- PwC worked with our Sport Group and key stakeholders across the sector to develop the Sport Group's landmark report, Unstoppable: Progress Towards Gender Equality and Pay Equality in Australian Sport, released in September.
- Co-convenor Kristen Hilton led our roundtable, with Medibank CEO David Koczkar participating, to develop more effective strategies to prevent the weaponisation of essential products and services in cases of domestic and family violence.

- Department of the Treasury drafted a case study on Working Future: The Australian Government's White Paper on Jobs and Opportunities to inform the 7 Switches work. The white paper examined how gender intersects with people's labour market experiences, addressing issues such as flexibility, job security, unemployment and discrimination. It offers insights into the gender pay gap and the economic and social benefits of narrowing this gap.
- AustralianSuper, Crown Resorts, and Medibank participated in the development, piloting, and evaluation of our Gender Equality Dashboard.
- MinterEllison CEO Virginia Briggs supported the development and launch of our resource, Sponsorship Track: A practical guide to gender inclusive progression.

We welcome **Walter and Eliza Hall Institute of Medical Research Director Prof. Ken Smith** to the Group.

We thank Professor Alan Cowman (WEHI), Mia Gous (Newmont), Graham Kerr (South32), and Renato Mota (Insignia) for their investment in and support for Champions of Change Coalition.

Highlights 2023–2024

91%



of organisations reflect gender equality goals in expectations of all leaders within the organisation, an 18% **O** from 2023 82%



of organisations disclose and publicly report targets annually, a 9% **O** from 2023

100%



of organisations have systems and structures to address bias and ensure equality in recruitment and promotions, a 9% **O** from 2023





of organisations have undertaken a risk assessment, cultural review, survey or other diagnostic, an 18% **O** from 2023

36%



of organisations apply a gender lens to corporate giving efforts, an 18% **O** from 2023

73%



of organisations undertake initiatives to prevent and respond to domestic and family violence in communities, a 9% **O** 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 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%
EO and oard-level	Leadersh senior tea	i <mark>p commitm</mark> am	ent – to ger	nder equalit	_	strategy an	d action pla	an, reviewe	d annually l	
aders					92%					8
novating o accelerate	Leader's l	behaviour –	gender equ	ality goals r	eflected in	expectation	s of all lead	lers within t	he organis:	ation
hange					85%				80	% 8
Poing	Candara	eu eliterte rec	te terrete	ara diaslas		liah urana artis				
leing ccountable	Gendere	quality targe	ets – targets	77%		nicly reporte	eu annually		15%	8
standing	Gendere	quality KPIs	– included i	n scorecar	ls or perfor	mance nlan	s of Chamr	vione' direc	t reports	
ehind our iumbers,	Gendere	quality for 15	Included	69%				15%	-	15%
sharing	Gender p	ay equity – a	audit comple	eted and ac	tioned at le	ast every tw	<i>i</i> o years, wi	th oversigh	it by Memb	er
essons and		5 1 5	•			0%		Ű	5	
outcomes	Closing th	ne gender pa	ay gap – tar	gets and a t	imeline set	to close the	e organisati	on-wide ge	ender pay g	Jap
				62%			15	i%	23	%
	Closing th	ne gender pa		gets include	ed in the KP	Is of the exe			m	
	8%		31%				6	62%		
	Closing th	ne gender pa	a <mark>y gap –</mark> org	ganisation-v		close the g	ender pay g	gap commi	unicated to	
					85%					15%
	Closing th report	ne gender pa	ay gap – org	janisation-w	vide gender	pay gap pub	licly report	ed on the w	ebsite or in	the annu
					92%					80
Sondor organ	Marit									
Gender-equal and diverse	Merit – sy	stems and s	tructures a	ddress blas	and ensure	equality in	recruitmen	t and prom	otions	8
40:40:20)	Sponsors	ship – routine	enoneoreh	in of divers		(nected of a	ll leaders h	v Champio	n	
vorkforces,	30015015	snp – routine	sponsorsi	69%	e wonnen ez	pected of a		15%		15%
apturing the	Gender b	alance – ger	nder taraets	included in	succession	n lists for CE	EO and othe	er C-suite r	oles	
advantage		gen	54%				23%		15%	8
	Gender b	alance – tim	ebound targ	gets to addr	ess gender	imbalance	across the	organisatio	n	
			54%	-			23%		2	23%
Cultures of	Paaklaab	and buy-in -	apposific or	tion to odd		ab and amp	lify buy in a	n condor c		
care, respect,	Dackiasti	and buy-in -	- specific ac	נוטרו נט מטט	92%	shanu amp	iii y buy-iii c	on gender e	equality	8
	Flexible w	/ork – mainst	treamed wit	h policy tor	ols and tech	nology and	leadershin	support		
afety and belonging,	I ICAIDIC W	on mains	treamed wit	n policy, tot			leadership	Support		
pelonging,					10	0%				
elonging, everaging	Flexible w	ork – action	to enable f	exible work			tional worke	ers		
elonging, everaging he talent	Flexible w	/ork – action	to enable fl	exible work			tional worke	ers	80	% 8
elonging, everaging he talent					for frontline 85%	e and operat		ers	80	% 8
belonging, everaging he talent		/ork – action eave – equal			for frontline 85% parental lea	e and operat		ers	89	% 8
elonging, everaging he talent	Parental l		l and flexible	e access to	for frontline 85% parental lea 10	e and operat ave for all pa	rents	ers	8	% 8
everaging the talent advantage	Parental l	eave – equal	l and flexible	e access to	for frontline 85% parental lea 10	e and operat ave for all pa	rents	ers 8%		% 8
elonging, everaging he talent	Parental le Parental le	eave – equal	l and flexible egy and poli	e access to cy to impro 69%	for frontline 85% parental lea 10 ve men's up	e and operal ive for all pa 10% itake of pare	rents ental leave	8%	23	9%

Practical actions (continued)

Table 7: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
Cultures of care, respect,	Everyday	Everyday sexism – action to highlight and address everyday sexism 92% 8%										
safety and belonging,	Superann	u <mark>ation</mark> – pa	iid during pa	id and unpa	id parental	leave period	ds 8%		31%			
leveraging the talent advantage	Everyday	respect – s	specific step		age and fo: 85				8%	6 8%		
(continued)	Sexual ha position	rassment -	- board and/	or senior tea		ment to era	dicate sexua	al harassme	ent with a ze	ero-tolerance		
	Sexual ha	rassment -	- board and/	or senior tea		s regular rep	orting on bo	oth cultural	indicators a	and incidents		
	Sexual ha safety issi		- strategies a	and process		rate sexual	harassment	as a physi	cal and psy	chological		
	Sexual ha	rassment -	- risk assess	ment, cultu		urvey or oth	ner diagnost	ic conduct	ed	8%		
	Sexual ha	rassment -	- commitme		principles c 7%	f transpare	ncy for high	-profile cas	8%	15%		
Equality and inclusion is embedded in what we deliver,	Sexual ha identified		- regularly sh	nare internal	updates or		assment (in	cidents, ou	tcomes, and	d de-		
			- individuals ment agreen	nents (i.e. sp	isation imp	acted by se		ment retain	their right t			
	Sexual ha	rassment -	- tools, traini		cation for e	mployees o 00%	n sexual har	assment a				
	Sexual ha sexual har		- reporting o	ptions revie	wed to ens	ure confide	ntial avenue	s for emplo	oyees impac	cted by		
	Sexual ha	rassment -	- built interna	al support c			elationships	with exter	nal support	services		
	Sexual ha approach		-responses	to workplac		rassment re	eviewed to e	ensure a sat	fe, fair, peop	ble-centred		
	Gender-e	qual public	f ace – test				ion to ensu	re it is resp	ectful and ir 15%			
	Corporate	e giving – o	rganisation a	applies a ge		o corporate	giving effor	ts	31%			
creating an innovation	Domestic or family v		violence – e	ensure supp	oort for emp 929	-	nily or friend	s experiend	cing domes	tic 8%		
advantage and social impact	Domestic be using v		violence – a	approach in	place for re		o employee	s who are c	or who may			
	Domestic	and family	violence – i		85% place for p	ositive com	munity impa	act on dom		^{15%} mily violence		
Complete or und		la plan to a	omplete in 202	69%	lo plans in pla	a for action	Not -	pplicable	31%	ported in 2024		

Gender balance in leadership

Table 8: Gender balance in leadership

	Women's representation (%)												
National 2015 Group Organisations	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	٠	Single person in role	<
Compared to prior year:	٠	Gender balance improving	٠	Over-representation of women increasing	•

Workforce includes employees who identify as non-binary

of women increasing

Under-representation by one or mo

CEO (or equivalent) role(s) held by one or more women

No comparable \bigcirc No change prior year data

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	Average gei	nder pay gap	Median gender pay gap		
Organisations	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.



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

National 2016 Group

The National 2016 Group was established in 2016 and includes 11 Members, who lead more than 30,000 employees across Australia and many more internationally, through the global footprint and influence of Member operations. Representing diverse sectors such as media, consumer goods, insurance, finance, law, aviation, federal government and consulting, Members are committed to using their influence to advance gender equality and significantly increase the representation of women in leadership positions.

Overview of impact in 2024

- The Group co-led the development of the Coalition-wide resource FOCUSED on Everyday Respect, launched in October, including a case study from QBE. Members held Listen and Learn sessions across their organisations to gather diverse perspectives on what everyday disrespect and respect look like in modern workplaces, and implemented initiatives to foster respectful workplace cultures.
- Members identified effective strategies to build buy-in for gender equality throughout organisations. Building on insights and previous work, including *Everyday Champions of Change* workshops, the Group explored how insights from the Gender Compass survey can be used to segment and tailor messages for different cohorts in our organisations.
- The Group supported the development of the Coalition's resource on *Tackling Tough Spots*, which will be released next year. Through detailed data analysis and Listen and Learn discussions with employees, Members identified effective strategies to address persistent tough spots, and these are included in the resource.
- Members explored the intersection of cultures of long working hours and gender inequality. In a context where women continue to do the lion's share of unpaid care work, cultures of long working hours risk locking out women's talent, limiting their career progression, and having an unequal impact on their wellbeing. Informed by ongoing initiatives at **EY Australia**, and following the Elizabeth Broderick & Co review into Workplace Culture, Members are piloting experiments to tackle these cultures.

- The National 2016 Group discussed approaches to measuring representation and the experiences of employees with intersectional identities, contributing to a Coalition-wide paper on intersectionality and measurement. Together with the Founding Group, Members also contributed to the WEGEA's development of workplace guidelines.
- The Group discussed strategies to support matureaged women in the workplace as a key priority for advancing gender equality, reviewed their gender pay gap data, and deepened their understanding of the actions required to build confidence and trust in response to workplace sexual harassment.
- EY Australia worked with our Energy Champions of Change Group on a comprehensive project to identify innovative strategies for integrating gender balance into the talent pipeline for Australia's energy transition. The outcomes of this work will be important in key sectors struggling to improve women's representation and close gender pay gaps.
- ING CEO Melanie Evans participated in a roundtable to develop more effective strategies to prevent the weaponisation of essential products and services in cases of domestic and family violence.
- Airservices Australia, EY Australia, ING and QBE joined in developing, piloting and evaluating the Coalition's Gender Equality Dashboard.
- Ashurst Global CEO Paul Jenkins participated in a roundtable with the Ambassador for Gender Equality and, along with ING CEO Melanie Evans, took part in the UN Commission on the Status of Women including a panel on closing organisational gender pay gaps.
- Long-term Member Andrew Colvin APM AO was appointed to the Board of Champions of Change Coalition.

Highlights 2023–2024

100%



of organisations take specific action to address backlash and amplify buy-in on gender equality, a 13% **O** from 2023 100%



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

88%



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





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

50%



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





of organisations have an approach in place for responding to employees who are or who may be using violence, a 13% **O** 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%
EO and loard-level	Leadersh senior tea	ip commitm am	i <mark>ent –</mark> to ger	nder equalit	_		d action pl	an, reviewe	ed annually l	by board/
eaders novating					10	00%				
o accelerate	Leader's l	behaviour –	gender equ	ality goals r	eflected in	expectatior	ns of all lead	ders within	the organis	ation
hange				75%					13%	139
Being accountable	Gender e	quality targe	ets – targets	s are disclos	ed and pub 88%	licly reporte	ed annually	,		13%
standing behind our	Gender e	quality KPIs	– included i 63		ds or perfor	mance plan		pions' direc	ct reports 25	%
numbers, sharing essons and	Gender p	ay equity – a	audit compl	eted and ac	tioned at le 88%	ast every tv	vo years, w	ith oversig	ht by Memb	0er 13%
outcomes	Closing th	ne gender p	ay gap – tar 63	-	imeline set	to close the	~	ion-wide g %	ender pay g 25	
	Closing th	ne gender p	ay gap – tar 50%	gets includ	ed in the KP	Pls of the ex	ecutive lea	dership tea 50%	am	
	Closing th	ne gender p	ay gap – orę	ganisation-v 75%	vide plan to	close the g	lender pay	gap comm	nunicated to	employe
	Closing th report	ne gender p	ay gap – org		vide gender	pay gap pub	olicly report	ed on the v		the annua
					88%					13%
Gender-equal and diverse	Merit – sy	stems and s	structures a	ddress bias		equality in	recruitmer	it and pron	notions	
40:40:20) vorkforces,	Sponsors	ship – routine	e sponsorsh 63					oy Champie %	on 25	%
capturing the performance advantage	Gender b	alance – ger	nder targets	included in	succession 88%	n lists for Cl	EO and oth	er C-suite	roles	13%
	Gender b	alance – tim	ebound targ	gets to addr	ess gender	imbalance	across the 25%	organisati	ON 25%	6
Cultures of care, respect,	Backlash	and buy-in -	- specific ac	ction to add		sh and amp	lify buy-in	on gender	equality	
safety and belonging,	Flexible w	ıork – mains	treamed wit	h policy, too		nology, and	l leadership	o support		
everaging he talent advantage	Flexible w	ıork – action	to enable f	lexible work 75%	for frontline	e and opera	tional work	ers	13%	13%
0	Parental l	eave – equa	l and flexible	e access to		ave for all pa	arents			
	Parental l	eave – strate	egy and poli	icy to impro			ental leave			13%

Practical actions (continued)

Table 10: Practical actions(continued)



Gender balance in leadership

Table 11: Gender balance in leadership

				Wom	en's repres	entation (%	b)			
National 2016 Group Organisations	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%

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.

of women increasing

prior year data

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

of women increasing

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	Average ge	ender pay gap	Median gender pay gap		
Organisations	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

National 2017 Group

The National 2017 Group was established in 2017 and includes nine Members, who lead more than 31,000 employees and many more internationally. Representing some of Australia's most male-dominated industries—heavy automotive, manufacturing, energy infrastructure and utilities—the Group aims to improve women's representation in leadership and non-traditional roles within their organisations, while fostering cultures of safety, care, respect, and belonging for all.

Overview of impact in 2024

- The Group co-led the Coalition's work on Closing Gender Pay Gaps and FOCUSED on Everyday Respect.
- Viva Energy CEO Scott Wyatt and Co-convenor James Fazzino led a national conversation on closing the gender pay gap coinciding with the WGEA's inaugural release of the median gender pay gaps in February. Viva Energy and CSR also provided a case study for the Coalition's report.
- Viva Energy CEO Scott Wyatt took part in the UN Commission on the Status of Women including a panel on closing organisational gender pay gaps.
- The Group's long-term work on workplace psychological safety and respectful cultures informed the development of FOCUSED on Everyday Respect. Komatsu and Viva Energy contributed detailed case studies on fostering safety, care, respect, and belonging.

- Hanson, Viva Energy and APA provided insights and case studies to shape 7 Switches: A Guide for Inclusive Gender Equality by Design.
- APA, Ausgrid, and Viva Energy contributed to the Energy Group's collaboration with EY Australia on building a gender-balanced talent pipeline for their sector.
- Linfox and Komatsu participated in developing, piloting and evaluating the Coalition's Gender Equality Dashboard.

We welcome **Cummins South Pacific Executive Managing Director Annie Chu** and **CSR CEO Paul Dalton** to the Group.

We thank Julie Coates (CSR), Peter Jensen-Muir (Cummins South Pacific), David Hawkins (BASF Australia and New Zealand) and Alistair Field (Sims Limited) for their investment in and support for Champions of Change Coalition.

Highlights 2023–2024

75%



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

75%



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

75%



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





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

100%



of organisations reviewed/audited their public 'face' to ensure it is presenting as respectful and inclusive for women, a 25% **O** from 2023 63%



of organisations apply a gender lens to corporate giving efforts, a 13% **O** 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%
EO and ooard-level	Leadersh senior tea	n ip commitm am	i <mark>ent –</mark> to ger	nder equalit	_		d action pla	n, reviewe	ed annually	by board/
eaders novating					10	00%				
o accelerate	Leader's	behaviour –	gender equ	ality goals r		-	ns of all lead	ers within	the organis	sation
change					10	00%				
Being Accountable	Gender e	equality targe	ets – targets	are disclos	sed and pub	olicly reporte	ed annually		33%	
- standing							(0)	. ,		
behind our numbers, sharing lessons and outcomes	Gendere	equality KPIs	- included i	n scorecard	ds or perfor 89%	mance plar	is of Champ	ions' dire	ct reports	11%
	Gender r	bay equity – a	audit comple	eted and ac	tioned at le	ast every ty	vo vears, wit	h oversia	ht by Mem	ber
		buy oquity to			89%		io youro, iii	revereig		11%
	Closing t	he gender p	ay gap – tar	gets and a t	timeline set	to close the	e organisati	on-wide g	jender pay	gap
			44%	-		:	33%		2	2%
	Closing t	he gender p	ay gap – tar	gets includ	ed in the KF	Pls of the ex	ecutive leac	ership tea	am	
		22%					78%			
	Closing t	he gender p		ganisation-v	vide plan to	close the g		jap comm		
			56%				22%			22%
	Closing t report	he gender p	ay gap – org	janisation-w	/ide gender	pay gap put	olicly reporte	ed on the v	website or ir	n the annu
	·			67%				11%	11%	119
Gender-equal	Marit	uatarea arada							nationa	
and diverse	Ment - S	ysterns and s	structures a							
						00%	recruitment	and pron	notions	
40:40:20)	Sponsor	shin – routine	enoneorek		1(00%				
workforces,	Sponsor	ship – routine	e sponsorsh		1(00%				11%
workforces, capturing the				iip of divers	10 e women e: 78%	xpected of a	all leaders b	y Champi	on 11%	11%
workforces, capturing the performance		ship – routine palance – ger		iip of divers	10 e women e: 78%	xpected of a	all leaders b	y Champi	on 11% roles	
vorkforces, capturing the performance	Gender b		nder targets	hip of divers included in 67%	10 e women e: 78% I successio	xpected of a	all leaders b EO and othe	y Champi r C-suite 22	on 11% roles	11%
workforces, capturing the performance	Gender b	palance – ger palance – tim	nder targets	hip of divers included in 67%	10 e women e: 78% I successio	xpected of a n lists for Cl	all leaders b EO and othe	y Champi r C-suite 22	on 11% roles %	
workforces, capturing the performance advantage	Gender b Gender b	palance – ger palance – tim	nder targets ebound targ 44%	ip of divers included in 67% gets to addr	10 e women ez 78% a successio ress gender	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the 33%	y Champio er C-suite 22 organisati	on 11% roles % ion	11%
workforces, capturing the performance advantage Cultures of	Gender b Gender b	palance – ger palance – tim	nder targets ebound targ 44%	ip of divers included in 67% gets to addr ction to add	1(e women e; 78% a successio	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the 33%	y Champio er C-suite 22 organisati	on 11% roles % ion	11%
workforces, capturing the performance advantage Cultures of care, respect, safety and	Gender b Gender b Backlash	palance – ger palance – tim n and buy-in -	nder targets ebound targ 44% - specific ac	included in 67% gets to addr ction to add	1(e women e: 78% I successio ress gender ress backla 89%	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the asw blify buy-in c	y Champio er C-suite 22 organisati n gender	on 11% roles % ion	11%
workforces, capturing the performance advantage Cultures of care, respect, safety and pelonging,	Gender b Gender b Backlash	palance – ger palance – tim	nder targets ebound targ 44% - specific ac	ip of divers included in 67% gets to addr ction to add h policy, too	1(e women e: 78% I successio ress gender ress backla 89%	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the asw blify buy-in c	y Champio er C-suite 22 organisati n gender	on 11% roles % ion	11%
vorkforces, capturing the performance advantage Cultures of care, respect, cafety and pelonging, everaging	Gender b Gender b Backlash	palance – ger palance – tim n and buy-in - work – mains	nder targets ebound targ 44% - specific ac treamed wit	ip of divers included in 67% gets to addr ction to add h policy, too	1(e women e: 78% e successio ress gender ress backla 89% bls and tech	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the across the blify buy-in c	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion	11% 22% 11%
vorkforces, capturing the performance advantage Cultures of care, respect, cafety and pelonging, everaging he talent	Gender b Gender b Backlash	palance – ger palance – tim n and buy-in -	nder targets ebound targ 44% - specific ac treamed wit	ip of divers included in 67% gets to addr ction to add h policy, too	1(e women e: 78% a successio ress gender ress backla 89% bls and tech 89% for frontline	xpected of a n lists for Cl r imbalance	all leaders b EO and othe across the across the blify buy-in c	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11%
vorkforces, capturing the performance advantage Cultures of care, respect, cafety and pelonging, everaging he talent	Gender b Gender b Backlash Flexible v	palance – ger palance – tim n and buy-in - work – mains	ebound targets 44% - specific ac treamed wit to enable fl	ip of divers included in 67% gets to addr stion to add h policy, too exible work 789	1(e women e: 78% a successio ress gender ress backla 89% bls and tech 89% for frontline	200% xpected of a n lists for Cl r imbalance sh and amp anology, and e and opera	all leaders b EO and othe across the 33% Diffy buy-in c d leadership tional worke	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11%
workforces, capturing the performance advantage Cultures of care, respect, safety and pelonging, everaging the talent	Gender b Gender b Backlash Flexible v	palance – ger palance – tim n and buy-in - work – mains work – action	ebound targets 44% - specific ac treamed wit to enable fl	ip of divers included in 67% gets to addr stion to add h policy, too exible work 789	1(e women e: 78% successio ress gender ress backla 89% bls and tech 89% for frontline 6 parental lea	200% xpected of a n lists for Cl r imbalance sh and amp anology, and e and opera	all leaders b EO and othe across the 33% Diffy buy-in c d leadership tional worke	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11%
workforces, capturing the performance advantage Cultures of care, respect, safety and pelonging, everaging the talent	Gender b Gender b Backlash Flexible v Flexible v Parental	palance – ger palance – tim n and buy-in - work – mains work – action	ebound targets 44% - specific ac treamed wit to enable fl I and flexible	ip of divers included in 67% gets to addr otion to add h policy, too exible work 789 e access to	1(e women e: 78% a successio ress gender ress backla 89% bls and tech 89% for frontline 6 parental lea 1(200% xpected of a n lists for Cl r imbalance sh and amp anology, and e and opera ave for all pa 200%	all leaders b EO and othe across the across	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11%
(40:40:20) workforces, capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent advantage	Gender b Gender b Backlash Flexible v Flexible v Parental	palance – ger palance – tim a and buy-in - work – mains work – action leave – equa	ebound targets 44% - specific ac treamed wit to enable fl I and flexible	ip of divers included in 67% gets to addr otion to add h policy, too exible work 789 e access to	1(e women e: 78% successio ress gender ress backla 89% bls and tech 89% for frontline 6 parental lea 10 ve men's up	200% xpected of a n lists for Cl r imbalance sh and amp anology, and e and opera ave for all pa 200%	all leaders b EO and othe across the across	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11%
workforces, capturing the performance advantage Cultures of care, respect, safety and belonging, leveraging the talent	Gender b Gender b Backlash Flexible v Flexible v Parental	palance – ger palance – tim a and buy-in - work – mains work – action leave – equa	ebound targets 44% - specific ac treamed wit to enable fl l and flexible egy and poli	ip of divers included in 67% gets to addr ction to add h policy, too exible work 78% e access to cy to impro	1(e women e: 78% successio ress gender ress backla 89% bls and tech 89% for frontline 6 parental lea 1(ve men's up	200% xpected of a n lists for Cl r imbalance sh and amp anology, and e and opera ave for all pa 200% btake of par 200%	all leaders b EO and othe across the across the ass. blify buy-in c tional worke arents ental leave	y Champio er C-suite 22 organisati n gender support	on 11% roles % ion equality	11% 22% 11% 22%

CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Practical actions (continued)

Table 13: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of	Everyday	sexism – a	ction to hig	hlight and a	iddress eve	yday sexisi	m			140/
care, respect, safety and belonging,	Superanr	nuation – pa	aid during pa	aid and unp	89% aid parenta	leave perio	ods			11%
leveraging the talent	Everyday	respect – s	specific ste	ps to encou	89% urage and fo		lay respect			11%
advantage (continued)	Sexual ha	arassment -	- board and	/or senior te	eam commi [.]	100% ment to era	adicate sexu	al harassme	ent with a ze	ero-toleranc
	Sexual ha	arassment -	- board and	/or senior te			porting on b	oth cultural	indicators a	and incident
	Sexual ha safety iss		- strategies	and proces			l harassmen	t as a physi	cal and psy	chological
	Sexual ha	arassment -	- risk asses	sment, cult			ther diagnos	tic conduct	ed	
	Sexual ha	arassment -	- commitme	ent to adop	t principles 78%		ency for high	-profile cas	ies 11%	11%
	Sexual ha		- regularly s	hare interna		n sexual ha	ırassment (ir	icidents, ou		
					78% Inisation imp specific NDA		exual harass s)	ment retain	their right 1	2% to speak 22%
	Sexual ha	arassment -	- tools, trair	iing and edu	ucation for e	mployees (on sexual ha	rassment a	re up-to-da	te
		arassment - rassment	- reporting (options revi			ential avenue	es for emplo	oyees impa	cted by
	Sexual ha	arassment -	- built interr	al support			relationship	s with exter	nal support	services 11%
		arassment - n is applied	- responses	s to workpla	ice sexual h	arassment	reviewed to e	ensure a sat	fe, fair, peop	ole-centred
Equality and inclusion is	Gender-e	equal public	: face – test	the externa		he organisa	ation to ensu	ire it is resp	ectful and ir	
embedded in what	Corporat	e giving – o	rganisation		ender lens t	o corporate	e giving effoi 22%			22%
we deliver, creating an nnovation	Domestic or family						mily or friend			
advantage and social impact	Domestic be using		violence –	approach i 67%		100% esponding	to employee	es who are c		11%
	Domestic	c and family	violence –		n place for p	ositive con	nmunity impa			

Gender balance in leadership

Table 14: Gender balance in leadership

	Women's representation (%)										
National 2017 Group Organisations	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%		

Single person in role

Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

◇ No change

Compared to prior year: • Gender balance improving

Over-representation of women increasing ٠ Under-representation of women increasing

No comparable prior year data

Notes

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

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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	Average ger	nder pay gap	Median gender pay gap			
Organisations	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:

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.



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 2017 Group is Julie Bissinella. Our Implementation Leaders for the National 2017 Group are as follows:

Organisations	Implementation Leaders
APA Group	Alex Robinson and Angela Deacon
Ausgrid	Luke Futcher-Daniels
CSR	Catherine Flynn, Alokita Shankhar and Anna Stanton
Cummins South Pacific	Ainslie Fisher
Department of Climate Change, Energy, the Environment and Water	Jo Evans, Liz Flanagan, Patricia Gray and Marjan Khalidi
Hanson Construction Material	Therese Konings
Komatsu Australia	Zara Carey
Linfox	Helen Charlesworth and Raeoni Davies
Sims Limited	Stephanie Glue and Blaise Porter
Viva Energy Australia	Miranda Boddington

Architecture Group

As designers for the built environment, the Architecture Group recognises that diversity in leadership and the profession is crucial for both society and architectural practices. Established in 2015 to address the under-representation of women in senior roles, its mission is to accelerate women's advancement into leadership and to foster gender equality across architecture in Australia. Each year, the Group reflects on its progress in providing industry-specific learnings across the profession and adapting its practices to the changing and often challenging environment. Members lead over 1,400 employees and many more internationally.

Overview of impact in 2024

- The Group continued sharing toolkits, discussion guides, and insights with the profession via the Stepping Up platform, in partnership with the Association of Consulting Architects and Parlour, reaching several hundred industry participants through monthly live events.
- Members contributed to Coalition flagship projects including Sponsorship Track: A practical guide to gender inclusive progression, which highlighted the Group's podcast series, The Last Mile, as a case study on the transformative impact of sponsorship relationships.
- The Group's report, Inclusion by Design: Guide and Best Practices for the Built Environment, leverages the Coalition's 7 Switches framework to outline practical strategies to integrate inclusive principles across all aspects of the built environment, from infrastructure and urban design to healthcare and education. This work aims to transform spaces and lives through enhanced accessibility, health and safety, wellbeing, belonging, and participation. The Group is committed to not just meeting existing design standards for the built environment but elevating them and demonstrating thought leadership across sectors.

The Group welcomed new Members **AJC Director John Whittingham** and **SJB Architecture Director Frankie Layson**.

We thank the following Members for their investment in and support for Champions of Change Coalition: Zoë King (COX Architecture), Jonathan Knapp (SJB Architecture), Neil Stonell (Grimshaw), Kit Ku and Bianca Hung (Hayball), Brett Hudson (Peddle Thorp), Richard Does (DesignInc), Ninotschka Titchkoksy (BVN), Simon Parsons (PTW Architects), John Prentice (Woods Bagot).

Highlights 2023–2024

100%



of organisations take specific action to highlight and address everyday sexism, a 33% • from 2023

100%



of organisations' board and/or senior team are commited to eradicating sexual harassment with a zero-tolerance position, a 33% **O** from 2023

100%



of organisations' board and/or senior team members receive regular reporting on both cultural indicators and incidents, a 33% O from 2023

100%



of organisations' strategies and processes incorporate sexual harassment as a physical and psychological safety issue, a 33% O from 2023

100%



of organisations have undertaken a risk assessment, cultural review, survey or other diagnostic, a 33% **O** from 2023

100%



of organisations have up-to-date tools, training and education for employees on sexual harassment, a 33% **O** 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 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%
EO and oard-level	Leadersh senior tea	iip commitm am	nent – to ger	nder equalit	y through a	strategy ar	nd action p	lan, review	ed annually	by board/
eaders				80%						20%
nnovating o accelerate :hange	Leader's	behaviour –	gender equ 60		reflected in	expectatior	ns of all lea	iders withir	the organi 40%	sation
Being Accountable	Gender e	quality targo	ets – targets	are disclos		licly report	ed annuall <u>i</u>	Ý	40%	
- standing behind our humbers, sharing essons and butcomes	Gender e	quality KPIs	- included i	in scorecar	ds or perfor		ns of Charr 40%	ipions' dire	ct reports	20%
	Gender p	ay equity – a			tioned at le			vith oversig	ht by Meml	ber
	Closing t	he gender p	ay gap – tar	80% gets and a	timeline set	to close th	e organisa	tion-wide g	gender pay	20% gap
		20%				80	%			
		he gender p 20%	ay gap – tar	gets includ	ed in the KF	Pls of the ex 80		adership te	am	
	Closing t	he gender p 4	ay gap – org 0%	ganisation-\	wide plan to	close the g	jender pay	gap comn 60%	nunicated to	o employe
	Closing t report	he gender p	ay gap – org	ganisation-v	vide gender	pay gap pul	olicly repor	ted on the	website or ii	n the annua
		4	0%			4	0%			20%
Gender-equal and diverse	Merit – sy	vstems and s	structures a		and ensure	e equality in	recruitme	nt and pror	notions	20%
40:40:20) workforces,	Sponsors	ship – routin	e sponsorsh 60%		e women e:	xpected of		by Champi 20%	on	20%
capturing the performance advantage	Gender b	alance – ge	nder targets 60%		n successio	n lists for C		ner C-suite 20%	roles	20%
advantage	Gender b	alance – tim	ebound tar		ress gender	⁻ imbalance	across the		ion	
		40)%					60%		
Cultures of care, respect,	Backlash	and buy-in	– specific ac 60%		iress backla	sh and amp	olify buy-in	on gender	equality 40%	
afety and belonging,	Flexible w	vork – mains	treamed wit	h policy, to		nology, and	l leadershi	p support		
everaging he talent advantage	Flexible w	vork – actior	n to enable f		t for frontline	e and opera	tional worl	kers		20%
avantage	Parental I	eave – equa	I and flexible		parental lea	ave for all pa	arents			
	Parental I	eave – strat	egy and poli		ve men's up		ental leave)		
					80%					20%
	Care – ini	tiatives (othe	er than carei	r's leave) to	support err	iployees wi	th caring re	esponsibilit	les beyond	parenting

Practical actions (continued)

Table 16: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
ures of	Evervdav	/ sexism – a	ction to hial	hlight and a	address eve	rvdav sexis	m					
, respect,	80% 20%											
ty and	Superan	nuation – pa	aid durina pa	aid and unr	paid parenta	l leave perio	ods					
nging,	Caperan	finderent pe	60°			neare pene		20%		20%		
raging talent	Evende	respect – s	ponific cto	ac to opeo	urago and fr	otor ovorv	law racpost					
antage	Everyday	respect – s	specific ste		ulage and it	100%	lay respect					
tinued)	Sexual h	arassment -	- board and	/or senior t	eam commi	tment to er	adicate sexi	ual harassm	ient with a z	ero-tolera		
	position											
	80% 20% Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incide											
	Sexual h	arassment -	- board and	/or senior t	eam receive	es regular re	porting on I	both cultura	l indicators	and incid		
)%					40%			
	Sexual has safety iss	arassment -	- strategies	and proce	sses incorp	orate sexua	l harassmei	nt as a phys	ical and psy	ychologic		
	ouroey loc	Juo			80%					20%		
	Soyual b	arassment -	rick accord	amont quilt			thor diagno	ctio conduc	tod			
	Sexual II		- IISK d5585	Sillerit, cuit	80%	sulvey of o	uler ulagrios		leu	20%		
	Covuel b	orocomont	oommitmo	ant to odop	toringialag	oftropopor	anov for big	h profilo oo				
	Sexual na	arassment -	40%	ent to adop	ot principies	or transpare	ency for hig	n-pronie ca	ses			
	Sexual h	arassment -	- regularly s	hare intern	al updates o	on sexual ha	arassment (i	ncidents, oi	utcomes, ar	nd de-		
	identified		0 5									
	40% 60% Sexual harassment – individuals in the organisation impacted by sexual harassment retain their right to speak											
		arassment - ercial settler						sment retai	n their right	to speak		
		20%		20%			57	60%				
	Sevual h	arassment -	-tools train	ing and ed	ucation for (mnlovees	on sevual h	arassment :	are un-to-d	ato		
	Jexual II	arassment	60%		ucation for a	employees			40%	ate		
	Sexual h	arassment -	- reporting a	options rev	iewed to en	sure confid	ential avenu	ies for empl	loyees impa	acted by		
	sexual ha	arassment										
	80% 20%											
	Sexual h	arassment -	- built intern			r expanded	relationship	os with exte	rnal suppor			
	Convolto			80%		o roo o roo o root	reudeuue dite		fa fair naa	20%		
		arassment - n is applied	- responses	s to workpia	ace sexual n	arassment	reviewed to	ensure a sa	are, rair, peo	pie-centr		
				80%)					20%		
ality and	0		<i>c</i> , , ,									
ality and Ision is	Gender-	equal public	: face – test	the extern	_	the organisa	ation to ens	ure it is resp	bectful and	20%		
edded										2070		
hat	Corporat	te giving – o	-		gender lens	to corporat	e giving effo					
leliver,	Domosti	o ond family	609 Wielenee		aport for or	nalovogo fo	mily or frion	20%	aing dama	20%		
iting an vation	or family	<mark>c and family</mark> violence	violence –	ensure sup	sport for en	ipioyees, ia	mily or men	us experier	icing dome:	SUC		
antage	-			80%)					20%		
social		c and family	violence –	approach	in place for	responding	to employe	es who are	or who may	/		
act	be using	violence		80%						20%		
	_											
	Domesti	c and family			n place for p	positive con	nmunity imp	bact on dom		amily viole		
			60%						40%			

Gender balance in leadership

Table 17: Gender balance in leadership

				Wor	nen's repre	sentation (%)			
Architecture Group Organisations	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%

Compared to prior year:

Gender balance improving

Single person in role

Over-representation \blacklozenge of women increasing

Workforce includes employees who identify as non-binary

of women increasing

Under-representation No comparable

CEO (or equivalent) role(s) held by one or more women

No comparable \bigcirc No change prior year data

Notes

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

 \bullet

Gender Pay Gap

Table 18: Gender pay gap

Architecture Group	Average ger	nder pay gap	Median gender pay gap			
Organisations	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

Consult Australia Group

The Consult Australia Group, established in 2016 in partnership with Consult Australia, includes 10 Members leading over 21,000 employees and many more internationally. The Group includes representatives from businesses providing design, advisory, and engineering services, including large government public works projects as well as private sector projects in the built and natural environment. Members work within and across their organisations to increase the representation and influence of women in the industry.

Overview of impact in 2024

- The Group made continued efforts to prevent and respond to workplace sexual harassment, raising awareness of new positive duty obligations through focus groups and training sessions.
- As part of Engaging Managers in Fostering a Culture of Respect, Members explored what it means to be a Champion, and the leadership actions required to shift mindsets and behaviours.
 Jacobs refreshed its Everyday Respect Toolkit, which was shared with all leaders and managers.
- Members participated in the seventh annual Consult Australia Champions of Change lunch, with keynote speakers Plan Australia CEO Susanne Legena and author and journalist David Leser emphasising the need to raise awareness of gender inequity in Australia and authentically engage men in accelerating change.
- AECOM took action to raise awareness through an annual Gender Pay Gap report that outlines actions to increase female leadership representation through programs including sponsorship.
- GHD and Douglas Partners contributed to developing, piloting, and evaluating the Coalition's Gender Equality Dashboard.
- Members continued to encourage and support men accessing parental leave. Aurecon increased leave from 14 to 22 weeks, removed gendered terminology (such as 'primary carer' and 'secondary carer'), and ran a campaign to inspire uptake by men.

- Arup and Jacobs contributed to the Coalition's 7 Switches: A Guide for Inclusive Gender Equality by Design report, encouraging leaders and managers to establish inclusive policies and practices from the outset of new infrastructure projects.
- The Group maintained its focus on intersectionality, hosting representatives from minority communities to better understand and address the unique challenges of diverse women at work.
- Arup participated in the pilot of the RISE (Realise. Inspire. Support. Energise.) project, designed to help culturally and racially marginalised women progress in the workplace.
- Umwelt took action to lead the way on a commitment to transparency and accountability by launching a program of annual reporting to all employees of its sexual harassment incident numbers and some common circumstances in which misconduct can occur and the range of business responses.

The Group welcomed a new Member: **Umwelt** Managing Director Barbara Crossley.

Highlights 2023–2024

88%



of organisations have targets and a timeline set to close the organisation-wide gender pay gap, a 25% **O** from 2023 100%



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

50%



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





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

75%



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

100%



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



Kerryn 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

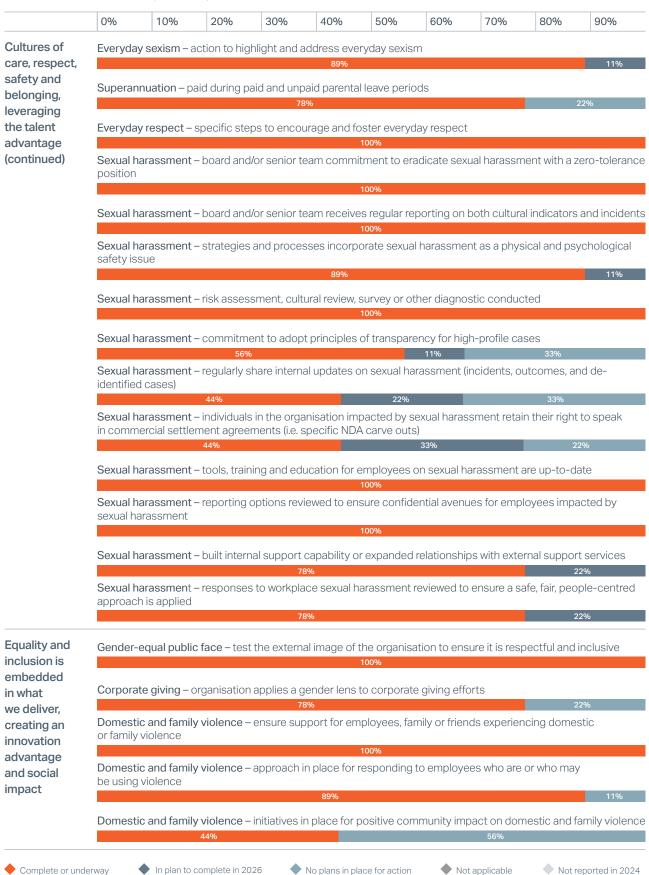
Table 19: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
EO and oard-level	Leadership senior team		ent – to ger	nder equalit <u>y</u>	-		d action pla	n, reviewe	d annually I	oy board/
eaders Inovating Daccelerate	Leader's be	ehaviour –	gender equ	iality goals r		expectation	is of all lead	ers within t	he organis	ation
hange					0070					1170
Being Iccountable	Gender eq	uality targe	e ts – targets	are disclos 67%	ed and pub	licly reporte	ed annually		33%	
standing ehind our umbers,	Gender eq	uality KPIs		n scorecarc 67%	ls or perfori	mance plan	s of Champ	ions' direc	t reports 33%	
sharing essons and	Gender pay	y equity – a	udit comple	eted and ac		ast every tw 00%	vo years, wi	th oversigh	it by Memb	er
outcomes	Closing the	e gender pa	ay gap – tar	gets and a t 789		to close the	e organisati	on-wide ge		jap 2%
	Closing the		ay gap – tar 4%	gets include	ed in the KP	'ls of the exe	ecutive lead	lership tea		:2%
	Closing the	e gender pa	ay gap – orę	ganisation-v	vide plan to 89%	close the g		gap commi	unicated to	employe
	Closing the report	e gender pa	ay gap – org	ganisation-w		pay gap pub	olicly reporte	ed on the w	ebsite or ir	
				78	3%				11%	11%
Gender-equal and diverse	Merit – syst	tems and s	tructures a	ddress bias		equality in	recruitment	and prom	otions	
40:40:20) vorkforces,	Sponsorsh	i p – routine	e sponsorsh	nip of diverse		kpected of a	all leaders b	y Champio	n	
capturing the performance advantage	Gender bal	l <mark>ance –</mark> ger	nder targets	included in		n lists for CE	EO and othe	er C-suite r		2%
	Gender bal	lance – time		gets to addr 67%	ess gender	imbalance	across the	organisatio	on 33%	
Cultures of	Backlash a	nd buy-in -	- specific ac	ction to add		sh and amp	lify buy-in c	on gender e	equality	
are, respect, afety and pelonging,	Flexible wo	rk – mainst	reamed wit	h policy, too	ols and tech		leadership	support		
everaging he talent idvantage	Flexible wo	rk – action		exible work			tional worke	ers 11%	·	:2%
uvantage	Parental lea	ave – equal		e access to	parental lea 89%	ave for all pa	rents	1170	2	11%
	Parental lea	ave – strate	egy and poli	cy to improv 78%	ve men's up	otake of pare	ental leave			2%

CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Practical actions (continued)

Table 19: Practical actions (continued)



Gender balance in leadership

Table 20: Gender balance in leadership

				Wom	en's repres	entation (%	6)			
Consult Australia Group Organisations	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

Over-representation

of women increasing

Workforce includes employees who identify as non-binary

Under-representation

of women increasing

CEO (or equivalent) role(s) held by one or more women

◇ No change

No comparable

prior year data

Compared to prior year: 🔶 Gender balance improving

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.

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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	Average ger	nder pay gap	Median gen	der pay gap
Organisations	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%
Jmwelt	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.



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 Consult Australia Group is Coleen MacKinnon. Our Implementation Leaders for the Consult Group are as follows:

Organisations	Implementation Leaders
AECOM Australia	Lisa Cronk
Arcadis Australia Pacific	Amy Cotterell
Arup	Abbie Wright
Aurecon	Penny Rush
Douglas Partners	Amy Singh
GHD	Coralee Fitzgibbon
Jacobs Group, Australia	Ellen Paperny
SMEC	Abesi Mwenda
Stantec	Jessica Finch
Umwelt	Jonathan Allan

Energy Group

Established in June 2023, the Energy Group includes 22 Members, who lead more than 39,000 employees across Australia. Its purpose is to ensure women's expertise, innovation and insights are harnessed as part of Australia's trillion-dollar energy transition. The Group is aiming for equal representation, engagement, and benefit for women in this significant social, environmental, and economic transformation. Key priorities include developing women leaders at every level, fostering respectful and inclusive workplace cultures, and taking a more intentional and coordinated approach to enabling more women and girls to pursue careers in the sector.

Overview of impact in 2024

- Commenced implementation of the inaugural workplan, focusing on partnering with more women leaders in the sector, including Australia's Equity in Energy Transition Ambassadors.
- Hosted Australian Energy Market Commissioner Anna Collyer to discuss visible, inclusive, and expansive views of current and potential leaders in the energy sector.
- AEMO CEO Daniel Westerman shared insights and lessons learned from attending UN Commission on the Status of Women during a Member Briefing on the Gender Equality Landscape in April.
- AGL MD and CEO Damien Nicks, along with Co-Convenor James Fazzino and Coalition Founder Elizabeth Broderick AO, led a national conversation on closing the gender pay gap, coinciding with WGEA's inaugural release of median gender pay gaps in February.
- Collaborated with Coalition Members on a comprehensive project to identify innovative strategies for integrating gender balance into the talent pipeline for the energy transition. Led by
 EY (from the National 2016 Group), the project focuses on identifying and overcoming entry barriers, advancing innovative strategies, and ensuring women can equally access, contribute to and benefit from the transition. The project included interviews with key industry leaders and stakeholders, and a review of global best practices, with outcomes applicable across industries to embed gender equality in future workforce and talent planning.

- Partnered with KPMG (from the Founding Group) to identify strategies to address persistent gender disparities in Australia's energy sector. A platform for collective action and advocacy for change, this project sought to understand and address root causes of gender pay gaps, transform 'tough spots' into examples of gender equality, and provide actionable insights for Members through detailed analysis, workshops, and interviews.
- Participated in our products and services roundtable with representatives from Alinta Energy, Energy Australia, Energy Queensland, Origin Energy, Momentum Energy, and Solstice Energy, alongside other industry leaders, to develop strategies to prevent the weaponisation of essential products and services in domestic and family violence cases.

The Group welcomed new Members: Australian Energy Council Interim CEO Ben Barnes, Australian Energy Regulator CEO Anthea Harris, AusNet CEO David Smales, Energy Queensland CEO Peter Scott, Shell Energy CEO Tony Keeling and Solstice Energy CEO Phaedra Deckart.

We thank Sam Barbaro (Western Power), David Fyfe (Synergy), Greg Joiner and Derek Mckay (Shell Energy Group), Sarah McNamara (Australian Energy Council), Tony Narvaez (AusNet Services) and Frank Tudor (Jemena) for their investment in and support for Champions of Change Coalition.

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% **O** from 2023

100%



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

81%



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





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

81%



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

E.

Dominique van den Berg CEO Energy Networks Australia



Erin van Maanen Acting CEO Hydro Tasmania



Elizabeth Broderick AO Founder Champions of Change Coalition



CEO & Managing Director Australian Energy Market Operator



Co-convenor James Fazzino Non-Executive Director



Practical actions

Table 22: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	
EO and oard-level	Leadershi senior tear		ient – to ger	nder equalit	y through a	strategy ar	nd action p	lan, reviewe	ed annually	by board/	
aders				849	6					11%	
novating o accelerate	Leader's b	oehaviour –	gender equ	iality goals i	reflected in	expectatior	ns of all lea	ders within	the organis	sation	
hange		4	42%				42%			16%	
Being	Gender ec	nuality targe	ets – targets	are disclos	ed and pub	licly report	ed annually				
ccountable	Gender ee	fuality targe	58%			noly report		y 1%		21%	
standing ehind our	Gender ec	quality KPIs 379	– included i 6	in scorecard	ds or perfor 21%	mance plar	ns of Charr		ct reports 42%		
lumbers, haring	Gender na	av equity – a	audit compl	eted and ac	tioned at le	ast every ty	wo vears w	with oversia	ht by Memh	ber	
essons and	Gender pe	ay equity t	duale compr		84%		vo years, v	introversig	-	11%	
outcomes	Closing th	e gender p	ay gap – tar 47%	gets and a	timeline set	to close th	e organisa	-	jender pay (42%	gap	
	Closing th	o gondor p	ay gap – tar	acto includ	od in the KE						
	Closing th	32%	ay gap – tai	5%		IS OF THE EX	63 ⁻				
	Closing th	e aender p	ay gap – org	nanisation-v	vide plan to	close the c	nender pav	an comm	nunicated to	o emplove	
	ereenig ar	ie genaer p		58%			jonaor paj		:1%	11%	
		ie gender p	ay gap – org	ganisation-v	/ide gender	pay gap pul	blicly repor	ted on the v	website or ir	n the annu	
	report		47%			16%	_		37%		
			-170			10,0					
Gender-equal	Merit – systems and structures address bias and ensure equality in recruitment and promotions										
nd diverse				74%					21%		
40:40:20) vorkforces,	Sponsors	hip – routine	e sponsorsł	nip of divers	e women e		all leaders	by Champi			
apturing the			47%			16%			37%		
erformance	Gender ba	alance – ger	nder targets	included ir	successio			ner C-suite			
idvantage			53%			1	6%		32%		
	Gender ba		ebound targ	gets to addi	ress gender	imbalance 21%	across the	e organisat	ion 37%		
		4	270			21%			37%		
Cultures of	Backlash a	and buy-in -	- specific ad	ction to add	ress backla	sh and amp	olify buy-in	on gender	equality		
are, respect,			58%	6			11%		32%		
afety and belonging,	Flexible we	ork – mains	treamed wit	h policy, too	ols and tech	inology, and	d leadershi	p support			
everaging					1(00%					
he talent	Flexible we	ork – action	to enable f	lexible work	for frontline	e and opera	itional worl	kers			
dvantage				7	9%					21%	
	Parental le	Parental leave – equal and flexible access to parental leave for all parents									
					1(00%					
	Parental le	e <mark>ave</mark> – strate			ve men's up	otake of par	ental leave				
	Parental leave – strategy and policy to improve men's uptake of parental leave 68% 11% 21%										
	Care – initi	iatives (othe	er than carei	r's leave) to	support em 84%	iployees wi	th caring re	esponsibilit	ies beyond 5%	-	

Practical actions (continued)

Table 22: Practical actions (continued)



Gender balance in leadership

Table 23: Gender balance in leadership

	Women's representation (%)								
Energy Group Organisations	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%		

Compared to prior year:

Gender balance improving

Over-representation

Single person in role

of women increasing

Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

Under-representation of women increasing

No comparable prior year data

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 Eraring 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.

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Gender balance in leadership (continued)

Table 23: Gender balance in leadership (continued)

	Women's representation (%)								
Energy Group Organisations	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%		

Compared to prior year: • Gender balance improving

Single person in role

Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

Over-representation of women increasing

Under-representation of women increasing

 No comparable ◇ No change

prior year data

Notes

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

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

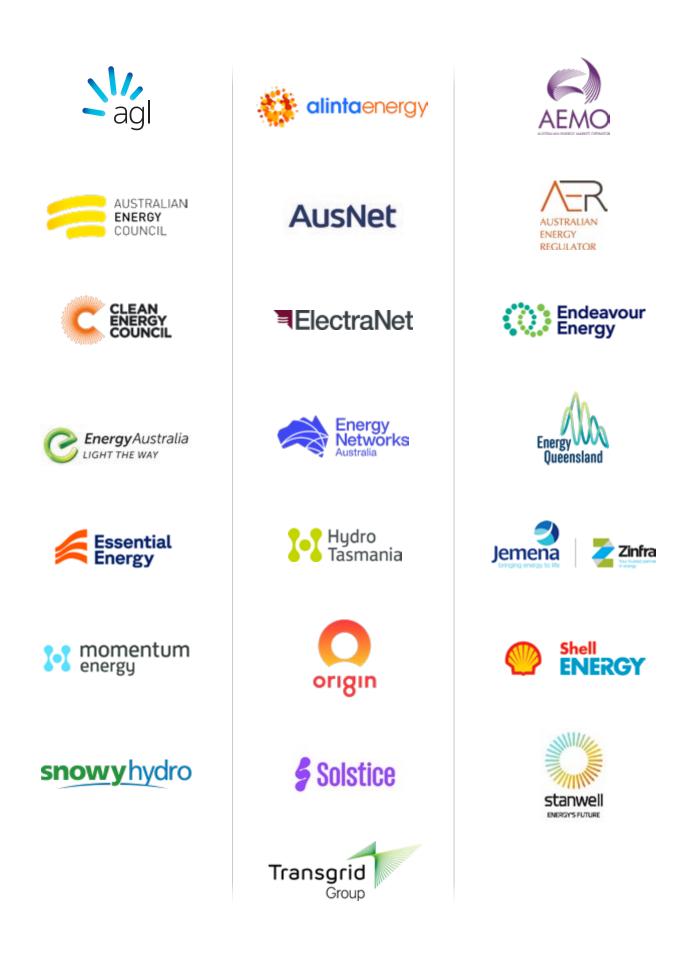
Adjusted Total: Only includes organisations in the Group that reported in 2023 and 2024 (AGL Energy; Alinta Energy; Australian Energy Market Operator; ElectraNet; Endeavour Energy; Energy Australia; Essential Energy; Hydro Tasmania; Jemena and Zinfra; Momentum Energy; Origin Energy; Shell Energy Australia;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

Gender Pay Gap

Table 24: Gender pay gap

Energy Group	Average ge	ender pay gap	Median gender pay gap			
Organisations	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.



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 Energy Group are Olivia Tsen and Julie Bissinella. Our Implementation Leaders for the Energy Group are as follows:

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

Fire and Emergency Group

The Fire and Emergency Group, established in 2017 with the support of the Australasia Fire and Emergency Service Authorities Council (AFAC), includes 26 Members leading over 288,000 employees and volunteers across metropolitan, rural, and regional communities in Australia and New Zealand. The Group is committed to increasing the representation of women in the sector, particularly in frontline roles and leadership, to meet future workforce needs and ensure the sector reflects the communities it serves and supports.

Overview of impact in 2024

- To increase the recruitment of women in the sector, particularly in leadership, frontline, and volunteer roles, the Group recognised the need to measure their collective impact over time. As a result, the Group has reported on additional questions capturing sex-disaggregated data in the areas of frontline service delivery, enablers, and volunteers.
- Four Members of the Group attended the UN Commission on the Status of Women (UNCSW) in New York as part of the Champions of Change Coalition delegation: NSW State Emergency Services Commissioner Carlene York APM, AFAC Deputy CEO and Executive Director Strategy and Performance Erin Liston-Abel, Fire Rescue Victoria Deputy Commissioner Michael Morgan, and Victorian Country Fire Authority CEO Natalie McDonald.
- The Coalition convened a roundtable with the US Fire Administration at UNCSW, where Fire and Emergency Group members exchanged insights with US counterparts on accelerating change and building global support to address gender inequality in emergency services. The lack of gender-equal and inclusive personal protective equipment (PPE) and personal protective clothing (PPC) was identified as a significant issue, with a commitment by participants to collaborate on practical solutions.
- The Group worked across Australia and New Zealand to identify barriers women face in accessing fit-for-purpose PPE and PPC, through research, consultation, and expert engagement. This included hosting a roundtable with US Federal Emergency Management Agency (FEMA) representatives ahead of the annual AFAC conference in September, including Fire Administrator Dr. Lori Moore-Merrell, to identify practical actions from different geographies. Early next year, the Group will share findings and practical actions for Members to improve the provision of physiologically, anatomically, and culturally appropriate PPE and PPC, applying the 7 Switches framework to prioritise comfort, mobility, and safety.
- The Coalition led a session on Embracing our positive duty under the Sex Discrimination Act at the AFAC conference, featuring a presentation and panel discussion on the changes required by workplaces, as well as the challenges, and opportunities in the sector. Speakers included Sex Discrimination Commissioner Dr. Anna Cody, Tasmania Fire and Emergency Services Commissioner Jeremy Smith, Diversify Consulting Director Sally Woolford, AFAC Deputy CEO and Executive Director Strategy and Performance Erin Liston-Abel, and Sydney Trains CEO Matthew Longland.

Fire and Emergency Group

Overview of impact in 2024 (Continued)

- 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.
- The Group supported development of Coalition resources, including *Tackling Tough Spots* and 7 Switches: A Guide for Inclusive Gender Equality by Design. A case study on the Sponsorship of Diverse Talent Program by Parks Victoria and Emergency Management Victoria was developed for the Sponsorship Track: A practical guide to gender inclusive progression resource.

- 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.

The Group welcomed new Members: SA Metropolitan Fire Service Chief Officer and Chief Executive Jeff Swann and Queensland Fire Department Commissioner Steve Smith AFSM.

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% **O** from 2023 67%



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

58%

	C	,
- 1		

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





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

83%



of organisations take action to enable flexible work for frontline and operational workers, a 13% **O** 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 Fire and Emergency Group



Chris Beattie Chief Officer South Australian State Emergency Service

Kerry Gregory

Chief Executive

New Zealand

Fire and Emergency



Collene Bremner Executive Director Bushfires NT



Jeremy Fewtrell AFSM Commissioner Fire and Rescue NSW



Jason Foster Executive Director **Regional and Fire** Management Services Department of Biodiversity, Conservation and Attractions WA



Gavin Freeman AFSM Commissioner Fire Rescue Victoria



Fiona Gill Director Fire Management Department for Environment and Water SA



Greg Leach AFSM CEO Victoria State **Emergency Service**



Brett Loughlin AFSM Chief Officer SA Country Fire Service



AFSM Chief Fire Officer Forest Fire Management Victoria



Robyn Harris Interim CEO Country Fire Authority Victoria



Ben Klaassen Deputy Director-General **Queensland Parks** and Wildlife Service & Partnerships





Department of Fire and Emergency Services WA





Debbie Platz APM Acting Commissioner NSW State **Emergency Service**





David Nugent AFSM Director Fire, Emergency and Enforcement Parks Victoria



Rick Nugent APM Commissioner Emergency Management Victoria



AFSM CEO Surf Life Saving NSW



Wayne Phillips

Commissioner

ACT Emergency

Services Agency

Jeff Swann Chief Officer South Australian Metropolitan Fire Service

Convenor

Kristen Hilton Former Commissioner Victorian Equal Opportunity and Human **Rights Commission**



Adrian Turner Acting Head of Service Standards Airservices Australia



Rob Rogers AFSM

Commissioner

NSW Rural Fire

Service

Julia Waddington-Powell Chief Executive SAFECOM

Rob Webb

Fire and Emergency

Tasmania Fire Service

and Tasmania SES

CEO AFAC



Commissioner Services Commissioner Queensland Fire Department



Park Operations Coastal **NSW National Parks** and Wildlife Service





Practical actions

Table 25: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
EO and oard-level	Leadersh senior tea	n <mark>ip commitr</mark> am	nent – to ge	nder equal	ity through a	a strategy a	and action (olan, review	ed annually	by board/
aders novating					85%					11%
accelerate	Leader's	behaviour -	- gender eq	uality goals	reflected ir	n expectatio	ons of all le			sation
hange			6	53%				26%)	11%
Being	Gender e	equality targ	-	s are disclo	sed and pu	blicly repo	rted annual	-	40/	
ccountable standing			48%						4%	
ehind our umbers,	Gender e	equality KPIs 37%			rds or perfo 1%	rmance pla	ans of Char	npions' dire 59%	ct reports	
haring	Gender p	ay equity –	audit comp	leted and a	ctioned at l	east every	two years,		ht by Mem	ber
essons and outcomes		33%		11	1%			56%		
ucomes	Closing t	he gender p 26%	b <mark>ay gap –</mark> ta	rgets and a 11%	i timeline se	t to close t	-	ation-wide g %	gender pay	gap
		he gender p 7%	bay gap – ta	rgets inclu	ded in the K	Pls of the e 81%	executive le	adership te	am	
	-	he gender p		-	-wide plan t	o close the	•		nunicated to	o employe
		22%	7%				70%			
	report	he gender p	bay gap – or	ganisation-	wide gende	r pay gap p	ublicly repo	rted on the	website or li	n the annu
		33%		7%				56%		
Gender-equal and diverse	Merit – systems and structures address bias and ensure equality in recruitment and promotions									
40:40:20)							c			
vorkforces,	Sponsors	ship – routin	-	hip of diver	se women e	expected o	f all leaders	by Champi 19%		15%
capturing the performance	Gender b	alance – ge	ender target	s included i	in successio	on lists for	CEO and of	her C-suite	roles	
advantage	Bender B	30%	inder target	15%		51111313101		56%	10103	
	Gender b	alance – tin	nebound tar	rgets to add	dress gende	er imbalanc	e across th	ie organisat	ion	
	15%		19%					/%		
Cultures of	Backlash	and buy-in	– specific a	ction to ad	dress backl	ash and an	nplify buy-ir	n on gender	equality	
are, respect,				7	'8%				7%	11%
afety and belonging,	Flexible w	vork – mains	streamed wi	ith policy, to			nd leadersh	ip support		
everaging					93%	6				7
he talent	Flexible w	vork – actio	n to enable i	flexible wor 81		ne and ope	rational wo	rkers		100/
dvantage										19%
	Parental I	leave – equa	al and flexibl	le access to		ave for all 100%	oarents			
	Parental I	leave – strat	tegy and po	licy to impr			arontal loav	0		
	l'archtari	cave strat	52%				26%			22%
	Care – ini	tiativos (oth	or than care	er's leave) to	support er	mplovees v	vith caring r	esponsibilit	ies hevond	narenting
	ouro ini	lialives (Ulli	er than care		Jouppoiltoi	1101030001		000011010111	.100 00 yon a	parenting

Practical actions (continued)

Table 25:	Practica	l actions	(continued)
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	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
ultures of	Everyday	v sexism – ad	ction to hig	hlight and a	ddress eve	rvdav sexis	m			
re, respect,			e e e e e e e e e e e e e e e e e e e		93%					79
fety and	Superanr	nuation – pa	id durina pa	aid and unp	aid parenta	l leave perio	ods			
longing,	Caporani	laation pa	56%					41%		
eraging talent	Everyday	respect -s	spacific sta	ns to ancou	irade and fo		av respect			
vantage	Lveryday	Tespect - s	specific ste		89 810 10 10		ayrespect			11%
ntinued)	Sexual ha	arassment –	- board and	/or senior te	am commi	tment to era	adicate sex	ual harassm	nent with a z	ero-tolera
	position									
					93	%				7'
	Sexual ha	arassment –	- board and		eam receive	s regular re	porting on	both cultura		_
	Covuel be	racomont	atratagiaa	74%		arata aavua	Iborocomo	at ao a phys	15%	11%
	safety iss	arassment – sue	- strategies	and proces	ses incorp	Jiale Sexua	Indidestrie	nt as a priys	sicai anu ps <u>i</u>	ychologica
					890	%				11%
	Sexual ha	arassment –	- risk asses:	sment, culti	ural review,	survey or of	ther diagno	stic conduc	ted	
			ε	3%				15%		22%
	Sexual ha	arassment –	- commitme	ent to adopt	principles	of transpare	ency for hig	h-profile ca	ses	
		33%		7%			56			
		arassment –	- regularly s	hare interna	al updates c	on sexual ha	rassment (i	ncidents, o	utcomes, ar	nd de-
	identified	cases)	52%			1	5%		30%	_
	Sexual ha	arassment –		in the orda	nisation im			sment retai		to speak
		ercial settler						Sincherota	in their right	to opean
		37%	b		7%			52%		
	Sexual ha	arassment –	- tools, train	ing and edu	ucation for e	employees	on sexual h	arassmenta	are up-to-d	ate
					85%					11%
		a <mark>rassment</mark> – Irassment	- reporting o	options revi	ewed to en	sure confid	ential avenu	ies for emp	loyees impa	acted by
	Schudina	rassinent			81%				1	15%
	Sevual ba	arassment –	- built intern	al support (r evnanded	relationshir	os with oxto	rnal suppor	teorvices
	Sexual na		- Duiit intern	iai support (85%	l expanded	Telationship	JS WILLI EXLE		7% 4%
	Sexual ha	arassment –	- responses	s to workpla	ce sexual h	arassment	reviewed to	ensure a sa	afe, fair, peo	ple-centre
	approach	n is applied								
				70%					19%	7%
uality and	Gender-e	equal public	face – test	the externa	al image of t	he organis:	ation to ens	ure it is resp	pectful and	inclusive
lusion is	Gender-equal public face – test the external image of the organisation to ensure it is respectful and inclusive 85% 7%									
nbedded	Corporat	e aivina – o	raanisation	annlies a d	ender lens :	to corporat	e aivina effa	orts		
what deliver,	Corporate giving – organisation applies a gender lens to corporate giving efforts 15% 70%									
eating an		c and family	violence –	ensure sup	port for em	ployees, fa	mily or frien	ds experier	ncing dome	stic
ovation	or family	violence				1000				
vantage	Domostic	c and family	violonco –	approach i		100%	to omploye	oc who are	or who may	,
d social	be using		VIOIEIICE	approactin	i piace ioi i	esponding	to employe			/
pact	5				81%				7%	7%
	Domestic	c and family	violence –	initiatives ir	n place for p	ositive con	nmunity imr	pact on don	nestic and f	amily viole

Gender balance in leadership

Table 26: Gender balance in leadership

			Wome	n's representa	ation (%)		
Fire and Emergency Group Organisations	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%	

hieved 🔶 Sing

Single person in role Over-representation

of women increasing

Workforce includes employees who identify as non-binary

Under-representation of women increasing

CEO (or equivalent) role(s) held by one or more women

 No comparable prior year data

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).

Compared to prior year: 🔶 Gender balance improving

Gender balance in leadership (continued)

Table 26: Gender balance in leadership (continued)

	Women's representation (%)										
Fire and Emergency Group Organisations	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:	٠	Single person in role	#	Workforce includes employees who identify as non-binary	6	CEO (or equiva	
Compared to prior year: 🔶 Gender balance improving	٠	Over-representation of women increasing	٠	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; South Australian Metropolitan Fire Service; NSW State Emergency Service; Tasmania State Emergency Service; Victoria State Emergency Service; South Australian State Emergency 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%
ISW 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%
asmania Fire Service	50.8%	0.0%		33.3%	100%	53.4%
asmania State Emergency Service	53.6%			0.0%		55.6%
/ictoria State Emergency Service #	50.4%	100%			45.5%	50.5%
iroup 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

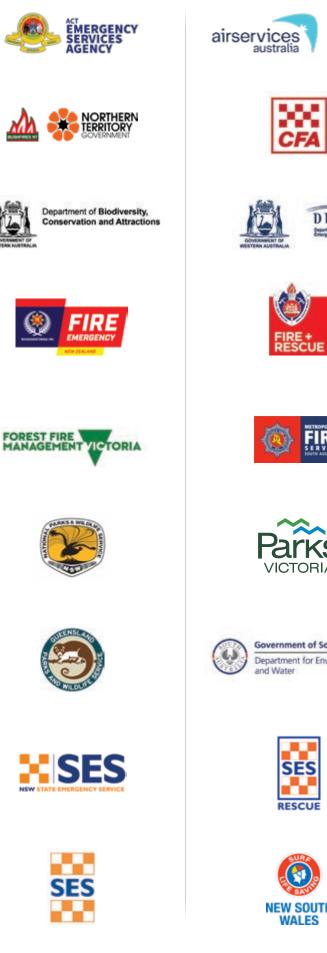
Queensland Fire Department: Further breakdown of volunteer data unavailable.

Gender Pay Gap

Table 30: Gender pay gap

Fire and Emergency	Average ger	ider pay gap	Median gen	dian gender pay gap		
Group Organisations	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.





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 Fire and Emergency Group is Cassie Lindsey. Our Implementation Leaders for the Fire and Emergency Group are as follows:

Organisations	Implementation Leaders
ACT Emergency Services Agency	Megan Davis ASM
AFAC	Stephanie Andrade
Airservices Australia	Elspeth Jeffery
Bushfires NT	Tony Fuller APM
Country Fire Authority, Victoria	Terri Wright
Department for Environment and Water SA	Natalia Tanti
Department of Biodiversity, Conservation and Attractions WA	Meg Williams
Department of Fire and Emergency Services WA	Ivana Oroz-Bootsma
Emergency Management Victoria	Natalie Tostovrsnik
Fire and Emergency New Zealand	Nicky Chilton
Fire and Rescue NSW	Michelle Smith
Fire Rescue Victoria	Jessie Fraser
Forest Fire Management Victoria	Sam Quigley and Travis Lee
NSW National Parks and Wildlife Service	Christina Bullivant
NSW Rural Fire Service	Hannah Mercer and Natalie Francis
NSW State Emergency Service	Nicholas Steepe
Parks Victoria	Jolene Goulton
Queensland Fire Department	Rona McLean Carmody
Queensland Parks and Wildlife Service & Partnerships	Rosie Amatt and Rebecca Balderston
SA Country Fire Service	Tammy Moffat
SAFECOM	Mahen Fernando
South Australian Metropolitan Fire Service	Dale Thompson
South Australian State Emergency Service	Rachel Rowett
Surf Life Saving NSW	Louise Cooke
Tasmania Fire Service	Emma McGrath
Tasmania State Emergency Service	Angela Robinson
Victoria State Emergency Service	Kirsty Cadusch

Insurance Group

The Insurance Group, established in August 2019, comprises nine Members leading over 39,000 employees across Australia and New Zealand, and many more internationally. The Group focuses on bold and inclusive leadership, respectful and inclusive workplaces, closing the gender pay gap, and strategies to prevent the weaponisation of products and services in cases of domestic and family violence.

Overview of impact in 2024

- The Group co-led the development of the Coalition's *Closing Gender Pay Gaps* report and shared resources across the sector through a collaboration with the Insurance Council of Australia.
- QBE Australia Pacific provided a case study for the Coalition-wide resource FOCUSED on Everyday Respect, launched in October.
- Members engaged with Catherine Fitzpatrick of Flequity Ventures to address key recommendations from the Centre for Women's Economic Safety working paper Designed to Disrupt: Reimagining general insurance products to improve financial safety.
- Allianz, Aon, IAG, Hollard, QBE Australia Pacific, Suncorp, TAL, and Zurich participated in our roundtable to develop more effective strategies to prevent the weaponisation of essential products and services in cases of domestic and family violence. This included a case study presented by Allianz CEO Richard Feledy.
- IAG, Hollard, QBE Australia Pacific, and Suncorp became early signatories to the Respect and Protect initiative, which aims to proactively prevent the weaponisation of insurance products and services as a tactic of coercive control and manipulation.

- QBE Australia Pacific provided a case study on implementing the framework presented in *Playing Our Part: A Framework for Workplace Action on Domestic and Family Violence* during a Member briefing on strategies to prevent domestic and family violence.
- The Group worked with Professor Didar Zowghi from CSIRO's Data61 (from the STEM and Health Group) to explore challenges and leadership opportunities in advancing gender equality and inclusion in artificial intelligence.
- Property Council of Australia's CEO, Mike Zorbas, and its COO, Jane Fitzgerald, and DEI Director Nicole Battley (Champions of Change Property Group) briefed the Insurance Group on sponsorship and the 500 Women in Property initiative, a collaborative effort to promote female talent and empower women to advance in the property sector.
- The Group engaged with the Council of Australian Life Insurers and the Insurance Council of Australia to share gender equality strategies and resources developed by the Coalition, supporting consistency and efficiency across the sector.
- Members contributed to the development of the 7 Switches framework, with Suncorp providing a case study on its work with the Australian Securities and Investments Commission to create legislative instruments to prevent insurers from sending certain disclosure documents in situations where there is a reasonable concern they could trigger family violence or economic abuse.

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.

Highlights 2023–2024

100%



of organisations have a strategy and policy to improve men's uptake of parental leave, a 29% • from 2023

71%



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 14% • from 2023





of organisations take specific action to highlight and address everyday sexism, a 14% • from 2023 71%



of organisations apply a gender lens to corporate giving efforts, a 29% **O** 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 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	Leadership senior tean		ent – to ger	nder equalit	y through a		id action pla	an, reviewe	ed annually I	by board/		
eaders nnovating					10	00%						
o accelerate	Leader's b	ehaviour –			reflected in	expectatior	ns of all lead	lers within		sation		
hange		67% 33%										
Being Iccountable	Gender eq	uality targe	ets – targets	are disclos 78%	sed and pub	licly reporte	ed annually		2:	2%		
standing ehind our	Gender eq	uality KPIs	– included i 56%	n scorecard	ds or perfor	mance plan	is of Champ		ct reports 44%			
umbers, haring essons and	Gender pa	y equity – a	audit compl	eted and ac	tioned at le	ast every tv 00%	vo years, wi	th oversigh	nt by Memb	ber		
outcomes	Closing the	e gender pa	ay gap – tar 56%	gets and a	timeline set	to close the	e organisati	-	ender pay g 44%	јар		
	Closing the	e gender pa 33%	ay gap – tar	gets includ	ed in the KF	Pls of the ex	ecutive lead	lership tea	im			
	Closing the	e gender pa	ay gap – orę	ganisation-\	wide plan to 89%	close the g	lender pay g	gap comm	iunicated to	employee		
	Closing the report	e gender pa	ay gap – org	ganisation-v	vide gender	pay gap pub	olicly report	ed on the w	vebsite or ir			
				67%				11%	2	22%		
Gender-equal and diverse	Merit – sys	tems and s	tructures a	ddress bias	and ensure	e equality in	recruitmen	t and prom	notions			
40:40:20) vorkforces,	Sponsorsh	1 ip – r outine	e sponsorsł	hip of divers 78%	e women e	xpected of a	all leaders b	y Champic		2%		
capturing the performance advantage	Gender ba	lance – ger	nder targets	included ir 78%	successio	n lists for Cl	EO and othe	er C-suite i		2%		
	Gender ba	lance – tim	ebound tar	gets to addi 78%	ress gender	imbalance	across the	organisati	0N 11%	11%		
Cultures of care, respect,	Backlash a	ind buy-in -	- specific ac	ction to add	ress backla 89%	sh and amp	lify buy-in c	on gender	equality	11%		
afety and belonging,	Flexible wo	ork – mainst	treamed wit	h policy, too	ols and tech	nology, and	l leadership	support				
everaging he talent idvantage	Flexible wo	ork – action	to enable f	exible work	for frontline 89%	e and opera	tional worke	ers		11%		
	Parental le	ave – equal	l and flexible	e access to	parental lea	ave for all pa	arents					
	Parental le	ave – strate	egy and poli	cy to impro	ve men's up 10	otake of par	ental leave			<u></u>		

Practical actions (continued)

Table 31: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%			
Cultures of	Everyday	sexism – ad	tion to high	light and ad	-	day sexism							
care, respect, safety and belonging,	Superanr	iuation – pa	id during pai		89% id parental l	eave period	ls			11%			
leveraging the talent	Everyday	respect – s	pecific step	78% s to encour	age and fos 89%	ter everyda	y respect		11%	11%			
advantage (continued)	Sexual ha position	rassment –	board and/o	or senior tea	am commitn	nent to erac	dicate sexua	II harassme	ent with a ze	ro-tolerance			
	Sexual ha	Sexual harassment – board and/or senior team receives regular reporting on both cultural indicators and incidents											
		Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue											
	Sexual ha	rassment –	risk assessi	ment, cultur 67%		irvey or oth	er diagnost	ic conducte		2%			
	Sexual ha		commitmer		orinciples of	ftransparer	ncy for high-			2%			
	Sexual ha identified	rassment –	regularly sh		updates on	sexual hara	assment (ind			de-			
			individuals i nent agreem				xual harassr	ment retain	33% their right to 33%	o speak			
	Sexual ha	rassment –	tools, trainir			nployees or	n sexual har	assment ar		e			
		Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment											
	Sexual ha	rassment –	built interna	l support ca			elationships	with exterr	nal support :	services			
		r assmen t – is applied	responses	to workplac	e sexual har	assment re	viewed to e	nsure a saf					
Equality and inclusion is	Gender-e	qual public	face – test t	he external	-	e organisat	ion to ensur	re it is respe	22 ectful and in				
embedded in what we deliver, creating an innovation advantage and social impact	Corporat	e giving – or	ganisation a		nder lens to	corporate	giving effor	ts	33%				
		67% 33% Domestic and family violence – ensure support for employees, family or friends experiencing domestic or family violence or family violence											
	Domestic be using v		violence – a	approach in	place for re	sponding to	employee:	s who are o	r who may	11%			
	Domestic	and family	violence – i	nitiatives in	-	sitive comr	nunity impa	ct on dome	estic and far	mily violence			
Complete or und	lerway	In plan to c	omplete in 202	6 N	89% o plans in plac	e for action	Not a	pplicable	Not rer	11%			

Gender balance in leadership

Table 32: Gender balance in leadership

	Women's representation (%)										
Insurance Group Organisations	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%			

٠ Single person in role Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

prior year data

Compared to prior year: • Gender balance improving

Over-representation of women increasing •

of women increasing

Under-representation

No comparable 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	Average ge	nder pay gap	Median gen	der pay gap
Organisations	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.



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 Insurance Group are Olivia Tsen and Julie Bissinella. Our Implementation Leaders for the Insurance Group are as follows:

Organisations	Implementation Leaders
Allianz Australia	Edyta Torpy
Aon	Jane Mackney
The Hollard Insurance Company	Stephanie Martin, Berylene Abood, Karen Clark and Camille Jaramis
Insurance Australia Group	Niki Kesoglou and Gillian Folkes
QBE Australia Pacific	Catherine McNair
Steadfast Group	Justin Mark
Suncorp Group	Catherina Behan
TAL	Sarah Cheeseman and Angela Zaballa
Zurich Financial Services Australia	Claire Stewart and Vanessa Town

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).

Highlights 2023–2024

79%



of organisations reflect gender equality goals in expectations of all leaders within the organisation, an 11% **O** from 2023 63%

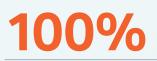


of organisations disclose and publicly report targets annually, a 21% **O** from 2023

100%



of organisations take specific action to highlight and address everyday sexism, an 11% **O** from 2023





of organisations' board and/or senior team receive regular reporting on cultural indicators and incidents, an 11% **O** from 2023

100%



of organisations have up-to-date tools, training and education for employees on sexual harassment, 🖨 to 2023 79%



of organisations apply a gender lens to corporate giving efforts, a 16% **O** 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 Pakistan Group



Humayun Bin Akram Country Director IDP Education Pakistan and Egypt



Yasir Ashfaq CEO Pakistan Microfinance Investment Company



Khurrum Ashfaque CEO Telenor Pakistan



Jason Avanceña CEO and Managing Director Nestlé Pakistan



Zeeshan Hasib Baig General Manager Syngenta Pakistan



Aziz Boolani Global CEO Serena Hotels



Shahmeer Butt Managing Director Next Pharmaceutical



Aamir Chottani CEO Chottani Industries



Navid Fazil CEO Interloop



Kashif Gaya CEO Euronet Pakistan



Kashan Hasan Chairman FrieslandCampina Engro Pakistan



Murtaza Hashwani Deputy Chairman Hashoo Group



Aamir Ibrahim CEO Jazz



Umar Ahsan Khan CEO Dawlance



Muhammad Amir Khan CEO and President HBL Microfinance Bank



Anees Khawaja CEO MG Apparel



Mohammad Khosa CEO PepsiCo Pakistan, Asia Pacific Region



Ahmed Hayat Lak CEO and Managing Director, Oil and Gas Development Company

Champions of Change Pakistan Group (continued)



Haaris Mahmood Interim CEO Mobilink Microfinance Bank



Moin Malik CEO TCS



Zafar Masud President and CEO The Bank of Punjab



Taimoor Mukaty CEO Liberty Mills



Qawi Naseer CEO L'Oréal Pakistan



Awais Bin Nasim Managing Director Tetra Pak



Amir Paracha CEO Unilever Pakistan



Duraid Qureshi CEO and Co-Founder HUM Network



Ehsan Saya Managing Director Daraz Pakistan



Asim Siddiqui Country Managing Partner EY Ford Rhodes



Sammer Sultan Co-Chair Shan Foods



Hassan Tabba CEO Yunus Textile Mills Limited



Sami Wahid Managing Director Mondelēz Pakistan



Convenor

Fiza Farhan CEO ORA Global Development Advisors

Practical actions

Table 34: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
EO and oard-level	Leadersh senior tea	nip commitm am	nent – to gei	nder equalit	y through a	strategy an	d action pla	an, reviewe	d annually	board/
aders					85%					11%
novating accelerate	Leader's	behaviour –	gender equ	uality goals	reflected in	expectatior	ns of all lead	lers within	the organis	
hange					81%					19%
eing ccountable	Gender e	equality targe	ets – targets	s are disclos	sed and pub	licly reporte	ed annually 11%		30%	
– standing behind our	Gender e	equality KPIs	- included	in scorecar	ds or perfor 81%	mance plan		oions' direc		4%
umbers, haring essons and	Gender p	ay equity – a	audit compl	eted and ac	tioned at le	ast every tv	vo years, wi	th oversigł	nt by Memb 19%	
outcomes	Closing t	he gender p		rgets and a	timeline set	to close the	e organisati	on-wide ge 19%	ender pay g	
	Closing t	he gender p		rgets includ	ed in the KF	Pls of the ex		dership tea 22%		5%
	Closing t	he gender p	ay gap – org	ganisation-\	wide plan to	close the g	ender pay	gap comm	unicated to	employe
	Closing t report	he gender p		ganisation-v	vide gender		olicly report	ed on the w		the annu
		26%		11%			59%			
Gender-equal nd diverse	Merit – sy	ystems and s	structures a	ddress bias	and ensure 89%	equality in	recruitmen	t and prom	notions	7%
40:40:20) vorkforces, apturing the	Sponsors	ship – routine	e sponsorsł	nip of divers	e women ex 85%	xpected of a	all leaders b	y Champic	on	11%
berformance dvantage	Gender b	oalance – gei	nder targets 56%	s included ir	n successio	n lists for Cl	EO and othe 22%	er C-suite i	roles 199	6
	Gender b	oalance – tim	ebound tar 59%	gets to add	ress gender	· imbalance	across the	organisatio 30%	on	7%
Cultures of are, respect,	Backlash	and buy-in	– specific ad	ction to add	ress backla 89%	sh and amp	lify buy-in a	on gender		4% 4%
afety and elonging,	Flexible v	vork – mains	streamed wit	th policy, to		inology, and	l leadership	support		11%
everaging he talent Idvantage	Flexible v	vork – actior	n to enable f 48%	lexible work	for frontline	e and opera 7%	tional work 11%	ers	33%	
	Parental I	leave – equa		e access to	parental lea				4%	11
	Parental I	leave – strate	egy and pol	icy to impro 74%	ve men's up	otake of par	ental leave	7%		19%
	Care – ini	tiativas (ath	or thop care							

CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Practical actions (continued)

Table 34: Practical actions (continued)



Gender balance in leadership

Table 35: Gender balance in leadership

		Women's representation (%)											
Pakistan Group Organisations	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%					

Single person in role

• Over-representation

of women increasing

Workforce includes employees who identify as non-binary

CEO (or equivalent) role(s) held by one or more women

• Under-representation of women increasing

No comparable No change

prior year data

Notes

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

Compared to prior year: 🔶 Gender balance improving

Gender balance in leadership (continued)

Table 35: Gender balance in leadership (continued)

		Women's representation (%)											
Pakistan Group Organisations	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%			

Single person in role

of women increasing

who identify as non-binary ٠

Workforce includes employees

CEO (or equivalent) role(s) held by one or more women

Compared to prior year: 🔶 Gender balance improving

Over-representation

Under-representation of women increasing

No comparable No change prior year data

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).





















Est. 1989





















🎝 Daraz



















Our thanks

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

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

Property Group

The Champions of Change Property Group was established in 2015 and includes 29 Members, leading more than 29,000 employees across Australia and many more internationally. Comprising senior leaders from the development and construction, investment, funds management, retail and agency sectors, the Group works towards gender equality in the property industry and increased representation of diverse women in leadership roles.

Overview of impact in 2024

- The Property Group continued to address gender pay gap 'tough spots' in the property industry, especially in capital transactions and leasing. It assessed progress, identified persistent challenges, and targeted emerging tough spots in the construction and industrial sectors. In partnership with the **Property Council** of Australia, the Group developed a graduate program to grow the talent pipeline in these areas.
- The Group convened two Everyday Champions of Change workshops with approximately 90 leaders from Member organisations, particularly those in tough spots. Leaders identified practical everyday actions to foster gender equality.
- The Group conducted workshops with working carers and their managers to gain insights into better supporting carers throughout their careers, exploring intersections with other focus areas such as tackling tough spots, succession planning, and fostering everyday respect. Drawing on these insights, the Group reviewed and enhanced current approaches to supporting working carers, aligning with leading practices.
- The Group focused on increasing the representation of women in CEO and senior leadership roles.
 Members interviewed other Property Group Members, Coalition Members, and non-executive directors to identify leading practices.

- The Group led an industry-wide campaign during the 16 Days of Activism against Gender-Based Violence, including a livestream event and lighting up Member assets in orange. These activities were part of ongoing awareness and capacity-building efforts in collaboration with UN Women Australia.
- CBRE, Cromwell, Dexus, Scentre Group, Investa, The GPT Group, and Frasers Property Australia participated in developing, piloting, and evaluating the Coalition's Gender Equality Dashboard.

The Group welcomed new Members: Frasers Property Australia CEO Cameron Leggatt, The GPT Group CEO Russell Proutt, Dexus CEO Ross Du Vernet, Scape CEO Anouk Darling, BGIS President and Managing Director – APAC Dana Nelson, Cushman & Wakefield CEO ANZ Noral Wild, Aware Real Estate CEO Michelle McNally, and Assemble CEO Carolyn Viney. Stockland CEO Investment Management Kylie O'Connor rejoined the group. CBRE Australia and New Zealand CEO Phil Rowland served as the Group's Convenor.

The Property Group thanks Members Anthony Boyd (Frasers Property Australia), Bob Johnston (The GPT Group), Michael O'Brien (QIC Real Estate) and Darren Steinberg (Dexus) for their investment in and support for Champions of Change Coalition.

Highlights 2023–2024

71%



of organisations have targets and a timeline set to close the organisation-wide gender pay gap, a 38% **O** from 2023 100%



of organisations have a strategy and policy to improve men's uptake of parental leave, a 10% **O** from 2023

<mark>91%</mark>



of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 5% **O** from 2023 71%



of organisations regularly share internal updates on sexual harassment (incidents, outcomes and de-identified cases), a 19% O from 2023

81%



of organisations ensure individuals in the organisation impacted by sexual harassment retain their right to speak in commercial settlement agreements (i.e. specific NDA carve-outs), a 5% **O** from 2023 86%



of organisations undertake initiatives to prevent and respond to domestic and family violence in communities, a 5% **O** 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 Property Group



Jonathan Callaghan CEO Cromwell Property Group



Chris Chapple CEO ISPT



Dale Connor COO and **CEO** Construction Lendlease



Paul Craig CEO, ANZ Savills



Anouk Darling CEO Scape



Ross Du Vernet CEO Dexus



Tarun Gupta Managing Director and CEO Stockland



Campbell Hanan Group CEO and Managing Director Mirvac



David Harrison Managing Director and Group CEO Charter Hall



Carmel Hourigan Office CEO Charter Hall



Peter Huddle CEO and Managing Director Vicinity Centres



Dan Kernaghan CEO JLL Australia and New Zealand



Cameron Leggatt CEO Frasers Property Australia



Michelle McNally CEO Aware Real Estate



Peter Menegazzo CEO Investa



Dana Nelson President and Managing Director, APAC BGIS



Michael O'Brien Former Managing Director **QIC Real Estate**



Kylie O'Connor **CEO** Investment Management Stockland



James Patterson CEO Knight Frank Australia



Adrian Pozzo CEO **Cbus Property**



Russell Proutt CEO The GPT Group



Elliott Rusanow CEO Scentre Group



Steven Sewell Managing Director Abacus Group

Convenor **Phil Rowland** CEO CBRE Australia and New Zealand



Selina Short Managing Partner Real Estate & Construction ΕY



Malcom Tyson CEO Colliers, Australia



Carolyn Viney CEO Assemble



Noral Wild CEO ANZ Cushman and Wakefield



Michael Zorbas Chief Executive **Property Council** of Australia





Practical actions

Table 36: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
EO and oard-level	Leadersh senior tea	nip commitm am	nent – to ge	ender equal			nd action pla	an, reviewe	d annually	by board/
eaders novating					1	00%				
o accelerate	Leader's	behaviour –	gender eq	uality goals		-	ns of all lead	lers within	the organis	
hange					96%					
Being	Gender e	equality targ	ets – target	s are disclo	sed and pul	olicly report	ed annually			
ccountable					88%					4% 89
– standing behind our numbers, sharing lessons and outcomes	Gender e	equality KPIs	s – included	in scoreca	rds or perfoi 80%	mance plar	ns of Champ	oions' direc	t reports 12%	8%
	Gender n	ay equity –	audit comp	leted and a	ctioned at le	east every t	wo vears wi	th oversial	nt by Mem	her
		dy equity			92%		No years, w	aroversigi	it by Merri	89
	Closing t	he gender p	ay gap – ta	irgets and a	timeline set	to close th	e organisati	on-wide g	ender pay	gap
				68%				20%	6	12%
	Closing t	he gender p	oay gap – ta	rgets inclu		Pls of the ex	ecutive lead	dership tea		
		24%			36%				40%	
	Closing t	he gender p	ay gap – or	rganisation-	-wide plan to 88%	close the g	gender pay	gap comm	iunicated to	o employe 8%
	Closing t	he gender p	av gan – or	manisation-		nav gan nu	hlicly report	ed on the v	vebsite or ir	
	report	ne gender p	ay gap of	ganisation	mae genaer	թսյ ցսբ բս	biloty report			
				76%	6			49	6	20%
Gender-equal	Merit – sy	/stems and s	structures a	address bia	s and ensure	e equality in	recruitmen	t and prom	notions	
ind diverse					96%					
40:40:20) vorkforces,	Sponsors	ship – routin	e sponsors	hip of diver	se women e	xpected of	all leaders b	y Champio	on	
apturing the					96%					
performance	Gender b	o <mark>alance</mark> – ge	nder target	s included i		n lists for C	EO and oth	er C-suite i		00/
advantage					80%					6%
	Gender b	alance – tim 28%	nebound tai	rgets to add	dress gende 32%	r imbalance	across the	organisati	on 40%	
Cultures of	Backlash	and buy-in	– specific a	iction to ad			olify buy-in a	on gender	equality	
are, respect, afety and					96%					
safety and	Flexible v	vork – mains	streamed w	ith policy, to	ools and tecl 96%		d leadership	support		
				0 11			tional work	ore		
everaging	Elovible v	work action	to opoblo				ilional work	515		
everaging he talent	Flexible v	vork – actior	n to enable '	flexible wor	k for frontlin 88%					12%
everaging he talent					88%					12%
everaging he talent		vork – actior I eave – equa			88% Diparental le					12%
everaging he talent	Parental		al and flexib	le access to	88% Diparental le: 1	ave for all pa 00%	arents			12%
belonging, everaging the talent advantage	Parental	leave – equa	al and flexib	le access to	88% D parental le: 1 ove men's u	ave for all pa 00%	arents			12%
everaging he talent	Parental I Parental I	leave – equa	al and flexib egy and po	le access to	88% D parental le 1 ove men's u 1	ave for all p 00% otake of par 00%	arents ental leave	sponsibiliti	es beyond	

Practical actions (continued)

Table 36: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
Cultures of care, respect,	Everyda	y sexism – a	ction to hig	nlight and a	ddress every	/day sexisi 00%	n			
safety and belonging,	Superan	nuation – pa	id during pa	aid and unp	aid parental 88%	eave peric	ods			12%
leveraging the talent advantage	Everyda	y respect – s	specific ste	os to encou	Irage and fos		ay respect			4%
(continued)	Sexual h position	arassment -	- board and	/or senior te	eam commitr		adicate sexu	al harassme	ent with a ze	ero-tolerance
	Sexual h	arassment -	- board and	/or senior te	am receives 92%	regular re	porting on b	oth cultural	indicators a	and incidents
	Sexual h safety iss		- strategies	and proces	ses incorpo	rate sexua	l harassmen	t as a physi	cal and psy	_
	Sexual h	arassment -	- risk asses	sment, culti	88% ural review, si	urvey or ot	her diagnos	tic conduct	ed	12%
	Sexual h	arassment -	- commitme	ent to adopt	84% principles o	ftranspare	ency for high	-profile cas	es	16%
	Sexual h identified		- regularly s		al updates or	n sexual ha	rassment (in			
					nisation imp pecific NDA 80%			12% ment retain		20% to speak 20%
	Sexual h	arassment -	- tools, train	ing and edu	ication for er	mployees (00%	on sexual ha	rassment a	re up-to-da	
		Sexual harassment – reporting options reviewed to ensure confidential avenues for employees impacted by sexual harassment								
	Sexual h	arassment -	- built intern	al support (96% Capability or 96%		relationship	s with exter	nal support	4% services 4%
		arassment - h is applied	- responses	to workpla	ce sexual ha	rassmentı	reviewed to e	ensure a sat	fe, fair, peop	le-centred
Equality and inclusion is	Gender-	equal public	f ace – test	the externa	80% al image of th	ne organisa	ation to ensu	re it is resp	ectful and ir	20% nclusive
embedded in what	Corpora	te giving – o	-	applies a g %	ender lens to	o corporate	e giving effor		8%	8%
we deliver, creating an innovation	Domesti or family				port for emp	-	mily or frienc			tic
advantage and social impact		c and family violence	violence –	approach ii	96% n place for re 88%		to employee	es who are c	or who may	8% 4%
	Domesti	c and family	violence –			ositive con	nmunity impa	act on dom	estic and fa 8%	mily violence

Gender balance in leadership

Table 37: Gender balance in leadership

		Women's representation (%)										
Property Group Organisations	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%				

achieved 🔶 Single person in role

Over-representation
 of women increasing

Workforce includes employees who identify as non-binary

 Under-representation of women increasing CEO (or equivalent) role(s) held by one or more women

No comparable prior year data

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.

Compared to prior year: 🔶 Gender balance improving

Gender balance in leadership (continued)

Table 37: Gender balance in leadership (continued)

	Women's representation (%)										
Property Group Organisations	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%		

Compared to prior year: • Gender balance improving • Over-representation

of women increasing

who identify as non-binary

of women increasing

Under-representation

by one or more women

No comparable ♦ No change prior year data

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; Dexus; 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	Average g	ender pay gap	Median ge	ender pay gap
Organisations	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.



Assemble





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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 Property Group are Caroline Tjoa and Lisa Pusey. Our Implementation Leaders for the Property Group are as follows:

Organisations	Implementation Leaders
Abacus	Paula Bauchinger
Assemble	Emma Telfer and Maggie McKeand
BGIS	Sarah Novelli and Ben Ciach
CBRE	Rachel Vincent, Andrew McCasker and Laura Pratt
CBUS Property	Lucy Thomas
Charter Hall	Ben Cividin
Colliers, Australia	Liam Ovenden and Kelly Skiba
Cromwell Property Group	Roxanne Ewing and Fabiene Evans
Cushman and Wakefield	Amanda Carter and David Hall
Dexus	Michelle Dargan and Peter Vasili
Frasers Property	Kylie Izzillo
Investa	Amy Wild and Mark Podgornik
ISPT	Lana Ledgerwood, Hazel Thurlow, Emily Morley and Matt Kelly
JLL Australia	Julie Skinner, Kara Collins and Connor McCauley
Knight Frank Australia	Kristin Hay and Martina Foehr
Lendlease	Melissa Tsang, Kaveesha Mudalige and Wesley Woodman
Mirvac	Brooke Shaw and Casey Aladic
Property Council of Australia	Nicole Battley, Chloe Philp and Anthony Young
QIC Real Estate	Joanna Lavender and Philip Jackson
Savills	Jacqueline Chang and Rebekah Lee
Scape Australia Management	Ellen Beale and Rosalind Lill
Scentre Group	Katie Paull, Catherine Sherrington and Maria Stamoulis
Stockland	Fiona Liddell and Sarah Elsom
The GPT Group	Justine Knight and Jill Rezsdovics
Vicinity Centres	Tanya Southey, Raj Gopiraj and Alexandra Murray

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



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



CEO Queensland Rail

Convenor Kathy Mac Dermott Consultant



Caroline Wilkie CEO Australasian Railway Association

Gender balance in leadership

Table 39: Gender balance in leadership

		Women's representation (%)											
Rail Group Organisations	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%					

Single person in role

Over-representation

of women increasing

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(#) Workforce includes employees who identify as non-binary Under-representation

of women increasing

CEO (or equivalent) role(s) held by one or more women No comparable prior year data \bigcirc No change

Compared to prior year: 🔶 Gender balance improving

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.

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Gender Pay Gap

Table 40: Gender pay gap

Rail Group	Average ge	ender pay gap	Median gender pay gap				
Organisations	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.



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 Rail Group is Caroline Tjoa. Our Implementation Leaders for the Rail Group are as follows:

Organisations	Implementation Leaders
Australian Rail Track Corporation	Amy Palmer
Australasian Railway Association	Natalie Currey
Bowen Rail	Karen Lavaring and Janine Phillips
Downer Rail and Transit Systems	James Veness
Hitachi Rail Australia	Pauline Blackwood and Romina Gambarrutta
National Transport Commission	Dimi Rigas
Queensland Rail	Rebecca Munn and Angela Aldridge
Sydney Trains	Raechel Mathews, Samiha Najem and Natalie Tesolin
Transdev Australasia	Dimity Smith and Nicole Norris

Sport Group

Established in May 2015, the Sport Group includes 17 Members, who lead more than 3,000 employees across Australia. The Group includes CEOs of major national sporting organisations and some of Australia's largest and most successful sporting clubs. The Group is committed to driving gender equality and fostering inclusive cultures across the sports sector.

Overview of impact in 2024

- The Sport Group worked with PwC Australia (from the National 2015 Group) and key stakeholders on the landmark report, Unstoppable: Progress Towards Gender Equality and Pay Equality in Australian Sport (Unstoppable). The report details the significant transformation in sport over the past decade and outlines future priorities for achieving truly gender-equal sport within a generation.
- Unstoppable includes individual and collective assessments of progress over the past five years against more than 20 measures in the Pathway to Gender Equality and Pay Equality in Sport framework.
 Since the framework's launch during the ICC
 Women's T20 World Cup in March 2020, Members have reported their progress annually, with the majority maintaining or improving performance.
- Unstoppable was developed through extensive stakeholder consultations—including interviews with CEOs, senior leaders, implementation leaders, government officials and emerging sports leaders alongside a comprehensive review of related research from 2014 to 2024. The report emphasises the impact of collective and collaborative efforts in achieving gender equality, with recommendations to guide the Group's future focus areas.
- All Members contributed to the development of our 7 Switches framework, with case studies from Football Australia, Cricket Australia, and Golf Australia supporting the release of the flagship report.
- The Group collaborated with Football Australia and Commonwealth Bank of Australia (from the Founding Group) 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 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 contributed to the Coalition's resource, Sponsorship Track: A practical guide to gender inclusive progression, through insights gained from the Sport Group's Women in Sport Sponsorship of Talent Program, which ran from 2015 to 2020. A case study on the program was also included in the report.
- Long-term work across the Group to develop sporting cultures of everyday respect and inclusion informed the development of the resource FOCUSED on Everyday Respect.
- National Rugby League, Racing Victoria, and Rowing Australia participated in developing the Coalition's Gender Equality Dashboard.

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**.

We thank Steve Hocking (Geelong Football Club), Andrew Jones (Racing Victoria), Phil Waugh (Rugby Australia) and Simon Lethlean (St Kilda Football Club) for their investment in and support for Champions of Change Coalition.

Highlights 2023–2024

100%

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of Champions made a leadership commitment to gender equality through a strategy and action plan, reviewed annually by board/senior team, an 8% **O** from 2023

77%



of organisations reflect gender equality goals in expectations of all leaders within the organisation, a 15% **O** from 2023

77%



of organisations disclose and publicly report targets annually, a 23% **O** from 2023





of organisations implement initiatives (other than carer's leave) to support employees with caring responsibilities beyond parenting, a 15% • from 2023

77%



of organisations paid superannuation during paid and unpaid parental leave periods, a 31% • from 2023





of organisations have undertaken a risk assessment, cultural review, survey or other diagnostic, a 23% **O** 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 Sport Group



Andrew Abdo CEO National Rugby League



Ameet Bains CEO Western Bulldogs Football Club



Brian Cook CEO Carlton Football Club



Sarah Cook CEO Rowing Australia



Shane Dunne CEO Richmond Football Club



Marne Fechner CEO AusCycling



Brendon Gale Former CEO (2009-2024) Richmond Football Club



Nick Hockley CEO Cricket Australia



Cindy Hook CEO Brisbane 2032 Olympic and Paralympic Games Organising Committee



James Johnson CEO Football Australia



Aaron Morrison CEO Racing Victoria



Kate Palmer AM Non-Executive Director



Kieren Perkins OAM CEO Australian Sports Commission



Matt Scriven CEO Basketball Australia



James Sutherland CEO Golf Australia



Craig Tiley CEO Tennis Australia



Adam Weir CEO Surf Life Saving Australia



Convenor

Elizabeth Broderick AO Founder Champions of Change Coalition

Practical actions

Table 41: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
CEO and board-level leaders	Leadersl senior te	hip commitn am	nent – to ge	ender equali		strategy ar	nd action p	lan, reviewe	ed annually	by board/
novating accelerate hange	Leader's	behaviour -	- gender eq	uality goals 77	reflected in		ns of all lea	iders within	the organis 15%	sation 89
eing ccountable	Gender e	equality targ	ets – target	s are disclo		olicly reporte	ed annuall <u>y</u>	y	15%	89
standing ehind our	Gender e	equality KPIs	s – included	in scorecar 69%	rds or perfor	mance plar	is of Charr	npions' dire 159		15%
numbers, sharing lessons and	Gender p	bay equity –	audit comp	leted and a	ctioned at le 85%	ast every tv	vo years, v	vith oversig	ht by Memb	0er 15%
outcomes	Closing t	the gender p	bay gap – ta 46%	irgets and a	timeline set	to close th	e organisa 38%	tion-wide g	gender pay (gap 15%
	Closing t	the gender p 23%	bay gap – ta	irgets incluc	ded in the KF 38%	Pls of the ex	ecutive lea	adership tea	am 38%	
	Closing t	the gender p		rganisation-	wide plan to	close the g	jender pay	gap comn 23%	nunicated to	employe
	Closing t report	the gender p	Day gap – or 46%	rganisation-v	wide gender	pay gap pul 23%	olicly repor	ted on the	website or ir 31%	n the annu
ender-equal	Merit – s	ystems and		address bias		e equality in	recruitme	nt and pror		
40:40:20) vorkforces,	Sponsor	ship – routin	e sponsors	hip of diver	se women e		all leaders	by Champi	on 8%	15%
apturing the erformance dvantage	Gender b	o <mark>alance</mark> – ge	ender target	s included in 62%	n successio	n lists for C		ner C-suite 15%		:3%
	Gender b	palance – tin 23%	nebound tai	rgets to add	-	rimbalance	across the		ion 46%	
Cultures of are, respect,	Backlasł	n and buy-in	– specific a	ection to add	dress backla 92%		olify buy-in	on gender	equality	8
afety and elonging,	Flexible	work – mains	streamed w	ith policy, to		nnology, and	l leadershi	p support		
everaging ne talent dvantage	Flexible	work – actior	n to enable	flexible worl	k for frontlin 92%		tional wor	kers		8
	Parental	leave – equa	al and flexib	le access to		ave for all pa	arents			
	Parental	leave – strat	egy and po	licy to impro	ove men's up 85%	otake of par	ental leave	9		15%
	Care – in	itiatives (oth	er than care	er's leave) to	support en	nployees wit	th caring re	esponsibilit	ies beyond	parenting

Practical actions (continued)

Table 41: Practical actions (continued)

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%		
Cultures of care, respect,	Everyday	Everyday sexism – action to highlight and address everyday sexism										
safety and belonging,	Superanr	nuation – pa	id during pa				ds					
leveraging the talent advantage (continued)	Everyday	respect – s	pecific step	77% is to encour	age and fos 92%	iter everyda	ay respect		8%	15%		
	Sexual ha	arassment -	·board and/	or senior tea	am commitr	nent to era	dicate sexua	al harassme	ent with a ze	ero-tolerance		
	Sexual ha	arassment -	· board and/	or senior tea		regular rep	orting on b	oth cultural	indicators	and incidents		
		Sexual harassment – strategies and processes incorporate sexual harassment as a physical and psychological safety issue										
	Sexual ha	arassment -	risk assess	ment, cultu		urvey or oth	ner diagnost	ic conduct	ed	8%		
	Sexual ha	arassment -	commitme	nt to adopt 69%		f transpare	ncy for high	-profile cas 15%		15%		
	Sexual ha identified		regularly sh	are internal	updates or	ı sexual har	assment (in	cidents, ou	tcomes, an			
			· individuals nent agreen	nents (i.e. sp				15% ment retair	n their right	15% to speak		
	Sexual ha	arassment -	tools, traini	62% ng and educ		nployees o	8% n sexual har	assment a	31% re up-to-da	te		
		arassment - rassment	reporting o	ptions revie	wed to ensi	ure confide	ntial avenue	s for emplo	oyees impa	cted by		
	Sexual ha	arassment -	· built interna	al support ca		expanded r	elationships	s with exter	nal support	services		
		arassment - n is applied	responses	to workplac	e sexual ha	rassment re	eviewed to e	ensure a sa	fe, fair, peop			
Equality and inclusion is	Gender-e	equal public	face – test f	the external	-	_	ion to ensu	re it is resp	ectful and i	8% nclusive		
embedded in what	Corporat	100% Corporate giving – organisation applies a gender lens to corporate giving efforts 15% 23% 62%										
we deliver, creating an innovation		c and family	violence – e	ensure supp			nily or friend	62% s experiend	cing domes	itic		
advantage and social impact	Domestic be using		violence – a	approach in	place for re	sponding t	o employee	s who are c	or who may			
	Domestic	c and family	violence – i	nitiatives in 62%	92% place for po	ositive com		act on dom		8% amily violence		
Complete or und			omplete in 202		o plans in plac	- Concerting		pplicable		ported in 2024		

Gender balance in leadership

Table 42: Gender balance in leadership

	Women's representation (%)												
Sport Group Organisations	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%				
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:	٠	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	٠	Over-representation of women increasing	٠	Under-representation of women increasing	No comparable \bigcirc No change prior year data

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	Average ge	ender pay gap	Median gender pay gap				
Organisations	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.



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 Sport Group are Lisa Whiffen and Julie Bissinella. Our Implementation Leaders for the Sport Group are as follows:

Organisations	Implementation Leaders
Australian Sports Commission	Erin Hatton and Dana Assenheim
Basketball Australia	Simon Bishop and Megan Curtin
Brisbane 2032 Olympic and Paralympic Organising Committee	Merrilee Barnes
Carlton Football Club	Adrian Asdagi
Cricket Australia	Megan Barnett-Smith, Jodie Newton and Teal Gove
Football Australia	Carlee Millikin and Sarah Walsh
Golf Australia	Lauren Waelend
National Rugby League	Steve Meredith and Cara Stanley
Racing Victoria	Anita Blokkeerus and Janelle Helleur
Richmond Football Club	Simon Derrick and Kathryn Stevenson
Rowing Australia	Mitchell Collins
Surf Life Saving Australia	Michelle Bainbridge
Tennis Australia	Andrea Buckeridge
Western Bulldogs	Sophie Porra and Jill McDaid

STEM and Health Group

The Champions of Change STEM and Health Group was established in 2016 and includes 23 Members leading around 237,000 employees across Australia and many more internationally. The Group represents a diverse array of organisations within the STEM and health sectors, including national scientific research and data institutions; universities; technology and engineering enterprises; aged care, hospital and primary health care providers, medical device and pharmaceutical companies; and government and peak professional organisations. The Group is dedicated to achieving inclusive gender equality by disrupting the status quo in these traditionally gendered sectors.

Overview of impact in 2024

- The STEM and Health Group focused on understanding the drivers of gender pay gaps and the specific actions required to achieve significant and sustained change at organisational, sector, and national levels, with an emphasis on leadership communication.
- The Group began addressing gender segregation in sectors such as nursing, engineering, medical professions, and administration, using the Energy Group's talent pipeline framework developed in partnership with EY as a model for change.
- Defence Science and Technology Group, Northern Sydney Local Health District, St Vincent's Health Network, and the Australian Bureau of Statistics participated in developing, piloting, and evaluating the Gender Equality Dashboard.
- Engineers Australia supported the Energy Group's focus on gender equity by sharing insights and research on gender equity in the engineering industry and a new study on the career decision drivers of teens and their parents as main influencers to input to KPMG (Founding Group) work.
- The Group considered the role of leaders in setting standards for inclusive workplace behaviours, particularly focusing on everyday respect in the context of increasingly fractious international and national social, economic, and political conditions. The Group gave special attention to addressing everyday disrespect on the frontline from clients, customers, patients, donors, and carers.

- The Group continued to lead on workplace responses to domestic and family violence.
 Northern Sydney Local Health District Chief
 Executive Prof. Anthony Schembri AM attended our roundtable to develop more effective strategies to prevent the weaponisation of essential products and services in cases of domestic and family violence. Insights from this roundtable were shared with Members to support the development of safe systems, structures, processes, products, and services within their organisations.
- Members contributed insights intto the development of the Sponsorship Track: A practical guide to gender inclusive progression resource, based on their experiences implementing sponsorship initiatives within their organisations and across sectors.

The Group welcomed Champions of Change Director and Amazon Asia Pacific Stores Director Janet Menzies to the role of Co-convenor, and new Members: Department of Health and Aged Care Secretary Blair Comley PSM, Ramsay Health Care Managing Director and Group CEO Craig McNally, and Australian National University Vice-Chancellor and President Professor Genevieve Bell.

We thank Ann Sherry AO for her extended and impactful role as the inaugural Convenor of the STEM Group, along with Non-Executive Director Adam Castricum, Alexandra Coates (Datacom), Glen Keys (Aspen Medical), and Martin Bowles (Calvary) for their investment in and support of the Champions of Change Coalition.

Highlights 2023–2024

92%



of organisations reflect gender equality goals in expectations of all leaders within the organisation, an 8% **O** from 2023

75%

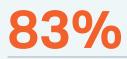


of Champions oversee a gender equality audit completed and actioned at least every two years, an 8% **O** from 2023

100%



of organisations have equal and flexible access to parental leave for all parents, a 17% • from 2023





of organisations have a strategy and policy to improve men's uptake of parental leave, an 8% **O** from 2023

92%



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





of organisations reviewed/audited their public 'face' to ensure it is presenting as respectful and inclusive for women, a 17% **O** 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 STEM and Health Group



Prof. Genevieve Bell AO FTSE FAHA Vice-Chancellor and President Australian National University



Blair Comley PSM Secretary Department of Health and Aged Care



A/Prof. Stephen Cornelissen AO CEO Australian Red Cross Lifeblood



CEO Aurecon



Trevor Danos AM Non-Executive Director



Dr Cathy Foley AO PSM Australia's Chief Scientist



Prof. Mary Foley AM Non-Executive Director



Gavin Fox-Smith Non-Executive Director



Dr David Gruen AO Australian Statistician Australian Bureau of Statistics



Prof. Doug Hilton AO Chief Executive CSIRO



Dig Howitt CEO and President Cochlear



Nadia Levin CEO Research Australia



Romilly Madew AO FTSE CEO Engineers Australia



Anna McFadgen CEO St Vincent's Health Network Sydney



Craig McNally Managing Director and Group CEO Ramsay Health Care



Prof. Tanya Monro AC Chief Defence Scientist Defence Science and Technology Group, Department of Defence



Susan Pearce AM Secretary NSW Health



Dr Sharon Ponniah Non-Executive Director



A/Prof. Anthony Schembri AM Chief Executive Northern Sydney Local Health District



BRIG Isaac Seidl AM Deputy Surgeon General, Australian Defence Force, Joint Health Command, Department of Defence



Emeritus Professor Christine Bennett AO The University of Notre Dame





B

David Thodey AO Non-Executive Director

Co-convenor

Janet Menzies Country Manager, Amazon Australia



Practical actions

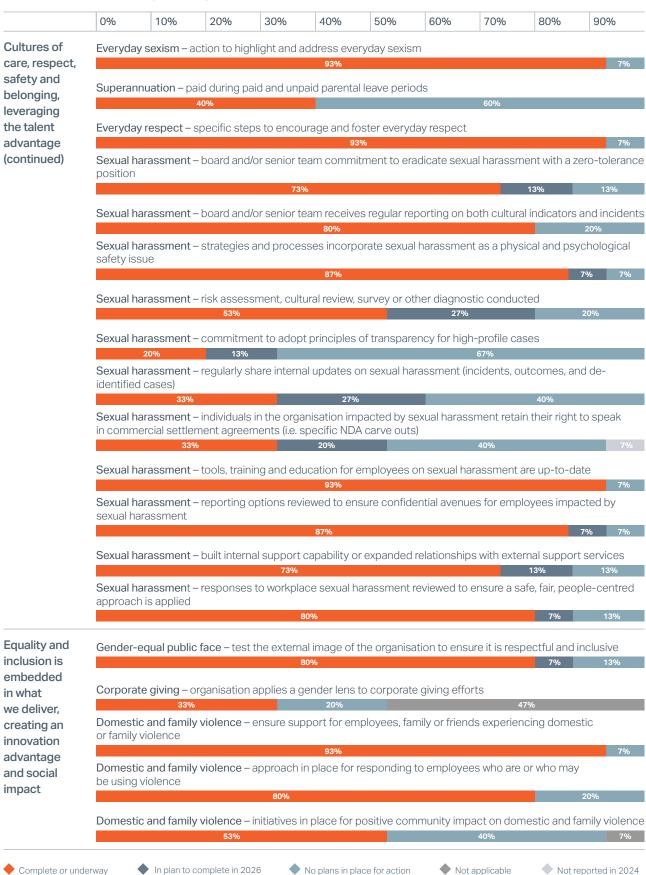
Table 44: Practical actions

	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%
EO and oard-level	Leadersh senior tea		nent – to ge	ender equal	ity through a	a strategy a	nd action p	olan, reviewe		
aders novating					80%				7%	13%
accelerate	Leader's	behaviour -	- gender eq	uality goals	reflected in	expectatio	ns of all lea	aders within	the organis	sation
hange					87%					7% 7%
Being	Gender e	quality targ	ets – targe	ts are disclo	osed and pul	olicly report	ted annuall	У		
ccountable			60	1%			13%		27%	
standing ehind our umbers,	Gender e	equality KPIs 33%	s – includec	l in scoreca	rds or perfo ;	rmance pla 33%	ns of Chan	npions' dire	ct reports 33%	
sharing essons and outcomes	Gender p	ay equity –	audit comp	pleted and a	actioned at le	east every t	wo years, v	vith oversig	ht by Memb	ber
				73%				7%		20%
ucomes	Closing t	he gender p 27%	bay gap – ta	argets and a	a timeline set 27%	t to close th	ne organisa	ition-wide g 479		gap
	Closing t	he gender p	bay gap – ta 33%	argets inclu	ded in the Kl	Pls of the ex	xecutive lea	adership tea 60%	am	
	Closing t	he gender r	nav dan – o	raanisation	-wide plan to	close the	gender nav	/ dan comn	nunicated to	
	olosing t	27%	bay gap 0	rganisation	27%		gender pag	479 479		спрюус
	-	he gender p	bay gap – o	rganisation-	wide gender	pay gap pu	Iblicly repo	rted on the	website or ir	n the annua
	report		47%			20%	_		33%	
Gender-equal	Merit – sy	/stems and	structures	address bia	is and ensur	e equality ir	n recruitme	nt and pror	notions	
and diverse 40:40:20)					87%					13%
vorkforces,	Sponsors	ship — routin		ship of diver 0%	rse women e	xpected of	all leaders	by Champi	on 33%	
capturing the performance	Gender b	alance – de	nder target	s included	in successic	n liete for (°EO and ot	her C-suite	roles	
advantage	Gender b	alance - ge	-	0%	11 300003310		7%		33%	
	Gender b	alance – tin	nebound ta	rgets to ad	dress gende	r imbalance	e across th	e organisat	ion	
			40%			20%			40%	
Cultures of	Backlash	and buy-in	– specific a	action to ad	dress backla	ash and am	nlify huv-ir	on gender	equality	
care, respect,	Dackiash	and bdy-in	- specific a	67%	diess backie		piny buy-ii	13%	equality	20%
afety and	Flexible v	vork – mains	streamed w	rith policy, to	ools and tecl	nnology, an	d leadersh	ip support		
pelonging, everaging						00%				
he talent	Flexible v	vork – actior	n to enable	flexible wor	k for frontlin	e and opera	ational wor	kers		
dvantage					87%					13%
	Parental I	l eave – equa	al and flexib	le access t	o parental le		arents			
						00%				
	Deventel	eave – strat	egy and po		ove men's u 73%	ptake of pa	rental leave	9	13%	13%
	Parentan									
		tiativas (ath	or than as		o support en		ith coring -	ocnoncibilit		

CHAMPIONS OF CHANGE COALITION IMPACT REPORT 2024

Practical actions (continued)

Table 44: Practical actions (continued)



Gender balance in leadership

Table 45: Gender balance in leadership

	Women's representation (%)								
STEM and Health Group Organisations	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: \blacklozenge Gender balance achieved Single person in role **Compared to prior year:** \blacklozenge Gender balance improving

• Over-representation of women increasing Workforce includes employees who identify as non-binary

٠ Under-representation of women increasing

CEO (or equivalent) role(s) held by one or more women

 No comparable 🔷 No change prior year data

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	Average gen	der pay gap	Median gender pay gap		
Organisations	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.



Our thanks

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

Organisations	Implementation Leaders
Aurecon	Penny Rush
Australian Bureau of Statistics	Cathy Bates and Annette Hanson
Australian National University	Phillippa Cantrall and Kate Witenden
Australia's Chief Scientist	Katherine Leigh
Australian Red Cross Lifeblood	Jemma Greenwood and Peta Mullin
Cochlear	Di Tilley and Carolyn Taylor
CSIRO	Chris Krishna-Pillay
Datacom	Roslyn Rhall
Department of Defence, Joint Health Command	David Taplin
Department of Defence, Defence Science and Technology Group	Yvonne Bowyer, Melanie Fuller, Emily Hilder and David Kershaw
Department of Health and Aged Care	Rachel Balmanno, Maddi Selmes and Eliza Strapp
Engineers Australia	Alexandra Sparvell and Tannielle Raynor
Northern Sydney Local Health District	Paula Williscroft and Leanne Crouch
NSW Health	Kate Pritchett
Ramsay Health Care	Colleen Harris
St Vincent's Health Network Sydney	Matthew Kearney

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