Application WISEV000216

Application summary

Application ID

WISEV000216

Application title

WISEV - MALE CHAMPIONS OF CHANGE

Program name

Women in STEM and Entrepreneurship Round 5

Applicant

MALE CHAMPIONS OF CHANGE

Submitted date

18/2/2026

Program selection

MALE CHAMPIONS OF CHANGE

Are you a trustee acting on behalf of a trust?

No

Do you have an ABN?

Yes

Entity details

What is your ABN?

57612240061

Legal name

MALE CHAMPIONS OF CHANGE

Business name

CHAMPIONS OF CHANGE COALITION

Date registered

5/5/2016

GST registered

Yes

Are you a charity registered with the Australian Charities and Not-for-profits Commission (ACNC)?

Yes

FOI 300613

Program Selection

What program are you applying for?

Women in STEM and Entrepreneurship Round 5

Component

Women in STEM and Entrepreneurship Round 5

Eligibility

Select which type of entity your organisation is.

an incorporated not for profit organisation

Does your project relate to Australian girls' and/or women's participation in STEM education, STEM careers, or STEM entrepreneurship?

Yes

Can you provide evidence from your board (or chief executive officer or equivalent if there is no board) to state the project is supported, and that you can complete the project and meet the costs of the project not covered by grant funding?

Yes

Applicant address

Applicant street address

Is the address located in Australia?

Yes

Address details

s 47G

Applicant postal address

Is the address located in Australia?

Yes

Address details

s 47G

Key contacts

Primary contact

Title

Ms

Given name

s 22(1)(a)(ii)

Family name

s 22(1)(a)(ii)

Phone number

s 22(1)(a)(ii)

Email address

s 47G

Relationship to applicant

Employee

Authorised signatory

Title

Ms

Given name

s 22(1)(a)(ii)

Family name

s 22(1)(a)(ii)

Phone number

s 22(1)(a)(ii)

Email address

s 22(1)(a)(ii)

About your organisation

Latest financial year figures

Has your organisation existed for a complete financial year?

Yes

Latest financial year completed

2024/25

Sales revenue (turnover)

$ 5,681,027

Export revenue

$ 74,500

R&D expenditure

$ 0

Taxable income

$ 0

Number of employees including working proprietors and salaried directors (headcount)

18

Number of independent contractors (headcount)

7

ANZSIC code

ANZSIC division

M - Professional, Scientific and Technical Services

ANZSIC class

6999 - Other Professional, Scientific and Technical Services n.e.c.

Indigenous organisations

Is your organisation Indigenous owned?

No

Is your organisation Indigenous controlled?

No

Project information

Project title and description

Project title

Champions of Change Engineers Group: an accelerated strategy for disruption

Brief project description for publication

The project aims to reach ~940,000 girls and women through system level change to increase gender balance in the engineering profession from 16% to +40%. It uses proven Champions of Change Coalition methodology to activate diverse leaders across the engineering ecosystem to deliver coordinated, leadership action for enduring change.
As a collective Engineers Group, a cohesive model for disrupting the entrenched occupational segregation in engineering, co-created with Engineers Australia and in consultation with 200+ leaders will be implemented.
It builds on progress made by organisations such as Worley, GHD and Jacobs to replicate advancements achieved by Champions of Change Groups in sectors such as Sport, Property, Energy and Insurance.

Detailed project description and key activities

Detailed project description and key activities

The Champions of Change Engineers Group is a 3 year, national, CEO-led systems reform project designed to reduce gender segregation across the engineering education-to-employment pipeline. It responds to the inefficiency created by fragmented and duplicated initiatives across the ecosystem. A government internal scan identified more than 360 in 2022 alone, yet this activity has resulted in only a three percentage point increase in qualified women engineers between 2011 and 2021, to 16%. Rather than adding another program, the Group coordinates leadership action at critical transition points from secondary school, where fewer than 36% of engineering subject takers are girls, to tertiary education where women represent ~20% of engineering students, and into the workplace, where <8% of qualified engineers aged 50 to 55 are women.

The project will be delivered through the Champions of Change Member Engagement Model and the Solving Gender Segregation Intervention Model built by Engineers Australia and Champions of Change to consolidate efforts to attract, retain and advance girls and women in engineering (refer to attachment B Project Plan for detailed initiatives, outcomes, deliverables and timelines). Delivery will follow a quarterly cadence of CEO forums, Implementation Leader workshops and milestone reviews, supported by a dedicated project lead and central program team coordinating engagement, working groups, data collection and evaluation. Subsidised participation enables inclusion of small/medium enterprises and education partners. Annual evaluation findings will inform quarterly accountability reviews within the Group and contribute to a consolidated sector evidence report.

Stage 1 (Year 1) establishes the dedicated Engineers Group of 20–30 CEOs, Board members and senior leaders across engineering consultancies, engineering-intensive corporations, small and medium enterprises, academic institutions, and professional bodies from across the engineering ecosystem. The gender-balanced cohort will operate under agreed governance, public accountability commitments and data sharing arrangements. s 47G

Stage 2 (Year 2) consolidates all isolated and existing efforts to implement the coordinated Intervention Model across five priority areas: (1) addressing social and cultural influences shaping engineering participation; (2) engagement of the next generation and improved career visibility; (3) supported and transparent career pathways; (4) safe and respectful workplace cultures and inclusive work design; and (5)

leadership accountability and governance reform. s 47G

. An annual Impact Report will share progress and comparative workforce data benchmarked against occupation wide measures.

Stage 3 (Year 3) focuses on durable system reform. Leaders continue to customise Champions of Change strategies, tools and resources including those for advancing recruitment practices, project allocation, career design, leadership accountability and industry expectations across engineer-intensive organisations. s 47G

Project outcomes

Summary of expected project outcomes

s 47G

s 47G

s 47G

s 47G

Under-represented cohorts

How many participants from each under-represented cohort do you expect to reach through your project?

Aboriginal and Torres Strait Islander Peoples

s 47G

People living with disabilities

s 47G

Women and girls and gender diverse/non-binary people

s 47G

People facing age-based discrimination

s 47G

Culturally and linguistically diverse people

s 47G

People with low socioeconomic status

s 47G

LGBTQIA+ people

s 47G

Neurodivergent people

s 47G

People living in regional and remote areas.

s 47G

Project duration

Estimated project start date

01/07/2026

Estimated project end date

30/06/2029

Estimated project duration (in months)

36

Project milestones

Milestone title

Establish Champions of Change Engineers Group as a gender-equal & diverse cohort of 20–30 leaders

FOI 300613

Milestone description

Establish the Engineers Group under formal governance including membership criteria, decision-making protocols, confidentiality settings and CEO-level public commitments aligned to the Commitment and Mobilisation (stage 1) of the Member Maturity and Engagement Model including ecosystem scan and communication outreach to identify and engage influential leaders across pipeline; nomination of Implementation Leader and delivery of first quarterly leader forum. See initiatives 1-2c in detailed workplan for further detail including progress indicators.

Estimated start date

01/07/2026

Estimated end date

31/12/2026

Milestone title

Stage 1: All participating organisations commit to gender equality and mobilise organisations

Milestone description

Adopt the shared principles, language and baseline actions as Champions of Change Engineers Group. This includes alignment and implementation of coordinated Group communications strategy, agreement to governance structures, reporting obligations and data-sharing arrangements to support the collection, validation and analysis of baseline workforce/student cohort data. It also requires the development of a formal risk management and backlash mitigation framework. See initiatives 3-7 in detailed workplan for further detail including progress indicators.

Estimated start date

01/07/2026

Estimated end date

30/06/2027

FOI 300613

Milestone title

Stage 1: Development, endorsement and public release of an Engineers Group Intervention Action Plan

Milestone description

Development, endorsement and public release of an Engineers Group Intervention Action Plan to disrupt gender segregation building on the Solving Gender Segregation Intervention Model co-created with Engineers Australia that consolidates fragmented sector initiatives. It will align with national recommendations in the Pathway to Diversity in STEM Review and adherence to National Evaluation Guidelines. It also requires a sector-wide evidence and gap analysis to identify fragmented initiatives for consolidation within the Engineers Group and development of a strategic partnership plan to engage national policy, regulatory and professional stakeholders. See initiatives 9a-9d & 10 in Project Plan for further detail including progress indicators.

Estimated start date

01/07/2026

Estimated end date

30/06/2027

Milestone title

Stage 2 Implementation of coordinated Engineers Group Intervention Action Plan across priority areas

Milestone description

Progress the agreed Engineers Group Intervention Action Plan focusing on those identified as priorities for Year 2 through CEO-led working groups supported by the central program team, consolidating fragmented initiatives and scaling coordinated interventions across five priority areas: (1) social and cultural influences shaping participation; (2) next generation engagement and career visibility; (3) supported and transparent career pathways; (4) safe and respectful workplace cultures and inclusive work design; and (5) leadership accountability and governance reform. See initiatives 11-11b in detailed Project Plan for further detail including progress indicators.

FOI 300613

Estimated start date

01/07/2027

Estimated end date

30/06/2028

Milestone title

Stage 2: Customise and embedding Stage 2 Champions of Change Maturity and Engagement Model

Milestone description

Customise and implement Stage 2 Champions of Change strategies addressing progression barriers including structured sponsorship, transparent promotion criteria, equitable access to high-value projects, predictable and flexible project allocation and inclusive career design. See initiatives 12-12a in detailed Project Plan for further detail including progress indicators.

Estimated start date

01/07/2027

Estimated end date

30/06/2028

Milestone title

Stage 2: Evaluate and report on year-on-year progress using frameworks agreed on in Stage 1

Milestone description

Move from target-setting (Stage 1) to formal integration of measurement and evaluation for comparative annual tracking. Publish Year 2 impact report presenting comparative workforce data (representation, leadership composition, pay equity, retention patterns) and, where available, engineering student cohort data benchmarked against national occupation-wide measures. Includes the publication of Champions of Change Engineers Group Impact Report (and other reports required under WISE Grant guidelines); Adoption of Champions of Change Organisational Gender Equality Dashboard). See initiative 13 in detailed Project Plan for further detail including progress indicators.

Estimated start date

01/07/2027

Estimated end date

30/06/2028

Milestone title

Stage 3: Shifting from organisation level progress to building durable system wide change

Milestone description

Participant organisations move beyond implementation to institutionalisation by integrating gender equality considerations into CEO and Board succession planning, enterprise risk registers, capital allocation decisions, workforce planning and long-term corporate strategy. This involves activities to stress-test organisational systems and shifting occupation-wide standards/expectations of inclusive gender equality. See initiative 14-14b in detailed workplan for further detail including progress indicators.

Estimated start date

01/07/2028

Estimated end date

30/06/2029

Milestone title

Stage 3 Establish a long-term sustainability and stewardship model for beyond the grant period

Milestone description

Design and formalise post-grant governance, funding model, membership growth strategy and stewardship structure to ensure continued operation and expansion of the Engineers Group. See initiative 17 in detailed Project Plan for further detail including progress indicators.

Estimated start date

01/01/2029

FOI 300613

Estimated end date

30/06/2029

Milestone title

Stage 3: Consolidated Year 3 Impact Report demonstrating three-year movement and end of grant period

Milestone description

Publish final grant-period Impact Report tracking cumulative progress across workforce representation, leadership composition, pay equity, retention, tertiary commencements, tertiary graduations and graduate-to-employment conversion. See initiatives 18 in detailed Project Plan for further detail including progress indicators.

Estimated start date

01/07/2028

Estimated end date

30/06/2029

Project location

Project site 1

s 47G

Estimated % of project value expected to be undertaken at site

100

Disclosure of financial penalties

Have any of your board members, management or persons of authority been subject to any pecuniary penalty?

No

Foreign affiliations

Does your project receive any funding or non-financial support from a foreign source?

No

Do any entities or key personnel involved with the project receive financial support or benefits from a foreign source?

Yes

Provide details of the arrangement.

s 47G

Do any entities or key personnel involved with the project have any current or former association with a foreign talent program?

No

Do any entities or key personnel involved with the project have any ties to a foreign government, military or state-owned enterprise?

No

National security plan

Do you have a plan to manage any potential security risks associated with the project and your organisation more broadly?

Yes

Project partners

Provide details about all project partners.

THE INSTITUTION OF ENGINEERS AUSTRALIA

Is the project partner a trustee acting on behalf of a trust?

No

Does the project partner have an ABN?

Yes

Project partner details

What is the ABN?

63020415510

Legal name

THE INSTITUTION OF ENGINEERS AUSTRALIA

Business name

ENGINEERS AUSTRALIA

Date registered

29/11/1999

GST registered

Yes

Is the project partner registered with the Australian Charities and Not-for-profits Commission (ACNC)?

Yes

Project partner street address

Is the address located in Australia?

Yes

Address details

s 47G

Project partner postal address

Is the address located in Australia?

Yes

Address details

s 47G

Project partner contact

Project partner key contact: s 22(1)(a)(ii)

Given name

s 22(1)(a)(ii)

Family name

s 22(1)(a)(ii)

Position title

s 47G

Email address

s 22(1)(a)(ii)

Primary phone number

s 22(1)(a)(ii)

Project partner key contact: s 22(1)(a)(ii) address

Is the address located in Australia?

Yes

Address details

s 47G

Project partner attachment

Letter of support

Details required in the letter of support are outlined in the grant opportunity guidelines.

Letter of support Engineers Australia.pdf

Project budget

Eligible expenditure

Head of expenditure	Financial year	Total
Labour		s 47G
Labour	2025/26	
Labour	2026/27	
Labour	2027/28	
Labour	2028/29	
Labour	2029/30	
Labour	2030/31	
Labour	2031/32	
Labour on-costs and administrative overheads Up to 30% of labour costs.		
Labour on-costs and administrative overheads	2025/26	
Labour on-costs and administrative overheads	2026/27	
Labour on-costs and administrative overheads	2027/28	
Labour on-costs and administrative overheads	2028/29	
Labour on-costs and administrative overheads	2029/30	
Labour on-costs and administrative overheads	2030/31	
Total project expenditure		

Head of expenditure	Financial year	Total
Labour on-costs and administrative overheads	2031/32	s 47G
Contracts		
Contracts	2025/26	
Contracts	2026/27	
Contracts	2027/28	
Contracts	2028/29	
Contracts	2029/30	
Contracts	2030/31	
Contracts	2031/32	
Travel and overseas		
Travel and overseas	2025/26	
Travel and overseas	2026/27	
Travel and overseas	2027/28	
Travel and overseas	2028/29	
Travel and overseas	2029/30	
Travel and overseas	2030/31	
Travel and overseas	2031/32	
Other		
Total project expenditure		

Head of expenditure	Financial year	Total
Other	2025/26	s 47G
Other	2026/27	
Other	2027/28	
Other	2028/29	
Other	2029/30	
Other	2030/31	
Other	2031/32	
Total project expenditure		

Financial year	Costs
2025/26	s 47G
2026/27	
2027/28	
2028/29	
2029/30	
2030/31	
2031/32	
Total project expenditure	

Details of 'Other' eligible expenditure

s 47G

Grant amount sought

Grant amount sought

$ 1,999,644

Contributions

Applicant contribution

Name of contributor

Champions of Change Coalition

Details of contribution

Contribution type	Due date	Amount	Description
Cash		s 47G	
In-Kind	30/6/2029		
Total			

Other contribution

Assessment criteria

Assessment criterion 1

Project alignment with policy intent

(Score out of 50)

This project aims to lift the proportion of women in engineering from 16% to +40% aligning directly with the WISE policy intent of addressing structural barriers across both education and employment to strengthen support for women at key career transitions, and embedding co-design with the target audience.
a. Reducing or eliminating barriers to girls' and women's participation in STEM education and careers
Engineering faces entrenched barriers at both pipeline and workplace levels. National STEM Equity Monitoring data shows persistent stereotypes and low awareness amongst Australian youth (37% of young people believe boys are better at engineering than girls; 39% believe boys are better suited to engineering careers) and key influencers like teachers (report lowest confidence in teaching engineering skills compared to other STEM subjects) and parents (more likely to see engineering skills as more important for sons than daughters compared to no difference for science skills).
The project responds with a whole of system strategy (co-created with Engineers Australia) that bridges supply and demand levers and engages directly with the leaders who have influence of these levers. On the supply side, it targets social and cultural influences, next generation engagement and supported career pathways. This requires consolidation of the currently disparate action between educators, professional bodies and employers to improve visibility of engineering careers, strengthen transition support through high school to university degrees and increase retention into employment.
On the demand side, the project addresses structural barriers within workplaces including biased project allocation, inflexible work design, opaque promotion pathways and weak accountability for gender outcomes. By activating CEOs across engineering-reliant industries, the project embeds inclusive design into recruitment, project management, career progression/transitions and leadership accountability. This reduces reliance on individual resilience and shifts the system conditions that shape participation.
Champions of Change demonstrates the long-term effectiveness of this methodology to materially shift outcomes in male dominated sectors through advancements made by the Property Group (gender balance in leadership increased from 15% in 2015 to 38% in 2025) and Sport (gender balanced workforces increased from 33% to 92% over same period). Applying this proven approach to engineering directly advances WISE objectives.
b. Increasing support at career transition points
The project explicitly targets transition points including entry to university, completion of degrees, entry into the workforce, retention at mid-career, progression to leadership, career change and return from parental

leave or other breaks.

Focus areas on safe and respectful workplace cultures, inclusive workplace design and leadership accountability are directly tied to these transitions. Actions include structured sponsorship, transparent promotion criteria, predictable and flexible work design, superannuation on unpaid parental leave, returnship pathways and formal accountability for representation and pay equity outcomes.

Evidence from existing engineering-intensive Members shows the impact of this approach. Engineering consultancy Members report women comprising between 23.4% and 59.8% of their workforce (with an aggregate of 35.6%) and an aggregated 35% of women in Key Management Personnel roles, materially above national engineering averages (see attachment C1 Assessment Criteria Evidence for more examples). The project scales these practices across a broader cohort, embedding them into organisational systems rather than relying on informal or reactive support.

c. Co-design with the target audience

Co-design is central to the project's design and delivery. Over 2025, Champions of Change and Engineers Australia co-developed a tailored engineering strategy informed by engagement with +200 CEOs and senior leaders, engineering academics, industry bodies and experiences of diverse and women engineers. A gender-equal and diverse cohort is a pre-condition of the Engineers Group to ensure solutions reflect a range of perspectives. The quarterly governance model brings participating leaders and sector partners together to test, refine and agree interventions. Ongoing feedback from employees within participating organisations will further inform implementation.

The approach recognises the distinct challenges engineering faces compared to other STEM disciplines, including low representation in both the pipeline and workforce. Interventions are therefore specific to engineering rather than broad STEM initiatives.

Through this combined methodology and tailored co-design, the project directly reduces structural barriers, strengthens transition support and aligns with the WISE objective of increasing girls' and women's participation and progression in STEM education and careers.

Assessment criterion 2

Capacity and capability to deliver the project

(Score out of 30)

Champions of Change has the leadership reach, national credibility and delivery capability to execute a national, system-level intervention in engineering. Our model combines CEO-led accountability with rigorous design, implementation and evaluation capability built over more than a decade.

a. Experience managing and delivering projects that support girls and women in STEM

Champions of Change's proven track record of shifting representation and leadership outcomes in sectors traditionally dominated by men includes STEM-adjacent and engineering-intensive industries like property, infrastructure, energy and sport.

For example, the Property Group's rate of gender balance in leadership categories increased from 15% in 2015 to 38% in 2025. In 2015, one Member organisation had gender balance at key management personnel (KMP) level compared to 9 of the original Members achieving or exceeding balance in 2025. Similarly, the portion of Sport Group organisations with a gender balanced workforce increased from 33% in 2015 to 92% in 2025.

By contrast, women's representation in engineering nationally shifted only marginally, from 13% to 16% between 2011-21. This highlights both the scale of the challenge and the need for a disruptive, coordinated, system-level intervention.

Our approach has already demonstrated impact within engineering-intensive Member organisations like our engineering consultancy Members who materially outperform national benchmarks (e.g., aggregated 35% of women are in KMP roles). These outcomes have been achieved through structured interventions at key transition points including sponsorship, carer transition support, flexible workplace design and returnships.

This is a strong foundation for immediate system-wide scaling via implementation of the intervention strategy co-developed with Engineers Australia that reaches entire engineering ecosystem.

b. Access to resources, personnel and networks with relevant expertise

Champions of Change convenes +200 CEOs and Board-level leaders who collectively employ +800,000 Australians. This provides direct access to decision-makers who control workplace design, hiring, promotion and investment settings across the engineering ecosystem.

The proposed Engineers Group will be gender-equal and diverse, ensuring solutions are co-designed and credible. The model intentionally bridges supply and demand levers by connecting employers with educators, government, professional bodies and sector partners. This whole-of-system design reflects evidence that engineering faces both a weak pipeline and high workforce attrition.

Internally, an established central team supports member organisations with deep expertise in strategy, stakeholder engagement, program design, data analysis, change management, and impact measurement.

Our quarterly cadence of forums with executives creates disciplined governance, shared accountability and continuous refinement of interventions. Evaluation is embedded through long-term collection of workforce representation data, leadership metrics, pay gap indicators and qualitative feedback from participating organisations.

The work is further supported by formal partnerships, including with Engineers Australia, regular connections with key stakeholders (like the ABS, JSA and DEWR) and access to established Coalition resources (e.g. 7 Switches) and tested intervention frameworks for career transitions and inclusive leadership.

c. Track record successfully delivering similar sized projects

Since 2010, Champions of Change successfully established and scaled 10+ national CEO-led cohorts that accelerated progress to inclusive gender equality in male-dominated industries including Property, Fire & Emergency Services, Sport and Insurance. These involve complex stakeholder environments, cross-sector collaboration and sustained behaviour change at senior leadership level.

Each cohort operates through structured governance, defined work plans, working groups and measurable targets. The Coalition's 15-year milestone report (see attachment C2 Leading Inclusive Gender Equality 2025; and latest comparative WGEA benchmarking in attachment C1 Assessment Criteria Evidence) demonstrates sustained improvements over this period, evidencing our capacity to deliver long-term structural change rather than short-term pilots.

The proposed Engineers project builds on this established operating model. It is not a new or untested approach; it is the application of a proven methodology to a sector-specific context, strengthened by co-design and coordination with engineering stakeholders and grounded in national data. Champions of Change brings three core capabilities: (1) proven methodology for reducing persistent barriers; (2) direct access to senior leaders with authority to implement change at scale, and (3) a demonstrated record of delivering multi-year, multi-stakeholder projects that improve outcomes for women in traditionally male-dominated fields.

Assessment criterion 3

Long term impact

(Score out of 10)

a. Delivering long term systemic and cultural change

Aligned with national STEM policies and strategies, this project is designed to shift the structural conditions that shape participation, progression and leadership in engineering. It builds on 15 years of experience delivering sustained system change and uniquely engages, activates and harnesses those with decision making authority and control: CEOs and equivalent level leaders. It establishes high leadership accountability sets up transparency that facilitates system level change based on inclusive design and cross-sector collaboration.

Rather than focusing on short-term programs or individual behaviour change, the project embeds gender equality into organisational systems and industry expectations. Participating leaders will apply agreed standards across recruitment, project allocation, promotion, workplace design and career transition support. Over time this reduces reliance on informal sponsorship or ad hoc adjustments and creates predictable, transparent pathways.

Long term change will be observable in measurable shifts in organisational practice that set the benchmark for inclusive gender equality resulting in new expectations and sector norms. These include increased recruitment, retention and progression of women engineers; adoption of inclusive job and project design; greater availability and uptake of predictable and flexible work in engineering roles; clearer progression pathways; and formal leadership accountability for gender equity outcomes.

Systemic impact beyond participating organisations will be demonstrated through strategic engagement with key partners, alignment with professional bodies, collaboration with educators and dissemination of tools and benchmarks. By bridging supply and demand levers, the project aims to strengthen both the pipeline and workplace conditions, creating reinforcing change across the profession. The long-term target is to lift women's representation in engineering from 16% to +40%, with intermediate gains across education, entry and leadership levels.

b. Measuring, evaluating and promoting progress

The project will leverage a set of established, transparent measurement frameworks refined over 15 years of Coalition reporting, supplemented by project-specific indicators aligned to WISE objectives and adhering to National Evaluation Guidelines.

At organisational level, participating employers will report annually through the public annual Champions of Change Impact Report. This includes tracking year on year progress towards 40:40:20 representation across all role categories using WGEA-aligned classifications, gender pay gap data and completion of agreed practical actions that accelerate attraction, retention and advancement of women. These actions include measures such as structured sponsorship, superannuation on unpaid parental leave, predictable

work design and everyday respect initiatives.

At sector level, progress will be tracked against the five focus areas in the intervention model and at the initiative by the Engineers Group Action Plan (to be set by the Engineers Group; see progress indicators by initiative in attachment B Project Plan. For supply-side priorities, indicators include trends in girls' and women's participation at key stages of the pipeline (such as uptake of Year 12 maths and physics subjects (pre-requisites to engineering degrees), national teacher confidence data to teach engineering skills, national attitudinal data regarding career and subject choice, engineering degree enrolments and graduation rates. For demand-side priorities, indicators include the portion of women entering the workforce as engineers, retention and promotion rates of women engineers, gender differences in the uptake of flexible and predictable work, establishment of returnship pathways and proportion of women engineers in key management roles.

As detailed in attachment B Project Plan, baseline data will be established early in delivery and monitored at agreed intervals. Quantitative data will be complemented by qualitative evidence, including leader surveys, workforce feedback and case studies, to understand how system changes are being implemented and sustained.

Progress will be benchmarked against national datasets including WGEA organisational and industry benchmarks and relevant occupational gender segregation and pay gap dashboards. Clear interim targets will be set for participating organisations and for sector-wide indicators, aligned to grant objectives.

Achievements will be promoted through public reporting, shared learning forums and engagement with sector partners to support broader uptake. This transparent, data-driven approach ensures progress against grant outcomes is measurable during the project period and that structural changes continue beyond it.

Existing examples of evaluation reporting can be found in attachment C6 and attachment C2 as well as annual Impact Reports on our website.

Assessment criterion 4

Impact of the grant funding on your project

(Score out of 10)

Impact of the grant funding on your project
a. Impact on size, scale, timing, effectiveness and long-term outcomes
The project strategy is well developed and ready for implementation. Over the past 12 months by Champions of Change and Engineers Australia to co-design a targeted intervention model grounded in engagement with more than 200 CEOs, engineering leaders, academics and industry stakeholders. Three priority actions for 2026 have already been identified and with development partially underway, including qualitative research on women's experiences in engineering schools and a national forum bringing Deans of Engineering together with industry CEOs to align retention strategies across education and employment.
Without grant funding, this work would proceed on a limited, pilot basis within a reduced cohort, focusing on a small number of actions each year. The grant enables a step change from pilot to national scale. Specifically, funding (as detailed further attachment 1 Project Budget) supports the establishment of a dedicated Champions of Change Engineers Group with bolstered, dedicated resourcing to implement a whole of system model that bridges the demand and supply side leaders at pace to override extant ecosystem inefficiencies caused by fragmented, duplicative individual efforts. This dedicated program leadership and coordination will compress delivery timeframes, allowing up priority actions to be progressed annually rather than a small subset. This accelerates progress against the long-term objective of lifting women's representation in engineering from 16% to over 40%.
The grant therefore enables the disruption of the current glacial pace of change and inefficient use of time and investment over the last decade (which saw women's representation in engineering grow marginally from 13% in 2011 to 16% in 2021). It enables increases to the size of the participating cohort, the scale of coordinated action across supply and demand levers, and the speed at which structural reforms can be embedded. While we identified ~840,000 women and girls (and ~1100 Indigenous engineers) who will be reached by these structural changes, the project will also support the participation and inclusion of other under-represented including those identified in Q2.4. Where we indicated 0 this is to reflect the limited national data available to estimate the reach. It also strengthens effectiveness by ensuring interventions are sequenced, monitored and supported by dedicated program management rather than delivered opportunistically. In doing so, the funding materially improves the likelihood of sustained, system-level change beyond the project period.
b. Additional investment leveraged and resulting benefit
WISE funding will unlock both financial and non-financial investment that would not otherwise be mobilised at this scale.

Bank account details

Account details

Account name

Male Champions of Change

BSB

s 22(1)(a)(ii)

Account number

s 22(1)(a)(ii)

Payment contact

Given name

s 22(1)(a)(ii)

Family name

s 22(1)(a)(ii)

Email address

s 47G

Phone number

s 22(1)(a)(ii)

Application finalisation

Conflict of interest

Do you have any perceived or existing conflicts of interest to declare?

Yes

Describe the perceived or existing conflicts of interest.

The applicant works with CEOs and senior leaders from engineering-intensive organisations, some of whom may participate in the Champions of Change Engineers Group or benefit from sector-wide learning generated through the project. There is a perceived conflict in that participating organisations may contribute time, data or insights to the project while also benefiting from improved practices, capability or reputation associated with gender equity outcomes.

Describe how you anticipate managing this conflict.

The applicant manages conflicts of interest through established governance arrangements, including a conflicts of interest policy, disclosure requirements and clear separation between project governance, delivery and evaluation. Any actual or perceived conflicts will be declared and managed through appropriate mitigation strategies, including independent evaluation, transparent decision-making and consistent application of participation criteria. No individual organisation will receive preferential treatment or exclusive benefit from the project.

Additional information

Project budget

You must attach a detailed project budget to demonstrate your estimated project expenditure (including quantified in-kind contributions).

A Project Budget.pdf

Project plan

You must attach a project plan (up to 20 pages) that includes your project milestones, codesign process, evaluation plan and risk management plan (including national security considerations). Refer to the grant opportunity guidelines for further information.

B Project Plan.pdf

Assessment Criteria Evidence

Attach evidence that supports your assessment criteria responses.

C4 Executive Brief Solving Gender Segregation at Work.pdf
C3 Addressing occupational segregation engineering.pdf
C1 Assessment Criteria Evidence.pdf
C2 Leading Inclusive Gender Equality 2025.pdf
C5 Member maturity and engagement model.pdf
C6 Unstoppable Sport Report 2024.pdf

Evidence of Support

You are required to provide evidence of support from the board, CEO or equivalent using the template provided on business.gov.au and GrantConnect). Where the CEO or equivalent submits the application, we will accept this as evidence of support.

D Evidence of support CEO Julie Bissinella.pdf

Trust documents

Where you have indicated your entity type is a trustee applying on behalf of a trust, you must attach trust documents showing the relationship of the incorporated trustee to the trust.

Program feedback

How did you hear about this grant opportunity?

Other

Provide other details.

GrantConnect

Did you read the grant opportunity guidelines?

Before starting your application

How useful were the guidelines in completing your application?

Very useful

We welcome any additional feedback on the guidelines.

The grant opportunity guidelines were clear and helpful in outlining the program objectives, eligibility requirements and assessment criteria. The emphasis on systemic and cultural change, leadership involvement and embedded evaluation provided useful direction for shaping the project design.

How satisfied were you with the process of applying for this grant?

Satisfied

We welcome any additional feedback on the application process.

The application process was clear and well structured, with assessment criteria that aligned closely to the program's stated intent. The use of standard templates and clear character limits supported consistency. As a large and complex application, the process was necessarily detailed, and adequate timeframes and early visibility of requirements were important in enabling a considered response.

Declaration

Privacy and confidentiality provisions

I acknowledge that this is an Australian Government program and that the Department of Industry, Science and Resources (the department) will use the information I provide in accordance with the following:

- Australian Government Data and Digital Strategy
- Commonwealth Grants Rules and Principles
- grant opportunity guidelines
- applicable Australian laws.

Accordingly, I understand that the department may collect, use and share my personal information provided in this application within this department and other government agencies:

a. for purposes directly related to administering the program, including governance, research and the distribution of funds to successful applicants
b. to facilitate research, assessment, monitoring and analysis of other programs and activities
c. for the purposes of due diligence, preventing, detecting, investigating or dealing with suspected fraud in grant applications and related processes

unless otherwise prohibited by law.

I understand that where I am successful in obtaining a grant, the financial information that I provide for the purposes of payment will be accessible to departmental staff to enable payments to be made through the department's accounts payable software system.

I understand that information that is deemed 'confidential' in accordance with the grant opportunity guidelines may also be shared for a relevant Commonwealth purpose.

The department will publish information on individual grants in the public domain, including on the department's website, unless otherwise prohibited by law.

Applicant declaration

I declare that I have read and understood the grant opportunity guidelines, including the grant agreement, privacy, confidentiality and disclosure provisions.

I declare that the proposed project outlined in this application and any associated expenditure has been endorsed by the applicant's board/management committee or person with authority to commit the applicant to this project.

I declare that the applicant will comply with, and require that its subcontractors and independent contractors comply with, all applicable laws.

I declare that the applicant and any project partners are not included on the National Redress Scheme list of institutions, where sexual abuse occurred, that have not joined or signified their intent to join the Scheme.

I declare that the applicant is not named by the Workplace Gender Equality Agency as an organisation that has not complied with the *Workplace Gender Equality Act (2012).*

I confirm that the applicant, project partners and associated activities are in compliance with current Australian Government sanctions.

I declare that the information contained in this application together with any statement provided is, to the best of my knowledge, accurate, complete and not misleading and that I understand that giving of false or misleading information is a serious offence under the *Criminal Code Act 1995* (Cth).

I acknowledge that I may be requested to provide further clarification or documentation to verify the information supplied in this form and that the department may, during the application process, consult with other government agencies, including state and territory government agencies, about the applicant's claims and may also engage external technical or financial advisors to advise on information provided in the application.

I agree to participate in the periodic evaluation of the services undertaken by the department.

I approve the information in this application being communicated to the department in electronic form.

I understand that the applicant is responsible for ensuring that it has met relevant state or territory legislation obligations related to working with children, and that any person that has direct, unsupervised contact with children as part of a project under this grant opportunity, has undertaken and passed, a working with children check, if required under relevant state or territory legislation. The applicant is also responsible for assessing the suitability of people engaged on this project to ensure children are kept safe.

I acknowledge that if the department is satisfied that any statement made in an application is incorrect, incomplete, false or misleading the department may, at its absolute discretion, take appropriate action. I note such action may include excluding an application from further consideration; withdrawing an offer of funding; using the information contained in the application for a fraud investigation that would be consistent with the Australian Government's Investigations Standards and Commonwealth Fraud Control

Framework and/or for a grant under management, terminating a grant agreement between the Commonwealth and the grantee including recovering funds already paid.

I declare that I am authorised to submit this form on behalf of the applicant and acknowledge that this is the equivalent of signing this application.

By checking this box, I agree to all of the above declarations and confirm all of the above statements to be true.

Yes

ENGINEERS
AUSTRALIA

Grants Delivery and Business Services
Department of Industry, Science and Resources
GPO Box 2013
Canberra ACT 2601

18 February 2026

To the Program Manager

Support for Women in STEM and Entrepreneurship Round 5

This letter confirms project partner support for the Women in STEM and Entrepreneurship Round 5 project outlined as follows:

Applicant: Champions of Change Coalition (MALE CHAMPIONS OF CHANGE)
Application ID: WISEV000216
Project title: Champions of Change Engineers: an accelerated strategy to solve gender segregation in engineering

Project partner details

Organisation name: Engineers Australia
ABN: 63 020 415 510
Business address: Mezzanine Level, 44 Market Street, Sydney NSW 2000
Postal address: Mezzanine Level, 44 Market Street, Sydney NSW 2000

I am pleased to provide this letter of support for the Champions of Change Coalition's application to the Women in STEM and Entrepreneurship Grant Round 5. This proposal seeks funding to activate leaders across the engineering ecosystem to deliver sustained and measurable growth in the representation of women in engineering and engineering leadership, through a nationally coordinated, system-level approach.

Engineers Australia is the peak body for the engineering profession in Australia, constituted by Royal Charter to advance the science and practice of engineering for the benefit of the community. With over 135,000 members nationally, we represent a profession that impacts the lives of Australians every day.

Engineering is fundamental to Australia's economic strength and future prosperity. Engineers are central to delivering the energy transition, critical infrastructure, advanced manufacturing, digital capability and innovation across health and industry. Yet engineering remains one of the most gender segregated professions in Australia, limiting workforce capacity at a time of acute and escalating skills shortages.

While other traditionally male-dominated sectors have shown that accelerated progress is possible, the trajectory of change will remain glacial in engineering without a national and systemic intervention.

Addressing this challenge requires nationally coordinated, leadership-led action focused on systemic and sustainable change rather than isolated or short-term initiatives. The Champions of Change Coalition is uniquely positioned to deliver this through its proven, evidence-based model of activating CEOs and senior leaders to drive measurable progress within organisations and collectively across sectors.

Engineering House
11 National Circuit, Barton ACT 2600
Phone: +61 2 6270 6555 | Facsimile: +61 2 6273 1488
engineersaustralia.org.au

By aligning and activating decision-makers from employers, universities, professional bodies and government, the Champions of Change approach reduces fragmentation, minimises duplication and generates efficiencies at scale, embedding accountability for outcomes at the highest levels of leadership.

Endorsement of the Applicant's Capability

Engineers Australia has a strong understanding of the Champions of Change's track record in mobilising CEO-level leaders to drive practical and sustained progress on gender equality across complex sectors. Our organisation has been actively engaged with the Coalition's strategy for nearly six years, and I have personally been a member for more than three years.

Over this time, we have seen the tangible impact of the Coalition's disciplined methodology – from leadership accountability and transparency, to shifting workplace systems and decision-making processes that influence recruitment, progression and culture, to re-shaping industries and sectors through coordinated action.

Over the last 12 months, I have seen this result in a robust, tailored model for disrupting gender segregation in the engineering profession that was co-led by a member of my team alongside the Program Director. It is clear from the advancements detailed in *Appendix C 1 Assessment Criteria Evidence* that the Champions of Change can consistently translate commitment such as this strategy into measurable outcomes.

Champions of Change brings deep governance capability, credibility with senior leaders and extensive experience convening diverse stakeholders around shared, data-informed action. I am confident in its ability to deliver a national initiative of this scale and strategic importance and look forward to collaborating with them on this project

Endorsement of the Project

The Champions of Change proposal represents a timely, cost effective and strategic intervention for the engineering profession.

It will accelerate progress by bringing a much-needed coordinated national approach to solving this challenge, that activates all leaders required to shift this picture including employers, universities, professional bodies and government.

This proposal offers a uniquely leveraged intervention that cannot be replicated through isolated, short-term programs or individual organisational efforts. By aligning CEO-level leaders across the ecosystem, particularly those who are not currently working together, and embedding accountability at the highest levels, it will accelerate progress and help to deliver sustainable and system-wide change.

Commitment to Participate

As Australia's national engineering body, representing more than 140,000 engineers, Engineers Australia supports the objectives of this initiative. Subject to funding approval, Engineers Australia intends to work closely with the Champions of Change Coalition and the leaders convened through this initiative, contributing sector insight, professional perspective and collaboration to support improved outcomes for women and people of all genders across engineering education and careers. The strength of this initiative lies in the powerful alignment between the Coalition's proven expertise in advancing gender equality and Engineers Australia's authoritative understanding of, and influence across, the engineering profession.

Engineers Australia is supporting several grant applications for the Women in STEM and Entrepreneurship Round 5 project from institutions around the country. Our partnership with Champions of Change enables us to leverage this critical network of influential leaders to collaborate, amplify efforts and achieve greater impact as a collective on behalf of the engineering profession.

Department of Industry, Science and Resources
Documents released under FOI

Nominated management level contact officer

Name: s 22(1)(a)(ii)
Position title: s 22(1)(a)(ii)
Email: s 22(1)(a)(ii)
Phone: s 22(1)(a)(ii)

Conclusion

I strongly support this application and its alignment with the objectives of the Women in STEM and Entrepreneurship program. Champions of Change Engineers offers a credible, evidence-based and accelerated pathway to building a more skilled, diverse and future ready engineering workforce for Australia.

Please contact me if you would like further information.

Yours sincerely,
s 22(1)(a)(ii)

s 22(1)(a)(ii) AO HonDEng FTSE HonFIEAust EngExec
Chief Executive Officer

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

DOCUMENT 3

CHAMPIONS OF CHANGE COALITION
Listen, learn and lead with action

CONFIDENTIAL

A: Project Budget

Champions of Change Engineers: an accelerated strategy to disrupt gender segregation in engineering

Project title: Champions of Change Engineers: an accelerated strategy to disrupt gender segregation in engineering

Applicant organisation: Champions of Change Coalition

Grant program: Women in STEM and Entrepreneurship Round 5

Project duration: 2026/27 to 2028/29

Total project cost: $2,418,644

Grant amount sought: $1,999,644

1 Budget overview

This detailed budget has been prepared in accordance with the Women in STEM and Entrepreneurship Round 5 Grant Opportunity Guidelines. It outlines eligible project expenditure over the full project period and demonstrates that all costs are necessary, reasonable and directly attributable to the delivery of the Champions of Change Engineers project.

The budget supports a three-year, system-level initiative focused on addressing occupational segregation, retention and leadership progression in engineering. Expenditure is phased to reflect establishment and design activity, sustained delivery and engagement with engineering leaders and partners, and consolidation, evaluation and sector dissemination.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613
s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

5 Value for money

The budget demonstrates value for money in line with the grant guidelines, by directing the majority of funding to leveraging a proven methodology for accelerating change on gender equality and inclusion in gender segregated professions – applying it to the engineering profession.

The Champions of Change methodology has accelerated on change gender equality in representation and leadership in sectors such as Energy, Property, Sport and Insurance and this project aims to replicate that progress.

The project involves developing the leadership capability within the engineering sector to advance gender equality, keeping administrative overheads below the allowable cap, limiting contracted services to high-value specialist inputs, embedding evaluation throughout the project lifecycle, and phasing expenditure in line with delivery intensity across three years. The investment capitalises on a proven model for accelerating system-level change rather than being an experimental or pilot project. This ensures efficient use of public funds to customise evidence-based resources rather than create or incubate a new initiative, while delivering sustainable, sector-wide outcomes in engineering.

s 47G

6 Assumptions and notes

- All figures are exclusive of GST
- Costs are estimates based on current market rates and known delivery requirements
- The budget may be refined post-award to reflect final staffing and procurement arrangements, without altering project scope or outcomes

s 47G

Department of Industry, Science and Resources
Documents released under FOI
52 of 267

B: Project Plan

Champions of Change Engineers Group milestones and initiatives across the three years

Using the Champions of Change methodology of quarterly CEO and executive leadership meetings supported by a dedicated program team, the project will be implemented using the proven ***Champions of Change Member Maturity and Engagement Model*** (see attachment *C5 Member maturity and engagement model*) for accelerating system-level change that activates leaders to implement the actions that will disrupt the glacial progress currently being made to solve occupational gender segregation in the engineering profession from education-to-employment pipeline. As participants progress through the first three stages of the Maturity and Engagement Model they will embed inclusive gender equality in their organisations by customising proven Champions of Change strategies, guides and tools while also delivering an agreed on **Engineers Group Intervention Action Plan** that adapts the robust ***Solving Gender Segregation Intervention Model*** (see attachment *C4 Executive Brief Solving Gender Segregation at Work*) built by Engineers Australia and Champions of Change in 2025 to attract, retain and advance girls and women in engineering.

This detailed project plan sets out the key initiatives, intended outcome, deliverables, evaluation measure and timeframe underpinning the three stages of the Project:

- **Stage 1:** Leaders publicly committing to disrupting occupational segregation in engineering profession and mobilising workforces (Year 1)
- **Stage 2:** Embedding inclusive gender equality within organisations and implementing Engineers Group Intervention Model (Year 2)
- **Stage 3:** Setting up for and focusing on sustainable system leadership extending well beyond the grant project period (Year 3)

** Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

s 47G

** Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613
s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

s 47G

* *Specific initiative, deliverable and progress indicator is indicative/illustrative only, to be confirmed following endorsement of participants of Engineers Group and to be aligned with Engineers Group Action Plan*

Department of Industry, Science and Resources
Documents released under FOI

C1 Assessment Criteria Evidence

Evidence of long-term impact and delivery capability

1. Champions of Change Member organisation evidence of impact, that illustrate outperformance against industry comparisons

Using the Champions of Change methodology, the following organisations with engineering workforces have piloted, evidence-based initiatives that align with the grant objectives to increase the awareness or participation of women in STEM education, careers, innovation and/or entrepreneurship. Whilst individual organisations have made significant progress, sector collaboration to scale the learnings from these projects is essential to accelerate progress and drive widespread, sustainable change in the profession. These selected examples highlight the speed and effectiveness of the specific leadership focus of Champions of Change model that activates CEO-equivalent leaders to be personally accountable for driving gender equality at the organisations, industry and national levels.

Champions of Change Member organisation	Objective	Activities/initiatives/strategies	Evidence of impact
s 47G			

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613
s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

2. Industry examples evidencing collective action and impact

Using the Champions of Change methodology, following are examples of the impact that can be achieved when multi-stakeholder industry-based leaders work together to address the unique industry drivers of gender inequality. Our experiences supporting long-term sector collaboration, such as in Property and Sport, provide a blueprint, with tested evidence-based strategies, for accelerated progress in priority occupations/sectors such as Engineering. As Champions of Change Member organisations embed inclusive gender equality in their organisations, they simultaneously collaborate with industry peers to coordinate action and accountability, producing coordinated, system-level change that no single organisation could achieve alone.

Industry Champions of Change group	Objective	Activities/initiatives/strategies	Evidence of impact
Property Champions of Change Coalition established 2015, leading more than 25,000 employees across Australia	Increase the representation of women across the Property industry (a male-dominated sector)	The Property group has more than doubled the number of leadership categories that have achieved gender balance across Member organisations since inception, by addressing systems and processes that create barriers to women's retention and progression (such as challenging informal hiring norms and embedded rigour into talent processes), as well as establishing industry-wide initiatives including: - *Girls in Property* raises awareness among high school students of the various career paths available across the property industry and has involved over 1500 students since launch in 2017. - *500 Women in Property* sponsorship program elevates female talent and create pathways to leadership across the property sector and has supported 5000 women since it was launched in 2016. - The *Pitch Pledge* was launched in 2023 designed to ensure women play a meaningful role in major leasing and capital transaction assignment setting a new standard for pitch and receiving teams across the industry. - In 2025, the Group launched the *Capital Transactions and Leasing Early Career Program*, aimed at boosting the pipeline of women in heavily male-dominated job families. The inaugural cohort included 26 early-career women from CBRE, Charter Hall, Cushman & Wakefield, Dexus, Investa, The GPT	Gender balance has increased from 15.3% of leadership categories in 2015 to 38.0% in 2025. At key management personnel level, the Group has moved from one Member reaching gender balance in 2015 to nine original Members achieving or exceeding balance in 2025. Source: Champions of Change Impact Report 2025

Department of Industry, Science and Resources
Documents released under FOI

		Group, JLL, Knight Frank, Lendlease, Scape, Scentre Group, Stockland and Vicinity Centres. Masterclasses were delivered by senior leaders from Charter Hall, CBRE, Stockland, Dexus, Mirvac, ISPT, Vicinity Centres and JLL.	

s 47G

Sport Champion of Change Coalition, established 2015 reaches millions of Australians through local and national audiences (e.g., Football Australia celebrated	Reshape Australian sport into an environment where women and men are equally engaged, recognised, valued and leading across the sector. This vision has become a guiding force, unifying often fiercely	Collaborative effort across the entire sports eco-system has resulted in more progress advancing women in sport in the past 10 years, than the past one hundred. Examples of action include: - A foundational initiative of the Sport Group was the development of *Pathway to Gender Equality and Pay Equality in Sport* measurement framework. This comprehensive tool was designed to track the drivers of gender equality beyond just workplace gender equality metrics. It measures critical aspects such as equal prize money, women's representation	At the 10-year milestone of the Group (in 2024), a comprehensive evaluation of impact was undertaken. The report, 'Unstoppable', highlights collective progress and individual scorecards toward measures of gender equality in sport. Evidence of impact include: - More women than ever are working in sport, with 92% of organisations reaching gender balance, or an over-representation of women (more than 60%

Department of Industry, Science and Resources
Documents released under FOI

viewership of Matilda vs England semi-final became most watched broadcast in Australian history with 11.5 million watching on Seven Network; Tennis Australia's 2026 Australian Open was attended by 1,368,043; Australian Sports Commission funds 65 National Sporting Organisations and Richmond Football Club reached 105,084 members in 2025)	competitive leaders, sports and codes in its pursuit.	in leadership, investment in women's sports, women and girls' participation and access to elite pathways for women athletes. - To attract more women to working and playing sport, the Group needed to address the male dominance in their external presence, disrupting traditional norms of what athletes look like, who works in sport and who gets recognised for sporting achievements. The resulting framework *Test the Messages You Project* supported Members to address, across the whole industry, websites, imagery, awards, naming conventions for a more gender-equal and inclusive external presence. - A sponsorship program for emerging women leaders in sport became the foundation for a flagship Coalition resource Sponsorship Track.	women) in non-manager roles compared to 33% in the first year of reporting (2016). - 89% of reporting organisations have achieved equity in prize money for elite athletes/teams, from 43.8% in 2019 - 82% of organisations report gender balance in funded development pathways to reach the elite level - 100% of organisations have equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes. The success of long-term Member Football Australia's 'Matildas' at the 2023 FIFA Women's World Cup was the cumulation of learning and insights about what inclusive design from the outset looks like, gathered through long-term participation in Champions of Change. The evidence and impact of this long-term focus on gender equality, backed by collective support across the entire ecosystem is outlined in Unstoppable (page 64-64) Source: Unstoppable

FOI 300613

3. Champions of Change coalition-wide comparison to national benchmarks

Our most recent comparison metrics against 2025 WGEA data show the success of our approach. 51.3% of Champions of Change Member organisations, which are mostly from traditionally male-dominated sectors, have gender balance in their workforce, compared to 26% nationally. Despite our intentional membership skew towards industries dominated by men, our Members are on par with national WGEA measures of gender representation among key workforce roles compared to the nation.

Measure	WGEA (Private sector)	Champions of Change Coalition-wide	Difference (percentage pts)
Board members who are women	33%	41.5%	+8.5
CEOs who are women	22%	23.1%	+1.1
KMP who are women	39%	38.4%	–0.6
Managers who are women	43%	40.3%	–2.7
Overall workforce who are women	51%	46.5%	–4.5
Employers who have achieved gender balance in their workforce	26%	51.3%	+25.3

Department of Industry, Science and Resources
Documents released under FOI

CHAMPIONS OF CHANGE COALITION

Towards a prosperous, equal and inclusive future

Leading on inclusive gender equality

Marking 15 years since the establishment of **Champions of Change Coalition**

FOI 300613

Contents

About Champions of Change Coalition 3
Foreword 4
Our impact 5
Our future priorities 6
Introduction 8
This is a leadership priority 9
Our approach 10
Looking ahead 11

Leadership 14

Accountability 20

Representation 24

Care, respect and safety 32

Inclusive decisions and design 41

A conversation on key issues 46
Thank you 56
Coalition Partners 57
Group Partners 57
Coalition Members 58
We recognise women in all their diversity 64
Reconciliation 64

15 YEARS Marking 15 years since the establishment of **Champions of Change Coalition**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

About Champions of Change Coalition

Champions of Change Coalition was founded in 2010 by Australia's then Sex Discrimination Commissioner, Elizabeth Broderick AO. Today, it is a globally recognised leadership strategy for advancing inclusive gender equality across workplaces, sectors and society. With more than 250 CEO and board-level leaders representing over 1.5 million employees, our Coalition focuses on taking action within organisations, creating industry benchmarks, influencing national policy and leading transformational change on gender equality and inclusion.

Our vision is to achieve inclusive gender equality across our workplaces by 2030.

The Coalition is committed to listening to and learning from visionary women leaders, activists and advocates for women's rights and equality across Australia and globally. We thank them all sincerely for their willingness to share their stories and expertise, collaborate and partner with us over the past 15 years.

2010
- Founding Group

2015
- National 2015 Group
- Property Group
- Sport Group
- Architecture Group

2016
- National 2016 Group
- Consult Australia Group
- STEM Group

2017
- National 2017 Group
- Fire and Emergency Group

2018
- Pakistan Group

2019
- Health Group
- Insurance Group

2021
- National 2021 Group

2023
- Energy Group

2024
- Rail Group
- STEM and Health Group

2025
- 15-year milestone

We recognise that not all women and gender diverse people experience gender inequality in the same way. Our approach focuses on inclusive gender equality which centres people in all their diversity, with a focus on those facing intersecting and compounding barriers. We are committed to building inclusive, respectful workplaces where everyone can thrive. This includes a strong commitment to reconciliation, respect for and working with Aboriginal and Torres Strait Islander peoples. **Read more**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Foreword

by Elizabeth Broderick AO, Founder

Fifteen years ago, I invited a small group of men in powerful roles to step up alongside women to accelerate progress on gender equality. At the time, the idea of 'male champions of change' raised eyebrows, and rightly so. It was not about men speaking for women, or men saving women. I knew then what we've seen proven many times since: if you want to accelerate change you must engage those with influence in the effort.

That small group of leaders listened, learned and acted. They stepped up as 'Champions', not because they were perfect, but because they were committed to achieving progress. What began as a conversation has grown into Champions of Change Coalition, a bold leadership strategy involving more than 250 CEOs and board-level leaders, representing over 1.5 million employees. We've created a 'new normal' where leaders take personal accountability for change, challenge outdated norms, and work collectively to transform workplaces, industries and systems so they work better for women and everyone.

Our work has focused on:

- **building gender-equal and diverse workforces, capturing the performance advantage**
- **creating workplace 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.**

We've stood behind our numbers, tackled difficult issues and freely shared the insights, lessons and tools we've developed because change accelerates when we work openly and together. Many of the initiatives we developed have since become national policies or globally accepted standards.

Perhaps the greatest achievement of all is how far we've come in making inclusive gender equality a business, social and economic imperative, embedded into how organisations operate. Our work has been about rewriting outdated narratives, shifting systems built for a bygone era, and designing new ones with fairness, safety and inclusion at their heart. We've proven that when workplaces are made better for women, they're made better for everyone. They are safer, more respectful, more flexible, more innovative and more productive.

Still, we are not done yet. In every sector, we face persistent 'tough spots' that hold back progress. These tend to be the jobs and industries that shape our country's future, but too often are stuck in the past. And while we've made real gains, we also recognise that not all women have benefitted equally, particularly those women who face higher levels of discrimination. There is also more we can do to engage men in the value of this work. We must continue to embed inclusive gender equality by design and apply an intersectional lens across everything we do.

What gives me hope is the spirit of generosity, the vision for a fairer world and long-term leadership that defines our Members and their organisations. Over the years, I've seen CEOs and their teams invest their time, expertise and influence. I've seen them reflect deeply, listen carefully and act decisively, even when it's uncomfortable to do so. Most importantly, I've seen them stay the course.

Thank you to every Director, CEO, Implementation Leader, expert advisor, partner and team member who has joined us in this work.

> "Many believe rising inequality is inevitable, but we have the opportunity to prove this is not the case.
>
> I remain optimistic because I have seen what is possible when leaders sign up to a shared vision, collaborate and take action."

Elizabeth Broderick AO
Founder
Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our impact

Leadership	**1. Put gender equality on the CEO and board agenda**	Made inclusive gender equality core business, listening to and learning from employees, human rights experts and the women's sector. Today, more than 250 CEOs and Chairs invest their time and expertise to lead this work within their organisations and through collaborative action at sector and national levels.
	2. Challenged outdated leadership models and definitions of merit	Disrupted outdated leadership models and narrow views of what constitutes merit. Championed initiatives like the **Panel Pledge** and **Leadership Shadow**, setting new expectations for visible, diverse and inclusive leadership.
Accountability	**3. Raised the bar on accountability and transparency**	Created more specific and granular gender equality measurement frameworks to accelerate change on gender equality and pay equality, including a focus on the sport sector. We also publish the world's largest voluntary disclosure on workplace gender equality each year. Our impact reporting, Organisational Gender Equality Dashboard and National Workplace Gender Equality Tracker will continue to set the standard for transparency, accountability and taking targeted action.
Representation	**4. Built gender-balanced leadership pipelines in key sectors**	Embedded 40:40:20 targets into recruitment, development and promotion systems across traditionally male-dominated industries. We also implemented sponsorship and succession planning strategies to ensure women are consciously factored into talent processes for the roles, careers and sectors of the future.
	5. Tackled gender pay gaps with evidence and action	Created a methodology for ensuring pay equity in like-for-like roles, then developed and shared practical tools, audits and action frameworks to guide measurable reductions in organisational gender pay gaps, including in sectors where gaps were once dismissed as inevitable.
Care, respect, and safety	**6. Brought care into the leadership and workplace agenda**	Lifted caring from a hidden personal responsibility to a shared organisational and leadership challenge. Our work helped normalise part-time and flexible work while influencing more inclusive policies on paid leave, caregiving and workplace design, debunking the outdated idea that careers and care can't coexist.
	7. Mainstreamed flexibility across all roles and workplaces	Set the standard in making flexibility accessible for all employees and took it beyond head office. By redesigning roles, shifts and systems, Members showed that flexibility can be part of every job, improving performance, retention and equity.
	8. Made respect and safety a leadership priority	Acted well ahead of legislative change to prevent sexual harassment, eliminate everyday sexism, and support those affected by domestic and family violence. Our work reframed respect and safety as a core leadership accountability rather than a compliance issue, setting workplace standards that can radiate into homes and communities.
Inclusive decisions and design	**9. Developed a blueprint for inclusive decision-making and design**	Captured all we have learned about gender-inclusive decisions and design through the creation of our highly practical and flexible **7 Switches: A Guide for Inclusive Gender Equality by Design**. We shared this framework freely and globally to help accelerate change.
	10. Helped shape national thinking and policy on gender equality	Changed the way organisations talk about and take action on inclusive gender equality, as a human right, economic driver and business priority. We shared our tools and resources for others to adopt or adapt to help lift standards, expectations and the pace of change.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our future priorities

Leadership	**1. Rewire leadership pipelines for gender-balanced CEO succession**	Lead a specific focus on the feeder roles to CEO, ensuring women and diverse candidates are considered essential in the mix. This involves redesigning development programs, sponsorship and succession planning so that diverse and inclusive pipelines are seen as an expectation and a competitive advantage.
	2. Partner on policy reform and system-wide impact	Leverage our collective insights and experiences to help government and key stakeholders shape reform, regulatory standards and cross-sector opportunities to accelerate change.
Accountability	**3. Take targeted action to address the compounded barriers facing diverse women**	Standardise how we collect and use data on diverse women's workplace experiences to inform more sophisticated and targeted action, particularly for those facing compounding barriers to employment and career progression.
Representation	**4. Crack the tough spots in roles and sectors where women remain largely excluded**	Make progress where it's hardest: in the high-value, high-profile roles and industries where women are still largely shut out. This involves shifting entrenched cultures, and re-imagining job design and selection criteria, particularly in tech, construction, energy, banking and finance, operations, and frontline leadership.
	5. Remove structural barriers to women's economic security	Tackle occupational segregation, the part-time penalty and unpaid care load, which contribute to unequal pay and retirement savings. This includes building career pathways that deliver long-term financial outcomes and economic security for women.
Care, respect and safety	**6. Identify and deliver breakthrough strategies on care**	Elevate care as a shared leadership, business and economic issue, identifying breakthrough strategies on the mindsets, policies and infrastructure required to unlock workforce talent and productivity. This includes supporting equal caring across genders, enabling all employees to care without penalty, and redesigning systems to reward contribution over constant availability.
	7. Modernise flexibility models to match the way we live and work	Leverage all we have learned from the pandemic to design flex models that work for all industries, all employees and in contemporary settings. This includes flexible and hybrid work systems that meet the needs of diverse roles, industries and life stages.
	8. Make respect and safety a non-negotiable standard	Continue lifting standards and expectations so that respectful behaviours become a threshold requirement for employment, pay, and promotion and leadership. At the same time, continue building organisational capability to respond to employees who use violence, in addition to supporting those affected.
Inclusive decisions and design	**9. Hardwire gender equality into every system and transformation**	Leverage major transformations to hardwire inclusive gender equality into the future. This includes using the 7 Switches as standard practice for shaping decisions, products, services, policies, technology, systems and infrastructure, particularly in areas such as the development and use of AI and industry transitions.
	10. Shift social norms by showing what progress looks like	Shape what people see as normal in workplaces and in society, shifting outdated ideas about who should do what, whether it's leading a company, caring for a family or choosing a career. Share what's working and demonstrate that gender equality is good for business, employees, the economy and the community.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

> … high and rising inequality is not an inevitability; it's something that individual countries can influence. A universal trend of increasing inequality would support the idea that inequality is completely determined by global economic forces like technological progress, globalisation or capitalism. **The very different trends we see among countries exposed to these same forces suggest that national institutions, politics and policy matter.**
>
> Our World in Data

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Introduction

Through 15 years of leadership action to help achieve gender equality in the workplace, we've learned that when we design work to be better for women, we make it better for everyone.

When leaders step up to create more flexible workplaces, all people gain the chance to care for children, to support ageing parents, or to simply live more balanced and healthy lives. When we prioritise safety and respect in the workplace, we give all people greater freedom, dignity and the opportunity to thrive, setting standards that radiate to homes and communities. When teams become more diverse in gender, background and thought, performance and innovation follow.

While this report reflects on the progress we've made and the lessons learned, it also highlights where we must go next. Persistent challenges remain, especially in areas we call 'tough spots', where outdated ideas about leadership, appropriate careers for men and women, and effective workplace cultures still hold people and organisations back.

Our focus is on addressing these hard-to-shift barriers through coordinated action across organisations, sectors and society. At the same time, we are alive to how rapidly the world is changing, making it essential that we both protect what's been achieved and make the most of the transformative opportunities we see ahead to accelerate progress.

Our aspiration is for workplaces that are consciously and deliberately designed at every level to enable all people to thrive. Built on cultures of care, safety, respect and belonging, these workplaces help shape a more equitable society, with positive ripple effects for homes and communities. We invite others to join us in shaping a world where everyone can lead, contribute and belong.

Andrew Stevens
Chair
Champions of Change Coalition

Annika Freyer
CEO
Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

This is a leadership priority

We understand that freedom, fairness, opportunity and safety are core values for all Australians, and achieving gender equality is essential for our country's current and future prosperity.

Our collective future depends on tapping into the full potential of everyone, fostering resilience, innovation, social cohesion and growth.

The case for continued leadership to achieve inclusive gender equality across workplaces remains clear:

- **Individual, family and community wellbeing:** Safe, respectful and inclusive workplaces help create healthier, happier people while promoting social cohesion and economic resilience within families and communities.
- **Enhanced productivity and business outcomes:** Diverse workplaces help to address critical skill shortages, boost innovation and drive sustainable growth.
- **Economic prosperity:** Equitable participation significantly expands economic opportunity, lifting individuals, families and communities nationwide.
- **Human rights:** Inclusive gender equality recognises the value and dignity of every individual, strengthens trust and fairness in workplaces, and creates societies that are more connected, resilient and equitable.

Champions of Change Coalition and national data shows that intentional leadership focus has accelerated change. Collective action has led to a more gender-balanced national talent pool where women are now more engaged in and connected to the workforce than ever before. Progressive policies have also opened opportunities for men to access flexible work practices, spend more time with their families and enjoy more respectful and vibrant workplaces.

However, we have unfinished business. Women represent half our population, yet they are still under-represented in leadership, channelled into specific roles and careers by narrow ideas about what they are capable of, paid significantly less than men overall, and lack personal safety at work, at home and in the community. These issues are more pronounced for diverse women, such as women with disability, First Nations women, LBTQ+ women, migrant and refugee women, and women from different cultural backgrounds, who can experience multiple and overlapping barriers. Men also feel pressure from old-fashioned beliefs that they should put work first, be the 'primary breadwinner' and ignore their own mental health.

Plan International's Gender Compass research shows that Australians are in favour of measures to advance gender equality in the workplace – in fact they expect it. By continuing our work together, we can build workplaces that are better for everyone.

> "Inclusive workplaces unlock talent, spark innovation and boost productivity, driving economic growth and social cohesion. Building on 15 years of momentum, we are committed to delivering on our vision, creating lasting benefits for all Australians."
>
> **Andrew Stevens**
> Chair Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our approach

Our Founding Members first stepped up to accelerate change on gender equality in workplaces in 2010. At the time, women's representation in leadership was low and the pace of change was far too slow. Today, the Coalition comprises more than 250 CEO and board-level leaders, collectively representing over 1.5 million employees with operations across the world. We work with corporate, government, academic and community leaders, peak industry bodies and associations and importantly, the women's sector to achieve rapid change.

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

Our vision is to achieve inclusive gender equality across our workplaces within a generation.

Members are personally engaged in developing and delivering strategies and initiatives across their entire business system.

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.

While we continue to focus on personal engagement and organisational leadership, we have extended our approach to working within industries and sectors, across supply chains and partners, together as a Coalition and at national and societal levels to increase the scale, reach and impact of our work.

This includes prioritising inclusive gender equality by design in the systems, products and services we build and deliver, rather than just fixing unequal systems of the past or 'bolting on' solutions when inequalities are identified. We are also applying an intersectional lens across all our work, recognising that our strategy must benefit all people.

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

Champions of Change Coalition strategies and actions focus on five interconnected themes:

1. Leadership
2. Accountability
3. Representation
4. Care, respect and safety
5. Inclusive design

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Looking ahead

Tackling the most difficult challenges together

Despite progress, insights arising from gender pay gap data and our own deep dives within functions, organisations and sectors highlight persistent barriers to inclusive gender equality that cannot be easily solved. For example, many of our organisations have achieved or are progressing towards gender equal representation overall, but in some critical areas, change is slow or non-existent despite equal and significant effort.

These areas are tough spots and they are underpinned by interconnected workplace and societal dynamics that are difficult to shift, including:

- **societal expectations that limit people's choices** and opportunities in work and life, based on outdated ideas about men's and women's roles and capabilities
- **unequal responsibility for unpaid care** and household duties that limit women's career and economic potential
- **workplace systems and policies designed for an outdated workforce** and society, that create barriers to women's full participation and progression
- **unwelcoming workplace cultures for women** and under-represented and marginalised groups
- **continued undervaluing of traditionally feminised roles** and industries, perpetuating gender pay gaps.

Across most organisations and sectors, these tough spots feature common characteristics such as:

- **high-profile, high-paid, critical roles** that are pivotal to the core purpose of an organisation
- **high-value, high-impact sectors and roles** of the future such as those in tech, mining, construction and care
- **roles on the pathway to senior leadership** or CEO positions
- **so-called 'greedy jobs' that require more time** and offer less flexibility and control over working hours.

All our experience as a Coalition over the past 15 years highlights that sustainable progress requires coordinated action and collaboration at organisation, sector and national levels – this is particularly important in addressing tough spots.

At the same time, we will actively pursue opportunities to tap into societal, technological and workplace transformations underway to protect what we have achieved and accelerate progress.

> "Some barriers remain entrenched. Addressing them is key to closing gender pay gaps, achieving equal representation, and advancing women's economic equality. This will be a major focus of our work ahead. At the same time, we'll harness the momentum of social, technological and workplace change, building on what's been achieved and accelerating progress towards our vision."

Annika Freyer
CEO Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Champions of Change Coalition – *Listen, Learn, Lead with Action*

Vision

Inclusive gender equality across our workplaces by 2030

Purpose

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

Reach & Impact

Personal	Organisational	Industry / sector	Supply chain and partners	Coalition	National and societal

Strategy & Priorities

1. Leadership

- Building CEO and board-level leadership on gender equality
- Developing the next generation of diverse and inclusive leaders
- Creating inclusive sectors / industries of the future

2. Accountability

- Creating a National Workplace Gender Equality Tracker
- Embedding an Organisational Gender Equality Dashboard
- Gathering more complete data on the experiences of diverse groups of women at work

3. Representation

- Tackling critical labour shortages underpinned by occupational / industrial segregation
  - Addressing social and cultural influences
  - Engaging the next generation
  - Establishing supported career pathways
  - Targeting skilled migration

4. Cultures of care, safety, respect and belonging

- Ensuring workplaces are safe and respectful including when engaging with customers, suppliers and communities
- Achieving breakthrough strategies on care
- Refining contemporary flexibility models

5. Inclusive decisions and design

- Ensuring inclusive decisions and design in all that we do and deliver
- Influencing transformational opportunities in areas such as:
  - AI /technological advances
  - women's health
  - supply chains
  - reshaping sectors and industries for the future

Approach

Gender inclusive and intersectional design integrated at every stage, across all initiatives

Outcome

Gender equality, safety, social and economic prosperity for all

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Champions of Change Coalition strategies and actions focus on five interconnected themes

Focus area	Our goals
Leadership	CEO and board-level leaders stepping up together to achieve inclusive gender equality across our workplaces within a generation
Accountability	Transparency in standing behind our numbers, sharing outcomes and lessons widely to help accelerate change
Representation	Gender balance at all levels, across occupations and industries, and in the pipeline to leadership Everyone can pursue roles and careers of their choice and work towards long-term economic security No or low gender pay gaps in the workforce across all industries
Care, respect and safety	Workplaces set new standards for care, safety, respect and belonging that radiate into homes, communities and society
Inclusive decisions and design	Inclusive gender equality is built into the structures, systems, decisions and design processes underpinning everything we do and deliver

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Leadership

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Leadership

Our goal

- CEO and board-level leaders stepping up together to achieve inclusive gender equality across our workplaces within a generation.

Progress

- We have made inclusive gender equality a male and C-suite issue with the establishment of the Coalition in 2010, scaling up to 250 Members today to enhance our impact, and national and international reach and influence.
- Through sustained advocacy, high-profile panels and forums and expert commentary now rarely proceed without women's representation, diverse voices and perspectives.
- Coalition members listed on the ASX 200 have more gender-balanced executive leadership teams than their non-Member-listed peers, demonstrating the impact of concerted effort.

Priority challenges

- Despite progress, there is persistent over-representation of men in leadership positions and pipelines, compounded by fixed and outdated models of what it takes to succeed in CEO roles. Further targeted action remains essential to elevate more women into CEO positions and critical roles on the pathway to leadership.
- Pathways to leadership are often unclear, making it difficult to devise and implement development programs that deliver the capability needed for the next generation of leaders.
- Further leadership and collaboration is also required to build gender equality into key industries and sectors where progress remains slow or stalled, those facing labour shortages, and those critical to Australia's future social and economic prosperity.

Focus for the future

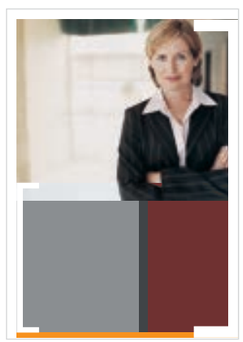
1. **Building CEO and board-level leadership on gender equality**
2. **Developing the next generation of diverse and inclusive leaders**
3. **Creating inclusive sectors/ industries of the future by working together at industry and national levels**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

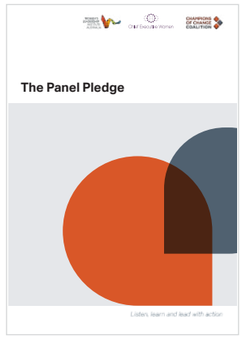
Our actions

2011



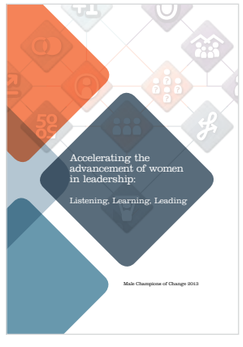
Launched the foundational report **Our experiences in elevating the representation of women in leadership**, developed in collaboration with business leaders and McKinsey & Company. The report outlined a strategic approach for CEOs to progress gender diversity as a core business priority, driving cultural transformation and systemic change across organisations.

2012



Established the **Panel Pledge**, developed in partnership with Chief Executive Women and the Women's Leadership Institute Australia, as a commitment by leaders to achieve gender balance on panels and at public forums, actively increasing the voice, visibility and participation of diverse women in national discourse.

2013



Developed and released **Accelerating the Advancement of Women in Leadership: Listening, Learning, Leading**, a report outlining a 12-point plan focused on four key themes: stepping up as leaders, creating accountability, disrupting the status quo, and dismantling barriers for carers, to drive significant and sustainable increases in women's representation in leadership positions.

2014

Developed and released **The Leadership Shadow** in partnership with Chief Executive Women. This foundational framework guides leaders to reflect on and align their words, actions, priorities, and measurements to effectively lead on gender equality and foster inclusive workplace cultures.

2018 → 2025

(exc. 2020–22 pandemic years)

Supported an annual **delegation of Members to the Commission on the Status of Women (CSW)** in New York as part of our long-term commitment to listen to and learn from the women's sector, including women's rights defenders.

2020

CHAMPIONS OF CHANGE COALITION

Listen, learn and lead on gender equality and inclusion

Changed our name from Male Champions of Change to **Champions of Change Coalition**, marking 10 years since establishment. This change was made to better reflect the organisation and Members' evolution and the importance of collaborative efforts to advance gender equality.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

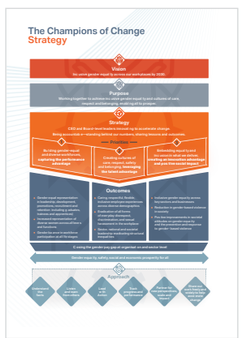
Our actions

2020

Developed and released **Gender Balance in Fire and Emergency: Going Beyond 'It's the Right Thing to Do' – The Case for Change** in collaboration with the Australasian Fire and Emergency Service Authorities Council, presenting a compelling rationale for leadership action to improve gender diversity in the fire and emergency sector.

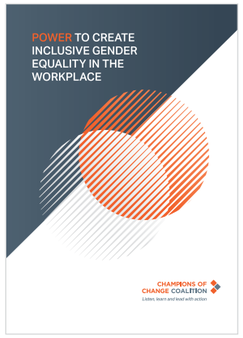
Developed and released **Practical Actions: Leading on gender equality during the COVID-19 crisis,** providing practical actions for leaders to maintain and advance gender equality during the pandemic. The guide focused on leadership, accountability, flexible work, employee wellbeing, and support for those affected by domestic and family violence.

2023



Developed and released a refreshed **Champions of Change Strategy** with the bold vision of achieving inclusive gender equality across workplaces by 2030. This strategy focuses on five key priorities: leadership, accountability, developing gender-equal and diverse workforces (40:40:20), fostering cultures of care, respect, safety and belonging for all, and embedding equality and inclusion into all aspects of organisational operations. An intersectional lens was elevated, recognising the importance of addressing multiple dimensions of diversity. The comprehensive approach aims to deliver transformative change within a generation.

2023



Published the discussion guide **Power to Create Inclusive Gender Equality in the Workplace**, offering leaders practical actions to better understand, use and share their power to achieve inclusive gender equality.

2024

Developed and released **Sponsorship Track: A practical guide to gender-inclusive progression**, a comprehensive resource providing organisations with structured guidance on implementing sponsorship programs. The approach supports leaders in actively disrupting gender biases in talent pipelines, redefining traditional leadership models, and creating targeted opportunities to accelerate women's advancement into senior roles across diverse sectors.

2025

Released **Towards a Prosperous, Equal and Inclusive Future: Leading on Inclusive Gender Equality**, marking 15 years since the establishment of Champions of Change Coalition, reflecting progress over that time, key challenges and priority focus areas for the future. The report affirms our Members' ongoing commitment to lead on gender equality as a business, economic, societal and human rights imperative.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National progress

- Australia has made strong progress advancing women into leadership roles, especially within the public sector, where women's representation has reached record highs across parliament and senior government positions.

- Progress in the private sector remains uneven, with women continuing to be significantly under-represented in executive leadership roles, even in traditionally feminised occupations/industries.

> Building a gender-balanced leadership pipeline has been a clear strategy for the Coalition from the outset. This is a generational challenge and a productivity imperative. Our priority now is to translate women's greater workforce participation into sustainable gender equality in leadership.
>
> Janet Menzies
> Convenor, STEM and Health Group
> Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

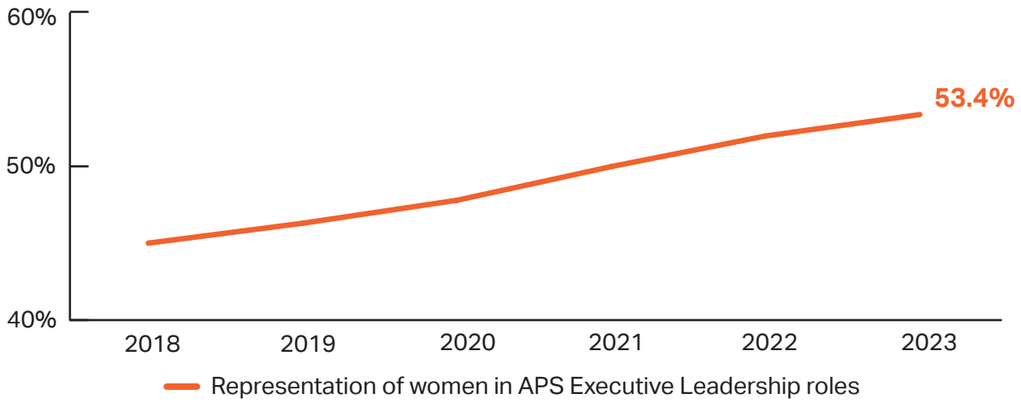
FOI 300613

National progress

Gender equality in leadership

Through intentional leadership and gender equality action planning, women's representation in SES roles has increased to 53.4% in the Australian Public Service (APS)

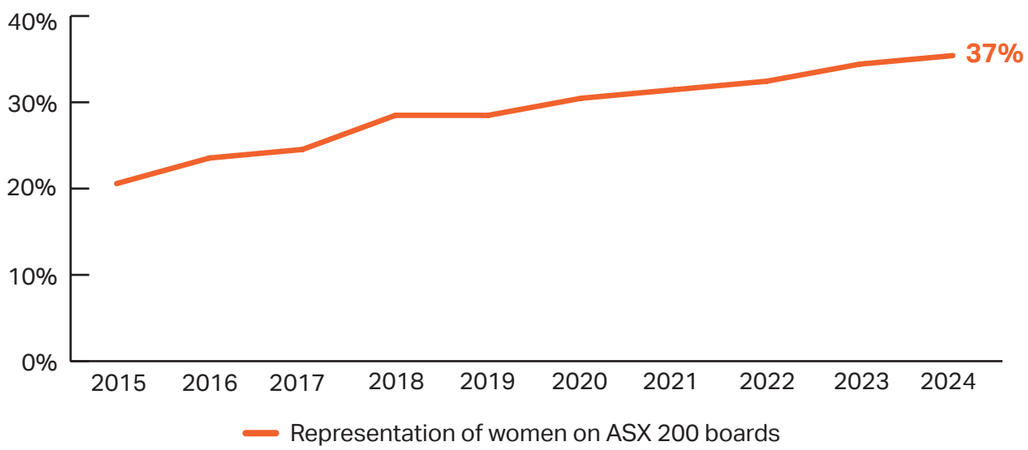
Figure 1. Public sector leadership teams (%)



Source: Australian Public Service Commission (APSC), State of the Service Report 2022-23

The proportion of women holding ASX 200 board positions has grown steadily to 37%

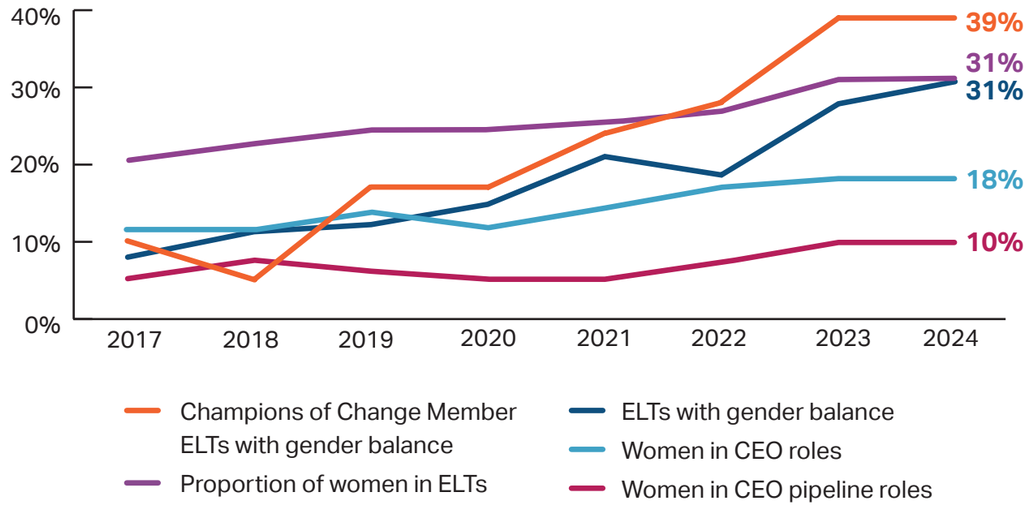
Figure 3. Gender representation on listed ASX 200 boards



Source: Australian Institute of Company Directors

Coalition Members outperform ASX 200 benchmarks for gender-balanced Executive Leadership Teams however, overall the pace of change at the highest levels remains slow

Figure 2. Eight-year trends in gender representation across ASX 200 leadership



Source: CEW Senior Executive Census 2017-2024

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Accountability

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Accountability

Our goal

- Transparency in standing behind our numbers, and sharing outcomes and lessons widely to help accelerate change

Progress

- We have developed frameworks for setting and tracking targets, reporting on progress and identifying critical interventions to advance inclusive gender equality and pay equality across workplaces.
- Member organisations have increasingly embedded gender equality in their leadership accountability frameworks and introduced transparent reporting practices.
- Our Sport Group led the way in developing, implementing and reporting on a comprehensive measurement framework for tracking progress on the pathway to gender equality and pay equality in sport.

Priority challenges

- Despite progress led by Champions of Change, Workplace Gender Equality Agency (WGEA), Diversity Council Australia (DCA), Australian Securities Exchange (ASX), Chief Executive Women, the 30% Club and others, gender equality reporting remains inconsistent and fragmented. A unified Organisational Gender Equality Dashboard is essential to standardise internal reporting and increase impact.
- We also need a consistent National Workplace Gender Equality Tracker capturing longitudinal data, workforce trends and women's retirement outcomes to improve transparency, accountability and impact.
- Addressing gender inequality means recognising how it impacts different groups of women. Despite efforts by DCA and others, consistent data on First Nations women, culturally diverse women, LBTQ+ people, women with disabilities and those facing financial hardship is lacking. A standardised, intersectional reporting approach will help ensure equity strategies meet the needs of all groups.

Focus for the future

1. **Creating a National Workplace Gender Equality Tracker to monitor system change and impactful interventions**
2. **Embedding an Organisational Gender Equality Dashboard to identify and progress tough spots**
3. **Gathering more complete data to understand the different experiences of diverse groups of women at work**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our actions

2010

Developed a standard, detailed and transparent **framework for reporting progress on gender equality** in the workplace. Previously, companies were only required to report their overall gender representation. The approach informed the development of ASX reporting guidelines and gender equality benchmark reporting to WGEA.

2019 onward

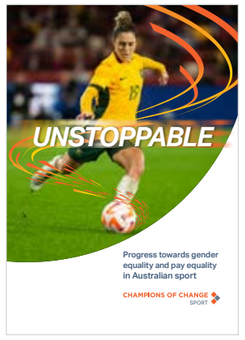
Published our **annual Impact Report**, the world's largest voluntary disclosure on workplace gender equality metrics and high-impact actions, covering areas such as women's representation in leadership, gender pay equity, and the creation of respectful and inclusive workplace cultures.

2019 → 2024

Developed and released our series on the **Pathway to Gender Equality and Pay Equality in Sport**, a world-first initiative providing sports organisations with a structured approach to measuring, monitoring and advancing gender equality and pay equity in sport. The approach focuses on leadership, participation, pathways, investment and practical actions that can be taken to accelerate change across the entire sports ecosystem.

2024

Developed and published **Closing gender pay gaps: Our actions and commitment** reinforcing our focus on transparency and accountability by reporting progress, challenges and strategic actions undertaken to eliminate gender pay gaps across our organisations and society.



Developed and released the report **UNSTOPPABLE**, detailing a decade of progress in advancing gender and pay equality within Australian sports. The report highlights achievements, persistent challenges and future priorities, including increasing women's representation in leadership and closing participation, investment and pay gaps.

2025

Worked with the Australian Bureau of Statistics (ABS) to develop and release a national data series assessing long-term change on key measures of gender equality in the workplace. The Coalition will use the **National Workplace Gender Equality Tracker** to monitor progress towards our vision and help identify priority issues and industries to focus on.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National progress

- Over the past 15 years, accountability for achieving workplace gender equality has increased at a national level through initiatives such as the ASX and WGEA reporting requirements, the latter covering progress on women's representation, gender pay gaps, inclusive workplace practices and target setting.

- There is an opportunity to build on our globally leading datasets. This includes addressing the significant gaps remaining in intersectional data capture and reporting, which hinders effective policy design, strategies and initiatives that can deliver sustainable change.

> We've made the most progress when we've listened, learned and taken bold and disruptive action. We've shared what's working freely and widely to help lift the bar and measured ourselves against higher standards. We have the strategy, experience and momentum to achieve our vision.
>
> Kathryn Fagg
> Director
> Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Representation

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Representation

Our goals

- Gender balance at all levels (40:40:20), across occupations and industries and in the pipeline to leadership.
- Everyone can pursue roles and careers of their choice, working towards achieving long-term economic security.
- There are no, or low gender pay gaps (+ or -5%) in the workforce across all industries.

Progress

- We have made progress advancing women's representation, pay and economic security through dedicated strategies, accountability measures and continuous improvement. This includes strategies designed to interrupt bias in talent attraction, recruitment and development, aiming explicitly for 40:40:20 gender representation targets within leadership teams and development programs. These systematic efforts have contributed to steady gains in women's representation in senior leadership roles.
- Member organisations and sector groups are working to attract, retain and progress more women in traditionally male-dominated industries. Alongside improved representation, we are addressing gender pay gaps through regular audits and targeted actions, leading to reductions in both base salaries and total remuneration gaps.

Priority challenges

- There are still built-in barriers that push women and men into different types of jobs. These are shaped by old ideas, inflexible work arrangements, and work and pay systems that don't work well for people with caring responsibilities.
- We can also work more closely with the education system to challenge old gender stereotypes and help break down job segregation. This requires collaboration across sectors so that women and men have equal chances in every job, at every level, and in what they earn.

Focus for the future

1 Tackling critical labour shortages underpinned by occupational / industrial segregation

- → Addressing social and cultural influences
- → Engaging the next generation
- → Establishing supported career pathways
- → Targeting skilled migration

Department of Industry, Science and Resources
Documents released under FOI

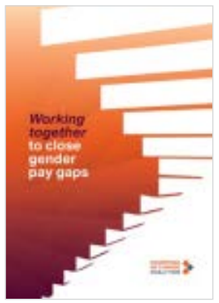
FOI 300613

Our actions

2016

Developed and released: **In the eye of the beholder: Avoiding the Merit Trap** in partnership with Chief Executive Women. This guide provides organisations with insights and practical strategies to recognise and address how biased perceptions of what constitutes 'merit' perpetuate gender inequality in recruitment and promotions, with the goal of ensuring more equitable and genuinely merit-based outcomes.

2017 → 2025



Developed and released a comprehensive suite of resources to address gender pay gaps, including **Achieving equal pay in like-for-like roles, Closing gender pay gaps: Our actions and commitment, Closing gender pay gaps: Guide for leadership, transparency and employer action** and **Working together to close gender pay gaps**. These resources provide practical frameworks, guidance and actionable strategies for organisations to measure, understand and eliminate gender pay gaps.

2018

Developed and released the discussion guide **A Gender Equal Future of Work**, urging leaders to proactively embed gender equality into strategies addressing technological and social changes shaping the future of work and workplaces.

2019 → 2024

Developed and released the toolkit **40:40:20 For gender balance: Interrupting bias in your talent processes** offering practical strategies for organisations to achieve gender-balanced recruitment and promotion by addressing biases and expanding talent pools.

2019

Developed and released the report **Harnessing Our Innovation Potential: Gender Equality in STEM**, providing insights from nearly 3,000 Australian STEM professionals, highlighting barriers to women's retention and advancement in STEM fields, and urging leaders to implement systemic and cultural changes to create inclusive and supportive workplaces.

Partnered with SBS to develop the online **Gender Equity course** within the SBS Inclusion Program, leveraging the Coalition's extensive research and experience to provide smaller and mid-sized organisations with practical tools and knowledge to advance gender equality in the workplace.

2024

Collaborated with EY to develop and release **Paving the Way: Creating strong talent pathways for women in energy**, outlining strategies for organisations, industry leaders and governments to build gender-balanced talent pipelines and foster inclusive workplace cultures, ensuring women are equally engaged in, contributing to and benefiting from Australia's energy transition.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National progress

- National data shows that Australia's talent pool will continue to become more gender-balanced, more mature and more culturally diverse, underscoring the need for employers to develop contemporary strategies to capitalise on these shifting workforce dynamics.
- There are more women in the workforce for longer, but men still dominate in leadership, and industrial gender segregation persists, underpinning gender pay gaps.
- While gender pay gaps are closing as women earn more than before, they continue to make less than men overall and gaps remain high across every major sector.
- Feminised industries and occupations such as paid care work continue to be undervalued and underpaid, perpetuating gender imbalance in these sectors.

Department of Industry, Science and Resources
Documents released under FOI

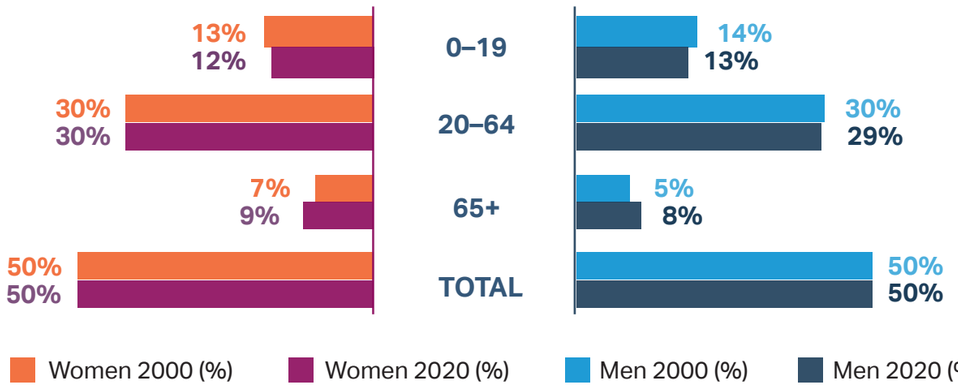
FOI 300613

National progress

Australian workforce

While the working age population (20–64 years) continues to be evenly made up of men and women, the workforce is still not gender-balanced

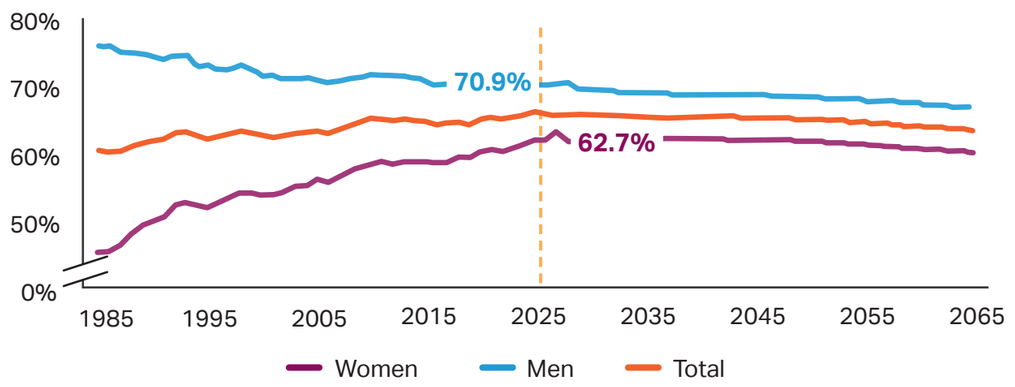
Figure 4. Working age population (% men and women)



Source: ABS Twenty years of population change (2020)

Women are participating more than ever in the workforce and the gender participation gap is expected to continue narrowing

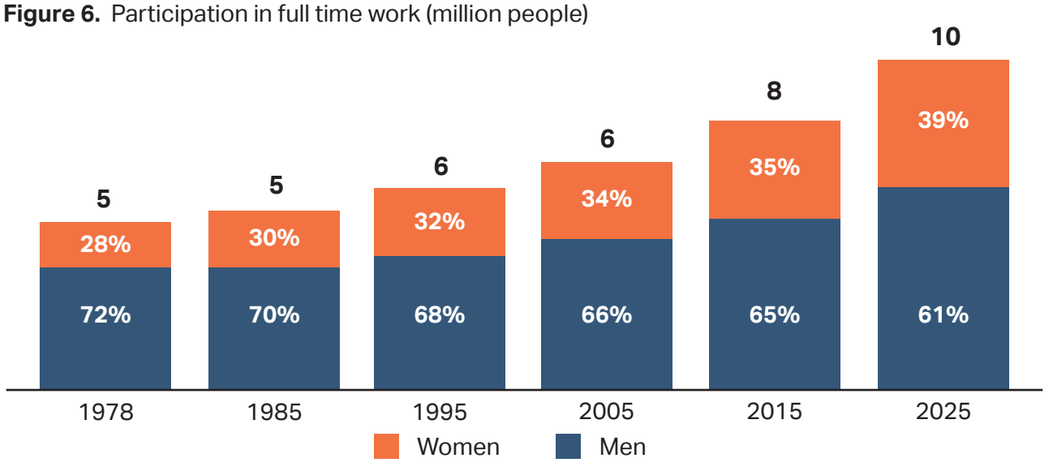
Figure 5. Projected participation rates (%)



Source: Australian Government Intergenerational Report 2023: Australia's Future to 2063 (Chart 3.6 from ABS Labour Force and Treasury data)

Australia's full-time workforce has almost doubled in ~50 years, with more women entering, yet men still represent two-thirds of full-time workers

Figure 6. Participation in full time work (million people)

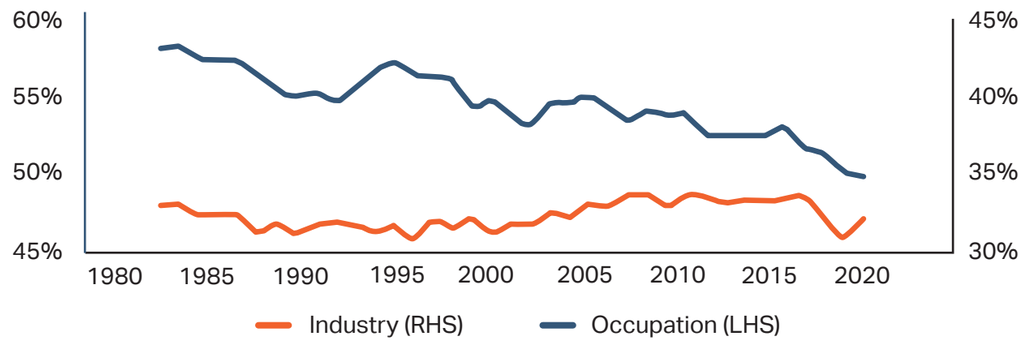


Source: ABS Labour Force Survey 6202.0

Occupational gender segregation has improved but industrial segregation persists (mostly driven by women in healthcare and men in construction sectors)

Figure 7. Gender segregated workforces (%)

Occupational and industrial gender segregation in Australia – Index of dissimilarity based on the occupation and industry of main job



Source: Index of dissimilarity based on the occupation and industry of main job – ABS Labour Force Survey per interjurisdictional Women's Economic Outcomes Senior Officials Working Group Council on Federal Financial Relations (WA Treasury) 2024 Report

Department of Industry, Science and Resources
Documents released under FOI

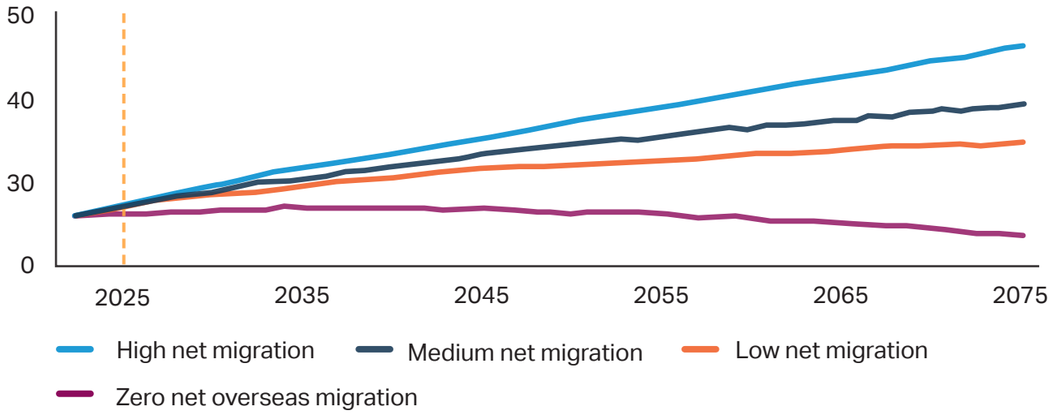
FOI 300613

National progress

Australian workforce

Australia's workforce is expected to increase in diversity, driven by growth from overseas migration

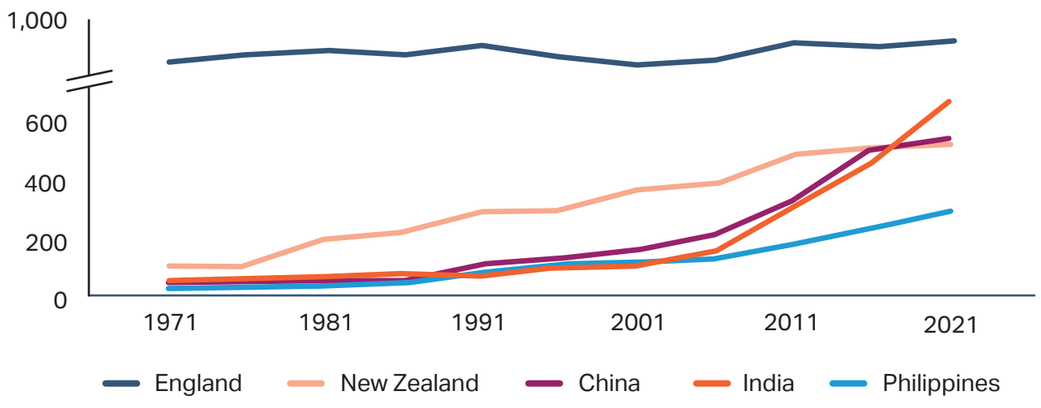
Figure 8. Projected population growth in Australia (million people)



Source: ABS Population Projections Australia 2022 (base) – 2071)

Australian demographics are shifting, translating to workforces that are more culturally diverse than ever before

Figure 9. Top five overseas countries of birth over time ('000 people)



Source: ABS Cultural diversity of Australia (2022)

> The nature and shape of Australia's workforce is rapidly changing. We must continue to develop workplace systems and cultures that recognise and harness the power of this diversity, enabling all people to thrive.

Andrew Colvin
Director
Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

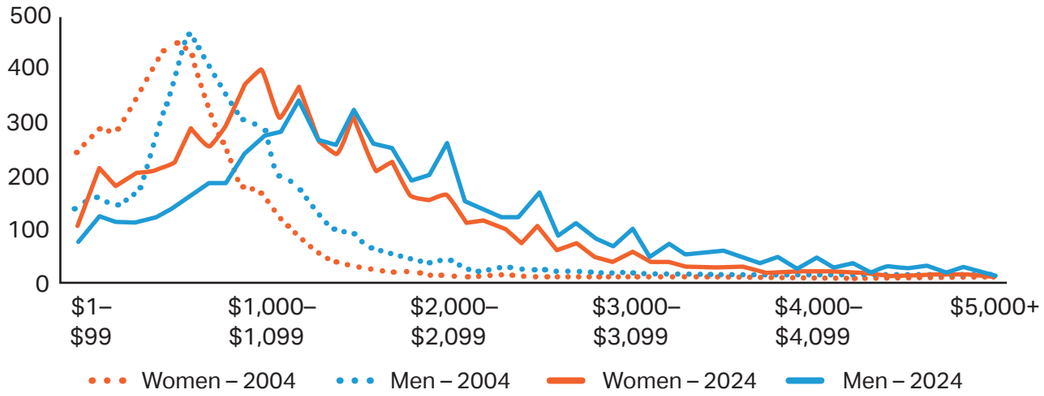
FOI 300613

National progress

Remuneration

In the last 20 years, men have continued to earn more than women in higher paid roles while more women remain in lower paid roles

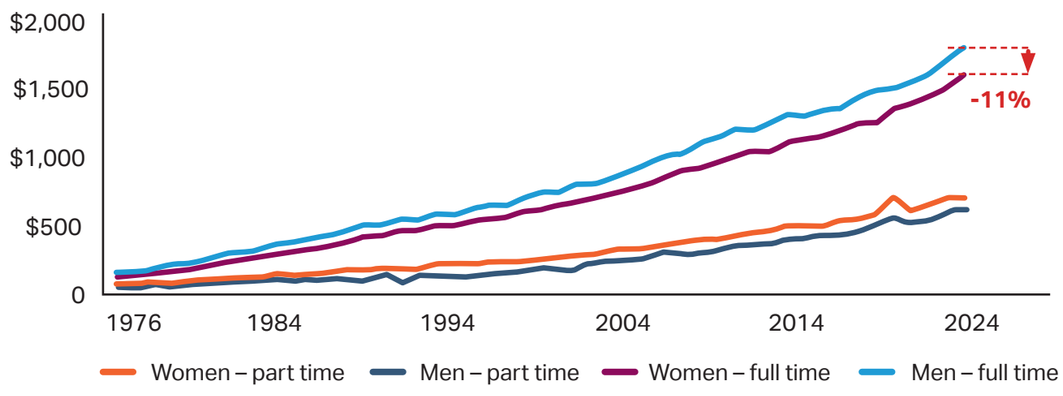
Figure 10. Distribution of weekly pay in main job over time ('000 people)



Source: ABS Employee earnings (August 2024)

While women's earnings are increasing at a faster rate than men's due to an increasing number of women working full time, an 11% gender disparity remains

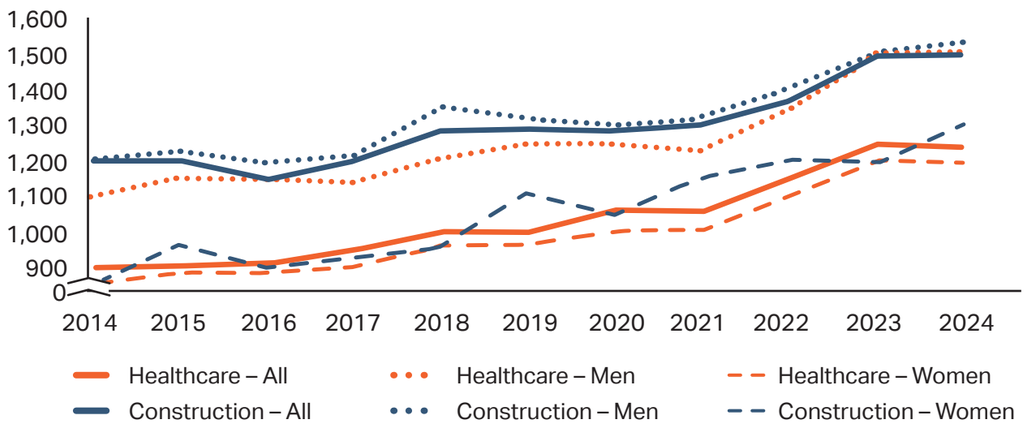
Figure 11. Median weekly earning in main job (A$)



Source: ABS Employee earnings

Earnings in the most gender-skewed industries (construction and healthcare) indicate continued under-valuation of women's work

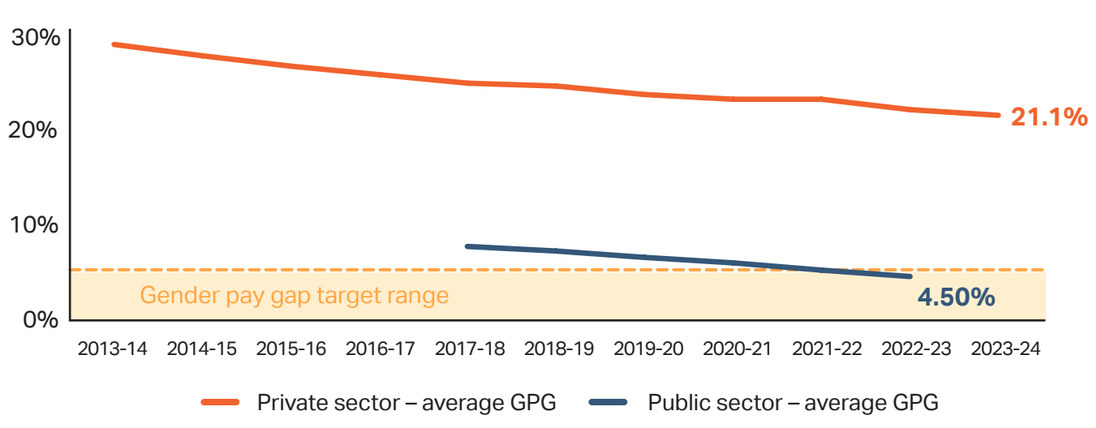
Figure 12. Median earnings in most gender-segregated industries (A$)



Source: ABS Employee earnings (August 2024)

Since the introduction of more concerted strategies and mandatory reporting, the gender pay gap in the public and private sectors (reporting to WGEA) has declined

Figure 13. WGEA gender pay gap (%)



Source: WGEA gender pay gap data; APSC State of the Service reports

Department of Industry, Science and Resources
Documents released under FOI

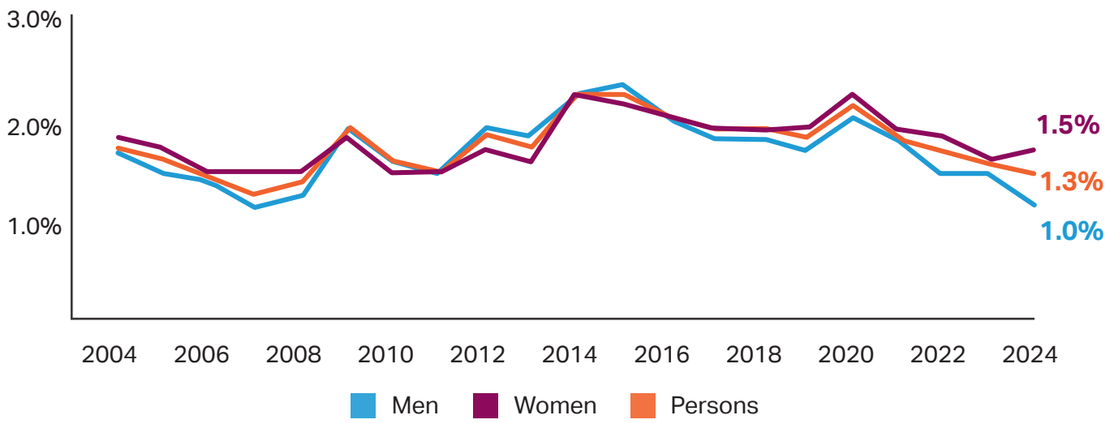
FOI 300613

National progress

Economic security

The trajectory is shifting such that women now feel more job insecurity than men, and the difference is increasing

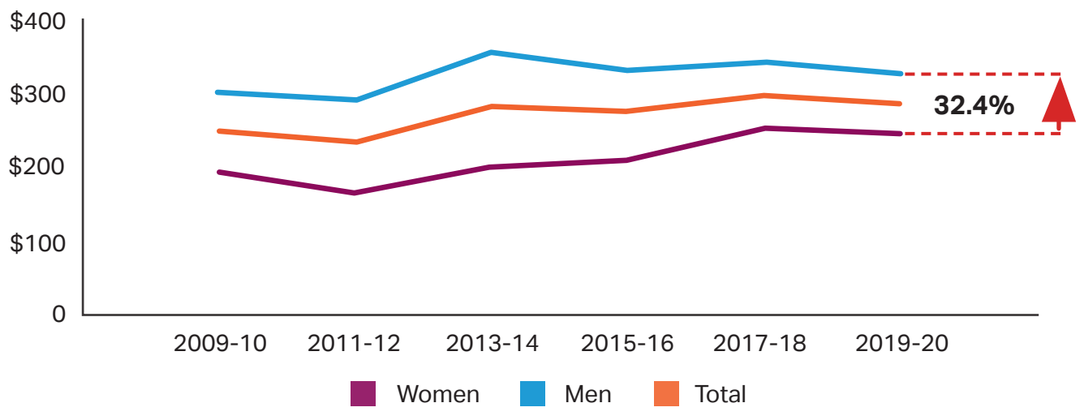
Figure 14. Expectation of economic insecurity within 12 months (%)



Source: ABS Secure Jobs

A 32.4% difference in average superannuation balances between men and women reaching or at retirement age persists

Figure 15. Average super balance of 55–64-year-olds (A$,000)



Source: ABS Household Income and Wealth, Australia

> This is a pivotal moment to close gender pay gaps and embed women's economic security for the long term. As industries, workforces and technologies evolve, we must act deliberately to ensure women are contributing to, leading and benefiting from major transitions now underway.

Jenelle McMaster
Director
Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Care, respect and safety

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Care, respect and safety

Our goal

- Workplaces are safe and respectful for all employees and set new standards that radiate into homes, communities and society.

Progress

- We have focused on creating workplaces that prioritise care, safety, respect and belonging, and where everyone can thrive.
- Member organisations were ahead of legislation in working to proactively eradicate sexual harassment from workplaces by integrating prevention into broader health and safety strategies, establishing robust policies and reinforcing leadership commitments by articulating new standards and holding people accountable for their behaviour. Significant investment has gone into employee education, employee support capabilities and confidential reporting channels.
- While most organisations now support employees experiencing domestic and family violence, more can be done to support impacted women in maintaining their connection to the workforce and economic security, and implementing responses for employees who use or may be using domestic and family violence.
- Our leadership on flexible work practices is an example of redesigning entrenched workforce systems and policies to better support all people in managing their work and life priorities and unlock the full talent pool.

Priority challenges

- Despite progress, outdated processes and tolerance of poor and dangerous behaviour persist. Further action is needed to build workplaces with a culture of care, safety, respect and a sense of belonging.
- Clearer definitions and deeper understanding of respect are needed for truly inclusive cultures.
- Unequal caregiving loads, undervaluing of female-dominated roles, and rigid job structures continue to disadvantage women.
- Flexibility helps, but true progress requires redesigning work and care systems to reflect caregiving as a lifelong, shared reality that runs in parallel with people's careers.
- Women's careers must be valued equally, and men's caregiving roles normalised.

Focus for the future

1. **Ensuring workplaces are safe and respectful including when engaging with customers, suppliers and communities**
2. **Achieving breakthrough strategies on care**
3. **Refining contemporary flexibility models**

Department of Industry, Science and Resources
Documents released under FOI

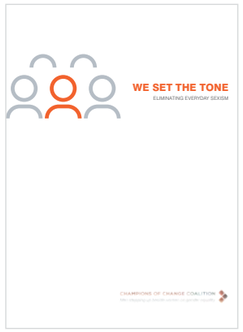
FOI 300613

Our actions

2014

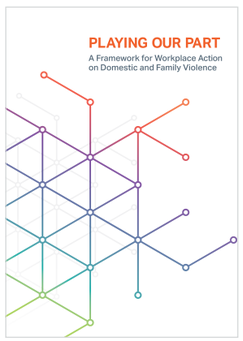
Worked with Telstra to codify, translate and scale its **All Roles Flex** strategy across the Coalition.

2017



Developed and released **We Set the Tone: Eliminating Everyday Sexism**, a comprehensive resource guiding leaders to identify and address everyday sexism in the workplace. The initiative described what everyday sexism looks like in the workplace and provided practical steps to foster respectful and inclusive environments, emphasising leadership accountability and the importance of challenging behaviours that perpetuate gender stereotypes.

2018 → 2024



Worked with the women's sector and victim-survivors to develop **workplace responses on the issue of domestic and family violence** including the introduction of paid domestic and family violence leave. In 2024, the Australian Government legislated paid domestic and family violence leave. Given our longer-term experience in implementing this strategy, it gave us an opportunity to support other businesses as they introduced their policies.

Developed and implemented the **Playing Our Part framework**, providing organisations with practical actions and resources to prevent and respond to domestic and family violence, including supporting affected employees, addressing those who may use violence, promoting gender equality, and extending efforts to clients and communities. The updated resource released in 2021 was developed in partnership with Full Stop Australia, Our Watch, No To Violence, the Gendered Violence Research Network, WESNET and Challenge DV.

2020

Released the discussion paper **Accelerating change on flexible ways of working**, highlighting the benefits of flexible work arrangements, advocating for their universal availability to challenge traditional gender stereotypes, and recommending rotational in-office and remote work to prevent power imbalances.

Developed and released **Employees who use domestic & family violence: A workplace response**, offering guidance for organisations to address and support employees who may be using domestic and family violence, emphasising the importance of accountability and assistance to change behaviour. The resource was developed in partnership with Full Stop Australia, Our Watch, No To Violence, the Gendered Violence Research Network and Challenge DV.

2020 → 2021

Developed and released **Disrupting the System – Preventing and responding to sexual harassment in the workplace**, a comprehensive resource guiding organisations to proactively address sexual harassment as a leadership priority. The guide emphasises a workplace health and safety lens, early intervention, person-centred and trauma-informed reporting, and transparent responses, to foster safer and more inclusive workplace cultures.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our actions

2022

Developed and released the **Sexual Harassment and the Use of NDAs** report, highlighting the ethical concerns surrounding non-disclosure agreements in sexual harassment cases, advocating for greater transparency, and stressing the need for informed decision-making for those affected.

2020 → 2025

Participated in the annual **16 Days of Activism Against Gender-Based Violence Campaign**, highlighting Member efforts to prevent and respond to gender-based violence, and amplifying the work of partners dedicated to ending violence against women.

Released the report **Shifting Expectations: Flexibility for frontline, shift and site-based roles**, demonstrating how leadership commitment and innovative work practices are introducing flexibility in traditionally rigid sectors like manufacturing, energy, logistics, mining and telecommunications, leading to enhanced workforce engagement, productivity and employee wellbeing.

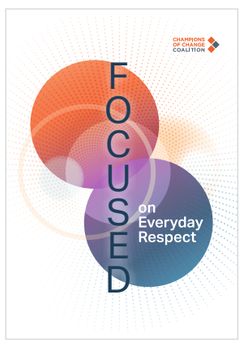
2019 → 2025

Activated and engaged a broader network through our **Everyday Champions of Change workshops**, leveraging a decade of Coalition strategies and resources to support leadership on inclusive gender equality across all levels of an organisation. Around 500 leaders from 60 Member organisations participated, including in targeted workshops for leaders in leasing and capital transactions within the property sector.

2023

Developed and released **Building confidence and trust in workplace responses to sexual harassment**, guiding organisations to implement trauma-informed, person-centred, safe and fair approaches for responding to workplace sexual harassment. The resource prioritises holistic care, long-term recovery and meaningful choices for those impacted, helping shift organisational responses from legal risk management to genuine human-centred support and transparency.

2024



Developed and released **FOCUSED on Everyday Respect**, a comprehensive resource guiding leaders to build workplace cultures of respect, inclusion and belonging. Created through extensive stakeholder consultation and supported by practical tools, case studies and clear frameworks, this initiative equips organisations with actionable steps to recognise, prevent and address everyday disrespect, fostering safer workplaces, communities and homes.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National progress

- Women remain more connected to the workforce throughout their lives than ever before, underpinned by improved workplace conditions such as paid parental leave, and part-time and flexible work practices.

- There is a gradual increase in the number of fathers taking parental leave. However, caring and household responsibilities are still not shared equally, impacting women's career opportunities and long-term economic security.

- Overall, parents are not satisfied with their work–life balance.

- Respect@Work legislation has shifted the responsibility for preventing workplace harassment and discrimination from individuals to employers. This has strengthened accountability, increased awareness, and helped create safer, more respectful environments for women at work.

- While workplaces are making progress in promoting women's safety, there is a need for further action given the scale of the issue across the country, including the opportunity to further strengthen legislation to prevent discrimination and promote equality.

Department of Industry, Science and Resources
Documents released under FOI

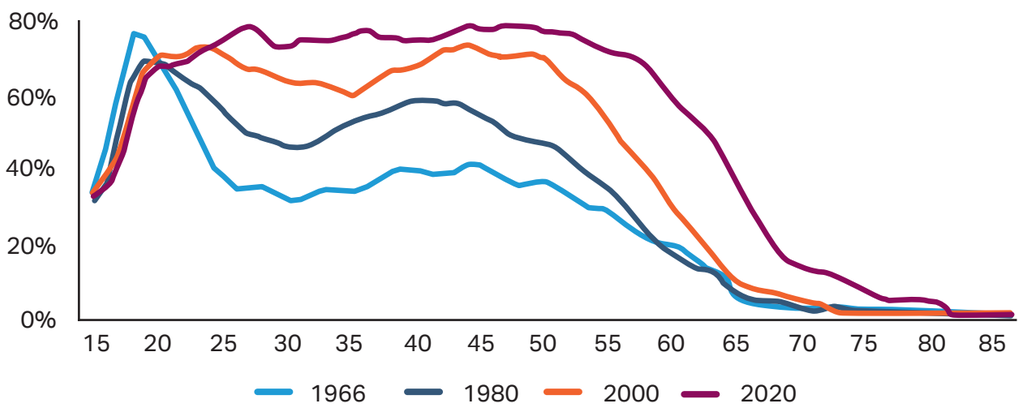
FOI 300613

National progress

Care and flexibility

In the last 20 years, more women have stayed connected to the workforce for longer, likely due to (inter alia) improved workplace conditions

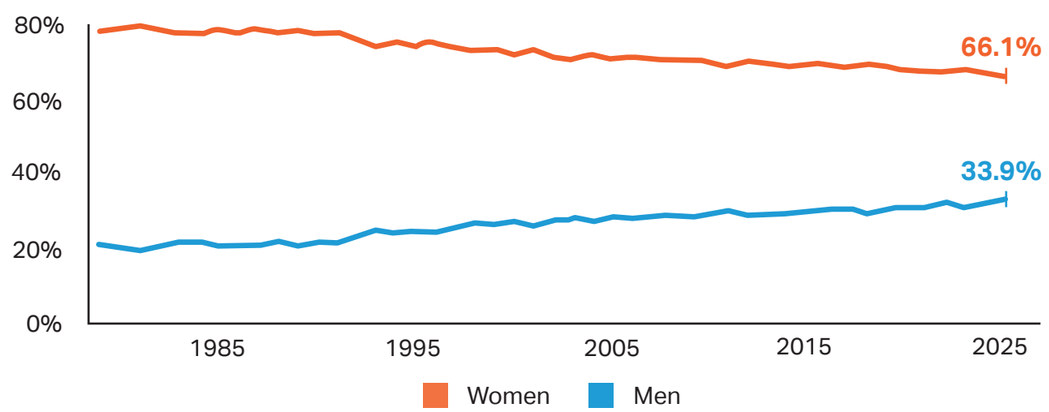
Figure 16. Women's connectivity to the workforce by age (% of employed women)



Source: ABS Changing female employment over time

While more men are working part time, the majority of part-time workers continue to be women (66%)

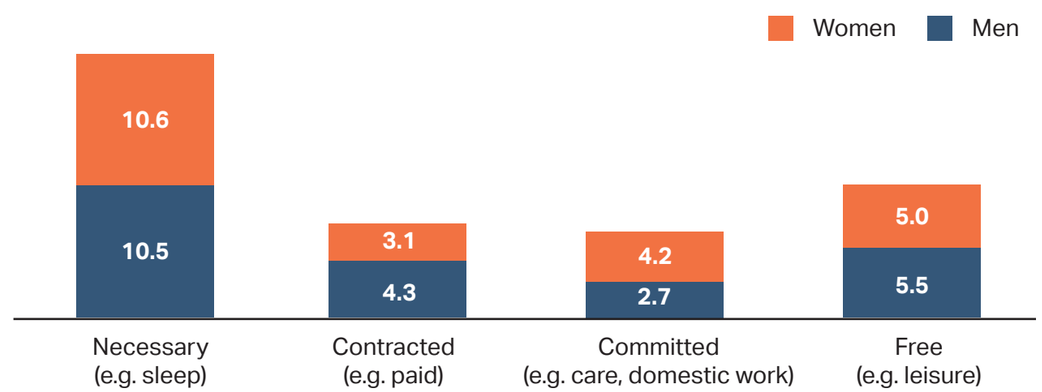
Figure 17. Part-time workers (% of total part-time workforce)



Source: ABS Labour Force Survey 6202.0

Women continue to spend on average ~1.5x more time than men per day on unpaid domestic work, childcare, adult care and voluntary work (i.e. committed work)

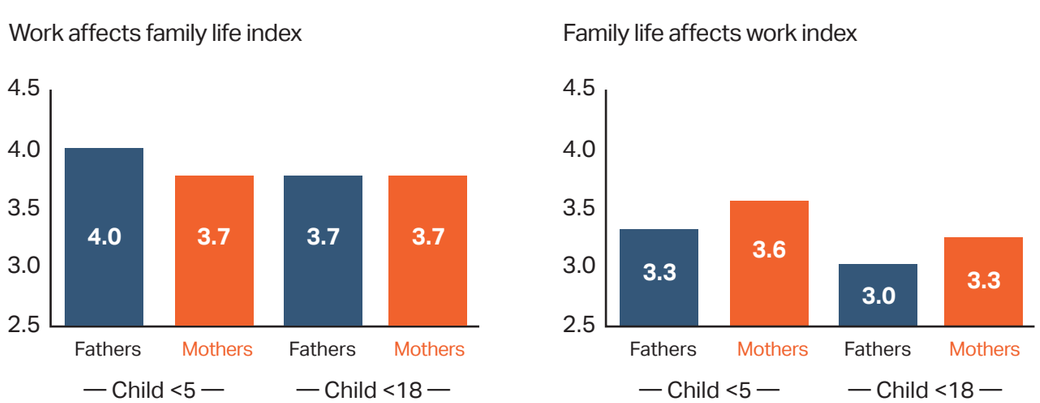
Figure 18. Use of time (average hours per day)



Source: ABS How Australians Use Their Time 2020-21 financial year

Parents of all genders are not satisfied with their work–life balance, suggesting a more equal allocation of paid and unpaid work could be beneficial

Figure 19. Work–life balance indices, by gender and age of child



Source: Treasury Working Paper (Bahar E et al), Children and the Gender Earnings Gap: Evidence for Australia (2023)
Chart 6: work–family balance indexes, by sex and child age

Department of Industry, Science and Resources
Documents released under FOI

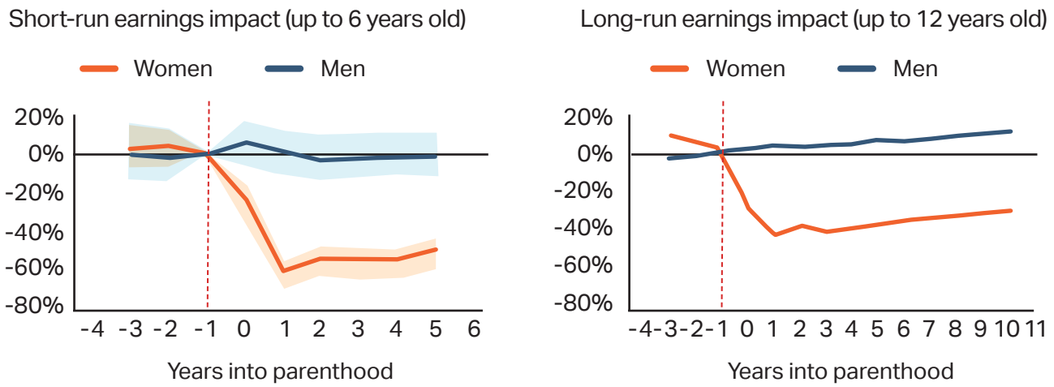
FOI 300613

National progress

Impact of care on economic security

On average, women experience an earnings drop of 40–60% within the first year of becoming a parent and do not recover while men's earnings steadily grow over the long term

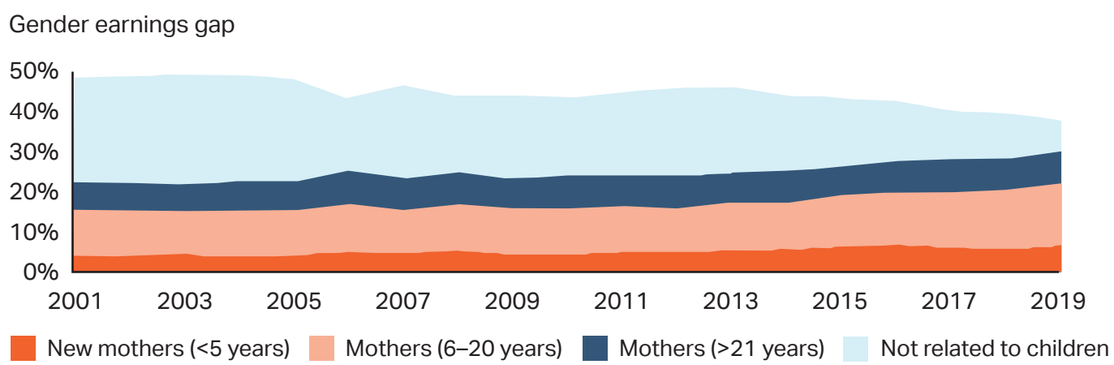
Figure 20. Impact of children on earnings, by years into parenthood (%)



Source: Treasury (Bahar E et al), Children and the Gender Earnings Gap: Evidence for Australia (2022) Figure 1: Impact of children on earnings, by sex (short-run impact based on Household, Income and Labour Dynamics in Australia (HILDA) data; long-run impact based on ATO data)

The increasing child-related gender earnings gap, driven mostly by women with school-aged children (6-20 years) suggests workplaces need better flexibility to give men and women more choice in caregiving

Figure 22. Deconstructing the child-related gender earnings gap (%)

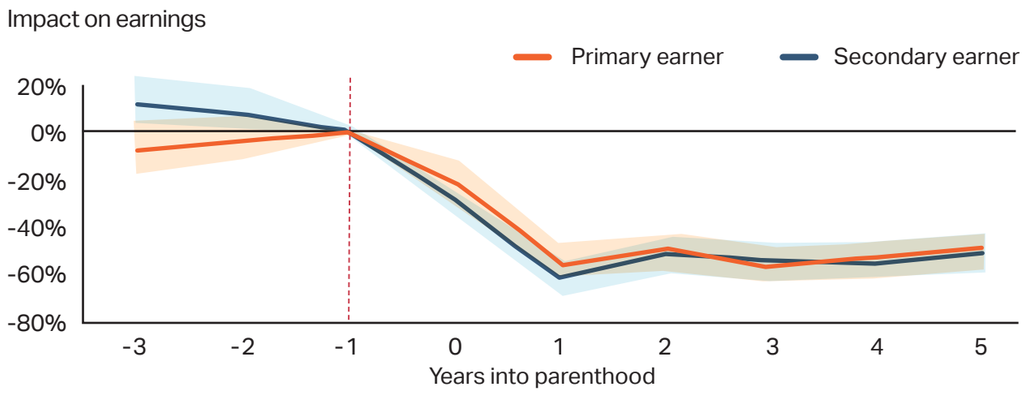


Note: the gender earnings gap is larger than the gender pay gap as it accounts for participation rates and hours of work between men and women to, unlike the gender pay gap, include those who are not working

Source: Treasury Working Paper (Bahar E et al), Children and the Gender Earnings Gap: Evidence for Australia (2023) Chart 3: Decomposition of gender earnings gap

Irrespective of whether a woman is the primary or secondary earner prior to having a child, earnings reduce and do not recover

Figure 21. Impact on primary and secondary women earners (%)



Source: Treasury Working Paper (Bahar E et al), Children and the Gender Earnings Gap: Evidence for Australia (2023) Chart 4: Motherhood penalty by breadwinner status (based on HILDA data)

Department of Industry, Science and Resources
Documents released under FOI

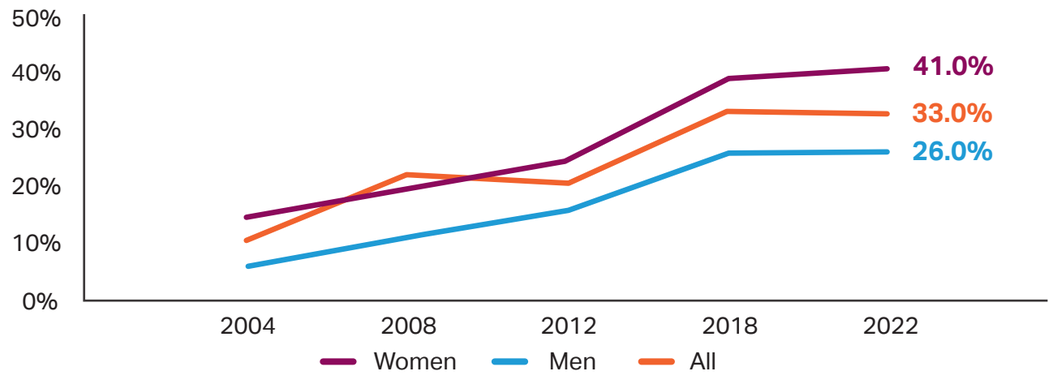
FOI 300613

National progress

Safety and respect: Sexual harassment in the workplace

Women (41%) continue to experience more sexual harassment at work than men (greater understanding of sexual harassment and decreased tolerance have driven an increase in reporting)

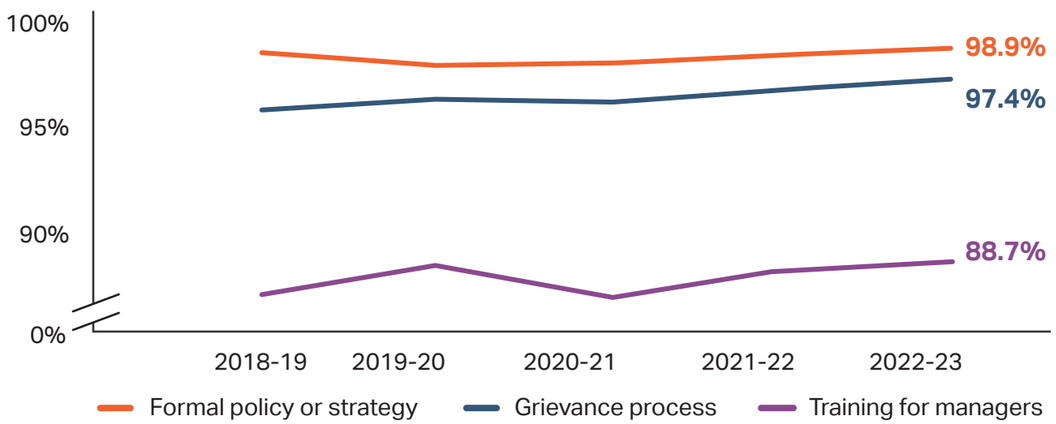
Figure 23. Workplace sexual harassment (%)



Source: Australian Human Rights Commission national workplace sexual harassment surveys (experience of sexual harassment in last five years) (2004-2022)

Almost all (98.9%) organisations reporting to WGEA have a formal policy on workplace sexual harassment and a grievance process, and most train managers

Figure 24. Sexual harassment prevention policies (%)



Source: WGEA Australia's Gender Equality Scorecard 2022-2023

> Creating workplaces that are safe, respectful and inclusive for all employees is essential to attracting and retaining the best talent. The world of work is evolving such that inclusive behaviours are now a threshold criteria on the pathway to leadership.

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

Department of Industry, Science and Resources
Documents released under FOI

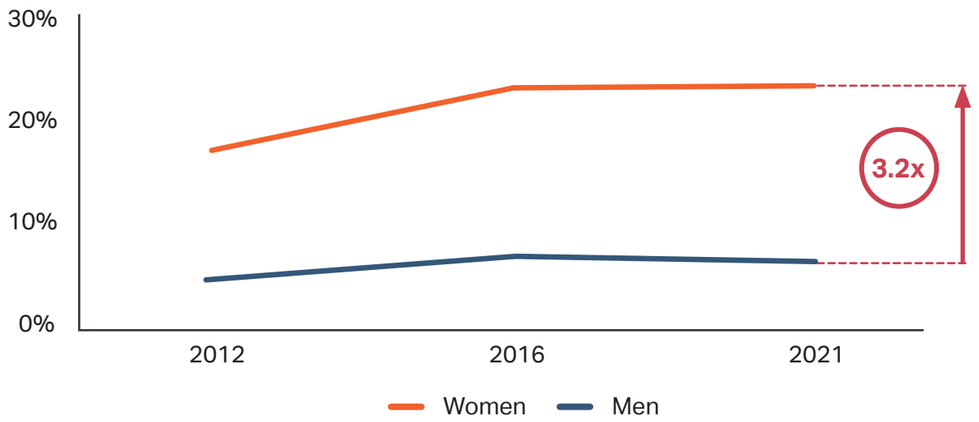
FOI 300613

National progress

Safety and respect: Workplace responses to domestic and family violence

Intimate partner violence rates remain high over time, with women three times more likely to experience it

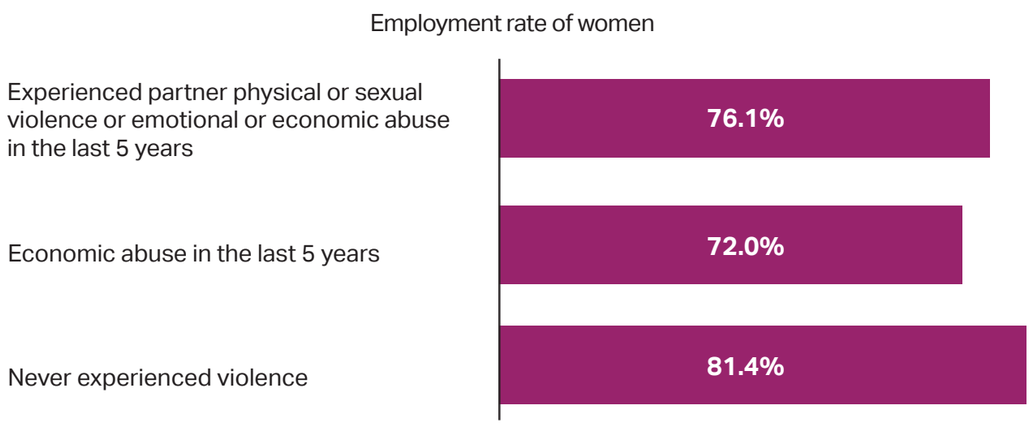
Figure 25. Domestic and family violence in Australia (%)



Source: ABS Personal Safety Surveys 2012, 2016, 2022

While many are employed, women who have experienced violence or economic abuse are less likely to be employed

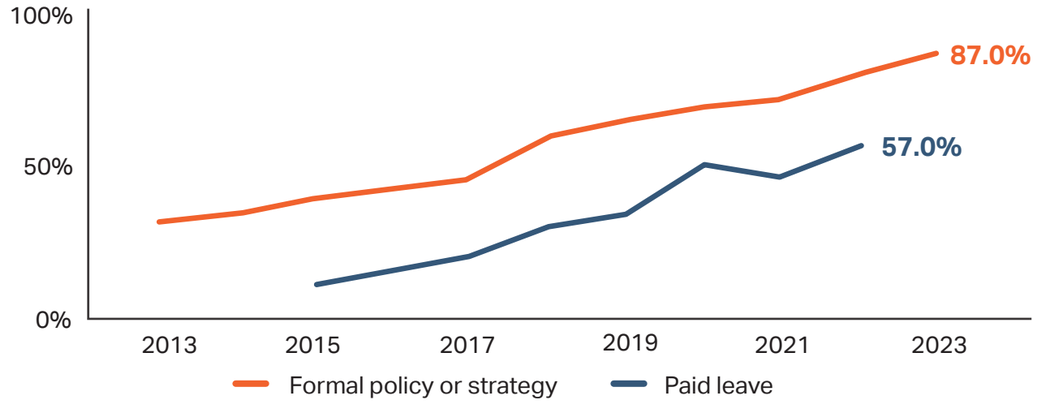
Figure 27. DFV Employment rate of women (%)



Source: The cost of domestic violence to women's employment and education, Anne Summers

The number of employers providing formal domestic and family violence support has risen significantly (Fair Work Australia introduced an entitlement to 10 days' paid domestic violence leave in 2022)

Figure 26. Domestic and family violence policies and paid leave



Source: WGEA, Australia's Gender Equality Scorecards (2022–2024) and 2019 media releases

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Inclusive decisions and design

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Inclusive decisions and design

Our goal

- Inclusive gender equality is built into decisions, design processes and everything we do and deliver.

Progress

- We have used our experiences and lessons learned over the past 15 years to develop and implement the 7 Switches framework. This initiative guides organisations to proactively integrate gender equality considerations into strategy, operations and decision-making from inception rather than as an afterthought or when issues arise.
- Our Member organisations have actively reviewed and refined their public presence to ensure they represent respectful, inclusive environments for all people.
- We developed and implemented the 'Supplier Multiplier' to ensure that women were equally represented at every level in pitch and project teams.

Priority challenges

- While progress has been made through inclusive design initiatives, deeper leadership and organisational commitment is critical to embedding gender equality from the outset, in support of improved employee, commercial and organisational outcomes.

Focus for the future

1. **Ensuring inclusive decisions and design in all that we do and deliver**
2. **Influencing transformational opportunities such as:**
   - → AI / technological advances
   - → women's health
   - → supply chains
   - → reshaping sectors and industries for the future

Department of Industry, Science and Resources
Documents released under FOI

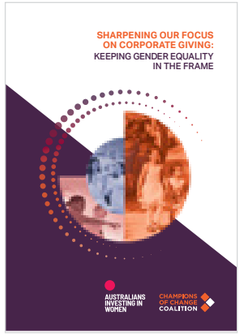
FOI 300613

Our actions

2017

Conducted systematic reviews to ensure gender equality in organisations' external presence; employee experience; engagement activities; and awards, recognition and honour systems as part of deeper efforts to identify and improve cultures that may appear to exclude women. Lessons learnt are captured in our resource: **Building a gender-balanced and inclusive presence: Test the messages you project**.

2021



Developed and released **Sharpening Our Focus on Corporate Giving: Keeping Gender Equality in the Frame**, in partnership with Australians Investing In Women. This provides a framework for organisations to assess and enhance the impact of their corporate giving and community partnerships by intentionally applying a gender lens to advance gender equality.

2023 → 2024

Developed and piloted **7 Switches: A Guide for Inclusive Gender Equality by Design**, a groundbreaking framework enabling organisations to embed gender equality in all decision-making and design processes. Launched in collaboration with the United Nations Population Fund, the framework aims to set new standards, drive systemic change, and unlock innovation and growth through inclusive practices from the outset.

2024

Collaborated with Football Australia and Commonwealth Bank to develop a **7 Switches case study**, demonstrating how embedding inclusive gender equality into decision-making and design processes can drive transformative outcomes. This is exemplified by the strategic initiatives surrounding the Matildas and the Legacy '23 campaign during the 2023 FIFA Women's World Cup.

Developed **Equity by Design: Applying the 7 Switches to transform the built environment**, a practical resource aligned with the Coalition's 7 Switches framework. It guides architects and developers to integrate equity, gender equality, accessibility and wellbeing into all stages of design, creating inclusive environments that enable everyone, particularly members of under-represented groups, to thrive.

2025

Led by the Fire and Emergency Group, initiated a focused effort to ensure access to **gender-inclusive personal protective equipment (PPE) and personal protective clothing (PPC)** to support the safety, retention and attraction of women in frontline roles. Using the 7 Switches framework, and engaging international and cross-industry partners, the initiative identified gaps and barriers in current PPE/PPC practices, culminating in detailed recommendations and collective actions outlined at key forums, including the Australian and New Zealand National Council conference.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National progress

- Many people believe gender equality has been achieved, and some are even concerned about an overcorrection (Plan International Australia, Gender Compass 2023-24), but the data says otherwise. There is still considerable upside on offer if we embed inclusive gender equality into all decisions and design processes, so that it becomes an expectation, and its absence is seen as a failure to meet contemporary standards.

> This work challenges leaders to go beyond surface-level activity. It's about making decisions and designing structures, cultures and systems that ensure gender equality is embedded into the future.

James Fazzino
Convenor, National 2015, 2017 and Energy Groups
Champions of Change Coalition

Based on our 15 years' experience working together, we developed *7 Switches: A Guide for Inclusive Gender Equality by Design* to ensure we are building inclusive gender equality into everything we do and deliver. 7 Switches helps any organisation to consciously consider gender quality as part of their systems development, decisions and design processes from the outset, and can be used across any industry, sector or organisational system.

A summary of this resource is shared on the following page to help others learn from our experience so we can together accelerate change.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Inclusive decisions and design

7 Switches for Inclusive Gender Equality by Design

	1	2	3	4	5	6	7
Glitches impacting women and girls	**Under-represented** Women, girls and gender-diverse people are invisible, under-represented and/or under-served in decision-making and design processes	**De-prioritised** Women's role, participation and contributions are not prioritised and/or equally valued	**Unsafe** The right to safety for some genders is regularly traded off for profits, to save costs or to meet the needs of others	**Homogenous** The unique and diverse needs and capabilities of women are not explicitly considered or met	**Outdated** Outdated and harmful gender stereotypes, norms and expectations are assumed and perpetuated	**Seen as dependant** There is insufficient focus on women's right to personal agency, choice and control free from outdated gender and other norms and stereotypes	**Under-invested in** Investment is often unjustifiably unequal/ inequitable across genders
Mindset switches	**Represented and engaged end to end**	**Visible, understood, respected and valued**	**Health and safety without compromise**	**Customised and accessible**	**Progressive and supported**	**Free and empowered**	**Invested in**
Decision and design principles	• Women in all their diversity are represented, actively engaged and equally contributing to decision, design and development processes – end to end. • Sex-disaggregated and diversity data is collected and analysed at every stage to inform decision-making. • Decisions and design recognise and plan for a world where inclusive gender equality is the norm rather than being an area dominated by the needs of a particular gender. • The voices of women with lived experience are listened to, helping to identify potential risks/ unintended consequences and opportunities for innovation.	• Equal representation, recognition and respect for women and girls in all their diversity in the outcomes of decision and design processes (including consideration, presence, profile, visibility and language). • Unfair or unreasonable distortions/comparisons between genders are eliminated. • Traditional views of what constitutes merit are challenged. • Messages, language and imagery are tested to ensure they are inclusive and respectful to all. • Perspectives and concerns raised by women and girls are listened to, prioritised and addressed. • Efforts focus on building inclusive gender equality from the outset, rather than 'fixing women' or bolting on solutions when inequality is identified.	• Every system, decision and design process is scrutinised to enshrine health and safety for all genders as a baseline feature that is never traded off (for cost, profit and/or to meet the needs of others).	• The individual and unique attributes, abilities and needs of diverse women and girls at every life stage are factored into design. • Under-represented and marginalised groups are explicitly considered. • Women and girls can equally, and as easily, access/use with equitable outcomes, performance and benefits, with no personal health, safety, professional or financial downside or penalty.	• Outdated gender stereotypes, norms and expectations are proactively tested, debunked and eliminated. • Lives and careers are not dictated or influenced by traditional models and norms of masculinity and femininity. • Caring (for children, elders and/or colleagues) and domestic work is recognised in design processes as valued, everyone's priority and equally shared.	• The autonomy, independence, freedom, privacy and empowerment of women and girls is enabled, protected and promoted in all decisions. • The options and decisions available to all genders are not shackled by outdated and harmful gender norms and stereotypes.	• Investments are made proactively, equally or correctively to meet the needs of women and girls, remediate for past inequalities, prevent downstream costs and end gender inequity wherever it exists.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

We want to openly address some concerns in the strategies to achieve gender equality and perceptions of progress. Our experience and firm belief is that everyone can and should benefit from these efforts.

Gender equality strategies

Gender targets are discriminatory

Gender targets aim to support fairness and opportunity. Many of today's workplaces have their foundations in a different era where historical practices can create barriers to success for women and girls. Targets are an intervention designed to fix historical disadvantages, rather than to provide one group with an advantage over another. They also help organisations ensure they build teams that have a balance of skills, experience and capabilities. Everyone earns their place based on capability, performance and potential. It's just that more people are given the opportunity to do so.

The gender pay gap is a false and misleading concept

Gender pay gaps provide a way of measuring how Australia is becoming a fairer country for everyone. They are not suggesting men and women are paid differently for the same job (that's illegal). Instead, they represent the difference in earnings between men and women across the entire workforce. Gender pay gaps highlight issues like unequal access to leadership roles, pay differences across industries, and the impact of unpaid caregiving responsibilities on women's careers, opportunities and pay. Addressing the issues underpinning gender pay gaps helps ensure talent, not circumstance, determine opportunities, earning potential and financial security.

There is no signpost on when gender equality in the workplace will be achieved

There are clear signposts – we are making progress, but we are not there yet. Signposts we are tracking include women's representation at all levels and across all industries, connectivity to the workforce over time, gender pay gaps and equality in retirement savings. We want to reach a point where freedom, fairness, safety, opportunities and outcomes aren't limited by gender or exclusive to one gender. Clear metrics exist and tracking shows how far we've come and what's left to do. Ultimately, the goal is to have inclusive gender equality built into workplace systems and policies, creating fairer, safer and more respectful and inclusive workforces where everyone thrives.

Focusing on gender equality ignores other pressing global issues

The number one issue for most people right now is living standards and improving women's representation in the workplace and leadership are critical to solving that issue. Inequality underpins or is exacerbated by many of the challenges facing the world today. Addressing gender inequality helps tackle broader challenges by promoting freedom, fairness and safety, unlocking talent, improving decision-making and strengthening communities. A focus on equality contributes to economic growth, innovation and social resilience, benefiting everyone.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Gender equality strategies

This is just virtue signaling or performative activism

We have a deep commitment to this work and have been setting goals, taking action, tracking progress and sharing outcomes for a long time now. Actions include introducing open and fair recruitment processes, building gender equal teams and leadership, updating policies on flexibility, care and parental leave, and addressing gender pay gaps, while also building cultures of safety, respect and inclusion that benefit all people. Workplaces of today are vastly and demonstrably better, safer, more vibrant and inclusive because of these strategies.

Gender equality is being forced on us by elites or foreign agendas

Equality has proven time and time again to be a transformative force that helps drive national prosperity, innovation and resilience, which leads to everyone being better off. By ensuring everyone can contribute their skills and ideas, we can unlock solutions to the complex local and global challenges we face, from building stronger economies to fostering more cohesive communities and addressing critical issues like climate change, cost of living and social inequity.

Why are we focusing on this when equality has already been achieved?

Significant progress has been made, but gaps remain, whether it's representation in leadership, gender pay gaps, the unequal sharing of caring responsibilities and household work or issues of personal safety and freedom from harassment. Rigid gender expectations affect men too. Many men feel pressure to be the primary breadwinner, to suppress emotion, ignore their mental health or to fulfil narrow ideas of success. True gender equality means addressing the full picture, so that no-one is limited or defined by outdated roles. Recognising progress is important, but more work is required to deliver true equality.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

The impact of gender equality strategies on men

Men are being excluded or overlooked	**Men still hold the majority of leadership positions in Australian workplaces.** However, workforces are now multi-dimensional, and a more diverse range of people are now considered for roles and have access to opportunities that might have previously been quarantined for a certain type of person. A truly fair system ensures that roles and positions are awarded based on capability, performance and potential. Most men do not want to work in organisations that unfairly preference them over others.
Masculine energy is being demonised	**It's more about expanding what masculinity can look like, rather than demonising men or masculine energy.** Research among Australian men also shows men do not like being defined by outdated and narrow norms and expectations that assign them particular roles (e.g. breadwinner, dominant, aggressive, disciplinarian). By updating and broadening the way we think about masculinity, more men can lead fuller, healthier lives where they get to choose what they do and how they do it.
Men today are made to pay for the patriarchy, which very few actually support	**Nobody expects men to pay for what has happened in the past.** Most men genuinely want a more fair, equal, safe, respectful and inclusive world. Outdated systems and expectations damage everyone including men. The focus is on removing barriers that hold everyone back. Gender equality is about fairness, creating opportunities and ensuring safety and respect so that everyone can thrive. When we address these issues together, everyone benefits.
Women don't want men advocating for equality. They suspect ulterior motives. Men can't win either way	**Women deeply value men who advocate for equality sincerely and respectfully.** It's about showing up, listening and supporting change, not dominating the conversation or seeking credit. When men demonstrate consistent, genuine support for gender equality, fairness, safety, respect and inclusion, trust and genuine partnership follow.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

The impact of gender equality strategies on men

The conversation around gender equality marginalises men and boys	**Gender equality benefits everyone, including men and boys.** It should be an open conversation that challenges historical stereotypes that pressure men to conform to outdated and narrow ideas about their role in work, families and communities, improving mental health, relationships, freedom and opportunities for all genders. For example, policies to support gender equality have enabled more men to be actively involved in their children's lives, care for their families and prioritise their own mental health. They have also helped to create more safe, vibrant and inclusive workplaces and flexible work practices for all people.
Traditional gender roles work just fine. Why change them?	**Traditional roles work for some people and that is completely their choice, but they are not the only option. Gender equality ensures everyone has open choice and equal opportunities.** It's about enabling freedom, rather than dictating specific roles for specific people. It's positive to see people are increasingly able to pursue lives, roles and careers that they choose rather than having them defined or dictated by historical expectations and traditions.
Corporate culture has been neutered by political correctness	**Corporate culture is evolving to reflect the diverse world we live in.** Fairness, safety, respect and inclusion create workplaces where everyone can contribute and succeed. Companies that adapt are outperforming those that don't because they're attracting the best people and using diverse talent to foster innovation. Rather than political correctness, we are responsive to the needs of today's employees and organisations and preparing for the future.
This is just natural backlash against the over-reach on gender equality that has been building for years	**The goal has never been to provoke backlash – it's to create understanding and build support for change.** The current environment and objections to advancing gender equality provide an opportunity to listen to people's concerns, clarify misconceptions, and reshape our approach so we can bring more people along in creating workplaces and societies that are fair, equal and benefit all.
This is the end of woke / woke is broke	**'Woke' has become a term used to criticise and undermine efforts toward fairness, respect, safety, inclusion and equality – values that most people genuinely support.** This work is about building organisations and communities where everyone is safe, treated with dignity and given a fair chance to succeed.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Diversity, equity and inclusion strategies

Diversity, equity and inclusion (DEI) is prioritised over competence, experience and strategic knowledge	**We are focused on broadening the pool of talent to ensure the most competent and experienced people have access to opportunities and careers.** When organisations embrace fairness, equality and inclusion, they gain access to a wider range of skills and perspectives, and more inclusive workplace cultures and team dynamics, leading to better workplaces, decision-making and outcomes.
DEI erodes meritocracy by prioritising diversity over quality	**A focus on equality and inclusion strengthens the concept of a true meritocracy by ensuring that opportunities aren't limited by tradition, outdated norms and stereotypes or exclusion.** For example, efforts to ensure open, transparent and fair recruitment processes have ended the once pervasive and unfair practices of 'jobs for mates' or 'old school ties'. Another example is that women were often excluded from opportunities because their managers assumed they would not be interested due to their caring responsibilities. When organisations redefine merit (what's needed and how to get there), cast a wider net and are open-minded, they find the best talent across diverse backgrounds, which leads to better performance and outcomes benefiting organisations and their employees.
DEI undermines sound and fair employment and education practices	**Employment and education practices should reward capability, performance and potential. Our focus is on ensuring opportunity isn't limited by tradition, outdated systems, stereotypes and policies.** Contemporary policies help organisations to identify and address these gaps, ensuring the best person for the job or specific opportunity gets it. As well as ensuring they have the best people for specific roles, leaders are also responsible for ensuring they have the best overall mix of people in teams and across the organisation to deliver success.
DEI has created an unnecessary regulatory and self-regulatory burden on corporate Australia	**Companies that embrace fairness, equality, inclusion and respect see higher innovation, better decision-making and stronger employee engagement.** Regulatory or self-regulatory frameworks can help organisations stay accountable to these goals, just like consumer protection, or quality or safety standards. These efforts future-proof businesses by aligning them with the values of diverse workforces, customers, communities and the global economy.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Diversity, equity and inclusion strategies

DEI efforts feed into a culture of identity politics, separatism and division that voters are rejecting

Our experience is that this work builds connection rather than division, particularly as Australia becomes a much more diverse nation. Organisations want to recognise, attract and value diverse talents and perspectives because it drives innovation and success. When done right, it unites people by ensuring everyone feels they belong and can contribute. Most people want workplaces and societies where capability, performance and potential matter, and creating diverse, respectful and inclusive workplaces helps make this a reality.

DEI is driven by self-interest and injustice – practitioners and beneficiaries are invested in perpetuating identity politics

It's about building better workforces. Focusing on equality and inclusion aims to build workplaces and societies where everyone, regardless of background, can succeed based on their capability, performance and potential. This includes updating or redesigning systems and policies to promote fair, safe, respectful and inclusive workplaces where all people can succeed.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Merit

Gender equality efforts are undermining merit by prioritising diversity

True meritocracy requires removing biases and barriers, not ignoring capability. When we prioritise equality, we're ensuring that everyone's talents are fairly seen and assessed, rather than drawing from the same narrow talent pool or outdated ideas of what it takes to succeed. Historically, assumptions and stereotypes have overlooked skilled individuals from all backgrounds. Addressing this doesn't weaken merit, it strengthens it by ensuring the best candidates are identified and rewarded.

Gender targets mean organisations aren't choosing the best people – aren't we sacrificing quality for equality?

Gender targets don't mean compromising quality or undermining merit. They're designed to ensure organisations select from the broadest pool of talent. By challenging tradition and outdated thinking, gender targets help teams and leadership reflect diverse skills, experiences and perspectives.

Shouldn't we just hire the best candidate regardless of gender? Why do we need special measures?

Everyone supports hiring the best candidate, but historical practices can mean the best talent may often be completely overlooked. Special measures like transparent processes and targets, and structured decision-making help organisations fairly assess every individual's true capability. Ultimately, this means making sure talent, rather than tradition, determines who succeeds.

Organisations are just ticking boxes for diversity instead of focusing on competence

Effective diversity and equality initiatives are strategic choices to improve performance. Diverse teams are more vibrant, innovative, resilient and successful. Organisations committed to equality amplify it by expanding their talent pools and selecting genuinely on merit. It's important to note that leaders often choose the best person for a particular role and also the best person to complement and strengthen teams overall, by bringing in diverse experiences and perspectives.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Flexibility

Flexible work practices have damaged workplace productivity and culture

Flexible work practices have proven their worth through increased productivity and organisational resilience while supporting employee wellbeing and talent attraction. The evidence is clear – organisations offering flexibility attract and retain talented employees, create better work–life balance, and build resilient, inclusive cultures.

Flexible working is just an excuse for employees to slack off or reduce productivity

Flexible working arrangements consistently result in higher productivity, engagement and retention. Trusting people with flexibility empowers them to deliver their best work, fostering greater accountability and performance. Leading organisations embrace flexible work because it enhances productivity and commitment.

We are forcing flexibility on organisations that simply can't function that way

Flexibility isn't a one-size-fits-all mandate. It's a strategic approach adapted to each organisation's specific needs. Effective flexibility considers roles, individual circumstances and business requirements. Thoughtful flexibility improves employee satisfaction, wellbeing and business continuity, benefiting organisations and employees alike.

Flexibility puts additional pressure on employees to be 'always on'

Flexibility works best when there's mutual trust, clear expectations and strong communication. People know when they're expected to be available, how to stay connected with their teams, and when it's okay to switch off. Leaders set the tone by role modelling healthy boundaries. Teams focus on outcomes, stay accountable to each other and respect different ways of working.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A conversation on key issues

Flexibility

Is work from home (WFH) the same as flexible work practices?	**WFH and flexible work practices are not the same.** WFH specifically refers to working remotely, usually from home, instead of commuting to an office. It focuses on where work is done. In contrast, flexible work practices include a broader set of arrangements related to both where and when work is completed. These can include flexible hours, compressed work weeks, shift swapping, hybrid models, or job sharing. Differentiating between WFH and flexible work practices helps organisations design work arrangements that meet the diverse needs of all employees. Flexible practices support work–life balance, mental health and productivity, leading to more inclusive and adaptable workplaces.
Flexible work only benefits certain people, like women or those with caregiving responsibilities	**Flexible work aims to benefit everyone.** It's about providing choice and opportunity to employees, regardless of their circumstances. Flexibility supports a wide range of personal interests, responsibilities and life situations. When organisations offer flexible work options broadly, they not only boost employee satisfaction, productivity and wellbeing and also create a more diverse, inclusive and healthier workplace culture that benefits all employees.
People should be ineligible for promotion or development opportunities if they are not in the office all the time	**Promotion and development opportunities should be based on performance, skills and contributions, not on physical presence in the office.** Expecting employees, particularly those with caregiving responsibilities, to be in the office all the time can create significant barriers for those who may need flexible working arrangements. Organisations that value outcomes over office hours and provide access to opportunities for all employees, regardless of their location, tend to foster a more inclusive and equitable environment. This approach ensures that caregiving responsibilities or personal circumstances do not limit an employee's potential to grow and advance within the organisation. Promoting flexibility supports diverse talent, improves retention and leads to a more innovative and engaged workforce.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Thank you

15 YEARS

As we mark 15 years of Champions of Change Coalition, we extend our heartfelt and deep appreciation to everyone involved, past and present: Members, Implementation Leaders, Executive Assistants, People, Culture and Corporate Affairs teams, Expert Advisors, Partners, Convenors, Board Members and the Champions of Change Coalition team.

Thank you for investing your time, resources and expertise. Thank you for your commitment, leadership and relentless pursuit of inclusive gender equality.

Together, we are shaping a more prosperous, inclusive and equitable future for everyone.

> “Equality is a foundation and differentiator for our nation. We are not perfect. There is more work to do, and achieving inclusive gender equality will make our country safer, stronger and fairer – for everyone.”

Elizabeth Broderick AO
Founder Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Partners

- 30% Club
- ANROWS
- Apropela
- Australian Equity in Energy Transition Ambassadors
- Australian Human Rights Commission
- Australian Institute of Company Directors
- Australians Investing in Women
- Business Council of Australia
- Challenge DV
- Chief Executive Women
- Disability Leadesrhip Institute
- Diversity Council Australia
- Equality Australia
- Equality Rights Alliance
- Equimundo
- Flequity Ventures
- Full Stop Australia
- No to Violence
- Office for Women (Australia)
- Our Watch
- Reconciliation Australia
- The Global Institute for Women's Leadership
- Trawalla Foundation
- UN Population Fund (UNFPA) / Equity 2030 Alliance
- UN Global Compact
- UN Women Australia
- Gendered Violence Research Network (GVRN)
- WESNET
- Women's Leadership Institute Australia
- Workplace Gender Equality Agency (WGEA)
- Workplace Respect
- World Economic Forum

Group Partners

- Australasian Rail Association (ARA)
- Australian Energy Market Operator (AEMO)
- Australian Fire Authorities Council (AFAC)
- Consult Australia
- Property Council of Australia

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Andrew Abdo	National Rugby League
Louise Adams	Aurecon
Umar Ahsan Khan	Dawlance
Humayun Bin Akram	IDP Education Pakistan and Egypt
Virginia Anderson	SMEC
Yasir Ashfaq	Pakistan Microfinance Investment Company
Khurrum Ashfaque	Telenor Pakistan
Jason Avanceña	Nestlé Pakistan
Saira Awan	TCS
Zeeshan Baig	Syngenta Pakistan
Ameet Bains	Western Bulldogs Football Club
Nick Bangs	Unilever, Australia New Zealand
Dennis Barnes	SnowyHydro
Todd Battley	Aurecon
Chris Beattie	South Australian State Emergency Service
Emeritus Prof. Christine Bennett AO	Convenor STEM and Health Group, Champions of Change Coalition
Bastien Blanc	Hashoo Group
Aziz Boolani	Serena Hotels, South and Central Asia
Glen Boreham AM	Non-Executive Director
John Bradley	Department of Energy, Environment and Climate Action, Victoria
Vicki Brady	Telstra
Collene Bremner	NT Fire and Emergency Services
Brian Brennan	Transdev Australasia
Virginia Briggs	MinterEllison
Elizabeth Broderick AO	Founder and Convenor, Champions of Change Coalition
Prof. Rebekah Brown FSSA	Australian National University
Kevin Burrowes	PwC Australia
Gillian Cagney	Worley Services
Frank Calabria	Origin Energy
Jonathan Callaghan	Cromwell Property Group
Jonathan Cartledge	Convenor Consult Australia Group, Champions of Change Coalition
Guy Chalkley	Endeavour Energy
Chris Chapple	ISPT
Lisa Chiba	Momentum Energy
Aamir Chottani	Chottani Industries
John Cleland	Essential Energy
Deborah Coakley	QIC Real Estate
Kerryn Coker	Arup
Mark Collette	Energy Australia

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Andrew Colvin APM AO	Board Director, Champions of Change Coalition
Blair Comley	Department of Health and Aged Care
Chief Commissioner (in transition)	Victoria Police
Matt Comyn	Commonwealth Bank of Australia
Dale Connor	Lendlease
Brian Cook AM	Carlton Football Club
Sarah Cook OLY GAICD	Rowing Australia
A/Prof. Stephen Cornelissen AM	Australian Red Cross Lifeblood
William Cox	Aurecon
Barbara Crossley	Umwelt
Paul Dalton	CSR Limited
Trevor Danos AM	Northern Sydney Local Health District
Anouk Darling	Scape
Mark Davies	Rio Tinto
Gordon de Brouwer	Australian Public Service Commission
Phaedra Deckart	Solstice Energy
Justin Delaney	Zurich Financial Services, Australia
Richard Deutsch	Convenor Insurance Group, Champions of Change Coalition
Andrew Dillon	Australian Football League
Jeff Dimery	Alinta Energy
Ross Du Vernet	Dexus
Shane Dunne	Richmond Football Club
Simon Emms	Electranet
Rodney Evans	Airservices Australia
Melanie Evans	ING Bank Australia
Kathryn Fagg AO	Board Director, Champions of Change Coalition
Paul Fahey	The Hollard Insurance Company
Fiza Farhan	Convenor Pakistan Group, Champions of Change Coalition
Navid Fazil	Interloop
James Fazzino	Convenor National 2015, 2017 and Energy Group , Champions of Change Coalition
Marne Fechner	Cycling Australia
Richard Feledy	Allianz Australia
Jeremy Fewtrell AFSM	Fire and Rescue NSW
Prof. Mary Foley AM	Non-Executive Director
Dr. Cathy Foley AO PSM	Non-Executive Director
Jason Foster	Department of Biodiversity, Conservation and Attractions WA
Gavin Fox-Smith	Non-Executive Director
Leila Frances	Keolis Downer
Gavin Freeman AFSM	Fire Rescue Victoria
Annika Freyer	CEO Champions of Change Coalition
Brendon Gale	Tasmania Football Club

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Heather Garriock	Football Australia
Kashif Gaya	Euronet Pakistan
Fiona Gill	Department for Environment and Water SA
David Gillespie	Jemena
Joanne Gorton	Deloitte Australia
Todd Greenberg	Cricket Australia
Kerry Gregory	Fire and Emergency New Zealand
Stuart Grimshaw	humm group
Dr. David Gruen AO	Australian Bureau of Statistics
Tarun Gupta	Stockland
Campbell Hanan	Mirvac
Chris Hardman AFSM	Forest Fire Management Victoria
Anthea Harris	Australian Energy Regulator
Lisa Harrison	Suncorp Group
David Harrison	Charter Hall
Kashan Hassan	Friesland Campina Engro Pakistan
Ahmed Hayat Lak	Oil and Gas Development Company
Jarrod Hill	Insurance Australia Group
Kristen Hilton	Convenor National 2015, 2017 and Fire and Emergency Group, Champions of Change Coalition
Cindy Hook	Brisbane 2032 Olympic and Paralympic Games Organising Committee
Michael Hopkins	National Transport Commission
Andrew Horton	QBE Insurance Group
Sue Houghton	QBE Insurance Group
Carmel Hourigan	Charter Hall
Peter Huddle	Vicinity Centres
Vanessa Hudson	Qantas Group
Ali Asghar Jamali	Indus Motor Company
Natalie James	Australian Government Department of Employment and Workplace Relations
Mamoon Javed	Lipton Teas and Infusions
Paul Jenkins	Ashurst Australia
Wayne Johnson	Australian Rail Track Corporation
Kevan Johnston	Aon
Admiral David Johnston AC	Department of Defence
Stephen Kakavas	Downer Rail & Transit Systems
Greg Kane	WSP
Tony Keeling	Shell Energy Australia
Robert Kelly AM	Steadfast Group
Dan Kernaghan	JLL Australia and New Zealand
Amir Khan	HBL Microfinance Bank
Anees Khawaja	MG Apparel
Louisa Kinnear	Australian Energy Council
Ben Klaassen	Queensland Parks and Wildlife Service & Partnerships

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Darren Klemm AFSM	Department of Fire and Emergency Services WA
David Koczkar	Medibank
Brendan Lane	Bowen Rail Company
David Larocca	EY Australia
Francisco Layson	SJB Architecture
Greg Leach AFSM	Country Fire Authority Victoria
Cameron Leggatt	Frasers Property Australia
Nadia Levin	Research Australia
Ben Lister	Cummins South Pacific
Helen Lofthouse	ASX
Matthew Longland	Sydney Trains
Brett Loughlin ASFM	SA Country Fire Service
Kathy MacDermott	Convenor Rail Group Group, Champions of Change Coalition
Fiona Macgregor	TAL Dai-ichi Life Australia
Romilly Madew AO FTSE	Engineers Australia
Haaris Mahmood	Mobilink Microfinance Bank
Ahmed Mahmoud	Jotun Powder Coatings
Hugh Marks	Australian Broadcasting Corporation
Zafar Masud	The Bank of Punjab
Mark Mazurek	Linfox Logistics, Australia and New Zealand
Kevin McCann AO	Non-Executive Director
Camille McGregor	Jacobs Group, Australia
Dean McIntyre	GHD
Mark McManamny	AECOM, Australia and New Zealand
Jenelle McMaster	Board Director, Champions of Change Coalitio
Michelle McNally	Vicinity Centres
Sandra McNeil MBA, BSEE	Amazon Australia
Peter Menegazzo	Investa
Janet Menzies	Convenor STEM and Health Group, Champions of Change Coalition
Prof. Tanya Monro AC	Defence Science and Technology Group, Department of Defence
Aaron Morrison	Racing Victoria
Kazim Mujtaba	Jazz
Taimoor Mukaty	Liberty Mills
Awais Bin Nasim	Tetra Pak
Dana Nelson	BGIS
Damien Nicks	AGL
David Nugent	Parks Victoria
Kylie O'Connor	Stockland
Liam O'Donohue	Arup
Michael O'Rourke	Stanwell Corporation

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Kate Palmer AM	Non-Executive Director
Amir Paracha	Unilever Pakistan
Dr. Martin Parkinson AC PSM	Non-Executive Director
James Patterson	Knight Frank Australia
Steven Pearce AFSM	Surf Life Saving NSW
Susan Pearce AM	NSW Health
Kieren Perkins OAM	Australian Sports Commission
Michelle Peterson	Airservices Australia
Wayne Phillips	ACT Emergency Services Agency
Raza Pirbhai	KFC Pakistan
Dr. Sharon Ponniah	Non-Executive Director
Adrian Pozzo	Cbus Property
Russell Proutt	The GPT Group
Robert Purcell	Victoria State Emergency Service
Brett Redman	Transgrid Group
Asad Rehman	HUM Network
Rob Rogers AFSM	NSW Rural Fire Service
Phil Rowland	Board Director, Champions of Change Coalition
Eliott Rusanow	Scentre Group
Rehan Saeed	L'Oreal Pakistan
Sarfaraz Samnakay	Hitachi Rail Australia
Ehsan Saya	Daraz Pakistan
Phil Schacht	Heidleberg Materials
A/Prof. Anthony Schembri AM	Northern Sydney Local Health District
Paul Schroder	AustralianSuper
Prof. Mark Scott AO	University of Sydney
Peter Scott DipBus BBus MPA MBA FCPA GAICD	Energy Queensland
Matt Scriven	Basketball Australia
BRIG Isaac Seidl AM	Department of Defence, Defence Joint Health Command
Steven Sewell	Abacus Group
Selina Short	EY
Asim Siddiqui	EY Ford Rhodes
David Smales	AusNet Services
Stephen Smith AFSM	Queensland Fire Department
Jeremy Smith AFSM	Tasmania Fire Service
Prof. Ken Smith PhD FRACP FRCPA FRCP FRCPath ScD FMedSci	WEHI
Kat Stapleton	Queensland Rail
Naomi Stephens	NSW National Parks and Wildlife Services
Andrew Stevens	Board Chair Champions of Change Coalition

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Coalition Members

Lauren Streifer	Public Transport Association Australia and New Zealand
Ashok Sukumaran	Stantec Australia
Sammer Sultan	Shan Foods
James Sutherland	Golf Australia
Jeff Swann	South Australian Metropolitan Fire Service
Furqan Syed	PepsiCo Pakistan, Asia Pacific Region
Muhammad Tayyab Tareen	Thal Limited
Sean Taylor	Komatsu Australia
David Thodey AO	Non-Executive Director
Craig Tiley	Tennis Australia
David Tsai	Crown Resorts
Malcom Tyson	Colliers, Australia
Dominique van den Berg	Energy Networks Australia
Tara Veldman	Billard Leece Partnership
Carolyn Viney	Assemble
Belinda Virant	Arcadis Australia Pacific
Mohit Wadan	Bain & Company
Julia Waddington-Powell	SAFECOM
Sami Wahid	Mondelēz Pakistan
Nicola Wakefield-Evans AM	Non-Executive Director
Wesley Walden	McKinsey & Company, Australia and New Zealand
Charles Wann	Department of Health and Aged Care
Mike Wassing	NSW State Emergency Service
Rachel Watson	Hydro Tasmania
Adam Watson	APA Group
Rob Webb	AFAC
Adam Weir	Surf Life Saving Australia
Daniel Westerman	Australian Energy Market Operator
Liz Westgarth	Hassell
John Whittingham	AJC
Tim Wiebusch ESM	Emergency Management Victoria
Noral Wild	Cushman and Wakefield
Caroline Wilkie	Australasian Railway Association
Geoff Wilson	Non-Executive Director
Steven Worrall	Microsoft Australia and New Zealand
Will Wright	Douglas Partners
Graham Wright	Carlton Football Club
Scott Wyatt	Viva Energy Australia
Andrew Yates	KPMG Australia
Michael Zorbas GAICD	Property Council of Australia

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

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 people 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 cis, non-binary 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 including First Nations women; ethnically and/or racially marginalised women; single parents and sole caregivers; women with disability (visible or invisible); neurodivergent women; and 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.

What is inclusive gender equality?

Inclusive gender equality considers and engages 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.

Reconciliation

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.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

CHAMPIONS OF CHANGE COALITION

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

15 YEARS

Marking 15 years since the establishment of **Champions of Change Coalition**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

CHAMPIONS OF CHANGE COALITION

Confidential draft

ADDRESSING CRITICAL WORKFORCE SHORTAGES

By ending occupational segregation

May 2025

Listen, learn and lead **with action**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

OVERVIEW AND MEETING PREPARATION

Despite women's participation in Australia's workforce at an unprecedented high and 15 years of leadership on inclusive gender equality by Members of the Coalition, occupational gender segregation persists and is driving critical skill shortages and gender pay gaps.

- More women are engaged in and connected to the workforce than ever before, but occupational segregation remains acute in key occupations like engineering (~16% women), trades (~2-3%) and nursing (~88% women).
- Narrow ideas about what men and women are capable of, or best suited to, continue to influence individual dreams, the roles people choose, careers they pursue, and the opportunities open to them.
- Solving occupational segregation is the answer to some of Australia's most pressing economic and workplace issues. By enabling women and men to pursue a breadth of careers we widen the national talent pool, open organisations and industries to new thinking to help drive productivity, innovation and growth, solve critical skill shortages and close gender pay gaps.

While Members continue to focus on work within their organisation, collectively we also need to tackle the broader societal forces at play.

- The STEM-Health Group have built a draft methodology for developing a cross-cutting, multi-stakeholder strategy for tackling occupational segregation, using engineering as a working example.
- We are seeking the views of stakeholders including business/employers within and outside the Coalition to reflect their perspectives on the challenges and opportunities in addressing this issue
- Our intent is for this approach be refined, adapted and amplified across the Coalition to other workforces facing critical shortages such as nursing, trades, investments and finance. There is significant impact through working together and collaboration particularly across our sector-based Groups (Energy, Rail, Property and Consult).

Lasting change will only be achieved if we broaden our long-term focus on pillars 4 and 5 to deliberate action across five key themes.

1. **Social and cultural influences:** Repositioning occupations and industries to highlight its social value, launching awareness campaigns, and reimagining cultural norms around gendered skills.
2. **Engagement of the next generation:** Embedding future workforce skills in curricula, engaging parents and teachers, and boosting girls' participation and performance in core subjects such as mathematics.
3. **Supported career pathways**: Implementing targeted strategies to attract and retain women in educational institutions and workforces, creating alternative pathways to entry and collective industry partnerships to increase diversity, including via skilled migration.
4. **Safe and respectful workplace cultures and inclusive workplace design:** Applying the 7 Switches to jobs and workplaces and adopting practices that create inclusive, diverse professions where women fully participate, thrive, and lead.
5. **Leadership and accountability:** setting and tracking bold targets, ensuring transparent accountability frameworks with metrics for success and fostering sector-wide collaboration.

THE LEADERSHIP IMPERITIVE

- Ending gender segregation in the workforce will help address critical workforce/skills shortages, close gender pay gaps and boost productivity and innovation.
- This requires a concerted effort to redefine and reimagine social influences, education and workforce strategies to create more inclusive and equitable professions across the board.

REFLECTION QUESTIONS

- How do these issues play out in your organisation?
- What have you found most effective in addressing gender segregation in your organisation?
- To lead and collaborate on solving this issue, what 3-4 actions (from page 4) do you think could deliver greatest impact?
- What existing government, education and industry initiatives can we leverage for scale and accelerated outcomes?

MEETING PREPARATION / ACTION

Please be prepared to share:

1. Insights from reflection questions.
2. Other suggestions on the resource drawing from your personal and organisation experience of addressing gender segregation

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Action Groups follow the six steps of flagship initiative development

DRAFT

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Addressing critical workforce shortages in engineering

DRAFT STRATEGIC MAP

National imperative	◆ On current trajectories, Australia faces a critical shortfall in engineers needed for infrastructure, construction, mining, transport and the clean energy transition[1] ◆ Girls' low uptake and performance in primary and secondary numeracy subjects flow into low tertiary enrolments and workforce representation in engineering ◆ With women comprising only 16% of the engineering workforce today, actively recruiting, engaging and retaining more women offers a breakthrough strategy to address this shortfall, drive innovation, accelerate progress towards gender equality and close gender pay gaps	◆ It requires tackling immediate pipeline challenges such as declining mathematics participation, medium-term barriers like biased recruitment and unwelcoming workplace cultures, and long-term systemic issues including outdated perceptions of appropriate careers for women and limited career progression pathways. ◆ Most importantly, the issue cannot be resolved without cross sector leadership commitment, collaboration and action
Key issues/ challenges	Supply ◆ **Lack of awareness and outdated perceptions:** Engineering suffers from outdated stereotypes and low public awareness, hiding its relevance, impact, and appeal for current and future generations. ◆ **Gaps in education pipeline**: Falling participation and declining performance in critical mathematics subjects, especially among girls, undermines efforts to right size Australia's future engineering workforce. ◆ **Low diversity representation**: Despite incremental progress, persistent low diversity in th sector severely limits the potential of the engineering talent pool.	Demand ◆ **Biased recruitment practices:** Traditional and biased recruitment practices can exclude diverse talent, undermining innovation and limiting industry growth. ◆ **Workplace culture barriers:** Rigid workplace cultures and stereotypes create environments where diverse engineers feel undervalued, isolated, and unwelcome. ◆ **Limited progression pathways:** A lack of structured and inclusive pathways restricts career advancement for diverse talent, perpetuating leadership imbalances in engineering ◆ **Barriers to entry** for skilled migrants (in work generally and the engineering sector specifically) creates a sizeable pool of untapped and underutilized talent.
Vision	◆ Produce 60,000 additional engineering graduates by 2035, increasing women's representation among engineering students and professionals by 50%, and achieving gender-balanced leadership across the engineering sector within 10 years ◆ Transform engineering into an inclusive, diverse profession where women fully participate, thrive, and lead ◆ The approach/methodology developed and tested by the STEM-Health Group can form a blueprint that can be applied to other segregated Australian workforces.	
Monitoring / evaluation	◆ Track inputs, outputs, outcomes systematically (e.g., student enrolments, retention, diversity hiring, internal mobility). ◆ Leverage existing tools like Australia's STEM Equity Evaluation Portal.	

POTENTIAL BREAKTHROUGH STRATEGIES

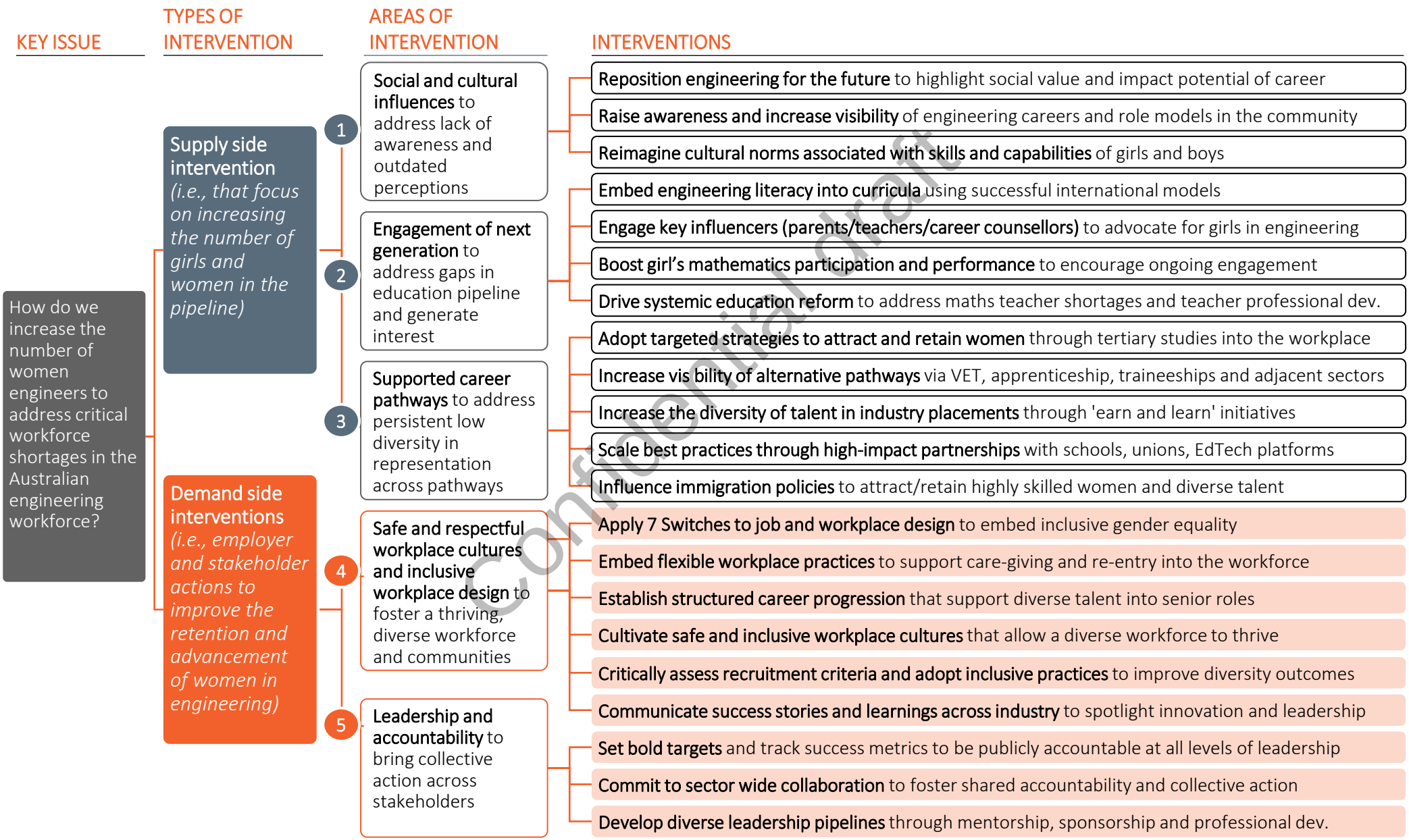
1. Social and cultural influences	2. Engagement of next generation	3. Supported career pathways	4. Safe and respectful workplace cultures and inclusive workplace design	5. Leadership and accountability
◆ Reposition engineering for the future ◆ Launch a powerful national awareness campaign ◆ Reimagine cultural norms associated with skills and capabilities	◆ Embed engineering literacy in curricula ◆ Engage parents, teachers, and influencers ◆ Boost girls' mathematics participation and performance ◆ Drive systemic education reform ◆ Leverage policy levers	◆ Ensure targeted strategies to retain women through their degrees and into the workplace ◆ Create clear alternative career pathways ◆ Increase diversity of talent in industry placements through 'earn and learn' ◆ Form strategic high-impact partnerships ◆ Develop a national workforce diversity fund ◆ Influence targeted skilled immigration strategies at national and sector level	◆ Apply 7 Switches to job and workplace design ◆ Critically assess recruitment criteria and adopt inclusive practices ◆ Embed flexible workplace practices ◆ Establish structured career progression ◆ Offer comprehensive "Returnship" programs ◆ Cultivate safe and inclusive workplace cultures ◆ Communicate success stories	◆ Set and track bold targets ◆ Develop diverse leadership pipelines ◆ Commit to sector-wide collaboration
Essential new focus areas for Champions of Change Coalition			Long-term focus areas of Champions of Change Coalition	

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Interventions across five key areas can address the strategic workforce shortage tied to occupational segregation



Confidential draft

FOI 300613

Breakthrough strategies: to test/validate

DRAFT

1. Social and cultural influences	2. Engagement of the next generation	3. Supported career pathways	4. Safe and respectful workplace cultures and inclusive workplace design	5. Leadership and accountability
Reposition engineering for the future: with a focus on "Impact Design"—highlighting the profession's creativity, collaboration, innovation, and societal relevance, aligning clearly with next-generation values around purpose, impact, and meaningful contribution. **Launch a powerful national awareness campaign:** Execute a high-visibility media campaign promoting engineering careers through compelling stories featuring diverse role models, focusing explicitly on competitive pay, workplace flexibility, creativity, societal impact, and personal fulfilment. **Reimagining cultural norms associated with skills and capabilities:** Implement national initiatives (e.g., engineering "taster" workshops, STEM camps) specifically targeting pre-school aged children, designed to foster confidence, resilience, and early interest in engineering.	**Embed engineering literacy in curricula:** Partner with educational providers to incorporate engaging, hands-on engineering content in primary and secondary school curricula, using successful international models (NSW iSTEM, Actua Canada, DiscoverE USA). **Engage parents, teachers, and influencers:** Equip parents, educators, and career counsellors with the resources, training, and knowledge to advocate positively and effectively for girls' participation in engineering. **Boost girls' mathematics participation and performance:** Implement targeted interventions, including teacher upskilling, practical curricula (inspired by France/Germany), and targeted student support to encourage girls' ongoing engagement with advanced mathematics. **Drive systemic education reform:** Advocate policies and incentives to address qualified mathematics teacher shortages, support pathways for teacher professional development. **Leverage policy levers:** Use procurement policies, dedicated funding, and recognition programs to incentivise educational institutions actively increasing female enrolment in STEM/engineering-focused subjects.	**Adopt targeted strategies to retain women through their degrees and into the workplace** across the tertiary sector including coordination across deans of engineering schools. **Create clear alternative career pathways:** Establish highly visible, attractive vocational education (VET), apprenticeship, traineeship and adjacent sector pathways complementing traditional university routes, targeting diverse and underrepresented groups. **Increase the diversity of talent in industry placements through 'earn and learn' initiatives:** Launch scalable national initiatives offering structured, paid industry placements, apprenticeships, and internships, explicitly designed to retain diverse engineering talent, particularly women. **Form strategic high-impact partnerships:** Collaborate extensively with educational institutions, Engineers Australia, trade unions, and innovative EdTech platforms (e.g., Year13) alongside international engineering bodies to rapidly scale best practices and enhance the diversity pipeline. **Leverage national workforce diversity funds:** such as the Federal Government's Building Women's Career initiative to create innovative pathways for women into the sector achieving measurable progress in recruiting, retaining, and advancing diverse talent in engineering. **Influence targeted immigration policies:** Actively influence immigration and skilled migration policies to attract and retain highly skilled women and culturally diverse engineering talent from tertiary degrees into workforces as well as recognition of overseas qualifications (e.g., bridging courses)	**Apply 7 Switches to job and workplace design:** Embed inclusive gender equality throughout the workplace and into the communities **Critically assess recruitment criteria and adopt inclusive recruitment practices:** Implement anonymised application processes, structured interviews, mandatory diverse shortlists, and skills-based assessments to eliminate biases and systematically improve diversity outcomes. **Embed safe and flexible workplace practices:** Introduce meaningful safe and flexible work arrangements, remote working, job-sharing opportunities, and comprehensive parental leave policies. **Establish structured career progression:** Create transparent career pathways and targeted sponsorship and leadership programs explicitly designed to propel diverse talent into senior engineering roles, reducing gaps at executive and board levels. **Offer comprehensive "Returnship" programs:** Develop structured return-to-work pathways specifically supporting women re-entering engineering after career breaks, featuring skills refreshment, mentoring, and sponsored re-entry positions. **Ensure transparent accountability frameworks:** Publicly track and report gender/diversity metrics across hiring, promotions, retention, pay equity, and leadership appointments, ensuring visibility and accountability. **Regularly conduct gender pay gap audits:** Perform annual pay audits, actively address inequities, and embed gender-equitable remuneration processes. **Launch recognition and awards programs:** Implement national awards highlighting organisations demonstrating leadership in diversity, inclusion, and equity, disseminating best practices across the sector. **Facilitate internal networks and mentorship:** Foster strong internal support networks, employee resource groups, mentorship, and forums specifically for women engineers, promoting retention and advancement. **Communicate success stories:** Proactively share success stories internally and externally, spotlighting diverse engineering role models embodying creativity, leadership, and innovation.	**Set and track bold targets:** Establish ambitious, publicly accountable diversity targets at all levels of engineering leadership, regularly reporting progress to stakeholders. **Commit to sector-wide collaboration:** Foster industry-wide collaboration and accountability through sector forums, coalitions (e.g., Champions of Change Coalition), and shared commitments to diversity and inclusion, ensuring collective, sustained progress. **Develop diverse leadership pipelines:** Implement clear, strategic plans for developing diverse talent pools for senior leadership roles, including targeted mentorship, sponsorship, and professional development initiatives. Strategies under pillars 4 and 5 are the long-term focus of Coalition Members. See *Leading on Inclusive Gender Equality: Our Actions* for an overview of progress achieved across 15 years and the *Leading on Inclusive Gender Equality: Strategy* outlining future focus. There is potential to radiate impact across industry to other employers

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Key terms and definitions

Workforce gender segregation[1]

This paper focuses on **workforce horizontal gender segregation in the occupation of engineering**

- *G*ender segregation can occur within an **organisation**, **industries** and **occupations** as well as temporally where there are concentrations of men or women in part vs full time work.
  - **Vertical segregation** (like ceilings) prevent women from progressing to senior roles
  - **Horizontal segregation** (like walls) separate men and women from working together
- Segregation into highly feminised or masculinised occupations and industries has the effect of:
  - **constraining opportunities** by deterring or excluding women and men from jobs that they may be suited and narrowing education/training/career pathways;
  - **reducing productivity due** to labour underutilisation and skills shortages;
  - **perpetuating gender stereotypes/norms** including by reducing incentives for men and women in heterosexual relationships to fairly share domestic roles[1]
- **Gender segregation** persists despite significant legal, policy and institution reforms that promotes gender equality at work (e.g., anti-discrimination legislation, WGEA's national workplace gender equality reporting regime) and adjusted labour conditions to support men and women at work (e.g., flexible workplace policies, paid parental leave)[1]

Engineers[2]

- **Qualified engineers** refers to the subset of individuals in Australia's population with engineering qualifications, having an advanced diploma or associate degree level qualification (AQF6) or higher qualification, in the engineering and related technologies field of study
- **Engineering occupations** refers to the 50 (of the 364) ANZSCO occupations at the unit group level that fit the criteria of an engineer occupation with at least 3 out of 5 connections to engineering
- The engineering profession is made up of **three occupational categories**:
  - **Professional Engineers** use engineering theory to plan and design original and novel solutions to problems understanding principles of science and technology in their practice. They require at least the equivalent of 4-year full-time accredited Bachelor Degree (Honours) in engineering
  - **Engineering Technologist:** modify established engineering technology and apply newly developed engineering techniques on a regular basis and to provide leadership in design, design review, operational and supervisory activities within their field. They require at least 3-year full-time accredited Bachelor's Degree
  - **Engineering Associates**: focus on specific elements of the system and work within codes and apply established practices and procedures. They require at least 2-year Advanced Diploma or Associate Degree

Confidential draft

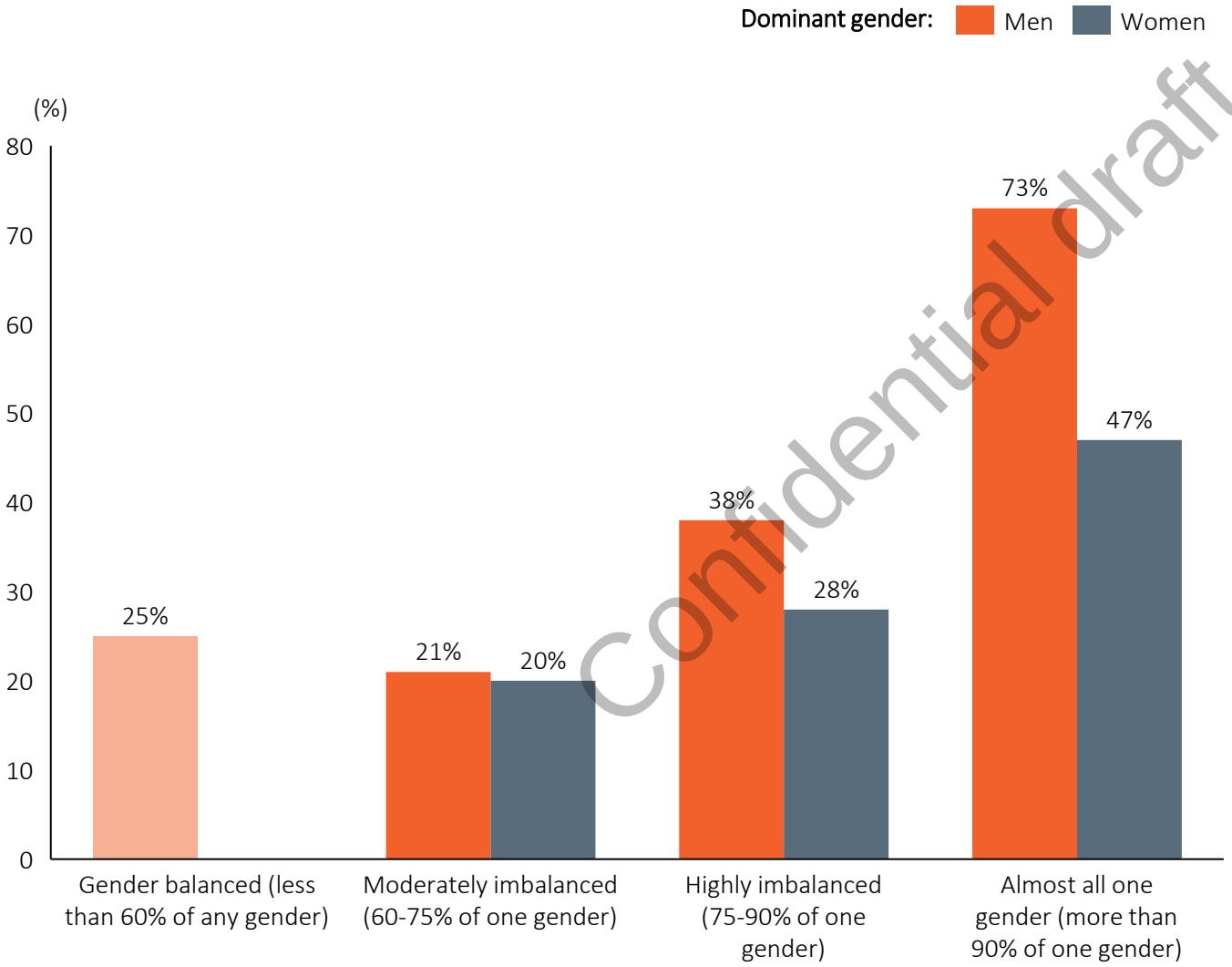
1. UNSW Social Policy Research Centre (Stage 1 of research prepared for FWC), Gender-based occupation segregation: a national data profile (2023); 2. Aligned with Engineers Australia definitions

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Occupation shortages typically worsen as gender segregation intensifies, particularly in occupations made up of almost all men

Portion of occupations in shortage by intensity of gender segregation (%), 2024



Confidential draft

Key insights

Greater gender equality is beneficial to the labour market as skills shortages typically worsen as gender segregation intensifies

- Shortages are **most intense** for occupations that are **almost completely male dominated at 73%** (e.g., plumbers, electrician, receptionist, midwives)
- Significant **shortages exist** for **occupations highly gender imbalanced by men (38%) or women (28%)** (e.g., F&E workers, engineering managers and registered nurses)
- By contrast, only **20-25% of occupations** that are **gender balanced** (e.g., paramedics, journalist, policy manager) or **moderately imbalanced** (e.g., ICT sales professionals, police) are facing shortages

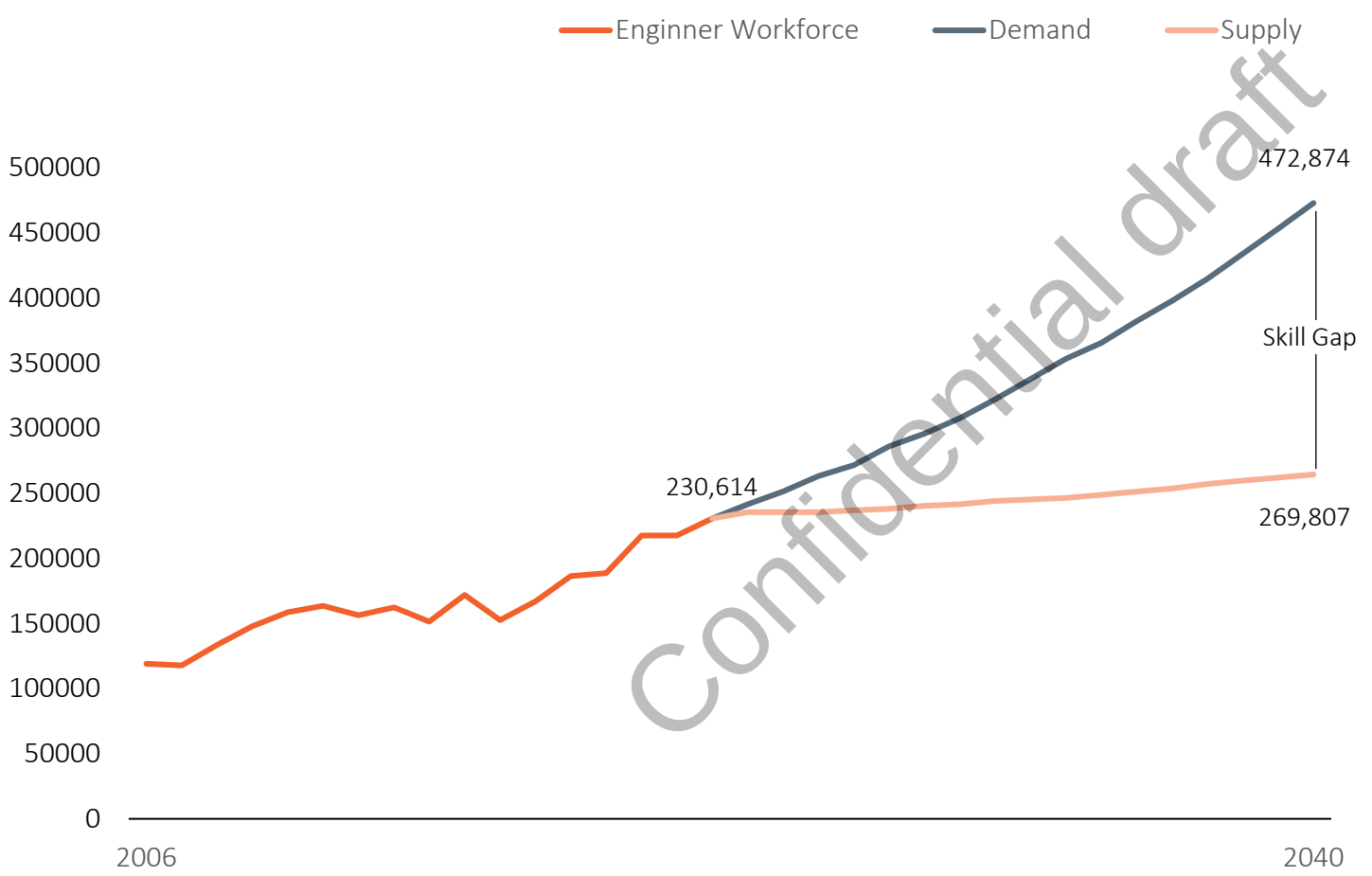
Source: Jobs and Skills Australia, New perspectives on old problems: gendered jobs work and pay (2025)

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

This holds true in the engineering profession where there is an estimated workforce shortage of 200,000 engineers by 2040

Forecasted engineering skills gap by 2040



Projected Engineering skills gap, Australia, 2022-2040

Confidential draft

Engineers Australia suggests the target of **60,000 additional engineering graduates** over the next decade are required to meet demand considering long-term expected:

- **Population trends** (e.g., with the ageing workforce, 70,000 engineers are expected to retire over the next 15 years) **and**
- **Economic growth** (particularly to support increasing investment in Australia's public infrastructure, mining and clean energy sectors)

Source: Professionals Australia – Engineering a better future: Australia's growing crisis in engineering skills; Engineers Australia Engineering Tomorrow (2025)

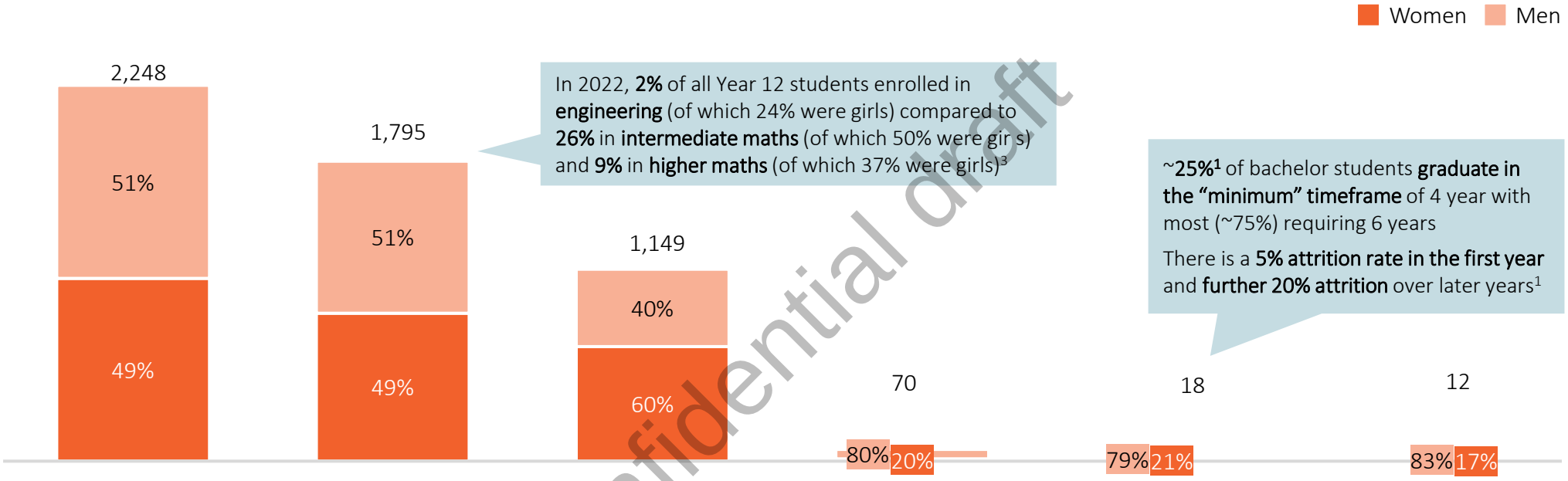
Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Girls' low uptake of STEM subjects from primary to high school lead into low tertiary and workforce representation in engineering

DRAFT

Pathway to engineering in the Australian education system by gender, 2022 ('000)



In 2022, **2%** of all Year 12 students enrolled in **engineering** (of which 24% were girls) compared to **26%** in **intermediate maths** (of which 50% were girls) and **9%** in **higher maths** (of which 37% were girls)[3]

~**25%**[1] of bachelor students **graduate in the "minimum" timeframe** of 4 year with most (~75%) requiring 6 years

There is a **5% attrition rate in the first year** and **further 20% attrition** over later years[1]

Primary students	Secondary students	University students	Engineering students	Commencing engineering	Graduating engineering
Girls represent half (49%) of the primary school students	Girls represent half (49%) of the secondary students yet in year 12 only 24% of engineering and 37% of advanced maths subjects	Girls represent majority (60%) of domestic student university enrolments	Only 6% of university students are enrolled in engineering Women represent 20% of total students in engineering or related degrees	Women represent 21% of new students enrolling in engineering and related technology degrees	Women represent 17% of graduates completing engineering degrees

Confidential draft

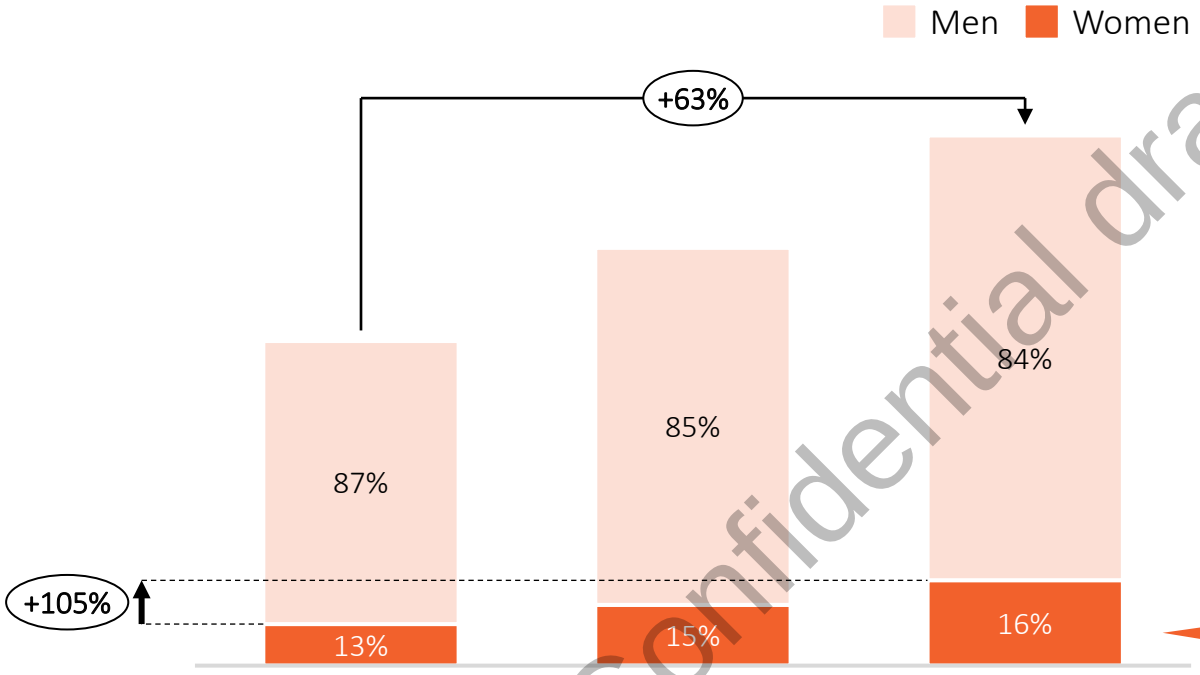
Source: ABS Schools, 2024 (Table 42 Number of full-time and part-time students); STEM Equity Monitor (University enrolment and completion based on Department of Education data); Australian Mathematical Science Institute; Australian Council of Engineering Deans Higher Education Statistics (2012-2022) - domestic students only

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Despite doubling in size in the last decade, women only represent 16% of qualified engineers in Australia

Qualified engineers in Australia by gender, 2011 to 2021 ('000)



	2011	2016	2021
Women	42,877	62,683	87,972
Men	291,879	368,269	458,933
Total	**334,756**	**430,952**	**546,905**

Of the qualified engineers in Australia, only 24% are born in Australia

Of the 80% of qualified engineers participating in the labour force, **56%** (243,157) were working in engineering occupations

Key insights

In the decade between 2011 and 2021:

- The portion of qualified women engineers grew slightly by 3 percentage points (compared to overall 63% growth)
- The number of qualified women engineers **doubled** from ~43,000 to ~88,000 (a 105% increase)
- Engineering continues to have the lowest representation of women across STEM professions

Confidential draft

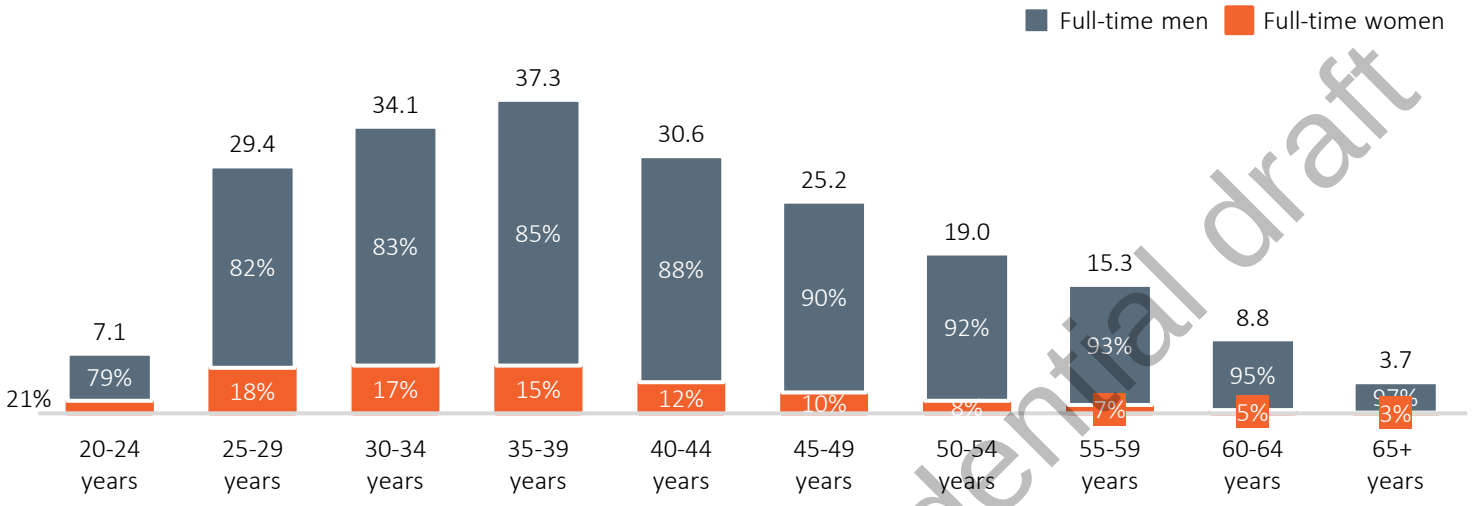
Source: Engineers Australia, The Engineering Profession: A statistical overview, 15th edition (2022); Engineering Tomorrow (2025)

Department of Industry, Science and Resources
Documents released under FOI

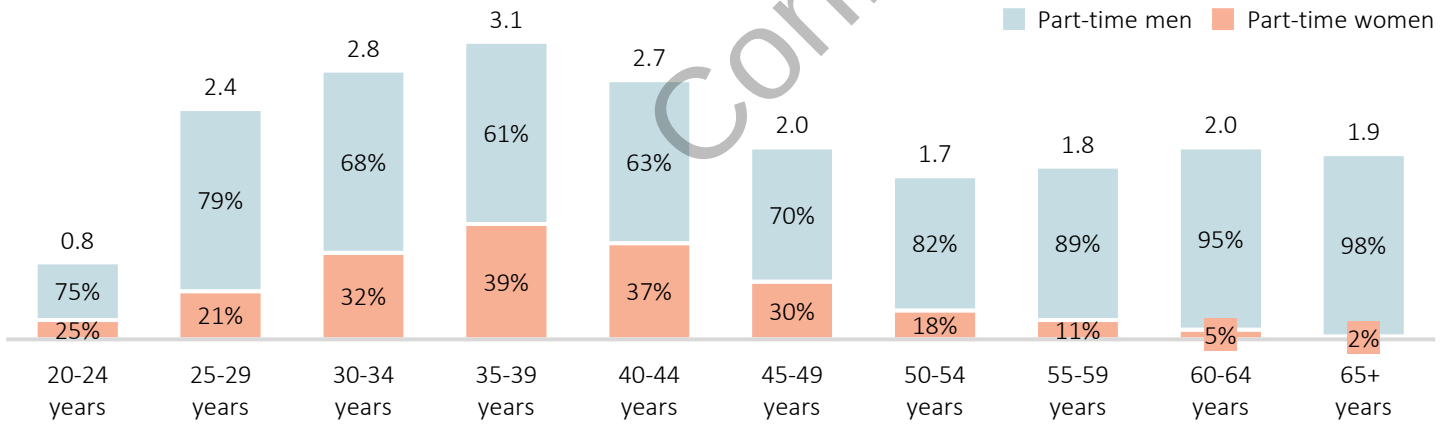
FOI 300613

Beyond the age of 30, women's full-time representation decreases and there is a corresponding rise in the part-time workforce

Full time workers in engineering by gender, 2021 ('000)



Part time workers in engineering by gender, 2021 ('000)



Source: Engineers Australia, The Engineering Profession: A statistical overview, 15th edition (2022)

Key insights

- Women represent **less ~20%** of the full-time workforce between the ages of 20 to 34
- Women's representation in the full-time workforce **off above the age of 30 years to 15%** that continues to reduce over time
- More women are represented in the **part time workforce** peaking up to **39% for the 35-39 years** age bracket

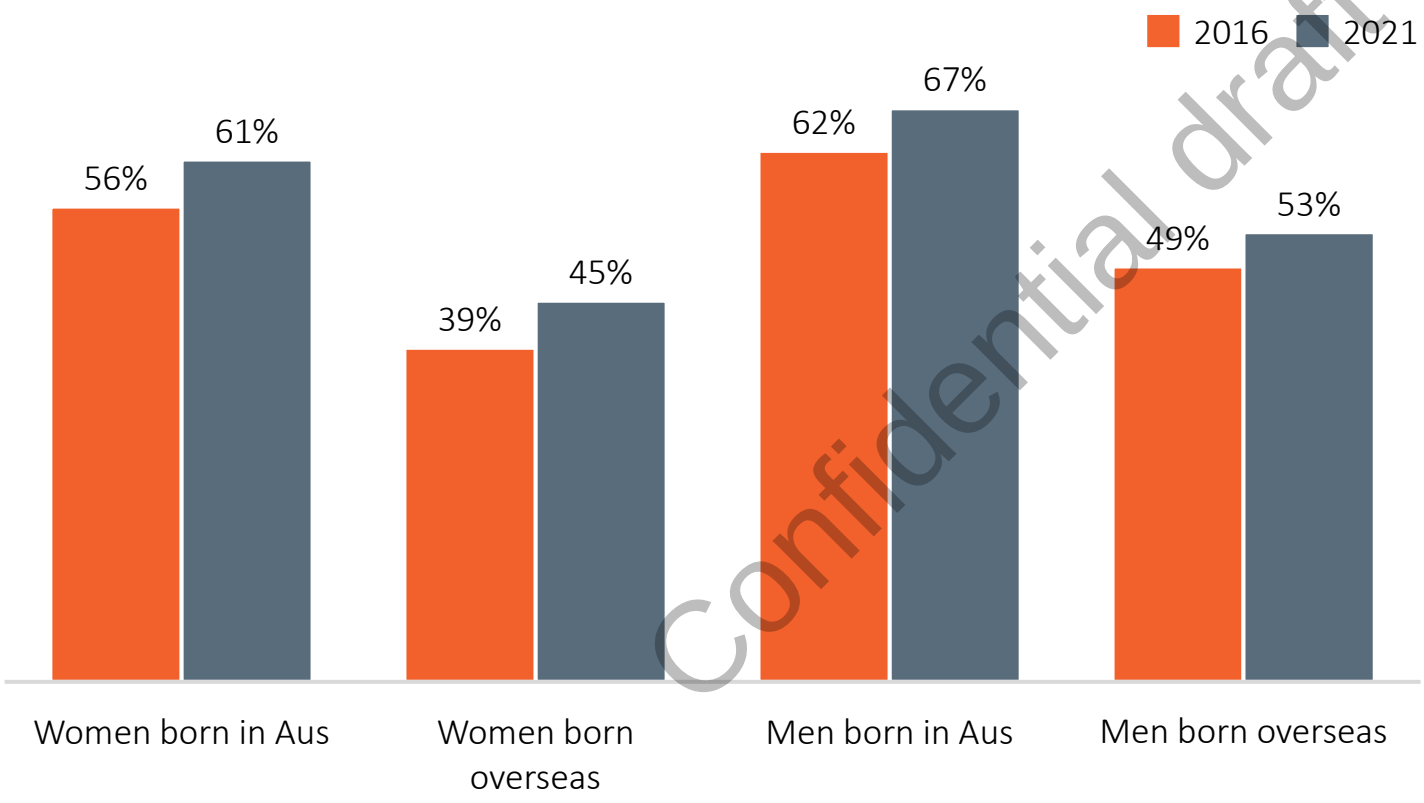
Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Despite making up most of (~58%) the workforce, migrants and particularly overseas-born women remain under-utilised

Portion of qualified engineers working in engineering occupations by gender and birthplace, 2016 and 2021 (%)



Confidential draft

Key insights

- Amongst qualified engineers, **those from migrant backgrounds are less likely to work in engineering occupations** compared to those that are born in Australia
- This **disparity is greater amongst women than men** with:
  - **45% of qualified engineers who are women and born overseas are working in engineering professions** compared to **61%** of women born in Australia
  - **53% of qualified engineers who are men and born overseas are working in engineering professions** compared to **61%** of women born in Australia

Source: Engineers Australia – Engineering Profession Statistical Overview 15th Edition (2022) – Figure 33

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Confidential draft

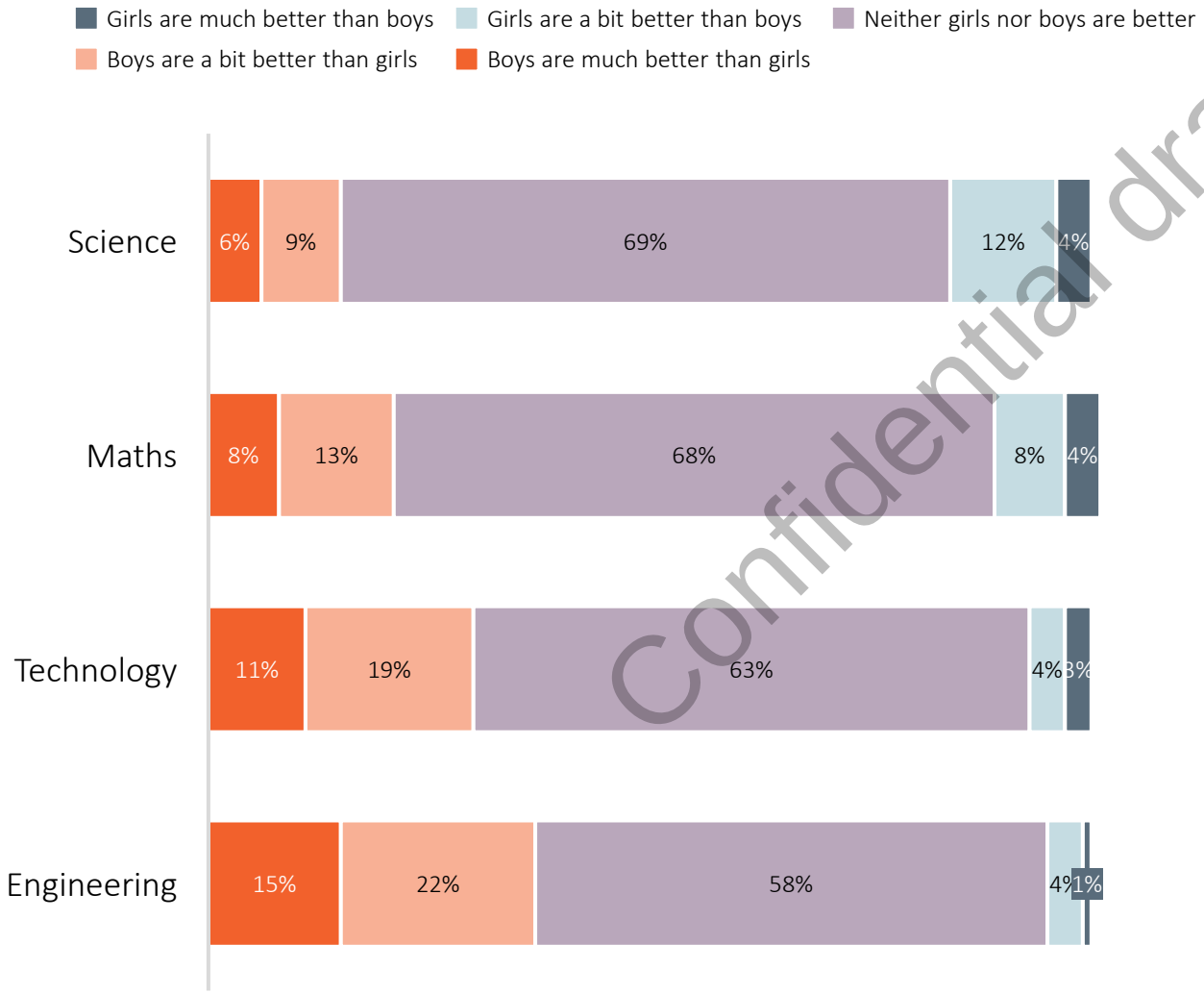
1. Societal and cultural influences

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Gender stereotypes towards STEM subjects persists and is strongest for engineering with 37% believing boys are better

Perception of gender differences in skills in STEM subjects



Source: Youth in STEM 2023 - Equity in STEM Monitoring Report – Figure 10

Key insights

- **37%** of young people hold the perception that boys are slightly to much better at engineering than girls – the most skewed perception of STEM subjects

Diversity initiatives need to start **from an early age** as research shows:

- Students who do not express STEM-related career aspirations at the age of 10 are unlikely to develop STEM aspirations as they grow up
- Children aspire to careers in early primary school, with traditional constructions of gender heavily ingrained for desired occupations

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

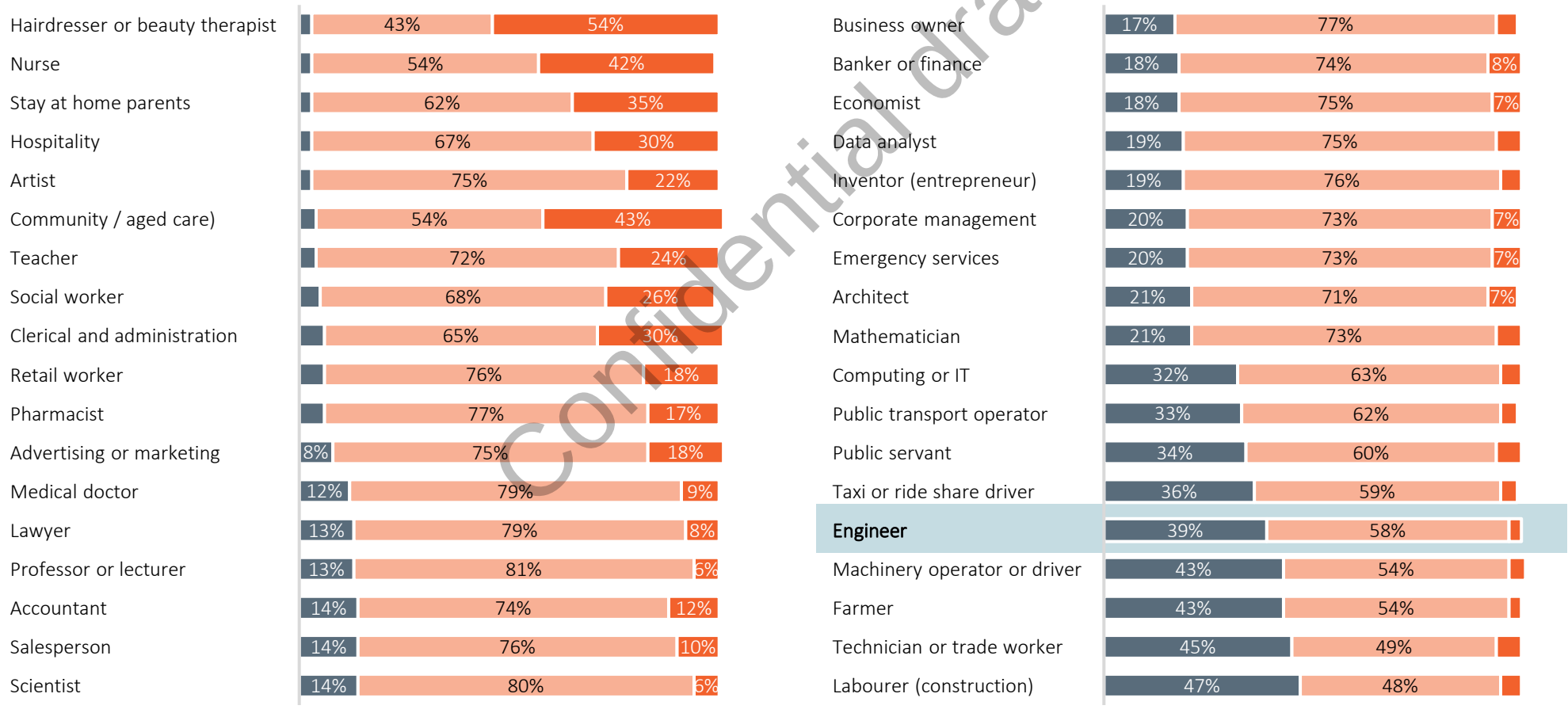
FOI 300613

Gendered perceptions amongst youth extends to careers with 39% believing boys are better suited as engineers as a job

Perception of gender orientation of certain job roles

When asked why certain jobs were better suited to girls 19% thought boys and girls could do other jobs; 19% thought "girls are more caring and sensitive" and 11% thought "girls and boys have different skills and capabilities"

When asked why certain jobs were better suited to boys 41% of surveyed thought the top reason boys were better suited because of **"strength, size, labour intensive, physical ability and dirty work"**



Confidential draft

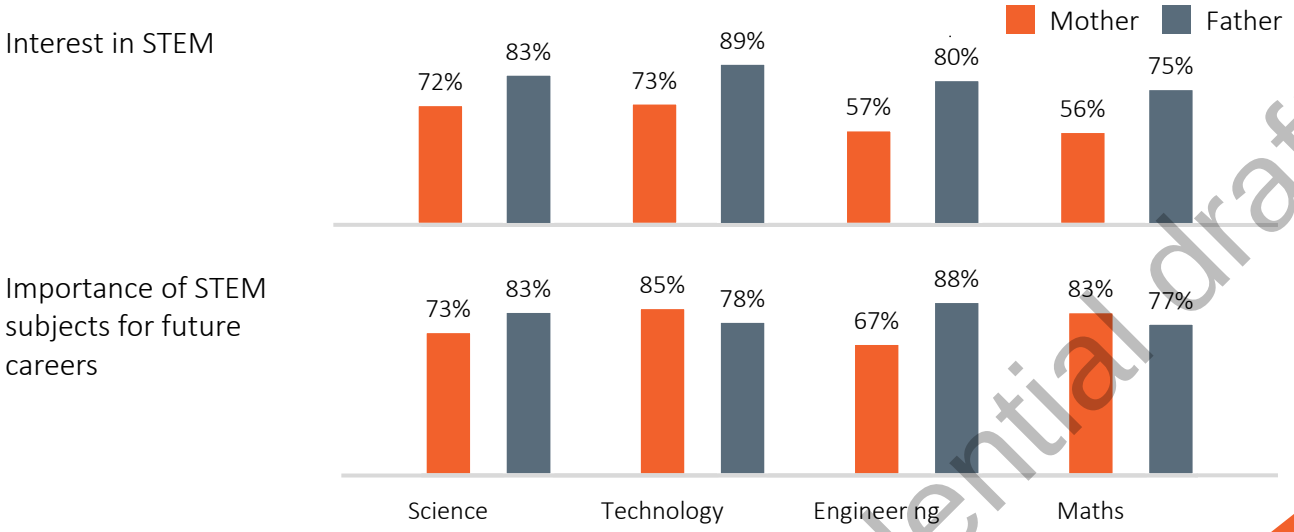
Source: Youth in STEM 2023 - Equity in STEM Monitoring Report – Figure 11 (Q: Thinking about what you know do you think these jobs are more for boys, more for girls or for both?) and 12;

Department of Industry, Science and Resources
Documents released under FOI

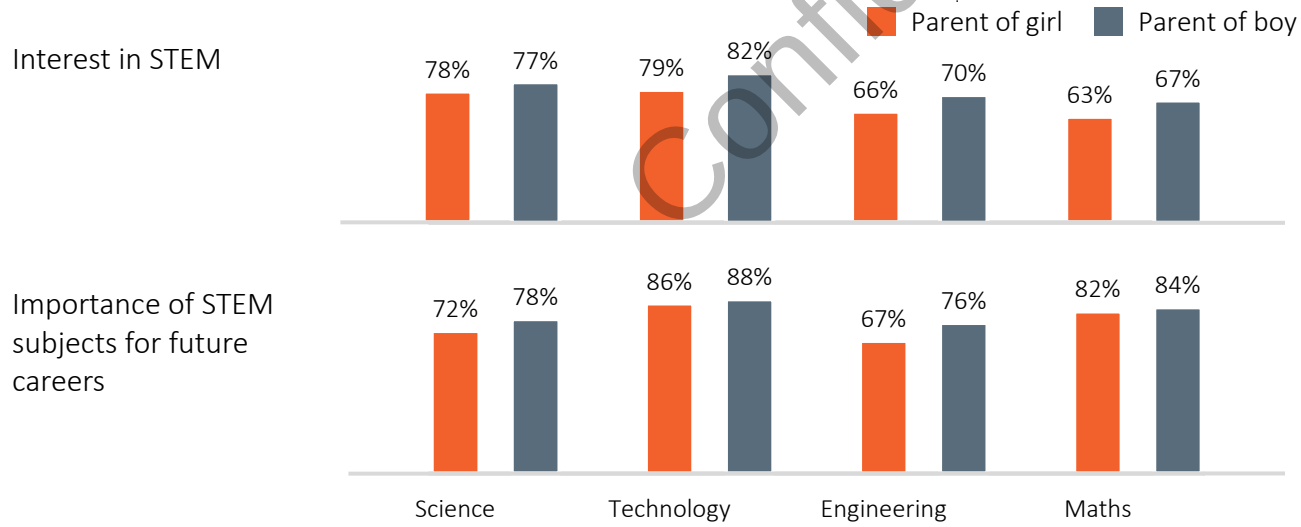
FOI 300613

Parents of boys are more likely to value engineering skills with mothers having less interest and value of engineering than fathers

Perceptions of STEM by gender of parent



Perceptions of STEM by gender of child



Key insights from STEM Equity Monitor

- Significantly less mothers (57%) are interested in Engineering than fathers (80%)
- Mothers (67%) are less likely to view engineering subjects as important for future careers compared to fathers (77%) – irrespective of whether they have STEM qualifications or not

2025 YouthInsight and Engineers Australia survey found parents of sons wanted careers in **technology**, **engineering** and **construction** for their **sons** compared to **healthcare**, **education** and **arts** for their **daughters**

- Parents of boys (76%) are significantly more likely to view Engineering skills as important for future careers than parents of girls (67%)
- Additionally, general interest in STEM was significantly higher among parents from:
  - **Metro** locations (83%) compared to regional/remote locations (73%);
  - **Higher socio-economic areas** (84%) compared to parents of lower socio-economic areas (74%)
  - **CALD backgrounds** (87%) compared to non-CALD backgrounds (78%)

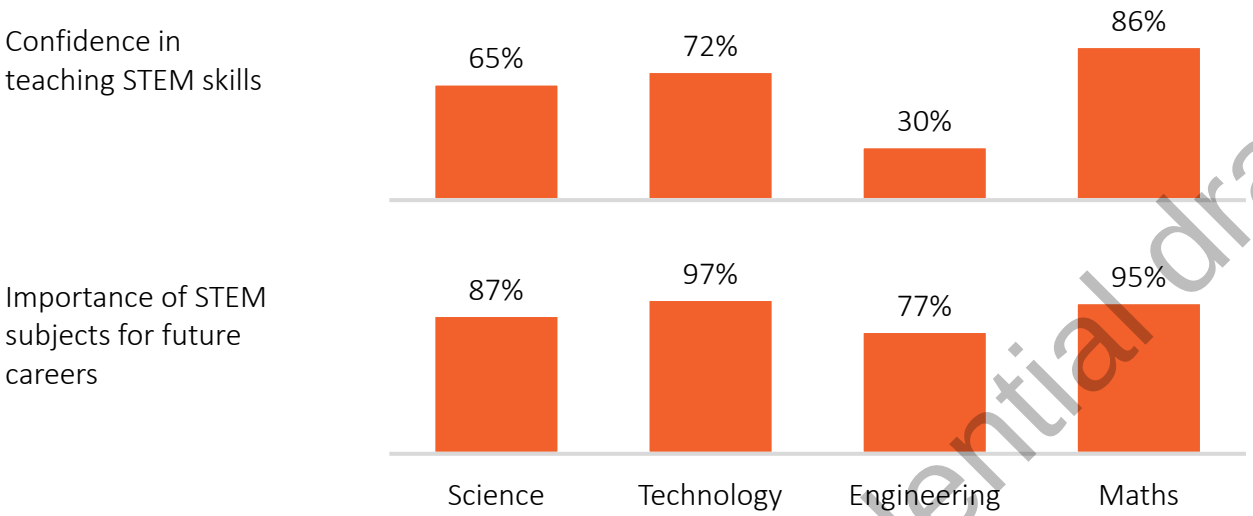
Source: STEM Equity Monitor https://www.industry.gov.au/publications/stem-equity-monitor/primary-and-secondary-school-data/parents-perceptions-and-attitudes-stem; Engineers Australia – Deciding the career path of today's young people – The Future of Engineering: what attracts young people

Confidential draft

FOI 300613

Teachers have low confidence in teaching engineering topics and perceive it as least valuable of STEM subjects

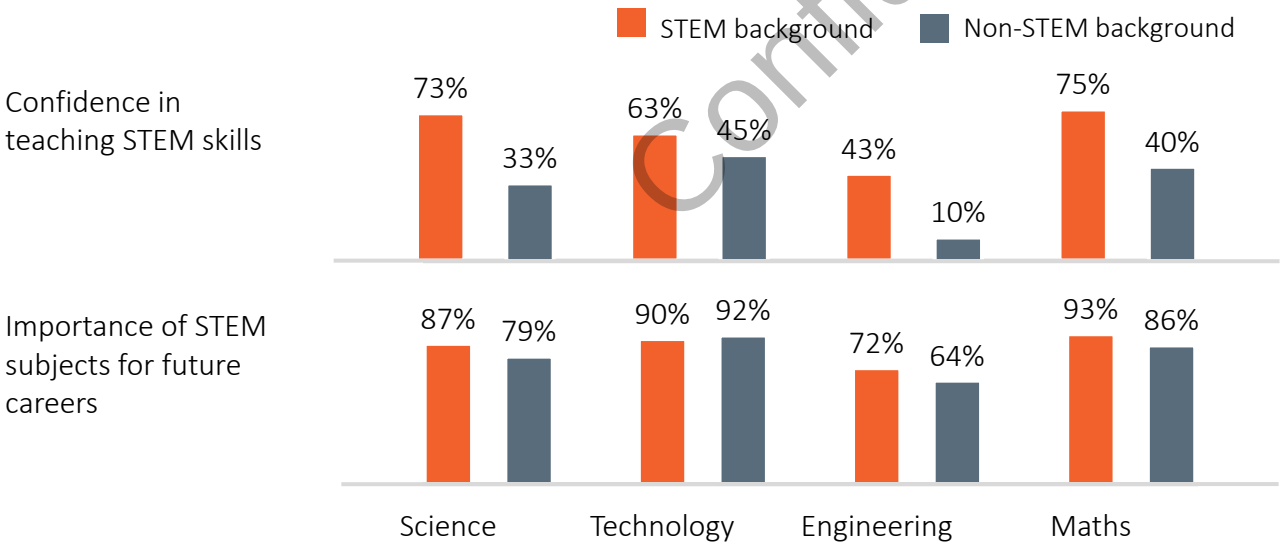
Primary school teachers



Key insights

- Of the STEM subjects, teachers (30%) have the lowest confidence in teaching engineering skills with a significant disparity between men (45%) and women (28%)
- Teachers were less likely to view engineering skills (77%) as important to future careers compared to other STEM subjects (87-97%)

Secondary school teachers



Key insights

- Confidence in teaching engineering skills falls even further amongst secondary school teachers with it being more acute for those from non-STEM backgrounds (10%) compared to STEM backgrounds (43%)
- Teachers were less likely to view engineering skills (77%) as important to future careers compared to other STEM subjects (87-97%)

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Confidential draft

2. Engaging the next generation

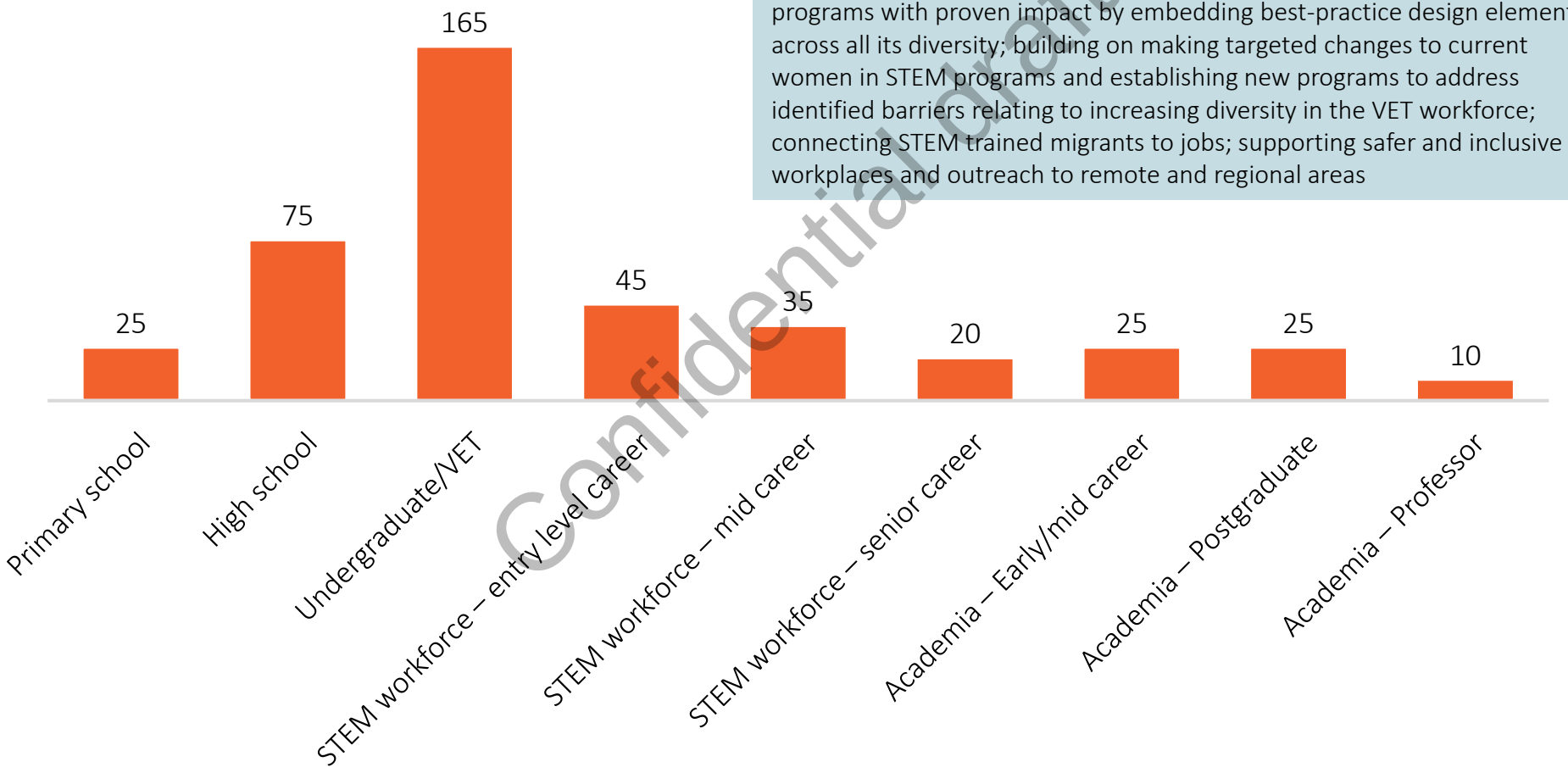
Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Initiatives to increase women in STEM are concentrated at undergraduate/VET stage but earlier interventions are required

Distribution of women in STEM programs across the STEM pathway (2022)

Recommendation 2 from the Pathway to Diversity in STEM Review (2024) asks for the Australian Government to establish a suite of diversity in STEM programs with proven impact by embedding best-practice design elements across all its diversity; building on making targeted changes to current women in STEM programs and establishing new programs to address identified barriers relating to increasing diversity in the VET workforce; connecting STEM trained migrants to jobs; supporting safer and inclusive workplaces and outreach to remote and regional areas



Confidential draft

Source: Australian Government Department of Industry, Science and Resources - *Pathway to Diversity in STEM Review – Final Recommendations Byrne, N., Dance, J., Flannery, G., Leeson, J., McCarron, L., Ovington, L., & Pratt, E. (October 2022). Women in STEM programs: Environmental scan and gap analysis. Internal report produced by the Department of Industry, Science and Resources*

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Low awareness of engineering and low uptake of maths are key factors leading to the shortage of local engineers

Driver of shortage	Most important factors	Impact
Low awareness of engineering and its impact	• Lack of consistent information on what is engineering, what engineers do and the impact of their work • Maths and science subjects (including engineering) are taught without practical application in the school curriculum • Low awareness of engineering amongst parents	The decline in maths results and low uptake in secondary school is causing a lack of eligible engineering students
Low levels of students studying Maths in Year 12	• Low standards of maths teaching in primary schools leading to a lack of foundational literacy skills in secondary students • Secondary school maths is taught with no to minimal practical application • Shortage of teachers leading to a lack of maths teachers and teachers teaching outside of their field • Lack of teaching resources to support secondary teachers	

Confidential draft

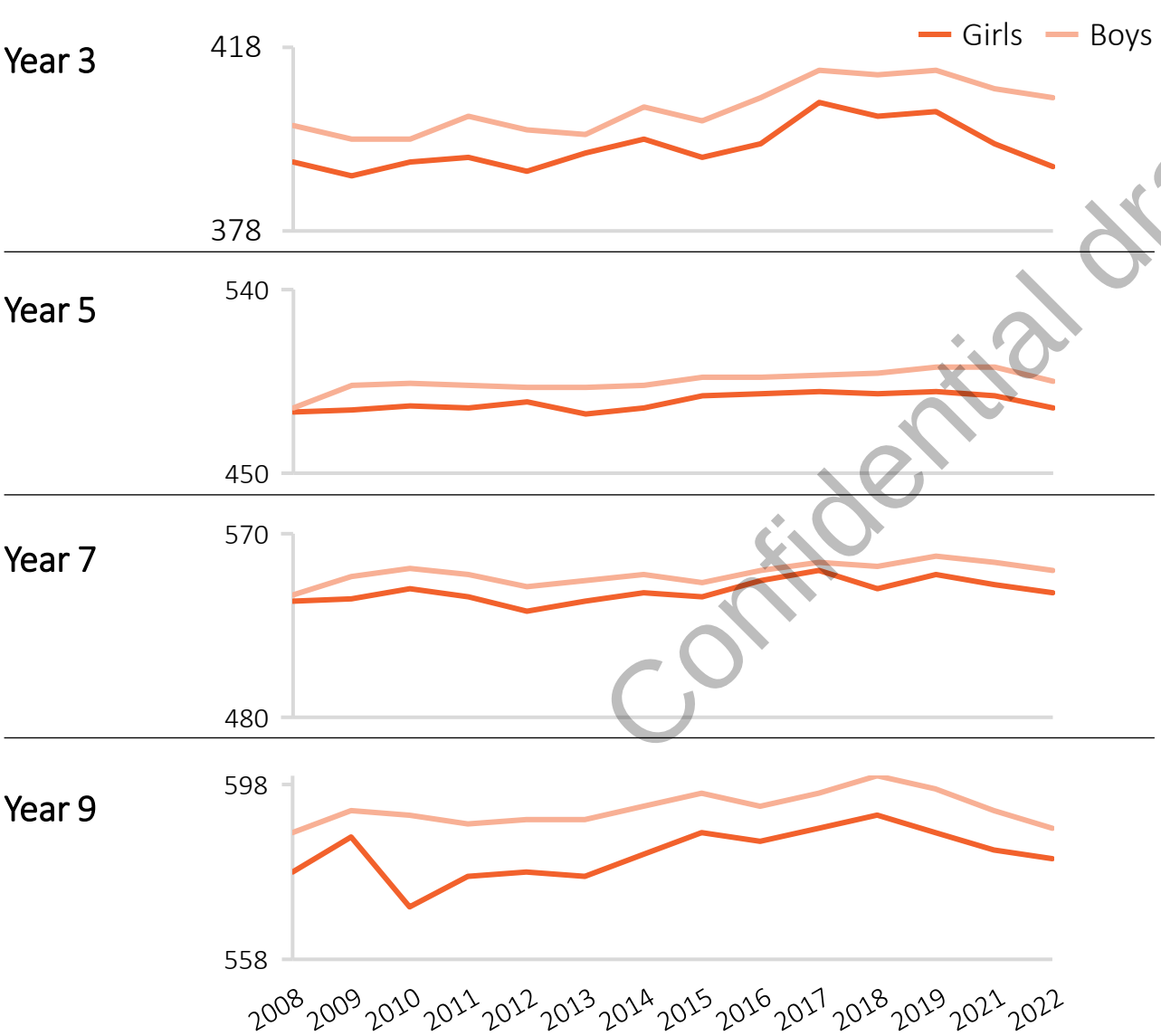
Source: Engineers Australia internal analysis

Department of Industry, Science and Resources
Documents released under FOI

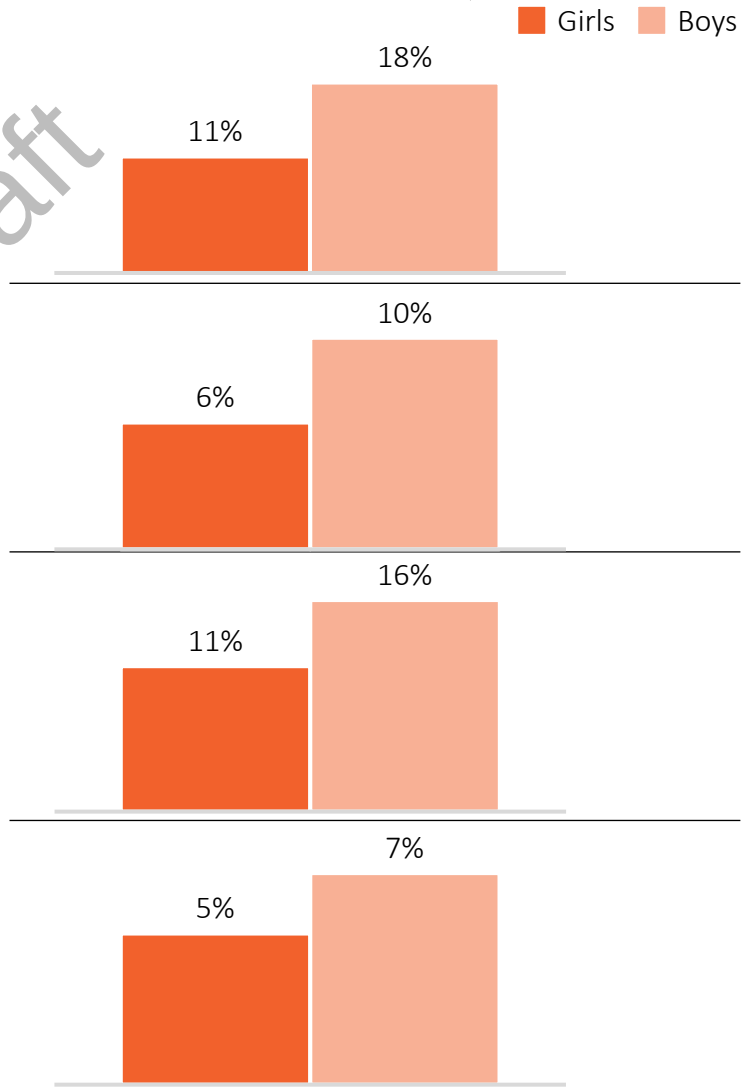
FOI 300613

A numeracy gender gap, especially top performers, appears in Year 3 numeracy tests and lasts through high school

Average NAPLAN assessment scores in Aus by gender, 2008-2022



Students scoring in highest band, 2022



Confidential draft

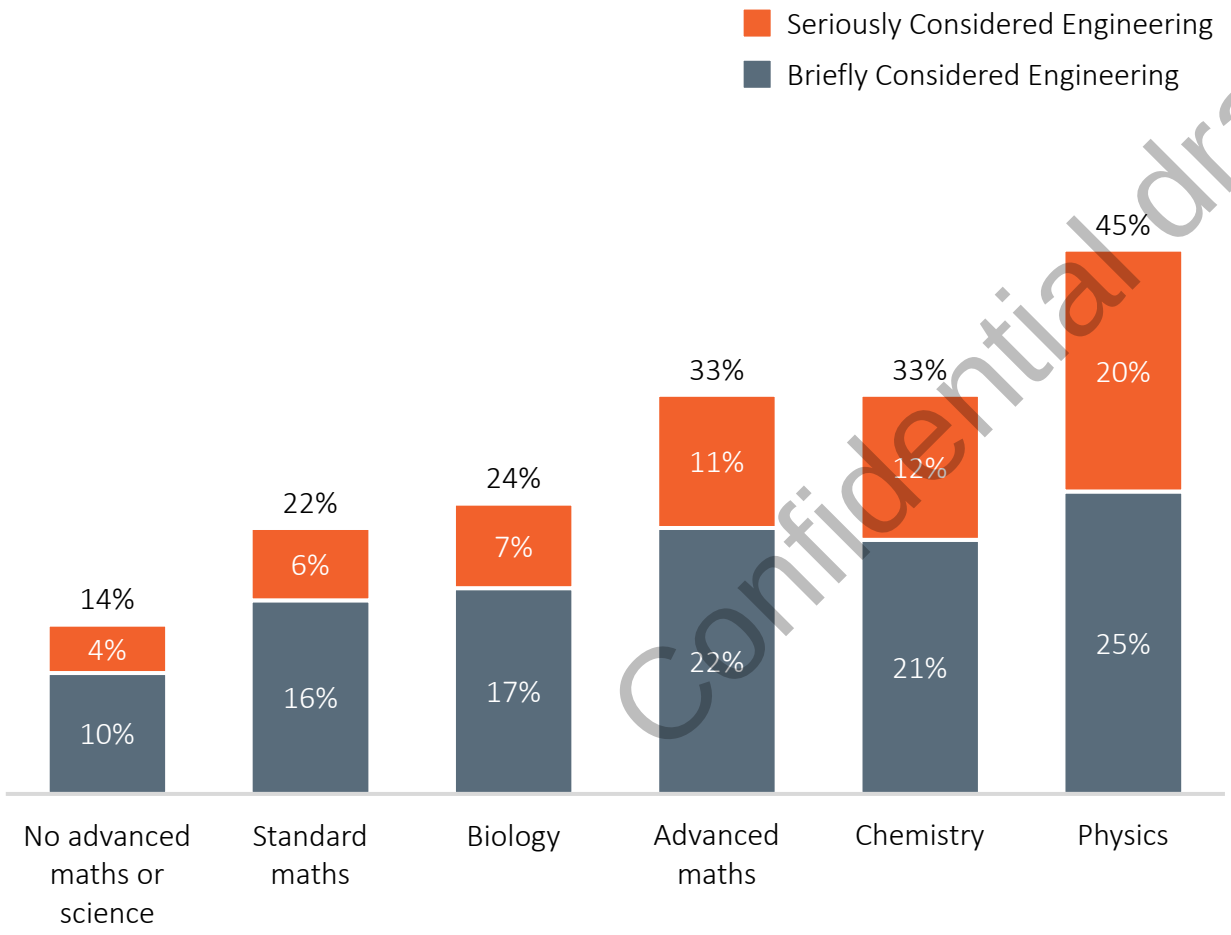
Source: STEM Equity Monitor (NAPLAN numeracy scores in Australia) https://www.industry.gov.au/publications/stem-equity-monitor/primary-and-secondary-school-data/australian-assessment-scores

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Secondary students who studied advanced maths, chemistry and physics are more likely to consider engineering…

Consideration of pursuing engineering by high school subject taken (%), 2022



Key insights

- Studying **advanced maths, chemistry and physics** in high school are strong indicators of consideration and pursuit of engineering degrees
- Of the girl students surveyed:
  - **45% who studied physics** briefly or seriously considered studying engineering
  - **33% who studied advanced maths or chemistry** briefly or seriously considered studying engineering
- These subjects are typically pre-requisites for engineering courses

Confidential draft

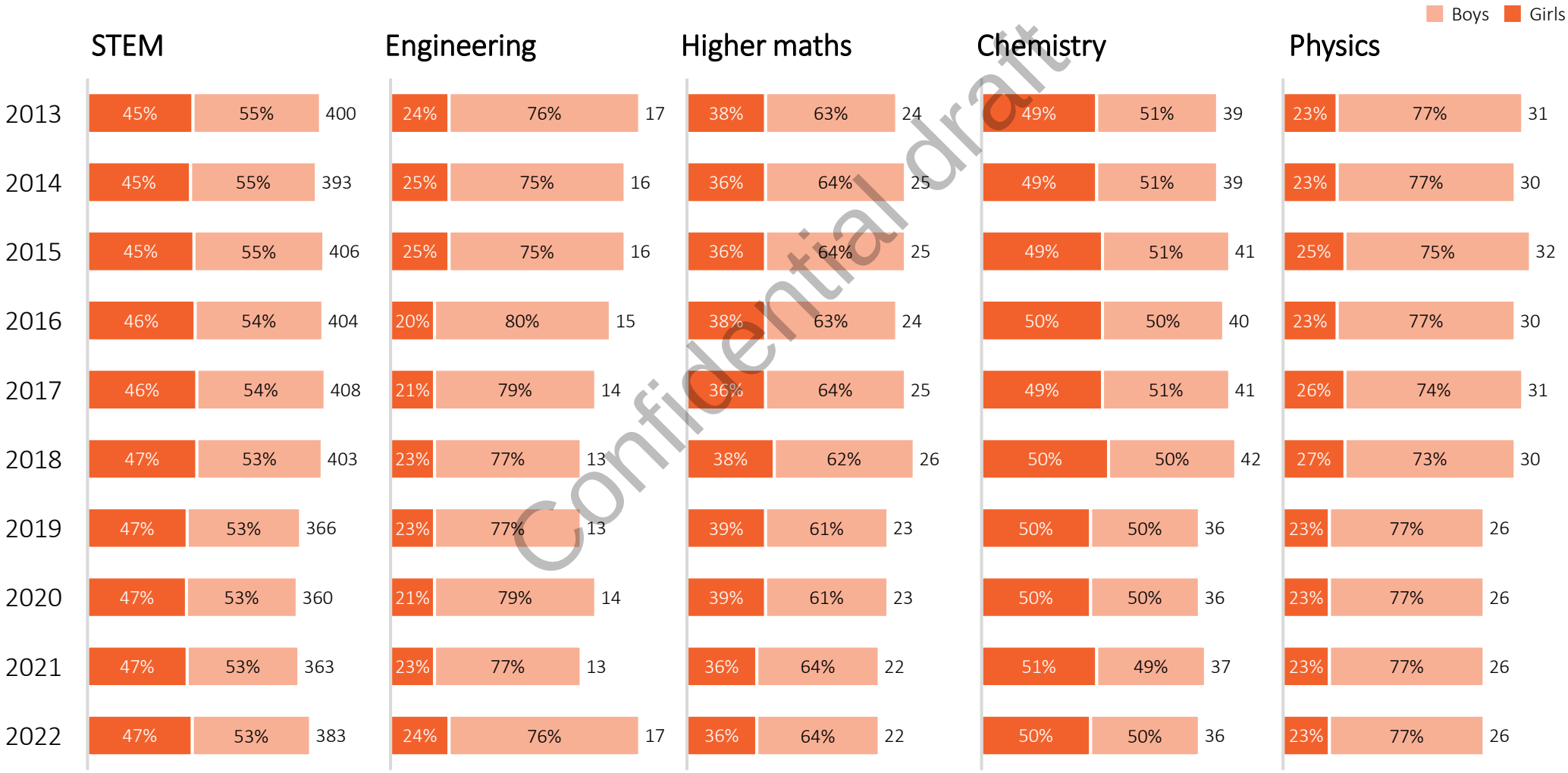
Source: Engineers Australia - Women in Engineering (2022)

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

...yet girls remain under-represented in Year 12 engineering (24%), maths (36%), and physics (23%) despite balance in STEM overall

Year 12 student enrolments in subjects by gender and year, 2013-2022 ('000)



Confidential draft

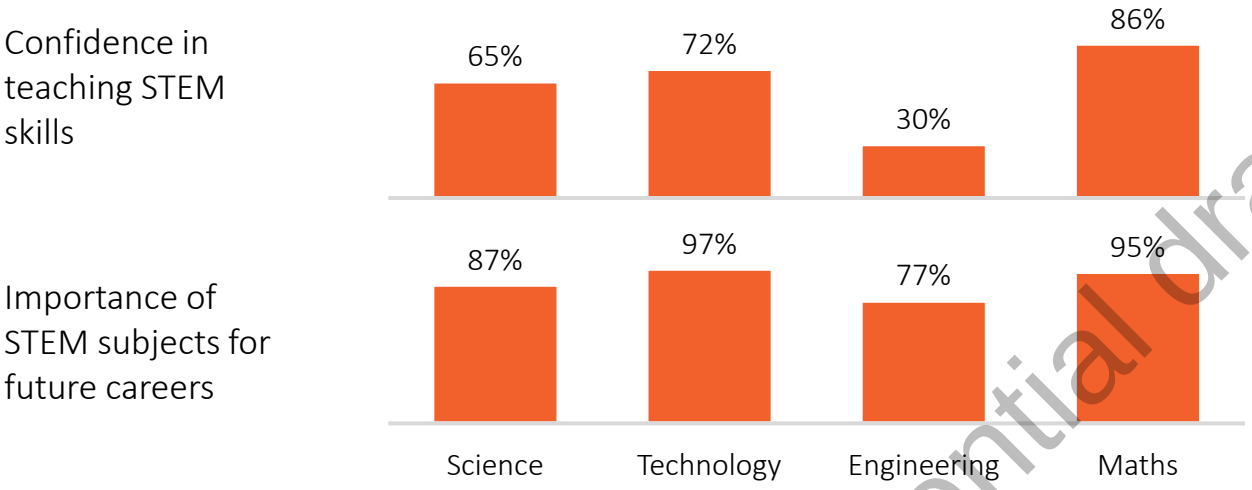
Source: STEM Equity Monitor (https://www.industry.gov.au/publications/stem-equity-monitor/primary-and-secondary-school-data/year-12-subject-enrolment-stem-and-other-fields)

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Teachers have the lowest confidence in teaching engineering topics and perceive it as least valuable of STEM subjects

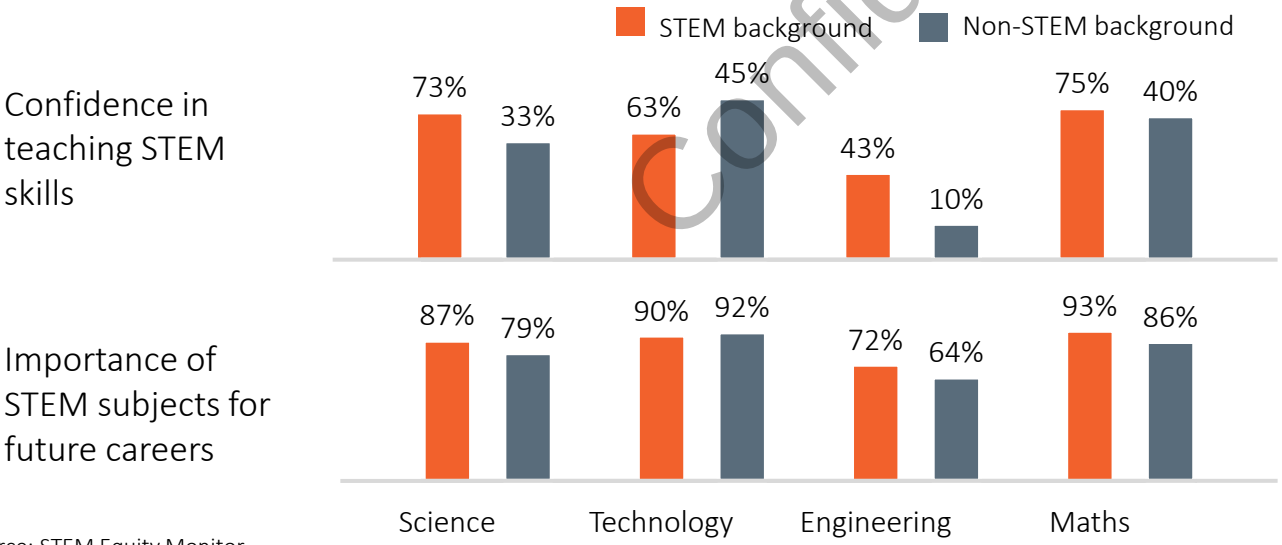
Primary school teachers



Key insights

- Of the STEM subjects, teachers (30%) have the lowest confidence in teaching engineering skills with a significant disparity between men (45%) and women (28%)
- Teachers were less likely to view engineering skills (77%) as important to future careers compared to other STEM subjects (87-97%)

Secondary school teachers



Key insights

- Confidence in teaching engineering skills falls even further amongst secondary school teachers with it being more acute for those from non-STEM backgrounds (10%) compared to STEM backgrounds (43%)
- Teachers were less likely to view engineering skills (77%) as important to future careers compared to other STEM subjects (87-97%)

Source: STEM Equity Monitor

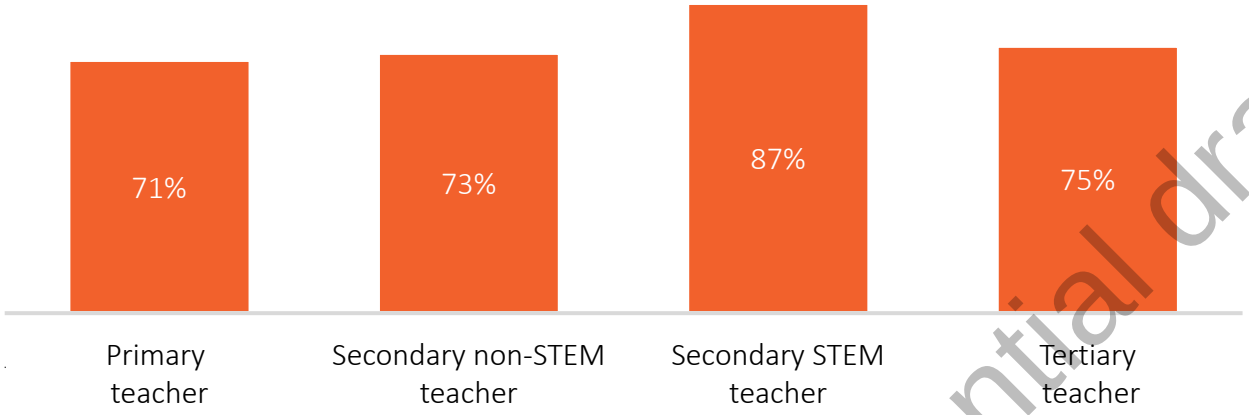
Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

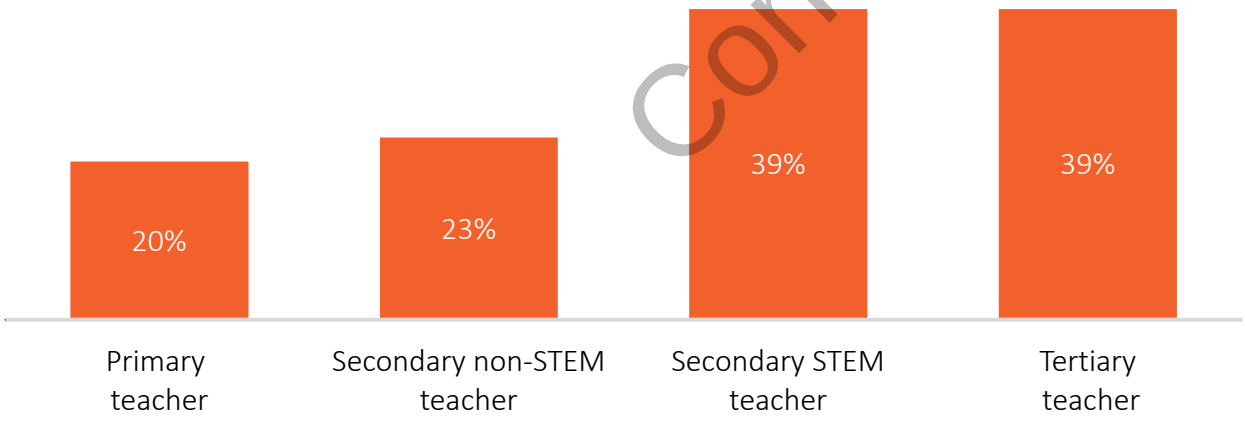
FOI 300613

Teachers in primary (20%) and secondary without a STEM background (23%) are not confident in explaining STEM careers

Confidence in connecting STEM to careers by education level (%), 2022



Ability to explain different STEM careers (%), 2022



Key insights

- Most teachers across school levels felt confident in connecting STEM connect with real world applications and career examples with those with STEM backgrounds significantly more confident (87%) than others (71-75%)
- However, there is lowest confidence amongst primary (20%) and secondary non-STEM teachers (23%) in their ability to explain what different STEM careers involve

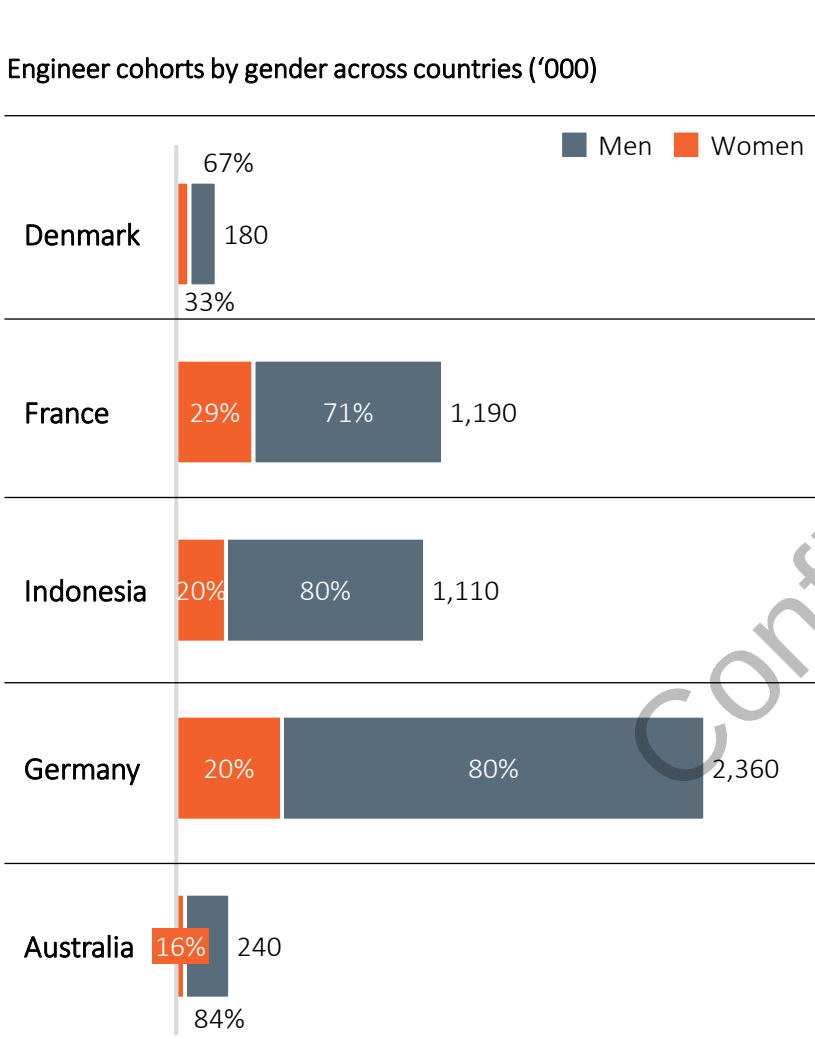
Confidential draft

Source: STEM Equity Monitor – Teachers and careers advisers perceptions and attitudes to STEM

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Countries with stronger, more gender-balanced engineer cohorts have education systems emphasising maths and its practical uses



	Compulsory maths from K-12	Trained maths teachers with structured CPD	Industry partnerships	Practical and relevant learning	Links to national goals	Clear VET and tertiary pathways
Denmark	✓	✓	✓	✓	✓	✓
France	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	×	✓	×	×
Germany	✓	✓	✓	✓	✓	✓
Australia	×	×	✓	×	×	×

Source: Engineers Australia internal analysis

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

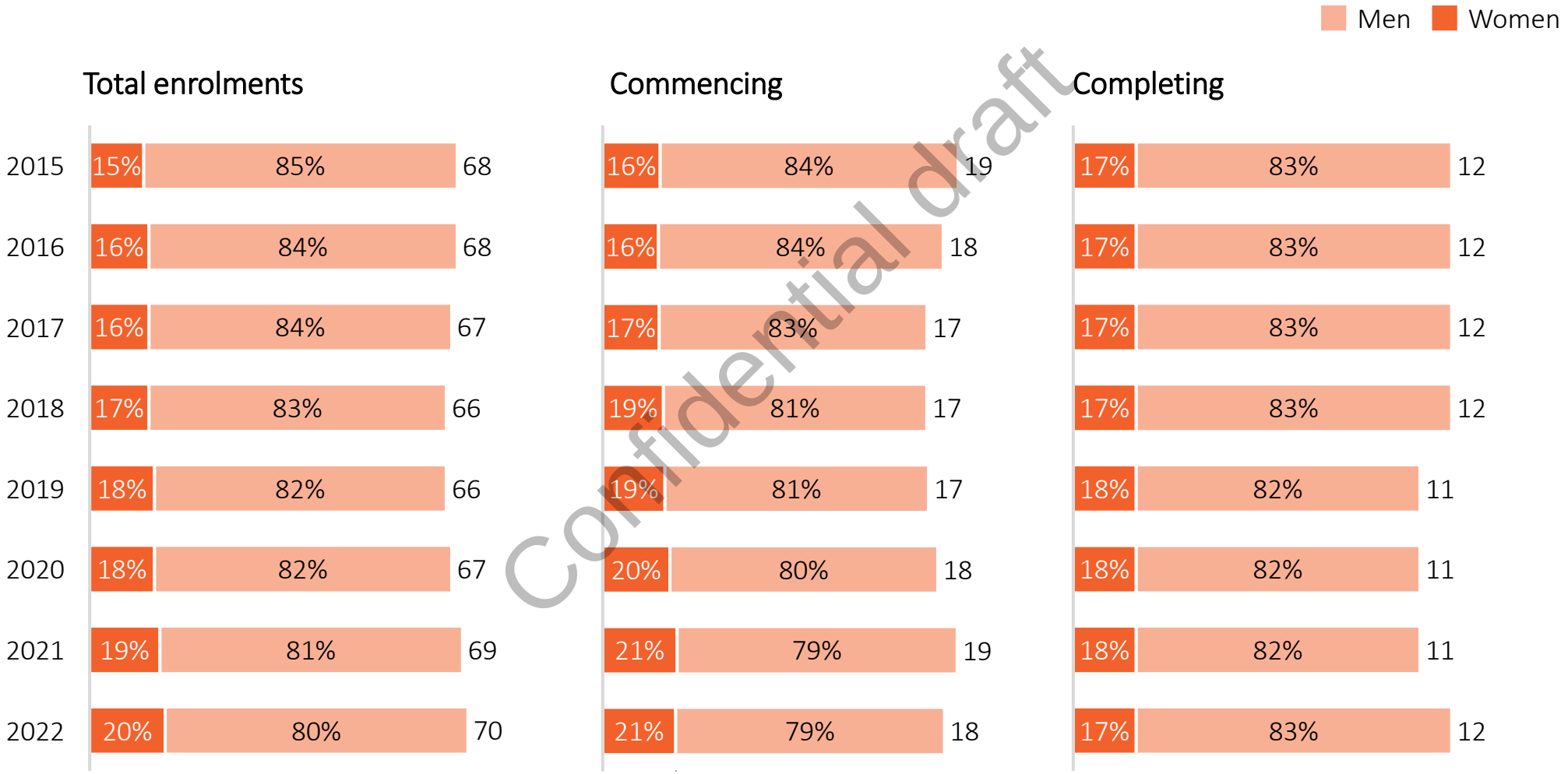
3. Providing supported career pathways

Confidential draft

FOI 300613

The portion of women enrolled (20%), commencing (~20%)and graduating (17%) from engineering studies has stagnated

Engineering and related technologies domestic students by year and gender, 2015-2022 ('000)



Confidential draft

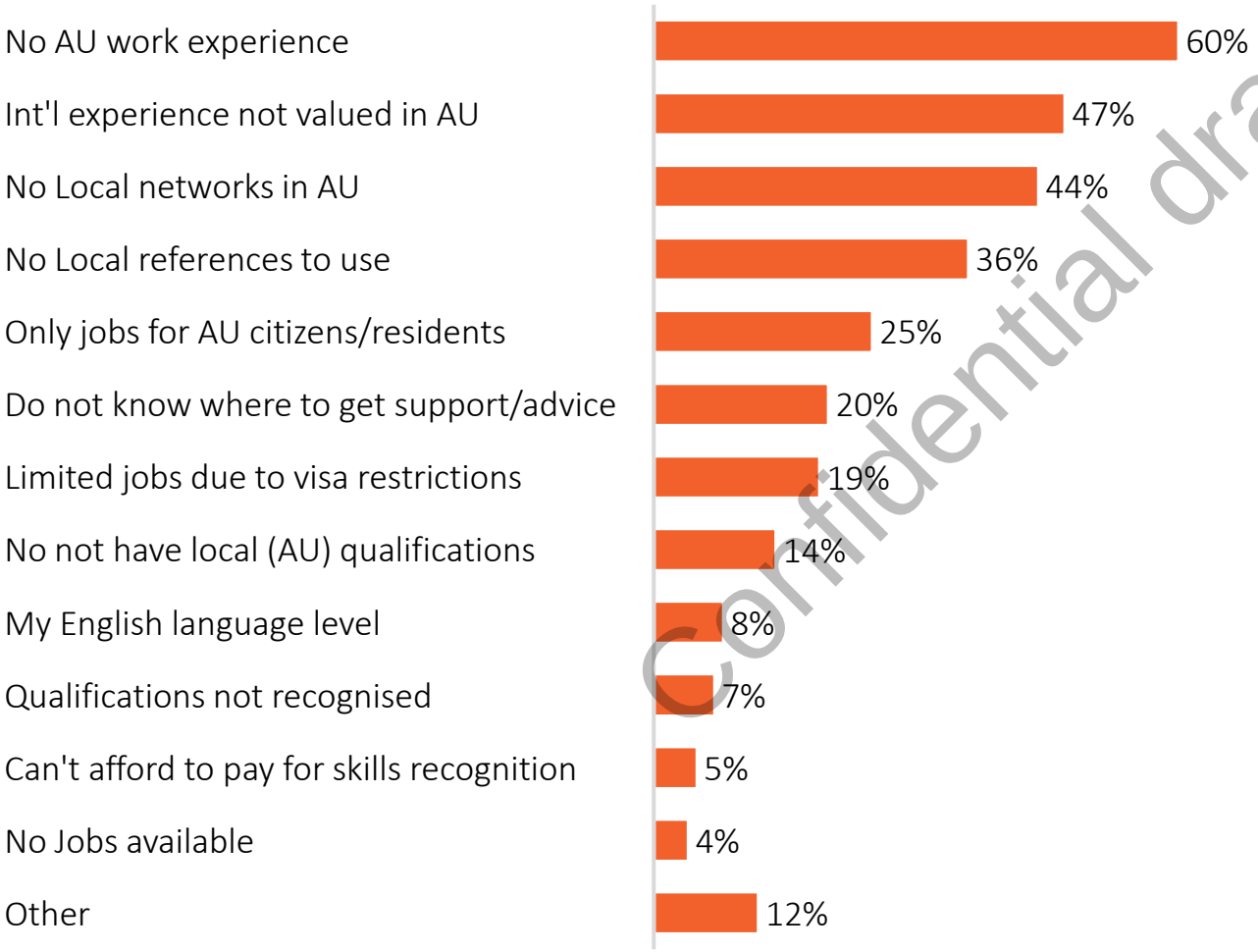
Source: STEM Equity Monitor (includes bachelor, graduate, masters and doctoral degrees); Australian Council of Engineering Deans (ACED) Australian Higher Education Statistics 2012-2022

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

The barriers for migrant employment are lack of local experience, undervalued international experience and lack of local network

Perceived barriers to employment amongst migrant engineers, 2022 (%)



Key insights

- Migrant engineers believe the biggest barriers to employment is:
  - lack of local experience (60%),
  - lack of recognition or valuing of their existing overseas experience (47%)
  - the lack of local industry networks (44%) and referees (35%)

The seven barriers to hiring migrant engineers identified by employers were:

1. A lack of local knowledge and experience resulting in lower standards
2. Perceived cultural differences in soft skills
3. Visa or sponsorship working rights issues leading to a preference to avoid the system
4. A lack of people who can vouch for them locally
5. Relevance of overseas certifications
6. “Flight risk” concerns
7. Tendency to hire “networks” at senior-level roles

Source: Engineers Australia - Barriers to employment for migrant engineers (2021)

Confidential draft

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Confidential draft

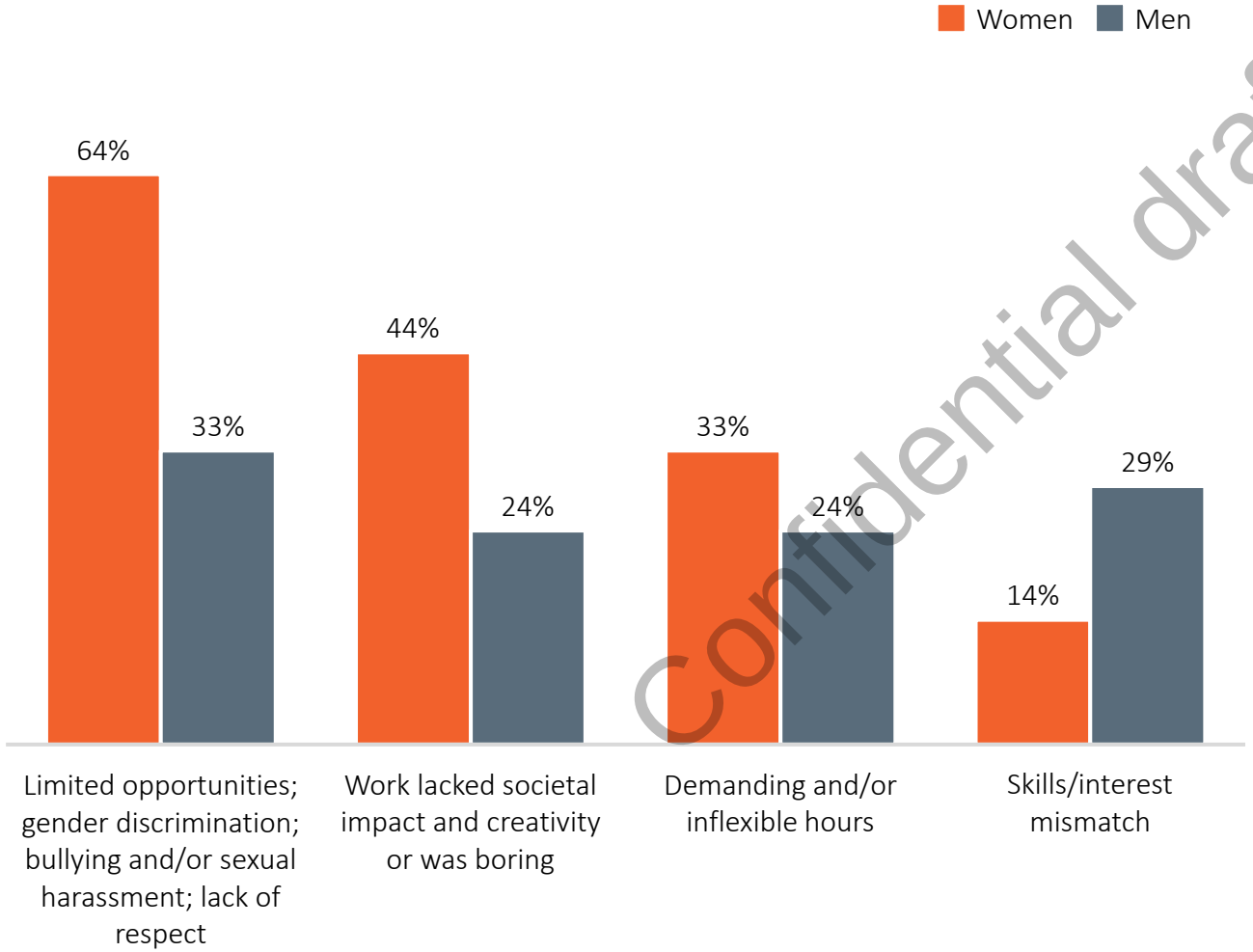
4. Safe, respectful and inclusive workplace cultures

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Women are significantly more likely to leave the profession due to poor workplace culture and experiences compared to men

Reasons for leaving the engineering profession by gender, 2022 (%)



Key insights

- The most common reason cited for leaving the workplace amongst women relate to **poor workplace culture and experiences** of limited opportunity, gender discrimination, bullying, harassment and disrespect
- Women are twice as likely to cite this reason than men (64% compared with 33%)
- Women also found the work itself:
  - **Lacking in impact, creativity and stimulus** (44%) compared to men (24%)
  - **Demanding and inflexible** (33%) compared to men (24%)

Analysis conducted by Engineers Australia in 2022 identified that top drivers for women leaving the profession were:

1. Non-inclusive cultures
2. Unequal opportunities
3. A sense of imposter syndrome
4. Poor work-life balance
5. Lack of role models

Confidential draft

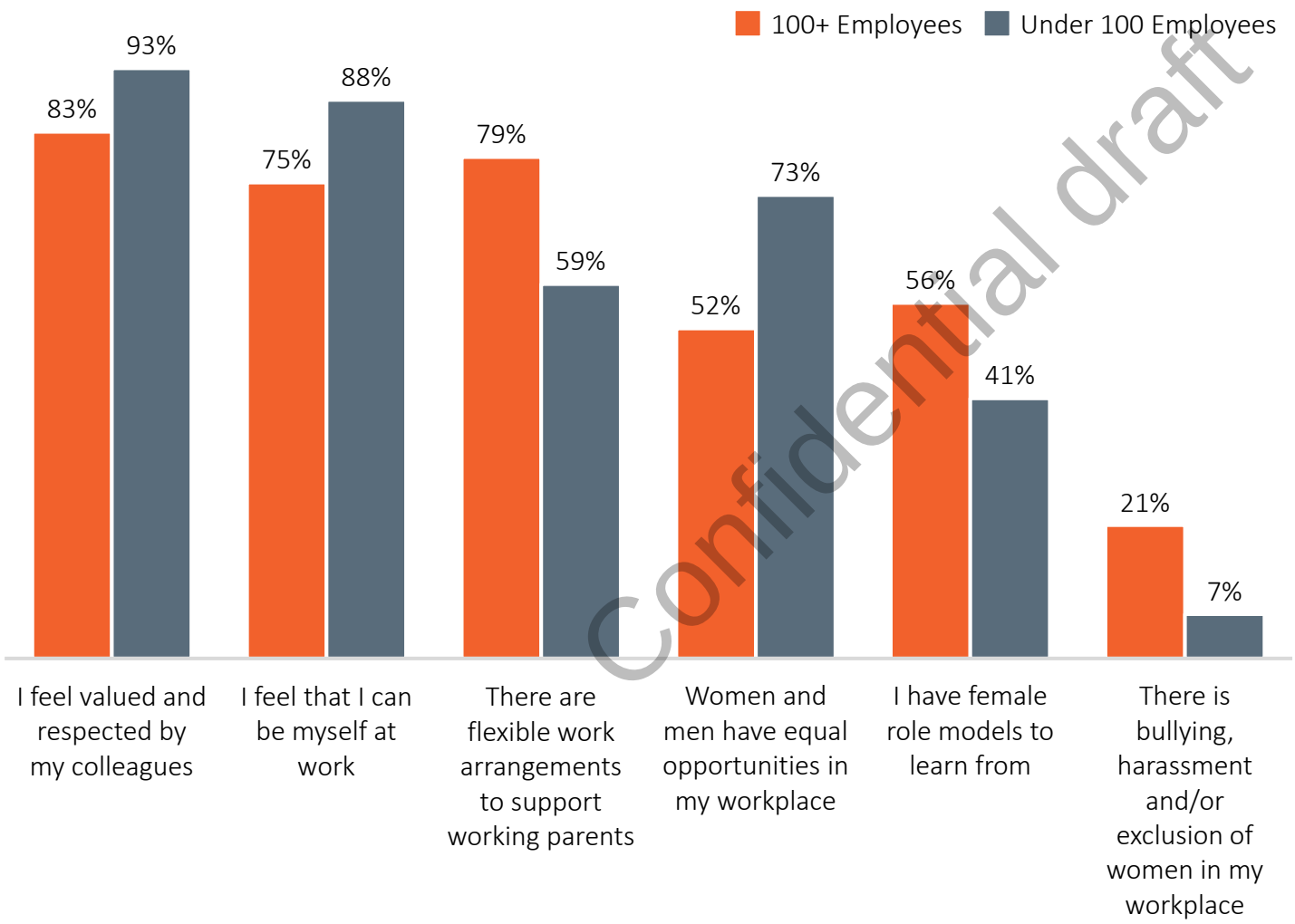
Source: Engineers Australia Women in Engineering (2022)

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Women in larger organisations felt less valued, had less equal opportunity and experienced more gender discrimination

Agreement with statements on workplace environment amongst women engineers (%), 2022



Confidential draft

Key insights

- Women in smaller organisations tended to feel more valued at work (93% compared to 83%) and could be themselves (75% compared to 88%) compared to those in larger workplaces
- Women in larger organisations have better flexible workplace arrangements (79% compared to 59%) and role models to learn from (56% compared to 41%) compared to smaller organisations
- Women in large organisations are significantly less likely to feel they had equal opportunities compared to men (52% compared to 73%) and 3x more likely to experience gender discrimination in large (21% compared to 7%)

Source: Engineers Australia Women in Engineering (2022)

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Solving gender segregation at work

A whole-of-system approach to drive productivity, boost workforces and advance equality

CHAMPIONS OF CHANGE COALITION

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Solving gender segregation at work will drive productivity, boost workforces and advance equality

Workforce gender segregation isn't just a fairness issue, its an economic and productivity handbrake.

- Solving highly gender segregated occupations and industries is a lever for reducing gender pay gaps, alleviating workforce skills shortages and increasing innovation through diversity.
- Champions of Change Coalition's approach was developed using engineers as a pilot workforce and we now have the opportunity to scale and model this nationally with other sectors and occupations like energy, construction, manufacturing, transport, and technology.
- Our approach pursues both demand and supply side interventions that include the Coalition's long-term focus on leadership and workplace actions (demand) while expanding to address the issues that shape student and worker decisions earlier in the pipeline (supply) including social and cultural influences, education, qualifications and pathways and migration.

Progress has stalled and organisations cannnot fix this issue by working alone.

- Australia has one of the most gendered labour forces in the world with only 1 in 5 occupations gender balanced. Jobs and Skills Australia found that 70% of jobs have remained at the same level of gender segregation over the past 15 years. Current education and training pipelines mirror this and will not significantly improve the existing labour market's gender segregation.
- Coordinated action across government, education and industry is required to achieve long-term and sustainable progress. This includes expanding young people's career aspirations into non-traditional roles for specific genders, building education and qualification pathways that keep diversity in the pipeline and creating workplaces that enable all genders to thrive.

Champions of Change Coalition recommends a nationally coordinated and aligned strategy for driving structural change across any sector or occupation focused on five priority areas:

1. **Social and cultural influences:** Repositioning occupations and industries to highlight their social value, impact and benefits for all, launching awareness campaigns, and reimagining cultural norms around gendered skills.
2. **Engagement of the next generation:** Embedding future workforce skills in curricula, engaging parents, teachers and careers counsellors, and boosting participation and performance in core subjects such as maths.
3. **Supported career pathways:** Implementing targeted strategies to attract and retain gender equal and diverse talent in educational institutions and workforces, creating alternative pathways to entry and collective industry partnerships to increase diversity, including via skilled migration.
4. **Safe and respectful workplace cultures and inclusive workplace design:** Applying the ***7 Switches for Inclusive Design*** to jobs and workplaces and adopting practices that create inclusive, diverse careers where women can fully participate, thrive, and lead.
5. **Leadership and accountability:** Leadership commitment and action and sector-wide collaboration, setting and tracking bold targets, ensuring transparent accountability frameworks with clear metrics for success.

A coordinated strategy and proven approach

- Champions of Change Coalition brings together 200+ CEOs, Board Directors and Departmental Secretaries that employ over 800,000 people.
- Our mission is to work together to achieve inclusive gender equality across workplaces within a generation – a mission that aligns with the Australian Government's goals.
- We are committed to tackling the most difficult challenges together, including gender segregation at work, and believe there is an opportunity for government reform that is aligned with productivity, economic resilience and gender equality.
- There is opportunity for Government and industry-level collaboration to end occupational and industry gender segregation, particularly in key sectors of the future like energy, technology and care, leveraging proven Champions of Change Coalition models and methodology.

15 YEARS Marking 15 years since the establishment of **Champions of Change Coalition**

CHAMPIONS OF CHANGE COALITION

To learn more or get involved contact: Julie Bissinella **julie.bissinella@championsofchangecoalition.org** or Sandra Hu **sandra.hu@championsofchangecoalition.org** or visit: **championsofchangecoalition.org/resource/solving-gender-segregation-at-work**

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Solving gender segregation at work

A whole-of-system approach to drive productivity, boost workforces and advance equality

1 Social and cultural influences

Address outdated perceptions of occupations or sectors that can exclude women and girls

- **Reposition occupations/ industries for the future** by highlighting their social value, impact and benefits for all
- **Raise awareness and increase visibility** of diverse careers with role models of all genders participating
- **Shift cultural norms** that shape perceptions of capability and skill across genders
- **Ensure fair pay** for work that has been historically undervalued (typically in feminised jobs and sectors)

2 Engagement of the next generation

Engage and activate a diverse next generation of the pipeline

- **Embed career and occupation literacy into curricula** using successful international approaches.
- **Engage key influencers (parents/teachers/career counsellors)** to advocate for gender diversity and non-traditional occupations
- **Boost participation and performance** in key pre-requisite subjects to encourage ongoing engagement (e.g. maths)
- **Develop and scale strategic partnerships** between government, schools and workplaces to leverage economies of scale for impact including for existing successful initiatives

3 Supported career pathways

Develop supported career pathways for gender equal and diverse talent

- **Adopt targeted strategies to attract and retain gender equal and diverse talent** through tertiary studies into the workplace
- **Increase visibility of alternative pathways** via adjacent or complementary sectors (e.g. apprenticeship, returnships)
- **Increase the diversity of talent in industry placements** through 'earn and learn' initiatives
- **Scale best practices through high-impact partnerships** with schools, unions, EdTech platforms
- **Influence immigration policies** to attract/retain highly skilled women and diverse talent

Areas where Champions of Change Coalition can collaborate with government, industry and education

4 Inclusive cultures and workplace design

Building safe, respectful and inclusive workplace cultures, products and services by design

- **Apply 7 Switches to job and workplace design** to embed inclusive gender equality
- **Embed flexible workplace practices** to support care-giving and re-entry into the workforce
- **Establish structured career progression** that support diverse talent into senior roles and celebrate success stories
- **Cultivate safe and inclusive workplace cultures** that allow a diverse workforce to thrive
- **Critically assess recruitment criteria and adopt inclusive practices** to improve diversity outcomes

5 Leadership and accountability

Leadership engagement and accountability for advancing inclusive gender equality

- **Set bold targets** and track success metrics, being publicly accountable for progress at all levels of leadership
- **Commit to sector wide and national level collaboration** to foster shared accountability and collective action
- **Develop diverse leadership pipelines** through mentorship, sponsorship and professional development

Strategies under pillars 4 and 5 are the long-term focus of Coalition Members. See *Leading on Inclusive Gender Equality: Our Actions and Strategy* for an overview of progress achieved across 15 years and our future focus.

Long-term focus of 200+ CEOs in Champions of Change Coalition

To learn more or get involved contact: Julie Bissinella **julie.bissinella@championsofchangecoalition.org** or Sandra Hu **sandra.hu@championsofchangecoalition.org** or visit: **championsofchangecoalition.org/resource/solving-gender-segregation-at-work**

Department of Industry, Science and Resources

Documents released under FOI

FOI 300613

CHAMPIONS OF CHANGE COALITION

Get involved:

About Champions of Change Coalition

Champions of Change Coalition comprises 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 then Sex Discrimination Commissioner Elizabeth Broderick AO, our mission is to achieve inclusive gender equality across our workplaces by 2030. See *Leading on Inclusive Gender Equality: Our Actions and Strategy* for an overview of progress achieved across 15 years and our future focus: championsofchangecoalition.org/resource/leading-on-inclusive-gender-equality

For more information on solving gender segregation at work and to get involved, contact:

Julie Bissinella: **julie.bissinella@championsofchangecoalition.org**

Sandra Hu: **sandra.hu@championsofchangecoalition.org**

Or visit: **championsofchangecoalition.org/resource/solving-gender-segregation-at-work**

This content is the intellectual property of Champions of Change Coalition. It includes original research, frameworks, structures, and language developed by or for the Coalition and is protected by intellectual property and copyright law. Unless otherwise stated, this publication is licensed under a Creative Commons Attribution–NonCommercial–NoDerivatives 4.0 International Licence (CC BY-NC-ND 4.0). You are free to copy, share and communicate this publication, provided that you:

- attribute Champions of Change Coalition as the source,
- do not use the material for commercial purposes, and
- do not alter, transform or build upon the material without prior written consent.

All rights not expressly granted under this licence are reserved. For permissions or partnership, please contact: info@championsofchangecoalition.org

Department of Industry, Science and Resources
Documents released under FOI

s 47G

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

UNSTOPPABLE

Progress towards gender equality and pay equality in Australian sport

CHAMPIONS OF CHANGE SPORT

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Executive Summary

“

Thanks to a concerted effort across the entire sports ecosystem, there has been more progress advancing women in sport in the past 10 years than the past one hundred.

We are not done yet.

Together we are an unstoppable force in accelerating change.

Elizabeth Broderick AO

”

Unstoppable

The Champions of Change Sport Group was conceived a decade ago with a bold vision to reshape Australian sport into an environment where women and men are equally engaged, recognised, valued and leading across the sector. This vision has become a guiding force, unifying often fiercely competitive leaders, sports and codes in its pursuit.

Over that time our Members, together with key stakeholders, have led substantial change to advance gender equality within sports administration and elite sport. Thanks to a concerted effort across the entire sports eco-system, there has been more progress advancing women in sport in the past 10 years, than the past one hundred, but we are not done yet.

Progress outlined in this report shows the transformative and inspirational impact we can have within a generation if we stay the course and continue to prioritise inclusive gender equality in sport.

Now, 10 years since the original recommendation to establish the Champions of Change Sport Group, and five years since the introduction of our progress framework: *Pathway to Gender Equality and Pay Equality in Sport*, we are focused on the necessary next steps to realise our vision. Priorities include:

- **Senior Leadership:** Identifying and solving barriers to gender equality within C-suite, board, governance, and high-performance environments.
- **Attraction and Retention:** Developing viable, long-term pathways to maintain a robust and gender equal pipeline of talent across all aspects of sport.
- **Sponsorship, Investment, and Pay:** Addressing the challenges and recognising opportunities for investing in the professionalisation of women’s sports and closing gender pay gaps in the sector.
- **Culture and Inclusion:** Tackling the attitudes, behaviours, and norms that inhibit gender equality within sports, while creating safe, respectful and inclusive sports environments for all.

While much has been achieved, it is critical within this context that more leaders in the sector, and across business and society, join us in contributing to, implementing, and amplifying this work.

I extend my deepest thanks to every person involved with the Champions of Change Sport Group over the past 10 years and Members of our broader Coalition who have invested in the advancement of women in sport. I also want to especially acknowledge the incredible women pioneers who have led the way for decades, often at significant personal and professional cost. Your courage, persistence, tenacity, creativity and investment in this work has been essential to everything achieved so far.

Sport has always served as a powerful global platform for advancing gender equality, where personal and team achievements can symbolise and lead broader progress towards societies that embrace fairness, equity, respect and inclusion. I strongly believe that Australia is and can continue to lead the way on this.

My hope is that this report galvanises further energy, determination and action across the entire Australian sports ecosystem and community towards our vision.

Together we are an unstoppable force in accelerating change.

Elizabeth Broderick AO
Founder, Champions of Change Coalition
Convenor Champions of Change Sport

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Executive Summary

Champions of Change Coalition's vision is to achieve gender equality including pay equality in sport within a generation. Below is a high level assessment of progress so far.

Areas of focus	Progress so far	Areas for improvement	Call to action
Leadership **Advance more women into leadership, and ensure strategic focus and governance**	◆ Strategic focus ◆ Improved governance ◆ Robust measurement ◆ Transparent reporting ◆ Increased representation in leadership ◆ Accelerated development pathways ◆ A decade of trailblazing women in sport	◆ More women have a seat at the leadership table, but they rarely hold the CEO position. ◆ 'Traditional' pathways to leadership continue to be barriers to women's progress. ◆ Leadership development programs need to evolve to focus on building capabilities for future leadership across all genders. ◆ Women in senior leadership need better support to thrive.	➔ Ensure continued strong governance of gender equality strategies and progress. ➔ Strive for diverse, high calibre and high-performing governance teams. ➔ Target women's equal representation at the most senior levels of leadership and in high-performance roles. ➔ Integrate gender representation and gender pay gap reporting into standard business management systems.
Create safe, respectful and inclusive sporting cultures that enable all genders to thrive	◆ Reviews into systemic, harmful behaviour ◆ Gender-balanced and inclusive external presence ◆ Leading on respect and inclusion through community programs ◆ Prevention of violence against women programs	◆ The culture of sport is changing, however gendered norms remain a stubborn barrier to true gender equality. ◆ Women's experiences of exclusion and harassment in sporting organisations remain common. ◆ A continued focus on inclusive and safe behaviours is required. ◆ Women's treatment in traditional and social media is causing significant harm.	➔ Develop and implement contemporary leadership programs for all genders which include a focus on inclusive leadership capabilities. ➔ Set higher standards for inclusive leadership behaviours as a threshold for leadership positions. ➔ Create safe, respectful and inclusive environments to ensure women can thrive across every level of sport.
Participation **Develop a strong pipeline of gender equal talent across all aspects of sport**	◆ Increased participation ◆ Redefined 'play like a girl' ◆ Improved facilities ◆ Hosted major international events ◆ Increased fan engagement across all genders	◆ Improved facilities have not necessarily guaranteed fair access. ◆ One solution does not work for ALL women and girls. ◆ Women's sport needs to be developed as a unique and differentiated proposition, rather than an imitation of the men's game.	➔ Build and sustain a critical mass of women and girl athletes at grass root level, with clear pathways through to elite level. ➔ Provide inclusive and safe participation opportunities and environments for women and girls across all aspects of sport. ➔ Design with intent to realise the full range of possibilities for women and girls in sport.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Executive Summary

Pathways

Offer genuine and equitable high-performance pathways

Areas of focus

Progress so far

- New women's elite competitions
- Celebrated elite role models
- New pathway programs

Areas for improvement

- Elite systems and high performance remain largely gender segregated.
- Pathways to high-performance and coaching roles for women are neither clear or visible and are rarely attainable.
- Greater consideration is required to ensure high performance is designed to support and promote women athlete's health and wellbeing.
- The lack of flexible working options in sport disproportionately impacts women.

Call to action

- Prioritise reaching gender equality in high-performance roles.
- Map and implement clear, visible and attainable pathways to leadership.
- Focus on strategic career development towards high performance.
- Re-model current systems to embrace and support elite athletes and high-performance leaders who have caring responsibilities.

Investment

Strive for equal or equitable investment in women and girls across all areas of sport

Progress so far

- Government investment
- Early commercial partners
- Redefined business case
- Greater media support
- Improved conditions and support for women athletes during pregnancy and upon returning to play

Areas for improvement

- Despite some advances, compelling commercial sponsorship opportunities remain unrealised.
- Recognition from key stakeholders that investment is required to deliver continued growth, impact and results.
- Enhanced media coverage and fan engagement remains key to the continued growth of women's sport.

Call to action

- Activate existing gender equality advocates and leaders to invest in women's sport (e.g. more Members of the Champions of Change Coalition).
- Help brands and sponsors see the opportunities that exist.
- Encourage and incentivise increased media coverage of women's sport.
- Develop or support systems to measure and monitor gender-equal sports coverage across all media.
- Set equal or corrective targets for investment in women's sport.

Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

Progress so far

- Professional athlete careers
- Professional and equitable contracts
- Share of revenue agreements
- Increasing shift to equal prize money
- Progress closing gender pay gaps and transparent gender pay gap reporting

Areas for improvement

- Access to pay equity and prize equality is inconsistent across the sector.
- Overall earning potential is still hampered by structural issues such as pay and playing opportunities.
- A gender pay gap remains persistent across the sports sector, however the majority of Champions of Change Sport Group Members have lower gender pay gaps, in comparison to the industry benchmarks.

Call to action

- Make leadership commitments and take action to address pay and prize inequality.
- Continue to close gender pay gaps across the sports sector at all levels.
- Expand gender pay gap reporting to include women in leadership, high performance and elite sports.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

2014-2018
Milestone Snapshot

2014

Gender Equity: What Will It Take to Be the Best released by Richmond Football Club, in partnership with Bluestone Edge, the Australian Football League, and the Australian Sports Commission recommending the establishment of a Champions of Change Sport Group

Peggy O'Neal in role as Richmond Football Club President

2015

Champions of Change Sport Group established, Convened by Elizabeth Broderick AO

Inaugural Women's Big Bash League (WBBL) season

Raelene Castle in role as NRL Club CEO

Harvey Norman sponsors the **Jillaroos**

2016

Final project report: *Gender Equity: What Will It Take to Be the Best?* Published by Richmond Football Club in partnership with the ASC, AFL and Bluestone Edge

No Barriers No Limits industry working party convened to focus on gender equity across the racing industry

Cricket Australia's **Growing Cricket for Girls** fund launched with support of CommBank

NRL introduces Female Dally M Player of the Year Award, inaugural recipient **Jenni-Sue Hoepper**

Tennis Australia's President's Women in Tennis Coaching Scholarships introduced

2017

Champions of Change Sport releases first standalone progress report

Champions of Change Sport launches **Sponsorship of Women Leaders** pilot

Minerva Network established providing mentorship to elite women athletes

Jayne Hrdlicka appointed Chair of Tennis Australia

Kate Palmer appointed CEO of the Australian Sports Commission

Amanda Elliot OAM appointed Chair of the Victoria Racing Club

Cricket Australia announces a landmark pay deal for both international and domestic female players with payments increasing from $7.5 million to $55.2 million, significantly closing the pay gap.

Cricket Australia's first joint player MOU for women and men players

2018

Cricket Australia releases first Press for Progress Report, providing transparency and accountability to cricket's ambition to be Australia's leading sport for women and girls

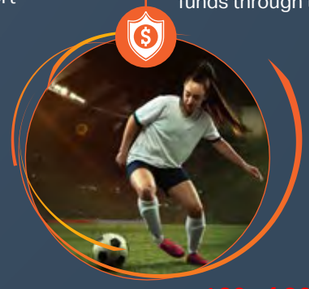
Champions of Change Sport Group releases Test the Messages, a guide for gender-equal and inclusive representation of women in sport

Football Australia announces its Women's Football Council to increase female participation in football

NRL Telstra Women's Premiership (NRLW) competition launched

The Western Sydney Wanderers become the first A-League club to offer women players the same minimum conditions as their male counterparts

Women's rugby league is included in the Collective Bargaining Agreement for the first time, with an annual allocation of elite-level funds through to 2022



Department of Industry, Science and Resources
Documents released under FOI

180 of 267

FOI 300613

2019-2022
Milestone Snapshot

Champions of Change Sport Group's Pathway to Pay Equality Report released, setting out the interconnected steps required to deliver gender equality and equal pay in sport

Carlton Respects Workplace Charter introduced, taking action on gender equality and contributing to the prevention of sexual harassment, and violence against women

Football Australia releases Gender Equality Action Plan, which outlines commitment to 40:40:20 representation

Richmond Football Club launches first Diversity and Inclusion Action Plan

Racing Victoria invests $10.5m on upgrades or replacements to jockey rooms with a focus on women jockeys' rooms

Swinburne University announces extension of partnership with Richmond Football Club to include AFLW

2019

Belinda Sharpe becomes the first female to referee a NRL match

Rowing Australia marks 100 years of women's participation in rowing, celebrating significant milestones and achievements of female rowers and leaders

Tennis Australia secures $12 million Federal Government grant to support Women and Girls Strategy

Collective Bargaining Agreement achieves gender equality in travel and performance standards for the Matildas, with the gender pay gap significantly reduced through a tiered centralised contract system

Rowing Australia opens Hancock Prospecting Women's National Training Centre, providing equal access to world-class facilities for female athletes

No Boundaries for Women and Girls in Sport released by the Australian Women in Sport Advisory Group, providing a vision for the future of gender equality in sport

The Women's Sports Investment Package is announced, allocating significant funding from the federal budget to various women's sports initiatives

2020

Champions of Change Pathway to Gender Equality in Sport framework launched with Members, reporting progress against 28 key measures on gender equality and pay equality in sport

Australia hosts ICC T20 Women's World Cup setting a benchmark for both national and international cricket

Josephine Sukkar appointed Chair of Australian Sports Commission

Legacy 23 Plan launched in preparation to drive economic and social impact from the FIFA Women's World Cup 2023™

Tennis Gender Equality Taskforce formed to support the development and launch Women and Girls Strategy (2022-2027)

NRL RISE Rookie program introduced to ensure the next generation of female players and administrators are trained

2021

W-League rebranded to A-League Women's, alongside A-League Men's

First all-female team of match officials referee women's State of Origin

Rowing Australia's Women's Pathway Program is introduced

nib and AG Coombs announce commitment to be joint major partners of Richmond Football Clubs AFL men's and women's teams

CommBank announced naming partner of the Matildas, Junior Matildas and Young Matildas

100 years of women's tennis celebrated at the AO with the first champion **Maude Molesworth** inducted into the Australian Tennis Hall of Fame

Women's Cricket secures CommBank 3 year extension of long-running sponsorship

Redevelopment of IKON Park—home of AFLW—shares first-class facilities for AFL and AFLW football programs

2022

Basketball Australia launches She Hoops platform and 'Huddle Up' mentoring sessions for female officials and administrators

Women Leaders in Tennis Program established to increase women in leadership and decision-making roles

ASC Inclusive Leadership Program delivered for CEO and Senior Executives in the sport sector

Surf Life Saving Australia's inaugural SLSA Women's Mentoring Program

Australia hosts the UCI Cycling World Championships, including events across multiple cycling disciplines for women

FIBA Women's Basketball World Cup hosted in Sydney

Golf Australia's investment in Women and Girls programs increases 35% since initial funding in 2018

Cindy Hook appointed Brisbane 2032 Olympic and Paralympic Games CEO

Rowing Australia launch Women in High Performance Coaching Project

AFLW players pay increases by 94% for Season 7

2022/23 Australian Open Golf offers equal total prize money of $1.7m for the women and men's tournaments

Racing Victoria's Track Rider Development Program introduced to provide a pathway for riders

Department of Industry, Science and Resources
Documents released under FOI

181 of 267

FOI 300613

2023-2024
Milestone Snapshot

2023

Pathway to Gender Equality in Sport 2021-22 Progress Report, Champions of Change Sport Group released

Basketball Australia She Hoops announces Leadership & Confidence Scholarship Program for young women

Surf Life Saving Australia introduces a Diversity and Inclusion Policy and Commitment Statement, and completes a Gender Equity Audit

10,000 students educated through the Carlton Respects Schools Program and the Road to Respect initiative since inception

Tennis Australia's #No Limits Girls squads for girls aged 8-10 years established in clubs

Carlton becomes first AFLW club to move to day training

FIFA Women's World Cup: Co-hosted by Australia and New Zealand - one of the most significant events in women's sports - highlighting Australia's capability to host global sporting events and promoting women's football worldwide

Federal Govt announced $200 million investment through the Play Our Way program to improve sporting facilities and equipment specifically for women and girls.

Surf Life Saving Australia secures Geoffrey Evans Trust Grant to support powercraft training for women in surf lifesaving

Western Bulldogs unite men's and women's programs for the first time with facilities all designed for the modern, elite athlete

Basketball Australia launches She Hoops Girls Only Holiday Programs in association with local clubs around Australia

Belinda Clark's sculpture unveiled at the SCG, the first such sculpture in the world of a woman cricketer

The Get Into Golf Program and Australian Golf Foundation Junior Girls Scholarship Program launches

Golf Australia's joint men's and women's Australian Open draws more than 50,000 people for two years in a row across 2022 and 2023

Women's only coaching scholarship started via the Karrie Webb Scholarship Program

NRL Pacific Championships is introduced, contributing to the global growth of women's Rugby League

Rowing Australia develops equitable high-performance pathways

New and enhanced Collective Bargaining Agreements across Cricket Australia, Football Australia, NRLW and AFLW include further enhancements towards pay equity and gender equality in sport

Tennis Australia launches The United Cup which sees men and women from 18 nations competing side-by-side in Brisbane, Perth and Sydney with equal prize money and ranking points for the first time

2024

Kate Jenkins AO, appointed Chair of the Australian Sports Commission

Carlton's first whole-of-club, Inclusion, Diversity, Equality and Belonging three-year strategic plan endorsed by CFC Board

Australian Sports Commission Women Leaders in Sport Program – reaches milestone of 27,000 participants over 20yrs

Australia Government announces new policy mandating gender balance in sport governance

Get Into Golf introduces 17,321 Australians to golf, with more than 80% women

Tennis Australia achieves gender-balanced Australian Open ball kids squad

Golf Australia obtains signatories from 100 clubs for the R&A Women in Golf Charter

Cricket Australia Women and girls action plan 2024-2034 launched

Racing Victoria appoints woman jockey mentor/coach to the Apprentice Jockey Training Program as program reaches 76% female participation

The Women's State of Origin is expanded to three matches, bringing the series to parity with the men and shatters attendance and viewership records

Women made up 55% of the Australian team at the Paris Olympics, winning 32 medals representing 60% of Australia's total medal tally

Kristen Hilton appointed chair of the AFLPA

Women make up 48% of Tennis Australia's Australian Open global host broadcast commentary team

Women made up 50% of the Australian team at the Paris Paralympics, winning 24 medals representing **38%** of Australia's total medal tally

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Thank you to everyone involved in the Champions of Change Sport Group

This report describes progress that would not have been possible without the many leaders who have stepped up during the past decade to lead in pursuit of gender equality in sport. All our experience shows that sustainable change cannot be achieved unless whole sectors work collaboratively towards this goal.

We sincerely thank every leader who has invested in and contributed to this work, including CEOs, Boards, executive teams, Implementation Leaders, administrators and athletes. You know the contribution you have made and are making.

Most importantly, we recognise the trailblazing women who have sacrificed so much, personally and professionally, in the pursuit of gender equality in sport. We honour what you stand for, what you have achieved and your unwavering belief in a better, fair and equal Australia.

Champions of Change Sport

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

Note: The Australian Football League (AFL) has been a Member of the Champions Change Coalition's National 2015 Group since its inception.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

CHAMPIONS OF CHANGE
SPORT

UNSTOPPABLE
DETAILED REVIEW

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

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 diversity, equity and inclusion strategies 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.

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.

Unstoppable

Progress towards gender equality and pay equality in Australian sport

Contents

Executive Summary 2

2014–2018 Milestone Snapshot 8

2019–2022 Milestone Snapshot 10

2023–2024 Milestone Snapshot 12

Champions of Change Sport 15

Detailed Review 16

About this report 20

A vision to strive for 22

Leadership – Representation 24

Leadership – Culture 28

Participation 32

Pathways 36

Investment 40

Pay and prize equality 44

Scorecards Measuring our progress 48

Measuring our progress
The pathway assessment framework 50

Summary of progress from 2019 to 2023 54

- Australian Sports Commission 56
- Basketball Australia 58
- Carlton Football Club 60
- Cricket Australia 62
- Football Australia 64
- Golf Australia 66
- National Rugby League 68
- Racing Victoria 70
- Richmond Football Club 72
- Rowing Australia 74
- Surf Life Saving Australia 76
- Tennis Australia 78
- Western Bulldogs Football Club 80

Definitions 82

Our thanks 84

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

About this report

We are pleased to present this report on the progress made towards achieving gender equality in Australian sport—a comprehensive review made possible through the support of PwC Australia's Diversity, Equity and Inclusion Advisory practice. PwC Australia was engaged pro-bono to assess progress in advancing gender equality in sport. We extend our sincere gratitude to PwC Australia for its contributions.

Background

The report: *Gender Equity: What Will It Take to Be the Best*, was released in 2014. Led by Richmond Football Club, in partnership with Bluestone Edge, the Australian Football League, and the Australian Sports Commission, its focus was on strategies to advance gender equity within sports organisations, particularly in leadership roles. It discussed the barriers to achieve gender equality and offered strategic actions to enhance women and girls' engagement, both internally and externally, to improve business outcomes.

Key recommendations at the time included:

- **Develop a Gender Equity Charter:** Encourage organisations to commit to specific gender equity goals.
- **Implement Transparent Pay Structures:** Advocate for clear and publicly accessible pay structures to promote equity.
- **Enhance Visibility of Women:** Increase the representation of women in visible and senior roles to provide role models and challenge existing stereotypes.
- **Flexible Work Arrangements:** Introduce flexible working conditions to accommodate diverse needs, particularly for women balancing family commitments.
- **Education and Awareness Programs:** Foster a deeper understanding of gender biases and promote a culture shift towards inclusivity through targeted training and awareness initiatives.

One of the key interventions recommended in the report was: "initiating and driving a 'Champions of Change' program across the sporting industry". In response, the Champions of Change Sport Group was established in May 2015, comprising CEOs of major national sporting organisations in Australia. The group has made significant progress for almost a decade to advance gender equality in sports by leveraging its influential position to shift conditions, cultures and mindsets within the sector.

Scope

This report assesses the progress towards gender equality in Australian sports since the recommendation to establish the Champions of Change Sport Group was made in 2014. Progress is framed around the key measures in the *Pathway to Gender Equality and Pay Equality in Sport* which the Champions of Change Sport Group released in March 2020 as a roadmap for action and accountability. The group has transparently reported progress against the key measures set out in the Pathway each year since its launch, including via this report.

Approach

This report is designed to be a critical, clear-eyed and constructive review. It was developed through extensive stakeholder consultations, including interviews with CEOs and senior leaders in the Champions of Change Sport Group; focus groups with Implementation Leaders from the Champions of Change Sport Group and stakeholders from various areas, including government and emerging sports leaders, together with a review by women leaders in sport. Additionally, it involved a comprehensive review of related research and reports on women in sport from 2014 to 2024.

Assessment

Sport plays a crucial role in Australia's national identity but has historically been male-dominated in participation, coaching, and management. While progress has been made—women are increasingly included and there are some powerful examples of women in leadership roles —more needs to be done if Australian sport is to realise the benefits of women's full participation and leadership in the sector. Shining lights, under-pinned by investment, have included: the Australian Women's Cricket team T20 victory in-front of more than 86,000 spectators at the MCG; the excellence achieved by tennis player Ash Barty; the national pride and fan engagement in the Matildas at the 2023 FIFA Women's World Cup; and the performance of Australian women at the 2024 Paris Olympics and Paralympics.

Key themes and challenges identified in this review:

- **Senior Leadership:** Identifying and solving barriers to gender equality within C-suite, board, governance, and high-performance environments.
- **Attraction and Retention:** Developing viable, long-term pathways to maintain a robust and gender equal pipeline of talent across all aspects of sport.
- **Sponsorship, Investment, and Pay:** Addressing the challenges and recognising opportunities for investing in the professionalisation of women's sports and closing gender pay gaps in the sector.
- **Culture and Inclusion:** Tackling the attitudes, behaviours, and norms that inhibit gender equality within sports, while creating safe, respectful and inclusive sports environments for all.

Summary

This report emphasises the importance of maintaining momentum and addressing persistent barriers to fully achieve gender equality in the Australian sports sector. The goal is to better reflect the diversity of the Australian community and ensure the viability and growth of sports by including women and other under-represented and marginalised groups more comprehensively. It offers scalable recommendations aligned with the key themes that can be adopted, adapted and amplified across the entire sports eco-system.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

A vision to strive for

The report: ***No Boundaries for Women and Girls in Sport and Physical Activity*** was released in March 2020 and was incorporated in the Champions of Change Coalition's Pathway to Gender Equality including Pay Equality in Sport. The overarching goal was to eliminate all forms of discrimination and inequality in sports by 2025. It called for a comprehensive approach that included increasing participation, ensuring fair access to resources, achieving pay equity, and fostering inclusive and respectful sporting cultures.

Backed by the Australian Government and various sport organisations, it set out a transformative vision for gender equality in sports in Australia as described below:

- Australia is a global leader in empowering women and girls through sport and physical activity.
- Women and girls from all backgrounds have a lifelong love and engagement with sport and physical activity.
- Women and girls are inspired by, feel welcome, and have equality of opportunity to participate, lead, and work in all aspects of sport and physical activity.
- Women and men play in similar competitions for equal pay and prize money.
- Infrastructure is in place for women and men to participate in the sport they choose.
- Women who play and lead in sport are equally valued, recognised and celebrated.
- Australia is a desired destination for international investment in women participating in sport.
- Quotas and industry standards are no longer needed for women in sport and physical activity.

We thank Susan Alberti AO and Dr Clare Hanlon for their leadership in researching and articulating such an inspiring vision for the future of gender equality in sport.

While significant progress has been made towards the vision set out in *No Boundaries*, achieving gender equality in sport requires continued efforts across multiple dimensions, including leadership, infrastructure, pay equity, and cultural change.

The Pathway measurement framework

Released in March 2020 at the ICC Women's T20 World Cup in Melbourne, the *Pathway to Gender Equality and Pay Equality* measurement framework by the Champions of Change Sport Group is a comprehensive tool designed to track and promote gender equality in sports. It measures critical aspects such as equal pay, women's representation in leadership, investment in women's sports, and access to resources and opportunities for women and girl athletes.

The framework is valuable because it provides clear measures and data-driven insights into the progress towards gender equality, helping organisations identify areas for improvement and hold themselves accountable. This measurement, transparency and accountability drives continuous, progress towards true gender equality in sports.

Areas of focus

Leadership

Advance more women into leadership, and ensure strategic focus and governance

Create safe, respectful and inclusive sporting cultures that enable all genders to thrive

Participation

Develop a strong pipeline of gender equal talent across all aspects of sport

Pathways

Offer genuine and equitable high-performance pathways

Investment

Strive for equal or equitable investment in women and girls across all areas of sport

Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Leadership - Representation

Advance more women into leadership and ensure strategic focus and governance on inclusive gender equality

Ensuring women are equally represented at the most senior levels of sports management across Australia.

92%

of reporting organisations have achieved or moved closer to overall gender balance, ↑ from 88% in 2022

54%

of organisations have achieved gender balance on their boards, ↑ from 31% in 2022

38%

of organisations report gender balance in their high-performance roles, ↑ from 25.0% in 2022

Progress so far

Strategic focus

Gender equality and inclusion have become core values of Member organisations and are central to commercial growth strategies. Gender equality is also considered a critical success factor for many sports to stay relevant, viable and sustainable. Members have continued to iterate bold gender equality and inclusion strategies aligned with and embedded in commercial growth strategies.

Improved governance

Progress towards gender balance in leadership has been underpinned by aspirations for 40:40:20 gender representation (adopted by Members in 2022), in some cases quotas, and funding tied to gender-balanced leadership[1]. Many Members have developed, implemented, publicly launched and tracked progress against specific and multi-pronged gender equality strategies and action plans.

Robust measurement

In 2019, Members developed a world-first framework to measure and assess progress on levers to advance gender equality across the sport ecosystem, known as the *Pathway to Gender Equality and Pay Equality in Sport*. This framework has driven an increase in the rigour of data collection, reporting and assessment by Members, with organisations collectively tracking and reporting on some 28 key measures annually since the framework was introduced.

Transparent reporting

Since 2019, Members have reported publicly on their progress against the Pathway measures on an annual basis (except for the pandemic year 2020-2021). Pages 56 to 81 outline each organisation's achievements during the 2014-2024 period and year-on-year progress against the Pathway measures since they were introduced.

Members have also publicly reported their gender representation data as part of Champions of Change Coalition's Annual Impact Reporting since 2017.

Increased representation

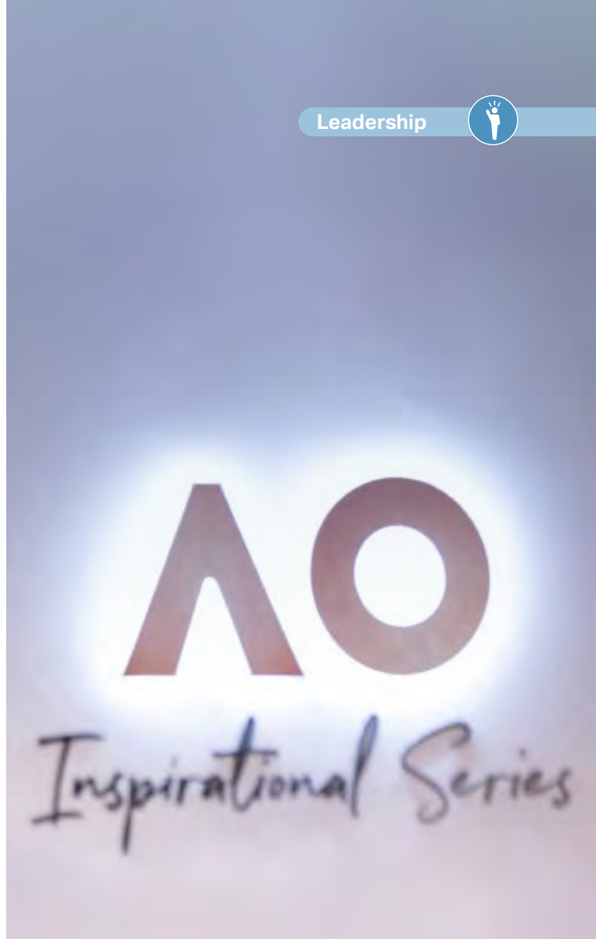
Women's representation has increased across all levels over the past 10 years with the Champions of Change Sport Group formally tracking and publicly reporting on progress since 2016.

Accelerated development

There has been significant investment in programs and initiatives designed to accelerate women's development and progress into leadership positions across Member organisations and collectively as a Coalition. For example, in 2015, the Champions of Change Sport Group developed and implemented a three-year cross-sector sponsorship program involving hundreds of CEOs and Executive leaders as sponsors and emerging women leaders as sponsees. Champions of Change Coalition has also facilitated multiple women leaders in the sector to participate in the McKinsey *Rising Leaders Program* and *Accelerated Leaders Program*. Details of programs implemented by Member organisations are included in the Scorecard section of this report.

A decade of trailblazers

As we strive for equality, there have been many trailblazers and 'firsts' in women's representation in sport leadership during the past decade. First CEOs, presidents and chairs, coaches, chief medical officers, referees, officials, as well as evermore inspiring and ground-breaking athlete and team achievements. Visible role models have begun to redefine merit, reframe what sport leadership looks like, and show there can be a different way to lead and win in sport.



1 Sport Governance Standards, updated 2024

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Areas for improvement

Currently more women have a seat at the leadership table, but they rarely hold the CEO position

Women remain underrepresented in positions of power and influence—particularly CEO and Chair roles, as well as coaching and officiating—and this is acutely felt when these leaders convene in peak or representative governance groups. The over-representation of men in these forums means women are not contributing equally to national strategic conversations about sport. This dynamic of male dominance pervades from international governing bodies through national and state-federated models down to grass roots and the community level. Women's representation at CEO and board level, as well as coaching and officiating, remains critical to building and maintaining gender equity at all levels in sport.

Traditional pathways to leadership continue to be barriers to women's progress

There is a prevailing view in sport that accelerated pathways to leadership or high-performance roles —especially for women—are not meritorious and can be risky. There are very few roles, and they are highly sought after.

Fast results are expected and there is significant media, public and commercial pressure to adhere to a tried and tested apprenticeship model where the talent pipeline is largely comprised of former elite athletes. There is a deeply engrained tradition that if you are a great player and a legend of the sport, you will be fast-tracked and supported for a coaching, board or administration position.

There is some expectation that current women athletes will retire and move into sports leadership and high-performance roles, following the same path of their male counterparts. However, relying on this model alone means we will not achieve our gender balance goals in the short-to-medium term.

Women in senior leadership need better support to thrive

On the path to senior leadership in sport, women leaders describe some severe and harmful experiences including increased scrutiny, exclusion from 'boys club' networks, being undermined, isolated and left to 'take the fall'.

This can be dismissed by some as just 'the tough world of sport', pointing to high turnover of CEO roles over the past decade regardless of gender. However, the lack of women sustaining careers in senior leadership in sport coupled with a pattern of high exit rates to other sectors, makes clear that more needs to be done. This includes ensuring equity and inclusion, while embedding the conditions and cultures that enable all people to thrive – starting at Board, Executive and Senior levels, given tone is set from the top.

Leadership development programs need to evolve to focus on building capabilities for future leadership across all genders

Women's leadership programs have been a feature of strategies to address gender inequality in sports leadership over the past decade. High-quality programs have provided accelerated development, strong networks (of women) and career opportunities, however, frustration exists with initiatives focused almost exclusively on 'fixing' women and programs based on outdated stereotypes of their supposed deficiencies, like 'just needing more confidence' or 'a stronger presence'.

Many programs overlook men's equal or greater need to build their inclusive leadership capability, and gender segregated approaches lock women out of critical networks and career pathways more easily accessible to men. The current approach overlooks, or is offered in place of, a focus on broader systemic and cultural changes.[2]

2 Victorian Government, Safe and strong: A Victorian gender equality strategy, 22 May 2023

Call to action

Ensure continued strong governance of gender equality strategies and progress

- Integrate gender representation and gender pay gap reporting into standard business management systems.

Strive for diverse, high-calibre, high-performing and inclusive governance, and teams

- Build systems to increase women's representation in key governance roles, especially chairs (or equivalent) at every level to ensure diverse representation at peak body, national and international leadership conversations.
- Lift the calibre of sporting governance bodies to lead on gender equality and inclusion through directorship education, contemporary roles/ selection criteria, and formal and transparent processes for appointment.
- Evolve and embed monitoring, measurement and reporting systems, including gender balance in board composition as a measure of board performance.

Target women's equal representation at the most senior levels of leadership and in high-performance roles

- Redefine what leadership excellence looks like in modern elite sport, prioritising new skills, diversity, accountability, and inclusive leadership capabilities (versus tenure or elite performance alone).
- Redesign development and experiential opportunities to support gender equality and inclusion by fast-tracking lengthy apprenticeship models, disrupting traditional pathways to leadership and high-performance roles in sports, and ensuring that the critical experiences necessary for success are expedited.

Develop and implement contemporary leadership programs for all genders which include a focus on inclusive leadership capabilities

- Reassess women's sponsorship, mentorship and leadership development programs and initiatives to ensure they address contemporary challenges for the sector.
- Consider programs that are inclusive of all genders that help elevate women's voices, foster gender-balanced networks, and lift the capability of all leaders.

Set higher standards for inclusive leadership behaviours as a threshold for leadership positions

- Activate more men as advocates for inclusive gender equality across sport.
- Define the leadership behaviours expected of contemporary sports leadership and ensure accountability measures are in place to meet the standards of behaviour.
- Develop structured opportunities for women to shadow other leaders, gain critical networks and connect with sponsors.
- Ensure women in all their diversity have the opportunity to mentor men to broaden their awareness and understanding of inclusive leadership.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Leadership - Culture

Create safe, respectful and inclusive sporting cultures that enable all genders to thrive

Increase sector-wide focus on creating the conditions and cultures that enable all genders to thrive across the sport sector.

100%

of organisations have a diversity and inclusion policy including an action plan already in place or under development

100%

of organisations have implemented flexible working policies

Progress so far

Reviews into systemic harmful behaviour

A number of Member organisations have initiated independent investigations or independent reviews into harmful behaviour for restorative purposes and to inform preventative strategies for the future.

Gender-balanced and inclusive external presence

In 2017 the Sport Group led the development of the Champions of Change Coalition resource, *Test the Messages you Project*. Members used this framework to ensure there are signs and symbols of their commitment to gender equality and inclusion throughout the organisation including external imagery, external representation, awards, recognition and honour systems.

Respect and inclusion in the community

Members have taken up the opportunity and responsibility to influence standards and expectations for inclusion and respect in the community, such as Richmond Football Club's *Korin Gamadji Institute* and the *Carlton Respects Program*. See more detail in the Scorecard section of this report.

Prevention of violence against women programs

As part of their role in Champions of Change Coalition, Members have implemented policies and leave to support employees experiencing and using domestic and family violence. Members have also developed strong partnerships with experts such as Our Watch to support development of flagship community initiatives such as Carlton Football Club's *Carlton Respects*, NRL's *Voice Against Violence*, and AFL's collective *Respectful Relationships programs*.

Department of Industry, Science and Resources
Documents released under FOI

190 of 267

FOI 300613

Areas for improvement

The culture of sport is changing, however gendered norms remain a stubborn barrier to true gender equality

There is a perception that the culture of sport is changing as women's participation increases and this is tempering long standing 'blokey' environments. However, persistent and harmful social and cultural norms can instead stop people feeling safe, respected, and welcome in the sport sector. Everyday and high profile experiences, like commentary on women's weight, family responsibilities, appearance or emotions, are indicative of views about women athletes and women in sport impacting the recruitment, retention and promotion of women in all areas.

As outlined in further sections of this report women's access to resources, roles, opportunities, funding, and financial reward continue to be bound up in outdated gendered norms about prowess, leadership, and success in sport which define sporting cultures and insidiously undermine progress towards equality.

Continued focus and accountability on inclusive and safe behaviours is required

Independent reviews into culture and behaviours at sports organisations both in Australia and internationally have highlighted workplace culture challenges and systemic issues in the treatment of women and girl athletes administrators and officials across the sector.

Some troubling approaches persist, including archaic views that staff and athletes need to be 'broken down and built up' to succeed in sport. Poor behaviour towards women officials has also been well documented.[3] While these findings are prompting sports organisations to act, there is more critical work to be done to make sports safe for all women participants.

Women in sport can be unfairly attacked in the media with little accountability for abusers

While traditional and social media have been important platforms for profiling achievements and elevating the visibility of women athletes, commentators and administrators, it has also brought untold harm. New research has highlighted the prevalence of women athletes experiencing vitriolic comments and abuse online, and this is a common experience across all sports, even in sports where there is greater gender equity.[4] Most commonly, abuse is related to women's bodies, uniform fits, sexuality and race, and often intersecting. Similar treatment is experienced by women in coaching, sports leadership, officiating and women in sports media.

Witnessing and experiencing this type of harm is impacting wellbeing, athletic performance, sponsorship and economic opportunities.

Protective actions—to shut down accounts, take a break from social media, not say anything controversial—are insufficient when a social media presence is socially and organisationally mandated for women athletes and can have the effect of silencing women's voices when there is a critical need to hear from more of them in Australian sport.

Men also experience this kind of scrutiny, but in the context of women's sport where women's athleticism, skill, capability and belonging are regularly questioned, the volume and relentlessness of trolling lands differently, is much harder to brush off and the weight of it often heavier to carry.

3 Victoria Rawlings and Damian Anderson - *Girls and women in umpiring: retention and participation limited by hostile cultural contexts*, June 2023
4 Plan International, *Snapshot Analysis: Social media commentary of sportswomen and sportsmen*, April 2019. Kim Toffoletti et al., *Addressing Online Harm in Australian Women's Sport*, March 2024.

Department of Industry, Science and Resources
Documents released under FOI

Call to action

Create safe, respectful and inclusive environments across every level of sports

- Lead in creating a consistent framework and language for everyday respect in the sport sector and community.
- Focus on building cultures of belonging for all, which are safe, respectful and inclusive, with a particular focus on engaging and activating men to lead change.
- Recognise media and social media as extended domains of the sport sector where safeguarding of athletes and women in sport needs to be prioritised.
- Build partnerships with organisations like the E-Safety Commissioner and social media providers to develop sector-wide prevention and response strategies to address online disrespect, sexism, abuse and harassment.
- Improve reporting pathways to ensure women athletes and administrators feel safe, respected and validated.

191 of 267

FOI 300613

Participation

Develop a strong pipeline of potential talent

Sports need players, participants, volunteers and spectators to thrive. For commercial success, a critical mass of community participants, elite athletes and passionate supporters is essential, supported by robust infrastructure. This setup fosters a talent pipeline and cultivates a generation of engaged participants and fans.

92%

of organisations have achieved or moved closer to gender balance in elite athletes ↑ from 75% in 2022

55%

of reporting organisations have achieved gender balance in playing opportunities across men's and women's competitions ↑ from 44% in 2022

Progress so far

Increased participation

The participation of women and girls in Member sports has increased across the board since 2014, however barriers to retaining them in organised and team sports remain. The launch of *Play Well*, Australia's first sport participation strategy, by the Australian Sport Commission in December 2023, unites a national vision that 'everyone has a place in sport'.

Redefined 'play like a girl'

Research and campaigns like *This Girl Can* (VicHealth) and the customisation of women and girls' sports programs have highlighted the barriers to participation, by better understanding how to attract and retain girls in sport, encouraging participation for health, connection, and community and inspiring women and girls to get active without being judged.

Improved facilities

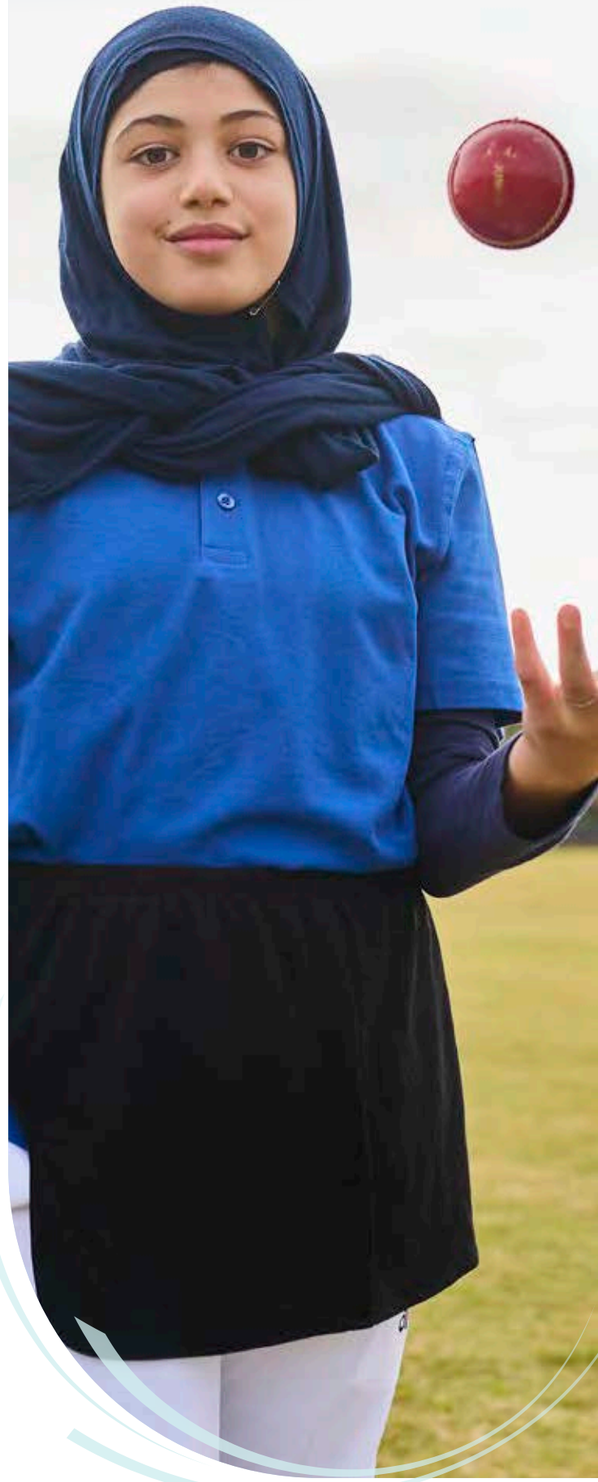
Significant investment has been made by Members, and state and federal governments to improve facilities and amenities for safety, inclusion and to accommodate growth.

Hosted international events

Alongside flagship annual events such as the Australian Open, Members have hosted significant international events including Women's Rugby League World Cup (2017), ICC T20 Women's World Cup (2020), FIBA Women's Basketball World Cup (2022), UCI Road World Championships (2022), and FIFA Women's World Cup (2023), boosting fan engagement and participation in these tournaments and post the events.

Increased fan engagement

Growth in the level of fan engagement for women's sport/competition has been positive and consistent. Members have broken records for attendance, viewership and engagement via mainstream and social media channels.



Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Areas for improvement

Improved facilities have not necessarily guaranteed fair access

While significant investment has been made in facilities and amenities, equal/equitable access is not yet universal.

In some sports, men's teams are still perceived to be the premier product, with priority given to their funding, game scheduling, training times, coaching expertise, ground quality, newer facilities, and better equipment.

Evidence also shows there is a lack of appropriate infrastructure and facilities to address growth in interest and demand for women and girls' sport.

One solution does not work for ALL women and girls

Not all women and girls have the same needs, concerns, or ambitions about participation in sport. There is more work to be done to understand and address the intersecting factors such as race, ethnicity, ability, age and socio-economic status that combine to impact on the sport experience and barriers for participation for many women and girls.

Women's sport needs to be developed and marketed as a unique and differentiated proposition rather than an imitation of the men's game

Many elements of women and girls' participation in sport continue to be retrofitted from men's sport, rather than built for women. For example, women and girls' uniforms have been adapted versions of men's uniforms, instead of being designed specifically for women's performance, comfort, or safety.[5]

Approaches to coaching, equipment and playing formats are all largely adapted from men's sport, rather than taking into consideration the known barriers to girls' participation.[6]

Future strategies need to recognise, elevate and celebrate the unique needs, qualities and value of women's sport and women in sport, while eliminating distorted and unfair comparisons with their men's counterpart.

5 Victoria University, Susan Alberti Medical Foundation, Women Sport Australia, *What type of uniforms do women want to wear when they referee or umpire sport?*, February 2024.
6 Clearinghouse for Sport, *Factors influencing participation*.
7 ASC, Embracing diversity key to making sport truly inclusive, August 2023

Call to action

Build and sustain a critical mass of women and girl athletes at grass root level, with clear pathways through to elite level

- Prioritise building systems and resourcing for equitable participation and access at community and grass roots, tied to eligibility for infrastructure and other funding, to ensure it is embedded in governance.

Provide inclusive and safe participation opportunities and environments for all women and girls

- Leverage the ASC's *National Intersectionality Framework for Australian Sport*[7] and the Coalition's *FOCUSED on Everyday Respect* resources to unite and guide sporting organisations in creating environments that are inclusive, equitable and responsive.

Design with intent to realise the full range of possibilities for women and girls in sport

- Take an intentional approach to designing for all women and girls.
- Use the Champions of Change Coalition's *7 Switches for Inclusive Gender Equality by Design* framework to support organisations to help the address participation barriers, such as playing formats, junior programs, uniforms, equipment, and facilities.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Pathways

Offer genuine and equitable pathways for women and girls

Within the critical mass of participants, some athletes and some coaches will stand out as having the potential to succeed at the highest level. Sports must ensure that the next steps in the individual journeys of athletes, coaches, officials and high-performance leaders are clearly visible and attainable.

100%

of organisations have pathways for women to reach elite level which have been communicated to participants and governing bodies

82%

of organisations report gender balance in funded development pathways to reach the elite level, ↑ from 63% in 2022

Progress so far

New women's elite competitions

The establishment of elite women's competitions/ leagues has elevated the profile and professional status of women's sports in Australia. New competitions include Women's Big Bash League (2015), AFLW (2017), NRLW (2018), Super W Rugby (2018), and A-League Women rebrand (2021).

Celebrated elite role models

Women and girls have begun to be recognised and celebrated in popular culture through first-of-kind public statues of Belinda Clark (Cricket) and Tayla Harris (AFL), documentaries/films like *Ride Like a Girl* (2019), *Fearless: The Inside Story of the AFLW* (2022), *Matildas: The World at Our Feet* (2023), and *Trailblazers* (2024).

New pathway programs

Steps have been taken to support the transition from elite athlete to high-performance roles to create a more diverse and successful elite sports ecosystem. Initiatives such as the *ASC/AIS Women in High Performance Coaching Project*[8] have elevated a new generation of high-performance leaders while also highlighting the barriers, challenges and priority actions to support their success. More detail on similar programs established and run by our Members is included in the Scorecard section of this report.

8 ASC, *AIS targeting gender equality in coaching by 2032*, April 2023

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Areas for improvement

Elite systems remain largely gender segregated

While the introduction of women's competitions has created greater elite pathways for women, elite systems remain largely gender segregated, especially in coaching, with men coaching men, men coaching women, but rarely women coaching men. Women's elite teams can also be seen as training grounds for men's careers in high performance.

High-performance roles are also largely gender segregated, with high numbers of women in dietitian, physio, and player welfare roles, while men continue to dominate high-profile and highly paid roles in coaching, sport science and fitness. This perpetuates perceptions of men's leadership as the norm and the best.

Pathways to high performance and coaching roles for women are not clear or visible and are rarely attainable

While there has been an increase in opportunities for women in the sports sector, establishing viable longer term career paths, especially for high-performance roles, remains a challenge. Many elite women athletes leave the sector, often reluctantly, taking their valuable skills and expertise with them.

Despite initiatives being put in place more recently to build more intentional pathways and help correct this imbalance, substantial change across the sector has not yet been realised.

Greater research and consideration is required to ensure high performance is designed to support and promote women's/athlete health and wellbeing

Rapidly increasing numbers of elite women athletes have highlighted the lack of consideration in elite environments for women's health and women's bodies. While there has been progress in some organisations, standards or policies for menstruation, pregnancy, miscarriage, childbirth and return to elite performance are largely immature, invisible, or non-existent, impacting short and long-term health and career sustainability. High-performance programs and policies for women can still be grounded in science based on men's physiology, creating increased health risks for women.

The lack of flexible working options in sport disproportionately impacts women

In an industry that operates seasonally and across locations and time zones, there is a surprisingly outdated mindset about what 'flexible work' looks like in sport, where part-time hours are seen as an indication of a lack of commitment. A reimagining of flexibility and gender norms is required.

The demands of elite sport—including travel, training and participation schedules—are often more challenging for people of all genders with caring responsibilities. However, a lack of flexibility, and pressure to meet professional demands at the expense of personal commitments, forces choice about prioritising work or family, rather than accommodating both. Many women in sport describe settling for a professional compromise because they cannot get the flexibility they need.

Deeply held stereotypes and assumptions that women are default primary-carers continue to drive decisions about suitability and appetite for the demands of high-performance roles, and who is provided with opportunities.

There are also challenges for men who wish to take an active role in care, as there is often neither the policy or culture to support this.

Call to action

Gender-integrated elite sport systems

- Take a more integrated approach to men's and women's elite teams ensuring equal access to facilities, high performance and playing opportunities.

Map clear, visible and attainable pathways to leadership

- Develop deliberate, sector-wide strategies to celebrate and showcase the possibilities and pathways for women as elite athletes, high-performance experts and sports leaders.
- Regularly review policies and procedures with a gender lens to ensure they are meeting the needs of all women—inclusive, flexible and addressing the tough spots.

Focus on strategic career development towards high performance

- Build robust strategies for navigating post competitive careers, focusing on skills translation, networking, sponsorship and opportunities for long-term viable careers for women in sport.

Prioritise reaching gender equality in high-performance roles

- Take a sector-based mindset to building a pipeline of emerging women talent, recognising progression is non-linear, individual journeys are unique and pathways may be different to men's.
- Develop a system for measuring and monitoring gender representation in high-performance roles, disaggregated by functions or roles to track progress on tough spots, like coaching or sports science.
- Embed formalised and transparent selection processes for high-performance roles.

Embrace elite athletes and high-performance leaders as carers

- Design a sport system that embraces elite athletes and leaders (all genders) as carers with innovative approaches to job design, travel, flexibility, pregnancy and caring, that challenge traditional gender roles and stereotypes.

Department of Industry, Science and Resources
Documents released under FOI

195 of 267

FOI 300613

Investment

Strive for equal or equitable investment in women and girls across all areas of sport

Sports require money to encourage participation, build fan bases, and develop talent towards competitive success. Growing the resources of sport to support elite women athletes requires engagement with media, government, and commercial sponsors.

100%

of organisations have equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes.

55%

of organisations report gender balance in allocated budget dedicated to building women's sport at the elite level, ↑ from 44% in 2022

Progress so far

Government investment

At both a state and federal level there has been a growing understanding of the importance of investment in women's sport. The Australian Government's $200 million *Play our Way* grants program, announced during the 2023 FIFA Women's World Cup™, will help promote equal access, build more suitable facilities, and support grassroots initiatives to get women and girls to engage, stay, and participate in sport throughout their lives.[9]

Members have collaborated with many state and territory governments on the various initiatives underway, which include establishing dedicated offices (e.g. The Office of Women in Sport and Recreation, Victoria), strategies (e.g. *Her Sport Her Way*), funding policy (e.g. *Fair Access*), programs (e.g. *Women in Sports Media*) and research (e.g. *The Conversation of Sport: Representation of Women in Sports News Coverage*).

9 Football Australia, Legacy '*23 Post-Tournament Report*, February 2024; Department of the Prime Minister and Cabinet, *Securing a sporting legacy for women and girls*, August 2023.

Early commercial partners

Several notable Champions of Change Member organisations who support our vision to achieve gender equality in Australia are/have been valued corporate supporters of women's elite sport (e.g. Allianz Australia, Commonwealth Bank Australia, Crown Resorts, Komatsu Australia, Medibank, Qantas Group, QBE Insurance Group Australia, Rio Tinto, TAL, Telstra, and Viva Energy Australia). These commercial partnerships have established a benchmark for what can be possible with the right investment.

Redefined business case

CommBank's investment in women's sport (cricket and football/the Matildas) have helped redefine the business case for women's sport, demonstrating the potential for lucrative returns and attractive brand benefits when women's sport is appropriately sponsored. New research backs the upside potential of investing in women's elite sporting properties.[10]

Media support

Iconic moments have shown us what is possible with the right media partnership. The ICC Women's T20 World Cup Final in 2020 attracted 1.2 million viewers, a record for women's cricket in Australia. Some 2.6 million viewers in Australia watched Ash Barty win the Australian Open Final in 2022 with an audience peak of 4.6m during the broadcast. The 2023 FIFA Women's World Cup™ semi-final drew an unprecedented 11.15 million viewers, marking it as Australia's most-watched TV program since 2001 and the most streamed event ever. These were groundbreaking moments for women's elite sport, with impacts on participation, community attitudes and funding.[11]

There are also positive signs of change within mainstream sports media with the voices and perspectives of women being more frequently sought and represented in sports media coverage.

Champions of Change Coalition member the ABC has a long history of championing women's sports, providing extensive coverage, broadcasting roles for women, and showcasing a diverse range of sports, all of which have been crucial in promoting and normalising women's participation in elite sports, sports leadership and sports media.

10 Victorian Office for Women in Sport and Recreation, *The Value of You Can Be What You Can See*, July 2023.

11 Victorian Office for Women in Sport and Recreation, The Conversation of Sport: *Representation of Women in Sports News Coverage*, February 2024.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Areas for improvement

Despite some advances, compelling commercial sponsorship opportunities remain unrealised

While public support for elite women's sports is growing, corporate sponsorship of women's teams lags men's. Men's teams tend to be more established, with larger fan bases, greater exposure, and perceived higher commercial value. While men's sport has benefitted from decades of investment and corporate sponsorship, women's sport hasn't enjoyed the same advantages and opportunities for growth.

Industry benchmarks, both domestic and international, suggest women's elite sport is undervalued, at only 12% of the level of men's elite sport. Yet women's sports deliver strong returns on brand metrics and customer conversion.[12]

This suggests there are substantial unrealised opportunities for corporate sponsors that invest in women's sports. The cycle of underfunding, however, will continue without proactive sponsorship.

Recognition that corrective investment is required to deliver continued growth, impact and results

There is increasing evidence that investment in women's sport delivers commercial, brand and societal returns, however more support is required from key players across the sports ecosystem to achieve gender equality. The sport sector, government, media and corporates could choose to invest more. This may include corrective investments to address decades of unequal and under-investment in women's sport, or more equitable investments to accelerate change. For example, where the Danish Football team sacrificed pay increases to ensure pay equality with the women's team.

Enhanced media coverage and fan engagement are essential to the continued growth of women's sport

Increased media coverage is critical to supporting further growth in the professionalisation of women's elite sport, including fan base growth, effective commercialisation, addressing pay inequality and investment in talent and competition pathways.[13]

Despite some isolated successes in live broadcasting, the gender gap in news and media coverage remains a key obstacle to progress. A recent Australian study shows 15% of sports news coverage was focused on women's sport, and this is reflective of a global pattern. Women's sport is also less likely to receive deeper coverage and analysis.[14] The study also confirmed the underrepresentation of women as expert sources, journalists or presenters of sports news.

Research also highlights how digital platforms are being activated to advocate for gender equality. Providing a platform to discuss and celebrate women, trans and nonbinary athletes in sport, important intersectional issues and stories that are largely ignored by mainstream media outlets, and normalise women talking about both men's and women's sport.[15]

To truly advance the professionalisation and commercialisation of women's sports, media organisations must move to comprehensive coverage that goes beyond simply broadcasting games, including more detailed and tailored analysis, commentary, and features that can enrich the narrative around women's sports and challenge existing societal stereotypes.

12 Victorian Office for Women in Sport and Recreation, *The Value of You Can Be What You Can See*, July 2023.
13 Victorian Office for Women in Sport and Recreation, *The Conversation of Sport: Representation of Women in Sports News Coverage*, February 2024.
14 Victorian Office for Women in Sport and Recreation, *The Conversation of Sport: Representation of Women in Sports News Coverage*, February 2024.
15 Antunovic, Dunja and Andrew D. Linden. *Disrupting Dominant Discourses: #HERESPROOF of Interest in Women's Sports. Feminist Media Studies* 15 (2015) & Sherwood, Merryn. "*Citizen journalists, sports fans or advocates? The motivations of female independent sports media producers in Australia*" Australian Journalism Review 41 (2019)

Call to action

Activate existing gender equality advocates and leaders to invest in women's sport

- Engage with organisations who share our vision for gender equality to invest in women's sport.
- Further engage and activate Champions of Change Coalition to invest in and support women's sport.

Set equal or corrective targets for investment in women's sport

- Assess sponsorships and partnerships with a gender lens and set equal or corrective targets for women's sport.

Help brands, sponsors and the media see the opportunities that exist

- Define and elevate the business case for investing in women's sport, leveraging existing research, impact reports and case studies.
- Encourage and incentivise increased media coverage of women's sport.
- Develop or support systems to measure and monitor gender equal sports coverage across all media.

Department of Industry, Science and Resources
Documents released under FOI

197 of 267

FOI 300613

Pay and prize equality

Strive for equitable pay, prize money and conditions for women in sport

Having built elite women's participation in sport and developed viable commercial relationships, closing the gender pay gap is the final step to institute a sport-wide culture that equally rewards women.

89%

of reporting organisations have achieved equity in prize money for elite athletes/teams, ↑ from 43.8% in 2019

100%

of reporting organisations defined, measured and published gender pay gap data for elite athletes, ↑ from 88% in 2022

Progress so far

Professional and equitable contracts

Significant improvements in athlete contract conditions for women in many commercial sports have included equal base salaries (to men), parity in match fees, equitable travel policies, high-performance resources, international playing opportunities, multi-year deals, and pregnancy and parental support. Collective bargaining agreements now more regularly include women and men players.

Share of revenue

Since 2019, Football Australia has led the way in offering women's and men's teams equal share of the commercial revenue generated by the teams.

Increasing shift to equal prize money

While some sports, like racing and tennis, have led the way by offering equal prize money for decades, the past 10 years has seen rapid implementation of equal prize money for men's and women's competitions, with 7 of 8 Members now offering equal prize money. Equal prize money for women and men Olympic and Paralympic medal winners commenced in 2018.

Progress closing gender pay gaps and transparent gender pay gap reporting

Under Workplace Gender Equality Agency (WGEA) requirements, all sport organisations with over 100 employees (including players) must publicly disclose gender pay gaps on an annual basis. Eligible Members also collectively and transparently share their gender pay gap data as part of Champions of Change Coalition's annual Impact Report.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Areas for improvement

Access to pay equity and prize equality is inconsistent across the sector

Despite some advances, positive outcomes aren't consistent across the sector. Fair and equitable pay is often tied to corporate sponsorship, impacting the ability of women athletes to pursue sport as a full-time career. Many still take on additional jobs to support themselves, limiting the time they have available for training and development.

In addition, the pay disparity among elite women athletes has raised concerns that many may leave traditional Olympic sports, like track and field, rowing, and other water sports, for more financially rewarding opportunities in code and commercial sports.

Overall earning potential is still hampered by structural issues

Despite efforts to ensure equal contracts and prize money, overall earnings still heavily favour men's teams and athletes who are considered the premier product when it comes to playing opportunities, scheduling priorities, promotion and fan engagement efforts, and more lucrative commercial sponsorship and broadcasting deals.

Gender pay gaps persist

A gender pay gap remains persistent across the sports sector, however the majority of Champions of Change Sport Group Members are below the industry median benchmark, according to WGEA reporting.

Call to action

Make leadership commitments to pursue pay and prize equality

- Pursue equitable compensation standards as part of our commitment to fairness and gender equality.

Continue to close gender pay gaps across the sports sector

- Work to close gender pay gaps across all aspects of sport—administration, media, high performance and at elite levels.
- Expand gender pay gap reporting to include women in leadership, high-performance roles, and elite sports.
- Establish a system for sport organisations (under 100 employees) to track and transparently report gender pay gap data, in line with WGEA requirements to gain a comprehensive view of progress across the sector.

Department of Industry, Science and Resources
Documents released under FOI

199 of 267

FOI 300613

CHAMPIONS OF CHANGE
SPORT

UNSTOPPABLE

SCORECARDS MEASURING OUR PROGRESS

Department of Industry, Science and Resources
Documents released under FOI

200 of 267

FOI 300613

Measuring our progress

The pathway assessment framework

Champions of Change Sport Group worked with McKinsey & Company, our teams, and local, national and international sector leaders to develop a robust approach to accelerate progress on gender equality and pay equality in sport. This measurement and monitoring framework can be adopted or adapted for use by sports organisations of all sizes.

Areas of focus	Progress indicators	Measures to track	Assessment
Leadership **Advance more women into leadership positions and develop respectful and inclusive sporting cultures**	1. Is there overall gender balance across the organisation, and in leadership, recruitment, graduates and promotions? 2. Do the conditions and culture enable women to thrive in sport organisations? 3. Is there a flexible and inclusive employment experience?	% of women overall/total, key management personnel, other exec/general managers, senior managers, other managers, non-managers	• Gender balance achieved (40–60%) • Year-on-year improvement towards gender balance • Unchanged since previous year • Year-on-year increase in over-representation of women • Year-on-year increase in under-representation of women
		% of women on the board of directors	
		% of women high-performance staff at the elite level	
		% of women coaching staff at the elite level	
		% of women officials at the elite level	
		% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	• 80–100% of the employees and/or participants report an inclusive experience • 50–80% of the employees and/or participants report an inclusive experience • Less than 50% of the employees and/or participants report an inclusive experience action
		% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	
		Do you have a diversity and inclusion policy, including an action plan?	• Complete already or underway now • In plan to commence or complete by 2025 • No plans currently in place for this action
		Is there implementation of flexible working policies?	
Participation **Develop a strong pipeline of potential elite talent**	1. Is there equal access to the sport at amateur, semi-professional and elite level? 2. Are environments welcoming and inclusive? 3. Are there suitable facilities/ amenities for women/girls? 4. Are participation rates equal?	% of registered women and girl participants at a grassroots level	• Gender balance achieved (40–60%) • Year-on-year improvement towards gender balance • Unchanged since previous year • Year-on-year increase in over-representation of women • Year-on-year increase in under-representation of women
		% of registered women athletes at the elite level	
		% of playing opportunities for women compared to men at the elite level	• Women have 80% or more of the playing opportunities available to elite-level men • Year-on-year improvement towards equal playing opportunities • Unchanged since previous year • Women have 50–80% of the playing opportunities and are moving away from equal • Women have less than 50% of the playing opportunities and are moving away from equal
		Level of fan engagement for women's sport or competition, indicated by social media followership unless otherwise stated	• Year-on-year improvement • Baseline data • Year-on-year decrease
		% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	• 100% equal access to facilities • Year-on-year improvement, or the baseline • Year-on-year decrease

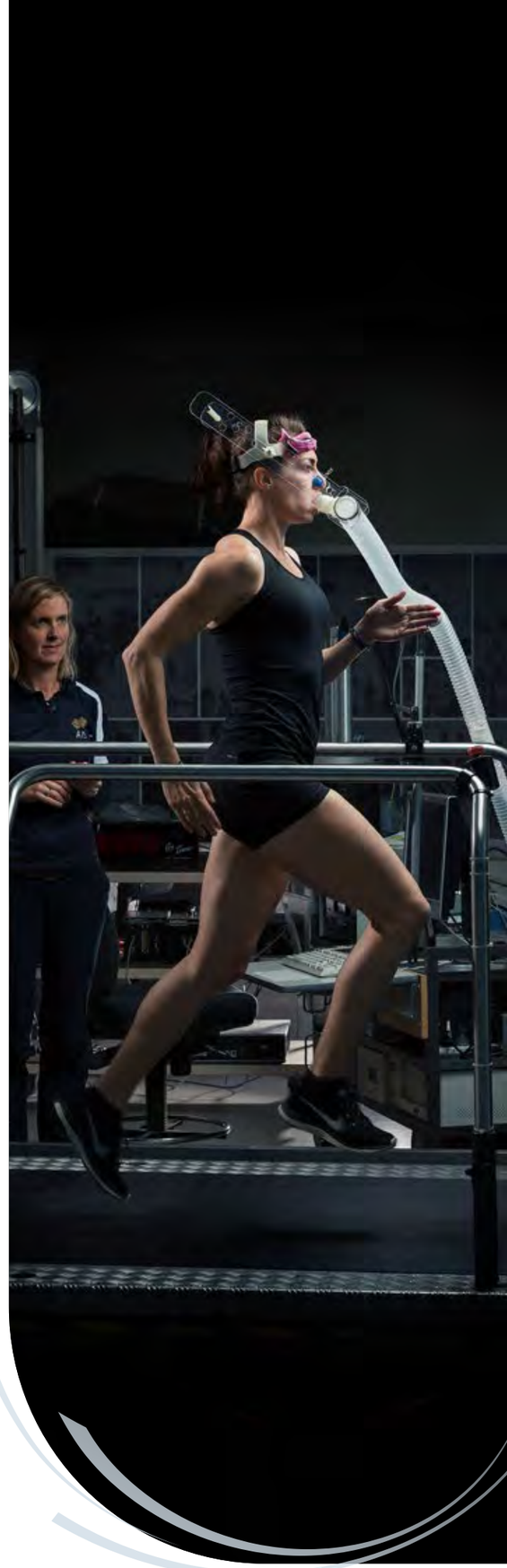
Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Measuring our progress

The pathway assessment framework

Areas of focus	Progress indicators	Measures to track	Assessment
Pathways **Offer genuine and equitable high-performance pathways**	1. Are high-performance pathways for women (athletes and coaches) defined and communicated? 2. Are there clear role models that women and girls can aspire to? 3. Are systems in place to support the transition from amateur to professional?	% of funded development pathway opportunities for women athletes	● Greater than 40% ● Equal to or proportionately more than women's and girls' representation at grassroots level ● Proportionately less than women's and girls' representation at grassroots level
		% of dollar investment in development pathways for women athletes	
		% of promotion and public appearance opportunities allocated to women elite athletes	● Greater than 40% ● Equal to or proportionately more than women's representation at elite level ● Proportionately less than women's representation at the elite level
		Have pathways for women to reach the elite level been communicated to participants and governing bodies?	● Complete already or underway now ● In plan to commence or complete by end of 2025 ● Proportionately less than their representation at elite level
Investment **Strive for equal investment**	1. Is there investment in building audiences and fan engagement? 2. Have internal resources been dedicated to building women's sport? 3. Are sponsorship dollars invested equally (or more to women if required)? 4. Do athletes have access to equal conditions, allowances and development resources?	% of promotional/marketing spend on women in sport or women's competition	● Greater than 40% ● Equal to or proportionately more than women's representation at elite level ● Proportionately less than their representation at elite level
		% of budget dedicated to building women in sport at the elite level	
		Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	● Complete already or underway now ● In plan to commence or complete by end of 2025 ● No plans currently in place for this action
		Is there an equal travel and accommodation policy across genders?	
Pay and prize equality **Strive for equitable pay, prize money and conditions for women in sport**	1. Have pay equity ambitions been communicated? 2. Has gender pay gap data been defined, measured and published? 3. Are clear processes, timelines and targets in place to achieve pay equity? 4. Has pay equity been achieved?	Pay equity (base pay) between men and women athletes at the elite level	● Is equal ● Year-on-year improvement towards equal pay ● Is not equal and moving away from equal pay
		Pay equality (total remuneration) between men and women athletes at the elite level	
		Have pay equity and prize equity ambitions been communicated internally and externally in the last 12 months?	● Complete already or underway now ● In plan to commence or complete by end of 2025 ● No plans currently in place for this action
		Has gender pay gap data for elite athletes been defined, measured and published?	
		Has equity in prize money for elite athletes and teams been achieved?	



Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Summary of progress from 2019 to 2023

Over the past five years the Champions of Change Sport Group has tracked progress against each of the measures in the Pathway to Gender Equality and Pay Equality in Sport. The table below highlights progress made by each Member against the benchmark reporting year of 2019. From page 56 we share the detailed self-assessments of each Member showing consistent year-on-year improvement across most measures, however in some areas progress is still rebuilding to pre-pandemic levels. Members continue to refine and sharpen their data collection and tracking processes.

NA	Measurement not applicable to the organisation
–	Data is not available

Measures

Leadership — Advance more women into leadership in sport and develop respectful and inclusive sporting cultures

Participation — Develop a strong pipeline of potential elite talent

Pathways — Offer genuine and equitable high-performance pathways

Investment — Strive for equal investment

Practical actions — Take simultaneous practical actions to close the gender pay gap for elite athletes

National and State Sporting Organisations	% of women overall	% of women Key Management Personnel	% of women board directors	% of women high-performance staff at elite level	% of women coaching staff at elite level	% of women officials at elite level	% of women employees and/or participants that report an inclusive experience in the organisation (or similar wording)	% of men employees and/or participants that report an inclusive experience in the organisation (or similar wording)	Do you have a diversity and inclusion policy including an action plan?	Is there implementation of flexible working policies?	% of registered women and girl participants at grassroots level	% of registered women athletes at elite level	% of playing opportunities for women compared to men at elite level	Level of fan engagement growth for women's sport/competition	% of total facilities that accommodate women's participation needs, e.g. equal access to change room facilities	% of total funded development pathway opportunities for women athletes	% of dollar investment in development pathways for women athletes	% of promotion and public appearance opportunities allocated to women elite athletes	Have pathways for women to reach elite level been communicated to participants and governing bodies?	% of promotional/marketing spend on the women in sport/women's competition	% of budget dedicated to building women in sport at elite level	Is there equal access to extended resources, e.g. doctors, physios and equipment, for elite women athletes?	Is there an equal travel/accommodation policy across genders?	Pay equity (base pay) between men and women athletes at elite level	Pay equality (total remuneration) between men and women athletes at elite level	Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Has gender pay gap data for elite athletes been defined, measured and published?	Has equity in prize money for elite athletes/ teams been achieved?
Basketball Australia							-	-			-														NA	NA			NA
Cricket Australia																												
Football Australia							-	-																				
Golf Australia																		-							NA	NA		
National Rugby League							-	-														-						
Racing Victoria				-							NA			NA				NA		NA	NA					NA		
Rowing Australia						NA	-	-						NA		NA	NA											
Surf Life Saving Australia							-	-						NA	-		NA	-							NA	NA		
Tennis Australia																												
Major Sports Clubs																												
Carlton Football Club		-									NA						NA				-							NA
Richmond Football Club											NA						NA			-	-							NA
Western Bulldogs Football Club		-									NA						NA				-							NA

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Australian Sports Commission

As leaders, we need to hold each other accountable to build more representation and break the deeply entrenched biases and norms that sit within the sporting system.

Kieren Perkins OAM
CEO, ASC

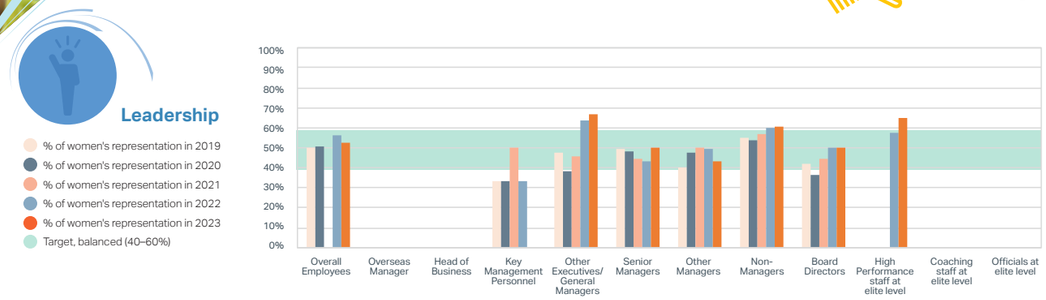
Australian Government
Australian Sports Commission

AIS

Leadership

2016	Kate Palmer appointed CEO of the Australian Sports Commission (2016-2018)
2021	Achieved gender balance in leadership across all workforce categories
2021	Josephine Sukkar appointed Chair of ASC (2021-2024)
2022-24	Women Leaders in Sport Program – reached 27,000 over 20 consecutive years
2022-24	ASC Inclusive Leadership Program delivered for CEO and Senior Executives in the sport sector
2023	Adopted ASC Diversity Equity and Inclusion Framework
2024	Kate Jenkins AO appointed Chair of ASC
2024	Australian Government announces new policy mandating gender balance in sport governance.

Leadership



Measures to track progress	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)		76.0 [1]
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)		
Do you have a diversity and inclusion policy including an action plan?	In progress	Yes
Is there implementation of flexible working policies?	Yes	Yes

Footnotes

1. Survey data not sex disaggregated

Department of Industry, Science and Resources
Documents released under FOI

204 of 267

FOI 300613

Basketball Australia

Australia has hosted incredible World Cups on home soil, showcasing our best women athletes and allowing the next generation to imagine a future of unlimited potential. The future is full of promise as we deliver more programs aimed at closing the gender gap.

Matt Scriven
CEO, Basketball Australia

Leadership

2018	Women and girls high-level strategy developed
2019	Lauren Jackson AO OLY appointed Head of Women in Basketball
2023	Legendary basketballer Suzy Batkovic joins the Board
2024	Six women chairs of Basketball State and Territory Boards

Participation

2022	Hosted Women's Basketball World Cup, attended by more than 145,000 people in person
2023	Opals win bronze at 2022 Women's World Cup
2023	Record WNBL crowd at a single game, more than 7,600 people attended at John Cain Arena
2024	2023/24 WNBL season increase in club membership of 20% and highest game attendance in league history

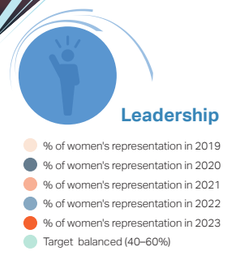
Pathways

2021	Australian Liz Mills becomes the first woman coach of a men's national team at a FIBA event, coaching Kenya
2023	Amber Merrit of the Australian Women's Wheelchair Basketball Team named in All Star 5 for the IWBF World Championships
2023	Jacqui Dover is the first Indigenous woman to referee in the WNBA Referee Development Program
2023	Jessie-May Hall, aged 16, wins Junior Indigenous Sportsperson of the Year
2024	Seven Australian women playing basketball at the highest level in the WNBA, the highest number on record
2024	Senior Women's inaugural 3x3 National team qualify for Paris Olympics

Investment

2022	*She Hoops* platform for women launched
2023	*She Hoops* launches *Leadership & Confidence Scholarship Program* for young women
2022	Commenced series of *She Hoops* 'Huddle Up' mentoring sessions for women officials and administrators in Australia
2023	Launched *She Hoops Girls Only Holiday Programs* that continue to run in association with local clubs around Australia

Pay and prize equality



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-	
Do you have a diversity and inclusion policy including an action plan?	No	In progress	Yes	Yes	Yes	
Is there implementation of flexible working policies?	No	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	31.6	31.7	31.5	30.7	-	1
% of registered women athletes at elite level	47.7	47.7	47.7	47.7	47.7	
% of playing opportunities for women compared to men at elite level	75.0	75.0	36.1	75.0	75.0	
Growth in level of fan engagement for women's sport/competition	-	18.0	24.0	20 0	20 5	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	
% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0	50.0	50.0	2
% of dollar investment in development pathways for women athletes	50.0	59.8	39.2	40.9	49.3	
% of promotion and public appearance opportunities allocated to women elite athletes	-	-	60.0	65.2	65.2	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	50.0	-	50.0	50.0	50.0	
% of budget dedicated to building women in sport at elite level	-	59.8	87.1	63.7	67.1	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	-76.4	-	-	-	-	3
% difference in pay (total remuneration) between women and men athletes at elite level?	-75.3	-	-	-	-	3
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	NA	NA	NA	NA	NA	3

Footnotes
1. Data set incomplete for 2022-23 period, new data system to achieve a more accurate aggregate participation measurement established in 1 January 2024.
2. Data based on the Basketball Australia (BA) COE Scholarships.
3. National teams athletes are paid a standard per diem which is equal for both men and women. As the professional contracts are managed through WNBL and NBL, Basketball Australia does not have access to the pay equity data.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Carlton Football Club

Our new state-of-the-art facilities for both the AFL and AFLW is a genuine commitment and sign of our contribution to gender equality. All of the facilities for AFL and AFLW are the same size and same quality – gyms and indoor facilities and lot of other areas are integrated. I think it's probably the first of its kind in Australia, and we're very proud of it.

Brian Cook
CEO, Carlton Football Club

Leadership

2019 Introduction of the *Carlton Respects Workplace Charter,* aimed at taking action on gender equality and contributing to the prevention of sexual harassment, and violence against women
2021 Club awarded Australian Business Award for Employer of Choice
2022 Change to the Club Constitution to include and better recognise AFLW players, traditional custodians and members
2023 Commission of Whole of Club Inclusion, Diversity and Equality health check and audit conducted by Intersection
2023 Club introduces new *Cultural and Religious Flexibility Policy*
2024 Carlton's first whole-of-club, Inclusion, Diversity, Equality and Belonging three-year strategic plan is endorsed by CFC Board

Participation

2022 The Adam Saad Cup is launched and has since engaged more than 500 culturally diverse young girls and boys from local primary schools in participation
2023 AFLW Players move to day training (first club to do so), sharing high performance amenities with AFL program and players

Pathways

2017 Club are a foundation licensee in the AFLW competition
2022 The Adam Saad Girls Academy is launched to increase access and equity to elite pathways for young culturally diverse girls
2023 Club appoints first full-time AFLW Coach

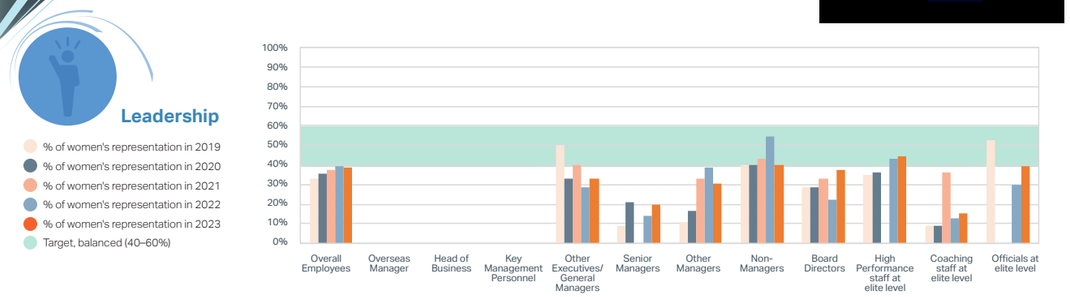
Investment

2017 Club major partner Hyundai increase investment to include major partnership of AFLW team
2021 Redevelopment of IKON Park—home of AFLW—shares first-class facilities for AFL and AFLW football programs
2021 Great Southern Bank join Hyundai to become whole of club major partners including increased investment in AFLW team
2022 Club partners with Millipede to create a free digital learning platform, *Road to Respect,* aimed at educating about respectful relationships, challenging gender stereotypes, and managing emotions
2024 Club reaches 10,000 students educated through the *Carlton Respects Schools Program* and the Road to Respect initiative
2024 Club introduces updated parental leave policy, providing significantly increased periods of paid parental leave, alongside payment of superannuation for primary carers on unpaid leave

Pay and prize equality

2022 AFLW players pay increases by 94% for Season 7
2023 New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase

Leadership



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	87.0	87.0	87.0	95.0	94.0	1
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	83.0	83.0	83.0	92.0	90.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	-	-	-	-	-	2
% of registered women athletes at elite level	39.5	41.1	39.5	38.0	41.3	
% of playing opportunities for women compared to men at elite level	36.4	36.4	50.0	43.5	43.5	
Growth in level of fan engagement for women's sport/competition	Baseline	35.7	-	26.8	17.1	3
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	
% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0	50.0	41.9	
% of dollar investment in development pathways for women athletes	NA	NA	50.0	-	-	2
% of promotion and public appearance opportunities allocated to women elite athletes	26.4	32.5	30.0	32.5	22.4	4
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	-	-	10.0	35.9	17.8	
% of budget dedicated to building women in sport at elite level	NA	NA	-	-	-	5
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	-96.4	91.9	-93.8	-87.0	-84.0	5
% difference in pay (total remuneration) between women and men athletes at elite level?	-96.4	95.6	-94.9	-89.2	-86.2	5
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	5
Has equity in prize money for elite athletes/teams been achieved?	NA	NA	NA	NA	NA	5

Footnotes
1. Data based on end of year 2023 Club Engagement Survey. Specific results for non-binary people not available due to survey confidentiality protection minimums.
2. Managed by AFL, not at club level.
3. Based on followers for Carlton's AFLW Instagram account.
4. Based on promotional and media numbers (inclusive of print, radio, TV and broadcast appearances).
5. Set by the AFL as the governing body.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Cricket Australia

Even with all the progress, there are so many opportunities for further development and much work to do. Now is the time to think big, renew our focus and accelerate momentum to be the leading sport for women and girls.

Nick Hockley
CEO, Cricket Australia

Leadership

2017 Commenced *Notable Women of Australian Cricket Development Program* for cricket executives
2018 Released first *Press for Progress Report*, providing transparency and accountability to cricket's ambition to be Australia's leading sport for women and girls
2022 Avril Fahey appointed as Chair of an Australian Cricket Board
2024 Women and girls action plan 2024-2034 launched

Participation

2023 Belinda Clark's sculpture unveiled at the SCG, the first such sculpture in the world of a woman cricketer
2024 80,000 registered women and girls players (up from 47,000 in 2014)

Pathways

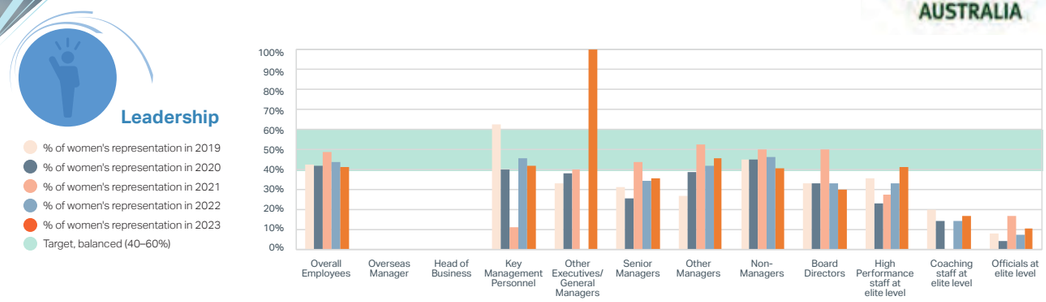
2015 The Women's Big Bash League launched
2017 Adopted equitable naming conventions for international men's and women's teams
2019 Ellyse Perry scores 213 not out, the highest individual score by an Australian in women's test cricket
2019 Implemented landmark parental leave policy designed to keep women players in the game for longer
2020 ICC T20 World Cup victory at the MCG in front of 86,174 fans and 1.2 million Australian TV viewers
2023 Claire Polosak and Eloise Sheridan first women to umpire Sheffield Shield

Investment

2016 *Growing Cricket for Girls* fund launched with support of CommBank
2021 CommBank extends long-running sponsorship of women's cricket for three years

Pay and prize equality

2017 Announced an increase in total player payments for women from $7.5 million to $55.2 million, to date the biggest pay rise in the history of women's sport in Australia
2017 First joint player MOU for women's and men's players
2023 Significant enhancements in the Player MOU, including a 66% increase in player payments for women



Measures to track progress	2019	2020	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	85.0	77.0	77.0	71.0	81.0 [1]
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	91.0	75.0	75.0	81.0	85.0
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
% of registered women and girls participating at grassroots level	10.0	10.7	10.5	11.9	14.9
% of registered women athletes at elite level	41.5	38.9	44.6	42.5	41.1
% of playing opportunities for women compared to men at elite level	107.7	115.9	42.9	100	83.3
Growth in level of fan engagement for women's sport/competition	27.0	29.3		16.1	52.0
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	26.8	33.4		39.2	53.0
% of total funded development pathway opportunities for women athletes	38.3	38.8	43.3	26.2	26.3
% of dollar investment in development pathways for women athletes	36.6	12.8	13.0		39.9
% of promotion and public appearance opportunities allocated to women elite athletes	48.5	50.3	30.0	51.9	53.5
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition	33.2	23.1		22.7	24.7 [2]
% of budget dedicated to building women in sport at elite level	42.6	37.0	43.0	25.7	39.9 [3]
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	-	-	-	-72.0	-85.2
% difference in pay (total remuneration) between women and men athletes at elite level?	-83.0	63.6	-	-82.7	-70.2
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes

Footnotes
1. Results based on CA employee survey responses to the question "I can be my authentic self at work."
2. 2022-23 numbers include both paid media spend as well as creative production costs
3. The budget reported here is relates to underage Championships including all Aus A and CAXI match costs domestically & overseas.

Department of Industry, Science and Resources
Documents released under FOI
207 of 267

FOI 300613

Football Australia

Our challenge to governments, corporate entities, broadcasters and sports' governing bodies is to make a stand—commit, invest and grow women's sport because women's sport is real. And it's here to stay. Women's football in Australia has proved that to us all.

James Johnson
CEO, Football Australia

Leadership

2018	Football Australia Women's Football Council formed (holding 10% of congress votes)
2019	Football Australia releases *Gender Equality Action Plan*, which outlines commitment to 40:40:20 representation
2021	Matildas Alumni Sarah Walsh appointed as Football Australia's Head of Women's Football
2021	*Legacy 23* Plan launched in preparation to drive economic and social impact from the FIFA Women's World Cup 2023™
2023	Football Australia appoints the first dedicated Technical Director of Women's Football
2023	Achieved gender parity in Women's National Team staff
2024	First female CEO of an A-League Club appointed

Participation

2020	Australia and New Zealand are awarded the FIFA Women's World Cup 2023™
2023	Australia reaches eight women FIFA-badged referees
2023	Australia hosts the most successful FIFA Women's World Cup 2023™ to date. Surpassing all previous benchmarks
2024	20% increase in women and girls' participation post FIFA Women's World Cup 2023™

Pathways

2008	A-League Women's (then W-League) launched
2018	Football Australia launches the Future Matildas Program
2020	Kate Jacewicz becomes A-League's first-ever woman to referee an A-League Men's match
2022	Football Australia forms a women's para football National Team and a U23 Women's National team to mirror men's pathways
2023	Four out of five Women's National Team head coaches are women

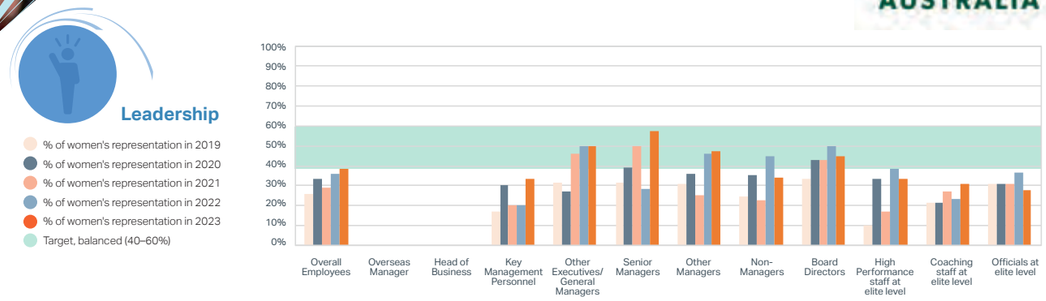
Investment

2021	CommBank announced as naming rights partner of the Matildas, Junior Matildas and Young Matildas
2021	Football Australia builds a dedicated Women's National Team Marcomms Team to drive media, public relations and content
2022	Football Australia appoints full time roles in the Women's National Team Program including Head Physio, Team Manager, Assistant Coach and Goalkeeping Coach
2023	Football Australia's advocacy and the CommBank Matildas' success contributes to the Australian government committing $200 Million to the *Play Our Way* grant program

Pay and prize equality

2019	Collective Bargaining Agreement achieves gender equality in travel and performance standards for the Matildas, with the gender pay gap significantly reduced through a tiered centralised contract system
2023	Collective Bargaining Agreement moves Matildas from tiered contract system to match and commercial payments in line with the Socceroos
2023	Minimum Wage of $25,000 set for A-League Women's players

Leadership



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	In progress	In progress	In progress	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	21.9	23.0	-	-	24.5	1
% of registered women athletes at elite level	57.5	50.0	50.0	50.0	50.0	
% of playing opportunities for women compared to men at elite level	120.0	71.4	57.1	113.3	122.2	
Growth in level of fan engagement for women's sport/competition	26.3	9.3	3.3	20.2	26.2	2
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-	31.2	41.0	3
% of total funded development pathway opportunities for women athletes	100	100	100	100	100	4
% of dollar investment in development pathways for women athletes	42.2	100	100	47.3	44.2	
% of promotion and public appearance opportunities allocated to women elite athletes	47.1	53.0	54.5	50.0	50.0	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	7.1	53.0	55.7	46.2	51.6	
% of budget dedicated to building women in sport at elite level	49.0	45.8	45.9	50.6	43.8	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	0.0	18.4	44.9	5
% difference in pay (total remuneration) between women and men athletes at elite level?	0.0	0.0	157.4	19.4	-66.9	
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	6
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes	6

Footnotes
1. Includes outdoor, futsal, Mini Roo Kick Off & Social Football. This figure does not include coaches referees and volunteers.
2. Social media follower growth only, significant uplift and continued growth leading into the FWWC23. Introduction of a new social channel TikTok @matildas.
3. Football Australia launched the targeted #Equaliser campaign during the 2022 Federal Election to address the gender-based facilities gap and advocate for funding. The campaign aimed to raise awareness and support for improving changeroom facilities.
4. The program has been expanded from a centrally program based in NSW to QLD and VIC.
5. This data reflects women players receiving a monthly retainer and men players paid per match. Under the new CBA, launched in November 2023, both are now paid per match.
6. Although Matildas and Socceroos receive 40% of the total tournament prize money, the prize pools are unequal. FIFA determines the total prize pool at World Cups. This reporting period included the Mens FIFA World Cup.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Golf Australia

We are passionate about growing golf to be a fun sport for all. For too long, golf has been considered a sport for a very select few, but we know the game has the potential to engage with people of all ages, gender and ability.

James Sutherland
CEO, Golf Australia

GOLF AUSTRALIA

Leadership

2022 Golf Australia Board reaches required ratio of 40:40:20
2024 *Progress to Par* report finalised in preparation for release
2024 Golf Leaders Network formed, consisting of women's office bearers of member golf clubs across the country
2024 Golf Australia obtains signatories from 100 clubs for the *R&A Women in Golf Charter*

Participation

2020/21 The *Get Into Golf Program* launches and *Australian Golf Foundation Junior Girls Scholarship Program* launches with 345 young girls across the country. In 2024, that number is 1,162
2021 *MyGolf* junior program participation exceeds 30% girls for the first time
2022 The launch of a joint men's and women's Australian Open draws more than 50,000 people for two years in a row across 2022 and 2023
2022/23 Since 2020, women and girls' membership in golf clubs has increased by 8.16%, with overall participation across all forms of golf rising by 12.02%
2024 *Get Into Golf* introduces 17,321 Australians to golf, with more than 80% women

Pathways

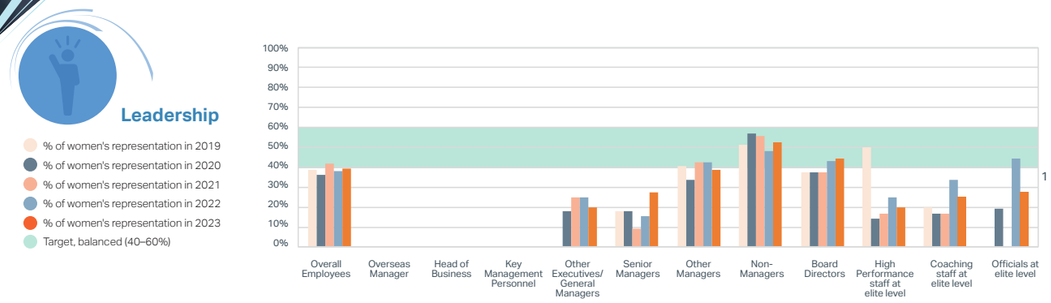
2017 Stacey Peters hired as Golf Australia's Female National Pathway Manager
2019 Hannah Green wins the 2019 Women's PGA Championship, the first major champion to have emerged from the GA HP Program
2021/22 Minjee Lee wins the Evian Championship in 2021 and the US Open in the following year
2021 Stacey Peters acts as World Cup Manager, with all expenses paid for daughter and nanny to attend
2023 Stephanie Na and Sarah Jane Smith added to HP staff
2023 Womens only coaching scholarship started via the *Karrie Webb Scholarship Program*

Investment

2018 Appointment of Women and Girls Participation Manager, alongside a six-figure investment into women and girls
2022 Women and girls investment has increased by 35% since initial investment in 2018

Pay and prize equality

2022/23 Australian Open offers equal total prize money of $1.7m for the women and men's tournaments.



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	0.0	73.0	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	0.0	97.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	25.0	20.0	20.0	19.7	21.3	
% of registered women athletes at elite level	50.0	50.0	50.0	37.3	36.9	2
% of playing opportunities for women compared to men at elite level	NA	NA	NA	NA	90.0	3
Growth in level of fan engagement for women's sport/competition	15.0	2.9	-	-	13.0	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	75.0	100	-	-	100	
% of total funded development pathway opportunities for women athletes	25.0	30.8	30.8	50.0	47.5	4
% of dollar investment in development pathways for women athletes	25.0	30.8	30.8	41.2	40.0	
% of promotion and public appearance opportunities allocated to women elite athletes	NA	NA	NA	NA	NA	5
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	50.0	50.0	-	50.0	50.0	
% of budget dedicated to building women in sport at elite level	50.0	50.0	0.0	41.2	33.7	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	NA	NA	NA	NA	NA	6
% difference in pay (total remuneration) between women and men athletes at elite level?	NA	NA	NA	NA	51.6	6
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	NA	NA	NA	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes	

Footnotes
1. Coaching staff are contractors. Officials based on National Level Referees with majority of rules officials being volunteers.
2. Data refers to programmed athletes.
3. Includes WPGA Tour Order of Merit Pro-ams. Other playing opportunities determined by Official World Golf Rankings.
4. Includes Level 2 and 3 athletes.
5. Public appearances are self-managed by athletes.
6. Total remuneration refers to the total prize purse. Tournament purses not determined by Golf Australia.

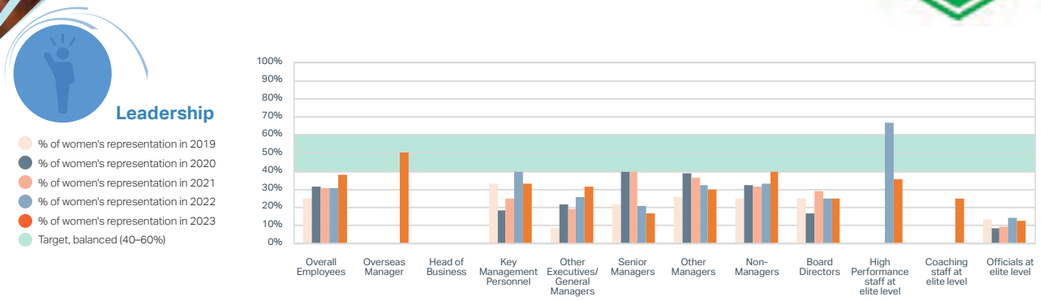
Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

National Rugby League

Rugby League has been around for more than 100 years, and for most of that time it's been a male-dominated sport. We have to work harder and be very innovative to ensure we are opening up opportunities for it to be a gender equal sport.

Andrew Abdo
CEO, National Rugby League



Leadership

2013-17	Raelene Castle is the first NRL Club CEO
2018	Luisa Avaiki appointed NRLW's first woman Head Coach for the New Zealand Warriors
2023	The NRL's gender pay gap improves significantly to 3.9%
2024	Jessica Skinner becomes the first Indigenous woman Head Coach of the All-Stars team
2024	The NRL's gender balance improves significantly to include a 41% female workforce

Participation

2013	Jillaroos win their first World Cup, and women and girls' participation grows 20% YOY
2014	Jillaroos and Kiwi Ferns play during the Four Nations tournament. Participation grows 31% YOY
2017	Jillaroos win their second World Cup, and participation grows 32% YOY
2018	Launch of the NRLW (NRL Women's Premiership)
2021	*RISE Rookie Program* introduced to ensure the next generation of female players and administrators are trained
2023	Women's rugby league grows, with NRLW expanding from six teams to 10, and the number of regular season matches increasing from 15 to 45 YOY
2024	Women's National Championships expanded to include Pacific nations providing greater opportunities for women to access pathway opportunities

Pathways

2017	Jillaroos win their second World Cup, with 10 of their matches broadcast on television
2019	Belinda Sharpe becomes the first woman to referee a NRL match
2021	First all-woman team of match officials referee women's State of Origin
2022	Kasey Badger the first female to referee a men's Rugby League World Cup match
2023	NRL Pacific Championships is introduced, contributing to the global growth of women's rugby league
2024	The Women's State of Origin (WSOO) is expanded to three matches, bringing the series to parity with the men
2024	Jillaroos announced to play England Women as part of the Las Vegas 2025 program, the first women's international fixture to be played on US soil.

Investment

2015	Harvey Norman sponsors the Jillaroos
2016	A delayed broadcast of the women's Test match between the Jillaroos and Kiwi Ferns attracts 100,000 viewers
2016	10-year anniversary of the *Harvey Norman Women in League Round*
2018	Women's rugby league is included in the Collective Bargaining Agreement for the first time, with an annual allocation of elite-level funds through to 2022
2023	The NRLW's viewership soars to a record-breaking 8.4 million, making it the most-watched season to date
2024	The inaugural three-match WSOO series shatters attendance and viewership records, with Game 2 becoming the first women's rugby league game to surpass one million TV viewers

Pay and prize equality

2016	The first Dally M Player of the Year is awarded to Jenni-Sue Hoepper
2019	Top players become centrally contracted as part of an NRL elite national training squad
2023	The first Women's Collective Bargaining Agreement is agreed, resulting in NRLW salary cap lift from $350,000 in 2022 to $900,000 in 2023, with a projected rise to $1.5 million by 2027, and the introduction of 12-month, multi-season contracts
2024	Women's All Stars and PM XIII achieve pay equity
2024	The NRL formally inducted 6 women as the first ever female players into the NRL Hall of Fame

Measures to track progress	2019	2020	2021	2022	2023
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes
% of registered women and girls participating at grassroots level	16.3	16.6	18.3	19.2	20.3
% of registered women athletes at elite level	13.3	13.9	14.5	21.7	33.7
% of playing opportunities for women compared to men at elite level	12.5	2.5	19.4	27.3	35.0
Growth in level of fan engagement for women's sport/competition	152.8	35.0	47.0	31.0	13.0
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-	43.8	43.8
% of total funded development pathway opportunities for women athletes	NA	NA	NA	31.9	29.0
% of dollar investment in development pathways for women athletes	20.4	40.5	35.1	76.4	61.9
% of promotion and public appearance opportunities allocated to women elite athletes	1.0	10.3	26.7	21.4	37.9
Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	In progress	Yes	Yes	Yes
% of promotional/marketing spend on the women in sport/women's competition	-	-	-	16.2	25.0
% of budget dedicated to building women in sport at elite level	-	-	-	-	-
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes
Is there an equal travel/accommodation policy across genders?	No	No	Yes	Yes	Yes
% difference in pay (base pay) between women and men athletes at elite level?	-93.3	-	-	-90.0	-63.1
% difference in pay (total remuneration) between women and men athletes at elite level?	-96.9	-	-	-95.7	-55.6
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	No	No	No	Yes
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	No	No	No	Yes
Has equity in prize money for elite athletes/teams been achieved?	No	No	No	No	No

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Racing Victoria

For decades, men and women jockey athletes have competed against each other for equal prizemoney. As we applaud the growth in women jockeys competing and their success, our challenge is to ensure the ecosystem enables the growth of women in leadership roles across all aspects of racing.

Aaron Morrison
CEO, Racing Victoria

Leadership

- **2016** No Barriers No Limits industry working party involving key stakeholders convened to focus on gender equity across the racing industry
- **2017** Amanda Elliot OAM becomes the first woman chairman of the Victoria Racing Club in its 159-year history
- **2024** Appointment of woman jockey mentor/coach to the *Apprentice Jockey Training Program*

Participation

- **2003** Clare Lindop becomes the first woman jockey to compete in the Melbourne Cup
- **2008** Clare Lindop secures the first of her four Group 1 victories in the Victoria Derby
- **2013** Linda Meech becomes the first and only woman jockey in Victoria to win five races at a single race meeting
- **2013** Legendary trainer Gai Waterhouse wins the Melbourne Cup with Fiorente and champion jockey Damien Oliver
- **2015** Michelle Payne becomes a household name after becoming the first woman to win the Melbourne Cup
- **2019** Linda Meech becomes the first woman jockey to win the Victorian Jockeys' Premiership
- **2021** Jamie Kah becomes the first jockey to achieve 100 Victorian metropolitan wins in a season

Pathways

- **2022** *Track Rider Development Program* introduced to provide a pathway for riders commences
- **2023** *Track Work Rider Program*, featuring off-the-job education and coaching, commences
- **2024** Women's participation in the *Apprentice Jockey Program* continues to grow, with women now making up 76% of the program

Investment

- **2019** Since 2019 more than $10.5m spent on upgrades or replacements to jockey rooms with a focus on women jockeys' rooms
- **2019** Financial support of the production of *Ride Like a Girl*, the movie of the life of Michelle Payne, the first woman to win the Melbourne Cup and highest grossing Australian movie of 2019
- **2018** Appointment of female Participant Wellbeing and Participant Protection Managers
- **2020** Introduced the *Jockey Maternity Support Program* which provides financial support between ceasing riding and becoming eligible for the Federal Government's Parental Leave provisions

Pay and prize equality

- **2019-24** Pay and prize equity achieved

Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	70.0	NA	75.0	84.0	69.0	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	74.0	NA	82.0	81.0	71.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	NA	NA	NA	NA	NA	1
% of registered women athletes at elite level	24.6	27.5	27.5	28.0	32.5	2
% of playing opportunities for women compared to men at elite level	100	100	NA	100	100	
Growth in level of fan engagement for women's sport/competition	NA	NA	NA	NA	NA	3
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	
% of total funded development pathway opportunities for women athletes	60.0	61.8	62.0	78.0	77.8	
% of dollar investment in development pathways for women athletes	60.0	50.0	-	50.0	50.0	
% of promotion and public appearance opportunities allocated to women elite athletes	-	-	-	-	-	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	NA	NA	NA	NA	NA	
% of budget dedicated to building women in sport at elite level	NA	NA	NA	NA	NA	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	0.0	0.0	0.0	4
% difference in pay (total remuneration) between women and men athletes at elite level?	NA	NA	NA	NA	NA	
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes	5

Footnotes
1. Not applicable to organisation's registered jockey athletes, who are licensed to ride following medical approval in accordance with Racing Victoria's protocol.
2. Does not include Jumps Jockeys B or Picnic Jockeys.
3. Metric not applicable to racing where men and women compete alongside of each other, for the same prize money.
4. All jockeys are paid the same fee for race riding and receive a percentage of the prize money for a win.
5. Pay equity has been achieved, however the organisation has identified that equality in opportunities needs to be investigated.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Richmond Football Club

Women are an integral part of our game. This Club is committed to ensuring women belong. We have taken some steps forward as a Club and as an industry, but there is still more to be done.

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

Leadership

2013 Peggy O'Neal becomes President of the RFC Board, the first woman in AFL history to serve as a Club president
2014-16 *The 2014 report Gender Equality: What Will it Take to Be the Best?* is released and succeeded by a 2016 edition focusing on gender equity
2018 40% women's *representation is reached on the RFC Board*
2019 *Club's first Diversity & Inclusion Action Plan* launched
2022 Club's second *Diversity & Inclusion Action Plan* launched
2023 Women's representation on the Senior Management Team increases to 33%

Participation

2017 Inaugural Women's Koorie Football Carnival held at Punt Road Oval
2018 RFC enters VFLW competition
2021 RFC forms VFLW alignment with Port Melbourne
2023 New AFLW Collective Bargaining Agreement includes world-leading pregnancy policy for athletes

Pathways

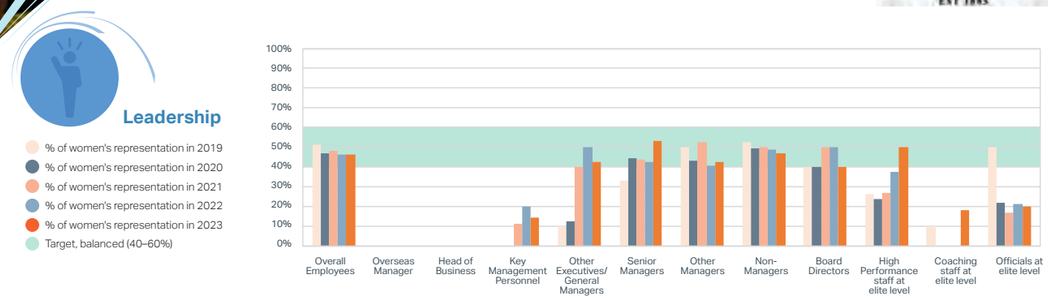
2020 Club enters AFLW competition
2024 Emma Grant is announced as the Club's first full-time AFLW coach
2024 *NGA Academy Program* held at Richmond

Investment

2019 Federal Government funding support announced to accelerate investment in AFLW facilities as part of Club redevelopment
2019 Swinburne University announces extension of partnership to include AFLW
2020 Victorian Government funding support announced to accelerate investment in AFLW facilities as part of Club redevelopment
2021 nib announces its commitment to joint-major partner of both the AFL and AFLW teams
2021 AG Coombs expands partnership to include inaugural joint-major partnership of AFLW program

Pay and prize equality

2022 AFLW players pay increases by 94% for Season 7
2023 New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	90.0	85.0	89.0	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	97.0	90.0	95.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	In progress	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	In progress	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	16.0	-	-	-	-	1
% of registered women athletes at elite level	40.5	40.5	40.0	43.6	43.6	2
% of playing opportunities for women compared to men at elite level	36.4	35.3	40.9	45.5	50.0	
Growth in level of fan engagement for women's sport/competition	Baseline	15.0	46.0	33.4	28.0	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	
% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0	50.0	50.0	
% of dollar investment in development pathways for women athletes	NA	NA	NA	NA	NA	
% of promotion and public appearance opportunities allocated to women elite athletes	9.1	90.9	38.8	38.8	38.8	3
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	In progress	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	-	-	-	-	-	
% of budget dedicated to building women in sport at elite level	-	-	-	-	-	4
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	In progress	In progress	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	-37.5	82.3	-93.3	-65.0	-84.0	4
% difference in pay (total remuneration) between women and men athletes at elite level?	-75.0	91.7	-92.4	-87.2	-84.5	4
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	5
Has equity in prize money for elite athletes/teams been achieved?	NA	NA	NA	NA	NA	

Footnotes
1. AFL is responsible for grassroots participation.
2. AFL and AFLW only. Excludes top-up players for VFL mens or VFLW alignment with Port Melbourne.
3. AFLW players are employed in part time roles by the Clubs which, combined with a shorter season, limits the availability for appearance opportunities.
4. Set by the AFL as the governing body.
5. Data now also now included as part of the new WGEA Gender Gap reporting.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Rowing Australia

If we can normalise women in coaching and leadership, we will have young people seeing women in these positions and equally represented – I think we can change the world right across our sport.

Sarah Cook
CEO, Rowing Australia

Leadership

2020 Strengthened Rowing Australia's *Inclusion and Diversity Policy*, ensuring ongoing commitment to gender equality and addressing gaps in existing policies
2021 Female representation in leadership roles within Rowing Australia's governance structure increases to 40%
2023 Gender balance in leadership positions is maintained, including on the Board
2023 Initial *Family Leave Policy* offering paid parental leave above the statutory requirement is developed
2023 Sarah Cook appointed Chief Executive Officer
2023 A record four women coaching on the senior Australian Rowing Team and actively working towards encouraging and supporting more women to enter and continue on the high performance coaching pathway

Participation

2019 Rowing Australia marks 100 years of women's participation in rowing, celebrating significant milestones and achievements of female rowers and leaders
2019 Women's participation in rowing events increased by 15% compared to previous years
2022 Through strategic media campaigns and partnerships, the visibility of female rowers increases, resulting in a 20% boost in female membership at rowing clubs

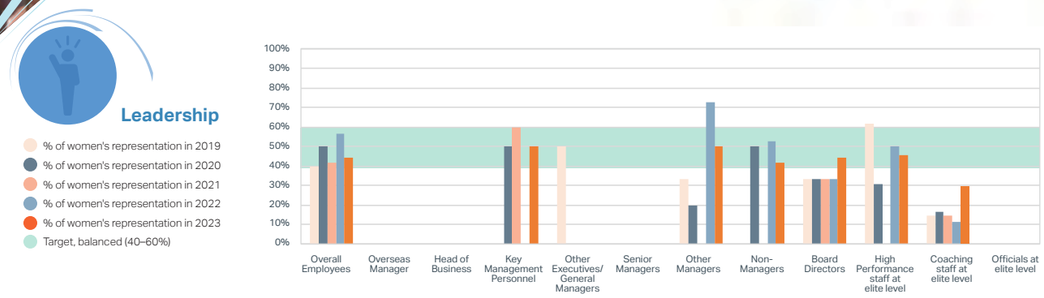
Pathways

2019 Women's four win gold at the World Rowing Championships, establishing themselves as a dominant force in the international rowing scene. Additionally, the women's pair secure a bronze medal
2021 *Women's Pathway Program* is introduced, leading to a 25% increase in female participants in high performance
2021 Women's four win gold at the Tokyo Olympics, contributing to Australia's best Olympic rowing performance in decades. The women's quadruple sculls win a bronze medal, underscoring the team's overall strength
2022 Significant focus on women in coaching with pilot *Women in High Performance Coaching Project*
2022 Women's four continue their winning streak with a gold medal at the World Rowing Championships
2023 Developed equitable high-performance pathways, ensuring that 50% of the funded development pathways are allocated to female athletes

Investment

2020 Opened the Hancock Prospecting Women's National Training Centre, providing equal access to world-class facilities for female athletes
2022 Secured a grant to increase the number of women in high-performance coaching positions, resulting in a 30% increase in female high-performance coaches
2023 Equal resources and funding provided for both men and women on the Australian Rowing Team through the Hancock Prospecting Women's National Training Centre and the Reinhold Batschi Men's National Training Centre

Pay and prize equality



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	100	-	-	-	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	-	-	
Do you have a diversity and inclusion policy including an action plan?	No	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	50.0	50.0	NA	50.0	48.2	
% of registered women athletes at elite level	45.8	52.3	48.1	48.3	50.9	
% of playing opportunities for women compared to men at elite level	100	100	50.0	100	100	
Growth in level of fan engagement for women's sport/competition	NA	NA	NA	NA	NA	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	50.0	50.0	50.0	1
% of total funded development pathway opportunities for women athletes	NA	NA	NA	NA	NA	2
% of dollar investment in development pathways for women athletes	NA	NA	50.0	NA	NA	2
% of promotion and public appearance opportunities allocated to women elite athletes	50.0	50.0	50.0	50.0	50.0	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	50.0	50.0	50.0	50.0	50.0	
% of budget dedicated to building women in sport at elite level	50.0	50.0	50.0	50.0	50.0	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	-	-	0.0	
% difference in pay (total remuneration) between women and men athletes at elite level?	0.0	-	-	-	0.0	
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes	

Footnotes
1. Equal access is available at all Rowing Australia facilities.
2. Female specific data not available as a gender equal sport.
3. Athletes receive direct support through a sponsorship agreement which has gender equity.

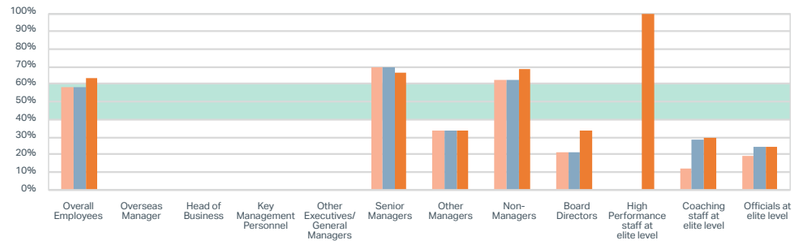
Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Surf Life Saving Australia

In the ongoing journey towards gender equity, Surf Life Saving Australia has made significant strides, welcoming younger women into its mentorship program, continuing to promote and advocate for equal prize money for our iron athletes, and bolstering diversity efforts. With a commitment to inclusion, Surf Life Saving Australia embraces the challenge of fostering gender balance within its leadership and beyond.

Adam Weir
CEO, Surf Life Saving Australia



Leadership

2014 The first woman State/Territory President elected and three women independent directors appointed to SLSA's National Board
2015 Melissa King appointed as first woman CEO
2020 Commenced the inaugural *SLSA Women's Mentoring Program*
2022 Flexible working policies introduced, including compressed working weeks, role sharing, flexible hours and hybrid working
2023 For the first time, the SLSA Board achieves a gender split of over 40% women, including two women State Presidents and three independent directors
2023 Introduction of a *Diversity and Inclusion Policy* and *Commitment Statement*, and implementation of a Gender Equity Audit
2024 Introduction of SLSA paid parental leave, and IVF leave, expanding surrogacy/adoption entitlements to include fertility planning

Participation

2020 Women and girls comprise more than 45% of SLSA membership participating at a grassroots level
2020 40-year anniversary of women patrolling beaches

Pathways

2014-24 Maintained equal access to development pathway opportunities, regardless of gender
2021 Maintained equal access to sports science and medical support for all elite athletes, regardless of gender
2021 Women aged 16+ were invited to join the Women's Mentoring Program
2021 SLSA ran an inaugural female 'Coaching for the Elite' program with the support of the ASC Women Leadership in Sport grant
2024 192 mentors and mentees participating in the Women's Mentoring Program

Investment

2020 Secured support from McCarthy Mentoring to commence Women's Mentoring Program
2023 Secured Geoffrey Evans Trust Grant to support powercraft training for women in surf lifesaving to alleviate the shortage of women IRB Crew and Drivers

Pay and prize equality

2019-24 Prize money equity achieved and maintained for Iron Series

Measures to track progress	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	-	-	-	
Do you have a diversity and inclusion policy including an action plan?			Yes	
Is there implementation of flexible working policies?		Yes	Yes	
% of registered women and girls participating at grassroots level	46.3	45.4	46.4	
% of registered women athletes at elite level			48.0	
% of playing opportunities for women compared to men at elite level	100	100	100.0	
Growth in level of fan engagement for women's sport/competition	NA	NA	NA	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	-	-	-	
% of total funded development pathway opportunities for women athletes	50.0	50.0	50.0	1
% of dollar investment in development pathways for women athletes			NA	2
% of promotion and public appearance opportunities allocated to women elite athletes	-	-	-	3
Have pathways for women to reach elite level been communicated to participants and governing bodies?		Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition		50.0	50.0	
% of budget dedicated to building women in sport at elite level		50.0	50.0	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?		Yes	Yes	
Is there an equal travel/accommodation policy across genders?		Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	NA	NA	NA	4
% difference in pay (total remuneration) between women and men athletes at elite level?	NA	NA	NA	4
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?		Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?		Yes	Yes	4
Has equity in prize money for elite athletes/teams been achieved?		Yes	Yes	

Footnotes
1. Organisation has no funded positions' but the Ironman and Ironwoman series prize money is divided equally between men and women.
2. Specific investment related to pathways for men and women athletes not available.
3. Elite athlete appearances not tracked by SLSA
4. Organisation does not pay their athletes.
5. Organisation promotes equal prize money for all genders.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Tennis Australia

Equality, inclusion and diversity – both on and off the court – are at the heart of everything we do. Tennis has a long-standing commitment to achieving gender equality, however there is still work to be done. We remain focused on driving positive change in our sport to ensure our communities are welcoming safe and inclusive for women and girls to thrive.

Craig Tiley
CEO, Tennis Australia

Leadership

2016	*AO Inspirational Series* launched to celebrate women and shine a global spotlight on gender equality at the Australian Open
2017	Jayne Hrdlicka appointed Tennis Australia's first woman Chair
2017	Carolyn Broderick the first woman to be appointed Chief Medical Officer of Tennis Australia and the Australian Open
2019	*Broadcast Commentary Training Program* for women commences, designed to increase visibility of women in media
2021	Tennis Gender Equality Taskforce of industry experts formed to support the development of the Women and Girls Strategy (2022-2027), which is launched the same year
2022	Tennis Australia wins the ITF Bronze Advantage-All Reward and Recognition Award for its Women and Girls Strategy
2023	Tennis Australia wins the ITF Silver Advantage-All Award for its community leadership program

Participation

2022	100 years of women's tennis celebrated at the AO with the first champion Maude Molesworth inducted into the Australian Tennis Hall of Fame. Women represent 32% of the champions immortalised in bronze busts in Garden Square
2022	*Women Leaders in Tennis Program* established to increase women in decision-making roles
2023	*Learn 2 Lead Program* for young women aged 14-18 years established to build the pipeline of women in decision-making roles and elevate the youth voice in local tennis communities
2023	*#No Limits Girls* squads for girls aged 8-10 years established in clubs
2024	A gender-balanced AO ball kids squad is achieved
2024	Percentage of Tennis Australia coach members who are women increases from 21% in 2015 to 32%

Pathways

2016	President's *Women in Tennis Coaching Scholarships* introduced, with 684 scholarships awarded since inception
2019	Cheryl Jenkins the first woman to be appointed Chief Umpire of the Australian Open
2022	Ashleigh Barty the first Australian to win the AO since Chris O'Neil in 1978. Her victory is the highest rating women's final in OzTAM history
2023	Storm Hunter finishes the year as world No.1 in doubles
2024	Women make up 48% of the AO global host broadcast commentary team

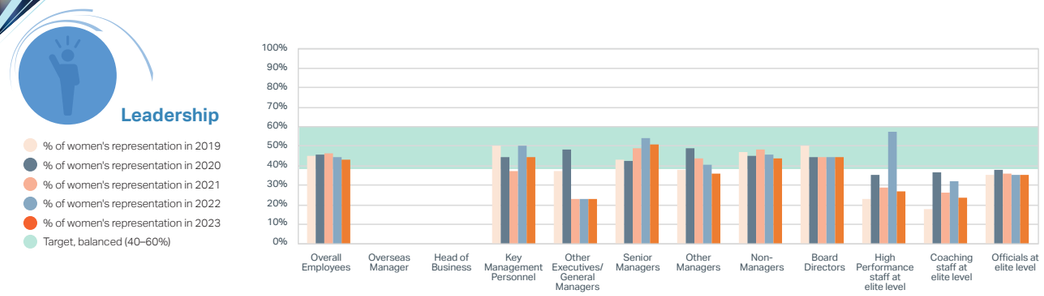
Investment

2019	Secured $12 million Federal Government grant to support Women and Girls Strategy
2022	Australian Open women's semi-finals move to prime time
2023	The United Cup kicks off the global tennis season, showcasing true equality with men and women from 18 nations competing side-by-side in Brisbane, Perth, and Sydney for equal prize money and ranking points

Pay and prize equality

2020	Celebrated 50 years since the Original 9, including Billie Jean King and Australians Judy Dalton and Kerry Melville Reid, signed a symbolic $1 note to create the first women's professional tennis tour, leading to equal prize money in all four Grand Slams by 2007

Leadership



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	76.0	76.0	-	-	67.0	1
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	77.0	77.0	-	-	75.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	42.9	39.9	40.9	43.9	43.1	2
% of registered women athletes at elite level	42.9	34.5	33.3	42.1	42.4	3
% of playing opportunities for women compared to men at elite level	79.3	79.3	78.0	86.7	100	
Growth in level of fan engagement for women's sport/competition	8.5	7.0	7.2	23.0	30.0	4
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	-	100	100	
% of total funded development pathway opportunities for women athletes	50.0	59.3	48.5	50.0	41.9	
% of dollar investment in development pathways for women athletes	46.0	59.3	51.6	47.4	48.2	
% of promotion and public appearance opportunities allocated to women elite athletes	57.1	47.4	52.2	53.0	58.5	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	Yes	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	62.3	50.0	-	50.0	50.0	
% of budget dedicated to building women in sport at elite level	53.3	50.0	35.2	42.2	44.8	
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	Yes	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	0.0	0.0	Is equal	Is equal	Is equal	
% difference in pay (total remuneration) between women and men athletes at elite level?	0.0	0.0	Is equal	Is equal	Is equal	
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	5
Has equity in prize money for elite athletes/teams been achieved?	Yes	Yes	Yes	Yes	Yes	5

Footnotes
1. Data relates to Tennis Australia employee responses to Engagement Survey.
2. Ausplay data from 1 July 2022 - 30 June 2023.
3. Includes all athletes on Senior Pro Athlete agreement, players over the age of 23 and in Top 250 singles or Top 50 doubles. Inclusive of wheelchair athletes on a Senior Athlete agreement.
4. Fan engagement is combined for the Australian Open (i.e. is not split across men's and women's events at AO). Data is % increase in the number of social media followers across all AO channels. That is, Facebook, Instagram, Tik Tok, YouTube and Twitter.
5. Tennis Australia does not have a gender pay gap for elite athletes as athletes are paid equal prize money at the AO, additionally Australian players receive equal support.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Western Bulldogs Football Club

We remain committed to the achievement of gender equality and the advancement of women within our Club and business. Our new state of art training facilities provide a benchmark level of integration and equal opportunity for our men's and women's programs. A key focus for us is continuing to create pathways for developing women within our Football Department as this remains an area of significant opportunity.

Ameet Bains
CEO, Western Bulldogs Football Club

Leadership

2017	Have held a minimum of 40% female representation on our Club Board
2020	Kylie Watson-Wheeler elected the Club's first woman president
2024	All staff complete gender bias training
2024	Patrice Berthold appointed General Manager Women's Football

Participation

2014	*Son's of the West Health and Wellbeing Community Program* launched which includes gender equality training
2017	*Daughters of the West Community Program* launched, designed to give women over 18 years of age the tools to lead a healthy life

Pathways

2013	Western Bulldogs plays in first exhibition women's match against Melbourne
2017	First year of the AFLW competition
2018	Western Bulldogs AFLW team wins its first premiership
2019	The VU Western Spurs (VFLW) becomes the Western Bulldogs' VFLW team
2020	*Female Assistant Coach Development Program* introduced
2024	Tamarra Hyett appointed Senior Coach for AFLW program

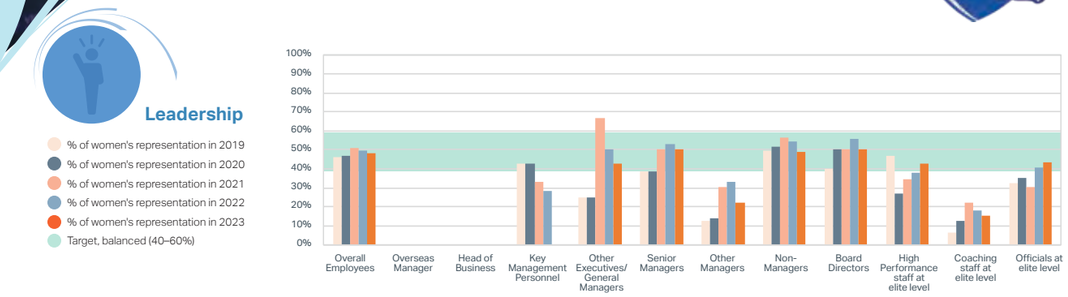
Investment

2018	Completed development of women's facilities for the Club's AFLW and VFLW programs
2023	The redevelopment of facilities unite men's and women's programs for the first time, featuring an endurance heat chamber, cardio mezzanine, hydrotherapy zone, state-of-the-art medical facilities, and top-tier player change and recreation areas, all designed for the modern elite athlete
2024	Precinct redevelopment enables an enhanced fan and member experience at AFLW, VFLW and VFL games at Mission Whitten Oval

Pay and prize equality

2022	AFLW players pay increases by 94% for Season 7
2023	New AFLW Collective Bargaining Agreement includes significant enhancements, including 12-month contracts and a 29% pay increase

Leadership



Measures to track progress	2019	2020	2021	2022	2023	
% of women employees and/or participants who report an inclusive experience in the organisation (or similar wording)	97.0	96.0	86.0	88.0	90.0	
% of men employees and/or participants who report an inclusive experience in the organisation (or similar wording)	100	98.0	88.0	88.0	91.0	
Do you have a diversity and inclusion policy including an action plan?	Yes	Yes	Yes	Yes	Yes	
Is there implementation of flexible working policies?	Yes	Yes	Yes	Yes	Yes	
% of registered women and girls participating at grassroots level	29.3	NA	50.9	NA	15.9	1
% of registered women athletes at elite level	40.0	41.3	43.7	41.3	44.2	
% of playing opportunities for women compared to men at elite level	36.4	40.9	45.5	43.5	45.5	2
Growth in level of fan engagement for women's sport/competition	21.3	7.6	10.5	9.9	12.0	
% of total facilities that accommodate women's participation needs; e.g. equal access to change room facilities	100	100	100	100	100	3
% of total funded development pathway opportunities for women athletes	29.3	-	50.9	0.0	54.5	
% of dollar investment in development pathways for women athletes	NA	NA	50.0	2.8	28.2	4
% of promotion and public appearance opportunities allocated to women elite athletes	19.0	44.3	40.0	33.3	32.9	
Have pathways for women to reach elite level been communicated to participants and governing bodies?	In progress	Yes	Yes	Yes	Yes	
% of promotional/marketing spend on the women in sport/women's competition	65.2	62.5	36.4	43.1	37.8	5
% of budget dedicated to building women in sport at elite level	NA	NA	NA	50.1	50.0	6
Is there equal access to extended resources – e.g. doctors, physios and equipment – for elite women athletes?	In progress	Yes	Yes	Yes	Yes	
Is there an equal travel/accommodation policy across genders?	Yes	Yes	Yes	Yes	Yes	
% difference in pay (base pay) between women and men athletes at elite level?	-93.2	78.8	-92.6	-84.1	-81.1	7
% difference in pay (total remuneration) between women and men athletes at elite level?	-92.8	66.5	-91.9	-84.5	-85.4	7
Have pay equity/prize equity ambitions been communicated internally and externally in the last 12 months?	Yes	Yes	Yes	Yes	Yes	
Has gender pay gap data for elite athletes been defined, measured and published?	Yes	Yes	Yes	Yes	Yes	
Has equity in prize money for elite athletes/teams been achieved?	NA	NA	NA	NA	NA	7

Footnotes
1. AFL is responsible for grassroots participation.
2. Total rounds are not including finals.
3. An additional female change room was added as part of the organisations redevelopment, there are now two elite female change rooms on site.
4. Responsibility of AFL but includes VFLW
5. This is in-line with payers Collective Bargaining Agreements.
6. Dependent on governing body, however costs associated with development of new equal access facilities are included. These new facilities provide and culturally integrate men's and women's programs for the first time.
7. Set by the AFL as the governing body.

Department of Industry, Science and Resources
Documents released under FOI
216 of 267

FOI 300613

Definitions

Key Management Personnel

Key Management Personnel (KMP) refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the individual entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. A defining feature of this category is that the leader has an entity-level influence. They are likely to be functional heads such as head of operations or head of finance, and direct how that component contributes to the entity's outcome with a strategic focus. The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO/head of business (or equivalent). This category does not include the CEO/head of business.

Other Executives/General Managers

Other executives/general managers hold primary responsibility for the equivalent of a department or a business unit within an individual entity. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO/head of business (or equivalent) of the individual entity. Alternatively, this manager could have influence in organisation-wide decision-making forums to provide expertise or project development, but because they do not actually hold authority at an entity level, they would not be defined as a KMP.

Grassroots Participants

Grassroots participants are any able-bodied athletes or athletes with disabilities committed to regular training and formal or informal competition. This includes pre-elite athletes, meaning athletes who are gaining formalised and professional support for continued development.

Senior Managers

Senior managers are charged with one or more defined functions, departments or outcomes within an individual entity. They are more likely to be involved in a balance of strategic and operational aspects of management of the individual entity. Some decision-making at this level would require approval from either of three management levels above it in the individual entity. Senior managers are responsible for resourcing, budget and assets (capital expenditure).

Other Managers

Other managers plan, organise, direct, control and coordinate an operational function within an individual entity. They usually oversee day-to-day operations, working within and enforcing defined company parameters. They might implement, determine, monitor and review strategies, policies and plans to meet business needs as they relate to their own function or work area in the individual entity. An 'other manager' is accountable for a defined business outcome which usually involves the management of resources, including time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). Line managers would be included in this category.

Elite-level athlete

An elite-level athlete is an athlete selected to represent at the highest senior levels of international or professional sport. This includes an athlete representing at the senior World Championships, Olympic or Paralympic Games, or an athlete playing at the highest levels of professional competition.

High-performance staff at the elite level

Staff involved in the physical and psychological preparation of elite athletes.

Officials the elite level

- AFL Football Clubs – Officials are defined as any accredited official that supports either the AFL and AFLW teams, including volunteers.
- Cricket Australia – Officials refer to umpires and match referees.
- Racing Victoria – Officials refer to Stewards who oversee all aspects of horse racing and the integrity of race day operations.

Equality in sport

Equality in access, participation, facilities, development pathways and investment in sport for women and men, and boys and girls.

Pay equity in sport

Men and women competing in the same sport receiving equal pay for work of equal and comparable value. At a minimum, men and women have access to equal, fair and reasonable base pay, and terms and conditions including the support that professional athletes receive such as travel and accommodation, clothing and equipment, health insurance and injury compensation.

Pay equality in sport

Men's and women's sport are equally valued, which provides men and women access to the same overall remuneration package. Achieving pay equality requires action across the entire sports ecosystem.

Pay equity in practice

Payment type	Women	Men
Training fee (per hour) – at least minimum wage	$A x X hours of training	
Match payment (per hour) – at least minimum wage	$B x X competition hours	
Terms and conditions	Same	
Prize money	Same	
Appearance fees (per occasion/duration)	$C x hours	
Other promotional work (per occasion/duration)	$D x hours	
Sponsor bonuses	Same	
Multiplier for each of the above (different for marquee athletes vs rookies, and level of competition)	Different (but based on objective criteria)	
Sub-total for labour-based payments	Objectively determined	
Retainer (different for marquee players vs rookies, and level of competition)	Different but based on objective criteria	
Total payment	Fair, reasonable and defensible	
All payments may be differentiated for state- national- and international-level players		

Adapted from Cricket Australia model.

Year-on-year improvement

Any positive increase or change in women's representation that moves towards gender balance (40-60%), that is equal to or greater than 0.1%.

Year-on-year increase in over-representation of women

Any increase in women's representation that moves away from gender balance (40-60%), that is equal to or greater than 0.1%

Year-on-year increase in under-representation of women

Any decrease in women's representation that moves away from gender balance (40-60%), that is equal to or greater than 0.1%

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

Our thanks

The work of Champions of Change Sport is continuously informed and inspired by feedback and ideas from our staff, athletes, coaching teams, supporters, partners, sponsors and participants. Their input is invaluable in shaping our priorities and the actions we take.

Our sincere thanks to the Champions of Change Sport Implementation Leaders who contributed to the development of the Pathway to Gender Equality in Sport annual reporting.

Organisations	Implementation leaders and contributors
Australian Sports Commission	Erin Hatton and Dana Assenheim
Basketball Australia	Simon Bishop and Megan Curtin
Carlton Football Club	Adrian Asdagi
Cricket Australia	Megan Barnett-Smith and Jodie Newton
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 Football Club	Jill McDaid and Sophie Porra
Champions of Change Coalition Program Directors	Julie Bissinella, Lisa Whiffen and Alana Fisher

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

UNSTOPPABLE

Progress towards gender equality and pay equality in Australian sport

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

championsofchangecoalition.org

CHAMPIONS OF CHANGE SPORT

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

CHAMPIONS OF CHANGE COALITION
Listen, learn and lead with action

Grants Delivery & Business Services
Department of Industry, Science, and Resources
GPO Box 2013
Canberra ACT 2601

To the Program Manager

Support for Women in STEM and Entrepreneurship

This letter confirms board/ management support for the Women in STEM and Entrepreneurship Program outlined as follows:

Applicant organisation name	Champions of Change Coalition (MALE CHAMPIONS OF CHANGE)
Application reference number	WISEV000216
Project name	Champions of Change Engineers: an accelerated strategy to disrupt gender segregation in engineering

I confirm that this organisation can complete the project and meet the cost of the project not covered by grant funding.

s 22(1)(a)(ii)

Signature ....

Name	s 22(1)(a)(ii)
Position title	CEO, Champions of Change Coalition
Date	17 February 2026

Department of Industry, Science and Resources
Documents released under FOI

BGH02810 WISE Round 5 Merit Assessment Committee Scoresheet

Application ID	Applicant Name	Project Title	Grant Amount	Grant Percentage
WISEV000216	MALE CHAMPIONS OF CHANGE	Champions of Change Engineers Group: an accelerated strategy for disruption	$1,999,644	82.68%

Project Locations									COI Declarations
Suburb Activity Location/s	State Activity location/s	Business address	Classification	Expected Audience Size	Project Duration (months)	Under-represented Cohorts	Primary Assessor	Secondary Assessor	Category 3
SYDNEY, NSW (100%)	NSW (100%)	SYDNEY, NSW 2000	7000 - Computer System Design and Related Services	n/a	36	s 47G	s 22(1)(a)(ii)	s 22(1)(a)(ii)	

Primary Assessor Scores										
Merit 6.1			Total	Merit 2			Total	Merit 3		Total
6.1a	6.1b	61bc		6.2a	6.2b	6.3C		6.3a	6.3b	
10	9	8.5	45.83	9	10	10	29.00	10	9	9.50

Australian Government
Department of Industry, Science and Resources

Women in STEM and Entrepreneurship (WISE) Round 5

Merit Assessment Committee Meeting

Record of Meeting

Day 1 – Wednesday, 29 April 2026, 10:00am – 4:48pm AEST. Location: Microsoft Teams Videoconference.

Day 2 – Thursday, 30 April 2026, 10.00am – 3:26pm AEST. Location: Microsoft Teams Videoconference

Committee members

Name	Role	Representing
s 22(1)(a)(ii)	Chairperson	Manager, DiSTEM Policy & Programs - DISR
	Committee Member	Tribunal Advisor, Defence Force Remuneration Tribunal, APSC
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	A/g Senior Policy Officer, National Measurement Institute - NMI
	Committee Member	Assistant Manager, CSIRO Governance
	Committee Member	Grants Manager, DISR
	Committee Member	Senior Policy Officer, Australian Research Council, ARC
	Committee Member	Site Safety Co-Ordinator, National Measurement Institute - NMI
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	Senior Program Officer, DISR
	Committee Member	Senior Policy Officer – Student Inclusion, Department of Employment and Workplace Relations, DEWR
	Committee Member	Assistant Manager, Property Strategy, DISR
	Committee Member	Grants Manager, DISR

Documents released under FOI

s 22(1)(a)(ii)	Committee Member	Technology & Digital Policy, AI Policy, DISR
	Committee Member	Senior Program Officer, DISR
	Committee Member	Assistant Director, Australian Research Council, ARC
	Committee Member	Technical Officer, Australian Radioactive Waste Agency, DISR
	Committee Member	Grants Manager, DISR
	Committee Member	Regional Manager, Southwest NSW, DISR
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	Assistant Manager, Governance, National Measurement Institute - NMI
	Committee Member	Grants Manager, DISR
	Committee Member	Senior Space Monitoring Officer, Australian Space Agency
	Committee Member	Policy Officer, DiSTEM Policy and Programs, DISR
	Committee Member	National Offshore Petroleum Titles Administrator, NOPTA
	Committee Member	Team Leader, Governance, National Measurement Institute - NMI
	Committee Member	Events Team Leader, Questacon
	Committee Member	Assistant Manager, Science Policy & Capability, DISR
	Committee Member	Assistant Director - Education Policy, National Indigenous Australians Agency, NIAA
	Committee Member	Grants Manager, DISR

Departmental Staff

Name	Role	Representing
s 22(1)(a)(ii)	Policy Observer	Policy Officer, DiSTEM Policy and Programs, DISR
	Program Delegate	Manager, Grants Program, DISR
	A/g Program Manager	Assistant Manager, Grants Programs, DISR
	A/g Program Lead	Grant Programs, DISR
	Program Officer	Grant Programs, DISR

Documents released under FOI

BGH Support Roles		
s 22(1)(a)(ii)		

Apologies /non-attendance

s 22(1)(a)(ii)		
	Committee Member	Senior Officer, Office of Chief Scientist, DISR
	Committee Member	Grants Manager, DISR
	Program Lead	Grant Programs, DISR

Documents released under FOI

Australian Government
Department of Industry, Science and Resources

Meeting Open	10:00am
	Welcome and introduction – s 22(1)(a)(ii) • Welcome & Acknowledgement of Country • Introduction of committee members/Policy/Program team
	Opening remarks from Program Delegate – s 22(1)(a)(ii)
	Apologies – s 22(1)(a)(ii) • s 22(1)(a)(ii) • s 22(1)(a)(ii) will join the meeting late.
	Housekeeping – s 22(1)(a)(ii)
	Probity and Conflict of Interest briefing – s 22(1)(a)(ii) • Reinforced probity, outlined the Conflict-of-Interest procedure *(Category 3 members will be moved into break out room while Applications they have conflict with are being discussed and returned once that application is no longer being discussed)*. • Confirmed no additional conflicts to declare. • Expectations in groups – opportunity to discuss strengths and weaknesses or change scores upon reflection.
	Benchmark Score – s 22(1)(a)(ii) • 295 applications, highly competitive. Discussed available funding. • Likely 5 projects to be selected. Discussed that the committee should focus initially on applications scoring in the 90s, which is around the top 10. • Discussed that there appears to be a good selection of applications that will be suitable, where both the Primary Assessor (PA) and Secondary Assessor (SA) scores were high. • Discussed looking deeper into applications when Primary Assessor and Secondary Assessor had discrepancies in score but overall scores were still high. • Discussions will occur in order of highest to lowest score • Discussed what a good application looks like • Discussed acting fairly and determining which projects would offer the best value and help the most people

Documents released under FOI

	• Provided guidance to assessors on how to present the applications
	Discussion/moderation of assessment scores in order of merit
	The consolidated scoresheet was shared on screen and ranked in order of scores from highest to lowest. Discussion began with the top-ranking application. s 22(1)(a)(ii)
11:30 – 11:45	**Morning tea**
	s 22(1)(a)(ii) suggested the committee discuss the highest scoring applications before moderating scores to ensure consistency across all assessments s 22(1)(a)(ii) **WISEV000216 MALE CHAMPIONS OF CHANGE** s 22(1)(a)(ii) • PA gave overview of project. Committee members discussed. s 22(1)(a)(ii)
12:50 – 13:45	**Break for lunch**
	s 22(1)(a)(ii)

	s 22(1)(a)(ii)
14:44 – 14: 58	**Break for afternoon tea**
	s 22(1)(a)(ii) asked the committee to reflect on applications already discussed and moderate scores where required. s 22(1)(a)(ii) **WISEV000216 MALE CHAMPIONS OF CHANGE** Discussion between Committee members resulted in the following score changes: • SA changed AC 6.1c from 9 to 8 • SA changed AC 6.2a from 8 to 7

	• PA AC 6.1c from 10 to 8.5 s 22(1)(a)(ii)
	Continued discussion/moderation of assessment scores
	s 22(1)(a)(ii)

Documents released under FOI

	s 22(1)(a)(ii) s 22(1)(a)(ii)
	Next Steps
	• s 22(1)(a)(ii) discussed which applications to review at the day 2 committee meeting • Noting that some assessors had been more critical in their assessments it was decided to review some of the lower scoring applications where there are notable discrepancies in the assessors' scores, or where either assessor identifies that the project may be competitive with the highest-ranked projects discussed on day 1. • Assessors were told they were able to review their scores before the day 2 committee meeting.
16:48	s 22(1)(a)(ii) **concluded the meeting**

Member attendance during day one discussions

Committee Member	AEDT Left room	AEDT Returned	Comments
s 22(1)(a)(ii)		10:32am	Joined the meeting
	10:45am		Left the meeting
	11:08am	11:28am	Break
		12:01pm	Returned from break
		1:48pm	Joined the meeting
	3:45pm		Left the meeting
	4:00pm		Left the meeting

s 22(1)(a)(ii)		4:09pm		Left the meeting
		4:12pm		Left the meeting
		4:37pm		Left the meeting

Australian Government
Department of Industry, Science and Resources

Rank of Applications end of day 1

	Application ID	Applicant Name	Project Title	Grant Amount	Grant Percentage
s 22(1)(a)(ii)					
6	WISEV000216	MALE CHAMPIONS OF CHANGE	Champions of Change Engineers Group: an accelerated strategy for disruption	$1,999,644	82.68%
s 22(1)(a)(ii)					

Committee Members were given the opportunity to reflect on their scoring, and update their Gov Teams scores – summary of changes made:

Application	Project	Committee Member	Change
s 22(1)(a)(ii)			

Documents released under FOI

s 22(1)(a)(ii)

Department of Industry, Science and Resources
Documents released under FOI

s 22(1)(a)(ii)

Women in STEM & Entrepreneurship Round 5
Merit Assessment Committee Meeting
Record of Meeting – Day 2

Name	Role	Representing
s 22(1)(a)(ii)	Chairperson	Executive Manager, STEM Policy & Engagement (DiSTEM Policy & Programs) - DISR
	Committee Member	Tribunal Advisor, Defence Force Remuneration Tribunal, APSC
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	A/g Senior Policy Officer, National Measurement Institute - NMI
	Committee Member	Assistant Manager, CSIRO Governance
	Committee Member	Grants Manager, DISR
	Committee Member	Senior Policy Officer, Australian Research Council, ARC
	Committee Member	Site Safety Co-Ordinator, National Measurement Institute - NMI
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	Senior Program Officer, DISR
	Committee Member	Senior Policy Officer – Student Inclusion, Department of Employment and Workplace Relations, DEWR
	Committee Member	Assistant Manager, Property Strategy, DISR
	Committee Member	Grants Manager, DISR
	Committee Member	Technology & Digital Policy, AI Policy, DISR
	Committee Member	Senior Program Officer, DISR

Documents released under FOI

s 22(1)(a)(ii)	Committee Member	Assistant Director, Australian Research Council, ARC
	Committee Member	Technical Officer, Australian Radioactive Waste Agency, DISR
	Committee Member	Grants Manager, DISR
	Committee Member	Regional Manager, Southwest NSW, DISR
	Committee Member	Assistant Manager, DiSTEM Policy and Programs, DISR
	Committee Member	Assistant Manager, Governance, National Measurement Institute - NMI
	Committee Member	Grants Manager, DISR
	Committee Member	Senior Space Monitoring Officer, Australian Space Agency
	Committee Member	Policy Officer, DiSTEM Policy and Programs, DISR
	Committee Member	National Offshore Petroleum Titles Administrator, NOPTA
	Committee Member	Team Leader, Governance, National Measurement Institute - NMI
	Committee Member	Events Team Leader, Questacon
	Committee Member	Assistant Manager, Science Policy & Capability, DISR
	Committee Member	Assistant Director - Education Policy, National Indigenous Australians Agency, NIAA

Departmental Staff

Name	Role	Representing
s 22(1)(a)(ii)	Policy Observer	Policy Officer, DiSTEM Policy and Programs, DISR
	A/g Program Manager	Assistant Manager, Grants Programs, DISR

Documents released under FOI

s 22(1)(a)(ii)	A/g Program Lead	Grant Programs, DISR
	Program Officer	Grant Programs, DISR
BGH Support Roles		
s 22(1)(a)(ii)	s 22(1)(a)(ii)	s 22(1)(a)(ii)

Apologies /non-attendance

s 22(1)(a)(ii)	Committee Member	Senior Officer, Office of Chief Scientist, DISR
	Committee Member	Grants Manager, DISR
	Program Lead	Grant Programs, DISR
	Committee Member	Grants Manager, DISR

Documents released under FOI

Meeting Open	10:00am
	Welcome and introduction - s 22(1)(a)(ii) • discussed plan for the day and approach to scoring. Further discussed the impact of changes made at the day 1 committee meeting and changes to scoring overnight by assessors to ensure the committee had a consistent approach to assessments and scoring • reflected on applications discussed on day 1 committee meeting from highest score down • mentioned that the scoring may not be fully reflecting the systemic impact of the projects and offered that assessors may want to consider it in their assessment and were welcome to adjust scoring accordingly s 22(1)(a)(ii) • set out the main focus for the day again and reemphasised looking at system level changes and if there were applications that had stood out to assessors, they should raise them with the committee for attention
	s 22(1)(a)(ii) opened to the floor for thoughts, concerns and comments. **Reflections:** • s 22(1)(a)(ii) talked about long term systemic change and talked about how criteria 3 and 4 had been generously scored across the board. Talked about how project funding limit of $2 million may have led assessors to not consider systemic change as much. Suggested that the Male Champions of Change application had greater potential than others that had scored the same when it came to systemic change. Discussed the importance of increased participation and interest in STEM for diverse cohorts and buy in from industry. • s 22(1)(a)(ii) discussed reviewing scores for applications as she felt she had been overly generous with scoring compared to other assessors. • s 22(1)(a)(ii) also felt she had not scored high enough on systemic change for some applications.
	s 22(1)(a)(ii) suggested that the Committee reflect on their scoring based on the discussion and directed the Committee into moving through the application list, focusing on applications with a small to mid-discrepancy between assessors.

	Discussion/moderation of assessment scores
	s 22(1)(a)(ii)

	s 22(1)(a)(ii)
11:25 – 11:40	**Break for morning tea**
	s 22(1)(a)(ii) welcomed members back. s 22(1)(a)(ii) asked if the Committee should look at the top 20 applications to see if there were any strong contenders focused on first nations people. s 22(1)(a)(ii) suggested that assessors reflect on their applications and raise any strong applications with the Committee to ensure all competitive applications were being considered. s 22(1)(a)(ii)
	Discussion/Moderation of Applications

Documents released under FOI

s 22(1)(a)(ii)

WISEV000216 MALE CHAMPIONS OF CHANGE

PA s 22(1)(a)(ii) **, SA** s 22(1)(a)(ii)

Discussion between Committee members resulted in the following score changes:

- SA changed AC 6.1c from 8 to 8.5
- SA changed AC 6.2a from 7 to 8
- SA changed AC 6.4a from 8 to 9

s 22(1)(a)(ii)

Documents released under FOI

	s 22(1)(a)(ii)
12:37 – 13:32	**Break for lunch**
	s 22(1)(a)(ii) welcomed back from lunch, outlined that the focus for the afternoon is to review the top set of applications and highlighted four university applications that should be discussed and compared by the Committee.
	Discussion/Moderation of Applications
	s 22(1)(a)(ii)

Documents released under FOI

	s 22(1)(a)(ii)
	Final Recommendations
	Following discussion and score moderation, the Committee reviewed and agreed to the following top 7 projects (in order of merit). Acknowledging the closeness in scoring, the committee considered the assessors' scores, value for money, underrepresented cohorts and the spread of STEM disciplines to determine the order of merit. This resulted in the top four ranked projects being in order of their scores, with the broader considerations contributing to the order of the remaining three projects. s 22(1)(a)(ii)

s 22(1)(a)(ii)

5. WISEV000216 MALE CHAMPIONS OF CHANGE

The Committee recommended this application for funding as it made a very strong case against all of the assessment criteria and it met the agreed cut-off score of 90 or above.

In order of scoring, WISEV000216 was ranked #6, with WISEV000418 having a slightly higher score. The Committee agreed to recommend WISEV000216 for funding over WISEV000418 as the committee determined it represented greater value for money, including because it provides a greater opportunity to affect system-level change. It also helps contribute to a favourable spread of STEM disciplines across the funded projects by focussing on engineering. Engineering is Australia's largest employing STEM field and is heavily gender segregated.

s 22(1)(a)(ii)

Documents released under FOI

	s 22(1)(a)(ii)
	Next Steps
	s 22(1)(a)(ii) confirmed the next step in the process is for the recommendations to be provided to the Program Delegate for decision. s 22(1)(a)(ii) provided closing remarks and thanked the committee for their efforts and participation. The committee was asked to submit any feedback on the process to the program team mailbox.
15:26	s 22(1)(a)(ii) **closed meeting**

Member attendance during day two discussions

Committee Member	AEDT Left room	AEDT Returned	Comments
s 22(1)(a)(ii)		10:07am	Joined the meeting
		10:11am	Joined the meeting
		10:11am	Joined the meeting
	10:56am	11:09am	Break
	11:12am	11:25am	Break

s 22(1)(a)(ii)

	11:46am	12:02pm	COI with application being discussed
		11:54am	Returned to meeting after break
		11:54am	Returned to meeting after break
	2:21pm	2:26pm	Break
	2:48pm	3:05pm	Break
	3:00pm		Left the meeting
	3:00pm		Left the meeting
	3:00pm		Left the meeting
	3:05pm		Left the meeting
	3:17pm		Left the meeting

FINAL MODERATION OF ASSESSMENT SCORES

Recommended

Score	Application ID	Applicant	Grant Funding Requested

s 22(1)(a)(ii)

92.83	WISEV000216	MALE CHAMPIONS OF CHANGE	$1,999,644
		TOTAL	**$9,651,853**

Reserve

Score	Application ID	Applicant	Grant Funding Requested
s 22(1)(a)(ii)			
		TOTAL	**$2,766,822**

This and the preceding pages contain the minutes of the Women in STEM and Entrepreneurship Round 5 Merit Assessment Committee meeting held on Wednesday 29/04/2026 and Thursday 30/04/2026.

s 22(1)(a)(ii)

Chair

08/05/2026

Documents released under FOI

FOI 300613

OFFICIAL

Women in STEM and Entrepreneurship (WISE) Rd 5 - Merit Assessment Score Card

DOCUMENT 14

Application number	WISEV000216
Project title	Champions of Change Engineers Group: an accelerated strategy for disruption
Applicant name	MALE CHAMPIONS OF CHANGE
Number of applications from applicant	1
Grant amount requested	$1,999,644
Project duration (months)	36
Assessor name	s 22(1)(a)(ii)
Assessor role	Primary
Date of assessment: Assessor to populate	9/04/2026

Merit Assessment				
Assessment Criterion 1 **Project alignment with policy intent (50% Weighting)**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	Reduce or eliminate barriers to girls and women participating in STEM education, STEM careers or STEM entrepreneurship	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	the application targets organisiation level, aiming to eliminate barriers to women participating in engineering. Demonstrated convincing approach and precedent on its approach, particularly on targeting culture changes, leadership commitment, and adoption of framework by organisation.
b	Increase support for women at transition points in their career including entry, retention, promotion, career change and return to the workforce	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	The application targets mulitple career transition points particularly mid career retention and progression to leadership through culture influence, incorporation of framework in organisation.
c	Co-design your project with the target audience of the project	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	8.5	applicant claimed to have engaged with target audience (women engineers), and key influencer of strucutral barriers eg. CEOs academics, and industry bodies. Ongoing feedback is also incorporated.
		Total Assessment Criterion 1 (out of 50)	**45.83**	

Assessment Criterion 2 **Capacity and capability to deliver the project (30% Weighting)**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	Your experience with managing and delivering projects that support girls and women in STEM	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	applicant has demonstrated extensive experience in delivering gender equality projects. Multiple excellence examples raised. not particularly in STEM.
b	Your access to resources, personnel and networks with relevant expertise or qualifications to deliver and evaluate your project.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	showed leveraging existing network that applicant has. indicated already has strong relationship with keystakeholder - Engineer Australia.
c	Your track-record of successfully delivering similar sized projects	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	deomstrated tracked record of simlar scale project and sector, eg. sport & property, engagement with organisation at simliar size.
		Total Assessment Criterion 2 (out of 30)	**29.00**	

Assessment Criterion 3 **Long term impact (10 points).**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
b	How your project will deliver long term systemic and cultural change beyond the project period. Include how this could be demonstrated or observed	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	applicant made a strong case on systemic changes are needed to be address from leadership. Application focused on engagement with companies, getting buy in from the c suites. implementing framework that organisation should adopt.
6.3b	How you will measure, evaluate and promote your progress and achievements during the project period. Include progress against grant objectives and outcomes, and measurable targets and key performance indicators of success.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	clear plan on monitoring and evaluation of the project. Convincing evaluation method (e.g. case studies). Proposing to be made public for uptake and learnings by the wider sector. Could include specific examples of what metrics would be used.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

	Total Assessment Criterion 2 (out of 10)	**9.50**	

Assessment Criterion 4 **Impact of the grant funding on your project (10 points).**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	The impact the grant will have on the size, scale, timing, effectiveness or long-term outcomes of your project	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	demonstrated how the grant would epxpand the project from a pilot project with reduced cohort to a national scale. also justified reach to intersectional groups which is unquantifiable yet.
b	The additional investment the grant will leverage and how this benefits your project.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	showed plan to leverage network for inkind contribution (with details in project plan), proposed a decicated engineers group, with membership contribution, which would creates a pathwya to a sustainable funding model.
		Total Assessment Criterion 2 (out of 10)	**10.00**	

	Strengths	**Areas for Improvement**
Provide 2 strengths and 2 Areas for Improvement. Areas for Improvement should provide constructive feedback highlighting specific aspects of the application that could be enhanced.	*The application presented a strong case of its approach to address long term systemic barriers in engineering sector. *The applicant demonstrated convincing capability and track record to deliver similar project with their experience is other sectors. *The application presented a detailed and clear project plan, and showed clear objective	*The applicant could include additional experience particularly in STEM.

SUMMARY	**Assessor Response**	**Score out of**	**Comments**
Assessment Criterion 1	Strong Response (41-50) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	45.83	If score is 25 (half of 50%) or less - Non Meritorious
Assessment Criterion 2	Strong Response (25-30) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	29.00	If score is 15 (half of 30%) or less - Non Meritorious
Assessment Criterion 3	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9.50	If score is 5 (half of 10%) or less - Non Meritorious
Assessment Criterion 4	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10.00	If score is 5 (half of 10%) or less - Non Meritorious
	TOTAL SCORE (out of 100)	**94.33**	If one or more assessment criteria is not meritourius, the application is unsuitable for funding and cannot be recommended to the decision maker.

Department of Industry, Science and Resources
Documents released under FOI

FOI 300613

OFFICIAL

Women in STEM and Entrepreneurship (WISE) Rd 5 - Merit Assessment Score Card

DOCUMENT 15

Application number	WISEV000216
Project title	Champions of Change Engineers Group: an accelerated strategy for disruption
Applicant name	MALE CHAMPIONS OF CHANGE
Number of applications from applicant	1
Grant amount requested	$1,999,644
Project duration (months)	36
Assessor name	s 22(1)(a)(ii)
Assessor role	Secondary
Date of assessment: Assessor to populate	1/04/2026

Merit Assessment				
Assessment Criterion 1 **Project alignment with policy intent (50% Weighting)**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	Reduce or eliminate barriers to girls and women participating in STEM education, STEM careers or STEM entrepreneurship	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	The applicant proposes a whole of system strategy (co-created with Engineers Australia) that bridges supply and demand levers and engages directly with the leaders who have influence of these levers.The project will coordinate interventions across five priority areas: (1) social and cultural influences shaping participation; (2) next generation engagement and career visibility; (3) supported and transparent career pathways; (4) safe and respectful workplace cultures and inclusive work design; and (5) leadership accountability and governance reform. The project plan notes that the plan of action developed in Year 1 will align priority interventions with the Pathway to Diversity in STEM Review. Engineering remains one of the most gender segregated professions in Australia.
b	Increase support for women at transition points in their career including entry, retention, promotion, career change and return to the workforce	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	The project targets transition points including entry to university, completion of degrees, entry into the workforce, retention at mid-career, progression to leadership, career change and return from parental leave or other breaks.
c	Co-design your project with the target audience of the project	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	The project has been co-designed over the past 12 months by the applicant with Engineers Australia, grounded in engagement with more than 200 CEOs, engineering leaders, academics and industry stakeholders. If funded, the project will be further co-designed with input from executive influencers and participating organisations to shape priorities and actions. Working groups and peer learning forums with participating organisations will incorporate insights and live feedback from the target audience.
		Total Assessment Criterion 1 (out of 50)	**46.67**	

Assessment Criterion 2 **Capacity and capability to deliver the project (30% Weighting)**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	Your experience with managing and delivering projects that support girls and women in STEM	Good Response (7-8) - The applicant has provided a good response that is reliable and relevant. The response is clear and the objectives achievable with minor weaknesses.	8	The applicant has delivered projects in STEM-adjacent and engineering-intensive industries like property, infrastructure, energy and sport (including the Champions of Change Sport Group which has helped significantly progress gender equality within sports administration and elite sport in the last decade). Engineers Australia has been actively engaged with the applicant's strategy for nearly six years. Over the last 12 months, this has resulted in a tailored model for disrupting gender segregation in the engineering profession which is the subject of this application.

OFFICIAL

b	Your access to resources, personnel and networks with relevant expertise or qualifications to deliver and evaluate your project.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	The applicant has established formal partnerships, and regular access to key stakeholders and expertise appropriate for the project. The project will have access to established resources and tested frameworks through the Coalition for Change. A clear and detailed project plan is provided. The project plan outlines clear governance and reporting arrangments. The project has already been co-created with Engineers Australia who will contribute sector insight, professional perspective and collaboration to support the project. Engineers Australia has provided a strong letter of support. The project strategy is well developed and ready for implementation. A more comprehensive risk management plan would have maximised the score.
c	Your track-record of successfully delivering similar sized projects	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	Since 2010, the applicant has successfully established and scaled 10+ national CEO-led cohorts that have accelerated progress to inclusive gender equality in male-dominated industries including Property, Fire & Emergency Services, Sport and Insurance. These involve complex stakeholder environments, cross-sector collaboration and sustained behaviour change at senior leadership level. The Champions of Change Coalition (appliant's business name) was founded in 2010 by Australia's then Sex Discrimination Commissioner, Elizabeth Broderick AO. Today, it is a globally recognised leadership strategy for advancing inclusive gender equality across workplaces, sectors and society.
		Total Assessment Criterion 2 (out of 30)	**27.00**	

Assessment Criterion 3 **Long term impact (10 points).**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
b	How your project will deliver long term systemic and cultural change beyond the project period. Include how this could be demonstrated or observed	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	10	The project aims to shift the structural conditions that shape participation, progression and leadership in engineering by embedding change into organisational systems - rather than focusing on short-term programs or individual behaviour change. The applicant has demonstrated a proven methodology to achieve this. The project plan lists a Year 3 initiative to design and formalise post-grant governance, funding model, membership growth strategy and stewardship structure to ensure continued operation and expansion of the program beyond the grant period.
6.3b	How you will measure, evaluate and promote your progress and achievements during the project period. Include progress against grant objectives and outcomes, and measurable targets and key performance indicators of success.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	The application outlines a clear plan for measuring and evaluating project outcomes using established evaluation approaches and long-standing measurement frameworks (and aligned to WISE objectives and the National Evalution Guide). It includes baseline, progress and follow up surveys, and quantitative and qualitative data collection.
		Total Assessment Criterion 2 (out of 10)	**9.50**	

Assessment Criterion 4 **Impact of the grant funding on your project (10 points).**		**Assessor Response** **Before framing your response and score, consider the Assessment Scoring Framework**	**Score Out Of 10**	**Assessor Comments**
a	The impact the grant will have on the size, scale, timing, effectiveness or long-term outcomes of your project	Good Response (7-8) - The applicant has provided a good response that is reliable and relevant. The response is clear and the objectives achievable with minor weaknesses.	8	Without grant funding, the project would proceed on a limited, pilot basis within a reduced cohort, focusing on a small number of actions each year. The grant enables a step change from pilot to national scale.
b	The additional investment the grant will leverage and how this benefits your project.	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9	In-kind contribution from the applicant is listed ($419,000). The application also outlines how the grant will unlock further investment once the project is up and running. This includes substantial in-kind investment from participating organisations in the form of time, data and insights. The establishment of an Engineers Group as part of the project will also unlock member contributions and co-investment to support the ongoing project.
		Total Assessment Criterion 2 (out of 10)	**8.50**	

	Strengths	**Areas for Improvement**
Provide 2 strengths and 2 Areas for Improvement. Areas for Improvement should provide constructive feedback highlighting specific aspects of the application that could be enhanced.	* *	* *

Department of Industry, Science and Resources
Documents released under FOI

SUMMARY FOI 300613	Assessor Response	Score out of	Comments
Assessment Criterion 1	Strong Response (41-50) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	46.67	If score is 25 (half of 50%) or less - Non Meritorious
Assessment Criterion 2	Strong Response (25-30) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	27.00	If score is 15 (half of 30%) or less - Non Meritorious
Assessment Criterion 3	Strong Response (9-10) - The applicant has provided an excellent quality response. The response is clearly articulated and convincing with well-defined objectives.	9.50	If score is 5 (half of 10%) or less - Non Meritorious
Assessment Criterion 4		8.50	If score is 5 (half of 10%) or less - Non Meritorious
TOTAL SCORE (out of 100)		**91.67**	If one or more assessment criteria is not meritourius, the application is unsuitable for funding and cannot be recommended to the decision maker.

Department of Industry, Science and Resources
Documents released under FOI

MINUTE

Australian Government
Department of Industry, Science and Resources

Business Grants Hub

TO: s 22(1)(a)(ii)
Decision Maker – Women in STEM and Entrepreneurship Round 5
Manager, Program Delivery 431 (Science Programs)
Grant Programs Branch, Business Grants Hub
Department of Industry, Science and Resources

For Action by 12 May 2026

WOMEN IN STEM AND ENTREPRENEURSHIP (WISE) ROUND 5 GRANTS FOR DECISION AND SPENDING PROPOSAL APPROVAL

RECOMMENDATIONS

Recommendation	
1. That you, in accordance with the Department of Industry, Science and Resources (department) Delegations and consistent with the Grant Opportunity Guidelines and relevant departmental policies:	
• complete and sign the Decision Register at **Attachment A** indicating which applications you approve for funding, including recommended conditions, in order of your preference.	**Signed – Please see comments**
• that in making your decision you agreed with the Committee advice, or where you have deviated from the Committee advice, you have documented this rationale in the decision register as per the Commonwealth Grants Rules and Principles 2024 (CGRPs)	**Agreed**
• agree to make, vary, or administer an arrangement or grant with the selected applicants at **Attachment A** consistent with the requirements prescribed under 144 of Part 4 of Sch 1AB to the FFSP Regulations.	**Agreed**
s 22(1)(a)(ii)	**Supported**

Documents released under FOI

Recommendation	
s 22(1)(a)(ii)	
3. That you agree that applications ranked as not suitable in the Decision Register at **Attachment A** will not be funded.	**Agreed**
4. That you agree with the substantive reasons for the spending proposal provided below in accordance with Accountable Authority Instructions (AAI) 2 and that the spending proposal would be an efficient, effective, economical and ethical use of Commonwealth resources that is not inconsistent with the policies of the Australian Government.	**Agreed**
5. That you approve the Spending Proposal for up to $9,651,853 (plus GST where applicable) for Women in STEM and Entrepreneurship (WISE) Round 5.	**Approved**
6. That you agree with the due diligence findings outlined in the Due Diligence Register at **Attachment G**.	**Partial agreement See comments**

Comments:

I have reviewed the decision pack and agree to each recommendation as presented. Please ensure my comments in the decision register are reviewed and addressed as part of the next steps.

I provide approval for the team to commence contract negotiations **under embargo** for projects supported for funding with the exception of application WISEV000216.

Contract negotiations for WISEV000216 are **not to** proceed until advice has been received from National Security regarding the foreign affiliation declared by the applicant. Upon receipt of this advice, I will consider and provide my decision for WISEV000216.

I note there is a small amount of unallocated funding remaining following the spending proposal. Please ensure we discuss with Policy how this underspend should be allocated.

s 22(1)(a)(ii)

Program Delegate, Women in STEM and Entrepreneurship Round 5

Program Delivery 431 (Science Programs)

Grant Programs Branch, Business Grants Hub

18 May 2026

Department of Industry, Science and Resources
OFFICIAL: Sensitive
254 of 267
Documents released under FOI

GRANTS FOR DECISION

7. The supported applicants were assessed as eligible and the merit assessment process was conducted in accordance with the Grant Opportunity Guidelines (the Guidelines) **Attachment B**. The supported applicants were assessed as competitive and fully meeting the relevant assessment criteria established for Women in STEM and Entrepreneurship (WISE) Round 5 (the program).

8. Consistent with the Guidelines and the Ethics and Integrity Register **Attachment C**, this process was undertaken as a competitive grant opportunity which opened for applications on 26 November 2025. The round closed for applications on 18 February 2026 receiving a total of 295 applications. Of the 295 applications received, 21 applications were deemed ineligible by the Program Delegate and did not proceed to merit assessment (**Attachment D**).

9. The Merit Assessment Committee (the Committee) convened on 29 April 2026 and 30 April 2026 to consider the applications. The successful applicants were competitive against the relevant assessment criteria established for the program. Each application listed in **Attachment A** demonstrated the project alignments with policy intent, capacity and capability to deliver the project, long term impact of their project and the impact of grant funding on their project.

10. Of the 274 applications assessed as eligible:

    5 applications are recommended to be supported for funding by the Committee (see **Attachment A** for further details)

    2 applications are recommended to be supported for funding as reserves by the Committee, in the event that one or two of the supported applicants cannot proceed with their grant project (see **Attachment A** for further details)

    202 applications are recommended not to be supported for funding by the Committee as they did not rank as high relative to other applications (**Attachment A**)

    65 applications were assessed by the Committee as not suitable for funding because they did not score at least 50 per cent against at least one assessment criterion (**Attachment A)**.

11. This process was undertaken in accordance with departmental policy on probity requirements as documented in the Divisional Probity Plan.

12. Merit Assessment Committee Meeting Minutes are included at **Attachment E**. The Merit Assessment Committee Meeting Minutes includes a summary of the Committee's recommendations, including scoring and a basis for recommendation against each application. A chair letter of endorsement is included at **Attachment F**.

13. Under the Guidelines, your role is to decide which grant applications to approve and to what value, taking into account the advice of the Committee and the availability of grant funds.

Department of Industry, Science and Resources
OFFICIAL: Sensitive
255 of 267
Documents released under FOI

Background/Summary

The Women in STEM and Entrepreneurship (WISE) Round 5 grant opportunity will run over 5 years from 2025-26 to 2029-30.

The objectives of the program are to:

- increase awareness and participation of girls and women in STEM education and careers
- increase awareness and participation of girls and women in other parts of the innovation ecosystem including innovative businesses, start-ups and entrepreneurial activities and careers
- increase in the number of women in senior leadership and decision-making positions in government, research organisations, industry and businesses.

The program's intended outcomes are:

- increased awareness of the range of opportunities in STEM for girls and women arising from STEM education
- increased number of girls and women participating in STEM education and careers, through primary and secondary school, higher education, and the workforce
- increased awareness and participation by girls and women in other parts of the innovation ecosystem such as innovative businesses, start-ups and other entrepreneurial activities and careers
- increased number of women role models in the STEM and entrepreneurial sectors
- increased evidence base for future policies by providing data on girls' and women's participation in STEM education and careers and entrepreneurship
- increased strategies for improving gender equity in STEM-based organisations.

The Australian Government has announced a total of $9.77 million over 5 years for the program.

The grant amount will be up to 100 per cent of eligible project expenditure.

- The minimum grant amount is $1,000,000.
- The maximum grant amount is $2,000,000.

Reasons for the spending proposal (AAI 2)

1. The outcomes of the merit assessment process as described above and your decision on which grants to approve as recorded in the decision register at **Attachment A** provide the justification for the spending proposal.

Department of Industry, Science and Resources 256 of 267
OFFICIAL: Sensitive
Documents released under FOI

Appropriation and spending proposal

2. The breakdown of the spending proposal across all relevant financial years is:

Women in STEM and Entrepreneurship: Round 5	2025/26 (GST excl)	2026/27 (GST excl)	2027/28 (GST excl)	2028/29 (GST excl)	2029/30 (GST excl)	2030/2031 (GST excl)	Total (GST excl)
Appropriation	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,713,000	$0	$9,766,000
Current Commitments	$0	$0	$0	$0	$0	$0	$0
Funds Available	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,713,000	$0	$9,766,000
Spending Proposal	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,598,853	$0	**$9,651,853**
Uncommitted Funds after Spending Proposal	$0	$0	$0	$0	$114,147	$0	**$114,147**

3. In approving this spending proposal you are also approving any additional amounts associated with the GST component for the grants.

Any potential criticisms and risks

No risks have been identified in relation to due diligence and national security checks (Due Diligence- National Security Checklist Procedure)

Any conditions on the approval

4. Nil.

PGPA Act - s60 - Contingent Liabilities

The contingent liabilities associated with this spending proposal have been assessed as remote and not significant. This has been approved by the relevant PGPA Act s 60 delegate.

Attachments

A. Decision Register
B. Grant Opportunity Guidelines
C. Ethics and Integrity Register
D. Application Tracker *(refer to columns Y and Z for eligibility decisions)*
E. Merit Assessment Committee Meeting Minutes
F. Chair Letter of Endorsement
G. Due Diligence Register
H. Legal Advice on s60 Contingent Liability

Department of Industry, Science and Resources
OFFICIAL: Sensitive
257 of 267
Documents released under FOI

s 22(1)(a)(ii)

A/g Program Manager
Science Programs
7 May 2026

Documents released under FOI

MINUTE

Australian Government
Department of Industry, Science and Resources

Business Grants Hub

TO: s 22(1)(a)(ii)
Decision Maker – Women in STEM and Entrepreneurship Round 5
Manager, Program Delivery 431 (Science Programs)
Grant Programs Branch, Business Grants Hub
Department of Industry, Science and Resources

For Action by 20 May 2026

WOMEN IN STEM AND ENTREPRENEURSHIP (WISE) ROUND 5 GRANTS FOR DECISION AND SPENDING PROPOSAL APPROVAL

RECOMMENDATIONS

Recommendation	
1. That you, in accordance with the Department of Industry, Science and Resources (department) Delegations and consistent with the Grant Opportunity Guidelines and relevant departmental policies: • complete the Decision Register at **Attachment A** for application WISEV000216, indicating if the application is approved for funding and adding decision maker comments • that in making your decision you agreed with the Committee advice, or where you have deviated from the Committee advice, you have documented this rationale in the decision register as per the Commonwealth Grants Rules and Principles 2024 (CGRPs) • agree to make, vary, or administer an arrangement or grant with the selected applicants at **Attachment A** consistent with the requirements prescribed under 144 of Part 4 of Sch 1AB to the FFSP Regulations.	**Completed** **Agreed** **Agreed**
2. That you agree with the substantive reasons for the spending proposal provided below in accordance with Accountable Authority Instructions (AAI) 2 and that the spending proposal would be an efficient, effective, economical and ethical use of Commonwealth resources that is not inconsistent with the policies of the Australian Government.	**Agreed**
3. That you approve the Spending Proposal for up to $9,651,853 (plus GST where applicable) for Women in STEM and Entrepreneurship (WISE) Round 5.	**Approved**

OFFICIAL: Sensitive
Documents released under FOI

Recommendation	
4. That you agree with the due diligence findings for application WISEV000216 outlined in the Due Diligence Register at **Attachment C**	**Agreed**
Comments: I have approved application WISEV000216 for funding and re-signed the decision register.	
s 22(1)(a)(ii)	
Program Delegate, Women in STEM and Entrepreneurship Round 5 Program Delivery 431 (Science Programs) Grant Programs Branch, Business Grants Hub 20 May 2026	

APPLICATION WISEV000216 FOR DECISION

1. Committee recommendations for the Women in STEM and Entrepreneurship (WISE) Round 5 program were provided to you in the original Delegate Decision Brief at **Attachment B**. On 18 May 2026, you signed the brief and approved funding for all recommended applications under WISE Round 5, with the exception of WISEV000216.
2. WISEV000216 was recommended for funding through the merit assessment process; however, the application declared a foreign affiliation. You requested that this affiliation be reviewed by the Department's National Security team prior to making a final funding decision. To avoid delays to the program timetable, the remaining applications were approved and progressed to contracting, while WISEV000216 was subject to further review.
3. A referral was submitted to the Department's National Security team to assess the declared foreign affiliation associated with WISEV000216. The National Security team has completed their review and provided confirmation that they did not identify any national security concerns arising from the relationship and noted that the connection appears consistent with the Coalition's broader international engagement approach **(Attachment D).**
4. This advice has been incorporated into the due diligence assessment and recommendation at **Attachment C.**

Reasons for the spending proposal (AAI 2)

1. The outcomes of the merit assessment process as described above and your decision on which grants to approve as recorded in the decision register at **Attachment A** provide the justification for the spending proposal.

Appropriation and spending proposal

Department of Industry, Science and Resources
OFFICIAL: Sensitive
260 of 267
Documents released under FOI

2. The breakdown of the spending proposal across all relevant financial years is:

Women in STEM and Entrepreneurship: Round 5	2025/26 (GST excl)	2026/27 (GST excl)	2027/28 (GST excl)	2028/29 (GST excl)	2029/30 (GST excl)	2030/2031 (GST excl)	Total (GST excl)
Appropriation	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,713,000	$0	$9,766,000
Current Commitments	$0	$0	$0	$0	$0	$0	$0
Funds Available	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,713,000	$0	$9,766,000
Spending Proposal	$2,340,000	$1,200,000	$2,200,000	$2,313,000	$1,598,853	$0	**$9,651,853**
Uncommitted Funds after Spending Proposal	$0	$0	$0	$0	$114,147	$0	**$114,147**

3. In approving this spending proposal you are also approving any additional amounts associated with the GST component for the grants.

Any potential criticisms and risks

No risks have been identified in relation to due diligence and national security checks (Due Diligence- National Security Checklist Procedure)

Any conditions on the approval

4. Nil.

PGPA Act - s60 - Contingent Liabilities

The contingent liabilities associated with this spending proposal have been assessed as remote and not significant. This has been approved by the relevant PGPA Act s 60 delegate.

Attachments

A. Decision Register
B. Delegate Decision Brief 1
C. Due Diligence Register
D. National Security Foreign Affiliation Review

s 22(1)(a)(ii)

_____

A/g Program Manager
Science Programs
19 May 2026

Department of Industry, Science and Resources
OFFICIAL: Sensitive
261 of 267
Documents released under FOI

Australian Government
Department of Industry, Science and Resources

Business Grants Hub

Attachment A

Women in STEM and Entrepreneurship (WISE) Round 5 DECISION REGISTER

In accordance with my obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Commonwealth Grants Rules and Principles 2024 (CGRPs), in approving the grants in the Decision Register I have satisfied myself that the approved grants:

- represent a proper use of public resources
- provide value for relevant money
- are consistent with the grant opportunity guidelines and objectives of Women in STEM and Entrepreneurship (WISE): Round 5
- are consistent with the policies of the Commonwealth and the priorities of Government.

In deciding whether to approve the recommendations in the Decision Register, I have had regard to the merit-based assessment provided by the Committee.

In approving these recommendations I am aware that the legislative power to make, vary or administer arrangements for this program is under section 32B of the *Financial Framework (Supplementary Powers) Act 1997* which provides these powers for programs listed in Schedule 1AA or Schedule 1AB of the *Financial Frameworks (Supplementary Powers) Regulations 1997*.

In approving the grants, I am also approving any additional amounts associated with the Goods and Services Tax (GST) component for those grants.

The Decision Register records the basis for my approval. Where I have deviated from the Committee's advice regarding supported applications, I have provided an alternate basis as recorded in the Decision Register:

Department of Industry, Science and Resources
OFFICIAL: Sensitive
Documents released under FOI

Australian Government
Department of Industry, Science and Resources

Business Grants Hub

Women in STEM and Entrepreneurship (WISE) Rd 5: DECISION REGISTER

Projects supported for funding by the Committee are those applications assessed by the Committee as having fully met the grant assessment criteria.

Projects supported as reserve by the Committee (should additional funding become available) are those applications assessed by the Committee as having fully met the grant assessment criteria, however when assessed comparatively, the applications were not considered to represent value for money relative to the other applications recommended for funding.

Projects not supported for funding by the Committee those applications that did not meet, or only partially met, the assessment criteria. The not supported applications fall into two groups: applications that scored at least 50 per cent on every merit criterion, and applications that scored below 50 per cent on one or more merit criteria and are therefore not meritorious because they do not represent best value for relevant money.

Any applications ranked in the table by me as the Decision Maker should be considered approved for funding, and the department should commence contract negotiations up to the approved maximum grant amount, in the indicated order of my preference as the Decision Maker until available program funding is exhausted. Any applications not ranked by me as the Decision Maker should be considered not approved for funding.

Projects SUPPORTED for funding:

Application ID	Applicant Details	Project Title	Project Description	State	Minister's electorate (Yes/No)	Grant Amount	Project Amount	Final Score	Approved/ Not Approved	Decision Maker Comments	Approved Grant Amount
s 22(1)(a)(ii)											

Department of Industry, Science and Resources
Documents released under FOI

OFFICIAL: Sensitive

Application ID	Applicant Details	Project Title	Project Description	State	Minister's electorate (Yes/No)	Grant Amount	Project Amount	Final Score	Approved/ Not Approved	Decision Maker Comments	Approved Grant Amount

s 22(1)(a)(ii)

Application ID	Applicant Details	Project Title	Project Description	State	Minister's electorate (Yes/No)	Grant Amount	Project Amount	Final Score	Approved/ Not Approved	Decision Maker Comments	Approved Grant Amount
s 22(1)(a)(ii)											
WISEV000216	MALE CHAMPIONS OF CHANGE	Champions of Change Engineers Group: an accelerated strategy for disruption	The project aims to reach ~940,000 girls and women through system level change to increase gender balance in the engineering profession from 16% to +40%. It uses proven Champions of Change Coalition methodology to activate diverse leaders across the engineering ecosystem to deliver coordinated, leadership action for enduring change. As a collective Engineers Group, a cohesive model for disrupting the entrenched occupational segregation in engineering, co-created with Engineers Australia and in consultation with 200+ leaders will be implemented. It builds on progress made by organisations such as Worley, GHD and Jacobs to replicate advancements achieved by Champions of Change Groups in sectors such as Sport, Property, Energy and Insurance.	NSW (100%)	Yes (NSW (100%)	$1,999,644	$2,418,644	92.83	Approved	I have reviewed the decision pack including the due diligence advice and am satisfied the recommendations represent a proper use of public resources and are consistent with the Grant Opportunity Guidelines. I approve the recommendations as presented.	$1,999,644

Projects SUPPORTED AS RESERVE, should additional funding become available:

Application ID	Applicant Details	Project Title	Project Description	State	Minister's electorate (Yes/No)	Grant Amount	Project Amount	Final Score	Approved/Not Approved	Decision Maker Comments	Approved Grant Amount
s 22(1)(a)(ii)											

			term, systemic change in STEM education, careers and leadership.								

s 22(1)(a)(ii)

Projects NOT SUPPORTED for funding:

Department of Industry, Science and Resources
Documents released under FOI

Application ID	Name	Applicant or Project Partner	Project Title	Due Diligence Checker
WISEV000216	MALE CHAMPIONS OF CHANGE	Applicant	Champions of Change Engineers Group: an accelerated strategy for disruption	s 22(1)(a)(ii)

BGM			Application Form				Refinitiv		Google	Streem
Grant Agreement Terminations	Debts	Active Grants	Financial Penalties	Foreign Affiliations	Risk Management Plan	COIs	Adverse Media	ASIC Banned/Disqualified	Adverse Google Findings	Adverse Streem Findings
No	No	No	No	Yes	Yes	Yes	No	No	No	No

Identified Issues/Comments	Program Manager's Recommendation	Delegate Decision	Decision Reasons
Applicant has answered "yes" to 'Do any entities or key personnel involved with the project receive financial support or benefits from a foreign source?' s 47G Applicant has answered "Yes" that they have a COI The applicant works with CEOs and senior leaders from engineering-intensive organisations, some of whom may participate in the Champions of Change Engineers Group or benefit from sector-wide learning generated through the project. There is a perceived conflict in that participating organisations may contribute time, data or insights to the project while also benefiting from improved practices, capability or reputation associated with gender equity outcomes. The applicant manages conflicts of interest through established governance arrangements, including a conflicts of interest policy, disclosure requirements and clear	A comprehensive due diligence review was undertaken for the applicant and all project partners. The applicant answered "Yes" to "Do any entities or key personnel involved with the project receive financial support or benefits from a foreign source?' on the application form. The details provided by the applicant confirms the declared foreign financial relationship reflects concluded, low-value establishment funding and routine cost-recovery arrangements with an overseas affiliate, and does not involve ongoing foreign government support, influence or control. The National Security Team also reviewed the foreign affiliation with s 47G . They provided email confirmation on 19/05/2026 that they did not identify any national security concerns arising from the relationship and noted that the connection appears consistent with the Coalition's broader international engagement approach. Correspondence with the National Security Team has been saved to stratus. The declared foreign affiliation is not assessed as presenting a national security risk. The declared conflict of interest relates to sector-wide engagement activities where participating organisations may contribute to, and benefit from, shared learning outcomes, which is inherent to the project design. The applicant has declared that these arrangements are managed through established governance and conflict-of-interest controls, including disclosure requirements, separation of governance and delivery functions, and independent evaluation. The declared conflict is being appropriately managed. No other adverse findings. No risk identified to entering into a grant agreement with this applicant.	Approved	In line with recommendation