

SHARPENING OUR FOCUS ON CORPORATE GIVING: KEEPING GENDER EQUALITY IN THE FRAME



**AUSTRALIANS
INVESTING IN
WOMEN**

**CHAMPIONS
OF CHANGE
COALITION**





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We need to pull every lever to achieve gender equality. Philanthropic dollars are limited – being more intentional and purposeful about bringing women and girls into focus brings the greatest opportunity for social change.

Sam Mostyn AO
Chair, Australians Investing In Women



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Contents

Introduction	5
Context	6
Our approach	6
Our commitment	6
Insights	8
What we heard	8
Charitable giving for social impact	10
A sharper focus matters	12
Corporate giving is crucial for the community	12
Investing in women and girls is a priority the world over	12
Current corporate giving approaches underserve women and girls	13
Gender-neutral giving leaves gender equality to chance	13
Women and girls must be a consideration in every cause	15
Keeping gender equality in the frame	19
Leadership	20
Strategy	22
Process interventions	24
Measurement and reporting	26
Supporting not-for-profit partners	28
Summary of actions: a staged approach	30
Actions to set the foundation	30
Actions that require more attention and collaboration	30
Actions that disrupt the status quo and become long-term commitments	31
Useful tools	33
References	34
Additional resources	35
Acknowledgements	36

Cover images left to right: Australian Environmental Grantmakers Network: Park rangers at Yellow Water, Kakadu National Park. WEHI: Featuring Miss Komal Patel (Research Assistant, Murphy Lab, Inflammation Division) with Dr Gabriela Brumatti (Senior Research Officer, Silke Lab, Inflammation Division). Afghan girls on an outing sponsored by Mahboba's Promise, Kapisa Province.



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It's more important than ever that business takes a leading role in helping to address the big issues in our society like gender inequality. Collaboration with not-for-profit partners is fundamental. Working together we have more impact on complex social problems than when we are working alone.

Tom Seymour
CEO, PwC Australia

As Members of the Champions of Change Coalition, we continually challenge ourselves to review our practices and seek opportunities to accelerate gender equality, advance more and diverse women into leadership, and build respectful and inclusive workplaces.

At Australians Investing In Women (AIW), our focus is supporting philanthropic, corporate and community leaders to strengthen society by catalysing investment in women and girls.

Sharpening our focus on corporate giving sets out a framework to assess corporate giving and community partnership programs; to better understand who are the beneficiaries of the money, time, products and in-kind investment given to the not-for-profit sector; and to assist and solve some of the most challenging social issues in our communities.

Our shared goal is to ensure that the impact of corporate giving programs accelerates progress towards gender equality by bringing women and girls into focus, and that well-meaning 'gender neutral' giving programs are not underserving women and girls unintentionally.

Together, we were interested in testing to what extent corporate giving is benefiting women and girls equitably compared to men and boys. The answer surprised us. It was easy to identify the programs that specifically supported women and girls. But when it came to causes like bushfire relief, homelessness, climate change, youth and the arts, many organisations were less sure how the unique needs of women and girls were considered or whether they were equally benefiting from their giving.

The social problems we need to address are complex. There are many individual circumstances that compound personal challenges and elevate the need for social support. Taking a uniform approach may not be as effective as it could be. Our giving needs to be sensitive to and inclusive of intersecting layers of advantage and disadvantage, and consistent with our mission – with women and girls in all their diversity, clearly in our frame.

When we refer to 'women and girls', it includes all cisgender, transgender, non-binary and intersex people who identify as women. To enable visibility of the more marginalised people impacted by gender inequality, we also use inclusive language: underrepresented genders, non-binary people and gender diverse people. Inclusion is particularly important when it comes to addressing social issues where disadvantage can be most acute.

As leaders, the onus is on us to interrogate our processes and relationships with not-for-profit partners and to ensure that an intentional focus on women and girls is an integral consideration at every step of our giving programs.

Although measurement and reporting are critical, the solution is not to be found in imposing onerous requirements on resource-stretched not-for-profit organisations.

Substantial change often requires bold and disruptive action. However, in exploring corporate giving in partnership, and with the not-for-profit sector, we have learned that even small, targeted adjustments have the potential to make a significant difference.

We share this resource with the ambition that gender equity in giving will become, rather than a consideration, an expectation.



Introduction



Context

The COVID-19 pandemic has been an influential backdrop against which to review the impact of corporate giving on gender equality. Our world has changed irrevocably since we began to develop this resource. The disproportionate impact on women and girls is well-evidenced, with greater rates of unemployment, higher numbers leaving education, increased experiences of domestic and family violence and poorer employment prospects.¹ Among women and girls, the most vulnerable and marginalised in our communities have been hardest hit by the economic and social impacts of COVID-19.

Social issues, especially those that rely heavily on philanthropic funding to solve, have been exacerbated, particularly homelessness, mental health and domestic and family violence, along with an increased need for food relief and investment in medical research.

The need for corporate giving programs to understand how issues affect women and girls differently to men and boys and respond with targeted support is more important than ever. In the context of the COVID-19 recovery, it is also important to recognise the potential and maximise the crucial contribution women can play in driving economic recovery.



Our approach

As with all our work through the Champions of Change Coalition, our starting point is to step up beside women leaders, to listen and learn from a range of perspectives, and understand the issues and systems we need to change.

Australians Investing In Women is a natural partner for this work given their long-standing advocacy for 'gender-wise' giving and commitment to strengthening society through philanthropic investment in women and girls.

In addition, we have benefited enormously from contributions and conversations with a diverse group of leaders from the philanthropic and not-for-profit sectors, gender equality advocates, private philanthropists, foundation managers, corporate leaders and heads of sustainability and social responsibility.

Our thanks to everyone who has so generously contributed their time and perspectives to inform this work.



Our commitment

Our commitment to sharpening our focus on corporate giving is to use our personal influence and the business levers at our disposal to ensure the impact of our organisations' giving advances gender equality.

This requires:

- Leadership, vision and advocacy.
- Organisation giving strategies that align with and reinforce our commitment to advancing gender equality.
- Organisation systems and processes that reflect our intention to support women and girls, in every cause.
- Measurement and reporting.
- Strong relationships and partnerships with not-for-profits and program partners.



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Small but significant changes that bring women and girls into focus can maximise the impact of your investment in community and help create a fairer future.

Julie Reilly OAM
CEO, Australians Investing In Women

Insights

Insights gained through listening and learning are key to understanding:

- How organisations currently position gender in their giving strategies.
- How processes (like funding applications and evaluations) build in an intentional focus on women and girls.
- How data supports measurement of outcomes and impact.

Contexts are different for each organisation, scale and scope varies, and we are at different stages of maturity when it comes to giving programs and practices.

What we heard

Holding up a mirror is not always comfortable, but there are some important insights that surfaced when we reviewed our current practices and spoke to experts. These insights inform the actions we need to take.

“ We know the causes we give to, but not who benefits

There is a lack of understanding by leadership teams of how the causes we support specifically impact and benefit women and girls and particularly marginalised cohorts within that group.

“ A gender lens should be integral

We need to ensure that our organisation's giving does not unintentionally exclude women but many of us have not thought this through.

“ Our organisations' giving strategies are not aligned to our employee diversity and inclusion strategies

We are overlooking a key lever to drive change on gender equality. While we have strong leadership commitment to diversity and inclusion, it is often focused on our employees and customers but not reflected in our giving strategies.

“

We must acknowledge that many of us really haven't applied a gender lens on our corporate giving – it has been a blind spot

Graham Ashton AM APM
Non-Executive Director

“ We share our time and money across many causes

We support a range of causes in efforts to contribute to the many social issues that are important to our employees and customers. We assume women and girls benefit equally to men and boys but rarely test this.

“ We underestimate the potential of our giving to drive social change

It is perceived we are focused on ‘the giving’ more than the power of giving to drive change and potential impacts. Compared to other organisation investments, the value of our giving at times is not seen as significant. The impact of our giving may be considered secondary to other outcomes such as employee engagement (i.e. giving to causes our employees value); social licence (i.e. giving to communities in which we operate); and commercial benefit (i.e. giving to causes that promote and enhance our brands and reputations).

“ We don’t ask ourselves the gender question

Our internal decision-making, funding and administrative systems are not designed to ask questions about gender equality, nor do they include the necessary checks and balances to ensure impacts and benefits for women and girls are considered at every step of the process.

“ We don’t ask our not-for-profit partners the gender question

Our not-for-profit partners tell us they are rarely asked by corporate funders to demonstrate how their programs specifically benefit or serve women and girls, disaggregate beneficiaries’ data by gender and/or consider gender in their impact assessments.

“ We don’t see the opportunities for gender equality in every cause

If we want to prioritise gender equality, we are more likely to seek out women’s and girls’ programs than to assess and understand the gendered realities and opportunities in every cause we support.

“ Reported gender-disaggregated data for giving is ad hoc

Internal and external reporting requirements do not consistently require or request funders or recipients to disaggregate data by gender.

“ We don’t have time or resources for more analysis

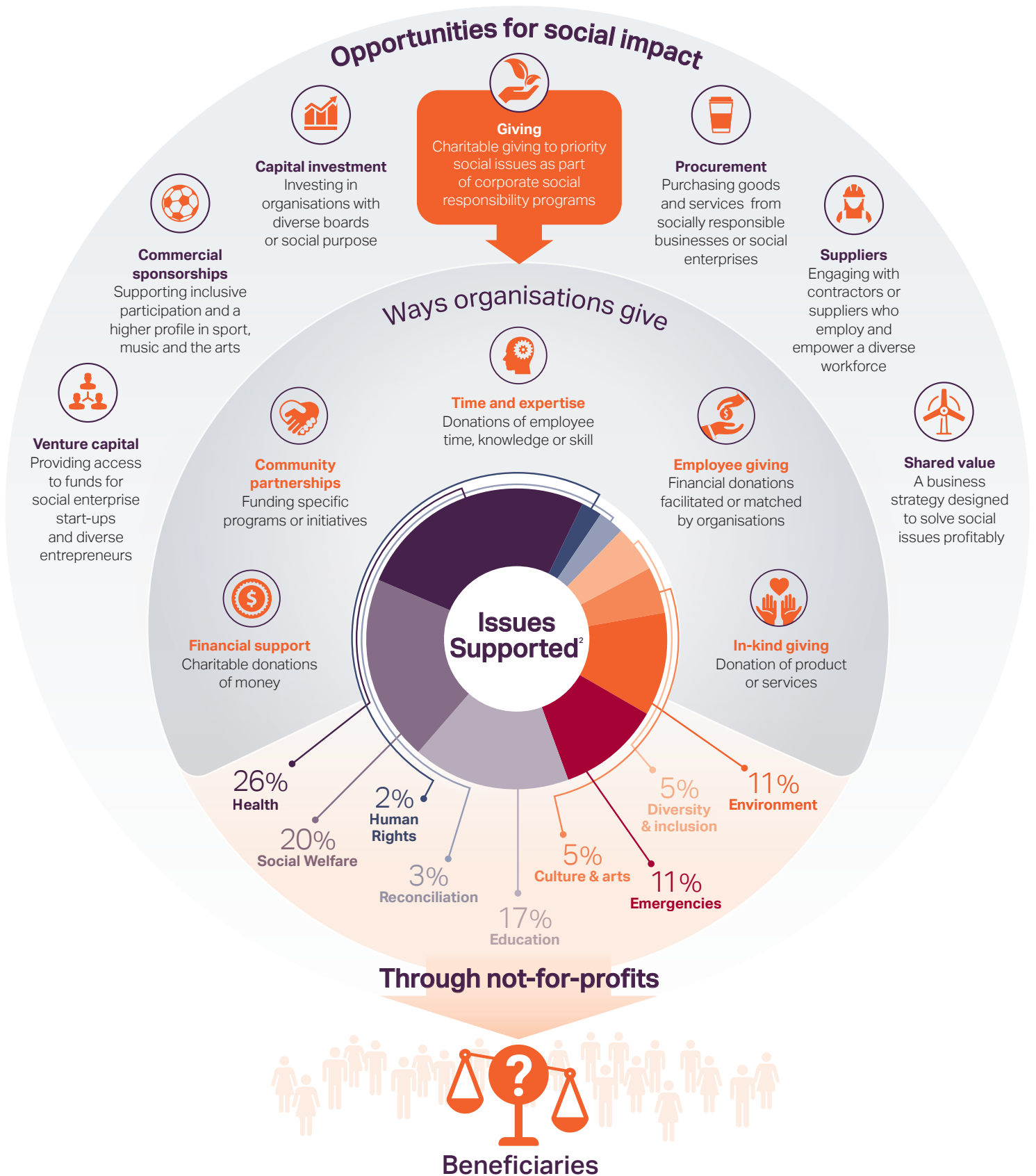
Our not-for-profit partners and internal social impact teams are time and resource constrained and gender analysis potentially takes away from critical frontline work.

“ We undervalue impact assessment

Our funding agreements prioritise tangible outputs such as programs, scholarships and buildings. We often specifically exclude funding not-for-profit administration. But that means we jeopardise measurement and impact assessment.

Charitable giving for social impact

Here are the various ways organisations invest for social impact as part of their sustainable social and environmental priorities. This figure helps to show the flow of charitable giving to beneficiaries and the opportunities for intervention for greater social impact.





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The closest thing we have to a magic bullet in development is the education of girls. From every angle – economic, cultural, political and in governance – an educated woman leverages extraordinary social benefit.

We know the dire consequences of denying the potential skills and leadership of half the population, namely, women.

Tim Costello AO
Chair, Community Council for Australia

A sharper focus matters

Corporate giving is crucial for the community

Philanthropic giving has long been recognised as a significant source of necessary funds supporting progressive thinking, creative opportunities and neglected issues. Philanthropic funding is also a consistent enabler of social innovation and breakthrough research that provides long-term solutions for some of society's most challenging issues, as well as immediate relief.

There are almost 60,000 registered charities in Australia employing 1.38 million people (11% of the Australian workforce) and engaging 3.6 million volunteers.³ In the US and the UK, the numbers are also significant with 1.5 million non-profit organisations⁴ and over 166,000⁵ registered charities respectively.

While the Australian Charities and Not-for-Profit Commission (ACNC) regulates the sector, there is no agreed standard framework or agency for reporting corporate giving in Australia.

The value of the corporate sector giving in Australia is estimated to range between \$4.5 billion⁶ to \$17.5 billion⁷ per year.

There are different ways of measuring corporate giving, depending on what is included. Companies are not required to report donations in a consistent way that allows direct comparison or gender analysis, although an increasing number are reporting activity in separate sustainability reports.⁸

Independent studies of the top 50 corporate givers show that they donated a total of \$1.1 billion in 2020.⁹ Of these, 38% are Champions of Change organisations.

Consistently, the priority issues supported by corporate giving are health, social welfare, education, emergencies and the environment.¹⁰

Investing in women and girls is a priority the world over

Investing in women and girls has a proven multiplier effect with benefits flowing to families, communities and national economies.

This principle underpins international development strategies like the United Nations Sustainable Development Goals and the work of UN Women, the World Economic Forum and the World Bank, among others. It also drives the strategies of many global private philanthropic foundations, notably the Bill and Melinda Gates Foundation, whose framework for empowerment of women and girls is highly regarded globally.

The United Nations Sustainable Development Goals (the SDGs) are a recognised framework in corporate giving strategies. This serves to align corporation contributions with global efforts to achieve the SDG objectives of harmonised economic growth, social inclusion and environmental protection. While being a goal in its own right, gender equality cuts across all 17 SDGs and is a critical accelerator of progress on the global sustainable development agenda. For example, SDGs supporting climate action and peace and security are more successfully achieved when women are involved.¹¹ Social impact is amplified globally when organisations are intentional about gender equality in their own giving.

Current corporate giving approaches underserve women and girls

Our corporate giving is underpinned by a desire to support a wide range of causes that align with our organisations' values, purposes and employee priorities.

In some organisations, gender equality is prioritised as their most pressing business, economic, social and human rights concern and they seek to commit all their giving to support and empower women and girls. In most organisations, however, gender equality is a strategic priority but is not intentionally supported through corporate giving.

When organisations specifically wish to support women and girls as part of their broader program of giving, they typically seek out charities and programs that focus solely on women and girls such as girls' education and mentoring, employment opportunities for women, and supporting people experiencing domestic and family violence.

However, the data shows us that funding for specific women's and girls' programs is consistently a low portion of overall giving. *The Women & Girls Index*, an index that measures charitable giving to women's and girls' causes in the United States reports that the share of funding for women's and girls' organisations in 2020 was just 1.6% of all philanthropic giving.¹²

Low funding is compounded for more marginalised cohorts, for example LGBTIQ+ projects.¹³

In our own investigations, the proportion or value of our contribution to women's and girls' programs were not measures tracked with any degree of certainty.

The narrow view of women and girls as a stand-alone cause can also mean we don't consider how gender applies to other important social causes.

Gender-neutral giving leaves gender equality to chance

The most common approach organisations take to giving is to invest in universal programs in an effort to be as inclusive as possible.

One approach that aims to be 'gender neutral' is to support causes such as bushfire relief, climate change and animal welfare, where it is assumed that gender is irrelevant and does not come into play or that services reach all people.

Alternatively, we presume that gender is naturally included in the cause, which means we support causes such as Indigenous inclusion, the arts, homelessness and financial literacy with the assumption that women and girls make up a large or equal proportion of beneficiaries, so they benefit equally by default.

However, without an intentional approach, funding of gender-neutral programs – particularly those that do not consider gender differences and gender-specific needs – generally underserves women.¹⁴

Many organisations believe that a gender analysis of the project participants is enough. However, the goal of gender analysis is to understand how interventions affect women and girls differently and then use this information to influence program design. A 2020 study from Perpetual showed that 73.7% of not-for-profit grant applicants had not undertaken a gender analysis for their project design.¹⁵

The key is to be intentional and not leave equitable giving to chance.



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It's not about only giving to women and girls or giving more, it's about being intentionally equitable in our giving to every cause.

Unless we intentionally include women and girls, the system will unintentionally exclude them.

Elizabeth Broderick AO
Founder, Champions of Change Coalition

Women and girls must be a consideration in every cause

Support both our priority issues AND gender equality

Ultimately, the belief that we can make a difference, where it needs to be made, is what inspires philanthropic giving. That is how it should be. Yet also having an intentional focus on women and girls as a target group within every cause is an opportunity to advance gender equality, while at the same time supporting the issues most important to our organisations, employees and our communities.

Understand how issues specifically affect women and girls

For any of the critical issues facing our communities, there is a gender dimension: women, men and gender-diverse people face different challenges. By being intentional about understanding the needs, interests and circumstances of women and girls in every cause, organisations can contribute to programs that are more targeted and effective with more impactful support.

This approach encompasses nuanced terms including gender-wise, a gender lens, gender impact assessment, gender responsive, gender intentional, gender mainstreaming, gender transformative and gender integrated.

These are all terms that relate to an intentional focus on gender and share the same goal – to encourage a sharper focus on how decisions – to invest, donate, fund or deliver programs or services – acknowledge and address the different and specific needs of women and girls as a target group, and challenge restrictive gender norms.

Design for inclusion from the outset

Building gender analysis into every cause maintains a focus on underrepresented genders as social priorities shift in response to evolving community challenges. Considering and designing for everyone from the outset builds inclusion into the system and maximises impact.

Safeguard against women and girls being overlooked at critical times

Ensuring gender analysis is inherent is even more important when there are natural disasters and crises requiring quick responses, so that women and girls are not inadvertently overlooked at critical times. Disaster responses must also recognise and invest in the key role women play in leading and supporting families and communities in recovery.

Invest in solving the problem

A complex and lifelong set of challenges underpin many of the social issues supported through giving. Funding and programs that address the systemic issues, as well as provide immediate relief, contribute to long term solutions.

Examples help highlight the specific challenges for women and girls in a range of causes and offer ideas for giving to support gender equality*



Animal welfare

Inclusion of women and girls in animal welfare initiatives supports women's leadership in conservation, empowerment in farming and careers in STEM. Protection of pets and livestock influences women's willingness to escape disaster and domestic violence situations.

Look for:

- Programs that care for the animals of people leaving domestic violence
- Evacuation of family pets and livestock during natural disasters
- Programs that support girls' careers as vets, rangers and wildlife officers
- Development of female anti-poaching officers
- Supporting women-led research and projects



Culture and arts

Underrepresentation of women in the arts is a persistent issue across most art mediums and by most measures (e.g. radio air play, festival line-up, awards and honours, collections and exhibitions, leadership roles and book reviews).

Look for:

- Programs that support a diversity of emerging female artists
- Arts industry mentorships for women in or to prepare for executive and board roles
- Sponsorship of women's awards and honours
- Projects that include an equal representation of women in creative and decision-making roles



Disability

Programs that are inclusive of women and girls with disabilities help overcome the many existing barriers to social participation and economic security. Key enablers include suitable housing, accessible health services, violence prevention, education and paid employment.

Look for:

- Programs to support women's leadership in communities and workplaces
- Targeted domestic and family violence prevention and support
- Programs that support accessible education, further study and employment
- Health initiatives that are supportive and accessible, such as parking, toilets and examination tables
- Programs that support social participation, such as sport and recreation activities

* Examples provided do not constitute an exhaustive list. Further ideas can be found in the Australians Investing in Women Project Showcase <https://www.aiiw.org.au/projects/>



Disaster and emergency

Survival and recovery experiences during disasters across the world are strongly linked to gender and culture. Following disasters, women are more likely to experience domestic and family violence and suffer poor mental health, food insecurity (forgoing food for family) and poor reproductive and maternal health.

Look for:

- Programs that support women's preparedness for future events
- Opportunities to support both victims of and people who use domestic and family violence
- Programs that support access to maternal and child health services
- Access to safe, designated evacuation spaces for women and children
- Recovery and rebuild that is inclusive of diverse women



Environment

Women play a critical (but often undervalued) role in environmental and climate change decisions in households, in sustainable development planning and sharing expertise in communities. In developing countries, women are more susceptible to environmental hazards like indoor air pollution from cooking fuel and harm from poor sanitation.

Look for:

- Opportunities to support the work of female scientists and female-led projects
- Education on projects like regenerative food systems, urban farms and renewable energy
- Programs that support education and reproductive healthcare of girls in developing countries
- Projects in developing countries that empower women's leadership of alternative energy, safe water, sanitation and food sustainability



First Nations

In addition to gender inequality barriers, Aboriginal and Torres Strait Islander women and girls face additional challenges resulting from intergenerational trauma and dispossession since colonisation. Investing in effective indigenous led solutions brings with it the inclusion of the leadership, voices and the cultural expertise of Aboriginal and Torres Strait Islander women and girls.

Look for:

- Programs that improve women's health and well-being
- Initiatives to encourage women and girls to attend and remain engaged at school
- Programs that give women a voice in self-determination and recognise their capacity to drive change in their communities
- Domestic and family violence prevention and support that is culturally safe and healing-oriented
- Programs that support the employment of women and investment in women-led businesses including micro-businesses

* Examples provided do not constitute an exhaustive list. Further ideas can be found in the Australians Investing in Women Project Showcase <https://www.aiiw.org.au/projects/>



Health

Biological differences and gender norms influence women's health in many ways including manifestations of disease, rates and types of injury or illness, response to treatment and medication and how women access health services.

Look for:

- Medical research that ensures diverse women are included in clinical research with sex-disaggregated data
- Research on issues specific to women's health and wellbeing
- Support for medical institutes with clear gender equity strategies and other programs to support careers for women and girls in STEMM and health leadership
- Health promotion programs to increase and retain girls' involvement in sport and wellbeing activities



Homelessness

Older women are the fastest growing cohort of homeless people in Australia today. Economic insecurity, poor physical and mental health, heightened risk of physical and sexual violence and being accompanied by children are some of the specific challenges facing homeless women.

Look for:

- Shelters that provide safe and supportive environments specifically for women and children
- Programs that provide safe access to food, hygiene and dignity kits for women
- Financial independence literacy initiatives
- Programs to support women escaping violent relationships
- Targeted support for marginalised groups of women
- Initiatives to reduce the risk of becoming homeless, such as limited equity home ownership, increased supply of affordable housing and alternative models like cohousing communities



Youth

Young women are disproportionately vulnerable to insecure and poorly paid work and long-term economic insecurity, gender-based violence and poor mental health.

Look for:

- Programs that promote mentorship and young women's leadership
- Financial independence literacy initiatives
- Programs to retain girls at school and transition to employment and further study
- Homelessness prevention and early intervention initiatives
- Sport and physical activity programs for young women of marginalised groups
- Programs that support pregnant and parenting teenagers, including to continue education and with employment opportunities

* Examples provided do not constitute an exhaustive list. Further ideas can be found in the Australians Investing in Women Project Showcase <https://www.aiiw.org.au/projects/>

Keeping gender equality in the frame

Here is a summary of key areas of focus for leaders.



Specific areas for action

Here are some practical actions to assist organisations embed gender equality into their giving strategies.

Leadership



How can your organisation's giving contribute to gender equality in society?

High-impact actions →

- ✓ Understand your organisation's philanthropic intent, the causes your organisation supports and who benefits
- ✓ Understand how the issues your organisation focuses on specifically manifest for women and girls
- ✓ Communicate your expectations on how gender equality should be considered in corporate giving strategies
- ✓ Require gender disaggregation of impact measurement and reporting where possible and practical
- ✓ Personally and visibly advocate for giving intentionally to advance gender equality

Practical examples

Leading with intent

Cummins recognises, *'Making an engine is hard. Making the world more just for women and girls is harder.'* Cummins is ready and willing to take on this challenge. Cummins have three global priorities: education, environment and equality of opportunity. Cummins Powers Women is their commitment to increasing opportunity, equity and prosperity for women and girls around the world. Globally, Cummins work closely with non-profit partners in regions and local communities. A portion of their giving is decentralised to branches so they can fund local initiatives, as well as volunteer, where they live and work.

At every level – from global programs to local initiatives – Cummins expects those making giving decisions to look for the 'sweet spot' where global goals and gender equality overlap, for example education of girls on environmental issues. Cummins tracks the impact of these programs through identified metrics which inform future granting, support employee engagement and build accountability into partner relationships. This community work augments the company's internal diversity efforts (e.g. to increase women in operational roles) and reinforces Cummins' commitment to gender equality and the advancement of women everywhere.

135.6 years until gender equality ... it's unimaginable to wait

At **MECCA**, all corporate giving is invested in the education of women and girls, which they believe is the biggest lever they can pull to advance gender equality. Through the MECCA corporate giving initiative, MECCA M-Power, they are partnering with leading organisations – the **Skyline Foundation** locally, the **Stars Foundation** nationally and **CAMFED** internationally – to support 10,000 girls to complete their secondary school education. MECCA also invests in emerging female leaders in under-represented industries such as the arts, academia and STEM as part of their commitment to take immediate action to accelerate gender equality.

Setting expectations, and a target

There are many compelling reasons behind **Shark Island Institute's** and the **Caledonia Foundation's** support of the **GO Foundation's** education scholarships for Indigenous students. In addition to a deep desire to support First Nations communities and a belief in the transformative effect of education, evidence that gender equity is at the heart of the Foundation's work was an important factor. At the behest of co-founders Adam Goodes and Michael O'Loughlin, 60% of scholarships are allocated to girls, and the composition of the Board and Executive Leadership reflects their respect for women and support of gender equality in leadership.

“

Giving can drive real progress towards gender equality. Leaders need to keep asking the gender question: *'How will our giving specifically benefit women and girls?'*

Justice Chris Maxwell AC
President of the Court of Appeal, Supreme Court
(Victoria)

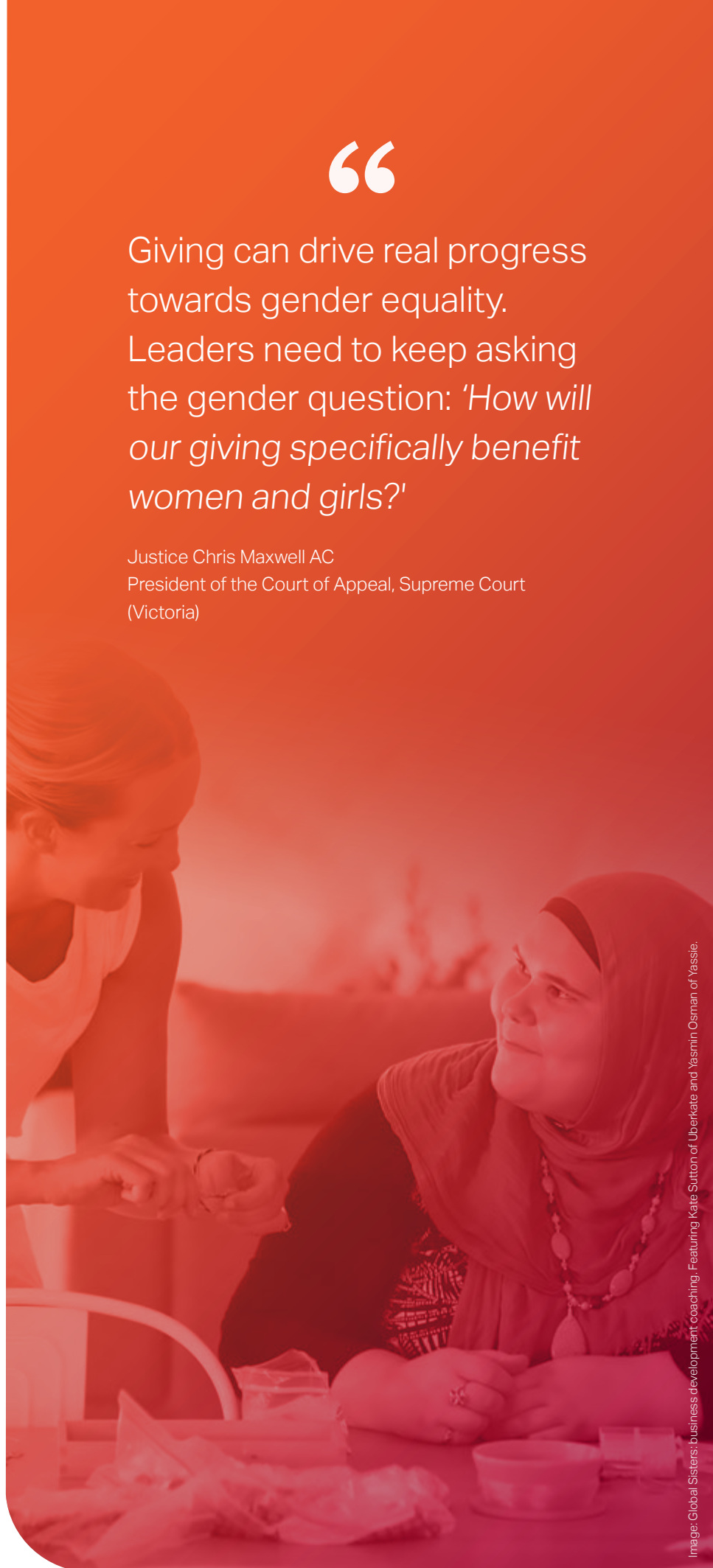


Image: Global Sisters: business development coaching. Featuring Kate Sutton of Uberkate and Yasmin Osman of Yassie.

Strategy



How can your organisation invest to intentionally and equitably include women and girls in every cause?

High-impact actions →

- ✓ Be clear on the drivers of your corporate giving strategy (employee engagement? social licence? brand enhancement? social impact?) and how they are linked to your gender equality strategy
- ✓ Ensure giving strategies are not 'gender neutral' or unintentionally excluding women and girls
- ✓ Seek to align the goals of your internal gender equality strategy and your giving strategy
- ✓ Consider how your giving strategy can be leveraged to address your organisation's gender equality challenges
- ✓ Consider how your giving strategy aligns with the global Sustainable Development Goals, in particular SDG 5 on gender equality

Practical examples

Funding to advance women in STEMM

WEHI is in a unique position as both a recipient and provider of funding. WEHI regularly funds conferences, which are critical opportunities for scientists to collaborate and network. WEHI only sponsors events that have gender balance (minimum 40% women chairs and 40% women speakers) and will not support events that include an all-male panel. Several years ago, WEHI made the provision of childcare at key conferences part of and conditional on funding to enable women scientists to equally participate. Sessions are also live streamed into the childcare room. Gender-related funding criteria contributes to addressing the WEHI gender equality challenges by advancing the careers of women scientists, as well as influencing the sector more broadly to consider the specific needs of parents and carers.

Activating people, networks and convening power

The **EY** global corporate responsibility program, **EY Ripples**, leverages the skills, knowledge and experience that EY people bring to work every day for social impact. The EY approach aligns with the UN Sustainable Development Goals, including gender equality (SDG 5) and decent work and economic growth (SDG 8). In Australia, this includes supporting initiatives such as a business mentoring program for social impact start-up entrepreneurs who identify as LGBTIQ+ women and young women's leadership mentor programs that connect EY women professionals with high school girls from low socio-economic status communities.

Alignment of purpose

At **Fujitsu**, the functions of diversity, equity and inclusion; environment and sustainability; and social impact are aligned under the Office for Purpose. This recognises the complex and interconnected issues of sustainability and society through an inclusion lens to increase positive impact for its people, customers, communities and the planet. Fujitsu has a long-standing community giving program which has more recently been shaped under a framework and clear strategy to ensure initiatives are implemented in an explicit and deliberate way for maximum impact. Global direction on priorities is localised for Australia to guide the focus areas: Culture & Reconciliation, Health & Disabilities, LGBTIQ+, Veterans, Generations (young people) – with a gender equity lens across all of these areas and partnerships. Developing, using and sharing technical capability underpins all of the Fujitsu social impact initiatives. The concept of ‘nesting’ is central to the Fujitsu approach which is that no social issue exists in isolation – they are all part of the bigger picture of Fujitsu’s purpose – ‘to make the world more sustainable by building trust in society through innovation’.

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When people want money there is a great opportunity to drive cultural change. There is a vital responsibility and unique opportunity to shape the program you are supporting for the power of good. If an organisation is provided with funding there should be gender strings attached.

Professor Doug Hilton AO
Director WEHI



Process interventions



What internal processes will ensure women and girls are intentionally and equitably considered in your distribution of giving?

High-impact actions →

- ✓ Include diverse representation on boards and decision-making committees
- ✓ Seek a gender analysis of the causes your organisation supports
- ✓ Request grant and partnership applications that show targeted beneficiaries by gender and the expected impact of the giving
- ✓ Build the inclusion of women and girls into donation or program assessment criteria
- ✓ Focus on the different and specific needs, interests and circumstances of women and girls when designing and delivering programs, either directly or through a partner
- ✓ Consider tied (or conditional) funding of programs that demonstrate intentional and equal inclusion of women and girls
- ✓ Include agreed expectations into funding and partnership agreements
- ✓ Establish a process for rapidly distributing emergency funding that considers the effects on women and girls, so they are not overlooked
- ✓ Build gender impact questions into grant administration software
- ✓ Examine your employee and matched giving programs and platforms for opportunities to highlight gender analysis and prioritise relevant causes
- ✓ Understand how gender equality is valued and prioritised in the organisations you partner with, including their gender equality strategy, gender representation, and a respectful and inclusive culture

Practical examples

Challenging assumptions through gender impact analysis

To pre-emptively consider how a proposed policy, program or service might be shaped by, impact upon, or meet the different needs of all members of the Victorian community, the **Victorian Government** developed a guide to conducting a gender impact analysis. This toolkit includes principles that may be adapted by other organisations to help challenge assumptions about how men, women and gender non-binary people experience issues, as well as consider additional barriers encountered by other populations. The processes, underpinned by data, research and consultation, drive decisions that articulate the key costs and benefits for women, men and gender non-binary people and strategies to avoid any harmful unintentional outcomes.

Gender equality embedded in software

At **Perpetual**, funding administration is managed using Smartygrants software – from application through assessment, distribution of funds and reporting. Perpetual were early adopters of opt-in gender lens questions that ask applicants how proposed and successful programs meet the specific needs of diverse women and girls. These questions are embedded into the software to help applicants and funders ensure gender equality is a key criterion for funding, and that attention to gender is intentional, consistently applied and sustained. Leading philanthropists are always looking for a way to improve their impact and for Perpetual, supporting organisations that apply a gender lens to their programs is a simple way to be more effective. There are enormous amounts of research that point to the benefits of a gender lens application, so it was important for Perpetual to ask organisations seeking funding whether they have done that work. It's a small thing to ask but in Perpetual's experience, it can provide a funder with a lot of confidence about how their investment will be used.

Intersecting challenges need multiple lenses

In the recent 10x10 Community Grants initiative, **PwC Australia's Foundation** sought to understand and prioritise the specific needs of organisations who are supporting those most affected by homelessness – at-risk young people, older women, women escaping domestic violence, LGBTIQ+ people, First Nations communities, and people with complex problems. The PwC Foundation drew on a range of resources, including their work with the Constellation Project to ensure they were able to support the most vulnerable populations. Having clear internal selection criteria that also considered gender helped to ensure funding met the grant objectives and reached the targeted beneficiaries.

Purposeful and inclusive program design

Telstra Foundation invests in social innovation enabled by technology – in the areas of digital inclusion for young people and community-led climate action. Telstra Foundation works with partners on a range of initiatives that deliver digital skills training to marginalized and disadvantaged communities. Programs include designing digital products, learning coding, creating with tech tools, and using data and AI and mixed reality. Digital inclusion partners have incorporated gender as a consideration in their programs to ensure they optimise each program's inclusivity. When making funding decisions, Telstra Foundation considers whether there is a purposeful program design approach that addresses gender in the project. Outside of grants, Telstra Foundation supports in-kind giving as a powerful tool for women receiving grants as it can dramatically scaffold their projects. Their approach recognises the untapped in-kind potential in the grant-maker role to enable and better support women who are driving social innovation. For Telstra Foundation, it's not just about what you fund, but who you are funding.



Gender equality can't be left to chance or be the responsibility of one individual – gender equality must be built into our systems and processes, including corporate giving.

Tony Frencham
Senior Group Director, Worley

Measurement and reporting



How does measurement and reporting support more inclusive giving and have a greater impact?

High-impact actions →

- ✓ Understand how your organisation currently measures giving to women and girls
- ✓ Use inputs (e.g. money, value and time); outputs (e.g. number of program participants); outcomes (e.g. school retention rates) and impacts (e.g. transition to work or study) to understand if your giving is equitable
- ✓ Regularly review your data to maintain a proportionate investment in women and girls
- ✓ Understand the opportunities or limitations of not-for-profit partners to give you the level of reporting you require for gender analysis
- ✓ Give specific consideration and assistance to smaller organisations to ensure they are not unintentionally excluded because of their reporting limitations
- ✓ Be transparent about reporting the impact of your giving on women and girls to boards, leadership teams, employees, customers and other stakeholders
- ✓ Seek out and contribute to external benchmarking frameworks and reports that have a focus on gender-disaggregated data and gender impact

Practical examples

Data for insights and action

Telstra Foundation digital inclusion partners are asked to report on how projects funded assist girls and women and the data is reviewed annually – at both a partner and portfolio level. Telstra Foundation applies this to their own programs as well. If there is a drop in numbers in any of the programs, they will know and can make adjustments. For example, 50% of Code Club Australia program participants are girls; if this dips, Telstra knows the next step is to design the program to lift the numbers back up. So for Telstra Foundation, it's not just about collecting data, it's about what you do with it.

Better understand impact and opportunity

ANZ has been measuring and disclosing the dollar value of their community investment since 2005. So when ANZ wanted to consider how much of their investment contributed to programs and initiatives that support women and girls they were able to turn to their data to find the answer – around 25%. This came as a surprise given ANZ strategy was not particularly focused on gender equality in terms of giving – with programs largely aligned to the priority areas of financial wellbeing, housing and environmental sustainability. By drilling into their data, ANZ found women were the primary participants of financial inclusion programs and beneficiaries of certain housing initiatives. For ANZ, it didn't take much additional work to report on this breakdown of data in their annual ESG Supplement. It also enabled ANZ to better understand how they can support women's social and economic empowerment through corporate giving.

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We're passionate about evidence-based practice and have always undertaken a significant amount of internal measurement and evaluation and external research with universities.

I've always been surprised at how infrequently we're asked to share our data, including gender data, with funders and policy makers. But it's the prospecting of years of longitudinal data that shows up the nuances and patterns and pieces of gold.

Funders are missing the full picture if they're not aware of the broader data sets of the projects they support.

Rebecca Scott OAM
CEO & Co-Founder, STREAT



Supporting not-for-profit partners



High-impact actions →

- ✓ Understand how current or potential not-for-profit partners consider gender differences and gender-specific needs in their work
- ✓ Ask not-for-profit partners what system and process changes your organisation needs to make to better support them in considering gender equality
- ✓ Contribute your expertise to improve not-for-profit partners' gender equality measurement systems and/or reporting tools
- ✓ Dedicate a portion of your funding to support not-for-profit partners with gender impact measurement and assessment
- ✓ Support not-for-profit partners' broader efforts to advance gender equality in their organisations

How can you support your not-for-profit partners to deliver programs that consider the needs of and equally benefit women and girls?

Practical examples

Strengthening capacity and capability

At **Ashurst**, Gender Rights & Diversity is one of four global pro bono priorities (including Citizenship & Displacement, Racial Injustice, and Modern Slavery). Through Gender Rights & Diversity, Ashurst works to address the structural disadvantages faced by women and girls. Their commitment is also to LGBTI+ work, particularly the rights of transgender and gender non-conforming people. In Australia, the focus has been not only to provide individuals and gender rights organisations with legal assistance, but also to increase the capacity and capability of gender rights organisations through secondments, legal clinics and the development of background advocacy material. For example, Redfern Legal Centre's 'Financial Abuse Legal Service' launched in 2019 with Ashurst as a foundation partner. This service provides free, confidential legal advice to people who have financial problems due to domestic and family violence. Ashurst financially supports this clinic, as well as through an ongoing part-time secondment.

Partnering to reduce funding inequities

Aboriginal and Torres Strait Islander girls face as many barriers to completing school and moving into employment as Aboriginal and Torres Strait Islander boys. Both need dedicated support, but historically there has been a significant disparity in funding provided for girls programs. This means there is inequity in their opportunities and ultimately, in their futures. **Crown Resorts Foundation** has sought to address the imbalance. Ongoing funding and partnership has supported the expansion of the **Stars Foundation**, an organisation dedicated to ensuring Indigenous girls and young women attend and remain engaged at school, complete Year 12 and move into full-time work or further study. During this period Stars has grown exponentially as a result of its sophisticated approach, strong governance, excellent leadership and consistently outstanding outcomes for students. The impact has been an increase in students engaged in its programs from 400 in 2017 to 2,300 and more than 90% Year 12 attainment for senior students every year since 2016.

Enabling a gender lens on research

As a recipient of philanthropic giving, **WEHI** is striving to put a gender lens on how funding for medical research is allocated to its scientists. A prestigious internal award for 'blue sky' research requires applicants to consider gender as part of the selection criteria in both experimental design and the research team. This could involve using both male and female samples in the research in recognition of different manifestations of disease in women and men. Another important factor for the selection committee is how the award will directly benefit women in science who face particular barriers to career progression linked to a difficult external funding environment. These awards can provide vital support to a woman researcher to continue her work and also assist junior women researchers in her team.

Innovation and new thinking to support scale

Access to bank accounts, financial education and business skills is a significant challenge for micro-business owners in the Asia-Pacific region, who predominantly live and work in a cash-only economy. **Accenture** supported Good Return to scale up their efforts to support low-income families to build their financial capacity by helping research, design and develop a custom smartphone app – My Money Tracker. Piloted in Cambodia, this digital tool supports women, particularly mothers, to take control of the business and household money. When a mother is in control of the household money, the benefits accrue to her family and to the wider community and helps them to escape the poverty cycle that they are trapped in.

Valuing impact measurement and assessment

At **Atlassian**, giving decisions are based on research that shows investing in girls' education has a transformative impact. The current approach seeks to provide unrestricted funding whenever possible; however, Atlassian also recognises the importance of high-quality impact measurement and therefore they encourage not-for-profit partners to invest in this area. Historically, when most Atlassian funding was directed to specific programs, they typically worked with not-for-profit partners to ensure the budget made allowance for impact measurement. This contributes to building the evidence about the success of programs, impact and future funding priorities.



Our relationships with corporate supporters are incredibly important to us at FYA. Beyond financial generosity, the mutual benefits include shared learning, insights, innovation, professional skills and networks – all of these come together to nurture and develop Australia's young leaders and change makers.

Nick Moraitis
CEO, Foundation for Young Australians (FYA)

Summary of actions: a staged approach

Actions to set the foundation



Become intentional about advancing gender equality in your corporate giving

- ✓ Understand your organisation's philanthropic intent, the causes your organisation supports and who benefits
- ✓ Understand how your organisation currently measures giving to women and girls
- ✓ Be clear on the drivers of your corporate giving strategy (employee engagement? social licence? brand enhancement? social impact?) and how they are linked to your gender equality strategy
- ✓ Understand how the issues your organisation focuses on specifically manifest for women and girls
- ✓ Communicate your expectations on how gender equality should be considered in corporate giving strategies
- ✓ Include diverse representation on boards and decision-making committees
- ✓ Understand how current or potential not-for-profit partners consider gender differences and gender-specific needs in their work
- ✓ Personally and visibly advocate for giving intentionally to advance gender equality

Actions that require more attention and collaboration



Sharpen the focus on gender equality in corporate giving

- ✓ Ensure giving strategies are not 'gender neutral' or unintentionally excluding women and girls
- ✓ Seek to align the goals of your internal gender equality strategy and your giving strategy
- ✓ Use inputs (e.g. money, value and time); outputs (e.g. number of program participants); outcomes (e.g. school retention rates) and impacts (e.g. transition to work or study) to understand if your giving is equitable
- ✓ Request grant and partnership applications that show targeted beneficiaries by gender and the expected impact of the giving
- ✓ Build the inclusion of women and girls into donation or program assessment criteria
- ✓ Focus on the different and specific needs, interests and circumstances of women and girls when designing and delivering programs, either directly or through a partner
- ✓ Consider tied (or conditional) funding of programs that demonstrate intentional and equal inclusion of women and girls
- ✓ Include agreed expectations into funding and partnership agreements
- ✓ Establish a process for rapidly distributing emergency funding that considers the effects on women and girls, so they are not overlooked
- ✓ Regularly review your overall giving to maintain a proportionate investment in women and girls
- ✓ Understand the opportunities or limitations of not-for-profit partners to give you the level of reporting you require for gender analysis
- ✓ Give specific consideration and assistance to smaller organisations to ensure they are not unintentionally excluded because of their reporting limitations
- ✓ Dedicate a portion of your funding to support not-for-profit partners with gender impact measurement and assessment

Actions that disrupt the status quo and become long-term commitments



Keep gender equality in the frame

- ✓ Seek a gender analysis of the causes your organisation supports
- ✓ Require gender disaggregation of impact measurement and reporting where possible and practical
- ✓ Consider how your giving strategy can be leveraged to address your organisation's gender equality challenges
- ✓ Consider how your giving strategy aligns with global sustainable development goals, in particular SDG 5 on gender equality
- ✓ Examine your employee and matched giving programs and platforms for opportunities to highlight gender analysis and prioritise relevant causes
- ✓ Build gender impact questions into grant administration software
- ✓ Understand how gender equality is valued and prioritised in the organisations you partner with, including their gender equality strategy, gender representation and a respectful and inclusive culture
- ✓ Ask not-for-profit partners what system and process changes your organisation needs to make to better support them in considering gender equality
- ✓ Contribute your expertise to improve not-for-profit partners' gender equality measurement systems and/or reporting tools
- ✓ Support not-for-profit partners' broader efforts to advance gender equality in their organisations
- ✓ Seek out and contribute to external benchmarking frameworks and reports that have a focus on gender-disaggregated data and gender impact
- ✓ Be transparent about reporting the impact of your giving on women and girls to board, leadership teams, employees, customers and other stakeholders

How do you choose your causes?

Are you doing as much good as you can?

How do you know?

Do you share what you learn?



Image: ActionAid Australia, Kenya, Margaret, Photographer: Lami Homberg.

Useful tools

Below are some resources we found particularly helpful in understanding how to embed gender equality into corporate giving.

- Gender-wise Philanthropy Guide and Toolkit for Grantmakers
<https://www.aiiw.org.au/gender-wise/>
- The Bill & Melinda Gates Foundation Gender Equality Toolbox
<https://www.gatesgenderequalitytoolbox.org/>
- A Guide to Conducting Gender Impact Analysis (Victoria State Government, The Equality Institute and PwC)
https://www.parliament.vic.gov.au/images/stories/committees/paec/Inquiry_into_Gender_Responsive_Budgeting/Submissions/20a_Department_of_Premier_and_Cabinet_-_Attachment_A_-_A_Guide_to_Conducting_Gender_Impact_Analysis.pdf
- Invisible Women: Exposing Data Bias in a World Designed for Men (Caroline Criado Perez)
<https://www.penguin.com.au/books/invisible-women-9781784706289>

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There is a huge opportunity to collaborate and be more intentional about giving as a lever for gender equality.

Ronni Kahn AO
Founder and CEO, OzHarvest

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Philanthropy Australia <https://www.philanthropy.org.au>

Women Moving Millions <https://womenmovingmillions.org>

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Image: PhD Student Rowena studying habitat requirements for Tasmanian devils.

About Champions of Change Coalition

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

championsofchangecoalition.org

About Australians Investing in Women

Australians Investing in Women (AIW) is a leading national not-for-profit organisation that advocates for gender-wise philanthropy. AIW encourages all Australians – particularly philanthropic, corporate and community leaders – to apply a gender lens to their giving and increase investment in women and girls, to help create a fairer and more inclusive society.

aiiw.org.au



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