

2020 - 22 Employer of Choice for Gender Equality

Submitted by:

ASX Limited (ABN:98008624691)



#Focus area 1: Leadership, strategy and accountability

This focus area recognises that creating a workplace in which women and men are equally represented, valued and rewarded requires leadership, accountability and a focus on gender equality as a strategic priority. It assesses an organisation's overall strategies and leadership commitment to achieving gender equality.

Strategies and policies

1: Does your organisation have a strategy/strategies in place aimed at achieving gender equality in all the following areas?

...Gender balance in leadership	Yes
...Gender balance across the organisation	Yes
...Gender pay equity for both equal pay (like-for-like roles), and the gender pay gap (overall, organisation-wide gap)	Yes
...Flexible work and support available for employees at all levels, including those with caring responsibilities	Yes

2: Does your organisation have a policy/policies in place supporting gender equality that covers all the following areas?

...Promotions	Yes
...Performance review processes	Yes
...Recruitment (internal and external recruitment consultants must be provided with gender equality guidelines for the recruitment process)	Yes
...Restructures and significant operational changes including planned redundancies	Yes
...Employment and engagement of casuals	Yes
...Engagement of independent contractors	Yes

3: Does your organisation's gender equality strategy/strategies include clear objectives and measures, and an evaluation process that occurs at least every two years?

Yes	
3.1: Provide details about the objectives included in your gender equality strategy below:	Add(<i>Select one option only</i>)
.. Objective 1:	
...Add	We measure and evaluate progress on this objective

<p>a: Describe this objective in your organisation's gender equality strategy:</p>	<p>Achieving target of 40% females in management positions</p>
<p>b: Describe how this objective is measured:</p>	<p>Gender Diversity dashboards are produced monthly for General Managers and Executive Committee members. These are broken down at all organisations levels, showing team's current state against target and the number required to reach the target state.</p> <p>The ASX Gender Diversity dashboard is presented to ASX Limited Board on a monthly basis.</p> <p>The current and target gender split is also published annually in our annual report.</p>
<p>c: Describe how your organisation will evaluate whether this objective is effective in making progress against its gender equality strategy:</p>	<p>As part of the monthly ASX Limited Board reporting, commentary and actions taken against reaching target are identified and discussed.</p>
<p>...Objective 2:</p>	<p>Add(<i>Select one option only</i>)</p>
<p>...Add</p>	<p>We measure and evaluate progress on this objective</p>
<p>a: Describe this objective in your organisation's gender equality strategy:</p>	<p>Maintain pay parity for like roles and reduce the average organisation wide pay gap</p>
	<p>ASX does not have a pay gap between like roles. There is an overall salary gap based on the average salary for all roles. This is due to a difference in representation of females in higher paying roles.</p> <p>ASX has a Gender Pay Equity Action Plan, which is committed to achieving pay equity at all levels and continues to execute the following plan:</p> <ul style="list-style-type: none"> · Actively reviewing ASX's women in leadership positions, reporting these to the

<p>b: Describe how this objective is measured:</p>	<p>Board and initiating plans to address any gender imbalances at recruitment and also in the population of leaders leaving ASX</p> <ul style="list-style-type: none"> · Annual review of pay equity gap analysis · Inclusion of unconscious bias training in Diversity training and awareness · Mandate of gender-balanced shortlists when recruiting all roles and gender equality targets · Human Resources and Executive review of all compensation recommendations by gender, level, division, and 'like' role prior to completion of the annual compensation review process · Human Resources review of commencement salaries to ensure pay equity upon entry · Ongoing review of remuneration decision during promotion, secondment and transfers · Demonstration of leadership commitment, with gender pay targets being included as part of the executives' balanced scorecard
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<p>c: Describe how your organisation will evaluate whether this objective is effective in making progress against its gender equality strategy:</p>	<p>ASX conducts regular reviews of remuneration to ensure differences are not based on inappropriate personal characteristics, such as an employee's gender or their tenure in a role. A review is conducted prior to the remuneration review, to determine whether any anomalies exist that require correction. The review is conducted on the following basis: Fixed remuneration and total actual remuneration. Total actual remuneration comprises fixed remuneration plus the short-term incentive received in the most recent remuneration review.</p> <p>Progress against the Gender Pay Equity Action Plan is reported to the Remuneration Committee and publically.</p>
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<p>...Objective 3:</p>	<p>Add(<i>Select one option only</i>)</p>
<p>...Add</p>	<p>We measure and evaluate progress on this objective</p>

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a: Describe this objective in your organisation's gender equality strategy:	Maintain ratio of 50% graduate roles filled by women
b: Describe how this objective is measured:	At every stage of the recruitment process for the ASX Graduate program, gender targets are measured to ensure at least 50% balance External reporting of graduate gender targets and yearly changes are externally published in Male Champions of Change Impact Report
c: Describe how your organisation will evaluate whether this objective is effective in making progress against its gender equality strategy:	The application statistics are measured and an action plan is created if target not met.
...Objective 4:	N/A
4: Is your organisation's gender equality strategy/strategies supported in the following ways?	
...Incorporated into the broader business strategy and planning process	Yes
...Endorsed by the governing body/board/Partnership	Yes(<i>Provide evidence of endorsement (select one option only)</i>)
...Yes	Copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled
4.1: Date the meeting was held:	17-Jun-2020
4.2: Upload or drop in the email file (preferably as PDF):	FileName: Company Secretariat sign off.pdf
	<p>The gender equality strategy forms part of the broader Diversity and Inclusion strategy. There are three main focus areas which we believe are pillars in achieving our objectives outlined above. Our three focus areas with actions and initiatives are Leadership Accountability, Workforce Composition and Representation of Diverse Talent:</p> <p>LEADERSHIP ACCOUNTABILITY</p> <p>Leadership accountability for achievement of gender targets is defined and communicated and built into goals of GM's for FY22</p> <p>Mandatory 'Inclusive Leadership' program for all leaders. Content to include unconscious bias, psychological safety, behaviours, sexual-harassment prevention and gender-related accountabilities</p>

4.3: If you wish, you may provide more information below:

Education for leaders focusing on managing employees with high potential, engagement, development planning and career coaching)

Senior statements (internal and external) regarding commitment regarding gender equality and inclusive work environment

Review policies and processes on sexual harassment and reporting

WORKFORCE COMPOSITION

Conduct focus groups and training on psychological safety

Conduct an annual Diversity and Inclusion survey in collaboration with Employee Network Groups

REPRESENTATION OF DIVERSE TALENT

Supplement existing approach to develop and mentor high potential women; all high potential women have access to relevant development support, including training and mentoring.

Audit of talent processes and succession planning for bias risk

Implementation of employee classification framework, with clear promotion development and promotion criteria

Collaborate with ENG's to build external content for ASX external websites e.g. LinkedIn Life, job boards and ASX website

Hold leaders and HR responsible for action on development plans for successors to critical leadership roles

Strategy evaluation and reporting

5: Did your organisation evaluate its progress against its gender equality strategy by tracking and reporting the following metrics to its entire workforce, key management personnel (KMP) and governing body/board (NOT a sub-committee of the board) in the last 12 months:

...Gender composition of your workforce by manager and non-manager categories

Yes

...Promotions by gender and manager and non-manager categories

Yes

...Recruitment and exit (voluntary and involuntary) numbers by gender	Yes
...Graduate programs and paid or unpaid internships (where applicable)	Yes
...The utilisation of formal flexible working arrangements for women and men by manager and non-manager categories, including part-time	Yes
...Utilisation of, and return from, parental leave (paid and unpaid), of women and men	Yes

6: Did you answer 'Yes' to at least FOUR of the options provided under Question 5 above?

Yes	
6.1: Did your organisation identify any gender differences in these metrics (listed in question 5)?	Yes
6.1.1: For the gender differences that have been identified, did your organisation analyse its related systems and processes for gender bias?	Yes, and no gender biases were identified
6.2: Provide evidence that your organisation has reported these metrics (listed in question 5) to the governing body/board:	Copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled
6.2.1: Date the meeting was held:	12-Feb-2020
6.2.2: Upload or drop in the email file (preferably as PDF):	FileName: Company Secretariat sign off.pdf

7: Did your organisation evaluate its progress against its gender equality strategy by tracking and reporting the following metrics to KMPs and your governing body/board (NOT a sub-committee of the board) in the last 12 months?

...All results from your EOCGE employee survey questions (refer section Lived experience > Employee Survey)	Yes
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8: Did you answer 'Yes' to ALL of the options provided under Question 7 above?

Yes	
8.1: Did your organisation identify any gender differences in these metrics (listed in Question 7)?	Yes
8.1.1: For the gender differences that have been identified, did your organisation analyse its related systems and processes for gender bias?	Yes and no gender biases were identified
8.2: Provide evidence that your organisation has reported these metrics (listed in Question 7) to the governing body/board:	Copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled
8.2.1: Date the meeting was held:	20-Nov-2020

8.2.2: Upload or drop in the email file (preferably as PDF):	FileName: Company Secretariat sign off.pdf
8.2.3: If you wish, you may provide more information below:	<p>ASX has conducted an additional COVID-19 pulse check in survey tin April to understand the wellbeing, the work-life balance . We received 87% participation and many. The additional questions asked around flexibility were:</p> <ul style="list-style-type: none"> • I am able to manage my workload given my current circumstances, with a 79% favorable response received • I have the flexibility in my work schedule to enable me to look after family/dependants should I need to, with a 76% favorable response received <p>All results were shared with the Executive Committee members and shared at all All Staff briefing and if necessary actions and initiatives created to address any issues raised.</p>

9: Did your organisation evaluate its progress against its gender equality strategy by tracking and reporting on its gender pay gap analysis and pay equity metrics to its KMPs and governing body/board (NOT a sub-committee of the board) in the last 12 months?

Yes and our organisation has a gender pay gap (overall, organisation-wide pay gap), and progress on narrowing this gap has been reported to the above stakeholders	
9.1: Did your organisation analyse its related systems and processes for gender bias?	Yes, and no gender biases were identified
9.1.2.a: Detail the actions that the organisation took to address the gender biases identified:	Setting gender targets at all levels e.g. for admin roles setting male target to increasing to 50% over the next 5 years
9.2: Provide evidence that your organisation has reported this to the governing body/board:	Copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled
9.2.1: Date the meeting was held:	25-May-2020
9.2.2: Upload or drop in the email file (preferably as PDF):	FileName: Company Secretariat sign off.pdf
	ASX tracked and reported on its gender pay gap analysis and pay equity metrics to the Remuneration Committee of the ASX Board in the last 12 months. All ASX Board directors received a copy of the Remuneration Committee

9.2.3: If you wish, you may provide more information below:

paper regarding these metrics and all ASX Board directors attended the relevant remuneration committee meeting where this paper was presented.

A copy of the ASX Remuneration Committee Charter is available on the ASX website: <https://www2.asx.com.au/about/corporate-governance>. The Charter notes that the Remuneration Committee has responsibility for reviewing achievement against gender diversity objectives and remuneration by gender.

Director Attendance at meetings

Details of director attendance at Board and committee meetings in the last 12 months up to 30 June 2020 are set out in ASX's 2020 Annual Report (Page 41)).

Provided there is no conflict of interest, directors are also invited to, and frequently attend as observers, meetings of Board committees of which they are not members. The CEO is not present for Remuneration Committee discussion on his remuneration.

All directors receive copies of agendas, papers and minutes of committee meetings to ensure that they have equal access to information, regardless of whether they are appointed to particular committees.

10: Has your organisation evaluated its progress against its gender equality strategy by tracking and reporting the following metrics on gender-based harassment and discrimination, and/or sexual harassment complaints to KMPs and governing body/board (NOT a sub-committee of the board) in the last 12 months:

...Number and nature of complaints received	Yes
...Process for responding to the complaint	N/A
...Time taken to resolve complaint (e.g. complaint made in February, resolved in July)	N/A
...Outcomes for complainant and respondent (if a complaint was settled, this must be reported)	N/A
...Any organisational change following the complaint	N/A

...Complainant and respondent turnover	N/A
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11: Did you answer 'Yes' or 'N/A' to at least FOUR of the metrics in question 10?

Yes	
11.1: Did your organisation identify any gender differences in these metrics (listed in Question 10)?	Not applicable
11.2: Provide evidence that your organisation has reported this to the governing body /board	Copy of an email from the CEO/CFO/Company Secretary confirming this information was tabled
11.2.1: Date the meeting was held:	12-Feb-2020
11.2.2: Upload or drop in the email file (preferably as PDF):	FileName: Company Secretariat sign off.pdf
11.2.3: If you wish, you may provide more information below:	To Confirm for Q10 and Q11 - no complaints were received.

Leadership commitment

12: Has your CEO communicated the reasons why improving gender equality is beneficial for your organisation (i.e. your business case for gender equality) in the last 12 months?

Yes	
12.1: Confirm the name of your CEO who made this statement:	Dominic Stevens
12.2: Provide your CEO's statement:	FileName: All Staff Update via MS Teams Events 17.09.20 with screenshot.pdf
12.3: How was the statement communicated?	All Staff Briefing via MS Teams and recorded, made available on intranet under CEO Corner
12.4: On what date/s was your CEO's statement communicated?	17-Sep-2020

13: Has your CEO communicated their commitment to zero tolerance of gender-based harassment and discrimination, sexual harassment and bullying to all employees (including Partners in Partnership structures) in the last 12 months?

Yes	
13.1: Confirm the name of your CEO who made this statement:	Dominic Stevens
13.2: Provide your CEO's statement:	FileName: All Staff Update via MS Teams Events 17.09.20 with screenshot.pdf
13.3: How was the statement communicated?	All Staff Briefing via MS Teams and recorded, made available on intranet under CEO Corner
13.4: On what date/s was your CEO's statement communicated?	17-Sep-2020

14: Has your CEO communicated the organisation's overall gender equality strategy, priorities and progress to all employees (and Partners in Partnership structures) in the last 12 months?

Yes	

14.1: Confirm the name of your CEO who made this statement:	Dominic Stevens
14.2: Provide your CEO's statement:	FileName: All Staff Update via MS Teams Events 17.09.20 with screenshot.pdf All Staff email.msg
14.3: How was the statement communicated?	All Staff Briefing via MS Teams and recorded, made available on intranet under CEO Corner
14.4: On what date/s was your CEO's statement communicated?	17-Sep-2020

15: Has your CEO communicated the organisation's commitment to equal pay (like-for-like gaps) to all employees (including Partners in Partnership structures) in the last 12 months?

Yes	
15.1: Confirm the name of your CEO who made this statement:	Dominic Stevens
15.2: Provide your CEO's statement:	FileName: All Staff Update via MS Teams Events 17.09.20 with screenshot.pdf
15.3: How was the statement communicated?	All Staff Briefing via MS Teams and recorded, made available on intranet under CEO Corner
15.4: On what date/s was your CEO's statement communicated?	17-Sep-2020

16: Has your CEO communicated the organisation's commitment to eliminating the gender pay gap (overall, organisation-wide pay gap) to all employees (including Partners in Partnership structures) in the last 12 months?

Yes	
16.1: Confirm the name of your CEO who made this statement:	Dominic Stevens
16.2: Provide your CEO's statement:	FileName: All Staff Update via MS Teams Events 17.09.20 with screenshot.pdf
16.3: How was the statement communicated?	All Staff Briefing via MS Teams and recorded, made available on intranet under CEO Corner
16.4: On what date/s was your CEO's statement communicated?	17-Sep-2020

17: Does your organisation have a group, committee or council with representation from senior management level or above, that is responsible for the implementation and oversight of your organisation's gender equality strategy?

Yes	
17.1: Provide the job title of the Chair of this group/committee/council:	Mrs Heather Ridout was appointed a director of ASX in August 2012 and is Chair of the Remuneration Committee

18: Does your CEO/head of business have direct involvement with the organisation's gender equality initiatives?

Yes	

18.1: List what your CEO/head of business does in this regard:

Our CEO has been a member of Champions of Change Coalition: Men Stepping up beside women on gender equality since 2016. (Previously known as Male Champions of Change.) The Champions of Change Coalition is a globally recognised, innovative strategy for achieving gender equality, advancing more and diverse women in leadership, and building respectful and inclusive workplaces. In the strategy, men of power and influence step up beside women leaders. They form a high-profile Coalition to lead and be accountable for change on gender equality issues in their organisations and communities – be they local, national or global. In 2020 our CEO was involved in discussions on the Evolution of the CCC Strategy for the next 5 years. This included gaining deeper insights into the cultures and conditions that are necessary for women and men to thrive equally in Australia's leading institutions. The particular topics are the bushfire response, Domestic Violence & Family Violence as a workplace issue and Leading on Gender Equality During COVID-19. The insights from these conversations were collected to inform the gender equality action plan and refreshed ASX Diversity and Inclusion strategy. Our CEO has been involved in alignment of preparing the Diversity and Inclusion strategy and stated objectives for presentation and review by ASX Board of Directors. Our CEO was pioneering in the importance of creating a Graduate Program focussed on STEM, with a gender balanced target launched last year, whereby target was reached.

The responsibilities of the CEO include but are not limited to:

- a. developing the ASX Group's strategic objectives and strategies for Board approval
- b. executing the Board-approved strategy and achieving ASX's strategic objectives
- c. implementing the Code of Conduct
- e. day-to-day management and operation of ASX in accordance with policies and procedures adopted by the ASX Board/the implementation of processes, policies, systems and controls that are necessary or appropriate to manage the ASX Group.

This is reflected the ASX Board Charter which is published on the ASX website (<https://www2.asx.com.au/about/corporate-governance>).

19: Does your organisation ensure that women and men can access opportunities that are considered career-enhancing, equitably?

Yes

ASX is committed to Equal Employment Opportunity (EEO) in the workplace which means equal access to jobs, benefits and services for all employees and prospective employees. It states that all employees are responsible for incorporating the principles EEO into daily work practices and fostering equality and diversity within the ASX. ASX is committed to increasing gender diversity at all levels of the organisation, and as part of the Diversity and Inclusion strategy and Gender Pay Equity Action plan, a connecting objective is to develop and build female talent within the organisation, especially at a senior level.

As part of developing successors at an executive level, ASX has invested in supporting identified female talent to the CEW Leaders Program, which is a bespoke leadership program developed to inspire and equip women to fulfil their leadership potential. The program provides women with the skills to take their place alongside men so that organisations deliver the best possible outcome for customers, shareholders and the community. ASX has supported the CEW program by consistently providing this opportunity for our female talent each year since 2006.

In order to build talent and increase females representation on boards, ASX sponsors identified talent to apply to The Observership Program, which facilitates the involvement of talented and energetic individuals with a diverse range of skills and backgrounds in a structured experience on not-for-profit boards. Observers are selected after an interview process and paired with a participating not-for profit organisation for one calendar year. During that time, Observers attend all board and/or committee meetings as non-voting participants and learn about the fundamental principles and functions of

19.1: How does your organisation ensure there is equity in how women and men access career enhancing opportunities?

not-for-profit boards, the role of board members, decision making processes and governance priorities. Training is provided to Observers in partnership with the strategic partner the Australian Institute of Company Directors (AICD) and encompasses key subject areas important for not-for-profit governance, with high profile guest speakers invited to contribute at training sessions.

ASX is a member of Women In Banking and Finance (WIBF), their vision is to create a tangible, positive impact in the Australian banking and financial services sector that will lead to improved gender diversity and inclusive leadership practices across the sector. WIBF supports member organisations to open up professional development opportunities, share insights and thought leadership on gender diversity and inclusion, and facilitate networking and knowledge transfer at educational events and learning forums. OWN (Our Women's Network Group ENG) plays a significant role by promoting and attending and sharing the networking events for women and men in the banking and finance sector.

As part of the recruitment review that was conducted based on MCC 40/40/20 paper, Gender balanced interviews at 1st and 2nd round interview stages was introduced and recorded, this led to holding a role open until a gender balanced shortlist is presented of candidates, at each stage, often extending to international searches of female identified talent could not be found onshore for senior roles.

Accountability

20: Does your organisation hold managers accountable for contributing to the implementation of its gender equality strategy?

Yes

20.1: How does your organisation hold managers accountable?

.. Gender equality performance improvement targets are included in annual manager performance reviews

No

...Business unit managers are required to develop business plans that are aligned to the gender equality strategy	Yes
...Business unit managers are required to report to the organisation's gender equality oversight body on a regular basis on the progress of their business unit's gender equality plan	No
...Other key performance indicators	Yes(<i>Provide details:</i>)
...Yes	Gender equality targets as part of an executive's balanced scorecard and review the executive's achievement against these targets when determining their short-term incentive.

21: Will the governing body/board of directors be provided with a copy of the completed EOCGE application, and all supplementary information, once submitted?

Yes

21.1: Provide the date of the body/board meeting where this will occur:	10-Feb-2021
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22: Should you wish to add additional information in relation to any of the areas in focus area 1, please do so in the text box below:

Future certification changes

23: By ticking the boxes below, you acknowledge that this will become new requirement in focus area 1 for subsequent applications:

Training for people managers on how to deal with resistance to gender equality initiatives/policies due to potential fears and concerns.

#Focus area 2 (part 1): Developing a gender balanced workforce

This focus area recognises that the Australian workforce is highly segregated by industry and occupation. Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline and provide career opportunities across all levels of the workforce for women and men.

*Please note that this focus area has been temporarily split into multiple parts. **Part 1** focuses on developing a gender balanced workforce.*

Learning and development

1: Does your organisation have a formal policy or formal strategy that includes learning and development (including leadership and/or career development training) for women and men?

Yes

1.1: Which of the following does your organisation have in place?

A formal strategy

2: Does your organisation have learning and development plans in place for all your permanent workforce and long-term casuals?

Yes

3: Did your organisation provide FORMAL leadership development programs to women and men, both full-time and part-time, in the last 12 months?

Yes

3.1: What types of programs does the organisation have in place?

No

.. Formal sponsorship programs

...How many employees participated in this program?

...Formal mentoring programs

Yes(Select one option only)

...Yes

Our organisation tracks participation numbers

...How many employees participated in this program?

...Women .. Full-time

50

...Women .. Part-time

5

...Men .. Full-time

67

...Men .. Part-time

0

...Formal succession plan programs

No

...How many employees participated in this program?

...Formal leadership network programs	No
...How many employees participated in this program?	
...Women .. Full-time	1
...Women .. Part-time	1
...Men .. Full-time	0
...Men .. Part-time	0
...Other leadership development program 1	Yes(<i>Select one option only</i>)
...Yes	Our organisation tracks participation numbers
a: What is the program?	<p>About My Brain Leadership Program</p> <p>About My Brain leadership Program is a development program for People leaders: senior managers, managers from across the business.</p> <p>The Leadership Program is facilitated by the About My Brain Institute and was developed for People Leaders across ASX. It uses a learning model based in neuroscience. The latest neuroscience research was applied to performance, collaboration, agility and innovation.</p> <p>The main objective of the program is about understanding how the brain works in order to improve wellbeing and performance. One of our ASX values is to BE the Example. Through this program, participants learned their leadership qualities and the impact they have on others. They developed skills to increase self, team and business productivity and to be a positive role model and example in our business.</p> <p>The program covered the following objectives:</p> <ul style="list-style-type: none"> · Cultivate desire to do things differently in order to bring the values to life · Provide practical tools for self leadership in the spirit of 'BE The Example' · Challenge people leaders to shape their leadership impact and create a collaborative culture · Inspire a growing cohort of influencers necessary for cultural change
...How many employees participated in this program?	
...Women .. Full-time	9
...Women .. Part-time	2

...Men .. Full-time	13
...Men .. Part-time	0
...Other leadership development program 2	Yes(<i>Select one option only</i>)
...Yes	Our organisation tracks participation numbers
a: What is the program?	The Chief Executive Women's (CEW) Leaders Program is a bespoke leadership program developed to inspire and equip women to fulfil their leadership potential. The program provides women with the skills to take their place alongside men so that organisations deliver the best possible outcome for customers, shareholders and the community.
...How many employees participated in this program?	
...Women .. Full-time	1
...Women .. Part-time	1
...Men .. Full-time	0
...Men .. Part-time	0
...Other leadership development program 3	Yes(<i>Select one option only</i>)
...Yes	Our organisation tracks participation numbers
a: What is the program?	<p>About My Brain Personal Leadership Program, is provided to build the capability of our future leaders and our 'rising stars'</p> <p>It uses a learning model based in neuroscience. The latest neuroscience research was applied to performance, collaboration, agility and innovation.</p> <p>The main objective of the program is about understanding how the brain works in order to improve wellbeing and performance. One of our ASX values is to BE the Example. Through this program, participants learned their leadership qualities and the impact they have on others. They developed skills to increase self, team and business productivity and to be a positive role model and example in our business.</p> <p>The program covered the following objectives:</p> <ul style="list-style-type: none"> · Cultivate desire to do things differently in order to bring the values to life · Provide practical tools for self leadership in the spirit of 'BE The Example'

	<ul style="list-style-type: none"> · Challenge people leaders to shape their leadership impact and create a collaborative culture · Inspire a growing cohort of influencers necessary for cultural change 								
...How many employees participated in this program?									
...Women .. Full-time	23								
...Women .. Part-time	5								
...Men .. Full-time	16								
...Men .. Part-time	0								
...How many employees participated in this program?									
...How many employees participated in this program?									
<p>3.2: If there are fewer women than men, or no part-time employees, listed in any of the formal leadership development programs above, provide an explanation as to why that is the case:</p>	<p>All our programs are offered to both men and women and part time employees (apart from CEW which is for women only)</p> <p>Our overall gender split across the organisation is 40% female, we ensure to have a representation of our employees and above for female intake. the table below outlines the female % participation in the above programs.</p> <table border="0"> <tr> <td>Mentoring</td> <td>45%</td> </tr> <tr> <td>About My Brain Leadership Program</td> <td>46%</td> </tr> <tr> <td>CEW</td> <td>100%</td> </tr> <tr> <td>About My Brain Personal Leadership Program</td> <td>63%</td> </tr> </table>	Mentoring	45%	About My Brain Leadership Program	46%	CEW	100%	About My Brain Personal Leadership Program	63%
Mentoring	45%								
About My Brain Leadership Program	46%								
CEW	100%								
About My Brain Personal Leadership Program	63%								

Gender segregation

4: Have gender segregation challenges within your organisation and/or industry been identified and addressed?

Yes

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<p>4.1: How does gender segregation impact your organisation and/or industry?</p>	<p>ASX is often categorised within financial services, however the largest division is the Technology business, and we could be classified as a FinTech. These are two areas with an under-representation of women.</p>
<p>4.2: What measures have you implemented to improve gender balance in your organisation?</p>	<p>Recruitment review conducted and introduced a language gender-biased assessment tool for job adverts, requirement of gender balanced shortlists by agencies incorporated into Terms of Business, introduced a gender balanced shortlist requirement for interviews and recording gender balance on 1st and 2nd round interviews, diversity on interview panels, international searches conducted for female candidates only</p> <p>Graduate program focused in STEM introduced with 50% gender target</p> <p>Leaders visibility of employee demographics and recruitment activity, showing progress against gender balance within the recruitment process, to allow leaders to influence and see tracking against diversity targets.</p>
	<p>We have made progress with the hiring of females into the organisation which has increased this year, however we have had a higher proportion of female leaders exit the organisation therefore our overall gender diversity split remains similar despite the efforts. Exit analysis of our data and exit surveys was conducted and there were no systemic issues between the genders identified for reasons of leaving.</p> <p>Currently one of our biggest challenges is sourcing females with the advanced technical or exchange skills required for some of our leadership roles, we have exclusively engaged agencies to source female talent only, ensuring gender balance at interview.</p> <p>Competition for strong female leaders within the market is tough, as all other companies have</p>

4.3: Where have you made progress and what were/are the biggest challenges?

targets set and therefore has only highlighted the gender imbalance within the candidate pools.

We have made progress working with OWN (Our Women's Network ENG) and our Culture and Heritage ENG collaborating on our ASX Mentoring initiative which was launched in February. Designed to support learning and collaboration, create new partnerships, develop skills and promote diversity of thought. OWN, Culture&Heritage, and HR hosted a launch event with an executive panel discussion focused on the benefits of mentoring and the variances between cultures and genders. A new intranet site was built which provides information and resources to assist in identifying an appropriate mentor or mentee. The approach aims to help remove any barriers around finding a mentor; facilitate an effective mentoring conversation; create a greater understanding of different perspectives; and support any mentoring arrangements that currently exist. Additional sessions were held to demonstrate mentoring tools and techniques by HR.

5: Should you wish to add additional information in relation to any of the areas in Focus Area 2, please do so in the text box below:

As an Exchange ASX was one of the first in the world to introduce gender diversity as a matter to be addressed by listed companies in their exchange-mandated corporate governance reporting, this was introduced in 2012. The current version of the Council's Corporate Governance Principles and Recommendations (4th Edition) was released on 27 February 2019 and takes effect for a listed entity's first full financial year commencing on or after 1 January 2020. Detailed justification of gender diversity as an asset to Listed companies is provided in Recommendation 1.5, outlines include but not limited to a Diversity Policy, Diversity targets and Diversity Reporting requirements.

ASX raises awareness in the global initiative for exchanges to help raise awareness of gender equality issues by ringing the bell for International Women's Day. A ceremony is hosted on premises (or has traditionally been in the pre-COVID era) with stakeholders from the financial markets community and social media channels are used to amplify the message.

: By ticking the box below, the applicant acknowledges that this requirement in focus area 2 is in place for subsequent applications:

Questions 4-9: Subsequent applications will need to show progress against the targets provided in this section covering the two year period between applications. If targets have not been met, you will have an opportunity to explain.

#Focus area 2 (part 2): Manager category targets

This focus area recognises that the Australian workforce is highly segregated by industry and occupation. Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline and provide career opportunities across all levels of the workforce for women and men.

*Please note that this focus area has been temporarily split into multiple parts. **Part 2** focuses on targets for manager categories.*

Workforce targets

1: Does your organisation have manager categories where the representation of women is less than 40%?

Yes

1.1: Provide details of all manager categories where the representation of women is less than 40%:

Add(*Select one option only*)

.. Manager Category 1:

...Add

Our organisation has a target in place for this manager category.

a: Manager category title:

Executive committee

b: What is the current % of women in this category?

29.00%

c: What is the target % of women in this category?

40.00%

d: What year is the target to be reached (select the last day of the target year)?

30-Jun-2023

e: Does your organisation track the progress of this target?

Yes

...Manager Category 2:

Add(*Select one option only*)

...Add

Our organisation has a target in place for this manager category.

a: Manager category title:

Management executive roles

b: What is the current % of women in this category?

26.00%

c: What is the target % of women in this category?

40.00%

d: What year is the target to be reached (select the last day of the target year)?

30-Jun-2023

e: Does your organisation track the progress of this target?	Yes
...Manager Category 3:	Add(<i>Select one option only</i>)
...Add	Our organisation has a target in place for this manager category.
a: Manager category title:	Management/team leader roles
b: What is the current % of women in this category?	40.00%
c: What is the target % of women in this category?	40.00%
d: What year is the target to be reached (select the last day of the target year)?	30-Jun-2023
e: Does your organisation track the progress of this target?	Yes

2: Does your organisation have manager categories where the representation of women is above 40%?

No

#Focus area 2 (part 3): Recruitment shortlist targets

This focus area recognises that the Australian workforce is highly segregated by industry and occupation. Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline and provide career opportunities across all levels of the workforce for women and men.

*Please note that this focus area has been temporarily split into multiple parts. **Part 3** focuses on targets for recruitment shortlists.*

Workforce targets

1: Does your organisation have internal and external recruitment shortlists where the representation of women at any level of management is less than 40%?

Yes

1.1: Provide details of all internal and external recruitment shortlists:

Add(*Select one option only*)

.. Manager Category 1:

...Add

Our organisation has targets in place for this manager category's recruitment shortlists.

a: Manager category title:

Executive committee

b: What is the target % of women in your internal shortlist?

50.00%

c: What year is the target to be reached for this internal shortlist?

30-Jun-2024

d: What is the target % of women in your external shortlist?

50.00%

e: What year is the target to be reached for this external shortlist?

30-Jun-2024

...Manager Category 2:

Add(*Select one option only*)

...Add

Our organisation has a target in place for this recruitment shortlist.

a: Manager category title:

Management executive roles

b: What is the target % of women in your internal shortlist?

50.00%

c: What year is the target to be reached for this internal shortlist?

30-Jun-2024

d: What is the target % of women in your external shortlist?

50.00%

e: What year is the target to be reached for this external shortlist?	30-Jun-2024
...Manager Category 3:	Add(<i>Select one option only</i>)
...Add	Our organisation has a target in place for this recruitment shortlist.
a: Manager category title:	Management/team leader roles
b: What is the target % of women in your internal shortlist?	50.00%
c: What year is the target to be reached for this internal shortlist?	30-Jun-2024
d: What is the target % of women in your external shortlist?	50.00%
e: What year is the target to be reached for this external shortlist?	30-Jun-2024

#Focus area 2 (part 4): Non-manager category targets

This focus area recognises that the Australian workforce is highly segregated by industry and occupation. Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline and provide career opportunities across all levels of the workforce for women and men.

*Please note that this focus area has been temporarily split into multiple parts. **Part 4** focuses on targets for non-manager categories.*

Workforce targets

1: Does your organisation have targets in place for every non-manager category where the representation of women is less than 40%?

Yes

1.1: Provide details of all non-manager categories where the representation of women is less than 40%:

Add(*Select one option only*)

.. Non-manager Category 1:

...Add

Our organisation tracks the target for this non-manager category.

a: Non-manager category title:

Professional/technical roles

b: What is the current % of women in this category?

36.00%

c: What is the target % of women in this category?

40.00%

d: What year is the target to be reached?

30-Jun-2022

2: Does your organisation have targets in place for every non-manager category where the representation of men is less than 40%?

Yes

2.1: Provide details of all non-manager categories where the representation of men is less than 40%:

Add(*Select one option only*)

.. Non-manager Category 1:

...Add

Our organisation tracks the target for this non-manager category.

a: Non-manager category title:

Administrative roles

b: What is the current % of men in this category?

18.00%

c: What is the target % of men in this category?

50.00%

d: What year is the target to be reached?

30-Jun-2022

#Focus area 2 (part 5): Governing bodies/boards targets

This focus area recognises that the Australian workforce is highly segregated by industry and occupation. Organisations need robust, targeted learning and development, talent identification and leadership programs to support women's progress through the leadership pipeline and provide career opportunities across all levels of the workforce for women and men.

*Please note that this focus area has been temporarily split into multiple parts. **Part 5** focuses on targets for governing bodies/boards.*

Workforce targets

ASX Limited

11.1: Does your organisation have control over appointments to the governing body/board of this organisation?	Yes
1.a: Does your organisation have a formal selection strategy or formal selection policy in place to promote gender equality for the relevant governing body/board?	Formal strategy
1.b: What is the name of the organisation's governing body/board?	ASX Limited
1.c: What is the current % of women on the governing body/board?	27.00%
1.d: Does your organisation set numerical targets, with timeframes, to improve the representation of women on the above governing body/board if women's representation is less than 40%?	Yes, our organisation has targets with timeframes for the above governing body.
1.a: What is the target % of women on the governing body/board?	40.00%
1.b: What year is the target to be reached (select the last day of the target year)?	30-Jun-2022
2: Does your organisation have control over the governing body/board appointments for any organisations outside of this submission group?	No
3: Does your organisation have control over the governing body/board for any organisations outside of this submission group but no control over appointments for that governing body/board?	No

#Focus area 3: Gender pay equity

This focus area recognises an organisation's commitment to gender pay equity. It assesses the policies and strategies in place to address gender pay equity and the steps taken to improve identified gender pay gaps. Gender pay gaps can occur at a like-for-like and on an overall organisation-wide basis.

Pay equity strategy and policy

1: Before commencing Focus Area 3, please confirm you have read the following explanations of equal pay and the gender pay gap:

Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. If an organisation has like-for-like pay gaps, it means they are not paying their employees lawfully

The gender pay gap at an overall, organisation-wide level, measures the difference between the average earnings of women and the average earnings of men across the whole organisation and expresses the difference as a percentage

2: Does your organisation have a formal remuneration policy AND formal remuneration strategy that contain specific gender pay equity objectives?

Yes our organisation has a formal policy and formal strategy that contains gender pay equity objectives

2.1: Do your organisation's gender pay equity objectives include any of the following?	Yes
.. To achieve gender pay equity	
...To be transparent about pay scales and/or salary bands	No
...To ensure managers are held accountable for pay equity outcomes	Yes
...To implement and/or maintain a transparent and rigorous performance assessment process	Yes
...To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and/or performance pay reviews)	Yes
...Other objective not listed:	No
2.2: Did you answer 'Yes' to at least ONE of the options provided under Question 2.1 above?	Yes

Pay gap analysis

3: Did your organisation complete the following analysis in the last 12 months?

...An analysis of ALL the workforce is performed to determine if there is a gender pay gap (overall, organisation-wide)	Yes
...An analysis of ALL the workforce is performed each year to ensure that women and men receive equal pay for work of equal or comparable value (like-for-like gaps)	Yes

4: Did you answer 'Yes' to both options listed in Question 3?

Yes	
4.1: Did you conduct a pay gap analysis by gender for full-time and part-time employees?	Yes
4.2: Did your analysis include the following?	Yes
.. Base salary	
...Total remuneration, including allowances, bonuses, performance payments, discretionary pay, overtime and superannuation	Yes
...Performance pay	Yes
...Starting salaries	Yes
...Annual salary increases	Yes
...Salaries on promotion	Yes

Pay gap actions and targets

ASX Limited

16.1: Does this organisation have a gender pay gap?	Yes
a: Provide your organisation's most recent internally calculated overall, organisation-wide gender pay gap for total remuneration (%)	11.60%
b: Provide your gender pay gap for total remuneration (%) found in the most recent WGEA Competitor Analysis Benchmark Report (CABR):	17.20%
	17.20% is the 2018/19 GPG as unable to get access to the most recent benchmark report as advised by WGEA Reporting Adviser Anna Stathopoulos

<p>c: If there is a discrepancy between the gender pay gap figures entered above, explain why:</p>	<p>Detail from section 4.01 from WGEA report submitted 2020 outlining gender pay gap. Please note the 9.9% outlined is for fixed remuneration and total remuneration is 11.6%.</p> <p>ASX undertakes a like-for-like role analysis to determine whether there are any gender-based systemic biases</p> <p>in the way the remuneration framework is applied. ASX has improved its pay gap in 2019, with females paid</p> <p>0.07% more than males who perform like roles (2018 0.2% more than males). ASX also conducts an 'average</p> <p>salary' analysis. This found females are paid 9.9% less than males (2018: 10.84% less than males). While</p> <p>progress continues to be made in closing the gap on both a like-for-like and average salary basis, the</p> <p>difference in average salary reflects the fact that there is unequal representation of genders in higher-paying</p> <p>roles. This is reflective of a broader issue on the imbalance in the representation of women in higher paying</p> <p>roles in the workforce. Both analyses are conducted across the entire organisation and are run on both a fixed</p> <p>remuneration and total remuneration (fixed plus short term incentive) basis.</p>
<p>d: Has this organisation set a target to reduce its gender pay gap (overall, organisation-wide pay gap)?</p>	<p>Yes</p>
<p>e: What is the target (%) organisation-wide gender pay gap?</p>	<p>0.00%</p>
<p>f: What year is the target to be reached (select the last day of the target year)?</p>	<p>30-Jun-2028</p>

5: Has your organisation met its legal requirement to eliminate all salary differences between women and men who are performing the same work, or work of a comparable value (like-for-like roles), for base salary AND total remuneration?

Yes

7: Does your organisation have other actions in place, other than targets, to reduce the gender pay gap (overall, organisation-wide)?

Yes (Provide details of these actions:)

...Yes

As previously outlined in Focus Area 1, ASX's Diversity and Inclusion Strategy has three 3 main focus areas: Leadership accountability, Workforce composition and Representation of diverse talent with actions and initiatives. Fundamentally they all build and lead to creating opportunities, developing talent and creating a safe and flexible work environment that will promote the dismantling of barriers/ challenges often founded in gender stereotypes. e.g. it becoming the norm that males take primary carers leave rather than the exception.

Remuneration reviews

8: Are women and men on primary carer's leave included in your organisation's annual reviews of salaries and annual bonus payments?

Yes

9: Does your organisation analyse and compare the results of performance reviews by gender?

Yes

10: Should you wish to add additional information in relation to any of the areas in Focus Area 3, please do so in the text box below:

6.1b to be updated to 14.8% which is the Gender Pay Gap from the 2018-19 WGEA Competitor Analysis Benchmark Report (CABR). The CABR for the 2019-20 reporting period is still not available.

Future certification changes

: By ticking the box below, the applicant acknowledges that this requirement in focus area 3 is in place for subsequent applications:

Question 5: Subsequent applications will need to show progress against the targets provided in this section covering the two year period between applications. If objectives have not been met, you will have an opportunity to explain.

#Focus area 4: Support for caring

This focus area covers an organisation's initiatives and programs to support your workforce (including partners in partnership structure) with caring responsibilities, including but not restricted to parenting. It covers access to parental leave for women and men, return to work from parental leave and measures to support those with elder or disability care responsibilities.

Caring strategy and policy

1: Does your organisation have the following in place?

...A formal policy and strategy supporting employees with a broad range of family or caring responsibilities	Yes
...The policy and strategy covers support for employees who return to work from parental leave	Yes
...The policy and strategy covers support for parents at all stages of their children's lives	Yes
...The policy and strategy is available to all the workforce (including Partners in Partnership structures)	Yes

Parental leave

2: Does your organisation have the following employer-funded parental leave provisions in place for PRIMARY carers?

...At least eight weeks of employer-funded paid parental leave at full pay is provided for primary carers who are permanent employees (and Partners in Partnership structures)	Yes
...The scheme is paid in addition to the government scheme (not just topping up the government-funded scheme)	Yes
...The employer-funded paid parental leave includes superannuation	Yes
...The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby	Yes

...There is no requirement for anyone to repay any portion if they do not return to work	Yes
...The amount of leave available to women is equally available to men	Yes
...There is flexibility in how this can be taken (e.g. part-time for part of the paid duration)	Yes

3: Does your organisation have the following parental leave provisions in place for SECONDARY carers?

...At least two weeks of employer-funded paid parental leave at full pay is provided for secondary carers who are permanent employees (and Partners in Partnership structures)	Yes
...The scheme is paid in addition to the government-funded scheme (not just topping up the government-funded scheme)	Yes
...The scheme is available under any circumstances where there is a new baby e.g. adoption, same-sex couple, surrogacy. This must also be available for parents of a stillborn baby	Yes
...There is no requirement for anyone to repay any portion if they do not return to work	Yes
...The amount of leave available to women is equally available to men	Yes
...There is flexibility in how this can be taken (e.g. part-time for part of the paid duration)	Yes

4: Is your organisation's eligibility period to access employer-funded paid parental leave 12 months or less?

Yes

5: Does your organisation actively encourage men to take parental leave?

Yes

5.1: How did your organisation actively encourage men to take parental leave in the past 12 months?	Managers encouraged men in their teams to take parental leave Published case studies about men who took parental leave in internal or external publications for example, on the intranet or the organisation's website Other (provide details):
	HR Business Partners are actively involved in working with managers and providing one on one coaching about supporting parental leave

...Other (provide details):	and returning to work, a particular focus has been promoting primary parental leave for Fathers.
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6: Did your organisation track the following metrics relating to paid parental leave in the last 12 months?

...Utilisation of parental leave by women and men (manager and non-manager)	Yes
...Return to work of women and men following parental leave	Yes
...Promotions during parental leave	Yes
...Voluntary and involuntary departures (including dismissals and redundancies) within 12 months of return from parental leave	Yes

7: Does your organisation have an action plan to maximise the rate of return to work from parental leave (paid or unpaid) that includes the following?

...Keep-in-touch program while on parental leave	Yes
...On-boarding support	Yes
...Tracking the reasons why, where applicable, women and men who return from parental leave do not return to their original role and to which role they return	Yes

Other support mechanisms

8: Does your organisation have support mechanisms, other than leave, for those with family or caring responsibilities, including elder and disability care?

Yes	
8.1: What support mechanisms are in place?	<ul style="list-style-type: none"> Support for securing school holiday care Providing access to concierge services/referral services to support families find available childcare, aged care or disability care Communicating widely on the importance of supporting parents and carers Information packs to support new parents and/or those with elder care responsibilities Providing access to online webinars/podcasts with expert advice on parenting and caring Training for managers on how to support employees with these responsibilities Conducting education seminars on the various stages of parenting and caring specifically targeted to both men and women

Family and domestic violence supports

9: Does your organisation have a formal policy or formal strategy to support those who are experiencing family or domestic violence?

Yes

9.1: What does your organisation have in place?

A formal policy

9.2: What support does your organisation provide?

Providing paid or unpaid leave
Providing an employee assistance program
Referring to domestic violence support services for expert advice

10: Should you wish to add additional information in relation to any of the areas in Focus Area 4, please do so in the text box below:

ASX created a family and Domestic Violence Support online hub, outlining support offered and assistance available to employees and resources and training videos. OWN (Our Women's Network ENG) commissioned an educational video featuring a leading advocate in this space, Mel Thomas. It was specifically created outlining ASX support available and the principles to follow if someone tells you they are a victim of domestic violence. As part of the internal launch, which was spoken about at an all staff briefing and an all staff email from the Group Executive of HR, Lisa Green was a testimonial from an anonymous ASX employee, who shared their experience of being a victim of domestic and family violence, demonstrating that it can happen anywhere and bounded by wealth, culture, religion, gender, geography or workplace. They shared the positive impact of the support and assistance they received from their colleagues and place of work.

Future certification changes

11: By ticking the boxes below, the applicant acknowledges that these requirements in focus area 4 are in place for subsequent applications:

Question 1: Provisions for elder care and disability care will need to be included in your policy and strategy

Question 3: Three weeks of paid parental leave will be required to be offered to secondary carers

Question 4: There must be no eligibility period to access parental leave (both primary and secondary carer's leave)

12: By ticking the boxes below, the applicant acknowledges that these requirements in focus area 4 are in place for subsequent applications from 2022-23:

Questions 2-3: Superannuation must be paid on your employer funded paid parental leave at the employee's full salary AND on the government-funded paid parental leave at the minimum wage (it is a current requirement for superannuation to be paid on an employee's full salary)

Question 2: If your employer-funded paid parental leave is less than 18 weeks (the amount provided by the government-funded scheme), superannuation must also be paid on the difference at the minimum wage

Question 3: Four weeks of paid parental leave will be required to be offered to secondary carers

#Focus area 5: Mainstreaming flexible working

This focus area assesses an organisation's support of flexible working arrangements. It recognises that successful implementation of flexibility needs a strategic approach and visible leadership commitment as well as skills and support for managers and the workforce in general.

Flexible working strategy and policy

1: Does your organisation have a flexible working policy AND strategy in place?

Yes

1.1: Does your organisation's flexible working policy and strategy include the following?

.. A business case for flexible working endorsed at the leadership level that is communicated to all of your workforce (including Partners in Partnership structures)

Yes

...Manager accountability for flexible working is in place (e.g. embedded into performance reviews, tracking of approvals and rejections with reasons)

Yes

1.2: Is your organisation's approach to flexibility integrated into client/customer interactions?

Yes

COVID-19 has irrevocably changed the views of many regarding the ability to meet customer and client needs, through alternative work spaces, remote working, changed working hours and workplace design.

OWN (Our Women's Network ENG) took the opportunity to promote the positive impact to flexible working by hosting an online webinar, with 3 clients titled 'COVID is the New Black.' The event was chaired by Max Cunningham, Executive General Manager, Listings and Issuer Services and executive sponsor of OWN. The webinar focused on sharing their COVID-19 stories and experiences and providing candid insights on the impact of COVID on themselves and families, their organisations and the ASX listed ecosystem, as

well as strategies to succeed in the post-COVID world.

ASX held its 2020 Annual General Meeting on 30/09/20 via webcast whereby Chairman Rick Holliday-Smith and CEO Dominic Stevens provided an overview of ASX's performance during the 2020 financial year.

ASX has contributed to 'Listen & Learn' sessions which have formed the Male Champions of Change New resource: Accelerating change on flexible ways of working - which aims to help organisations better understand the benefits of flexible ways of working and how it can be effectively implemented.

1.2.1: Describe how the organisation has worked with clients/customers to challenge assumptions that the work cannot be done flexibly:

Due to the nature of company, there are compliance requirements of our services. Please see an outline below of our approach to customer service and how we have challenged assumptions that work cannot be done flexibly and in particular remotely for our customers.

- Our customer service is available through email or phone, and the market operations are 24 hours x 5.5days to ensure that customer queries are answered
- Our new website was specifically designed with mobile devices in mind, helping retail investors access information remotely or on the move
- Our Technical Account Manager helped our customers sign-off on readiness for the ASX Trade Refresh project using DocuSign. This was the first time we used this technology for attestations so customer didn't have to print, sign and scan documents when they might not have access to office equipment.
- Increased number of virtual customer meetings, to ensure flexibility in our contact/interactions.

	<ul style="list-style-type: none"> • At the commencement of COVID a large portion of customers requested Digital Certificates for their access remotely to Austraclear. Prior to this participants had their BCP locations setup at an alternate location though needed these created for their access from home. This occurred between March and May this year. • Our forms for CHES and Austraclear were moved to editable electronic forms. These are available on the ASX online Page, these received great feedback from our customers
<p>1.2.2: Describe the outcome of these efforts:</p>	<p>Visibility of our continued demonstration of flexible ways of working and continued reliance on technology to support this work with our customers and clients.</p>

2: Is flexible working promoted throughout your organisation, to women and men, regardless of caring responsibilities, and to prospective employees?

<p>Yes</p>	
	<p>ASX has an "all roles flex' commitment that is on all job descriptions and adverts. ASX prides itself on its inclusive and family friendly culture, flexibility is regularly discussed in interviews with ASX employees sharing their current flexible work arrangements.</p> <p>ASX strongly promotes and role models, Fathers taking active caring roles in their families lives. A Head of in Technology embraces flexibility and does the school / day care drop offs and pick ups not his wife who is a front line worker</p> <p>A General Manger shared in a tech forum that due to working remotely has been able to see more games of Touch footy for his 11 year old</p>

2.1: Explain how flexible working is promoted:

daughter than ever before and also doing drop offs and pick ups and will continue to use flexible working options available to him.

In December ASX was recognised by HBF as one of the top 10 'Best Australian Workplaces for New Dads'. This recognition reflects ASX's commitment to creating a pro-family culture and flexible workplace through a range of gender-neutral policies and strategies. One of our employees shared a picture of him with his daughter and his experience on their website. <https://www.directadvicefordads.com.au/top20work>

"Fortunately for us, ASX has a fantastic benefit by way of primary carer leave. After discussing my situation with my manager and HR (who were both incredibly supportive), I took on the role of primary carer just after our daughter turned one.

My experience over the last few months has been nothing short of amazing. Being there full-time to guide her through the development of language, movement, eating and drinking, social interaction... the memories I'll have of that time and the bond created with my daughter will no doubt last a lifetime.

I'm very grateful to have had the opportunity and would strongly encourage any other dad to do the same as I did."

Stu Radnidge, Infrastructure Architect in Technology.

As part of our COVID response our directive to all managers was to speak with all of their team members to understand and note any caring responsibilities and to discuss the options available to them, manager handouts and guidance on these conversations were provided to leaders.

Leadership accountability and training

3: Does your organisation require the following:

...People managers must complete training on how to manage flexible working

No

...This training includes addressing gender stereotypes that prevent men from requesting flexible working arrangements	Yes
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4: Did you answer 'Yes' to at least ONE of the response options in Question 3 above?

Yes

<p>4.1: Provide an outline of the training topics covered:</p>	<p>All employees are provided with a copy of the Flexible Work Policy which outlines the flexible working options available and supported at ASX. Our policy emphasis that every request for flexible work should be considered on a case-by case basis as everyone can benefit from flexible work.</p> <p>ASX has a Managers Guide to Flexible Work conversations which outlines, managers keeping an open mind, planning to talk about work-life needs and business needs, flex options considered, Any security or technology considerations, how flexible work could support their performance in their role, to develop and agree on a formal flexible work plan, agree on a date to try out the flexible work plan and also evaluate and review the flexible arrangement so it continues to the work for the individual, the team and the business needs on a regular basis. To complete the WFH checklist and ensure ergonomic set up is sufficient if working remotely.</p> <p>Planned for February 2021 mandatory Inclusive Leadership training will be delivered to all Leaders. Content to include unconscious bias, creating psychological safety in your team, behaviours, flexibility, sexual-harassment prevention and gender-related accountabilities. This is planned to be both face to face and online.</p>
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<p>4.2: Describe how the training is provided, e.g. face-to-face, online training modules:</p>	<p>Training and resources are provided online by our sharepoint site, additionally HR Business Partners provide one to one coaching with managers when any employees are discussing parental leave options</p> <p>ASX has a Diversity and Inclusion elearning module for all employees to complete</p>
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5: Are your organisation's managers (including the CEO/head of business) visible role models of flexible working AND overt about working flexibly in order to manage personal commitments?

Yes

5.1: Using examples from the past 12 months, describe how these managers in your organisation (including the CEO/head of business) role models flexible working:

In December 2019, at ASX's quarterly all staff briefing, CEO Dom Stevens spoke about ASX's gender neutral parental leave policy, highlighting the experience of new ASX parents. The CEO shared his own positive, personal experience about how important and valuable taking a year off work to spend with his children was. This was in recognition of ASX being voted a 'Top 20 employers for New Dads'.

The CEO has been presenting all staff briefings working from home and continues to embrace working remotely and in the office.

A member of our Crisis Management Team (CMT) was presenting at an all staff briefing and shared that he was at his elderly mothers new house as he was using flexible work options to enable him to help her move house and find the nursing care for her that she required.

Flexible working arrangements

6: Does the organisation offer at least four different types of flexible working arrangements equally to both women and men, and managers and non-managers?

Yes

6.1: Which types of flexible working options are offered to the above groups?

Flexible hours of work
 Compressed working weeks
 Time-in-lieu
 Telecommuting
 Part-time work
 Job sharing
 Carer's leave
 Purchased leave
 Unpaid leave
 Self-rostering

7: Does your organisation support part-time/reduced hours in manager roles?

Yes

7.1: Outline your organisation's approach, including how you address real or perceived barriers, to requesting reduced hours in senior roles:

ASX have selected DeakinCo to partner with to deliver our Inclusive Leadership Program. DeakinCo. is a division and brand name of Deakin University and part of its Faculty of Business and Law. Their focus is on workforce capabilities to adapt to a changing work landscape, improving performance through the right capabilities at the right levels, and employability through the right capabilities for the right roles. Deakin's research formed the foundations of current 'future of work' research of the OECD and World Economic Forum.

The modules include:

1. Managing People in a Hybrid Environment
2. Dealing with Change at the Personal Level
3. The Leadership Mindset
4. Leading High-Performance Hybrid Teams

The relevant components include

- Supporting All Flex - Revisit the way the team works together, and define new processes, outcomes and impact
- Rethink the way we develop careers
- Identify and improve team dynamics, ensure visibility across the hybrid team, and host inclusive meetings to encourage diversity of opinion
- Unconscious bias training
- Creating and harnessing a Psychology safe environment
- Bullying & Gender (incl LGBTI) and Sexual Harassment
- Gender-related accountabilities (i.e. training for people managers on how to deal with potential fears and resistance about gender equality objectives.)

The Crisis Management Team have been focused on preparing for more employees to return to the office. After ongoing review of customer, partner and other external organisations, and close monitoring of COVID outbreaks and government responses.

To support employee and manager conversations relating to flexibility, resources and tools to have been designed and launched on a new 'Hybrid Work Hub'. The revised Flexible Work Policy is housed on this site, as are resources such as a Conversation Guide for requesting a flexible work arrangement; a guide for effective Hybrid team meetings, and guides specifically designed for managers e.g. '[Identifying stress in remote teams](#)'.

The conversation guide consists of the following steps:

Evaluate - Lets Work it out - Let's make a plan - Lets give it a go and Review & Check in

Visible role models of senior leaders working flexibly,

8: Does your organisation set targets with timeframes for increasing the proportion of men across all levels of the organisation who have a formal flexible working arrangement?

No

9: Should you wish to add additional information in relation to any of the areas in Focus Area 5, please do so below:

Flexible working arrangements are available to men and women equally, and are equally encouraged by Managers and by HR. All employees are encouraged to speak to their Manager with respect to flexible working arrangements that may better suit their situation. all roles are advertised internally, boldly stating our "All Roles Flex" policy. This philosophy is a competitive advantage for ASX.

Future certification changes

10: By ticking the box below, the applicant acknowledges that this requirement in focus area 5 is in place for subsequent applications:

Question 7: Targets to increase the proportion of men who have a formal flexible working arrangement will be required

#Focus area 6: Preventing gender-based harassment and discrimination

This focus area assesses the way an organisation builds a culture where gender-based harassment and discrimination, sexual harassment and bullying are not tolerated.

Harassment and discrimination strategy and policy

1: Does your organisation have a policy on or an award/industrial or workplace agreement which covers the prevention of gender-based harassment and discrimination AND/OR sexual harassment and bullying?

Yes

2: Does your organisation have both of the following in place?

...A formal grievance process relating to gender-based harassment and discrimination

Yes

...A formal grievance process relating to sexual harassment and bullying

Yes

Training

3: Does your organisation provide training on the prevention of gender-based harassment and discrimination, sexual harassment and bullying in the following ways?

...For all the workforce including all managers, non-managers, contract and casual staff, and Partners in Partnership structures

Yes

...At induction

Yes

...At least every two years

Yes

4: Did you answer 'Yes' to at least TWO of the response options in Question 3 above?

Yes

4.1: Does this training include all of the following?

.. A legislative definition of gender-based harassment and discrimination, sexual harassment and bullying

Yes

...Definition of a workplace, rights and responsibilities of all the workforce

Yes

...Details of the grievance/complaints procedure

Yes

...Details of the internal and external contact support resources	Yes
...Clear explanation of organisational expectations around conduct and consequences for respondents	Yes
4.2: What are the training delivery methods?	Online

Legal requirements

5: Has there been a judgment or adverse final order made against your organisation by a court or other tribunal relating to gender-based harassment or discrimination and sexual harassment in the last three years?

No

6: Should you wish to add additional information in relation to any of the areas in Focus Area 6, please do so in the text box below:

#Focus area 7: Driving change beyond your workplace

This focus area recognises the efforts of leading employers in driving change outside their organisation's boundaries. It assesses the external advocacy work of leaders and the policies or plans in place to ensure procurement, supply chain and employment practices actively support gender equality objectives.

Leadership commitment

1: Has your CEO/head of business or a member of your governing body/board made at least one external/public statement regarding their commitment to gender equality overall, in the last 12 months?

Yes

1.1: Provide the name and job title of the person who made the statement:

Dominic Stevens, CEO

1.2: Provide the date this statement was made:

19-Dec-2019

1.3: Describe the format in which the statement was made:

Name, Headshot and signature in report which was linked to LinkedIn and Twitter post

1.4: Provide the statement that was made (please upload or drop in the file):

FileName: 2019 MCC Impact Report_Detailed.pdf

1.5: If you wish, you may provide more information below:

As a founding member of MCC we are committed to driving gender equality outcomes in the workplace. MCC is a coalition of Board and CEO-level leaders focused on advancing gender equality, increasing women's representation in leadership, & building respectful & inclusive workplaces.

Procurement

2: Does your organisation have procurement guidelines in place that encourage gender equality across its supply chain?

Yes

A procurement guideline is in the ASX Supplier Code of Conduct. Please find content below:

6.Diversity

ASX is committed to providing an environment in which employees have equal access to opportunities available at work, are treated with fairness and respect, and are not judged by

<p>2.1: Provide details about the guidelines that are in place:</p>	<p>unlawful or irrelevant reference to their attributes.</p> <p>Suppliers are expected to:</p> <ul style="list-style-type: none"> -Respect the diversity of their employees, clients and others with whom they interact, including respect for difference such as gender, race, colour, age, disability, sexual orientation, ethnic origin and religion. -Demonstrate gender equality (including equal participation of women and men) in their workplace or comply with WGEA reporting requirements as applicable.
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Industry and community action

3: Has your organisation’s CEO been ACTIVELY involved in at least one external event focused on gender equality in the last 12 months?

<p>Yes</p>	
<p>3.1: Provide details of these external events:</p>	<p>Add(<i>Select one option only</i>)</p>
<p>.. Event 1:</p>	
<p>...Add</p>	<p>Our CEO was actively involved in this external event.</p>
<p>a: What was the date of this event?</p>	<p>21-Feb-2020</p>
<p>b: Describe the details of the event:</p>	<p>The 2 hour meeting was attended by 15 Founding member chaired by Liz Boderick</p> <p>Agenda item 1 - Bushfire Response & Recovery Briefing by Andrew Colvin,OAM, Coordinator, National Bushfire Recovery Agency will brief MCCs on the current status of the recovery, including immediate and long-term needs, and opportunities for organisational support.</p> <p>Agenda item 2 - MCC Vision 2020 “Listen & Learn”</p> <p>Two critical thinkers (David Leser, Samantha Mostyn) ,active in gender equality joined for a confidential ‘Listen & Learn’ conversation to help us consider the evolution of the MCC Strategy over the next 5 years.</p>

	<p>The objectives of the “Listen and Learn” conversation were to:</p> <ul style="list-style-type: none"> • Gain deeper insights into the cultures and conditions that are necessary for women and men to thrive equally in Australia’s leading institutions; • Explore new areas for practical action for the MCC Founding Group; and • Seek feedback on the MCC strategy, impact and actions to-date, to understand areas of progress and gaps. <p>The insights from the conversation will be collected to inform the MCC Vision 2020 strategy review, and the Founding Group’s Action Plan for 2019-20.</p>
c: What was the role of your the CEO / head of business at the event?	Contributor to discussion and future strategy of Male Champions of Change
...Event 2:	N/A
4: Is your organisation involved in a program or initiative to address gender equality issues in its industry or community?	
Yes	
4.1: Describe the program or initiative, including timeframes:	<p>The MCC Strategy has seen the establishment of a ground-breaking approach to engaging men who occupy positions of power to use their influence to achieve significant and sustainable change in levels of women’s leadership. The MCC Coalition has also taken a leadership role in other areas of gender equality (for example, in framing and responding to domestic and family violence as a workplace issue).</p> <p>Each year an MCC Impact Report is published detailing progress against targets and improvement from benchmark years. Focus on ‘bold ideas’, pushing existing practices, with practical actions.</p>
	ASX contributes to paper and practical guides such as Flexible Work – approach to mainstreaming flexibility

4.2: How is the program addressing gender equality issues in your organisation's industry or community?	ASX conducted a recruitment talent review - using the paper Merit – systems and structures address “merit trap” in recruitment, promotion, bias Domestic and Family Violence – action to address as a workplace issue
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5: Has your organisation's CEO/head of business (regardless of gender) taken action to achieve gender balance on internal / external speaking panels?

Yes	
5.1: Has your CEO / head of business taken the following actions?	
.. Requesting confirmation of who the other panellists/speakers/participants are, and how gender balance will be achieved	Yes
...Insisting that as a condition of acceptance, you expect women/men to participate in a meaningful way	Yes
...Reserving the right to withdraw from the event, even at the last minute, should this not be the case when the speaker list is finalised	Yes
...Offering names of women/men from within your organisation or network and if helpful, point them to resources for support in finding women/men	Yes
...Other:	No

6: Should you wish to add additional information in relation to any of the areas in Focus Area 7, please do so in the text box below:

previous question is aligned to the Male Champions of Change Panel Pledge – commitment by CEO / Head of Business.

Future certification changes

7: By ticking the boxes below, the applicant acknowledges that this requirement in focus area 7 is in place for subsequent applications:

Question 1: External public statements will need to be made at least every 12 months.
 Question 3: Your CEO must ACTIVELY be involved in at least one external event focused on gender equality every 12 months.
 Question 4: Your organisation must be involved in a program or initiative to address gender equality issues in your industry or community every 12 months, unless it is a larger initiative (e.g. research project that spans several years).

#Lived experience check

The citation also assesses employees' lived experience within the workplace and applicants have the opportunity to highlight any outstanding initiatives that are driving change towards gender equality in their organisations.

Employee contribution to application

1: Does your organisation provide employees with an opportunity to contribute to the application and access to the final submission in the following ways?

...The group or committee responsible for the implementation and oversight of our gender equality strategy has been consulted in the development of our EOCGE application	Yes
...All the workforce (including Partners in Partnership structures) has been informed that our organisation is applying for the citation	Yes
...The completed EOCGE application, plus any supplementary information (minus any confidential remuneration data), will be formally available to all workers (and Partners in Partnership structures) upon successful granting of the citation	Yes

Employee survey

2: In the past two years, has your organisation conducted an employee survey on issues concerning gender equality in the workplace and met the following requirements?

...Facilitated anonymous participation	Yes
...Used a five-point or six-point scale	Yes
...Used the WGEA prescribed questions or WGEA approved alternative questions	Yes

3: Did you answer 'Yes' to all of the response options in Question 2 above?

Yes	
3.1: When was the most recent survey conducted?	1-Sep-2020
3.2: What survey method did your organisation use?	The questions were incorporated into an existing survey (eg a biennial employee engagement survey)
	Approved alternative question:(<i>Provide the question that was used and approved by</i>

3.3: Which type of question was used for question 1?	WGEA:)
...Approved alternative question:	My direct manager genuinely supports gender equality
...Approved alternative question:	I have the flexibility I need to manage my work, caring responsibilities and other commitments
3.6: Who was given the opportunity to complete the survey?	All workers, including casuals and Partners in Partnership structures, were given an opportunity to complete the survey

Survey analysis and results

4: What was the response rate to your organisation's employee survey?

400 or more survey responses were received

4.1: Did your organisation analyse its employee survey responses by gender?	Yes
4.2: Did your organisation analyse ALL responses to its employee survey (including 'not sure' or equivalent)?	Yes
4.2.1: Were the results within the following thresholds?	
.. An agreement threshold of at least 70% "agree" or "strongly agree" was achieved on the first and second questions in the employee survey	Yes
...An agreement threshold of at least 80% "agree" or "strongly agree" was achieved on the third question in the employee survey	Yes
4.2.2: Did you answer 'Yes' to all of the response options in Question 4.2.1 above?	Yes
4.2.3: How many female respondents did you have in total?	246
4.2.4: How many male respondents did you have in total?	400
4.2.5: What was the total number of respondents (male + female)?	646
4.2.6: For Question 1, what was the total number of 'Agree' and 'Strongly Agree' responses?	587
4.2.7: For Question 1, what was the total percentage of 'Agree' and 'Strongly Agree' responses?	91.00%
4.2.9: For Question 2, what was the total percentage of 'Agree' and 'Strongly Agree' responses?	91.00%

Action on results

5: Has your organisation identified gender equality issues through the employee consultation process?

No

5.1: Provide details of the gender equality issues identified:

Add(*Select one option only*)

.. Issue 1:

...Add

Our organisation has taken action to address this gender equality issue.

CEO interview

6: Has your organisation's CEO/head of business been interviewed previously for the EOCGE citation?

Yes

6.1: When was the last time your CEO was interviewed?

14-Oct-2016

Outstanding initiatives

7: Does your organisation wish to provide example(s) of outstanding or innovative initiatives in advancing gender equality implemented in the past two years?

...Initiative 1

Add(*Select all*)

...Add

By ticking this box, I acknowledge that the Workplace Gender Equality Agency may use this initiative in their own external communications about best practice. (*Please tick the checkbox.*)

a: What was the gender equality challenge?

Representation of 'Gender' in the workforce

b: What was the initiative?

To create a fourth employee network group (ENG) designed to support the LGBTIQ+ community and Allies.

c: Who was involved in the initiative?

All employees

The newly formed, fourth employee network group (ENG) for ASX is designed to support the LGBTIQ+ community and Allies.

Dan Chesterman is the Executive Sponsor and the Co-chairs are Nova Poulton, Head of Change & Delivery Enablement and Paul Kelly, Equity Derivatives

<p>d: What were the outcomes of the initiative?</p>	<p>Officer. There are four work streams Community, Education, Policy and Communications & Events.</p> <p>The ENG has been titled 'Q ASX', as voted by members to complement their <i>vision "To create an inclusive workplace where people feel supported and safe to bring their whole self to work"</i>.</p> <p>This ENG has already hosted virtual events for its members and received very positive verbatim feedback with one member quoting that, <i>"Knowing that ASX has recognised that there is a need for and set the ENG up shows me that I can be myself without fear in the workplace and that I do not need to self-edit conversations about my life and who I am."</i></p> <p>Formal launch plans have been adapted in response to COVID-19 and Q ASX are presenting to the Executive Committee their vision and strategy in June, with a plan to launch their intranet page in July, 'Pride in Diversity' workshops in August, followed by a virtual event for the entire company for 'Wear it Purple Day'.</p>
<p>e: Provide other information, if relevant</p>	<p>Externally launched - LinkedIn post</p> <p>"Today we are proud to launch ASX's newest employee networking and advocacy group - Q ASX. This important initiative, seeks to support inclusion from a policy and education perspective, provide a professional support network for LGBTIQ+ employees and allies, and extend our work to create an inclusive workplace where people feel supported and safe to bring their whole self to work.</p> <p>The group is managed by a committee of ASX staff including Executive sponsor Dan Chesterman and co-chairs Nova Poulton and Paul M. Kelly</p> <p>#ASX #QASX #LGBTIQ+ #PrideinDiversity"</p>
<p>...Initiative 2</p>	<p>Add(<i>Select all</i>)</p>
<p>...Add</p>	<p>By ticking this box, I acknowledge that the Workplace Gender Equality Agency may use this initiative in their own external communications about best practice.</p>
<p>a: What was the gender equality challenge?</p>	<p>Defined focus on Diversity & Inclusion</p>

b: What was the initiative?	A company wide execution goal for FY19 was to 'drive a diverse and inclusive culture at ASX by delivering 4 diversity initiatives.'
c: Who was involved in the initiative?	Group Executive Human Resources, CEO and actions and progress tabled at ASX Limited Board
d: What were the outcomes of the initiative?	May 2019 appointed a Head of Talent Acquisition and Diversity & Inclusion within the HR team. Refreshed the Diversity and Inclusion strategy for ASX Delivering 4 diversity initiatives
e: Provide other information, if relevant	
...Initiative 3	Add(<i>Select all</i>)
...Add	By ticking this box, I acknowledge that the Workplace Gender Equality Agency may use this initiative in their own external communications about best practice.
a: What was the gender equality challenge?	To increase representation of females within ASX
b: What was the initiative?	A review was conducted to ensure the recruitment practices at ASX were not unintentionally biased towards any gender and to support managers to embrace diversity in their hiring practices.
c: Who was involved in the initiative?	HR team and hiring managers
	Success in this approach is demonstrated through a 15% increase in female hires compared to FY19. HR provided support through:

d: What were the outcomes of the initiative?

- Role definition to expand manager thinking in terms of appropriate candidates to consider for roles and discuss flexible work options for the role.
- To ensure gender-inclusive language in job adverts, we invested in a gender tone analysis tool called 'BeApplied' to assess the tone of our position descriptions and job advertisements.
- External suppliers have been actively managed to ensure balanced shortlists at both first and second interview. When we have not been able to get a gender-balanced shortlist (through agencies or direct) we have engaged agencies on a 'female only' submission, to balance the shortlist. This has been received well by the agencies, and has allowed us to strengthen agency relationships.
- We have been partnering with suppliers who have tailored their approach and proactively targeted female talent pool candidates from within their vertical domains e.g. Cyber Security, where one of our suppliers runs a well-regarded 'Females in Security Network Group' in Sydney.
- HR has participated in all practical second round interviews to challenging managers' thinking and any potential unintended bias.
- HR has introduced the requirement of gender balanced shortlist on 1st and 2nd round interviews and the recording of this information (which is all manually recorded) for FY20 onwards
- HR has built gender and recruitment dashboards providing Executive and General Managers visibility of their businesses hiring practices (live in FY21) this includes the tracking of gender balance on 1st and 2nd round interviews, with the ability to intervene and work with their leaders to reach target.

#Your feedback

Thank you for completing the Employer of Choice for Gender Equality (EOCGE) citation application questionnaire. To help us understand your experience and improve the application process, we are keen to hear your feedback.

The following questions should take five minutes to complete. Thank you in advance for your time and insights.

Overall feedback

1: Overall, how easy or difficult was it to complete the questionnaire?

Somewhat difficult(*You may provide additional information.*)

...Somewhat difficult

The inputting of information took a very long time, as each information block takes time to save. at the end of each page within each section it took about a minute to save and move onto the next section.

The notice to say 'information being validated' when you click again was good, as it indicated to me that action was being taken and it hadn't frozen.

In the dialgoe box, none of the formatting worked for text e.g bold, or bullets.

Spellcheck was in american english setting

2: Overall, how easy or difficult was it to navigate the questionnaire sections and questions?

3: Overall, how helpful was the supporting information provided within the questionnaire?

4: Overall, how helpful was the information provided within the Knowledge Hub in the Portal?

5: Overall, do you feel you had sufficient information and support to complete the questionnaire?

Feedback on Focus Area 2

1: How easy or difficult was it to understand the questions in Focus Area 2 (parts 2-5) about workforce targets?

Somewhat difficult(*You may provide additional information.*)

2: How easy or difficult was it to navigate and complete the questions in Focus Area 2 (parts 2-5) about workforce targets?

Somewhat difficult(*You may provide additional information.*)

3: Would you prefer to respond to repeated questions, like those asked in Focus Area 2 (parts 2-5) about workforce targets, in a separate Excel worksheet?

Yes

Additional feedback

1: Do you have any further feedback or suggestions for improving the EOCGE application questionnaire?

There is no clear view of the workflow, beforehand e.g. complete each section in full in order to review summarized view, complete all sections to see condensed pages, then submit through the portal for CEO sign-off.

In particular I experienced many issues in logging on, which meant a lot of time spent on the phone to WGEA and MyGov (MyGov has a minimum 30 minute queue time) Anna Stathopoulos and Kristen Federico at WGEA were helpful in trying to resolve the technical issues that I experienced.

A large part of the internal reviewing process is expected to be the submission, given there were differences between the order and information required in the guide, I did not feel comfortable to share until the information had been submitted into the portal. I would recommend allowing the portal to be open for 4 weeks rather than 2 weeks, so time in diaries can be managed effectively with internal stakeholders.

Unfortunately all of the delays and push backs of the submission date interfered with other projects and pieces of work. Given we are a small HR team and the issues I experienced logging in, I am solely responsible for submission into the portal, the knock-on effects was I had to cancel leave plans so this could be done.