

Australian
Institute of
**Company
Directors**

Gender diversity snapshot

July 2025 to September 2025



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Gender Diversity Snapshot

Momentum slows as ASX boards near gender parity milestone

Welcome to the October edition of the *Gender Diversity Snapshot*.

In July, we relaunched this quarterly report in a refreshed format to provide not only the latest ASX data but also spotlights on organisations and trends shaping the conversation on board gender diversity in Australia.

Over the past decade, women's representation on ASX boards has improved substantially, current figures (as at 30 September 2025) show the ASX 100, 200 and 300 all edging closer to the 40% milestone.

The ASX 50 has dropped below the milestone of 40%, recording 39.7% at September 30, 2025. The ASX 20 remains ahead of the broader market, exceeding 40% at 43.3%.

These figures mark a dramatic rise from less than 20% in 2016, reflecting the impact of governance guidelines and advocacy campaigns led by the AICD and the Australian Chapter of the 30%+ Club. However, this progress appears to be levelling off, with 2025 female appointments tracking below 2024 appointments. Leadership positions remain particularly limited, with only 46 women serving as Chairs across the ASX 300 and none in the ASX 20.

After several years of consistent growth, the prospect that appointment rates of women directors may be flattening highlights the importance of initiatives that support a strong and diverse pipeline of board-ready women.

Looking ahead, organisations are exploring new ways to strengthen diversity at all levels of leadership, including through mentoring programs and development opportunities. Through both CEO and board succession planning processes, boards have a critical role in supporting sustained progress.



“
Conscious effort is required to remove unconscious bias from selection processes.”

– Paul Rogan
Chairman, HUB24

Spotlight: HUB24

In this edition, we profile HUB24, an ASX 100 company that has demonstrated a clear commitment to gender diversity at board level. Since listing in 2007 to January 2019, HUB24 appeared on the ASX 300 “Zero Female” list, with no women serving on its board. In February 2020, the appointment of its first female director marked the beginning of a shift toward greater representation.

HUB24 Ltd, listed on the ASX since July 2007, has evolved into one of Australia’s leading independent investment and superannuation platform providers. Its trajectory from a smaller market player to an ASX 100 company (as of September 2025) reflects both strong strategic execution and a commitment to embedding robust governance practices.

Ongoing commitment towards achieving greater board diversity resulted in four consecutive female appointments over a four-five-year period. Female board representation grew from 20% in FY20 to 33% in July 2021 following a new appointment. In FY24, underpinned by its upgraded target of 40/40/20, HUB24 achieved 50/50 gender balance.

This transformation has been anchored in deliberate leadership. HUB24 Chair, Paul Rogan describes a deliberate change in the board’s approach to succession. “Succession must move forward deliberately, not reactively”. Recruitment firms were asked to present gender-balanced shortlists, with the board favouring female appointments where skills aligned. “Conscious effort is required to remove unconscious bias from selection processes,” Rogan adds, emphasising that HUB24’s approach has been skills-based rather than symbolic.

The board has also focused on building capability across multiple dimensions, from audit and risk oversight to deep technology and ASX experience. As Rogan explains: “It’s not about hitting targets, it’s about building the right capability for the future.”

HUB24’s commitment to diversity extends beyond gender balance. Its governance agenda now incorporates long-term succession planning, auditor rotation processes, sustainability reporting, and a strong people and culture focus led by their Chief People Officer. The company has been recognised as an employer of choice, with staff engagement closely tied to its values.

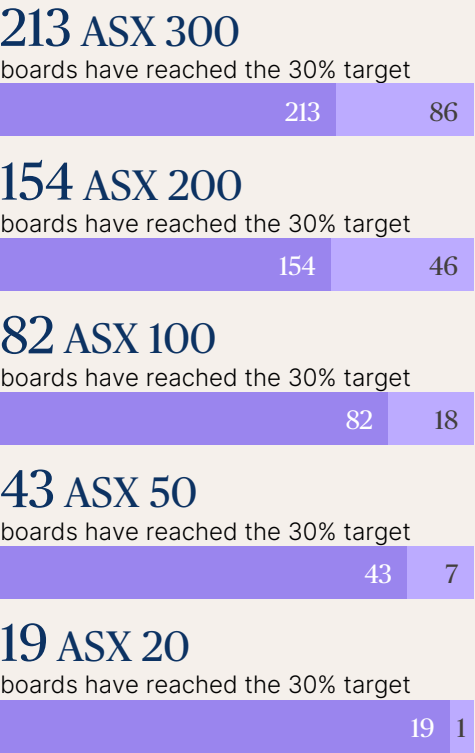
While cultural diversity on the board remains limited, HUB24 continues to prioritise diversity of thinking styles and experience. Directors are expected to challenge management constructively, bringing different perspectives to decision-making while ensuring context and collaboration.

Rogan concludes, “We’re proud of this organisation, and our priority is to ensure the board remains future-ready.”

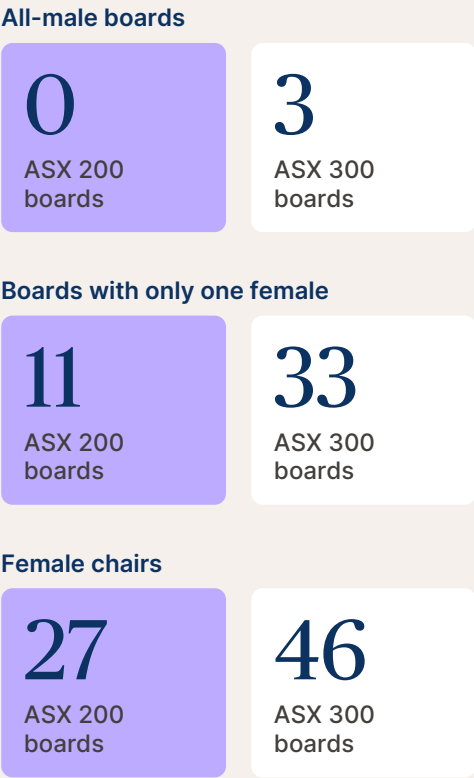
ASX Progress Statistics

Data as at 30 September 2025

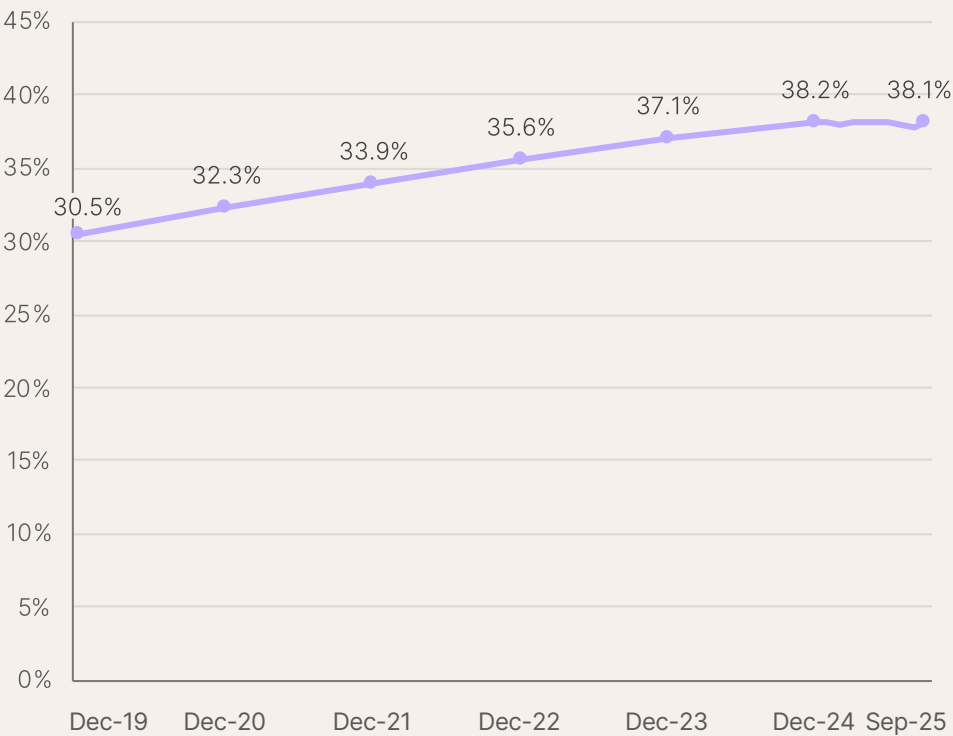
The number of ASX boards that have reached the 30% target



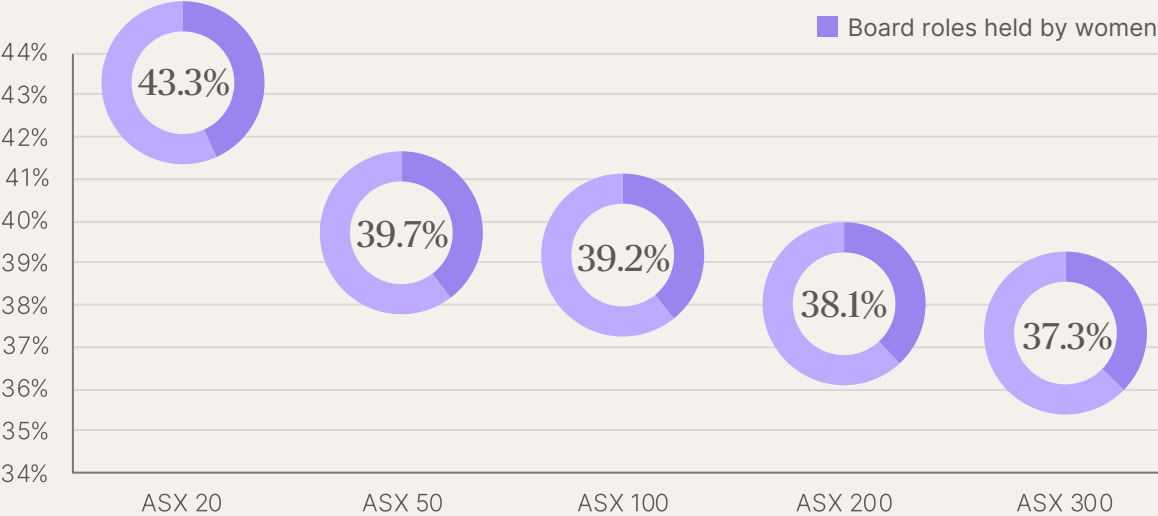
Comparison of ASX 200 and ASX 300 boards



ASX 200 Female directorships over the last 5 years

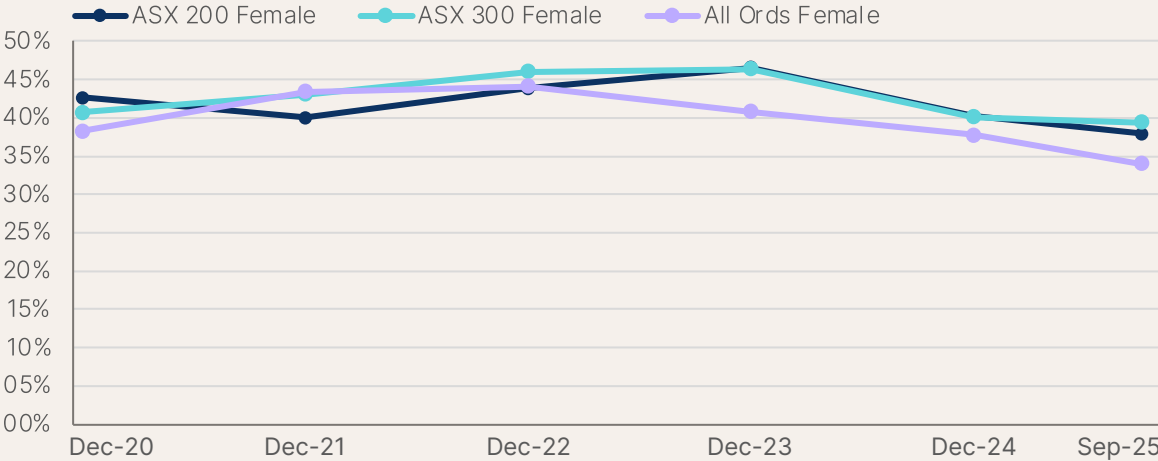


Female directorships as at 30 September 2025*



*Board roles held by women 30 September 2025

Cumulative female appointments



Cumulative female year to date appointment rate trends (past 18 months)

Date	ASX 200 Female	ASX 300 Female	All Ords Female
Jan-24	56.3%	57.1%	56.7%
Feb-24	51.6%	54.8%	50.0%
Mar-24	45.3%	48.5%	49.0%
Apr-24	44.8%	46.0%	45.3%
May-24	46.1%	46.1%	43.4%
Jun-24	44.0%	44.9%	41.7%
Jul-24	43.9%	44.3%	41.0%
Aug-24	41.3%	42.4%	40.4%
Sep-24	41.3%	42.6%	40.1%
Oct-24	41.2%	41.6%	39.3%
Nov-24	40.1%	40.5%	38.1%
Dec-24	40.2%	40.1%	37.8%
Jan-25	30.0%	41.2%	33.3%
Feb-25	33.3%	37.7%	30.1%
Mar-25	35.8%	37.7%	31.4%
Apr-25	38.7%	38.2%	31.5%
May-25	38.7%	38.5%	32.4%
Jun-25	36.7%	37.1%	31.8%
Jul-25	37.0%	37.9%	32.7%
Aug-25	35.4%	36.6%	31.1%
Sep-25	37.9%	39.4%	34.0%

The table above reflects the cumulative number of females appointed to the boards of ASX 200, ASX 300 and All Ords companies during each year (2024 and 2025) and the rolling female appointment rates. As the percentages are progressive, they are not directly comparable to the chart on the left (or above) which shows the rate at a fixed point in time (30 September 2025).

Progress Report (ASX 200)

The full list of ASX 200 companies with the number of women on their boards is listed below.

ASX 200 Company	Chair	No. of female directors	% of female directors
Boss Energy Ltd	Wyatt Buck	3	75%
Woolworths Group Ltd	Scott Perkins	6	67%
Macquarie Group Limited	Glenn Stevens	5	63%
Treasury Wine Estates Limited	John Mullen	5	63%
CSL Limited	Brian McNamee	6	60%
Helia Group Limited	Leona Murphy	3	60%
Telix Pharmaceuticals Limited	Tiffany Olson	3	60%
Waypoint REIT Limited	Georgina Lynch	3	60%
Ebos Group Australia Pty Ltd	Elizabeth Coutts	4	57%
GPT Group	Vicki McFadden	4	57%
Super Retail Group Limited	Judith Swales	4	57%
National Australia Bank Limited	Philip Chronican	5	56%
Sonic Healthcare Limited	Mark Compton	5	56%
Telstra Corporation Limited	Craig Dunn	5	56%
South32 Limited	Karen Wood	6	55%
AMP Limited	Michael Hirst	4	50%
Ansell Limited	Nigel Garrard	4	50%
Auckland International Airport Limited	Julia Hoare	4	50%
Bapcor Limited	Angus McKay	2	50%
Bendigo and Adelaide Bank Limited	Vicki Carter	4	50%
BlueScope Steel Limited	Jane McAloon	5	50%
BWP Trust	Anthony Howarth	3	50%
Centuria Capital Limited	Kristie Brown	3	50%
Dalrymple Bay Infrastructure Limited	David Hamill	2	50%
Dexus Property Group	Warwick Negus	4	50%
Downer EDI Limited	Mark Menhinnitt	4	50%
Endeavour Group Limited	Duncan Makeig	3	50%

ASX 200 Company	Chair	No. of female directors	% of female directors
Fortescue Ltd	Andrew Forrest	6	50%
HUB24 Limited	Paul Rogan	3	50%
IGO Limited	Michael Nossal	4	50%
Iluka Resources Limited	James Mactier	3	50%
Imdex Australia	Anthony Wooles	3	50%
Magellan Financial Group Ltd	Andrew Formica	3	50%
Perenti Limited	Diane Smith-Gander	4	50%
Pilbara Minerals Limited	Kathleen Conlon	3	50%
Pinnacle Investment Management Group Limited	Alan Watson	3	50%
QANTAS Airways Limited	John Mullen	4	50%
Ramsay Health Care Limited	David Thodey	5	50%
Region RE Limited	Steven Crane	4	50%
Tabcorp Holdings Limited	Brett Chenoweth	3	50%
WEB Travel Group Limited	Roger Sharp	3	50%
Zip Co Limited	Diane Smith-Gander	3	50%
Origin Energy Limited	Scott Perkins	5	45%
Wesfarmers Limited	Michael Chaney	5	45%
ALS Limited	Nigel Garrard	4	44%
Aristocrat Leisure Limited	Neil Chatfield	4	44%
ASX Limited	David Clarke	4	44%
BHP Group Limited	Ross McEwan	4	44%
CAR Group Limited	Patrick O'Sullivan	4	44%
Coles Group Limited	Peter Allen	4	44%
IDP Education Limited	Tracey Horton	4	44%
QBE Insurance Group Limited	Michael Wilkins	4	44%
Santos Limited	Keith Spence	4	44%
Scentre Group Limited	Ilana Atlas	4	44%
Bank of Queensland Limited	Warwick Negus	3	43%
Charter Hall Group	Stephen Conry	3	43%

ASX 200 Company	Chair	No. of female directors	% of female directors
Chorus Limited	Andrew Cross	3	43%
Cleanaway Waste Management Limited	Philippe Etienne	3	43%
Deterra Royalties Limited	Jennifer Seabrook	3	43%
EVT Limited	Alan Rydge	3	43%
Fisher & Paykel Healthcare Corporation Limited	Neville Mitchell	3	43%
Fletcher Building Limited	Peter Crowley	3	43%
HMC Capital	Christopher Saxon	3	43%
Infratil Limited	Alison Gerry	3	43%
Ingenia Communities Group Ltd	Shane Gannon	3	43%
Inghams Group Limited	Helen Nash	3	43%
Insignia Financial Ltd	Allan Griffiths	3	43%
IPH Limited	Peter Warne	3	43%
Karoon Energy Ltd	Peter Botten	3	43%
Netwealth Group Limited	Mark Wachtel	3	43%
Nine Entertainment Co. Holdings Limited	Catherine West	3	43%
Sandfire Resources Limited	John Richards	3	43%
The A2 Milk Company Limited	Phillippa Greenwood	3	43%
Ventia Services Group Limited	David Moffatt	3	43%
West African Resources Ltd	Richard Hyde	3	43%
Xero Australia Pty Ltd	David Thodey	3	43%
Brambles Limited	John Mullen	5	42%
Rio Tinto Limited	Dominic Barton	5	42%
AUB Group Limited	Peter Harmer	2	40%
Centuria Industrial REIT	Roger Dobson	2	40%
Charter Hall Long Wale REIT	Glenn Fraser	2	40%
Cochlear Limited	Alison Deans	4	40%
Codan Limited	Graeme Barclay	2	40%
Commonwealth Bank of Australia	Paul O'Malley	4	40%
Corporate Travel Management Limited	Ewen Crouch	2	40%

ASX 200 Company	Chair	No. of female directors	% of female directors
Generation Development Group Limited	Robert Coombe	2	40%
GQG Partners Inc	Rajiv Jain	2	40%
Insurance Australia Group Limited	Thomas Pockett	4	40%
JB Hi-Fi Limited	Stephen Goddard	4	40%
Lendlease Group	John Gillam	4	40%
Neuren Pharmaceuticals Limited	Patrick Davies	2	40%
Temple & Webster Group Ltd	Stephen Heath	2	40%
Transurban Limited	Craig Drummond	4	40%
Tuas Limited	David Teoh	2	40%
ANZ Banking Group Limited	Paul O'Sullivan	3	38%
APA Group	Michael Fraser	3	38%
Bega Cheese Limited	Barry Irvin	3	38%
Breville Group Limited	Timothy Antonie	3	38%
Capstone Copper Corp.	Darren Pylot	3	38%
Challenger Limited	Duncan West	3	38%
Champion Iron Limited	William O'Keeffe	3	38%
Eagers Automotive Limited	Timothy Crommelin	3	38%
Evolution Mining Limited	Jacob Klein	3	38%
IperionX Limited	Todd Hannigan	3	38%
Judo Capital Holdings Limited	David Hornery	3	38%
MetCash Limited	Peter Birtles	3	38%
Mirvac Limited	Alan Sindel	3	38%
News Corporation	Lachlan Murdoch	3	38%
NEXTDC Limited	Douglas Flynn	3	38%
NIB Holdings Ltd	David Gordon	3	38%
Northern Star Resources Ltd	Michael Chaney	3	38%
Paladin Energy Ltd	Mark Lawrenson	3	38%
Pexa Group Limited	Mark Joiner	3	38%
Ramelius Resources Limited	Robert Vassie	3	38%
REA Group Ltd	Hamish McLennan	3	38%

ASX 200 Company	Chair	No. of female directors	% of female directors
Steadfast Group Limited	Francis O'Halloran	3	38%
The Lottery Corporation Limited	Douglas McTaggart	3	38%
Westgold Resources Limited	Cheryl Edwardes	3	38%
Atlas Arteria Limited	Debra Goodin	4	36%
DigiCo Infrastructure REIT	Joseph Carrozzi	4	36%
Newmont Corporation	Gregory Boyce	4	36%
Westpac Banking Corporation	Steven Gregg	4	36%
Woodside Energy Group Ltd	Richard Goyder	4	36%
AGL Energy Limited	Miles George	3	33%
Arena REIT	David Ross	2	33%
Data#3 Limited	Alan Gray	2	33%
Deep Yellow Limited	Christopher Salisbury	2	33%
Flight Centre Travel Group Limited	Gary Smith	2	33%
Goodman Group	Stephen Johns	4	33%
HomeCo Daily Needs REIT	Simon Shakesheff	2	33%
IRESS Limited	Roger Sharp	2	33%
James Hardie Industries PLC	Anne Lloyd	4	33%
Liontown Resources Limited	Timothy Goyder	2	33%
Lynas Rare Earths Limited	John Humphrey	2	33%
Medibank Private Limited	Michael Wilkins	3	33%
Monadelphous Group Limited	Robert Velletri	2	33%
National Storage REIT	Anthony Keane	2	33%
Nick Scali Limited	John Ingram	2	33%
NRW Holdings Limited	Michael Arnett	2	33%
Orica Limited	Malcolm Broomhead	3	33%
Perseus Mining Limited	Richard Menell	2	33%
Premier Investments Limited	Solomon Lew	3	33%
Regis Resources Limited	James Mactier	2	33%
ResMed Inc	Michael Farrell	4	33%
SEEK Limited	Graham Goldsmith	3	33%

ASX 200 Company	Chair	No. of female directors	% of female directors
SGH Limited	Terry Davis	3	33%
Siteminder Limited	Patrick O'Sullivan	2	33%
Vicinity Centres RE Ltd	Trevor Gerber	3	33%
Washington H. Soul Pattinson and Company Limited	Robert Millner	3	33%
Whitehaven Coal Limited	Mark Vaile	3	33%
Amcor Plc	Graeme Liebelt	3	30%
Ampol Limited	Steven Gregg	3	30%
Block, Inc.	Jack Dorsey	3	30%
Suncorp Group Limited	Duncan West	3	30%
ARB Corporation Limited	Robert Fraser	2	29%
Aurizon Holdings Limited	Timothy Poole	2	29%
Austal Limited	Richard Spencer	2	29%
Bellevue Gold Limited	Kevin Tomlinson	2	29%
Computershare Limited	Paul Reynolds	2	29%
Dyno Nobel Limited	Gregory Robinson	2	29%
Elders Limited	Ian Wilton	2	29%
Genesis Minerals Limited	Anthony Kiernan	2	29%
GrainCorp Limited	Peter Richards	2	29%
Guzman Y Gomez Limited	Gaetano Russo	2	29%
Lovisa Holdings Limited	Brett Blundy	2	29%
Megaport Limited	Melinda Snowden	2	29%
Mineral Resources Limited	Malcolm Bunday	2	29%
New Hope Corporation Limited	Robert Millner	2	29%
Orora Limited	Alan Sindel	2	29%
Perpetual Limited	Gregory Cooper	2	29%
Pro Medicus Limited	Peter Kempen	2	29%
Reliance Worldwide Corporation Limited	William Crosby	2	29%
SIMS Limited	Philip Bainbridge	2	29%
Technology One Limited	Patrick O'Sullivan	2	29%

ASX 200 Company	Chair	No. of female directors	% of female directors
WiseTech Global Limited	Richard White	2	29%
Stockland Corporation Ltd	Thomas Pockett	3	27%
Beach Energy Limited	Ryan Stokes	2	25%
Greatland Resources Limited	Mark Barnaba	2	25%
Mesoblast Ltd	Jane Bell	2	25%
Superloop Limited	Peter O'Connell	2	25%
Viva Energy Group Limited	Robert Hill	2	25%
Worley Limited	John Grill	3	25%
Harvey Norman Holdings Ltd	Gerald Harvey	2	22%
Life360 Inc.	Christopher Hulls	2	22%
Light & Wonder Inc.	Jamie Odell	2	22%
Nickel Industries Limited	Norman Seckold	2	22%
Sigma Healthcare Limited	Michael Sammells	2	22%
Capricorn Metals Ltd	Mark Clark	1	20%
Catalyst Metals Limited	David Jones	1	20%
Domino's Pizza Enterprises Limited	John Cowin	1	20%
Droneshield Limited	Peter James	1	20%
TPG Telecom Limited	Kin Fok	2	20%
Alcoa Corp CDI	Thomas Gorman	2	18%
Charter Hall Retail REIT	Roger Davis	1	17%
Emerald Resources NL	Jay Hughes	1	17%
Reece Australia Limited	Peter Wilson	1	17%
Catapult Sports Ltd	Adir Shiffman	1	14%
Vault Minerals Limited	Russell Clark	1	14%
Qube Holdings Limited	Allan Davies	1	11%
Yancoal Australia Limited	Ru Gang	1	11%

Figures as at 30 September 2025

■ Companies highlighted in lilac have reached 30% or more women on their board.

□ Companies in white are yet to reach this milestone.

Progress Report (ASX 300¹)

¹ Effectively the S&P/ASX 300 minus the S&P/ASX 200

Data Sources

- The constituents of the S&P/ASX 200 (the ASX 200) are based on the September 2025 Quarterly Rebalance of the S&P/ASX Indices. The ASX 200 Index is weighted by float-adjusted market capitalisation (market cap).
- The S&P/ASX 300 (ASX 300) and All Ords are based on the September 2025 Quarterly Rebalance of the S&P/ASX Indices. The ASX 300 Index is weighted by float-adjusted market cap while the All-Ords Index is weighted by market value.
- ASX 200 rankings are based on market cap data provided by MarketIndex.com.au on (or as at) 22 September 2025.
- ASX 300 and ASX All Ords rankings are based on market cap data provided by MarketIndex.com.au on (or as at) 22 September 2025.
- Inclusion in the ASX 20, ASX 50 and ASX 100 indices is based on adjusted market cap data provided by MarketIndex.com.au as at (or on) 22 September 2025.

Methodology

To track the progress of gender diversity, we analysed:

- All companies within the ASX 300; and
- Companies in the ASX 300 but not in the ASX 200
- The data in the tables on the following pages focuses on companies in the ASX 300 that are not part of the ASX 200, i.e. largely the S&P/ASX300 Ex-S&P/ASX 200
- This separation is necessary due to differing index requirements - particularly related to liquidity - which can result in companies being ranked differently across the ASX 200 and the ASX 300
- For this analysis, we excluded companies that appeared in both the ASX 200 and ASX 300

Results

- The overall percentage of female directors on ASX 300 boards is 37.3%.
- The percentage of female directors on the boards of the companies that feature only in the ASX 300 and not the ASX 200 is 35.2% (which equates to 215 female directors out of a total of 611 directors).

ASX 300 Company	Chair	No. of female directors	% of female directors
Dexus Industria REIT	Jennifer Horrigan	4	67%
Dicker Data Limited	Fiona Brown	4	67%
Qualitas Real Estate Income Fund	Not Specified	2	67%
Regis Healthcare Limited	Graham Hodges	4	67%
Spark New Zealand Limited	Justine Smyth	5	63%
Adairs Limited	Trent Peterson	3	60%
Australian Clinical Labs Limited	Mark Haberlin	4	57%
G8 Education Limited	Debra Singh	4	57%
Kelsian Group Limited	Fiona Hele	4	57%
Tyro Payments Limited	Fiona Pak-Poy	4	57%
Develop Global Limited	Michael Blakiston	2	50%
Lifestyle Communities Ltd	David Blight	2	50%
MyState Limited	Sandra Birkensleigh	4	50%
oOh!Media Limited	Tony Faure	3	50%
Propel Funeral Partners Limited	Brian Scullin	3	50%
Universal Store Holdings Limited	Peter Birtles	3	50%
Growthpoint Properties Australia Limited	Andrew Fay	4	44%
Alpha HPA Ltd	Norman Seckold	3	43%
Australian Ethical Investment Ltd	Stephen Gibbs	3	43%
Clinuvel Pharmaceuticals Limited	Jeffrey Rosenfeld	3	43%
Cromwell Property Group	Gary Weiss	3	43%
Equity Trustees Limited	Carol Schwartz	3	43%
Fleetpartners Group Limited	Gail Pemberton	3	43%
Healius Limited	Kathryn McKenzie	3	43%
McMillan Shakespeare Limited	Helen Kurincic	3	43%
Nanosonics Limited	Steven Sargent	3	43%
Smartgroup Corporation Ltd	John Prendiville	3	43%
Vulcan Energy Resources Limited	Francis Wedin	3	43%
Abacus Group	Myra Salkinder	2	40%
Abacus Storage King	John O'Sullivan	2	40%

ASX 300 Company	Chair	No. of female directors	% of female directors
Bannerman Energy Ltd	Brandon Munro	2	40%
Gold Road Resources Limited	Timothy Netscher	2	40%
Infomedia Ltd	Jim Hassell	2	40%
Jumbo Interactive Limited	Susan Forrester	2	40%
MA Financial Group Limited	Jeffrey Browne	4	40%
Ora Banda Mining Ltd	Peter Mansell	2	40%
Polynovo Limited	David Williams	2	40%
PWR Holdings Pty Ltd	Kristen Podagiel	2	40%
Regal Partners Limited	Michael Cole	2	40%
Credit Corp Group Limited	Eric Dodd	3	38%
Integral Diagnostics Limited	James Hall	3	38%
MAC Copper Limited	Patrice Merrin	3	38%
Mayne Pharma Group Limited	Frank Condella	3	38%
Nufarm Limited	John Gillam	3	38%
Audinate Group Limited	Alison Ledger	2	33%
Australian Finance Group Ltd	Gregory Medcraft	2	33%
Brainchip Holdings Ltd	Antonio Viana	2	33%
Charter Hall Social Infrastructure REIT	Gregory Paramor	2	33%
Clarity Pharmaceuticals Ltd	Alan Taylor	2	33%
Gentrack Group Limited	Andrew Green	2	33%
GWA Group Limited	Bernadette Inglis	2	33%
Macquarie Technology Group Limited	Peter James	2	33%
NexGen Energy (Canada) Limited	Christopher McFadden	3	33%
PMET Resources Inc.	Pierre Boivin	2	33%
Ricegrowers Limited	John Bradford	3	33%
Ridley Corporation Limited	Michael McMahon	2	33%
Select Harvests Limited	Travis Dillon	2	33%
Service Stream Limited	Brett Gallagher	2	33%
Vulcan Steel Limited	Russell Chenu	2	33%
Accent Group Limited	David Gordon	2	29%

ASX 300 Company	Chair	No. of female directors	% of female directors
Amplitude Energy Limited	John Conde	2	29%
Aussie Broadband Limited	Adrian Fitzpatrick	2	29%
Cobram Estate Olives Limited	Robert McGavin	2	29%
Collins Foods Limited	Robert Kaye	2	29%
Hansen Technologies Limited	David Trude	2	29%
Johns Lyng Group Limited	Peter Nash	2	29%
Nuix Ltd	Robert Mactier	2	29%
Resolute Mining Limited	Andrew Wray	2	29%
SRG Global Limited	Peter McMorrow	2	29%
Strike Energy Limited	John Poynton	2	29%
Weebit Nano Ltd	David Perlmutter	2	29%
Amotiv Limited	Graeme Billings	2	25%
Centuria Office REIT	Matthew Hardy	1	25%
FireFly Metals Ltd	Kevin Tomlinson	1	25%
Kingsgate Consolidated Limited	Ross Smyth-Kirk	1	25%
Lotus Resources Limited	Michael Bowen	1	25%
Myer Holdings Limited	Olivia Wirth	1	25%
Silex Systems Limited	Craig Roy	1	25%
Southern Cross Gold Ltd	Ernest Eadie	1	25%
Stanmore Resources Limited	Dwi Suseno	2	25%
Virgin Australia Holdings Limited	Peter Warne	2	22%
Aspen Group Limited	Guy Farrands	1	20%
Botanix Pharmaceuticals Ltd	Vince Ippolito	1	20%
Immutep Limited	Russell Howard	1	20%
Maas Group Holdings Limited	Stephen Bizzell	1	20%
Predictive Discovery Limited	Lawrence Jackson	1	20%
Redox Limited	Ian Campbell	1	20%
RPMGlobal Holdings Limited	Stephen Baldwin	1	20%
Rural Funds Group	Leslie Paynter	1	20%
WA1 Resources Ltd	Kathleen Bozanic	1	20%

ASX 300 Company	Chair	No. of female directors	% of female directors
Black Cat Syndicate Limited	Paul Chapman	1	17%
Electro Optic Systems Holdings Limited	Garry Hounsell	1	17%
Pantoro Limited	Wayne Zekulich	1	17%
Qoria Limited	Peter Pawlowitsch	1	17%
Supply Network Limited	Robert Fraser	1	17%
Bravura Solutions Limited	Matthew Quinn	1	14%
Alkane Resources Ltd	Andrew Quinn	0	0%
Chalice Mining Limited	Derek La Ferla	0	0%
Objective Corporation Limited	Tony Walls	0	0%

Figures as at 30 September 2025

Companies highlighted in lilac have reached 30% or more women on their board.

Companies in white are yet to reach this milestone.

“It’s not about hitting targets, it’s about building the right capability for the future.”

– Paul Rogan
Chairman, HUB24

Acknowledgement of Country

The AICD acknowledges the Traditional Custodians of Country throughout Australia and recognise their continuing connection to Land, waters and community. We pay our respect to them and all Elders past and present. In presenting this Gender Diversity Snapshot, we also reflect on the importance of inclusive leadership, one that values diverse voices, experiences and identities that strengthen our organisations and communities.

About AICD

The Australian Institute of Company Directors (AICD) is a not-for-profit organisation committed to strengthening society through world-class governance. A trusted voice in national policy creation and roll-out, the AICD advocates for, informs and empowers those leading, influencing and shaping the future of contemporary governance. Its flagship Company Directors Course™ has been the gold standard in practical, real-world governance education for over 50 years—equipping leaders across all sectors with the skills and confidence to navigate complex boardroom challenges and lead their organisations with impact. The AICD is also home to the world's largest community of professionals committed to better governance for a better future. To learn more, visit aicd.com.au

Disclaimer

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References

Market index marketindex.com.au
Open Director opendirector.com.au

For more information about Gender Diversity Snapshot, please contact Mariam Veiszadeh, Board Diversity Lead:

T: 1300 739 119

E: diversity@aicd.com.au