

ANZMEX Statement of Principles on Women's Leadership, Board Effectiveness and Corporate Governance

Women's Leadership: A Strategic Business Imperative

ANZMEX brings together businesses and professionals committed to strengthening trade, investment and business relationships between Australia, New Zealand and Mexico.

In today's increasingly complex and competitive business environment, long-term success depends on attracting, developing and retaining the best talent. Advancing women's leadership is not only a matter of equal opportunity—it is a strategic business priority that strengthens corporate governance, enhances decision-making and supports sustainable growth.

Women represent an essential source of talent, expertise and leadership. Organisations that actively develop female talent strengthen their leadership pipeline, improve succession planning and enhance organisational resilience.

Boards of Directors play a critical role in defining strategy, overseeing risk, ensuring accountability and creating long-term value. Effective boards benefit from an appropriate balance of skills, experience, independence and diversity of perspectives. Increasing the participation of qualified women—particularly as independent directors—broadens the range of expertise available to the board, enriches strategic discussions, strengthens oversight and contributes to more effective long-term decision-making.

Recognising these benefits, ANZMEX encourages its members to consider the following voluntary principles.

Why Women's Leadership Matters

- Stronger corporate governance.
- More effective strategic decision-making and board oversight.
- Better risk management and succession planning.
- A stronger leadership pipeline.
- Greater innovation, organisational resilience and long-term competitiveness.

Voluntary Principles

1. Equal Opportunity

Promote merit-based recruitment, professional development and promotion practices that provide women with equal opportunities to build successful careers and assume leadership positions.

2. Leadership Development

Invest in mentoring, sponsorship, executive education, networking and succession planning initiatives to develop the next generation of female leaders.

Developing a strong pipeline of women leaders expands the pool of qualified talent available for future executive and board positions.

3. Fair and Transparent Career Progression

Maintain objective and transparent processes for recruitment, performance evaluation, promotion and succession planning so that talent is recognised, developed and advanced fairly.

4. Equal Pay for Equal Work

Periodically review compensation practices to identify and address unexplained gender pay gaps while promoting fairness, transparency and consistency.

5. Board Composition and Effectiveness

Actively consider qualified women for board appointments, particularly as independent directors.

Independent directors strengthen boards through objective judgement, constructive challenge and external perspectives. Expanding the participation of qualified women broadens the range of expertise, experience and viewpoints available to the board, strengthening governance, oversight, strategic deliberation and long-term decision-making.

6. Inclusive and Respectful Workplaces

Foster workplace cultures where all employees are treated with dignity and respect, discrimination and harassment are not tolerated, and policies support professional development, wellbeing and long-term career growth.

7. Continuous Improvement

Recognise that every organisation has its own circumstances, priorities and stage of development. Establish appropriate governance processes and indicators to monitor progress and continuously strengthen opportunities for women throughout the organisation.

Meaningful progress is achieved through sustained leadership commitment, continuous learning and ongoing improvement.

A Voluntary Commitment

These principles are intended as voluntary guidance rather than prescriptive standards. Every organisation should determine how best to implement them according to its own business model, corporate culture and strategic priorities. These principles complement, and do not replace, members' legal obligations in each jurisdiction.

ANZMEX encourages its members to progressively adopt one or more of these good practices, recognising that every organisation—regardless of its size, sector or stage of development—can contribute to advancing women's leadership and strengthening corporate governance.

ANZMEX also encourages its members to share experiences, successful initiatives and lessons learned so that practical solutions and good practices can be exchanged across the business community. Through collaboration, voluntary action and continuous improvement, our members can collectively build stronger organisations, more effective boards and a more competitive business environment across Australia, New Zealand and Mexico.

Acknowledgement of International Good Practices

These principles recognise the valuable work of leading international organisations in advancing corporate governance, board effectiveness and women's leadership. In developing this statement, ANZMEX has considered internationally recognised good practices and publicly available research from the Organisation for Economic Co-operation and Development (OECD), the International Finance Corporation (IFC), the Australian Institute of Company Directors (AICD), the Institute of Directors in New Zealand (IoD New Zealand), the Institute of Directors (United Kingdom), as well as publicly available research and thought leadership developed by Deloitte, EY, KPMG and PwC.

The inclusion of these organisations is intended solely to acknowledge their contribution to the development of internationally recognised good practices. It does not imply endorsement by, affiliation with, or adoption of any specific framework, methodology or position of these organisations.