

2019 Impact Report

Male Champions of Change



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Stepping up beside women to listen, learn and lead action on gender equality

Dear colleagues,

This is our second Male Champions of Change (MCC) coalition-wide Impact Report. Accountability, transparency and “standing behind our numbers” have always been core principles for MCC. The report is believed to be one of the largest voluntary, public disclosures on gender equality in the workplace globally.

Gender equality remains a critical business, economic, social and human rights issue. Research shows, and we know, that CEO commitment is the most significant driver of gender equality outcomes in the workplace.¹

Since establishment in 2010, we have focused on working within our organisations to advance more women into leadership and achieve gender equality. We also contribute to the goal of sustainable gender-balance at Board level and in executive teams, through a long-term focus on achieving gender-balance right across our organisations.

Creating the conditions and culture that enable women to thrive is also critical. Even when organisations are closer to, or have gender balance, women can still face significant disadvantages. You cannot increase women’s representation without shifting entrenched workplace systems that serve to impede it.

In addition to work completed within our organisations, we recognise the value of stepping up together to drive change on gender equality in specific sectors and our community more broadly. For example, over the past 18 months we have had a significant, coalition-wide focus on understanding and eliminating sexual harassment in the workplace. We also continue to focus on the role of workplaces in addressing domestic and family violence.

We share our information and resources widely for others to adopt and adapt, with the view to accelerating change. In 2019, this has included working with our members to adapt our resources and insights from almost a decade of work, into a new, accessible gender equality online learning platform for teams and businesses.

The MCC coalition is growing as more leaders see the value and impact of the MCC strategy. New groups in Global Tech, Health, Insurance and NSW Government have formed. Country groups in Pakistan and the Philippines continue to develop.

We will use the insights in this year’s Impact Report to adapt and refine our work over the coming year and we invite more leaders to join in this mission.

We extend our sincere thanks to all who advise, support and contribute to the progress and outcomes detailed on the following pages.

¹ Women Matter 2010

About Male Champions of Change

The Male Champions of Change strategy focuses on shifting the system of gender inequality in the workplace

Gender inequality in the workplace is a business, economic, social and human rights issue.

Research consistently shows that diversity drives business performance – companies with top quartile gender and ethnic diversity outperform peers by 21% and 33%, respectively.²

Research also shows that CEO commitment is the largest driver of gender equality outcomes. Companies are 22% more likely to have at least 15% women at the C-level when the CEO actively monitors Diversity & Inclusion programs.³

Further, direct CEO engagement is one of the Top 3 high-impact actions delivering gender equality for 100% of Chief Human Resources Officers polled.⁴

Global studies, however, find that CEO action is still lagging. Only 24% of women and 38% of men see senior leaders communicate the importance of gender diversity. Only 18% of women and 26% of men say that progress is measured and shared across the company.⁵

Male Champions of Change (MCC) is a globally recognised, innovative strategy for advancing women in leadership and achieving gender equality

As part of the strategy, men of power and influence step up beside women leaders, forming a high-profile coalition to lead change on gender equality issues in their organisations and communities – be they local, national or global.

The strategy engages members as ‘champions’ not because they are perfect, but because they publicly commit to leading practical, constructive and disruptive actions to accelerate change.

The work of the coalition is backed by a proven methodology for increasing the representation of women in organisations and developing the conditions and cultures that enable them to thrive.

Many of the actions developed and implemented as part of the strategy over nearly 10 years are now globally accepted standards for organisations wishing to become employers of choice for all.

²Delivering Through Diversity 2018

³Delivering Through Diversity 2018

⁴MCC 2011 Letter: “Our experiences in elevating the representation of women in leadership”

⁵Women in the Workplace 2018

The Male Champions of Change coalition

230 men and women CEO or Board level leaders across the world



Including **42** women in the roles of **Convenors** and **Special Advisors**



42

Leading organisation that operate across **155** countries


155



200+ organisations covering every major sector of the economy



Representing **1.6 million** employees globally



1.6 million


Supported by **85** men and **201** women Implementation Leaders



85 **201**

Working with **key partners** including

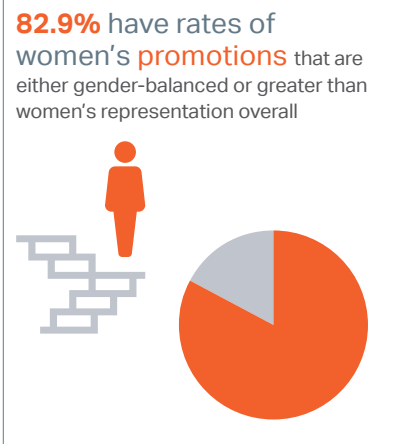
- Chief Executive Women
- The Australian Human Rights Commission
- The Australian Government's Office for Women and Workplace Gender Equality Agency
- Diversity Council Australia
- Our Watch
- Women's Leadership Institute Australia
- UN Women
- AccelerateHER
- UN Global Compact



key partners

2019 outcomes across our coalition

Advancing more women into leadership and achieving gender equality

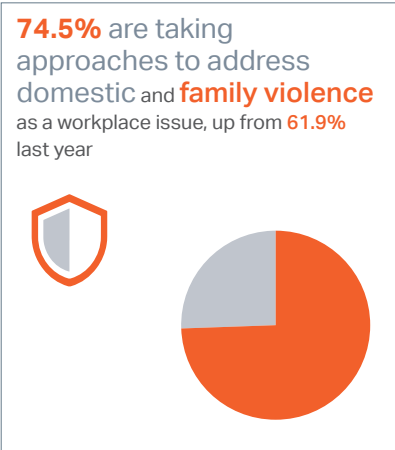
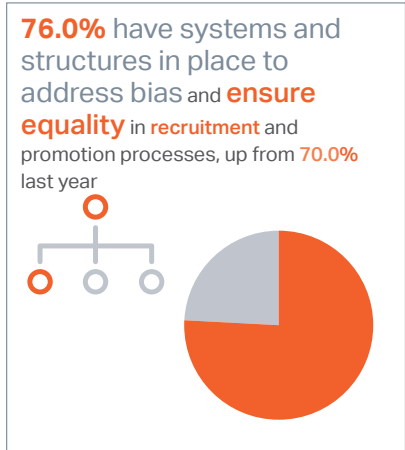
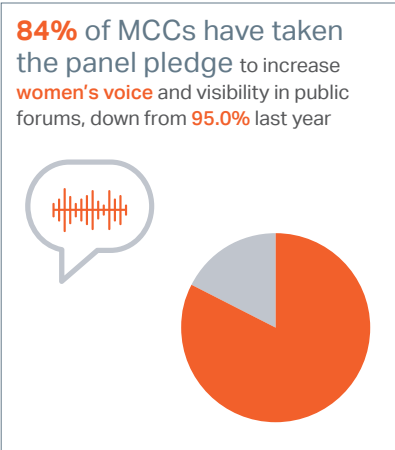
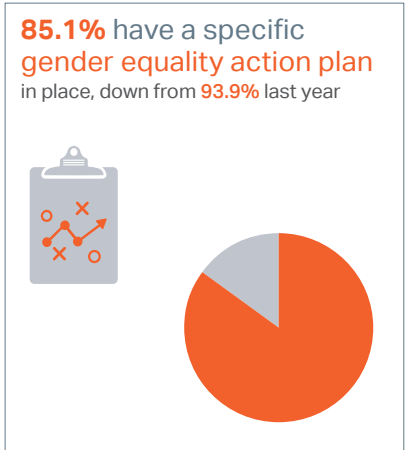
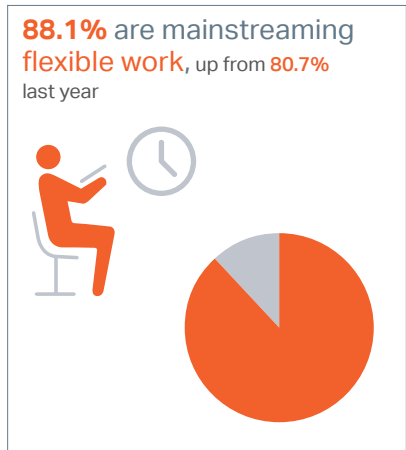
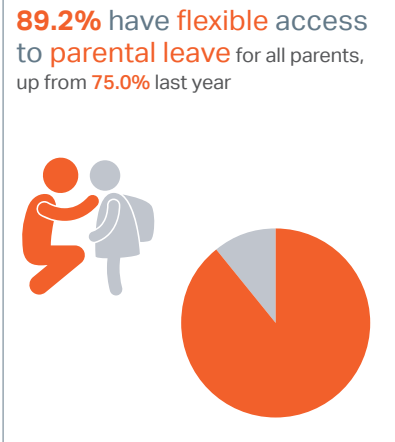


Taking collective action to drive large scale, systemic change on gender equality

Major projects in 2019 included:

- MCC Institute worked with MCC member SBS to create an on-line, accessible and scalable gender equality learning program using our insights and resources developed over the past 10 years
- MCC Property led the development of a practical toolkit for interrupting bias in talent processes
- MCC Sport developed and released the "Pathway to Pay Equality for Elite Women Athletes"
- MCC STEM conducted and released the results of a major study into the conditions and cultures that enable women to thrive in STEM
- MCC Institute worked with the Women's Leadership Institute Australia and Chief Executive Women to extend and refresh the Panel Pledge initiative
- MCC Institute worked with the Australia Government to host an official side event on Workplace Responses to Domestic Violence as part of the UN Commission on the Status of Women 2019
- MCC Institute worked with UN Global Compact to host a global CEO conversation on responding to backlash on gender equality strategies

Creating the conditions and cultures that enable women to thrive in our organisations



Note: In areas where there have been declines in year-on-year performance, this is largely attributable to the number of new members joining Male Champions of Change and reporting on these measures for the first time in 2019.

*First year data has been collected.

Member Groups

MCC is building a critical mass of CEOs dedicated to accelerating the pace of change and benefiting from the value diversity delivers

Our coalition continues to grow. New groups formed in 2019 include the New South Wales Government, Health, Insurance and in the Philippines.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Founding Group	●	●	●	●	●	●	●	●	●	●
National 2015 Group						●	●	●	●	●
Property Group						●	●	●	●	●
Sport Group						●	●	●	●	●
Architecture Group						●	●	●	●	●
National 2016 Group							●	●	●	●
Consult Australia Group							●	●	●	●
STEM Group							●	●	●	●
National 2017 Group								●	●	●
Fire and Emergency Group								●	●	●
Global Tech Group									●	●
Pakistan Group									●	●
Health Group										●
New South Wales Government Group										●
*Philippines Group										●
*Insurance Group										●

*The Philippines and Insurance Groups are new to the MCC coalition and will be included in our MCC Impact Report next year.

The Male Champions of Change strategy

Our approach is based on a set of guiding principles which all members support. We listen, learn and lead through action, with a focus on five interconnected themes, which form our Action Pillars. We use measurable objectives, target specific outcomes and continuously monitor and assess the effectiveness of our work.

What we do

Guiding principles

Our coalition operates with four guiding principles

- Step up beside women – take responsibility with women to accelerate improvement
- Prioritise achieving progress on women's representation – set targets that crystallise intent
- Stand behind our numbers, sharing lessons learned – measure and publish results
- Shift the system, not "fix women" – avoid solutions that require women to adapt

Action pillars

Our action is aligned to five interconnected themes

- Stepping up as leaders
- Creating accountability
- Disrupting the status quo
- Dismantling barriers for carers
- Gender equality in society

How we do it

Approach

Our approach is to Listen, Learn and Lead through Action.

- Understanding the facts, relevant research, existing frameworks and what has and hasn't worked
- Engaging with women peers, gender experts and our own employees – women and men – to gain different perspectives on the issue, new ideas and potential solutions
- Leading through action, most importantly within our own organisations
- Tracking the impact of our actions, and sharing successes, failures and learnings
- Working collectively to advocate for change more broadly in the community

Our impact

Intended outcomes

- Gender balance in leadership, recruitment, graduates and promotions
- Pay equity between men and women
- Flexible and inclusive employment experiences
- Leadership, advocacy and impact on gender equality social issues

Measurable objectives

Our impact is measured by annual progress towards key indicators:

- Gender balance in women's representation in leadership*
- Gender balance in women's representation overall*
- Gender balance in recruitment and promotions*
- Reduction of the gender pay gap
- Reported levels of employees' access to the flexibility they need
- Employee engagement measures for women and men reflect an inclusive employment experience
- Fewer men and women leaving employment during or at the end of parental leave
- Visible leadership by MCCs

*Gender balance means between 40% and 60% women's representation

Our focus on action to accelerate change

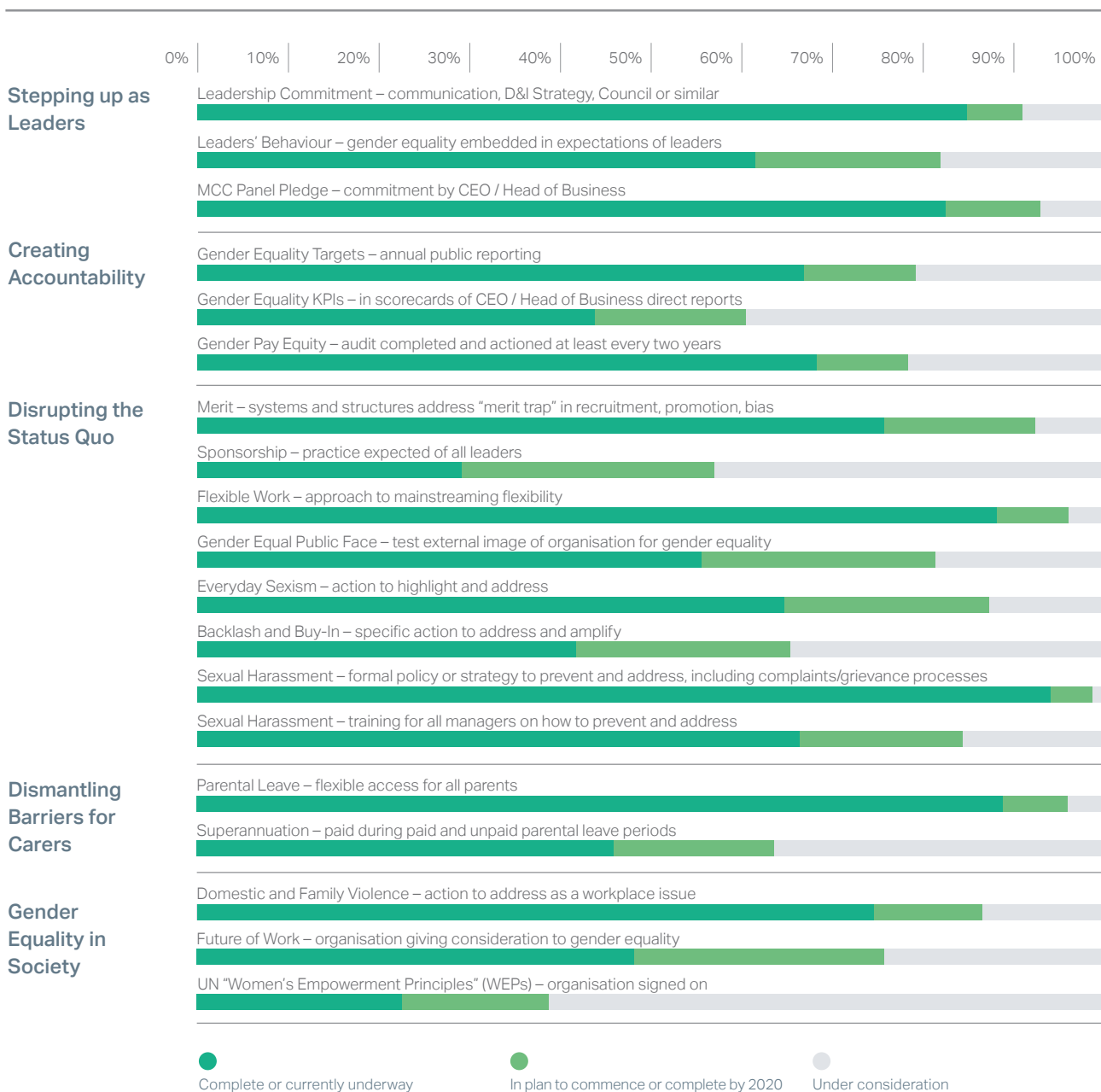
Taking practical action to accelerate the pace of change is core to the MCC approach. We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

Each MCC group has its own pathway of listening, learning and leading which takes into account their unique contexts, priorities, timeframes and opportunities to improve.

Table 1 describes the collective engagement of MCC organisations on key actions identified for accelerating more women into leadership, achieving gender equality and creating the conditions and cultures that enable women to thrive.

More information on the practical actions taken by each MCC Group is included in the MCC Groups sections, starting on page 33 of this report.

Table 1: MCC practical actions – MCC coalition overall



This table indicates strong progress overall. However, we still have much more to do on including gender equality KPIs in leaders' scorecards, adopting sponsorship practice as an expectation of all leaders and more actively addressing backlash against gender equality strategies.

Our focus on measuring impact

We measure our impact annually to understand progress and gaps against our objectives so that we can continuously improve.

Here we share a snapshot of results against the measurable objectives and outcomes we have prioritised. These include gender balance in leadership, recruitment, promotions, flexible work and visible leadership by members of our MCC community.

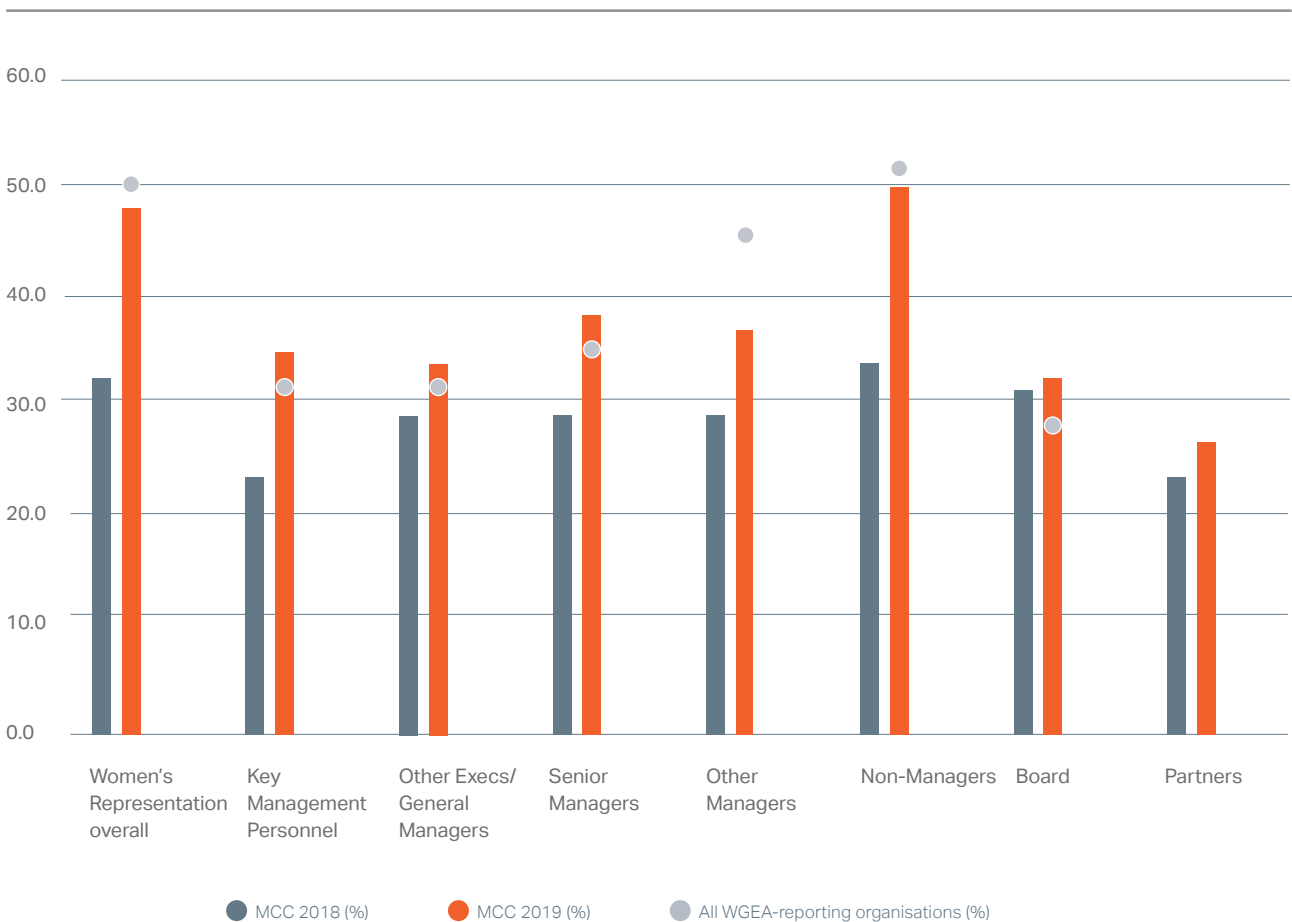
The following tables contain the most recent available data by each MCC Group and the MCC coalition overall. For full transparency, we share our 2018 and

2019 MCC results, and where possible, benchmark these against data arising from the 2019 Workplace Gender Equality Agency's (WGEA) scorecard. The WGEA scorecard is the result of compliance reporting by Australian private sector employers with more than 100 employees, and is a globally-unique data set, now in its sixth year of publication. While not completely alike due to our international and public sector members, we believe this is a useful comparison to include.

MCC Outcome 1

Gender balance in leadership, recruitment, graduates and promotions

Table 2: Gender balance in leadership – MCC overall year-on-year improvements



Note: WGEA data not available for women's representation at Partner level.

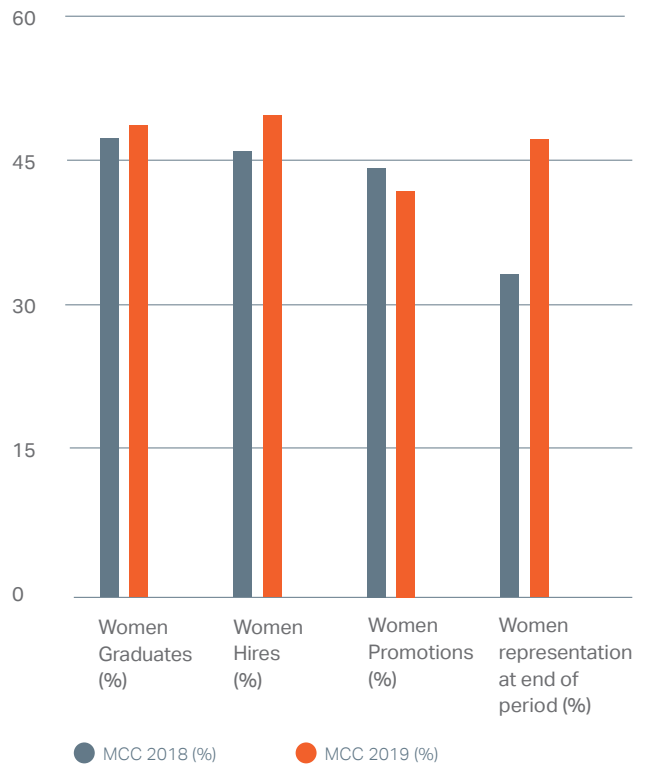
Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the MCC Groups sections, starting on page 33 of this report.

Table 3: Gender balance in leadership – Chief Executive Women ASX200 senior executive census 2019

Women’s representation (%)

CFOs	16.0%
Leadership Teams	25.0%
Line Roles	13.0%
Functional Roles	36.0%

Table 4: Gender balance in recruitment and promotions – MCC overall



Note: WGEA data only available as comparison on promotions that were women – for MCC organisations, this is 39.5% and for WGEA-reporting organisations, it is 48.9% in 2019.

Representation, overall recruitment and promotions data in tables 2 and 4 reflect, for relevant organisations, data reported to the Australian Workplace Gender Equality Agency (WGEA) for the 2018-19 WGEA compliance reports.

Organisations that do not report to WGEA have provided their most recently available data to align as closely as possible with the WGEA reporting period.

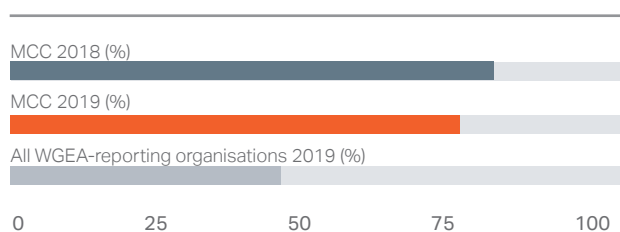
Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the MCC Groups sections, starting on page 33 of this report.

MCC Outcome 2

Pay equity between men and women

77.0% of MCC organisations are regularly conducting and actioning the results of their gender pay equity audits, compared to 44.7% of WGEA-reporting organisations. Twenty-five MCC organisations are also disclosing their gender pay equity gaps in their Annual Reports and public websites. Those organisations and links to their disclosures are included in the MCC Groups sections, starting on page 33 of this report.

Table 5: Action on gender pay equity – MCC overall compared to wgea-reporting organisations

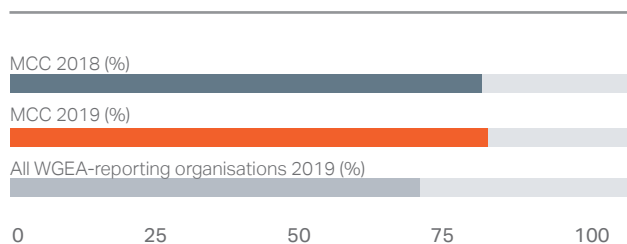


MCC Outcome 3:

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion, and cultures that create safety and respect are equally important indicators of gender equality. They contribute to retention, engagement and productivity amongst all employees. For these reasons, we focus on the following set of measurable objectives to assess progress in creating the conditions and cultures that enable women to thrive.

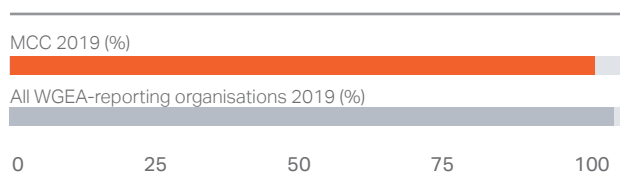
Table 6: Action on flexible work: MCC overall compared to WGEA-reporting organisations



44.2% of reporting MCC organisations have been able to share data on their employees' experiences of flexible work and inclusion. Overall data for MCC organisations who are able to report on this measure shows on average 79.3% of women, 80.4% of men and 79.9% of all employees report having access to the flexibility they need this year (or similar wording). Also, on average 81.6% of women, 74.8% of men and 81.2% of all employees report having an inclusive employment experience (or similar wording).

Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the MCC Groups sections, starting on page 33 of this report.

Table 7: Sexual harassment policies & strategies – MCC overall compared to WGEA-reporting organisations



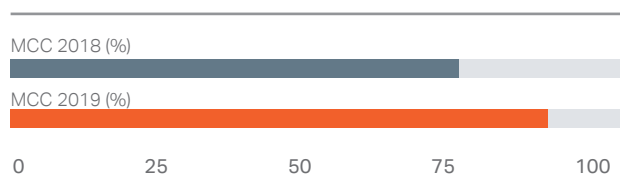
Note: MCC reporting on this action for the first time in 2019.

28.7% of reporting MCC organisations have been able to share data on their employees' perceptions of their organisation's approach to sexual harassment. Overall data for MCC organisations who are able to report on this measure shows on average 90.1% of women, 94.1% of men and 90.1% of all employees believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording).

Additionally, overall data for MCC organisations who are able to report shows on average 84.2% of women, 90.9% of men and 85.4% of all employees believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording).

Detailed information by each MCC Group and individual organisation is included in the MCC Groups sections, starting on page 33 of this report.

Table 8: Parental Leave Equality – MCC Overall



Note: WGEA data not available for this action in 2019.

2019 is also the first year that the MCC coalition has had sufficient data available to report on exits during or at the end of parental leave 51.4% of reporting MCC organisations have been able to share data on their retention of employees taking or returning from parental leave. Overall data for MCC organisations who are able to report on this measure shows on average, of those who started a period of parental leave 4.1% of women, 2.0% of men and 2.7% of all employees left their organisation during or at the end of their parental leave in the past year.

The averages presented in this MCC Outcome may represent data from cohorts of different sizes, depending on data available at the time of reporting. Hence, the data for "all employees" may be higher or lower than the averages shared for women and men. Available organisation-specific data is included in the MCC Groups sections, starting on page 33 of this report.

MCC Outcome 4

Leadership, advocacy and impact on gender equality social issues

We advocate for gender equality in our organisations and industry sectors. During 2018–19, each day, on average, two MCCs spoke publicly about the importance of, and their commitment to gender equality.

Stepping up as leaders also includes leading innovative and disruptive initiatives to shift systems of inequality, which others may wish to adopt or adapt. Here we provide details of major pieces of work undertaken by the MCC coalition since its inception in 2010.

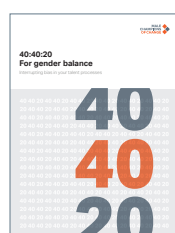
Engaging Line Managers and Teams in Gender Equality Strategies (2019)

What we heard: Organisations need tools and resources to gain widespread support for gender equality strategies and actions amongst their employees, customers and suppliers. Much of our CEO-level work can be adapted to engage line managers and teams in these efforts.

Action taken: In addition to work within our organisations, MCC partnered with SBS to develop a comprehensive, accessible and scalable on-line learning program covering a range of topics including the case for change, pay equality, recruitment and promotions, sexual harassment and everyday sexism in the workplace.

Impact: The program was launched in November 2019 and will be updated regularly in partnership with SBS.

Interrupting Bias in our Talent Processes (2019)



What we heard: Organisations need practical resources, tips and tools to systematically interrupt conscious and unconscious bias in recruitment, promotion and talent development processes, with the aim of achieving gender representation of 40.0%

women, 40.0% men and 20.0% open to all. This work responds to strong evidence that the best performing teams are diverse teams.

Action taken: MCC Property worked with all member groups to develop a practical, actionable guide to help leaders ensure they are avoiding the “merit trap” and accessing the full talent pool in their talent processes. Case studies on successful interventions are included to help organisations accelerate change.

Impact: The “40:40:20 For Gender Balance: Interrupting Gender Bias in Your Talent Processes” toolkit was made available to all MCC members and publicly via the MCC website in November. In 2019, across the MCC coalition, 49.7% of all graduates recruited were women. 51.0% of all new hires were women. 39.5% of promotions were women, leading to women’s representation of 48.1% across our coalition.

The Pathway to Pay Equality for Elite Women Athletes in Sport (2019)



What we heard: Achieving gender equality, pay equity and sustainable pay equality for women in sport will take commitment and action across the entire sports eco-system including sports organisations, governments, media, broadcasters,

corporate sponsors, player's associations and grass-roots participants. The symbol of change in the sports sector would support wider societal and cultural efforts to advance gender equality.

Action taken: MCC Sport led the way globally in articulating the difference between like-for-like pay equity and sustainable pay equality in the context of sport; presenting a model to achieve equal base pay in sport; sharing why arguments against equal pay for elite women athletes don't stack up; mapping the support required across the entire sports ecosystem to achieve pay equality; and providing a "point in time" self-assessment of each MCC Sport member's progress on the Pathway to Pay Equality.

Impact: All the MCC Sport signatories to the "Pathway to Pay Equality" have committed to evaluate and report on their performance annually using a consistent framework to ensure they accelerate progress towards pay equality over the next five years. The first report against this framework will be released in early 2020.

Harnessing Our Innovation Potential (2019)



What we heard: There are significant barriers to attracting, retaining and developing women in the STEM sector. If we don't act, our organisations risk losing highly STEM-qualified women and diminishing our national innovation potential.

Action taken: MCC STEM, led a major study to better understand how these issues manifest and practical actions they could lead to change the current course. This study found that: Women in STEM experience considerably more barriers to progression than men and unacceptably high levels of everyday sexism, pointing to a culture in STEM that excludes women, minimises their contributions and devalues their voices. While women and men enter STEM fields with high levels of motivation to solve complex problems facing the world, women are more likely than men to consider leaving STEM. There is also a gap between current action to address these issues, and what our people think will make a real difference.

Impact: MCC STEM organisations have used the survey insights to inform priority actions for the 2019-2020 period including a focus on psychological safety, everyday sexism and increasing the retention of women in STEM. Three-quarters of MCC STEM organisations have now established specific targets or KPIs for STEM roles. The survey insights have also informed a STEM Leadership Roundtable in collaboration with the Department of Industry, Innovation and Science to drive action across the STEM eco-system.

Increasing the Visibility and Contribution of Women Leaders (2012 - 2019)



What we heard: Women's voices are excluded from high-profile panels, forums and public debates. When the absence of women in public discourse is normalised, fewer women choose to speak, and fewer are chosen. Women and girls lack

relatable leaders they can aspire to and seek to emulate. The community also misses out on the unique perspectives that are drawn from the insights and experiences of women.

Action taken: At the suggestion of the Women's Leadership Institute of Australia (WLIA) in 2012, the Male Champions of Change supported the Panel Pledge. When asked to be involved in or sponsor a panel or conference, MCCs will inquire about organiser efforts to ensure diverse women leaders are represented. They will step aside and nominate a woman leader in their place if no women are represented on a panel they are invited to participate in. MCC organisations also work to increase the representation of women as speakers, delegates, participants and audience members at forums that we organise and/or sponsor. The Panel Pledge resource guide was updated by MCC, WLIA and Chief Executive Women in 2019.

Impact: Today, 84.0% of MCCs have supported the Panel Pledge, with another 10.0% due to sign on by 2020, helping to elevate the voices of women and enhancing the quality and range of perspectives provided in public discussions.

Creating a Gender Equal Future of Work (2018)

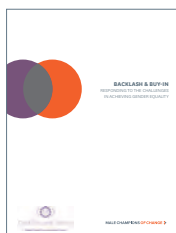


What we heard: Without intentional and bold action, organisations could "sleepwalk" into the future of work – replicating and exacerbating gender inequality.

Action taken: The MCC Founding and STEM groups developed "A Gender Equal Future of Work" – a discussion guide supporting leaders to prioritise gender equality in their business strategies. It describes how leaders are challenging and transforming structures that perpetuate gender inequality as they plan for and manage rapid advances in technology, social and demographic shifts, and increasing consumer, citizen and stakeholder expectations

Impact: Within 12 months, just under 50.0% of MCC organisations are taking a systematic approach to considering gender equality as they plan for the future of work, with another 30.0% planning to begin this by 2020.

Responding to the Challenges of Change on Gender Equality (2018)



What we heard: The movement for change on gender equality attracts a range of responses. They manifest as internal and public debate on issues such as the demise of meritocracy; reverse discrimination; experiences of gender-based

harassment and the view that efforts to achieve gender equality have simply “gone too far”. Some call this backlash.

Action taken: We worked with Chief Executive Women to explore the range of responses that we have encountered, and provide our insights and practical actions to continue progress toward gender equality in the workplace.

Impact: Across the range of MCC organisations, we’ve seen impactful initiatives that address backlash decisively and result in the achievement of increased levels of recruitment, retention and promotion of women.

Testing the Messages We Project (2017)



What we heard: The public presence or ‘face’ of organisations must be addressed as part of deeper efforts to identify and improve organisational cultures that may, or may appear to, exclude women.

These can be perpetuated and reinforced through the use of stereotypes, language and imagery, unjustified gender imbalances, symbols of success and barriers to entry.

Action taken: The MCC Sport Group led action to share examples of high-impact approaches around external presence, employee experience, engagement activities, awards, recognition and honour systems, and workplace symbols and barriers to inclusion. The purpose was to help create more inclusive cultures for women, promote and normalise their roles and contributions, and raise the visibility of women role models across multiple sectors.

Impact: Today, 56.4% of MCC organisations are actively testing their external messages and presence for gender balance, with another 23.6% adding this to their efforts by 2020.

Eliminating Everyday Sexism (2017)



What we heard: There is an undercurrent of behaviour that perceives and treats women differently in the workplace and society. So common in some organisations, this behaviour – everyday sexism – has become an

accepted part of navigating workplace dynamics. People who have less power are more likely to be targets of everyday sexism. When low-level sexism like this is brushed off as harmless, disrespect becomes an accepted part of a workplace's culture. This impacts organisations and employees. Sexism can make organisations vulnerable to lawsuits and scandals, silence diverse voices, alienate half the talent pool and increase turnover.

Action taken: The MCC National 2015 Group led a major project to better understand everyday sexism, describe how it manifests and implement actions to address its most prevalent forms.

Impact: Today, 64.7% of MCC organisations have acted to eliminate everyday sexism, with another 22.8% commencing specific work by 2020. The MCCs also led a national conversation through mainstream and social media to help the community understand how everyday sexism manifests and the role of leaders in calling it out and eliminating it within their organisations.

Closing the Pay Gap (2017)



What we heard: A gender pay gap exists in most organisations and across all sectors. Addressing the national gender pay gap requires the effort of our whole community. Importantly, employers must play their part. All leaders have the power

to analyse their data and take-action on pay gaps within their organisations, especially in like-for-like roles.

Action taken: Building on the work and leadership of the Property Male Champions of Change, we developed a useful tool for successfully uncovering and addressing the gender pay gap, along with what we have learned about measuring and closing the pay gap in our organisations.

Impact: Today 77.0% of MCC organisations are conducting and actioning gender pay equity audits at least every two years. This compares to a national figure of 44.7% among WGEA-reporting organisations who have completed a pay equity audit.

Workplace Responses to Domestic and Family Violence (2014–2016)



What we heard: Domestic and family violence can affect anyone. It is an issue that is central to gender equality, impacting around 800,000 women in workplaces across Australia. Many leaders and organisations believe that domestic

violence is a private matter and businesses and workplaces have no role to play in the issue.

Action taken: MCC worked with employers, experts and community partners to develop a resource to help organisations identify domestic violence as a workplace issue, and to create more safety and support at work for those experiencing violence. The “Playing our Part” resources developed by MCC include the original framework on workplace responses to domestic and family violence, a progress report and activism toolkit.

Impact: Today 74.5% of MCC organisations are taking practical actions such as additional paid leave and safety planning to support people affected within their organisations, compared to 60.2% among WGEA-reporting organisations.

All Roles Flex (2014)

What we heard: Flexible work is a significant enabler of high performance, employee engagement and innovation. A lack of flexibility holds all people back from working in a way that they can achieve their best at work, at home and in other parts of life. Women and men are impacted by outdated notions of presenteeism, inflexible hours, and gender-based stereotypes around caring.

Action taken: Telstra, whose CEO was a member of the MCC Founding Group, pioneered a policy and mindset shift in organisational attitudes to flexible working. New ways to work flexibly were developed, organisational support for flexible working for all was communicated widely – including through leader role modelling; technology as an enabler and an expectation of line managers that they should support flexibility in some form in every role, for any reason.

Impact: Today, MCCs see flexible work as a business advantage. Building on early pilot approaches, in 2019 88.1% of MCC organisations have mainstreamed flexible work for all employees in ‘all roles flex’ style approaches.

Avoiding the Merit Trap in Recruitment and Promotion Decisions (2014)



What we heard: There is a common barrier, impacting women, that intervenes between the belief in and application of a merit-based system. To make progress on gender equality and reap the benefits of diversity, it is critical to confront the obstacles that our definition and use of the concept of 'merit' presents.

Action taken: Male Champions of Change and Chief Executive Women worked together to share what they've learned about how biases can influence the way merit is understood and applied, and strategies to overcome the unintended consequences for women.

Impact: Today 76.0% of MCCs are routinely implementing approaches to address the 'merit trap' in recruitment, promotion and related practices to ensure women are not consciously or unconsciously excluded from recruitment and promotion opportunities. 82.9% of MCC organisations have rates of women's promotions that are either gender balanced or are greater than their representation of women overall. 66.0% have achieved gender-balance in their recruitment of women and 52.0% of MCC organisations achieved gender-balance in their graduate recruitment.

Increasing Leadership Impact on Gender Equality (2012)



What we heard: The impact of leaders visibly stepping up to the challenge of gender equality and holding themselves and their teams to account is critical in achieving change.

Action taken: The Founding MCC Group and Chief Executive Women partnered to develop a resource that invites leaders to consider what they say, how they act, what they measure and what they prioritise in terms of gender equality. Leaders develop and implement action plans to improve the power of their leadership on gender as a business, economic, societal and human rights issue.

Impact: Today, 61.7% of MCCs are using the "Leadership Shadow" resource or similar as part of their leadership strategy to drive behaviour and accountability for change on the advancement of women. 85.1% of MCC organisations have a specific gender equality action plan in place compared to a national figure of 75.4% among WGEA-reporting organisations.

A New and Consistent Approach for Reporting Progress on Gender Equality (2011)

What we heard: When the MCC strategy commenced in 2010, inconsistent standards for reporting on gender equality and the advancement of women in leadership prohibited accurate and transparent assessments of progress and the identification of targeted interventions to accelerate change – within and across organisations and sectors.

Action taken: The Founding MCC Group developed a consistent and effective reporting standard that provides a transparent and granular view of the pipeline and progress. “Getting under the numbers”, treating the representation of women in leadership as a business priority and tracking and reporting year-on-year progress was deemed a pre-requisite for all members of the MCC coalition, and stands today.

Impact: 100% of MCCs report their progress annually via specific group Progress Reports or the combined MCC Impact Report using our robust, consistent and comparable methodology. 62.4% of MCC members have achieved or improved gender balance in key management personnel and 81.5% have achieved or improved gender balance overall in their organisations since their first MCC report.

Our focus on sexual harassment in the workplace

Over the past 18 months, members of Male Champions of Change (MCC) have looked deeply at the issue of sexual harassment in the workplace. This work is entirely consistent with the mission of MCC, our commitment to gender equality and building respectful, safe and inclusive environments for all.

The issue was elevated as a priority amongst members against the backdrop of The National Inquiry into Sexual Harassment in Australian Workplaces, led by Sex Discrimination Commissioner Kate Jenkins –the first of its kind in the world; the catalysing movement for change arising from #Metoo; and the experiences of employees.

Members have analysed the issue from the viewpoint of a CEO with the goal of eradicating sexual harassment from our workplaces. A priority was understanding the experiences of women and men in our organisations to identify disruptive action we could lead. This included:

- Reviewing all major cultural reviews, industry-wide surveys and insight reports from 2012 to 2019 from across the MCC coalition, covering the views and experiences of our employees and stakeholders
- Holding forums with 41 CEOs and heads of our Legal, Communications and People and Culture teams to understand lessons learned from dealing with sexual harassment in their organisations
- Hosting Sex Discrimination Commissioner Kate Jenkins (and Co-Convener of the National 2015 MCC) at 8 meetings involving different MCC groups to discuss the issue, the work of the National Inquiry and the role of leaders in addressing sexual harassment.
- Reviewing contributions to the National Inquiry
- Engaging with experts in the field and women leaders including the Conveners, Special Advisors and Implementation Leaders involved in the MCC strategy
- Examining initiatives currently in place to improve prevention and responses that could be adopted, adapted or scaled up across member organisations to accelerate change
- Engaging in multiple detailed discussions on everyday sexism and sexual harassment as part of regular MCC and Implementation Leader meetings.

What we know is that sexual harassment, in all its forms, is an abuse of power and represents behaviours that are beneath the standard we expect from every one of us and across our organisations. It is unethical and against the law. We understand the psychological, emotional and physical toll it takes, and the detrimental consequences it can have on the careers and personal lives of those affected, as well as their families and those close to them. We acknowledge that past approaches to address this behaviour have been insufficient. We agree that new approaches are required, acknowledging that this is a human and societal issue.

As a coalition, we need to keep listening and learning on this issue, but it is also important to take action given how much we know already. The expectation, rightly, is that Male Champions of Change will step up beside women in creating more effective approaches to preventing and responding to sexual harassment in the workplace. We also need to ensure all leaders and teams understand that unless we all take action to intervene against sexual harassment, we remain part of the culture that enables it.

We keenly await the outcomes and recommendations arising from The National Inquiry, which are expected from Commissioner Kate Jenkins in early 2020, to further enhance our understanding and inform actions that MCC members will take.

In the meantime, we will continue to improve our prevention, early intervention and response approaches. This will be underpinned by our long-term focus on advancing gender equality within our organisations, which we know is the one of the most effective strategies in addressing cultures where sexual harassment occurs.

“

I have heard through the Australian Human Rights Commission's National Inquiry about the critical role of leaders, culture and gender equality in eliminating sexual harassment. I welcome the active engagement of the Male Champions of Change, and their commitment to act to make their workplaces safe and respectful.

Kate Jenkins Sex Discrimination Commissioner, Australian Human Rights Commission

Challenges

Male Champions of Change is a large, cross-sector strategy involving many leaders, stakeholders and hundreds of thousands of employees. Here we outline some of the challenges faced this year in delivering on the strategy.



Shifting multiple, legacy systems and processes concurrently to deliver sustainable lifts in women's representation. For example, you can rarely recruit, retain and advance women equally if the conditions and cultures within the workplace do not enable them to thrive.



Building wider team capability to anticipate or act to minimise the impact of organisational change on gender equality strategies. For example, actively managing for gender representation when restructuring is required or being mindful of gender equality in the development of future workforce, product and service plans.



Accepting that experimenting with new approaches to achieve gender equality may not always deliver the results expected. Close monitoring and rapid adjustments of new initiatives are often required, and a preparedness to change course if necessary.



Better understanding and prioritising community issues and concerns about gender inequality in society more broadly, and the specific actions we can lead in response.



Identifying and working collaboratively with the right stakeholders on the right issues and highest impact actions where there is a constructive role we can play to accelerate change.



Listening to, engaging with and positively influencing the views of those who don't value the business case and leadership focus on gender equality and women in leadership.

“

Women are not starting from a level playing field. Unless we intentionally put gender at the centre of our actions, we will sleepwalk into a future where existing inequalities are either replicated, or worse, exacerbated.

Elizabeth Broderick AO, Founder and Convenor, Male Champions of Change

Louise Adams
Managing Director Australia
and New Zealand
Aurecon

Frances Adamson
Secretary
Department of Foreign Affairs
and Trade;
MCC Special Advisor

Luke Agati
CEO
Transdev Australasia

Joe Agius
Director
COX

Peter Allen
CEO
Scentre Group

Jamie Alonso
CEO APAC
Cardno

Sandeep Amin
Managing Director
DesignInc

Mark Anderson
CEO
Collingwood Football Club

Paul Anderson
CEO
Network 10

Chris Arnot AFSM
Chief Officer
Tasmania Fire Service

Yasir Ashfaq
CEO
Pakistan Microfinance
Investment Company

Graham Ashton AM APM
Chief Commissioner
Victoria Police

David Atkin
CEO
Cbus

Ameet Bains
CEO
Western Bulldogs

Ken Barton
CEO and CFO
Crown Digital and Crown
Resorts

Todd Battley
CEO, Australia and New
Zealand
AECOM

Paul Baxter QSO
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Chief Officer
SA State Emergency Service

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Secretary
Department of Health

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Dean, School of Medicine
The University of Notre Dame

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Industry and Environment

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Chair of Board
Australian Red Cross Lifeblood

Aziz Boolani
CEO
Sareena Hotels

Glen Boreham AM
Non-Executive Director

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Calvary Health Care

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Crone Partners

John Bradley
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Australian Federal Police

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Commonwealth Bank
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and Roads
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AND Health

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President, Power Sector
Worley

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Pharmaceutical Company of
Johnson & Johnson

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Tzannes Associates

Todd Greenberg
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Victoria State Emergency
Service

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Lord Tony Hall CBE
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Fire Management Victoria –
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Kristen Hilton
Victorian Human Rights
and Equal Opportunity
Commissioner

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Chairman & Co-Founder
Founders Forum

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Cochlear

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EY

Bob Johnston
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The GPT Group

Damon Johnston
Editor
Herald Sun

Scott Johnston
Acting NSW Public Service
Commissioner

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Founder & CEO
You & Mr Jones, One Young
World

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Chief Officer
South Australian Country
Fire Service

Rhys Jones CNZM
Chief Executive
Fire and Emergency
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Australian Statistician
Australian Bureau of Statistics

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Corporate Vice President & Global Head
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Vicinity Centres

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Group CEO
St John of God Health Care

John Kenny
CEO Australia and New Zealand
Colliers International

Graham Kerr
CEO and Managing Director
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Henkel

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Knight Frank Australia

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Environment, Energy and Science
NSW Department of Planning, Industry and Environment

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Previous Director-General of Security
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Convenor, Male Champions of Change

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Chairman & Chief Executive Officer
YOOX Net-A-Porter Group

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Chief Executive
CSIRO

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President, Court of Appeal
Supreme Court of Victoria

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Group CEO and Managing Director
Lendlease

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CEO Asia Pacific
Arcadis

Gillon McLachlan
CEO
Australian Football League

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Group Executive, Growth & Innovation and HSE
Rio Tinto

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Chief Defence Scientist

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Attorney-General's Department

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SA Metropolitan Fire Service

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Chief Executive
Property Council of Australia

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Variant Perspectives Group;
Convenor, Male Champions of Change

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Director, Fires & Emergency Services
Parks Victoria

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QIC Global Real Estate

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Commissioner
Australian Border Force

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Sport Australia

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Practice Leader
PTW

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ANSTO

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Cushman & Wakefield
Australia and New Zealand

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Patient Experience and System
Performance Division
NSW Health

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CEO
Telstra

James Phillis
CEO Australia and New
Zealand
SMEC

Stephen Pitt
CEO
Golf Australia

Sharon Ponniah
Director, Health Economics
and Policy
PwC

Rob Porter
Executive General Manager
Airservices Australia

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Secretary
NSW Treasury

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Principal
Woods Bagot

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CEO
Lahore Qualandars

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Director
DKO Architecture

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WPP

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Premier and Cabinet

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CEO
Basketball Australia;
MCC Special Advisor

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CEO and Managing Director
AGL Energy

Pat Regan
CEO
QBE Insurance Group

Ben Rimmer
Non-Executive Director

Kevin Roberts
CEO
Cricket Australia

Ian Robson
CEO
Rowing Australia

Ant Roediger
Managing Director
Boston Consulting Group
Australia and New Zealand

Simon Rothery
CEO Australia and New
Zealand
Goldman Sachs

Phil Rowland
President and CEO
Australia and New Zealand
CBRE

Leigh Russell
CEO
Swimming Australia

Luke Sayers AM
Chief Executive Officer
PwC Australia

Phil Schacht
Chief Executive
Hanson Australia

Anthony Schembri AM
CEO
St Vincent's Health Network
Sydney

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Vice-Chancellor
Australian National University

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Convenor, Male Champions of
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NSW Department of Education

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Oceania Real Estate
EY;
MCC Special Advisor

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Country Managing Partner
EY Ford Rhodes

Ian Silk
Chief Executive Officer
AustralianSuper

AVM Tracy Smart AM
Surgeon General ADG/
Commander Joint Health
Defence Joint Health
Command

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Vice-Chancellor and Principal
The University of Sydney

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Secretary
Transport for NSW

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Dexus

Mark Steinert
CEO and Managing Director
Stockland

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Director, Fire & Incident
Management Section
NSW National Parks &
Wildlife Service Office of
Environment and Heritage NSW

Andrew Stevens
Chair
Innovation and Science
Australia

Dominic Stevens
Managing Director and CEO
Australian Securities Exchange

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Melbourne Managing Partner
Grimshaw

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Manager APAC Region
PepsiCo Pakistan

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SBS

Sean Taylor
CEO and Managing Director
Komatsu Australia

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Non-Executive Director

Giles Thompson
CEO
Racing Victoria

Craig Tiley
CEO
Tennis Australia

Adam Tindall
CEO
AMP Capital

David Tordoff
Director
Hayball

Bob Van Dijk
CEO
Naspers

Peter Varghese AO
Chancellor
The University of Queensland

Philip Vivian
Director
Bates Smart

Irfan Wahab Khan
CEO
Telenor Pakistan

Nicola Wakefield-Evans
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Chair 30% Club Australia

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Policy and Commissioning
NSW Department of
Communities and Justice

Steve Warrington AFSM
Chief Officer and CEO
Country Fire Authority Victoria

Michael Wassing AFSM
Commissioner (Acting)
Queensland Fire and
Emergency Services

Dr Ian Watt AC
Non-Executive Director

**Georgeina Whelan AM,
CSC and Bar**
Commissioner
ACT Emergency Services
Agency

George Whyte
Managing Director
Aggreko Australia Pacific

David Willing
Executive Director
Northern Territory Fire and
Emergency Services

Geoff Wilson
Non-Executive Director

Gary Wingrove
CEO
KPMG Australia

Will Wright
Managing Director
Douglas Partners

Scott Wyatt
CEO
Viva Energy Australia

Impact Report 2019

**MCC Group
Overviews of
Action & Impact**



Founding Group

The first Male Champions of Change peer group, known as the Founding Group, began in 2010 with 8 Australian leaders. It has since grown to 28 members, comprising CEOs, board directors, Commonwealth Government secretaries, university and military leaders.

The Founding Group have seen real impact from their individual and collective actions and have shared their approach and resources to help other leaders get started, build momentum and accelerate change towards gender equality.

The Founding Group is committed to actively advancing

gender equality across their organisations and across the country. The Group’s purpose is to help achieve significant and sustainable improvements in the representation of women in senior leadership, which includes a focus on action in the areas of leadership, talent development, accountability and public advocacy.

Highlights for 2018–19

Members achieved gender balance or an increase in women’s representation across 81.7% of employment categories in 2019

34.5% women’s representation achieved overall across the group

92.9% of members now have mainstreamed flexible working strategies in place

100% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Frances Adamson
Secretary,
Department of
Foreign Affairs and
Trade



Paul Anderson
CEO, Network Ten



Glen Boreham AM
Non-Executive
Director



Gordon Cairns
Non-Executive
Director



**General Angus J
Campbell AO DSC**
Chief of the Defence
Force



Matt Comyn
Managing
Director and CEO,
Commonwealth
Bank of Australia



Angus Dawson
Managing Partner,
McKinsey Australia
and New Zealand



Richard Deutsch
CEO, Deloitte
Australia



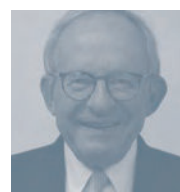
**Stephen Fitzgerald
AO**
Non-Executive
Director



Cindy Hook
International
Ambassador
(Singapore)



Alan Joyce
CEO and Managing
Director, Qantas



Kevin McCann AM
Non-Executive
Director



Stephen McIntosh
Group Executive,
Growth & Innovation
and HSE, Rio Tinto



Chris Moraitis
Secretary,
Attorney General's
Department



**Dr Martin
Parkinson PSM AC**
Non-Executive
Director



Andrew Penn
CEO, Telstra



Simon Rothery
CEO Australia
and New Zealand,
Goldman Sachs



Michael Spence
Vice-Chancellor and
Principal, University
of Sydney



Andrew Stevens
Non-Executive
Director



Dominic Stevens
Managing Director
and CEO, Australian
Securities Exchange



David Thodey AO
Non-Executive
Director



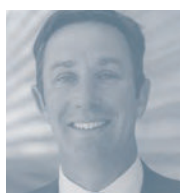
Peter Varghese AO
Non-Executive
Director



Dr Ian Watt AO
Non-Executive
Director



Geoff Wilson
Non-Executive
Director



Gary Wingrove
CEO, KPMG Australia



Convenor
Elizabeth Broderick AO
Founder of Male Champions
of Change



Focus areas and impact for 2018–19

Stepping up as leaders

Conducted conversations within the MCC Founding Group on the role of leaders in creating respectful, inclusive and safe work environments, with a particular focus on addressing everyday sexism and sexual harassment.

Creating accountability

Reviewed our collective action plan and impact through a workshop and discussion aimed at “Learning from Experience”.

Rio Tinto signed off targets for women’s representation, which are the responsibility of Product Group Heads for each region, and specific initiatives to support these targets are also the accountability of each Product Group Head.

Disrupting the status quo

Collaborated with the MCC STEM Group on the topic of Gender Equality and the Future of Work; conducted interviews, released a discussion guide and held a 300 person event with the aim of inspiring practical action to shape gender equal work and workplaces of the future.

Conducted internal conversations and reviewed some elements of our promotion approaches in relation to challenging gendered stereotypes of leadership.

Dismantling barriers for carers

Continued to learn from our member organisations’ experiences dismantling barriers to carers, with the introduction of:

- Gender-equal parental leave with superannuation during paid and unpaid periods and a refreshed and mainstreamed approach to flexible work at Deloitte
- Superannuation paid during unpaid parental leave at KPMG
- Launch of the KPMG Fathers Network to provide greater equity and support for fathers to actively participate as carers
- A new global standard for parental leave regardless of location or gender at Rio Tinto
- Gender-neutral and flexible paid parental leave policy introduced by Telstra

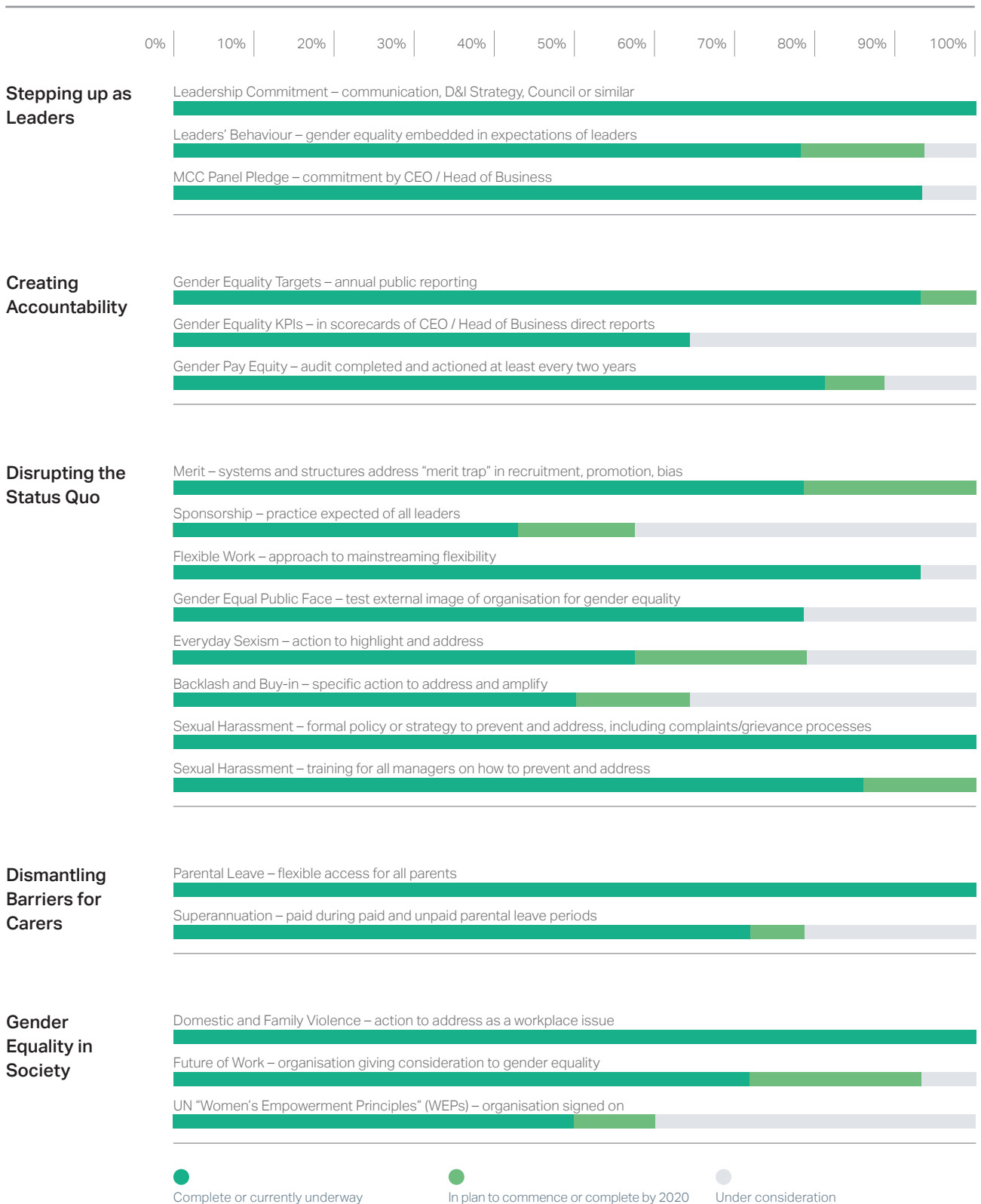
Gender equality in society

Commenced implementation of a pilot collective response to Domestic and Family Violence pilot, in Gladstone Queensland, leveraging the broader MCC coalition to trial a place-based, community-wide approach.

Contributed to the development of a toolkit to support a workplace response to employees who perpetrate domestic and family violence, building on workshops conducted by CBA in 2018, and as an extension of the MCC Founding Group’s work to respond to domestic and family violence as a workplace issue over the last five years.

Co-convened a discussion with the Sport MCC Sport group identifying a pathway to pay equality for elite women athletes, recognising the role that Founding Group MCC organisations play across the sports pay ‘ecosystem’, including as sponsors. Telstra continued partnerships with women’s sport in rugby league, AFL, netball and soccer.

Table 9: MCC practical actions





Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 10: Gender balance in leadership

We use the WGEA reporting framework for the period 1 April 2018 to 31 March 2019, acknowledging that each reporting entity defines its data inclusions according to WGEA definitions and includes Australian-based employees. This means the data is not necessarily comparable across organisations in the following table, nor may it be comparable to data reported separately by individual organisations, such as in their Annual Report. As some organisations are required to submit more than one report to WGEA for their organisation, please refer to the footnotes to this table for detail on inclusions.

Founding Group Organisations	Benchmark Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Attorney-General's Department	2016	69.6	25.0	29.0	57.2	-	74.2	-	-
Australian Securities Exchange	2014	41.2	25.0	37.5	36.6	39.6	42.5	-	33.3
CBA	2014	57.8	20.0	24.3	40.8	47.5	62.2	-	50.0
Deloitte	2014	46.6	40.0	27.6	35.4	44.1	54.2	27.8	40.0
Department of Defence (ADF)	2019	18.3	0	9.4	14.4	-	19.2	-	-
Department of Defence (APS)	2019	44.3	25.0	39.4	33.8	-	48.8	-	-
Department of Foreign Affairs & Trade *	2015	58.7	37.5	32.2	42.5	53.1	61.5	-	-
Department of the Prime Minister & Cabinet	2014	67.0	38.5	53.1	56.6	63.4	69.0	-	-
KPMG	2014	48.9	36.4	31.1	42.6	48.6	54.2	28.2	41.7
McKinsey & Company	2014	41.4	18.3	22.4	31.1	-	52.3	10.9	-
Network 10	2014	48.0	66.7	36.4	28.6	52.3	48.0	-	21.4
Qantas	2018	39.4	40.0	26.5	38.7	42.6	39.1	-	36.4
Rio Tinto	2014	19.2	41.4	10.0	23.0	29.0	18.4	-	20.0
Telstra	2014	29.2	70.0	28.5	28.6	27.4	29.4	-	22.2
University of Sydney	2015	56.6	53.3	41.5	49.2	40.9	57.9	-	60.0
Founding Group Total	2018	34.5	31.7	26.8	31.1	43.1	36.3	27.3	37.0

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- Not applicable
- Moving closer to gender balance since benchmark year
- % Unchanged since benchmark year
- First year reporting
- Increase in over-representation of women since benchmark year
- * CEO / Head of Business (or equivalent) is a woman

Note: Australian Defence Force (ADF) data includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. Australian Defence Force (APS) data includes Ongoing and Non-Ongoing employees. CBA data includes Commonwealth Bank of Australia (ABN 48123123124), and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). CBA data only includes Australian-based employees. Deloitte's promotion cycle occurs on 1 July annually. Representation of Partners who are women as at 1 July 2019 was 29.6%. Qantas data includes only Australian based employees of Qantas Airways Ltd (ABN 16 009 661 901) as of 31 March 2019 and excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA. This data is benchmarked against 2018 WGEA data as the WGEA 2014 data represents Australian based employees, as at 31 March 2019. Rio Tinto headcount data reflect Rio Tinto's Australian businesses, except for Board members who are global. University of Sydney data includes casual staff.



Table 11: Gender balance in recruitment and promotions

Founding Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Attorney-General's Department	63.4	69.5	73.2	69.6
Australian Securities Exchange	-	36.6	34.5	41.2
CBA	42.2	56.1	52.7	57.8
Deloitte	55.9	47.8	47.6	46.6
Department of Defence (ADF)	-	23.6	22.5	18.3
Department of Defence (APS)	40.4	50.7	53.2	44.3
Department of Foreign Affairs & Trade	56.5	60.2	65.8	58.7
Department of the Prime Minister & Cabinet	68.0	69.0	73.2	67.0
KPMG	46.3	49.7	48.2	48.9
McKinsey & Company	42.3	46.7	45.2	41.4
Network 10	-	61.8	46.2	48.0
Qantas	34.4	49.6	33.2	39.4
Rio Tinto	39.4	21.2	25.6	19.2
Telstra	46.3	43.2	41.7	29.2
University of Sydney	-	59.5	63.3	56.6
Founding Group Total	49.2	46.4	31.8	34.5

Recruitment



Gender balance achieved (40%-60% women in graduate and overall recruitment)



Women graduates or hires under 40%, and not improving overall gender balance in the organisation



Women hires under 40% or over 60%, and overall gender balance in the organisation is improving



First year reporting



Women hires over 60%, but not improving overall gender balance in the organisation



Not applicable

Promotions



Women promotions equal to or more than women's representation overall



Women promotions at least 40%, but not equal to or more than women's representation overall



Women promotions less than women's representation overall

Note: Australian Defence Force (APS) data for graduates and overall recruitment includes Ongoing and Non Ongoing. Australian Defence Force (APS) data for overall recruitment includes Initial hires and rehires. Australian Defence Force (ADF) data for recruitment includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. ADF enlistments can be categorised as those with no prior military service, having previous permanent force service or prior military service in another country. CBA data on graduate recruitment is based on Graduate data as reported in the Workforce Profile of our WGEA 2019 Report for Commonwealth Bank of Australia (ABN 48123123124), and excluding ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). Only includes Australian-based employees. CBA data on recruitment overall is based on Appointment data, minus Promotion and Graduate workforce data, as reported in the WGEA 2019 Report for Commonwealth Bank of Australia (ABN 48123123124). The data includes lateral moves and Australian-based employees only and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). Only includes Australian-based employees. Qantas data includes Australian-based employees of Qantas Airways Ltd (ABN 16 009 661 901) only as of 31 March 2019 and excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA. University of Sydney data on recruitment includes casual staff.

Pay equity between men and women

The following organisations in the Founding Group publicly disclose their pay equity gaps:

- Australian Securities Exchange – Annual Report 2019 (page 29)
- CBA – Annual Report 2019 (page 301)
- Rio Tinto – Annual Report 2018 (page 102), Sustainable Development Report 2018 (page 26) and Company Website
- Telstra – Corporate Governance Statement 2019 (page 21)

Flexible and inclusive employment experiences

Table 12: Access to flexible work, and experiencing an inclusive culture

Founding Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Attorney-General's Department	78.0	73.0	76.0	80.0	78.0	83.0
Australian Securities Exchange	82.0	83.0	83.0	71.0	84.0	79.0
CBA	83.0	87.0	85.0	89.0	90.0	89.0
Deloitte	84.0	88.0	86.0	-	-	73.0
Department of Foreign Affairs & Trade	75.0	74.0	75.0	82.0	86.0	83.0
Department of the Prime Minister & Cabinet	81.0	83.0	82.0	79.0	79.0	79.0
KPMG	79.0	80.0	78.0	85.0	86.0	84.0
McKinsey & Company	-	-	71.9	-	-	93.5
Rio Tinto	-	-	-	69.0	67.0	68.0
Telstra	89.0	87.0	87.0	-	-	-
University of Sydney	74.0	75.0	73.0	69.0	73.0	70.0
Founding Group Averages	80.6	81.1	79.7	78.0	80.4	80.2

● Improved since first report in 2018
 % Not improved since first report in 2018
 ● First year reporting in 2019
- Data not available

Table 13: Sexual harassment – respect and safety at work

Founding Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
Australian Securities Exchange	88.0	93.0	91.0	71.0	84.0	79.0
CBA	95.0	96.0	95.0	-	-	-
Deloitte	92.0	94.3	92.4	-	-	-
KPMG	92.0	95.0	93.0	92.0	95.0	93.0
McKinsey & Company	-	-	93.3	-	-	-
Telstra	94.0	95.0	95.0	-	-	-
University of Sydney	89.0	94.0	90.0	-	-	-
Founding Group Averages	91.7	94.6	92.8	81.5	89.5	86.0



Data not available

Table 14: Exits during or at the end of parental leave

Founding Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Attorney-General's Department	0	0	0
Australian Securities Exchange	2.0	0	0.1
CBA	6.4	0.5	6.9
Deloitte	6.1	11.7	7.4
Department of Foreign Affairs & Trade	0	0	0
Department of the Prime Minister & Cabinet	8.3	2.6	6.9
KPMG	15.9	1.7	3.0
McKinsey & Company	0	0	0
Qantas	6.2	0.4	4.0
Rio Tinto	6.0	3.0	5.0
Telstra	4.9	0.2	-
University of Sydney	3.0	0.6	2.3
Founding Group Averages	4.9	1.7	3.2



Data not available

Note: Qantas statistics include Australian-based employees of Qantas Airways Ltd (ABN 16 009 661 901) only as of 31 March 2019 and excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.



Deloitte.



CommonwealthBank



McKinsey & Company



“

Men invented the system. Men largely run the system. It is incumbent upon men to change the system.

Gordon Cairns, Non-Executive Director and Founding MCC member



National 2015 Group

The National 2015 MCC group was established in 2015 and today includes 19 members who lead over 130,000 employees. The Victorian-based group represents some of Australia’s most significant local, national and international organisations.

Members work within and across their organisations to improve the representation of women in leadership positions and in non-traditional roles in our organisations. Many of our iconic organisations play key roles in advancing gender equality in the wider communities they reach.

The group includes representatives from a cross section of public, private and not-for-profit organisations. We formed with the intent of affecting change on gender equality by interacting daily with people where they live, work, socialise and learn – key settings where culture and norms are reinforced.

Highlights for 2018–19

Members achieved gender balance or an increase in women’s representation across 89.1% of employment categories in 2019

44.5% women’s representation was maintained overall across the group, compared to 47.4% in 2018 when the group first reported a group total

83.3% of members now have mainstreamed flexible working strategies in place

100% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



**Graham Ashton
AM APM**
Chief Commissioner,
Victoria Police



Ken Barton
CEO and CFO,
Crown Digital and
Crown Resorts



John Bradley
Secretary,
Department of
Environment, Land,
Water and Planning
Victoria



Sandro Demaio
CEO, VicHealth



John Dewar
Vice Chancellor, La
Trobe University



Craig Drummond
CEO, Medibank



Chris Eccles AO
Secretary,
Department of
Premier and Cabinet
Victoria



Adam Fennessy
Partner, EY



Tony Frencham
Group Director,
Energy Transition,
Senior Vice
President, Power
Sector, Worley



Nicolas Gindt
CEO, Yarra Trams



Doug Hilton AO
Director, Walter and
Eliza Hall Institute of
Medical Research



Damon Johnston
Editor, Herald Sun



Chris Maxwell AC
President, Court of
Appeal, Supreme
Court of Victoria



Gillon McLachlan
CEO, Australian
Football League



Jerril Rechter
CEO, Basketball
Australia



Ben Rimmer
Non-Executive
Director



Luke Sayers AM
CEO, PwC Australia



Ian Silk
CEO, AustralianSuper



Convenor
James Fazzino
Non-Executive
Director



Convenor
Kate Jenkins
Sex Discrimination
Commissioner,
Australian Human
Rights Commission



Focus areas and impact for 2018–19

Stepping up as leaders

Leading a major coalition-wide project to identify disruptive action we can take to eradicate sexual harassment from our workplaces, we analysed cultural reviews, industry surveys and insight reports contributed to by our members to understand the experiences of our employees. We listened to our people and experts and considered our own experience of responding to workplace sexual harassment issues. We hosted forums with CEOs and heads of our Legal, Communications and People and Culture teams to understand systemic barriers to change and lessons learned from experience. We examined current processes and promising practices from our members organisations and developed a member-resource to support action to eradicate sexual harassment, which will be finalised and shared in 2020.

Creating accountability

All members conducted like-for-like gender pay equity audits covering the last 2 years and shared organisation-wide gender pay gap data with each other as part of our annual progress reporting. Across our group, organisation-wide gender pay gaps range from 0.8% to 15.0%.

Walter and Eliza Hall Institute of Medical Research and La Trobe University achieved Bronze Award Accreditation in the SAGE (Science in Australia Gender Equality) Athena Swan initiative.

Disrupting the status quo

Continued to embed flexible work in our organisations, with on average 81.0% of employees reporting they have the flexibility they need. DELWP and DPC supported line capability development with their “Managing Flexible Team” programs.

Used our influence as clients to support the Law Council of Australia gender-equitable briefing initiative which aims to ensure female barristers are given equal share of both the number and value of Briefs.

Leveraged the insight of the MCC Sport group’s “Pathway to Pay Equality” report to consider the role our organisations play in the ecosystem that drives pay equality for elite female athletes (for example as major commercial sponsors of sport).

Continued to challenge perceptions of gender-stereotypical roles with appointments of women to ‘non-traditional’ roles like football operations, media, chef de cuisine, apprentices, tram drivers, sworn police officers and information technology.

Dismantling barriers for carers

Implemented initiatives to remove the financial impact of caring. For example, 92.0% of members have removed the qualifying period for accessing paid parental leave entitlements; the amount of paid parental leave available to employees ranges from 12 to 18 weeks; 42.0% of organisations pay superannuation on periods of paid and unpaid parental leave and AustralianSuper pays superannuation

contributions to employees who return from parental leave on reduced hours at a full time rate for up to 12 months.

Created environments that support men to take parental leave with Medibank, PwC and AustralianSuper removing the distinction between primary and secondary carers leave and enabling parents to use the leave flexibly.

Gender equality in society

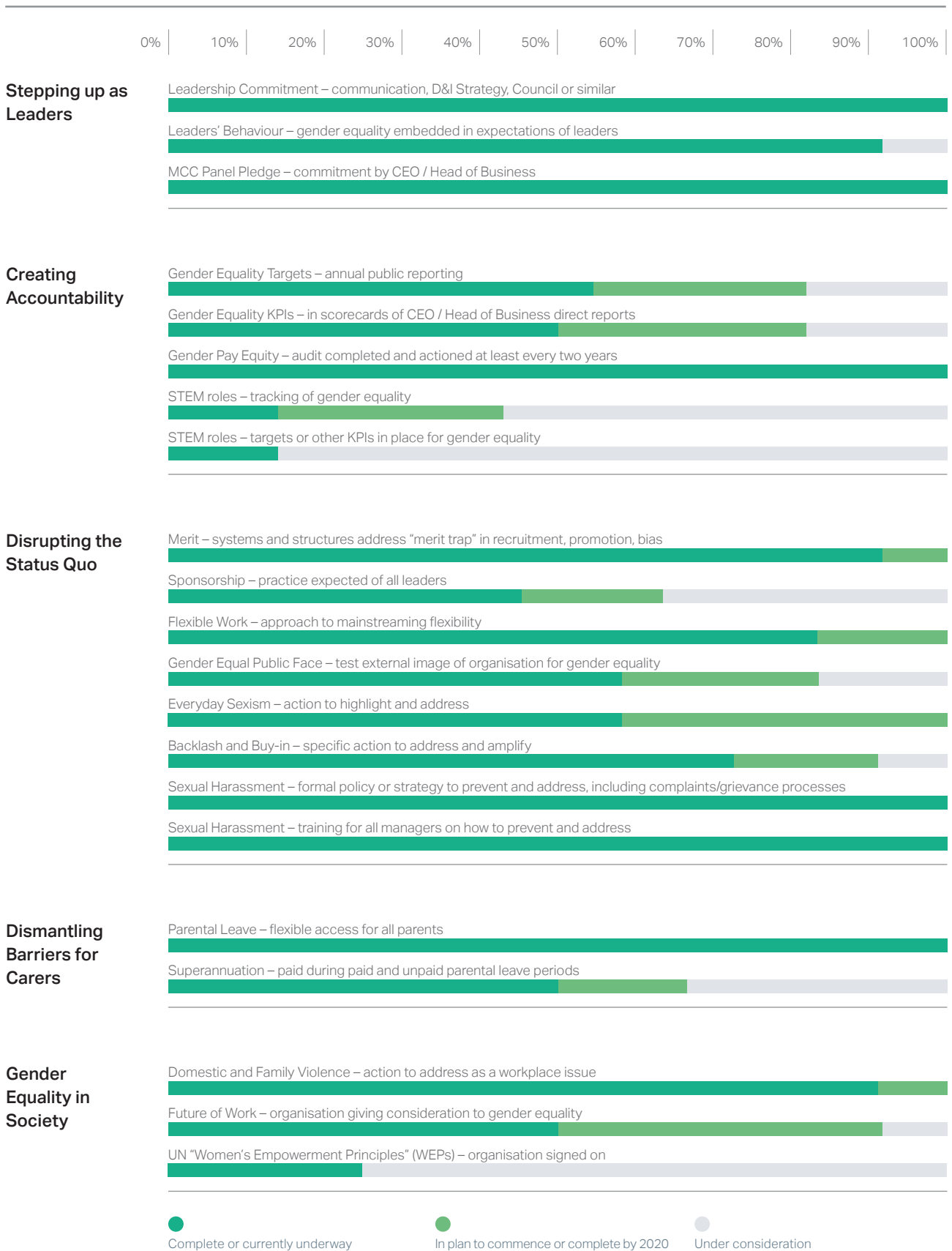
Continued to develop workplace support for employees affected by domestic and family violence with Crown Resorts, AustralianSuper, Medibank, and PwC offering uncapped domestic and family violence leave.

Collaborated with the Australian Women Donors Network to understand the extent to which our corporate philanthropy and community partnerships is equally invested in women and girls (as for men and boys).

DPC launched “Recognition Matters”, to help ensure gender balance of Australian Honours recipients. On Queen’s Birthday there was an 8% increase in the number of Victorian women recognised (43% in total).

The NAB AFL Women’s competition continues to disrupt gender stereotypes and showcase strong female role models. 2019 saw an increase in football participation by women & girls: 35% increase in female teams; 14% increase in female participation; female players now representing 32% overall.

Table 15: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 16: Gender balance in leadership

National 2015 Group Organisations	Benchmark Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
AFL	2015	36.3	33.3	18.2	28.0	34.7	37.5	-	30.0
AustralianSuper	2015	49.2	37.5	42.9	30.0	48.8	51.1	-	25.0
Crown Resorts	2015	42.5	10.0	31.7	43.1	41.6	42.8	-	30.0
DELWP	2015	50.0	54.8	44.3	42.5	40.3	54.0	-	-
Department of Premier & Cabinet	2015	63.5	44.8	59.6	33.3	62.9	65.2	-	-
La Trobe University	2015	63.8	43.5	54.5	47.7	59.5	64.5	-	46.7
Medibank	2015	69.1	40.0	48.3	49.6	50.1	74.6	-	62.5
PwC	2015	53.2	43.8	41.5	50.2	52.0	57.3	26.5	36.4
VicHealth	2018	76.6	-	60.0	-	68.8	80.0	-	42.9
Victoria Police	2015	33.8	61.5	28.6	30.5	28.7	35.4	-	-
Walter and Eliza Hall Institute	2015	59.2	33.3	45.0	-	39.7	61.6	-	33.3
Yarra Trams	2015	22.3	25.0	33.3	31.3	25.0	21.8	-	22.2
National 2015 Group Total	2018	44.5	41.7	41.2	43.3	37.6	45.9	26.5	36.1

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- ⊖ Not applicable
- Moving closer to gender balance since benchmark year
- % Unchanged since benchmark year
- Increase in over-representation of women since benchmark year
- First year reporting

Note: La Trobe University key management personnel data adjusted to reflect category reclassification. La Trobe University data includes casuals.

Table 17: Gender balance in recruitment and promotions

National 2015 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AFL	-	45.7	46.3	36.3
AustralianSuper	50.0	52.0	43.5	49.2
Crown Resorts	50.0	46.1	37.7	42.5
DELWP	59.3	57.2	-	50.0
Department of Premier & Cabinet	54.5	66.5	67.0	63.5
La Trobe University	-	66.4	71.8	63.8
Medibank	50.0	81.8	54.7	69.1
PwC	52.6	53.8	51.5	53.2
VicHealth	-	83.3	-	76.6
Victoria Police	60.0	40.0	33.7	33.8
Walter and Eliza Hall Institute	60.0	65.2	55.1	59.2
Yarra Trams	-	35.9	18.8	22.3
National 2015 Group Total	53.4	50.8	40.9	44.5

Recruitment	<ul style="list-style-type: none"> ● Gender balance achieved (40%-60% women in graduate and overall recruitment) ● Women hires under 40% or over 60%, and overall gender balance in the organisation is improving ● Women hires over 60%, but not improving overall gender balance in the organisation ● First year reporting ⊖ Not applicable
Promotions	<ul style="list-style-type: none"> ● Women promotions equal to or more than women's representation overall ● Women promotions at least 40%, but not equal to or more than women's representation overall ● Women promotions less than women's representation overall

Pay equity between men and women

The following organisations in the National 2015 Group publicly disclose their pay equity gaps:

- Crown Resorts - Gender Action Plan F20-23 (page 2)
- Medibank – Annual Report 2019 (page 14)
- PwC – Public Announcement

Flexible and inclusive employment experiences

Table 18: Access to flexible work, and experiencing an inclusive culture

National 2015 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
AFL	81.0	87.0	85.0	80.0	83.0	82.0
AustralianSuper	91.0	89.0	90.0	88.0	92.0	90.0
DELWP	78.0	75.0	76.0	87.0	87.0	85.0
Department of Premier & Cabinet	88.0	88.0	88.0	89.0	90.0	89.0
La Trobe University	80.0	79.0	79.0	-	-	-
Medibank	79.0	82.0	80.0	86.0	88.0	87.0
PwC	76.0	80.0	78.0	87.0	90.0	88.0
VicHealth	-	-	72.0	-	-	87.0
National 2015 Group Averages	81.9	82.9	81.0	86.2	88.3	86.9

Improved since first report in 2018

Not improved since first report in 2018

First year reporting in 2019

Data not available

Note: Walter and Eliza Hall Institute of Medical Research data on flexible and inclusive employment experiences collected on a biennial basis and next collected / reported in 2020.

Table 19: Sexual harassment – respect and safety at work

National 2015 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
AFL	86.0	93.0	91.0	92.0	94.0	94.0
DELWP	93.0	96.0	94.0	57.0	62.0	57.0
Department of Premier & Cabinet	-	-	62.0	-	-	76.0
La Trobe University	88.0	91.0	89.0	-	-	-
Medibank	95.0	95.0	95.0	-	-	-
PwC	92.0	95.0	93.0	73.0	79.0	76.0
VicHealth	-	-	-	-	-	72.0
National 2015 Group Averages	90.8	94.0	87.3	74.0	78.3	75.0

⊖
Data not available

Table 20: Exits during or at the end of parental leave

National 2015 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AFL	0	0	0
AustralianSuper	0	0	0
Crown Resorts	31.8	17.8	-
Department of Premier & Cabinet	8.0	5.0	6.0
La Trobe University	5.3	0.5	5.8
Medibank	8.0	0	5.7
VicHealth	14.0	0	11.0
Walter and Eliza Hall Institute	0	0	0
National 2015 Group Averages	8.4	2.9	4.1

⊖
Data not available

Note: Walter and Eliza Hall Institute of Medical Research data on flexible and inclusive employment experiences collected on a biennial basis and next collected / reported in 2020.

“

The progress we have made affirms for me the impact we can have when men step up beside women on gender equality, the most senior leader makes gender equality a strategic business priority, there is sustained focus, and we collaborate outside our usual networks for new and different solutions.

James Fazzino Non-Executive Director and Convenor, Male Champions of Change

National 2016 Group

The National Group established in 2016 today includes 15 members who lead some 165,000 employees, in 50 jurisdictions.

The group includes representatives from a wide range of organisations including media, retail, consumer packaged goods, industrials, energy, mining, insurance, finance, law, consulting, policing, intelligence and border protection.

Members are committed to using the power and influence they hold to step up beside women to deliver change in gender equality, importantly driving a significant and sustainable increase in the representation of women in leadership positions.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 72.4% of employment categories in 2019

54.1% women's representation achieved overall across the group, compared to 41.6% in 2018 when the group released its first report

100% of members now have mainstreamed flexible working strategies in place

76.9% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes



Male Champions and Special Advisors



David Atkin
CEO, Cbus



Mike Burgess
Director-General of Security, ASIO



Andrew Colvin
APM OAM
Previous Commissioner, Australian Federal Police



Paul Jenkins
Global Managing Partner, Ashurst



Tony Johnson
Oceania CEO, EY



Graham Kerr
CEO and Managing Director, South32



Duncan Lewis AO
Previous Director-General of Security, ASIO



Michael Outram
Commissioner Australian Border Force



Brett Redman
CEO and Managing Director, AGL Energy



Pat Regan
CEO, QBE Insurance Group



Ant Roediger
Managing Director, Boston Consulting Group Australia and New Zealand



Rob Scott
Managing Director, Wesfarmers



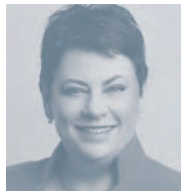
Clive Stiff
CEO, Unilever Australia & New Zealand



James Taylor
Managing Director, SBS



Adam Tindall
CEO, AMP Capital



Nicola Wakefield-Evans
Non-Executive Director and Chair, 30% Club Australia



Convenor
Elizabeth Broderick AO
Founder of Male Champions of Change

Focus areas and impact for 2018–19

Stepping up as leaders

Advocated for gender equality in a number of significant public forums and within their organisations.

For example:

- Pat Regan (QBE Insurance) hosted the MCC/MARC CSW Side Event at the QBE offices in New York. The topic was men’s involvement in gender equality – allyship, action, accountability
- Clive Stiff (Unilever) spoke on the importance of gender equality in business at the UN Women International Women’s Day Breakfast in Sydney
- Graham Kerr (South32) was a key speaker at the Women in Mining and Resources Summit in Perth, where he spoke on the importance of leaders in role modelling inclusive behaviours
- David Atkin (CBUS) and Adam Tindall (AMP Capital) showed public support for Women in Super’s recommendation to include gender analysis in the upcoming review of the Retirement Incomes System
- Andrew Colvin (AFP) and Ant Roediger (BCG) spoke on an MCC Panel discussion at Ashurst’s RISE Forum for Women

Creating accountability

Achieved significant improvements in key gender equality metrics within member organisations. For example:

- Unilever’s internal employee engagement survey saw a +10% jump in the Diversity & Inclusion assessment
- 52.0% of new partner promotions at Ashurst in 2019 were women following on from 58.0% in 2018. This talent pipeline is supported by the introduction of gender targets which were announced in late 2018. By FY22 Ashurst aims to have: 33.0% of the Ashurst partnership to be women (currently 25.0%); 33.0% of women in senior management positions (30.0% as of May 1); and gender balance in senior business services roles (currently 33.0%)
- South32 appointed its first woman chair

Launched action area on “Investment and gender equality” to create more dialogue and understanding on the importance of gender equality between the investment community and listed organisations.

Disrupting the status quo

Collectively worked with the National 2015 group to develop an insights paper on preventing and responding to sexual harassment in the workplace. CEOs held one-on-one interviews, reviewed the current situation in their organisations and identified opportunities to improve. Other activities to disrupt the status quo in this area include:

- EY held Workplace Behaviour sessions in all locations, attended by the CEO. Sessions canvassed power dynamics, gender and changes to internal processes
- Cbus conducted an “Everyday Sexism Survey” to enable a better understanding about how staff from across the Fund were experiencing and interpreting their work culture in relation to gender equality
- ABF implemented “Speak Safe”, a confidential advice and support service for officers experiencing harmful behaviours, including sexual harassment, connected to the workplace. Modelled on the AFP’s “Safe Place” over 200 referrals across a range of categories have been received since January 2019.



Dismantling barriers for carers

Commenced a major project on “Dismantling Barriers for Carers” and wider engagement on the area of care within the MCC coalition.

Focused on collectively driving an increase in men taking parental leave across our organisations. For example:

- Ashurst saw its third consecutive year of increases in the number of men taking primary parental leave
- South32 saw an increase in male managers taking parental leave in Australia by 50.0% since last year
- At BCG in 2019, 83.0% of new dads took primary carer leave, and the other 17.0% took secondary carer leave, and almost 20.0% of the firm’s Principal cohort was working less than a 100% load – and half of these were men
- EY introduced “Flex Parental Leave” with options for a mix of part time work and caring, provisions for Home for Life parents, Whāngai, grandparents with full-time care and Kinship responsibilities, and parents who have experienced stillbirth. EY also removed primary and secondary leave language from their parental leave policies

Reviewed and implemented new policies to pay superannuation on unpaid parental leave. AMP Capital, BCG and Unilever implemented new policies in 2019 to help close the gap in women’s retirement savings.

BCG and QBE Introduced new shared care benefits for employees eliminating the terms “primary” and “secondary” carer in Australia.

Ashurst launched a global parental leave policy, including the UK, moving away from maternity and paternity policies and will adopt Australia’s current non-gendered approach.

Unilever increased leave provisions from 6 weeks to 16 weeks for women who experience stillbirth.

Gender equality in society

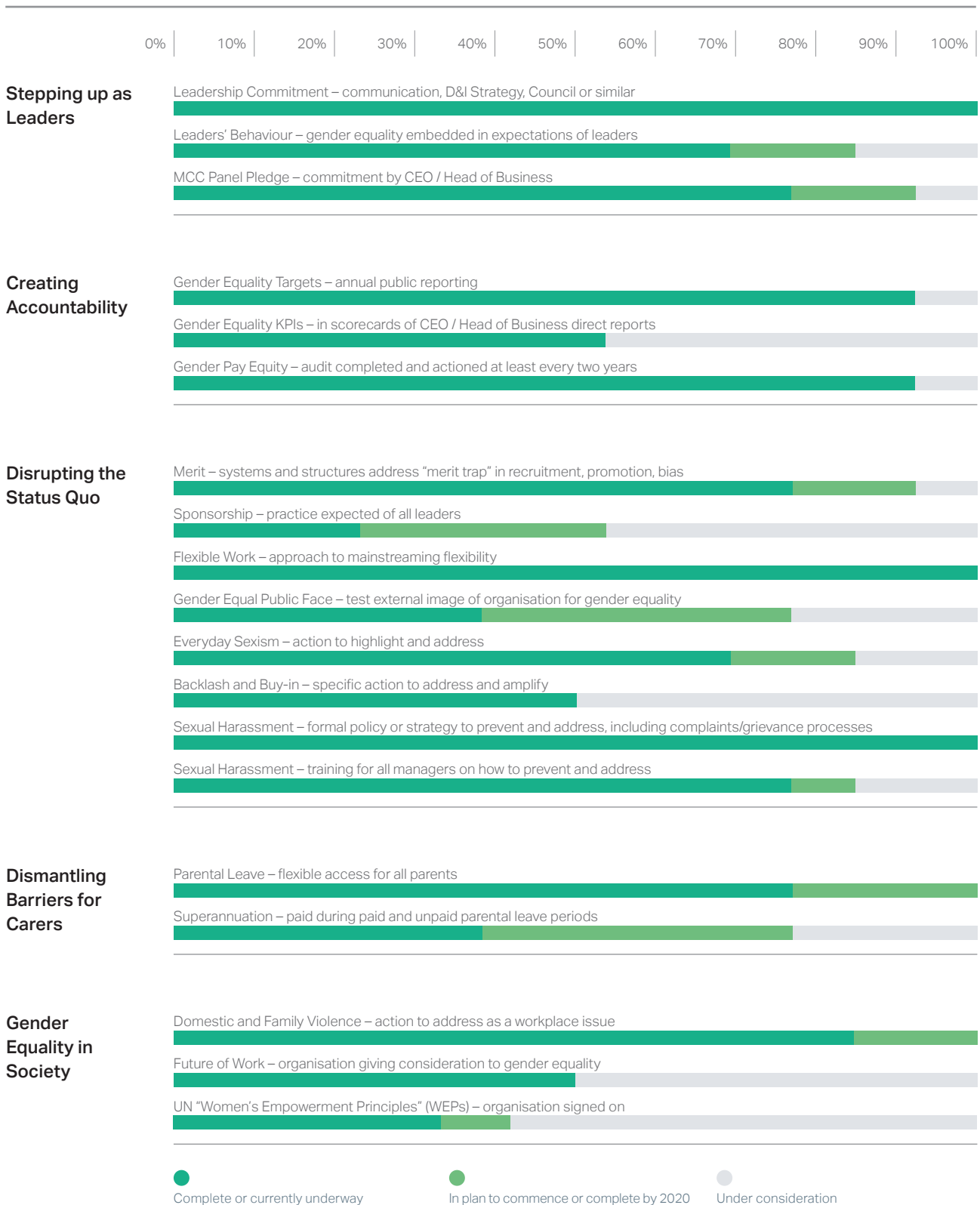
Developed Domestic violence in the workplace policies and action plans for 16 Days of Activism. For example:

- QBE undertook a Domestic and Family Violence audit globally and as a result they enhanced their Employee Assistance offering to all employees/countries
- Ashurst also took a global view on Domestic violence as a workplace issue
- For the first time ever, Unilever ran a Line Manager session on raising awareness about domestic violence as a workplace issue
- ASIO implemented their domestic and family violence strategy and intranet toolkit for staff and trained an initial cohort of 24 staff members as contact officers to support staff experiencing DFV
- Cbus developed their organisation response to perpetrators of domestic violence working closely with the University of NSW

Participated in the combined MCC meeting in February supporting the launch of the MCC Sport “Pathway to Pay Equality” for Elite Women Athletes. Members identified how their organisations can play a role in the sport pay eco-system and evaluated corporate sports sponsorship by gender.

EY’s Entrepreneurial Winning Women™ Asia-Pacific program has, since 2015, helped more than 500 women entrepreneurs globally to develop tools and networks needed to grow their businesses.

Table 21: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 22: Gender balance in leadership

National 2016 Group Organisations	Benchmark Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
AMP Capital	2018	52.5	40.0	29.2	33.6	39.0	62.5	-	-
AFP	2018	38.0	33.3	21.1	43.8	33.9	38.2	-	-
AGL	2018	32.9	0.0	28.6	59.5	38.0	31.8	-	37.5
Ashurst	2018	67.1	-	50.0	33.3	52.5	69.2	29.1	33.3
ASIO	2018	46.1	40.0	31.3	42.0	38.5	50.5	-	-
BCG	2018	46.7	20.5	36.4	27.5	55.6	55.2	-	20.0
Cbus Super	2018	49.4	66.7	-	44.4	36.3	52.9	-	26.3
EY	2018	49.2	-	40.6	52.4	46.2	53.3	24.7	46.2
QBE	2018	52.6	11.1	25.0	25.5	35.1	55.9	-	20.0
SBS	2019	52.1	50.0	-	53.5	48.0	53.3	-	44.4
South32	2018	15.0	50.0	38.2	24.3	24.7	14.0	-	33.3
Unilever	2018	45.9	44.4	50.0	42.9	71.4	44.3	-	33.3
Wesfarmers	2019	58.5	28.2	23.9	31.5	42.1	58.9	-	37.5
National 2016 Group Total	2018	54.1	30.6	37.8	42.4	40.4	55.2	25.6	29.7

- Gender balance achieved (40%-60% women's representation)
- Increase in under-representation of women since benchmark year
- Increase in over-representation of women since benchmark year
- % Unchanged since benchmark year
- First year reporting
- Not applicable

Note: AMP Capital data includes Active and on Leave Employees and excludes Fixed Term and External Contractors. 2018 benchmark data for BCG has been adjusted to ensure consistency with 2019 methodology, to enable year-on-year comparison. The revised methodology more accurately reflects BCG's organisation structure – e.g., Board comprises full Managing Director & Partner group. QBE data only includes permanent and fixed-term employees and excludes casual employees and contractors. Wesfarmers data is an aggregate based on individual WGEA submissions from the businesses within the Wesfarmers conglomerate, as aggregated by the MCC Institute.

Table 23: Gender balance in recruitment and promotions

National 2016 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AMP Capital	38.5	56.9	48.0	52.5
AFP	55.0	56.0	49.0	38.0
AGL	50.0	39.6	33.8	32.9
Ashurst	50.0	30.0	57.5	67.1
ASIO	35.2	57.1	47.5	46.1
BCG	54.1	53.9	38.7	46.7
Cbus Super	75.0	48.7	63.3	49.4
EY	47.6	50.3	48.3	49.2
QBE	41.2	51.1	54.6	52.6
SBS	50.0	57.8	63.2	52.1
South32	43.5	27.5	15.6	15.0
Unilever	88.9	44.1	44.7	45.9
Wesfarmers	75.0	54.1	51.5	58.5
National 2016 Group Total	47.8	52.7	50.0	54.1

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- Women graduates or hires under 40%, and not improving gender balance in the organisation
- Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
- First year reporting
- Women hires over 60%, but not improving overall gender balance in the organisation

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions at least 40%, but not equal to or more than women's representation overall
- Women promotions less than women's representation overall

Note: QBE data on overall recruitment and promotions only includes permanent and fixed-term employees and excludes casual employees and contractors.

Pay equity between men and women

The following organisations in the National 2016 Group publicly disclose their pay equity gaps:

- AGL – Annual Report 2019 (page 67)
- Cbus Super – Annual Report 2018 (page 58)
- EY – Diversity & Inclusion Public Report
- QBE – in UK, as per Government disclosures
- Wesfarmers - Sustainability website and Corporate Governance Statement (page 21)

Flexible and inclusive employment experiences

Table 24: Access to flexible work, and experiencing an inclusive culture

National 2016 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
AMP Capital	88.0	87.0	88.0	-	-	-
AGL	88.0	79.0	82.0	-	-	-
Ashurst	73.0	69.0	72.0	87.0	88.0	86.0
BCG	90.0	89.0	90.0	87.0	93.0	89.0
Cbus Super	90.0	88.0	89.0	93.0	88.0	90.0
EY	75.0	76.0	76.0	87.0	90.0	89.0
QBE	82.0	84.0	82.0	83.0	87.0	83.0
SBS	66.0	69.0	68.0	83.0	83.0	83.0
South32	80.0	80.0	80.0	62.0	64.0	63.0
Unilever	85.0	84.0	84.0	90.0	90.0	90.0
National 2016 Group Averages	81.7	80.5	81.1	84.0	85.4	84.1

● Improved since first report in 2018
 ⊖ Not improved since first report in 2018
 ● First year reporting in 2019

⊖ Data not available

Table 25: Sexual harassment – respect and safety at work

National 2016 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
AMP Capital	94.0	96.0	95.0	-	-	-
Ashurst	93.0	92.0	72.0	-	-	-
BCG	90.0	94.0	93.0	90.0	94.0	93.0
Cbus Super	90.0	92.0	91.0	-	-	-
EY	66.0	76.0	71.0	78.0	90.0	82.0
South32	87.0	92.0	90.0	-	-	-
Unilever	91.0	96.0	94.0	-	-	-
National 2016 Group Averages	87.3	91.1	86.6	84.0	92.0	87.5



Data not available

Table 26: Exits during or at the end of parental leave

National 2016 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AMP Capital	2.0	0	2.0
AFP	0	0	0
AGL	0.9	0	0.3
Ashurst	14.6	7.1	0.6
ASIO	1.6	0	1.6
BCG	4.0	0	2.0
Cbus Super	8.0	4.0	6.0
EY	6.1	4.7	5.6
QBE	11.7	0	11.7
SBS	0	0	0
South32	8.3	1.8	3.4
Unilever	0	0	0
Wesfarmers	3.0	1.0	3.0
National 2016 Group Averages	4.6	1.4	2.8



Data not available



National 2017 Group

The National 2017 MCC Group was first convened in October 2017 and today includes 10 members who lead 19,650 employees across 8 countries.

Members have a strong industrial manufacturing and transport focus, and work within typically male-dominated environments.

With national and international reach, our goal is to improve the representation of women in leadership positions and in non-traditional roles within our organisations.

Highlights for 2018–19

All organisations in the group achieved improvements in women's representation from last year, resulting in women's representation increasing to 15.3% compared to 14.7% in 2018 when the group released its first report

A focus on improving women's representation in leadership roles and the early pipeline resulted in a 7.8% point increase in key management, a 2.5% point increase in senior managers and an 8.4% point increase in women on boards

In the early pipeline, 53.4% of graduates were women, representing an increase of 26.4% points from 2018

75.0% of members now have merit systems and structures in place to address bias in recruitment and promotion, an increase of 25.0% points from the previous year

75.0% now have flexible work practices in place, an increase of 25.0% points from the previous year

75.0% now have flexible parental leave access for all parents, an increase of 35.0% points from the previous year

72.0% have paid superannuation while on parental leave, representing an increase of 42.0% points from the previous year

75.0% of all organisations have taken action to address domestic and family violence, up from 20.0% in 2018

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions



Luke Agati
CEO, Transdev
Australasia



David Cooke
Managing Director
Australia, Konica
Minolta Business
Solutions Australia



Richard Gross
CEO, Ausgrid



David Hawkins
Chairman and
Managing Director,
BASF Australia and
New Zealand



Peter Jensen-Muir
Executive Managing
Director, Cummins
Asia Pacific



Phil Schacht
CEO, Hanson
Australia



Sean Taylor
CEO and Managing
Director, Komatsu
Australia



Rob Wheals
CEO and Managing
Director, APA



George Whyte
Managing Director
Australia Pacific,
Aggreko



Scott Wyatt
CEO, Viva Energy
Australia



Convenor

Ming Long
Non-Executive
Director



Focus areas and impact for 2018–19

Stepping up as leaders

Hosted a Round Table meeting for MCC organisations within 'Industrial' sectors including mining, manufacturing, utilities and energy. The meeting focussed on opportunities to collectively work to increase women's representation across male dominated industries. Priority areas for action across the coalition included:

- Opportunities to scale up initiatives across companies to accelerate change
- Leveraging industry associations to prioritise improvements in gender equality across industry
- Tapping into the extended supplier/customer chain to push for change.

Developed a deeper understanding of sexual harassment within member workplaces by reviewing data, speaking with impacted employees and talking with Australia's Sex Discrimination Commissioner Kate Jenkins regarding insights arising from the National Inquiry into Sexual Harassment in Australian Workplaces.

Welcomed two new members; Rob Wheals, Chief Executive Officer and Managing Director of APA, and Richard Gross, Chief Executive Officer of Ausgrid.

Led industry engagement to improve gender equality, for example:

- David Hawkins (BASF), as Chair of Chemistry Australia, tabled Diversity and Inclusion as a topic for awareness and action for the industry, at the Governing Council meeting
- Sean Taylor (Komatsu) spoke about Diversity and Inclusion and Male Champions of Change at the Australian Institute of Quarrying conference

Creating accountability

Undertook a review of gender equality data analysis and target setting in our organisations, resulting in many reconsidering current approaches to establishing targets, monitoring, reporting and accountability for targets.

Disrupting the status quo

Led innovative action within member organisations to disrupt the status quo on gender equality. For example:

- Hanson successfully designed and implemented a "Women Driving Transport Careers program" which provided access to a new talent pool by offering women with a motor car licence a free, four-week intensive driver training program followed by full-time employment as trainee concrete agitator and quarry tipper drivers. The program resulted in the employment of 7 women and will be repeated across multiple regions in 2020
- Viva Energy successfully recruited women into non-traditional areas including 14 part-time operators at the Geelong Refinery, GM Consumer (Executive team) and Head of Investor Relations
- BASF introduced 'Flexi-Pathways', which offers employees the opportunity to self-nominate for a project outside of their day-to-day role. The initiative is designed to enable men and women a way to develop into leadership roles
- Transdev launched their "Journey Maker Academy" which offers funding for the bus licensing program while training new hires on how to be a bus driver. As a result of the introduction of this program in the Melbourne business, the applications received by women interested in becoming bus drivers

doubled to 24.0% and the number of women hired doubled to 14.0%, in the Melbourne business alone

- Cummins achieved 18.0% women’s representation in their apprenticeship intake in 2019 against an industry average of 2.5%. Cummins has taken a multifaceted approach to the recruitment and development of women apprentices over a number of years. The key drivers of success have included multimedia promotions, targeted advertising, strong partnerships with Cummins Technical Education for Communities project, Cummins Powers Women, Girls Academy, local schools, local TAFE’s, Women In Trades networks and S.A.L.T (Supporting And Linking Tradeswomen). Cummins also runs highly successful Women in Automotive events at their capital city Branches for years 10,11 and 12 school students
- Transdev and Komatsu have both launched national campaigns to address everyday sexism in the workplace
- Transdev has reached 33.0% women’s representation in their rail business against an industry average of 20.0%

Dismantling barriers for carers

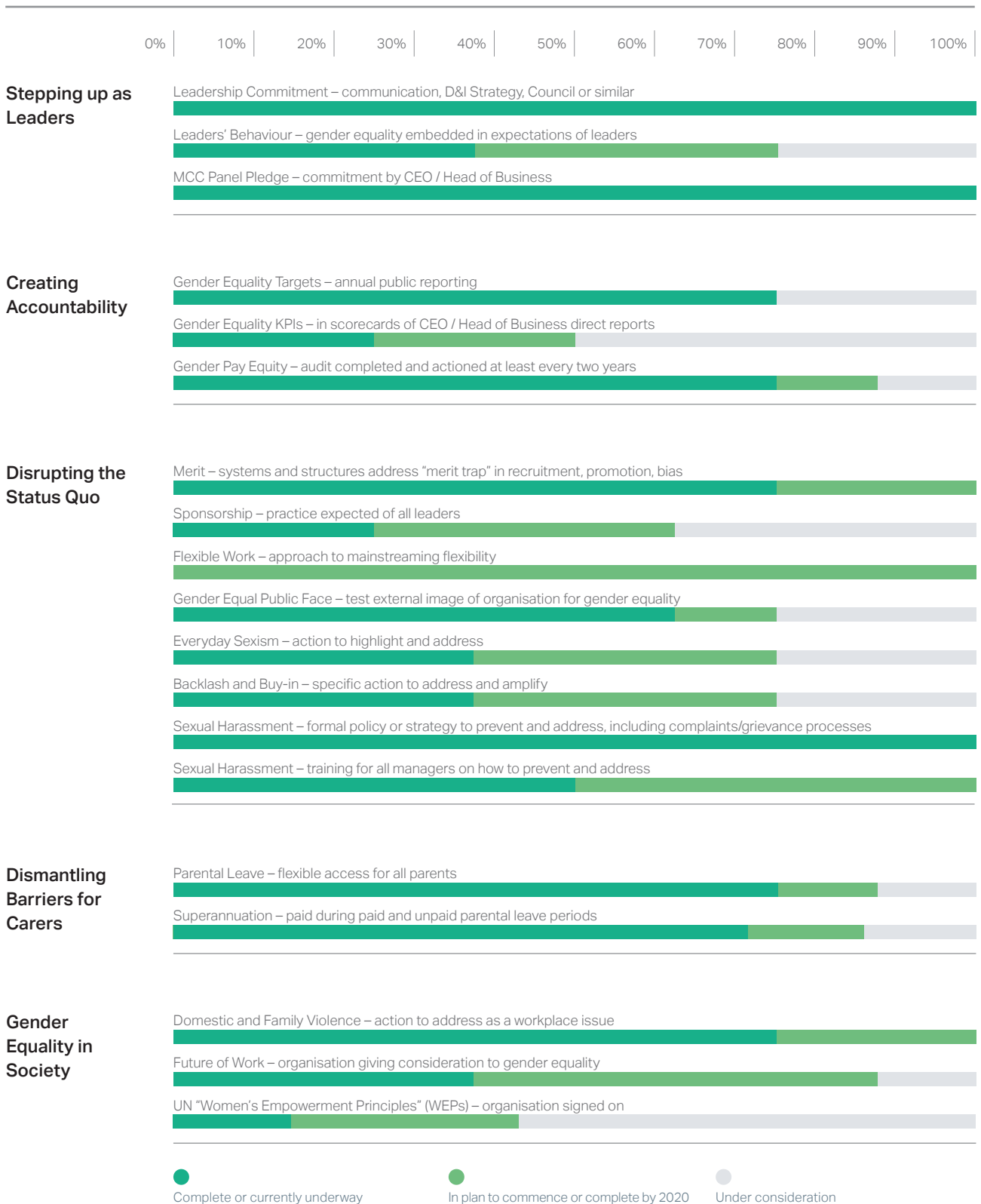
Led innovative actions to dismantle barriers for carers, for example, Konica Minolta launched its unique 12 weeks paid parental leave policy which is available to both parents (negating primary and secondary carer terminology), and is available retrospectively for 3 years pro rata.

Gender equality in society

Introduced new programs and initiatives to support the advancement of gender equality in society. For example:

- Konica Minolta, Transdev, Komatsu and Viva Energy have implemented or updated domestic and family violence leave policies
- Viva Energy announced their sponsorship for AFL Women Geelong Cats team, reinforcing their commitment to supporting women in non-traditional roles and supporting the “Pathway to Pay Equality for Elite Women Athletes”

Table 27: MCC practical actions





Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 28: Gender balance in leadership

National 2017 Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Aggreko	2018	25.0	25.0	0.0	0.0	18.2	26.0	42.9
BASF	2018	26.5	25.0	33.3	13.8	23.7	28.0	12.5
Cummins *	2018	16.6	38.9	16.7	25.0	18.1	16.0	50.0
Hanson Australia	2018	9.7	18.2	10.0	15.0	8.1	9.7	0.0
Komatsu	2018	15.8	0.0	9.5	19.2	11.3	15.9	0.0
Konica Minolta	2018	23.0	25.0	14.3	25.0	25.0	22.9	0.0
Transdev	2018	15.1	28.6	23.1	31.9	23.5	14.6	-
Viva Energy	2018	23.4	33.3	40.0	43.3	26.6	22.5	28.6
National 2017 Group Total	2018	15.3	26.2	14.4	23.0	16.5	15.0	17.1

Gender balance achieved (40%-60% women's representation)

Unchanged since benchmark year

Not applicable

Moving closer to gender balance since benchmark year

First year reporting

Increase in under-representation of women since benchmark year

* CEO / Head of Business (or equivalent) is a woman



Table 29: Gender balance in recruitment and promotions

National 2017 Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Aggreko	100	26.6	50.0	25.0
BASF	100	34.7	32.3	26.5
Cummins	44.0	17.0	19.7	16.6
Hanson Australia	50.0	11.5	13.6	9.7
Komatsu	33.3	11.5	17.8	15.8
Konica Minolta	-	39.7	46.2	23.0
Transdev	55.6	25.0	40.7	15.1
Viva Energy	100	46.3	28.3	23.4
National 2017 Group Total	53.4	19.8	20.4	15.3

Recruitment	<p>● Gender balance achieved (40%-60% women in graduate and overall recruitment)</p>	<p>● Women hires under 40% or over 60%, and overall gender balance in the organisation is improving</p>	<p>⊖ Not applicable</p>
Promotions	<p>● Women promotions equal to or more than women's representation overall</p>	<p>● Women promotions at least 40%, but not equal to or more than women's representation overall</p>	

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the National 2017 Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Table 30: Access to flexible work, and experiencing an inclusive culture

National 2017 Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Aggreko	-	-	-	74.0	79.0	78.0
BASF	-	-	-	-	-	76.0
Komatsu	-	-	-	76.0	83.0	82.0
Transdev	-	-	84.0	-	-	85.0
Viva Energy	77.0	67.0	70.0	82.0	88.0	86.0
National 2017 Group Averages	77.0	67.0	77.0	77.3	83.3	81.4



Improved since first report in 2018



Not improved since first report in 2018



First year reporting in 2019



Data not available



Table 31: Sexual harassment – respect and safety at work

National 2017 Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)		
	Women	Men	All
Transdev	-	-	73.0
Viva Energy	83.0	96.0	92.0
National 2017 Group Averages	83.0	96.0	82.5

⊖
Data not available

Table 32: Exits during or at the end of parental leave

National 2017 Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Aggreko	0	0	0
BASF	0	0.3	0.2
Cummins	0	0	0
Komatsu	0	0	0
Transdev	0	5.3	-
Viva Energy	0	0	0
National 2017 Group Averages	0	0.9	0

⊖
Data not available



Property Group

The Property Male Champions of Change was established in 2015 and today includes 21 members who lead some 35,000 employees, in 9 jurisdictions.

The group includes senior leaders from across the industry's development and construction, investment, funds management and agency sectors.

Members work within and across their organisations to drive greater gender equality in the property industry and increase the number of women in leadership roles.

Highlights for 2018–19

85.0% of members achieved women's representation in promotions of at least 40%

Members achieved gender balance or an increase in women's representation across 80.4% of employment categories in 2019

42.6% women's representation achieved overall across the group, compared to 40.1% in 2015 when the group released its first report

90% of members now have mainstreamed flexible working strategies in place

85% of members have flexible parental leave policies in place

100% of members have conducted a gender pay gap analysis and taken action or will commence or complete by 2020

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Peter Allen
CEO, Scentre Group



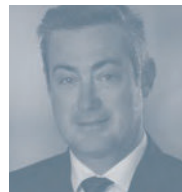
Daryl Browning
CEO, ISPT



Jonathan Callaghan
CEO, Investa



Stephen Conry AM
CEO, JLL Australia and New Zealand



Paul Craig
CEO Australia and New Zealand, Savills



Rod Fehring
CEO, Frasers Property Australia



David Harrison
Managing Director and Group CEO, Charter Hall



Carmel Hourigan
Global Head of Real Estate, AMP Capital



Bob Johnston
CEO and Managing Director, The GPT Group



Grant Kelley
CEO and Managing Director, Vicinity Centres



John Kenny
CEO Australia and New Zealand, Colliers International



Rod Leaver
Partner and CEO, Knight Frank Australia



Steven McCann
Group CEO and Managing Director, Lendlease



Ken Morrison
Chief Executive, Property Council of Australia



John Mulcahy
Independent Non-Executive Chair, Mirvac



Michael O'Brien
Managing Director, QIC Global Real Estate



James Patterson
Chief Executive, Cushman & Wakefield Australia and New Zealand



Phil Rowland
President and CEO, Australia and New Zealand, CBRE



Selina Short
Managing Partner, Real Estate & Construction, EY



Darren Steinberg
CEO and Executive Director, Dexu



Mark Steinert
CEO and Managing Director, Stockland



Convenor
Carol Schwartz AO
Non-Executive Director



Focus areas and impact for 2018–19

Stepping up as leaders

Convened a Property Industry Roundtable on 19 August 2019 with over 40 leaders from across the Property industry sector to share lessons from the group learnings and affirm our commitment to gender equality. Members shared practical actions to advance gender equality and women's representation in leadership and insights from the Property MCC's work over the last nearly 5 years.

Attended the 63rd Session of the UN Commission on the Status of Women (CSW) 2019 – represented by Steve McCann (Lendlease), Carmel Hourigan (AMP Capital), Selina Short (EY) and Kathy Mac Dermott (Property Council of Australia). This included organising a Property Roundtable, hosted by EY and attended by 40 New York based real estate professionals and industry groups, including representatives from Lendlease, AMP's US partner, JLL, Colliers, BOMA and the ULI, to share the MCC approach and examples of effective strategies to accelerate progress on gender equality.

Creating accountability

Commissioned a report from Aon tracking changes over the last 12 months on gender representation and pay equity across leadership levels and job families in the property industry. Identified areas requiring renewed focus and acceleration of efforts.

Conducted or completing a gender pay gap review across 100% of member organisations. 11 Property MCC members are Pay Equity Ambassadors (including our Convenor, Carol Schwartz AO and CEO of Mirvac, Susan Lloyd-Hurwitz).

Disrupting the status quo

Led the development of the Male Champions of Change toolkit – "40:40:20 For Gender Balance: Interrupting Bias in Your Talent Processes". The Toolkit breaks down the touchpoints in recruitment and promotion processes where bias might influence and identifies what we can do to interrupt bias when attracting, recruiting and retaining the best candidates. This new resource was developed by the Property MCCs capturing lessons learnt from in-depth reviews of our recruitment, promotion and talent processes and feedback from people in our organisations, including through three workshops with women at different levels within our organisations and HR/Talent Leaders from across Property MCC organisations. The Property MCC worked with other members across the coalition to broaden the insights and examples to reflect the experience of other industries and sectors.

Published a report on the findings from a survey of more than 2,600 employees across 18 Property MCC organisations exploring women's entry into the property industry, their career progression and their experience of everyday sexism in the workplace. This was the second time the survey had been run enabling analysis of shifts in attitudes, experiences and industry sentiment over the past two years. The research also included interviews with 20 women in diverse roles and different stages of their careers to capture their pathways into property and their experience of the industry. The report was released in November 2018 highlighting insights into men and women's different perception and experiences of diversity and inclusion.

Developed a toolkit "Everyday Respect: Practical Actions to Address Everyday Sexism in the Workplace" to empower individuals to take by-stander action on everyday sexism and provide them with the tools to address unacceptable behaviour in the moment. The Toolkit responds to feedback from people in our organisations who felt unsure about how to call out everyday sexism.

Convened an “Engaging Men” Workshop with 40 participants from across Property MCC organisations to discuss what it means to be a Male Champion of Change and to identify actions that all men can take to accelerate progress towards gender equality. Participants Identified a list of ‘practical actions for everyday champions of change’ which was shared with all participants and Property MCCs for dissemination and embedding into everyday practice.

Identified the opportunity to develop a social media campaign showcasing the diversity of roles in property and the many women working in the industry to grow the talent pool. This project built on a workshop conducted with women early in their careers to understand what attracted them to property, their pathway to property and their ideas for attracting more women to the industry. The Property MCC convened a workshop with Heads of Marketing in the sector to refine ideas and key messages. Property MCC are contributing profiles of women working in diverse roles to the #iworkinproperty campaign coordinated by the Property Council of Australia.

Held a roundtable with Procurement Officers from Property MCC organisations to explore opportunities for harnessing the power of our procurement spend to advance gender equality through the ‘supplier-multiplier’ effect. To support this action, we developed a Toolkit for suppliers outlining our commitment and expectations for gender equality from key suppliers. The Toolkit will be disseminated across the industry in the coming year.

For the third year, the Property Council’s 500 Women in Property sponsorship program, has over 500 sponsor/sponsee pairs participating in the program. 100% of PMCC organisations were involved in the program in 2019, involving 168 sponsees and 168 sponsors across our organisations. Furthermore, 17 Property MCC organisations participated in the Girls in Property initiative involving 595 schoolgirls exposing them to the industry including events hosted by ISPT, Frasers Property Australia, The GPT Group, Lendlease and Scentre Group.

Gender equality in society

Convened a Special Session on domestic and family violence, in partnership with Mirvac, involving about 70 participants from across our organisations. The session explored new and effective ways that member organisations, managers, colleagues and the industry more broadly, can support survivors of domestic and family violence. In follow-up, we engaged Kristy McKellar (survivor-advocate and expert adviser on workplace responses to domestic and family violence) to review our existing practice and identify opportunities for enhancing support provided to survivors in our workplaces. We also identified next steps in leveraging our industry footprint to support survivors of domestic and family violence among our clients, customers and communities, through both individual and collective action. Property MCCs are reviewing their policies and practice in light of Kristy’s recommendations and implementing reforms as required including in some organisations uncapped leave.

Table 33: MCC practical actions

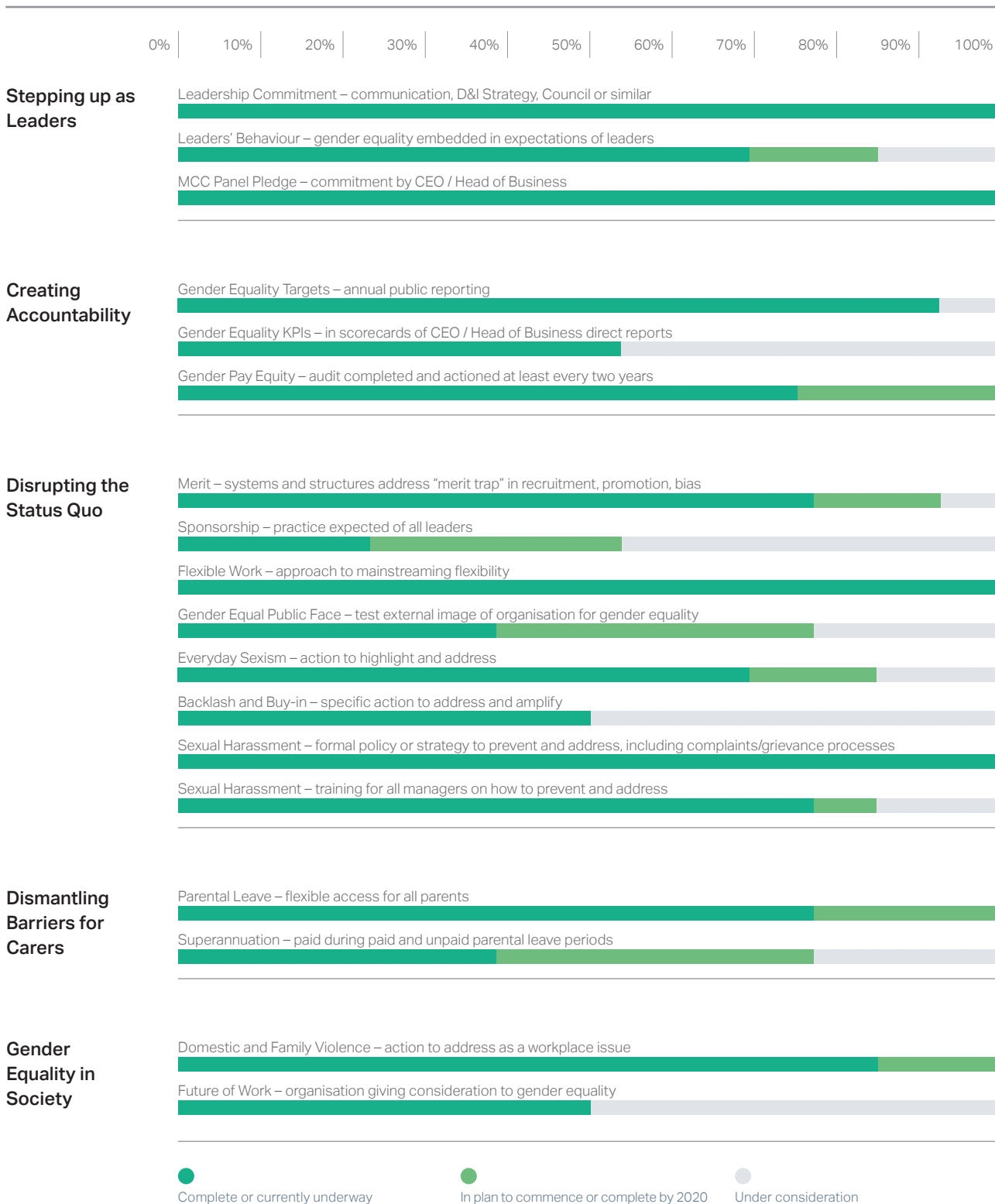


Table 35: Gender balance in recruitment and promotions

Property Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AMP Capital	66.7	64.1	61.3	61.4
CBRE	-	51.9	46.3	41.7
Charter Hall	75.0	62.7	53.8	54.7
Colliers International	52.9	43.8	48.4	46.2
Cushman & Wakefield	-	43.8	41.8	41.4
Dexus	16.7	66.1	64.8	57.3
Frasers Property Australia	100	48.0	60.4	43.4
The GPT Group	50.0	56.3	57.1	54.7
Investa	100	46.9	47.4	45.0
ISPT	-	54.1	100	52.7
JLL	62.5	49.4	30.3	44.0
Knight Frank	33.3	42.9	42.7	42.3
Lendlease	52.8	25.1	25.9	30.2
Lendlease Property	69.2	51.7	47.3	58.4
Mirvac	44.4	48.4	45.5	41.2
Property Council of Australia	0.0	69.7	77.8	73.3
QIC Global Real Estate	57.1	54.2	30.0	49.2
Savills	33.3	52.8	49.1	50.6
Scentre Group	-	53.9	68.6	54.2
Stockland	61.1	64.7	63.5	58.6
Vicinity Centres	50.0	53.1	56.1	59.4
Property Group Total	53.6	46.2	35.4	42.6

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- Women graduates or hires under 40%, and not improving gender balance in the organisation
- Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
- Women hires over 60%, but not improving overall gender balance in the organisation
- ⊖ Not applicable

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions at least 40%, but not equal to or more than women's representation overall
- Women promotions less than women's representation overall

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only.

Pay equity between men and women

The following organisations in the MCC Property Group publicly disclose their pay equity gaps:

- Mirvac – Annual Report 2019 (page 52)
- QIC Global Real Estate – Sustainability Report 2018 (page 30)
- Stockland – Sustainability Report 2019 – Employee Engagement, Development, Diversity and Inclusion Deep Dive (page 3)

Flexible and inclusive employment experiences

Table 36: Access to flexible work, and experiencing an inclusive culture

Property Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
AMP Capital	86.0	80.0	83.0	-	-	-
Charter Hall	84.0	85.0	85.0	84.0	89.0	86.0
Colliers International	75.0	86.0	81.0	81.0	92.0	87.0
Dexus	81.0	-	79.0	83.0	88.0	85.0
Frasers Property Australia	89.3	86.6	86.2	94.2	89.7	90.4
The GPT Group	-	-	91.0	-	-	96.0
Investa	88.0	85.0	86.0	88.0	90.0	89.0
ISPT	95.0	93.0	94.0	86.0	88.0	86.0
Knight Frank	74.0	79.0	77.0	66.0	75.0	71.0
Lendlease	75.0	66.0	71	-	-	-
Mirvac	86.0	86.0	86.0	94.0	93.0	94.0
Property Council of Australia	-	-	79.7	-	-	-
QIC Global Real Estate	90.0	87.0	89.0	82.0	83.0	83.0
Savills	75.0	75.0	75.0	-	-	-
Scentre Group	86.0	86.0	86.0	86.0	86.0	86.0
Stockland	85.0	86.0	85.0	90.0	90.0	90.0
Property Group Averages	83.5	83.1	83.4	84.9	87.6	87.0



Improved since first report in 2018



Not improved since first report in 2018



First year reporting in 2019



Data not available

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data.

Table 37: Sexual harassment – respect and safety at work

Property Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
AMP Capital	94.0	96.0	95.0	-	-	-
Charter Hall	95.0	99.0	97.0	85.0	92.0	88.0
Dexus	87.0	94.0	90.0	-	-	-
Frasers Property Australia	95.1	95.7	94.9	95.1	95.7	94.9
The GPT Group			92.0	-	-	97.0
Investa	97.0	99.0	98.0	-	-	-
Mirvac	97.0	98.0	98.0	-	-	-
Property Council of Australia			82.3	-	-	-
Scentre Group	95.0	95.0	95.0	-	-	-
Stockland	86.0	92.0	88.0	-	-	-
Property Group Averages	93.3	96.1	93.0	90.1	93.9	93.3



Data not available

Table 38: Exits during or at the end of parental leave

Property Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AMP Capital	0.2	0	0.2
CBRE	10.0	0	10.0
Charter Hall	0.3	0	0.2
Colliers International	25.0	0	19.0
Dexus	0	0	0
Frasers Property Australia	1.3	0	0.6
The GPT Group	-	-	17.0
Investa	14.3	0	6.6
ISPT	0	0	0
JLL	34.0	25.0	34.0
Knight Frank	11.0	0	10.0
Lendlease	4.8	1.7	3.3
Mirvac	7.0	7.0	7.0
Property Council of Australia	0.8	0	0.8
QIC Global Real Estate	3.0	0	3.0
Savills	9.0	0	9.0
Scentre Group	4.2	4.0	0.3
Stockland	11.0	25.0	14.3
Property Group Averages	8.0	3.7	7.5



Data not available

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data.



“

To stay competitive over time, we need access to the best people and a range of capabilities. If we are only tapping into 50% of the talent pool, we are clearly putting the performance and sustainability of our organisations at risk.

Carol Schwartz AO Non-Executive Director and Convenor, Male Champions of Change

Architecture Group

The Architecture Group was established in response to the distinct lack of senior women in Australian architecture with nine practices coming together in 2015. This year, after observing the initial group, a second group of seven architectural practices began the Male Champions of Change strategy with the intention to amalgamate the two groups in 2021.

In 2019, we have 16 members collectively who lead over 4,400 employees, in 11 jurisdictions.

Critical to the success of the Architecture group is recognising the smaller organisational footprint and resources these practices have. The Partnership model found in most Architectural practices requires strong internal stakeholder buy-in to execute and implement change.

This has necessitated a more agile, distributed model to be adopted and sees both groups having over 50 Implementation Leaders collectively to engage, lead and implement alongside Champions.

The Architecture group is proud to stand with Australia's corporate giants and showcase what's possible for smaller organisations and those with different entity structures in addressing gender equality.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 82.9% of employment categories in 2019

47.4% women's representation achieved overall across the group, compared to 46.1% in 2018 when the group released its first report

93.3% of members now have mainstreamed flexible working strategies in place

86.7% of members have flexible parental leave policies in place

80.0% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Joe Agius
Director, Cox
Architecture



Sandeep Amin
Managing Director,
DesignInc



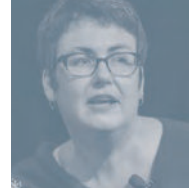
Paul Brace
Principal, Crone
Architects



Shaun Carter
Principal Architect,
Carter Williamson



Donal Challoner
Director,
nettleontribe



Justine Clark
Co-founder, Parlour



Brian Clohessy
Senior Practice
Director, BVN
Architecture



Gerard Corcoran
CEO, Hassell



Ben Green
Director, Tzannes
Associates



Adam Haddow
Director, SJB
Architects



Brett Hudson
CEO, Peddle Thorp



Simon Parsons
Director, PTW
Architects



John Prentice
Principal, Woods
Bagot



David Randerson
Director, DKO
Architecture



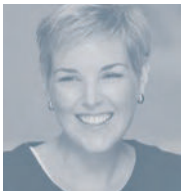
Neil Stonell
Melbourne
Managing Partner,
Grimshaw



David Tordoff
Director, Hayball



Philip Vivian
Director, Bates
Smart



Convenor
Dr Jess Murphy
Director, Variant
Perspectives Group



Focus areas and impact for 2018–19

Stepping up as leaders

Conducted over 40 Listening and Learning sessions collectively across both groups in 2018–19 to inform focus areas and priorities for 2019–2020 for each group respectively. In addition, almost all Champions have participated in a Sponsorship Activation Workshop along with their fellow peers to effectively 'sponsor' and advocate for talent that is 'different' to them.

Creating accountability

Each Champion has committed and agreed to 40/20/40 gender balance targets for each Practice.

Disrupting the status quo

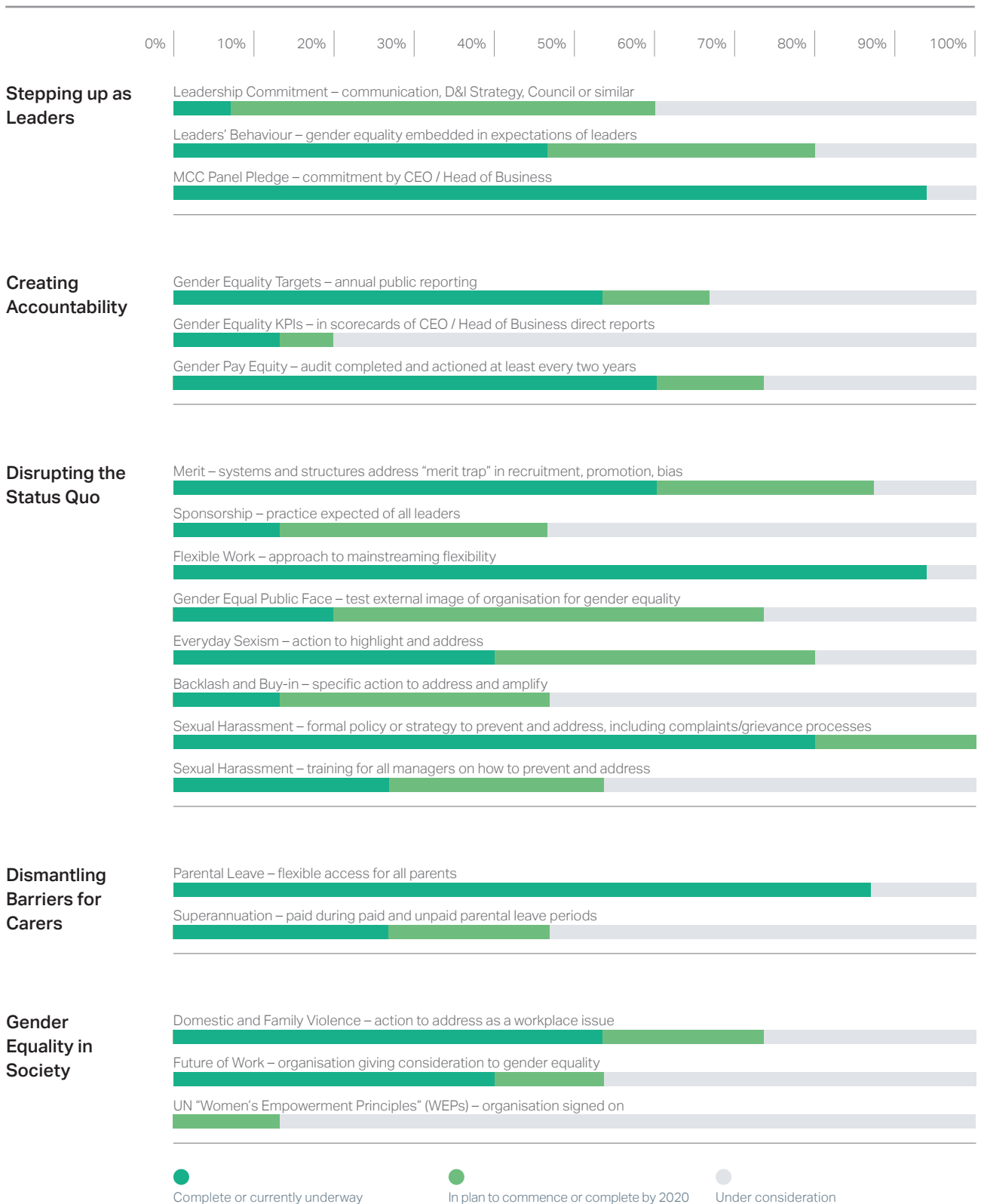
Initiated the "Safe and Inclusive Worksites" Roundtable discussions with cross-MCC group representation from Property, Consult Australia and National 2017 MCC groups with ongoing commitment to ensure the shared Australian worksites across the Construction industry, affecting each of the MCC groups involved, are actively engaged with the cultural change necessary to support gender equality.

Conducted second Flexibility survey with a 10% increase from 2016 survey in people being able to work flexibly and feeling there is a supportive culture to work flexibly. Shared learnings are currently being undertaken to ensure the second group embeds and elevates flexibility further.

Dismantling barriers for carers

Each practice has reviewed and is either in the process of or has implemented a more improved version of parental leave and enhancing the off- and on-ramping experience for those on extended leave. For example, SJB has implemented a "Shared Care Parental Leave" policy which, whilst best practice in itself, exemplifies the collaborative approach undertaken internally to engage and involve all staff in the process as they are of the policy.

Table 39: MCC practical actions





Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 40: Gender balance in leadership

Architecture Group Organisations	Benchmark Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Bates Smart	2018	51.3	14.3	38.0	44.3	-	58.3	-	16.7
BVN	2018	49.7	13.3	-	66.7	-	51.3	29.4	60.0
Cox	2018	44.4	14.3	0.0	50.0	42.6	48.1	-	14.0
Crone Partners	2018	45.2	40.0	16.7	-	-	55.6	-	-
DesignInc	2019	62.2	-	-	33.3	50.0	69.2	0.0	-
dKO	2019	39.6	-	-	22.6	-	43.5	0.0	-
Grimshaw	2019	43.3	23.5	-	37.5	56.3	45.7	-	0.0
Hassell	2018	50.2	37.5	0.0	41.7	81.3	51.1	-	28.6
Hayball	2019	47.0	71.4	16.7	41.7	50.0	48.3	-	33.3
nettleontribe	2019	45.4	0.0	22.2	50.0	40.0	53.8	-	5.9
Peddle Thorp	2019	40.9	0.0	25.0	33.3	54.5	41.7	-	-
PTW	2018	45.8	50.0	35.0	-	55.6	48.3	-	-
SJB	2018	48.8	-	-	60.0	-	49.2	-	-
Tzannes	2019	55.6	20.0	-	60.0	62.5	57.1	-	-
Woods Bagot	2018	46.8	42.9	41.7	42.9	41.4	48.4	-	-
Architecture Group Total	2018	47.4	26.0	31.8	42.9	49.5	50.3	17.2	18.3

● Gender balance achieved (40%-60% women's representation)

⊖ Unchanged since benchmark year

● Moving closer to gender balance since benchmark year

● First year reporting

● Increase in under-representation of women since benchmark year

⊖ Not applicable

Note: Bates Smart is reporting combined data for their Sydney and Melbourne studios for the first time in this Impact Report, so this data represents a new baseline.

Table 41: Gender balance in recruitment and promotions

Architecture Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Bates Smart	61.5	49.5	50.0	51.3
BVN	40.0	-	-	49.7
Cox	66.7	56.1	35.3	44.4
Crone Partners	-	55.0	36.4	45.2
DesignInc	50.0	40.0	83.3	62.2
dKO	57.1	48.0	50.0	39.6
Grimshaw	80.0	41.2	50.0	43.3
Hassell	60.0	64.9	44.4	50.2
Hayball	46.2	54.5	53.8	47.0
nettleontribe	0.0	60.0	40.9	45.4
Peddle Thorp	75.0	100	-	40.9
PTW	47.6	40.7	-	45.8
SJB	-	50.0	-	48.8
Tzannes	33.3	42.9	57.1	55.6
Woods Bagot	55.0	52.7	43.3	46.8
Architecture Group Total	55.4	53.3	45.2	47.4

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- Women hires under 40% or over 60%, and overall gender balance in the organisation is improving
- First year reporting
- Not applicable

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions at least 40%, but not equal to or more than women's representation overall
- Women promotions less than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Architecture Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Table 42: Access to flexible work, and experiencing an inclusive culture

Architecture Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
BVN	-	-	80.0	-	-	-
Cox	-	-	-	-	-	70.0
Grimshaw	-	-	43.0	-	-	-
Hayball	70.0	79.0	75.0	88.0	98.0	93.0
nettleontribe	100	100	100	100	100	100
Peddle Thorp	50.0	50.0	50.0	60.0	90.0	80.0
PTW	-	-	73.0	-	-	68.0
Tzannes	90.0	90.0	90.0	80.0	80.0	80.0
Woods Bagot	-	-	-	56.0	59.0	57.0
Architecture Group Averages	77.5	79.8	73.0	76.8	85.4	78.3



Improved since first report in 2018



Not improved since first report in 2018



First year reporting in 2019



Data not available

Table 43: Sexual harassment – respect and safety at work

Architecture Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
Crone Partners	100	100	100	100	100	100
Hayball	98.0	98.0	98.0	95.0	98.0	96.0
nettletontribe	100	100	100	100	100	100
Peddle Thorp	100	100	100	80.0	100	90
PTW			100	-	-	-
Architecture Group Averages	99.5	99.5	99.6	93.8	99.5	96.5

⊖
Data not available

Table 44: Exits during or at the end of parental leave

Architecture Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Bates Smart	0	0	0
BVN	0	-	0
Crone Partners	0	0	0
DesignInc	0	0	0
dKO	0	0	0
Grimshaw	0	0	0
Hassell	4.0	20.0	8.5
Hayball	2.0	0	1.0
nettletontribe	0	0	0
Peddle Thorp	0	0	0
PTW	0	0	0
SJB	0	0	0
Tzannes	0	0	0
Woods Bagot	4.5	0	2.0
Architecture Group Averages	0.8	1.5	0.8

⊖
Data not available

BATESSMART™



CARTER
WILLIAMSON



DesignInc



GRIMSHAW

HASSELL



PEDDLE THORP

PTW



Tzannes

WOODS
BAGOT™



Our built environments have a tremendous impact on each of us, every day. Therefore, it's critical to ensure the professionals designing these spaces represent the whole community.

Dr Jess Murphy Director, Variant Perspectives Group and Convenor, Male Champions of Change

Sport Group

MCC Sport was established in May 2015 and today includes 18 members who lead organisations that have incredible reach and influence in Australian society.

The group includes representatives from every national sporting organisation in the country and the leaders of Australia's largest and most successful sporting clubs.

Members work within and across their organisations to advance

gender equality, leveraging the unparalleled influence and power sport has in this country to shift cultures and mindsets.

The group's priorities include advancing women in leadership; creating respectful and inclusive sporting cultures; and pay equality.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 64.9% of employment categories in 2019

40.8% women's representation overall across the sector, compared to 39.6% in 2018

51.1% of overall hires and 53.5% of overall promotions across the group were women

94.4% of members now have mainstreamed flexible working strategies in place

94.4% of members have flexible parental leave policies in place

88.9% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Mark Anderson
CEO, Collingwood
Football Club



Ameet Bains
CEO, Western
Bulldogs



Raelene Castle
CEO, Rugby Australia



Brian Cook
CEO, Geelong
Football Club



Marne Fehner
CEO, Netball
Australia



Matt Finnis
CEO, St Kilda
Football Club



Brendon Gale
CEO, Richmond
Football Club



David Gallop
CEO, Football
Federation Australia



Todd Greenberg
CEO, National Rugby
League



Cain Liddle
CEO, Carlton
Football Club



Kate Palmer
CEO, Sport Australia



Stephen Pitt
CEO, Golf Australia



Jerril Rechter
CEO, Basketball
Australia



Kevin Roberts
CEO, Cricket
Australia



Ian Robson
CEO, Rowing
Australia



Leigh Russell
CEO, Swimming
Australia



Giles Thompson
CEO, Racing Victoria



Craig Tiley
CEO, Tennis
Australia



Convenor

Elizabeth Broderick AO
Founder of Male Champions
of Change



Focus areas and impact for 2018–19

Stepping up as leaders

Developed and released a “Pathway” to gender equality and pay equality for elite women athletes, describing high impact actions to prioritise within sports organisations and across the entire sports eco-system to accelerate progress. This significant joint initiative was launched at a meeting of Male Champions of Change in February where members from across our coalition – including in the corporate, government and media sector – discussed the role they could play in support of equal pay.

Creating accountability

Completed our first gender pay equity audit involving 10 member organisations who report to the Workplace Gender Equality Agency (WGEA). The review showed a pay gap of 27% amongst participating organisations, compared to 31.5% in WGEA’s “Sports and Physical Recreation Activities” category and a national average of 21.3% (2018).

Worked with McKinsey to produce a consistent, world-first assessment framework for organisations to track annual progress on their “Pathway” to gender equality and pay equality in sport. MCC Sport will report against these measures for the first time in February/March 2020.

Continued our long-term focus on improving pay for elite women athletes. For example:

- Football Federation Australia, together with the Professional Footballers Association announced a ground-breaking pay equity deal for our national football teams
- Cricket Australia committed to supplement any gender pay difference in the prizemoney for its national men’s and women’s teams at the ICC T20 World Cup 2020
- Golf Australia held a successful Women’s Australian Open and Vic Open where prize pools were equal or more than equivalent men’s tournaments
- Basketball Australia increased the minimum salary for WNBL players from \$7,000 to \$13,000 per season
- NRL actively lobbied to achieve equal pay for all players in the Rugby League World Cup 9s competition
- In addition to offering equal prize money, equal exposure and equal resources, Tennis Australia achieved a 10.1% increase in viewing audience for the Australian Open Women’s final (year-on-year). A record 25,482 people attended the final in 2019 up from 18,695 in 2018. These results demonstrate that a genuine and long-term focus on equality, can deliver overwhelmingly positive business outcomes in the sport sector

Disrupting the status quo

Implemented the third round of the MCC Sport Women in Sport Sponsorship program involving 160 sector leaders. Through the program, high potential women in the sports sector are matched with CEOs and Executive Leaders who provide connections, career advocacy and professional experiences to help accelerate their advancement. Resources developed to support the program are now being shared across the MCC coalition. We also worked with AFL Coaches Association to adapt or adopt the approach to support the development of more women coaches across the code.

Provided more than 65 sports leaders with access to accelerated development opportunities offered through a pro bono partnership with McKinsey. This represents investment of some \$300,000 in leadership development in the sports sector. The McKinsey programs focus on building inclusive and authentic leadership capabilities and cross-sector relationships.

Continued to implement approaches to flexible working geared towards the unique demands faced by employees in sporting organisations. 94% of members have now implemented the approach.

Implemented innovative actions to advance women in leadership in sport. For example:

- Basketball Australia appointed former Olympian Lauren Jackson as Principal Adviser Women in Basketball and held a Deliberative Forum to develop a 10-year strategy for Women and Girls in Basketball
- Cricket Australia achieved gender balance in all shortlists and recruitment decisions
- Cricket Australia secured a change to the naming convention of ICC global events to reflect gender equality (e.g. Men's World Cup; Women's World Cup), making cricket the first 'traditionally male' sport to do so
- Golf Australia worked with the Australian Human Rights Commission to release new guidelines for gender equality in the sport and conducted a national roadshow to engage golf clubs in its vision for gender equality in the sport
- St Kilda Football Club developed their first Gender Equality / Diversity and Inclusion Action Plan
- Richmond Football Club achieved gender balance on its Board

Dismantling barriers for carers

Cricket Australia released a world-leading parental leave policy providing players who give birth or adopt up to 12 months of paid parental leave. Players are guaranteed a contract for the following year plus additional benefits and support until their child is four years old.

Rugby Australia created its Professional Player Pregnancy Policy in February 2018 to provide a safe and supportive environment for Professional Players to continue to participate at the highest level of the sport without any risk to themselves or their unborn or newborn child or fellow Professional Players. The Policy provides pregnant Professional Players the opportunity for transfer to a 'Safe Job' within Rugby Australia during the designated risk period until the birth of their newborn on the same pay and benefits as their playing contract. The Policy also provides very flexible provisions on returning to the playing environment, caring responsibilities, support and travel.

Gender equality in society

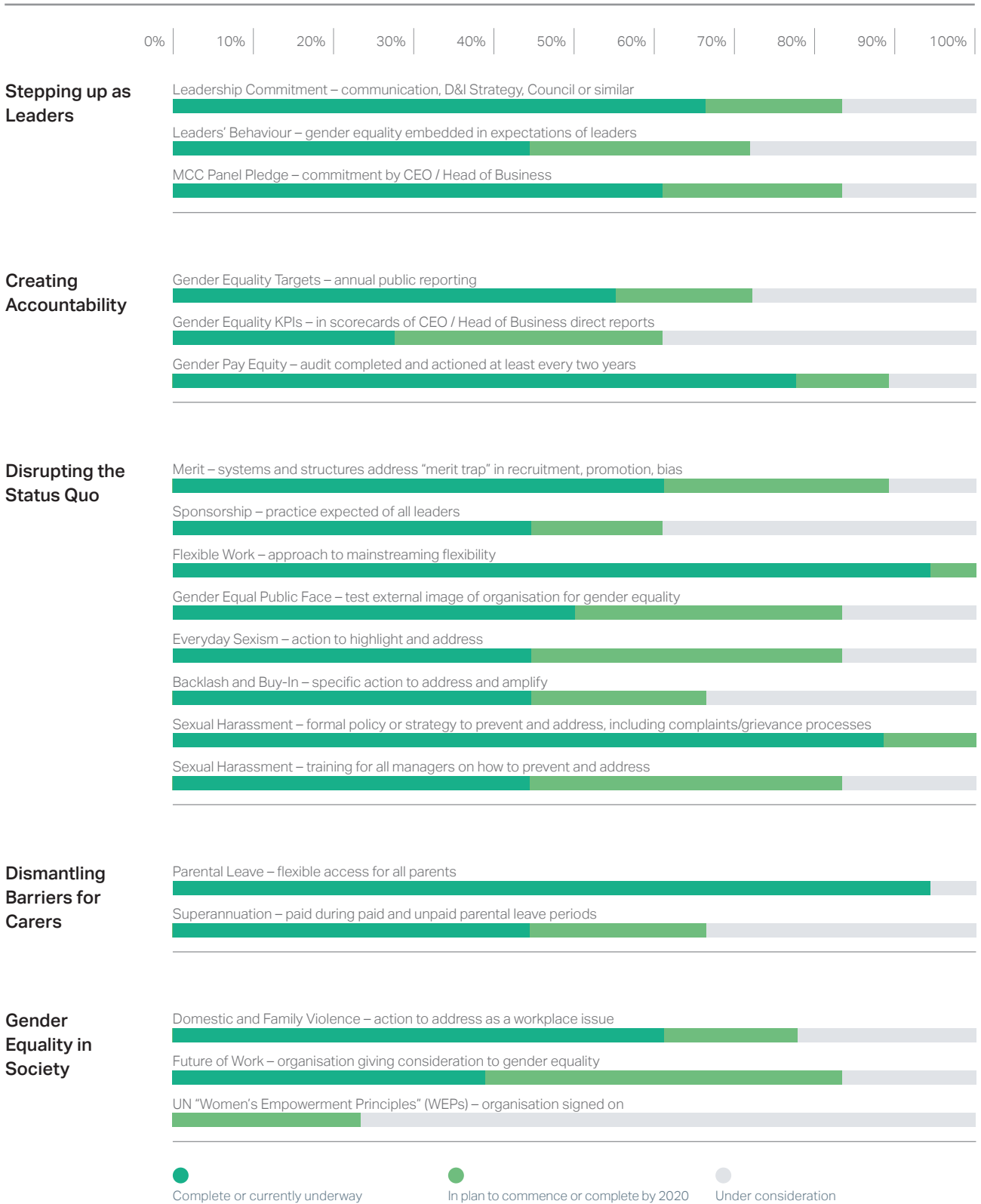
Kate Palmer (Sport Australia) and Mark Anderson (Collingwood Football Club) worked with the Australian Women in Sport Advisory Group, led by Susan Alberti AO and Professor Clare Hanlon, Chair of Women in Sport, Victoria University to develop a National Strategy for Women and Girls in Sport. The strategy will be used to guide a number of MCC Sport action and impact measures over the coming years.

Used the power of sport to influence cultural change on gender equality issues in our society. For example:

- Racing Victoria supported the production of the movie "Ride Like a Girl", the story of Michelle Payne's career and ground-breaking ride as the first woman jockey ever to win the Melbourne Cup

- Carlton Football Club were strong advocates for their AFLW player, Tayla Harriss, following disparaging comments about the iconic photo of Harris executing "that kick" in March this year. The club and Harris led a national conversation on women's right to a workplace free of bullying and harassment
- Sport Australia launched its Move IT Aus Campaign – embedding physical activity through greater engagement and involvement of children and youth in sport and committed to developing inclusion and diversity sport impact statements
- Rugby Australia provided all contracted players with training in respectful relationships and Racing Victoria introduced its Respectful Workplaces Program
- Rugby Australia, Netball Australia and Tennis Australia launched a new Family and Domestic Violence Leave policy
- The NRL launched a new "No Fault Stand Down" policy to assist in responding effectively to issues related to the off-field behaviour of some players
- Richmond Football Club championed the significant contribution women make to their club, inviting Maureen Hafey to present the 2019 Premiership Cup to the AFL men's team
- Tennis Australia launched a major program to encourage women and girls to stay engaged in sport. The "Your sport, Your way" campaign is headlined by World No.1 Tennis Player, Ash Barty

Table 45: MCC practical actions





Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 46: Gender balance in leadership

Sport Group Organisations	Benchmark Year	Women's Representation (%)							
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	High Performance Roles	Board
Basketball Australia *	2019	42.0	47.1	60.0	-	-	34.6	33.3	42.9
Carlton FC	2018	32.5	0.0	50.0	9.1	11.1	39.8	0.0	28.6
Collingwood FC	2018	36.9	27.3	-	11.1	42.1	38.1	0.0	28.6
Cricket Australia	2018	42.4	62.5	33.3	31.0	26.9	44.9	-	33.3
Football Federation Aust	2018	26.0	16.7	31.3	31.6	30.8	24.5	-	33.3
Geelong FC	2019	58.6	33.3	0.0	34.2	-	60.6	22.2	25.0
Golf Australia	2019	38.5	-	0.0	17.6	40.7	51.2	-	37.5
Netball Australia *	2018	64.3	-	37.5	62.5	75.0	70.6	83.3	75.0
NRL	2018	24.6	33.3	8.3	22.0	25.8	25.0	-	25.0
Racing Victoria	2018	27.1	28.6	-	30.0	26.7	27.1	60.0	25.0
Richmond FC	2018	49.2	0.0	10.0	33.3	50.0	52.8	18.4	40.0
Rowing Australia	2018	36.4	-	50.0	-	33.3	-	100	33.3
Rugby Australia *	2018	31.2	0.0	14.3	10.0	60.0	32.1	-	25.0
Sport Australia *	2018	50.1	33.3	47.4	49.2	39.8	54.9	-	41.7
St Kilda FC	2018	31.6	28.6	-	-	20.0	34.0	-	22.2
Swimming Australia *	2018	59.4	55.6	100	66.7	60.0	53.8	23.1	33.3
Tennis Australia	2018	45.4	50.0	37.1	42.9	38.1	47.1	26.4	50.0
Western Bulldogs	2019	46.2	42.9	25.0	38.9	12.5	49.8	-	50.0
Sport Group Total	2018	40.8	38.2	31.9	34.0	34.5	42.6	27.3	36.4

● Gender balance achieved (40%-60% women's representation)

● Increase in under-representation of women since benchmark year

⊖ Not applicable

● Moving closer to gender balance since benchmark year

⊖ Unchanged since benchmark year

* CEO / Head of Business (or equivalent) is a woman

● Increase in over-representation of women since benchmark year

● First year reporting

Note: Golf Australia is reporting data for their current organisational structure for the first time in this Impact Report, so this data represents a new baseline. The Key Management Personnel category at Rugby Australia represents two roles, who report to the organisation's first-ever woman CEO. The MCC Sport group released its first report in 2016, however aligned to the WGEA reporting framework for the first time in 2018. Hence, the benchmark year for most members as reported above is 2018.

Table 47: Gender balance in recruitment and promotions

Sport Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Basketball Australia	-	60.0	50.0	42.0
Carlton FC	-	34.8	40.0	32.5
Collingwood FC	-	48.1	40.0	36.9
Cricket Australia	-	-	50.0	42.4
Football Federation Aust	-	33.3	50.0	26.0
Geelong FC	50.0	67.1	50.0	58.6
Golf Australia	-	71.4	50.0	38.5
Netball Australia	100	64.3	-	64.3
NRL	-	34.6	35.7	24.6
Racing Victoria	-	45.2	43.8	27.1
Richmond FC	-	54.1	54.5	49.2
Rowing Australia	-	100	-	36.4
Rugby Australia	-	32.6	100	31.2
Sport Australia	-	60.2	75.0	50.1
St Kilda FC	100	22.2	-	31.6
Swimming Australia	-	58.3	100	59.4
Tennis Australia	-	62.7	57.1	45.4
Western Bulldogs	0	55.0	57.1	46.2
Sport Group Total	60.0	51.1	53.5	40.8

Recruitment

Gender balance achieved (40%-60% women in graduate and overall recruitment)



Women hires under 40%, and not improving gender balance in the organisation



Women hires under 40% or over 60%, and overall gender balance in the organisation is improving



First year reporting



Women hires over 60%, but not improving overall gender balance in the organisation



Not applicable

Promotions

Women promotions equal to or more than women's representation overall



Women promotions at least 40%, but not equal to or more than women's representation overall



Women promotions less than women's representation overall

Pay equity between men and women

In late 2018, 10 member organisations who report to the Workplace Gender Equality Agency (WGEA) completed the group's first gender pay equity audit. The review showed a pay gap of 27.0% amongst participating organisations, compared to 31.5% in WGEA's "Sports and Physical Recreation Activities" category and a national figure of 21.3% (2018). The next review will be conducted in 2020.

Flexible and inclusive employment experiences

There is limited data available this year for Flexible and Inclusive Employment Experiences from organisations in the MCC Sport Group. We will work to include more detailed information in future MCC Impact Reports.



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Equal investment in female participation in sport, development pathways and payment for elite women athletes will deliver exponential benefits to our economy, society and our collective wellbeing.

Kate Palmer CEO, Sport Australia

STEM Group

The MCC STEM Group was established in 2016 and today includes 16 members who lead some 49,500 employees, in 42 jurisdictions.

The group reflects the diversity of STEM organisations representing our national scientific research and data institutions, universities, as well as medical, technology, engineering, health and pharmaceutical businesses.

MCC STEM exists to achieve a significant and sustainable increase in the representation of women in leadership positions in STEM, recognising that unless we disrupt the status quo in the sector, our nations will not fulfil their full innovation and growth potential.

Highlights for 2018–19

80.0% MCC STEM organisations have improved women's representation in their other executives/general managers (CEO–2), compared to their representation at this level in 2018

Members achieved gender balance or an increase in women's representation across 76.6% of employment categories in 2019

On average, MCC STEM organisations had achieved gender balance in graduate recruitment, and this average increased from 44.0% in 2018 to 48.2% in 2019

Over 90.0% of MCC STEM organisations now have mainstreamed flexible working strategies in place

75.0% of MCC STEM organisations have established specific targets or KPIs for STEM roles

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Bill Cox
Global CEO, Aurecon



Bob Easton
Chairman & Senior
Managing Director,
ANZ Accenture
Australia Pty Ltd



Greg Ellis
CEO, MYOB



Bronwyn Evans
CEO, Engineers
Australia



Alan Finkel AO
Australia's Chief
Scientist



Mike Foster
CEO, Fujitsu
Australia



Bruce Goodwin
Managing Director
Janssen ANZ,
Pharmaceutical
Company of
Johnson & Johnson



Peter Høj
Vice Chancellor
and President,
The University of
Queensland



Dig Howitt
CEO and President,
Cochlear



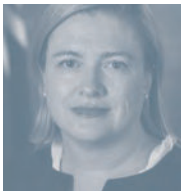
James Johnson
CEO, Geoscience
Australia



David W Kalisch
Australian
Statistician,
Australian Bureau of
Statistics



Larry Marshall
CEO, CSIRO



Tanya Monro
Chief Defence
Scientist



Adi Paterson
CEO, ANSTO



Brian P Schmidt
Vice Chancellor,
Australian National
University



Andrew Stevens
Chair, Innovation and
Science Australia



Convenor
Ann Sherry AO
Non-Executive
Director

Table 48: MCC practical actions

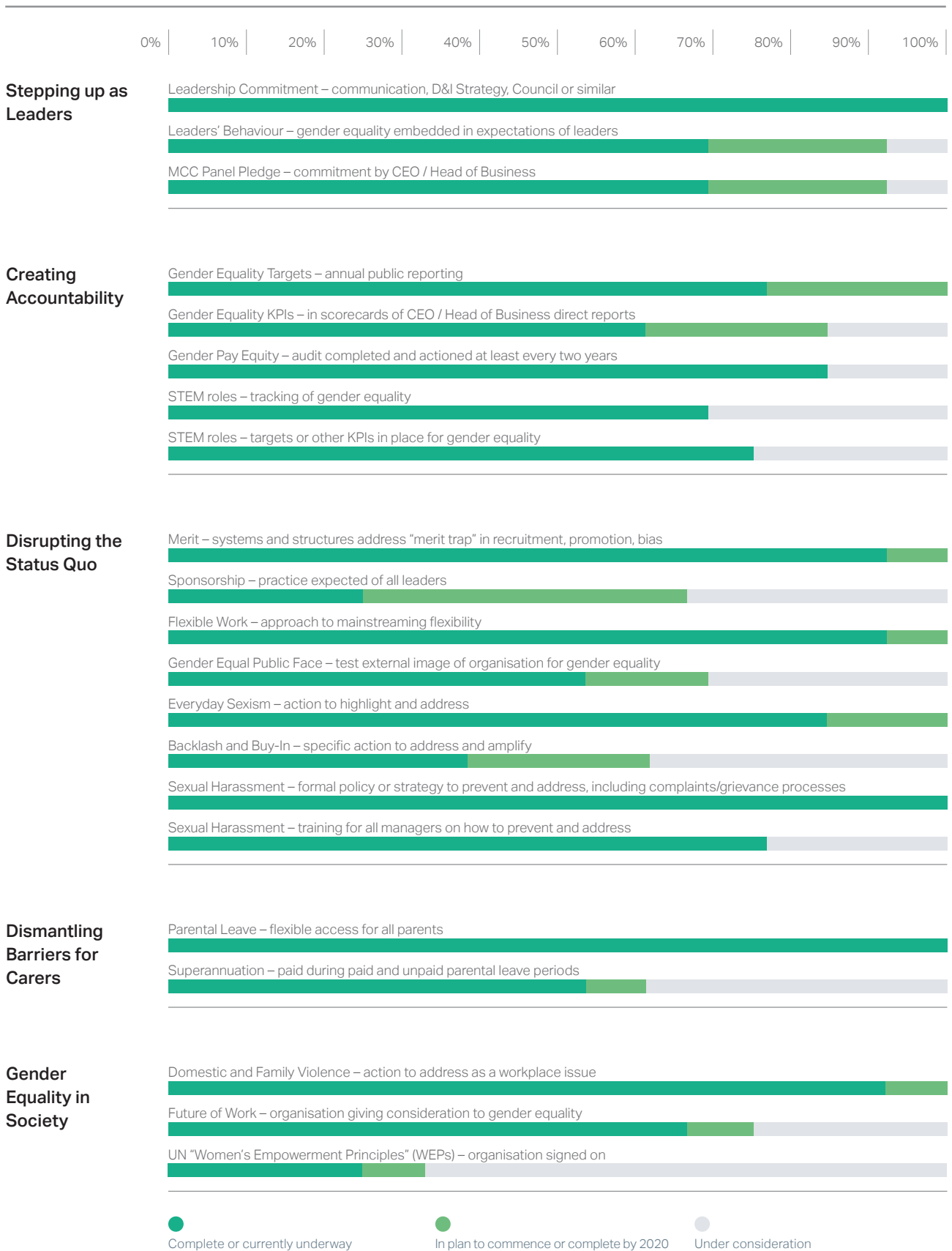


Table 50: Gender balance in recruitment and promotions

STEM Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Bureau of Statistics	42.9	47.1	55.6	52.2
Accenture	50.5	38.5	37.9	34.9
ANSTO	45.5	43.9	29.9	29.3
ANU	-	55.2	57.7	52.2
Aurecon	52.4	37.6	38.2	35.4
Cochlear Limited	44.4	75.0	45.6	48.9
CSIRO	40.2	47.8	45.2	42.1
Defence Science Technology Group	24.0	30.7	34.4	23.9
Engineers Australia	-	60.2	68.8	57.4
Fujitsu	50.8	23.9	20.0	21.9
Geoscience Australia	33.3	43.2	55.8	39.0
Johnson & Johnson	60.0	65.3	53.0	62.3
MYOB	90.9	46.5	36.7	43.6
University of Queensland	50.0	68.4	57.0	56.2
STEM Group Total	48.2	56.4	44.6	45.2

Recruitment

Gender balance achieved (40%-60% women in graduate and overall recruitment)



First year reporting



Women hires under 40% or over 60%, and overall gender balance in the organisation is improving



Not applicable



Women hires over 60%, but not improving overall gender balance in the organisation

Promotions

Women promotions equal to or more than women's representation overall



Women promotions at least 40%, but not equal to or more than women's representation overall



Women promotions less than women's representation overall

Pay equity between men and women

The following organisation in the MCC STEM Group publicly discloses their pay equity gap:

- Australian Bureau of Statistics – Annual Report

Flexible and inclusive employment experiences

Table 51: Access to flexible work, and experiencing an inclusive culture

STEM Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Australian Bureau of Statistics	93.0	90.0	91.0	88.0	86.0	86.0
Accenture	78.6	83.3	81.3	-	-	-
ANSTO	85.0	76.0	79.0	-	-	-
ANU	78.0	78.0	77.0	67.0	73.0	69.0
Aurecon	93.0	91.0	92.0	-	-	-
Cochlear Limited	85.0	86.0	85.0	80.0	83.0	81.0
CSIRO	89.0	88.0	88.0	80.0	77.0	77.0
Engineers Australia	88.0	90.0	89.0	63.0	70.0	66.0
Fujitsu	-	-	74.0	-	-	73.0
Johnson & Johnson	94.0	89.0	91.6	89.0	90.0	89.3
MYOB	85.0	86.0	86.0	94.0	91.0	92.0
University of Queensland	79.0	77.0	77.0	76.0	78.0	75.0
STEM Group Averages	86.1	84.9	84.2	79.6	81.0	78.7



Improved since first report in 2018



Not improved since first report in 2018



First year reporting in 2019



Data not available

Table 52: Sexual harassment – respect and safety at work

STEM Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
Accenture	85.9	92.0	89.3	-	-	-
ANSTO	71.0	88.0	80.0	-	-	-
ANU	80.0	83.0	81.0	-	-	-
Aurecon	90.0	95.0	93.0	-	-	-
CSIRO	76.0	82.0	78.0	-	-	-
Engineers Australia	94.0	99.0	96.0	72.0	84.0	78.0
Fujitsu	-	-	58.0	-	-	66.0
Johnson & Johnson	94.0	95.0	93.5	-	-	-
University of Queensland	90.0	92.0	91.0	-	-	-
STEM Group Averages	85.1	90.8	84.4	72.0	84.0	72.0



Data not available

Table 53: Exits during or at the end of parental leave

STEM Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
Australian Bureau of Statistics	1.8	7.1	2.4
Accenture	1.8	1.2	-
ANSTO	8.0	3.0	5.0
ANU	3.0	5.0	4.0
Aurecon	0	0.1	0
Cochlear Limited	0	0	0
CSIRO	1.3	0.6	1.0
Defence Science Technology Group (DTS)	0	0	0
Engineers Australia	6.0	0	0.3
Fujitsu	4.5	0	-
Geoscience Australia	0	0	0
MYOB	0	0	0
STEM Group Averages	2.2	1.4	1.3



Data not available



Hear now. And always.



“

We know diversity helps drive innovation, and women's representation in leadership is particularly critical for delivering disruptive innovation. We simply must do more to unlock and access this untapped and under-represented talent pool.

Ann Sherry AO Non-Executive Director and Convenor, Male Champions of Change

Consult Australia Group

Consult Australia Male Champions of Change (CA MCC) was established in 2016 and today includes 12 members who lead some 18,000 employees in Australia.

The group includes representatives from businesses providing design, advisory, and engineering services including large government public works projects to private sector

projects in the built and natural environment. Members work within and across their organisations to increase the representation and influence of women in the industry.

Highlights for 2018–19

32.1% women's representation achieved overall across the group, compared to 29.2% in 2018

Members achieved gender balance or an increase in women's representation across 77.1% of employment categories in 2019

58.0% of members now have flexible working strategies in place

75.0% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Louise Adams
Managing Director
Australia and New
Zealand, Aurecon



Jamie Alonso
CEO, APAC, Cardno



Todd Battley
CEO Australia
and New Zealand,
AECOM



Peter Chamley
Chair, Australasia
Region, Arup



Phil Duthie
General Manager
Australia, GHD



Paul Gardiner
Regional Manager
APAC, SLR
Consulting



Matthew Harris
NSW Managing
Director, Rider
Levett, Bucknall



Patrick Hill
Senior Vice-
President and
General Manager
– Jacobs Buildings
and Infrastructure
Asia Pacific



Malcolm McDowall
CEO, APAC, Arcadis



James Phillis
CEO Australia and
New Zealand, SMEC



Jamie Shelton
CEO, Northrop



Will Wright
Managing Director,
Douglas Partners



Convenor

**Nicola
Grayson**
CEO, Consult
Australia



Focus areas and impact for 2018–19

Stepping up as leaders

Introduced the Leadership Shadow as a standing item on the Group's quarterly agenda with a particular focus on sharing ideas to cascade the message throughout firms.

Undertook a deep dive on the retention and advancement of women in Engineering to underscore the complexity and interconnected nature of diversity and inclusion initiatives, e.g. the role of targets in overcoming biases.

Hosted McKinsey culture expert at a group meeting to share insights on the creation of inclusive, high-performing workplaces and the impact on attraction and retention rates.

Hosted our Annual Progress Report Launch and Industry Lunch with the "Balance for Better" theme, focusing on the benefits to both women and men of more gender equal workplaces, relationships and societies.

Creating accountability

Continued to develop gender equality accountability measures across our members. For example:

- Jacobs, RLB and SMEC introduced targets in 2019 bringing the total to 8 of 13 firms (61.5%)
- Aurecon introduced formal accountability measures. 'Diversity and Inclusion' is now included as part of KPIs

- As part of ensuring sustainable advancement initiatives, AECOM, Arcadis, Aurecon, Jacobs, GHD and SMEC participated in a succession planning exercise applying a gender lens to CEO and Executive Committees plans
- 11 of 13 firms (84.6%) now undertake regular pay gap audits

Disrupting the status quo

Led innovative actions across our group to advance more women into leadership positions. For example:

- GHD and SLR launched "Co-Creating Inclusive Cultures: Engaging Men", a program designed to authentically and actively engage senior male leaders and teams in diversity and inclusion initiatives. 9 of 13 firms have participated to date (69.2%)
- Arup, Jacobs, Northrop, RLB and SMEC participated in the MCC Safe Worksites roundtable, an initiative designed to surface solutions to create more inclusive worksites. This will continue into 2020 and include contractors in the next phase
- All CA MCC firms contributed to Consult Australia's "STEM Pipeline" thought leadership piece, highlighting challenges and opportunities to increase female participation in STEM
- Six firms (AECOM, Arcadis, GHD, Jacobs, Northrop and SMEC) took part in the STEM group survey defining enablers and barriers to women pursuing and thriving in Engineering careers

Dismantling barriers for carers

Continued our focus on dismantling barriers for carers. For example:

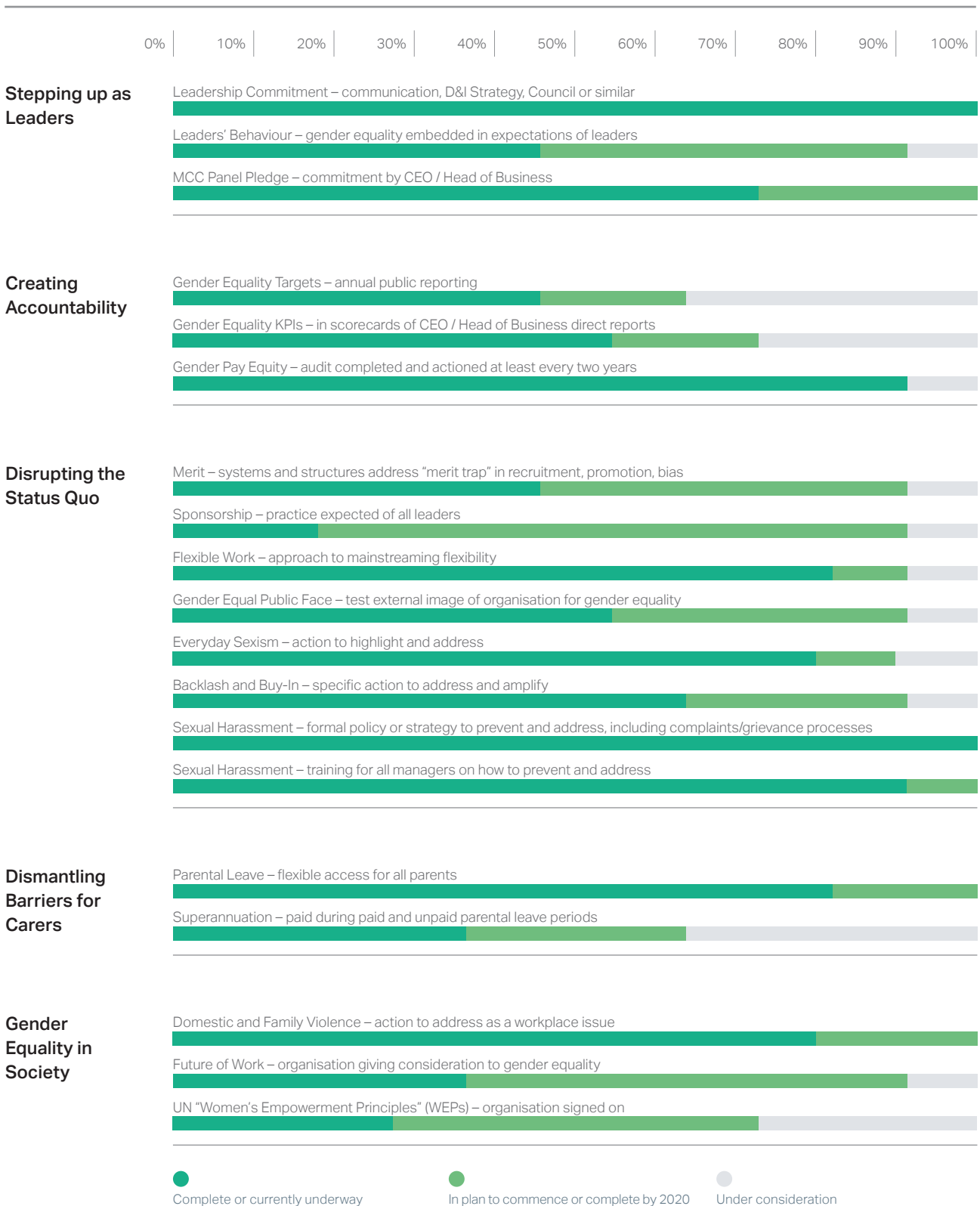
- 75% of firms now provide flexible parental leave (AECOM, Arcadis, Arup, Aurecon, Cardno, GHD, Jacobs, RLB, SLR)
- Three firms (23.1%) provide superannuation on paid and unpaid parental leave (Arup, Aurecon, Douglas Partners)

Gender equality in society

Worked with Consult Australia to contribute a submission to the National Inquiry into Sexual Harassment in Australian Workplaces. On behalf of the Engaging Men action group, Northrop shared the unique approach to shifting mindsets and behaviours with regard to sexist language and behaviour at work.

Hosted domestic and family violence survivor Kristy McKellar OAM at one of our meetings to better understand the nature and impact of DFV in the workplace.

Table 54: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 55: Gender balance in leadership

Consult Australia Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
AECOM	2016	35.9	31.8	2.8	12.0	24.8	40.7	37.5
Arcadis	2016	30.0	33.3	19.2	30.0	19.6	30.9	50.0
Arup	2016	38.8	40.0	25.0	19.0	31.0	41.4	18.2
Aurecon	2016	35.4	25.0	20.5	11.4	28.7	39.9	14.3
Cardno	2019	29.3	0.0	66.7	33.3	36.0	29.0	14.3
Douglas Partners	2016	20.4	14.3	-	9.7	14.3	21.6	0.0
GHD	2016	32.6	33.3	21.5	17.6	33.4	41.4	44.4
Jacobs	2016	27.6	20.0	32.3	14.6	16.0	28.6	33.3
Northrop	2018	26.2	0.0	0.0	4.8	17.5	29.3	28.6
SLR	2018	33.3	9.1	-	0.0	55.6	36.1	12.5
SMEC	2016	25.4	12.5	16.7	14.8	22.6	26.1	0.0
Consult Australia Group Total	2018	32.1	23.8	21.7	15.6	29.0	35.2	24.7

Gender balance achieved (40%-60% women's representation)

Unchanged since benchmark year

Moving closer to gender balance since benchmark year

First year reporting

Increase in under-representation of women since benchmark year

Not applicable

Note: Integral is a very recent new member of the Consult Australia Group, and will be included in our Impact Report next year.

Table 56: Gender balance in recruitment and promotions

Consult Australia Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
AECOM	43.9	37.2	38.8	35.9
Arcadis	36.0	8.4	25.8	30.0
Arup	50.0	48.4	38.2	38.8
Aurecon	52.4	37.6	38.2	35.4
Cardno	33.9	31.6	38.1	29.3
Douglas Partners	18.8	22.9	18.4	20.4
GHD	40.0	37.8	30.3	32.6
Jacobs	32.8	29.9	28.0	27.6
Northrop	25.0	34.0	32.0	26.1
SLR	27.3	34.7	35.0	33.3
SMEC	35.1	28.6	24.0	25.4
Consult Australia Group Total	40.4	33.9	33.6	32.1

Recruitment



Gender balance achieved (40%-60% women in graduate and overall recruitment)



Women hires under 40% or over 60%, and overall gender balance in the organisation is improving



Women graduates or hires under 40%, and not improving gender balance in the organisation



First year reporting

Promotions



Women promotions equal to or more than women's representation overall



Women promotions less than women's representation overall

Pay equity between men and women

The following organisation in the Consult Australia MCC Group publicly discloses their overall gender pay gap:

- Cardno – company announcement

Flexible and inclusive employment experiences

Table 57: Access to flexible work, and experiencing an inclusive culture

Consult Australia Group Organisations	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
AECOM	90.0	92.0	91.0	86.0	85.0	86.0
Arcadis	36.0	63.0	83.0	90.0	87.0	88.0
Arup	78.0	76.0	77.0	72.0	80.0	77.0
Aurecon	93.0	91.0	92.0	-	-	-
Cardno	-	-	80.0	-	-	78.0
Northrop	85.0	86.0	86.0	-	-	87.0
SMEC	89.2	87.8	88.2	78.8	85.4	83.0
Consult Australia Group Averages	78.5	82.6	85.3	81.7	84.4	83.2



Improved since first report in 2018



Not improved since first report in 2018



First year reporting in 2019



Data not available

Table 58: Sexual harassment – respect and safety at work

Consult Australia Group Organisations	Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording)			Percentage of employees who believe that at their organisation it is safe to raise issues of sexual harassment without fear of victimisation or negative career implications (or similar wording)		
	Women	Men	All	Women	Men	All
AECOM	88.0	93.0	90.0	-	-	-
Arcadis	92.0	96.0	94.0	-	-	-
Arup	87.0	97.0	93.0	-	-	-
Aurecon	90.0	95.0	93.0	-	-	-
Cardno	-	-	90.0	-	-	-
SMEC	83.2	95.7	90.0	83.2	95.7	90.0
Consult Australia Group Averages	88.0	95.3	91.7	83.2	95.7	90.0



Data not available

Table 59: Exits during or at the end of parental leave

Consult Australia Group Organisations	Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.		
	Women	Men	All
AECOM	8.4	0	8.4
Arcadis	7.0	0	4
Arup	0.1	0.1	0.1
Aurecon	0	0	0
Cardno	5.9	0	2.4
Douglas Partners	14.0	0	11.0
GHD	2.0	0.8	2.1
Jacobs	8.0	16.0	10.0
Northrop	1.0	0	1.0
SLR	0	0	0
SMEC	0	0	0
Consult Australia Group Averages	4.2	1.5	3.5





Increasing both the retention of women in the workplace and the sponsorship of women into leadership will result in more role models for young women in the sector. This is essential if we're serious about breaking down gender stereotypes.

Nicola Grayson CEO, Consult Australia

Fire & Emergency Group

The Fire & Emergency Group was established in 2017, with support from the Australasian Fire and Emergency Services Authorities Council (AFAC).

Today the group includes 29 members who lead some 288,000 employees and volunteers. The group includes representatives located throughout metropolitan, rural and regional communities across Australia and New Zealand. Members are focused on advancing gender equality, women in leadership and professional,

respectful and inclusive workplaces within and across the fire and emergency sector. A particular priority is building the representation of women in frontline service delivery positions which can serve as a critical pathway to leadership positions in the sector.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 68.9% of employment categories in 2019

24.2% women's representation achieved overall across the group, compared to 22.0% in 2018 when the group released its first report

40.1% of overall hires across the group were women

79.3% of members now have mainstreamed flexible working strategies in place

92.9% of members have flexible parental leave policies in place

79.3% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Chris Arnot AFSM
Chief Officer,
Tasmania Fire
Service



Paul Baxter QSO
Commissioner, Fire
and Rescue NSW



Chris Beattie
Chief Officer, SA
State Emergency
Service



Collene Bremner
Executive Director,
Bushfires NT



David Bruce AFSM
Chief Officer and
CEO (Acting)
Metropolitan Fire
and Emergency
Services Board,
Melbourne



Neil Cooper PSM
Senior Manager
Fire, Forest and
Roads, ACT Parks
and Conservation
Service



**Andrew Crisp
APM**
Commissioner,
Emergency
Management
Victoria



Ross Dickson
Chief Forester
& Company
Secretary, Forestry
Corporation of NSW



Stuart Ellis AM
CEO, Australasian
Fire and Emergency
Service Authorities
Council



**Shane
Fitzsimmons
AFSM**
Commissioner, NSW
Rural Fire Service



Jason Foster
Executive Director
Regional and Fire
Management Services
(Acting), Department
of Biodiversity,
Conservation and
Attractions, Parks and
Wildlife Service in WA



Chris Gibson
Manager,
Conservation, Fire
and Safety, Forestry
SA



Fiona Gill
Director, Fire and
Flood Management,
Department for
Environment and
Water SA



Stephen Griffin
CEO, Victoria State
Emergency Service



Chris Hardman
Chief Fire Officer,
Forest Fire
Management
Victoria –
Department of
Environment, Land,
Water and Planning



Mark Jones AFSM
Chief Officer, South
Australian Country
Fire Service



Rhys Jones CNZM
Chief Executive, Fire
and Emergency New
Zealand



Ben Klaassen
Deputy Director
General, Queensland
Parks and Wildlife
Services



**Darren Klemm
AFSM**
Commissioner,
Department of Fire
and Emergency
Services WA



Andrew Lea ESM
Director, Tasmania
State Emergency
Service



**Michael Morgan
AFSM**
Chief Officer
and CEO, SA
Metropolitan Fire
Service



**David Nugent
AFSM**
Director, Fires
& Emergency
Services, Parks
Victoria



Rob Porter
Executive
General Manager,
Airservices Australia



Naomi Stephens
Director, Fire &
Incident Management
Section, NSW
National Parks &
Wildlife Service,
Office of Environment
and Heritage NSW



**Steve Warrington
AFSM**
Chief Officer and
CEO, Country Fire
Authority Victoria



**Michael Wassing
AFSM**
Commissioner
(Acting), Queensland
Fire and Emergency
Services



**Georgeina Whelan
AM, CSC and Bar**
Commissioner, ACT
Emergency Services
Agency



David Willing
Executive Director,
Northern Territory
Fire and Emergency
Services



Carlene York
Commissioner, NSW
State Emergency
Service



Convenor

Kristen Hilton
Victorian Human
Rights and Equal
Opportunity
Commissioner



Focus areas and impact for 2018–19

Stepping up as leaders

Engaged in the Leadership Shadow with 57.1% of members having undertaken this foundational MCC activity. All MCCs will complete or refresh this exercise in 2020, recognising the change in leadership that has occurred across the group over the past year.

Committed to the Panel Pledge with 85.2% of members signing up so far. A number of new members joining the group will formally support the Panel Pledge as part of their induction to the MCC strategy. Members have also extended the reach and impact of the Panel Pledge within the sector. For example:

- AFAC19 is the major conference for the sector attracting some 2000 delegates from Australia and New Zealand. Speakers for the conference were gender balanced overall; panels contained at least one woman and suppliers involved in the significant trade show that accompanied the conference, were asked to consider gender and diversity in all aspects of their stands / presentations
- NSW Rural Fire Service has implemented the Panel Pledge as part of its 2019 Leadership and Young Members Forum and other senior management events
- AFAC CEO Stuart Ellis continues to publicly lead on gender equality through AFAC's various communication channels. This includes thought leadership pieces on machoism and conscious and unconscious bias impacting the advancement of women in the sector

Creating accountability

Reviewed a standard approach for capturing and reporting gender representation across member organisation aligned to the MCC Coalition reporting methodology, with customisation to suit the specific needs of the fire and emergency sector.

Tracked and monitored progress for 2019 with 100% of MCC Fire and Emergency members sharing their latest gender representation data (benchmarked against 2018 results) and progress building the conditions and cultures that enable women to thrive. This represents the most consistent and comprehensive reporting on gender equality ever undertaken in the fire and emergency sector.

Disrupting the status quo

Reviewed gender representation amongst sector leadership, policy and talent development forums. An annual review was completed and presented to members at their July meeting. This review showed that in 2019:

- The AFAC Executive Forum had 20.0% women's representation, down from 23.0% last year
- The Strategic Command Program had 10.0% women's representation, down from 12.0% last year
- The Senior Officer Cohort had 29.0% women's representation
- The AFAC Collaboration Groups had 25.0% women's representation, up from 16.0% last year

The review found that proactive and consistent focus was required to achieve, and reap the benefits of, gender equality in sector leadership forums. Members have supported a targeted strategy to address issues identified in the review.

Prepared a "Sponsorship of Talent" program and guideline to help identify and accelerate the development of women leaders in the sector. Members have agreed to adopt/adapt the MCC Sport Women in Sport Sponsorship program and pilot it across the Fire and Emergency sector. A sector-specific program guide and recruitment process has been developed and sponsor/sponsee arrangements will be finalised and launched for the first meeting of the MCCs in April 2020.

Completed a review / audit of the public presence of 72.0% of member organisations to ensure they are presenting a respectful and inclusive environment for women. For example:

- WA Department of Fire and Emergency Services (DFES) has undertaken a complete redesign of its corporate website and its volunteer portal aligned with its charter to represent diversity and inclusion. All language in internal and external communications is reflective of their organisational commitment to equity and diversity

Reviewed sexual harassment policies benchmarking existing approaches against good practices recommended by the Australian Human Rights and Equal Opportunity Commission. A number of members have since commenced development of standalone sexual harassment policies tailored to specific issues that arise in the fire and emergency sector. For example:

- An Inclusion and Fairness framework is in development to support the Victorian Country Fire Authority (CFA) in embedding a range of systems, processes and initiatives that will support women in the organisation. This includes a focus on addressing sexual harassment, developing resources and education to build the skill and confidence across management levels to proactively prevent and respond to incidents of sexual harassment in the workplace

Reviewed and contributed to the MCC "40:40:20" Talent Processes toolkit developed and released by MCC this year. The Toolkit has been shared with MCC members, HR teams and line managers across our organisations and is available either through AFAC or the MCC website.

Implemented a range of initiatives to support gender equality and the advancement of women in the sector. For example:

- Fire and Emergency New Zealand and the SA Metropolitan Fire Services each released the findings of independent reviews into workplace culture, sexual harassment and bullying within their organisations. Their Commissioners publicly led communication of the findings with both accepting and now addressing all of the recommendations in the respective reports
- WA DFES conducted comprehensive recruitment training and masterclasses focused on unconscious bias throughout the organisation. It has also made comprehensive changes to recruitment and promotion processes to eliminate bias, with the aim of advancing more women

- Fire and Rescue NSW's long-term commitment to gender parity recruitment for permanent firefighters has seen a dramatic increase in the percentage of female firefighters and an increase in the number of women applying for roles with the organisation. It also held its pilot Women Leading at Fire & Rescue Mentoring program, with the aim of creating a pipeline of talented women to join the sector
- Queensland Fire and Emergency Services increased women firefighter representation in its 2019 recruit courses to 20.7%, with 83.3% of women graduating from the courses
- Victorian State Emergency Service delivered its Respect and Equity training to ensure all members understands expectations and policies and procedures to identify, address and report unacceptable behaviours
- Department of Biodiversity, Conservation and Fires & Emergency Services WA, Parks Victoria established a specific objective to maximise representation of female operational staff in overseas and interstate fire deployments to provide accelerated development opportunities
- NSW Parks and Wildlife Service conducted their first all-female hazard reduction burn in July 2019

Dismantling barriers for carers

Reviewed flexible workplace practices and workplace policies with 79.3% of members implementing flexible work policies. However, many staff report that these policies are not always designed in ways that meet their needs. As a first step, members have agreed to better communication and consistent application of policies across their organisations. Further work on this action will be completed in 2020.

Gender equality in society

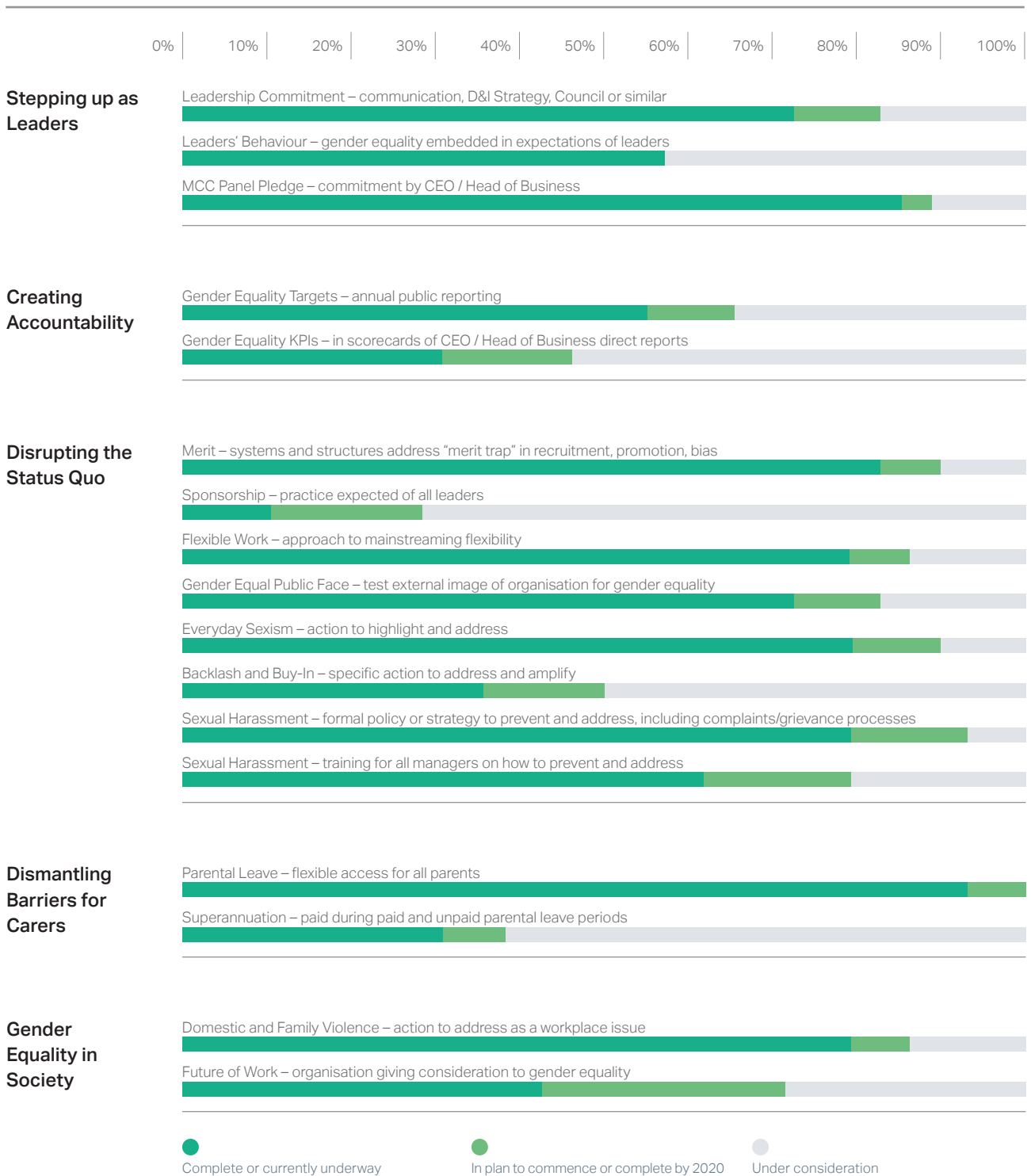
Guided and supported research over two years into gender equality, diversity and inclusion, led by the Bushfire and National Hazards Co-operative Research Centre and academics from Victoria University. Emergency Management Victoria is currently using lessons arising from this research, and the collective experience of the group, to develop a detailed, sector-specific case for change on diversity and inclusion in fire and emergency, together with supporting communication and engagement resources.

Metropolitan Fire Brigade (MFB) led and coordinated the Emergency Management Sector's preeminent International Women's Day event for 2019 in Federation Square. Emergency Management Victoria (EMV), the Country Fire Authority (CFA), and AFAC supported and participated in the event. Over 10,500 people experienced the event which promoted careers and volunteer opportunities for women. The event showcased the achievements of women in natural hazards, as well as provided information, activities and advice to the public.

Queensland Fire and Emergency Services is participating in the MCC Founding Group's Gladstone Project on whole of community responses to domestic and family violence.

Metropolitan Fire Brigade (MFB) and Country Fire Authority has introduced significant Family Violence resources including paid leave, Family Violence Contact Officers, training, guidelines and information resources for people affected by family violence and their managers. MFB also ran major campaigns supporting 16 Days of Activism and Men's Health Week, giving information, tools and referrals to ensure that this remains a current and relevant issue amongst their team.

Table 60: MCC practical actions




Impact details
Gender balance in leadership, recruitment, graduates and promotions
Table 61: Gender balance in leadership

Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency ^{^*}	2018	25.8	25.0	28.6	28.0	14.8	27.8	20.0
ACT Parks & Conservation	2018	31.7	10.0	-	33.3	-	37.2	-
Airservices Australia	2018	17.7	-	28.6	21.3	-	-	37.5
AFAC	2018	64.8	62.5	50.0	66.7	25.0	76.7	7.9
Bushfires NT [*]	2018	38.2	33.3	50.0	28.6	100	35.0	-
CFA Victoria	2019	26.3	-	34.5	15.1	23.2	27.0	55.6
Dept for Environment & Water SA [*]	2018	50.4	25.0	30.0	46.1	-	51.5	-
Dept of Biodiversity, Conservation & Attractions WA	2019	44.4	50.0	20.0	17.1	28.9	46.0	46.3
Dept of Fire and Emergency Services WA	2018	21.8	0.0	30.9	22.2	16.2	23.6	-
Emergency Mgmt VIC	2018	58.9	-	45.5	46.9	33.3	72.9	-
Fire & Rescue NSW	2018	12.0	23.1	25.2	21.7	8.5	12.0	-
Fire & Emergency NZ [^]	2018	18.1	20.0	21.9	13.0	5.0	19.2	60.0
Forest Fire Mgmt Victoria	2018	24.4	27.8	30.4	27.3	44.6	19.4	-
Forestry Corp of NSW	2018	20.4	0.0	50.0	7.7	16.3	21.8	42.9
Forestry SA	2019	34.5	40.0	-	0.0	-	36.7	33.3
Metropolitan Fire and Emergency Services	2018	11.6	33.3	13.8	6.5	10.6	12.1	71.4
NSW Rural Fire Service [^]	2018	22.6	33.3	17.7	12.1	12.6	24.7	-
NT Fire, Rescue and Emergency Services	2018	30.0	66.7	50.0	28.6	12.5	30.1	-
NSW SES [*]	2018	34.5	50.0	57.1	40.7	29.1	34.9	-
Office of Environment and Heritage NSW [*]	2018	24.4	50.0	26.7	27.1	37.7	23.3	-
Parks VIC	2018	36.3	45.0	42.9	36.9	37.7	35.9	52.9
Queensland Fire & Emergency Services	2018	26.5	11.8	29.1	24.6	12.4	26.8	-
QLD Parks and Wildlife	2018	37.5	30.8	42.6	29.9	52.4	36.4	-
SA Metropolitan Fire	2018	5.9	9.1	3.2	25.0	3.4	6.7	-
SA Country Fire Service	2018	45.2	33.3	23.1	46.2	44.4	48.6	-



Fire & Emergency Group Organisations	Benchmark Year	Women's Representation (%)						
		Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
South Australian SES^	2018	29.6	0.0	0.0	63.6	0.0	29.4	0.0
Tasmania Fire Service	2018	17.7	100	50.0	16.7	33.3	17.6	33.3
Tasmania SES^	2018	28.5	0.0	-	20.0	8.3	29.8	-
Victoria SES	2018	39.1	31.9	60.0	27.8	30.6	45.0	66.7
Fire & Emergency Group Total	2018	24.2	29.0	27.4	22.2	13.7	25.6	37.9

● Gender balance achieved (40%-60% women's representation)

● Increase in under-representation of women since benchmark year

⊖ Not applicable

● Moving closer to gender balance since benchmark year

⊖ Unchanged since benchmark year

^ Includes volunteers

● Increase in over-representation of women since benchmark year

● First year reporting

* CEO / Head of Business (or equivalent) is a woman

Table 62: Gender balance in recruitment and promotions

Fire & Emergency Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
ACT Parks & Conservation	-	37.5	-	31.7
Airservices Australia	-	29.5	-	17.7
AFAC	-	66.7	66.7	64.8
Bushfires NT	-	16.7	100	38.2
CFA Victoria	-	50.2	-	26.3
Dept for Environment and Water SA*	66.7	42.9	-	50.4
Dept of Biodiversity, Conservation and Attractions WA	-	51.0	45.7	44.4
Dept of Fire and Emergency Services WA	-	46.6	25.5	21.8
Emergency Mgmt VIC	-	57.9	-	58.9
Fire & Rescue NSW	-	27.9	12.7	12.0
Fire & Emergency NZ	21.3	57.5	12.5	18.1
Forestry Corp of NSW	-	25.4	31.8	20.4
Forestry SA	-	33.3	-	34.5
Metropolitan Fire and Emergency Services	-	30.1	14.7	11.6
NSW Rural Fire	-	34.9	33.3	22.6
NT Fire, Rescue and Emergency Services	-	30.3	15.4	30.0
NSW SES*	-	53.2	47.1	34.5
Parks VIC	-	56.2	43.1	36.3
Queensland Fire & Emergency Services	-	34.4	27.2	26.5
QLD Parks and Wildlife	-	45.9	42.5	37.5
SA Metropolitan Fire	-	12.8	9.1	5.9
South Australian SES^	100	66.7	50.0	29.6
Tasmania Fire Service	100	31.7	9.1	17.7
Tasmania SES^	-	45.8	0.0	28.5
Victoria SES	-	56.0	50.0	39.1
Fire & Emergency Group Total	26.5	40.1	24.0	24.2

Recruitment



Gender balance achieved (40%-60% women in graduate and overall recruitment)



Women graduates or hires under 40%, and not improving gender balance in the organisation



Women hires under 40% or over 60%, and overall gender balance in the organisation is improving



First year reporting



Women hires over 60%, but not improving overall gender balance in the organisation



Not applicable

Promotions



Women promotions equal to or more than women's representation overall



Women promotions less than women's representation overall



Not applicable

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Fire & Emergency Services Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

There is no data available this year for Flexible and Inclusive Employment Experiences from organisations in the MCC Fire & Emergency Services Group. We will work to include more detailed information in future MCC Impact Reports.



Pakistan Group

MCC Pakistan was established in October 2018 and today includes 10 members who lead some 26,000 employees, spread across Pakistan.

The group includes representatives from various sectors including Hospitality, Telecommunications, Information Technology and Software, Micro-Finance and Sports Organisations. Members work within and across their organisations to focus and lead on gender equality, diversity and women's empowerment, not only within their organisation but in the society as a whole.

The convenor of MCC Pakistan was also a member of the UN Secretary General's High-Level Panel on Women's Economic Empowerment, where Male Champions of Change was certified as an International Best Practice for creating tangible and sustainable impact on the agenda of gender equality.

Highlights for 2018–19

Overall, the percentage of women across all MCCs currently stands at 19.0%

The number of women in the Senior Manager positions stands at 13.8%, while at Key Managerial Positions it reaches 8.2%

100% of members now have mainstreamed flexible working strategies in place

80.0% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



M. Muddassar Aqil
Vice President & General Manager APAC Region, PepsiCo Pakistan



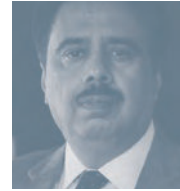
Yasir Ashfaq
CEO, Pakistan Microfinance Investment Company



Maleeka Bokhari
MCC Pakistan Special Advisory Council Member



Aziz Boolani
CEO, Sareena Hotels



Salim Ghauri
CEO, Pakistan Microfinance Investment Company



Sima Kamil
MCC Pakistan Special Advisory Council Member



Kabir Naqvi
President, Ubank



Sameen Rana
CEO, Lahore Qualandars



Asim Siddiqui
Country Managing Partner, EY Ford Rhodes



Furqan Ahmed Syed
Vice President & General Manager APAC Region, PepsiCo Pakistan



Shazia Syed
MCC Pakistan Special Advisory Council Member



Fauzia Viqar
MCC Pakistan Special Advisory Council Member



Irfan Wahab Khan
CEO, Telenor Pakistan



Convenor

Fiza Farhan
Global Development Advisor



Focus areas and impact for 2018–19

Stepping up as leaders

MCC Pakistan has begun its focus on innovative leadership approaches to advancing women in the workforce in Pakistan. This has included plans to:

- Review, commit to and report on their Leadership Shadow Action plans
- Extend diversity and inclusion training in their workplaces
- Extend diversity and inclusion education beyond the CEO and executive management, taking it all across organisational levels
- Recognise and reward inclusive leaders in Pakistan and globally
- Sign onto the MCC Panel Pledge
- Align the Recruitment Framework to the Business Strategy and MCC.
- Promote the effective communication of gender equality policies and procedures across their organisations

Disrupting the status quo

Established action plans to lead innovative approaches to address cultural norms that prevent the advancement of women in the workplace. This has included a focus on:

- Making the environment more conducive to family members to allow for more support to stay or join the organization
- Reviewing opportunities to provide safe transport for women to and from work
- Reviewing opportunities to provide childcare assistance e.g. through on-site care, subsidised child care facilities close to the family home and subsidised carers in the home
- Normalising 'working women' by sharing and promoting success stories and highlighting successful women and their leaders

Table 63: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 64: Gender balance in leadership

Pakistan Group Organisations	Women's Representation (%)							
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (prof services only)	Board
Lahore Qalanders	50.0	0.0	-	50.0	33.3	71.4	50.0	-
NetSol Technologies	18.1	0.0	100	11.7	17.1	20.3	-	50.0
Pakistan Microfinance Investment Company	40.6	37.5	0.0	-	52.6	-	-	16.7
PepsiCo Pakistan	17.0	-	15.4	11.8	17.8	17.1	-	-
Telenor Pakistan	20.8	14.3	13.9	17.3	14.7	23.3	-	-
MCC Pakistan Group Total	19.0	8.2	14.8	13.8	17.1	20.3	50.0	28.6

● Gender balance achieved (40%-60% women's representation)
 ● First year reporting
 ⊖ Not applicable

Table 65: Gender balance in recruitment and promotions

Pakistan Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Lahore Qalanders	50.0	50.0	66.7	50.0
NetSol Technologies	30.4	22.0	18.3	18.1
Pakistan Microfinance Investment Company	66.7	45.5	44.4	40.6
PepsiCo Pakistan	32.1	22.9	7.3	17.0
Telenor Pakistan	83.9	26.3	23.0	20.8
MCC Pakistan Group Total	54.0	24.3	16.6	19.0

Recruitment
● Gender balance achieved (40%-60% women in graduate and overall recruitment)
 ● First year reporting

Promotions
● Women promotions equal to or more than women's representation overall
 ● Women promotions less than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Pakistan Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Alongside women’s representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Pakistan organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.



Global Tech Group

Global Tech was established in partnership with accelerateHER in 2018 and today includes 11 members who lead some 300,000 employees, in 104 jurisdictions. The group includes representatives from BBC, Condé Nast, Microsoft Ventures, and WPP.

Members work within and across their organisations to create and share initiatives to increase the pipeline of women in technology, enable flexible work across their

businesses and jurisdictions, and take action to address everyday sexism and exclusive, masculine culture in tech.

Highlights for 2018–19

Members have achieved gender balance in 41.9% of employment categories

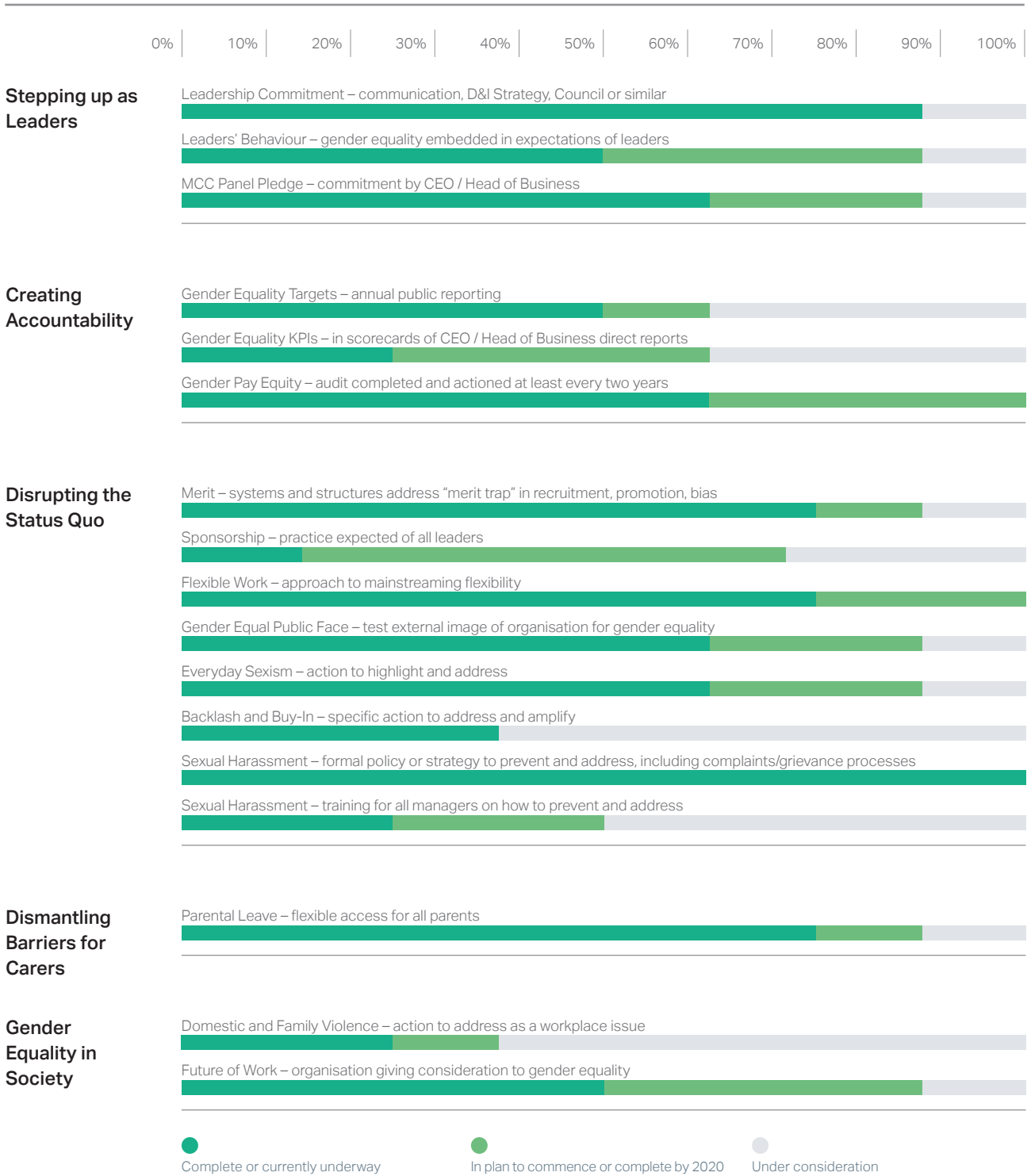
All members have achieved gender balance in promotions

65.0% of members have gender pay equity audits actioned and completed every two years, with 100% of members committed to do so by 2020

75.0% of members now have mainstreamed flexible working strategies in place with 100% to be implemented by 2020

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Table 66: MCC practical actions



Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 67: Gender balance in leadership

Global Tech Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
BBC	47.9	-	-	43.8	-	48.7	-
Condé Nast	68.8	42.9	-	-	-	-	-
Founders Forum	45.5	100	36.4	28.6	40.0	49.7	0.0
Jacobs	29.5	32.4	18.5	28.1	25.3	30.1	25.0
Made.com	61.3	60.0	50.0	43.5	51.1	64.9	-
WeTransfer	46.6	25.0	57.1	46.2	71.4	44.5	25.0
WPP	54.3	36.0	-	48.9	-	56.2	38.5
YOOX Net-A-Porter	63.3	57.1	47.5	52.3	66.5	63.6	-
Global Tech Group Total	48.9	36.1	26.4	47.7	31.1	50.5	36.0

● Gender balance achieved (40%-60% women's representation)
 ● First year reporting
 ⊖ Not applicable

Note: Founders Forum's unique structure merits additional context to clarify the data point attributed to key management personnel. Founders Forum is a group of companies each with an independent CEO and the Group's Chair participates in the Global Tech Group as a MCC. At the time of this report, the CEO positions within Founders Forum group are largely held by men. The category of key management personnel as defined in this report applies to only a few companies within Founders Forum group and for the companies in which this role exists, those positions are currently held by women resulting in the 100.0 figure reported here.

Table 68: Gender balance in recruitment and promotions

Global Tech Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
BBC	-	55.7	51.5	47.9
Condé Nast	50.0	58.9	66.7	68.8
Founders Forum	71.4	44.4	58.0	45.5
Jacobs	-	26.8	-	29.5
Made.com	-	61.2	-	61.3
WeTransfer	100	50.0	46.2	46.6
Global Tech Group Total	75.0	33.8	52.5	48.9

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- First year reporting
- Not applicable

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions at least 40%, but not equal to or more than women's representation overall

Note: Data for Condé Nast includes London headquarters only.

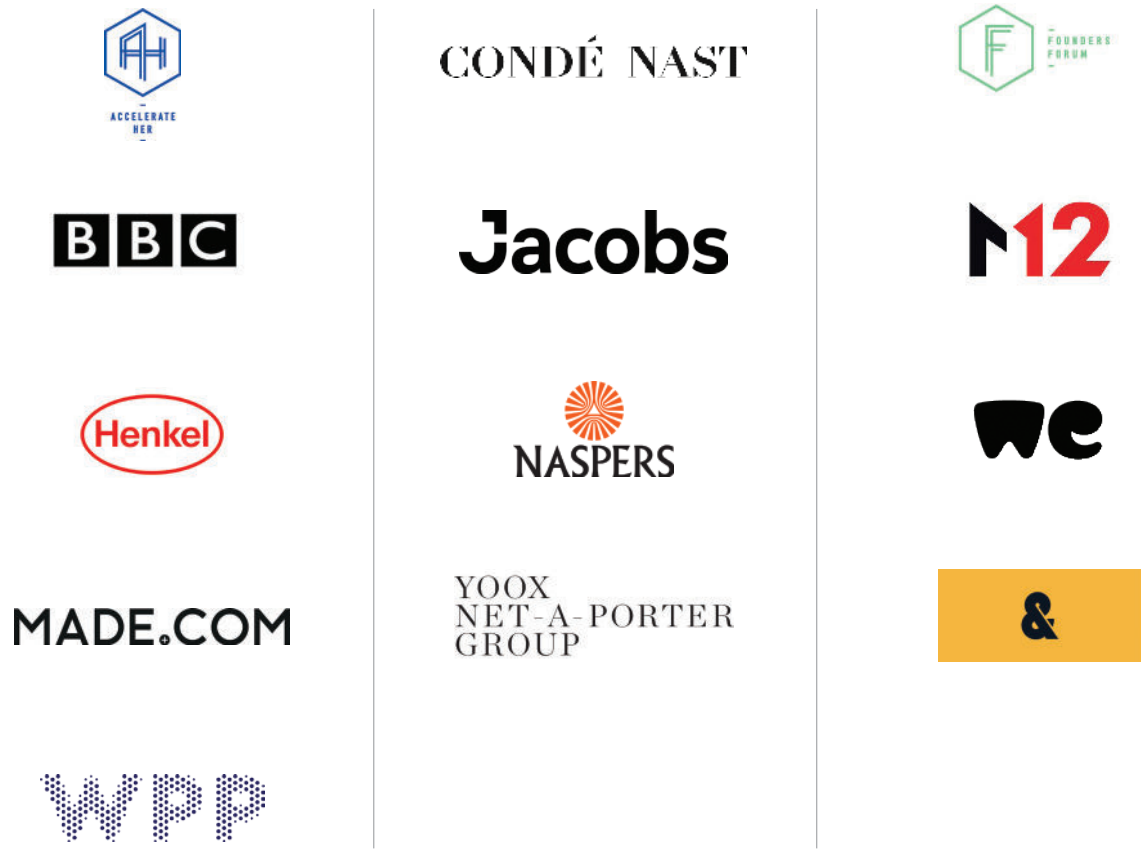
Pay equity between men and women

The following organisations in the MCC Global Tech Group publicly disclose their pay equity gaps:

- BBC – Annual Report 2018–19 (page 102) and UK Government website
- Condé Nast – UK Government website (includes data from London headquarters and Condé Nast Britain only)
- Jacobs – Gender Pay Gap Report for England, Wales and Scotland
- Made.com – Website and UK Government website
- WPP – Website and UK Government website
- YOOX Net-a-Porter – UK Government website

Flexible and inclusive employment experiences

Alongside women’s representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Global Tech organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.



“

We are stepping up beside women to lead on gender equality in our sector. We will focus our time, resources and capital to accelerate progress. We believe when leaders stand up, work together, listen, learn and lead with action, real change and innovation happens.

Male Champions of Change, Global Tech group *Financial Times*, January 2019

Health Group

The MCC Health Group was established in April 2019. The Group has 12 members who lead some 180,000 employees, across Australia.

The Group includes representatives from Australia's leading health and hospital care providers, the primary health care sector, pharmaceutical, funding and government bodies and peak professional bodies.

The health sector is highly gender-segregated, with women occupying as much as 80% of all roles. However, women do not progress to senior management positions at the same rate as men nor is their progression proportionate to their representation, and there are specialisations which are highly male-dominated.

The MCC Health Group is taking action to make their workplaces inclusive and to remove barriers that limit the potential of their teams. A short-term measure of success within the health sector will be the increase in women's representation in senior management to a gender-balanced level, that is, between 40-60% of senior roles. The Group also aims to develop and grow the pipeline of women in specialisations where they are under-represented.

Over the longer term, it is expected that work to create more inclusive workplaces and attract more men to work in the

sector will disrupt the gendered nature of the sector overall.

Members work within and across their organisations to:

- Drive a significant and sustainable increase in the representation of women in leadership positions in the health sector
- Support women to take advantage of growth within high-paid careers within the sector
- Cultivate inclusive cultures that deliver efficiency within our organisations and across the broader health sector

Context for 2018–19

The MCC Health Group held its inaugural meeting on 4 April 2019. The Group has focused its efforts this year on listening and learning from the voices of women, and understanding the systemic and cultural barriers to equitable representation of women in leadership across the health sector in Australia.

The Group agreed to contribute representation data to the MCC Impact Report 2019 to establish a detailed understanding of the highest impact areas in which they could focus their efforts and a baseline against which they could track the efficacy of their efforts to dismantle barriers to women's progression. As such, the MCC Health Group section of this report provides data only on MCC Health Group organisations' representation of women in leadership. In future years, the Group will expand its reporting in alignment with other MCC Groups.

Male Champions and Special Advisors



Jim Birch AM
Chair of Board,
Australian Red Cross
Lifeblood



Glenys Beauchamp PSM
Secretary,
Department of
Health



Martin Bowles PSM
National CEO,
Calvary Health Care



Dr Adam Castricum
Executive Director
and Immediate
Past President,
Australasian College
of Sport and Exercise
Physicians



Trevor Danos AM
Chair, Northern
Sydney Local Health
District Board



James Downie
CEO, Independent
Hospital Pricing
Authority



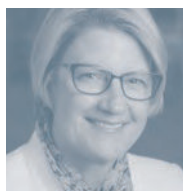
Gavin Fox-Smith
Chair, AND Health



Dr Shane Kelly
Group CEO, St John
of God Health Care



Glenn Keys AO
Co-Founder and
Managing Director,
Aspen Medical



Elizabeth Koff
Secretary, NSW
Health



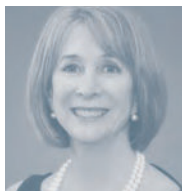
Sharon Ponniah
Director, Health
Economics and
Policy, PwC



Anthony Schembri AM
CEO, St Vincent's
Health Network
Sydney



AVM Tracy Smart AM
Surgeon General
ADG/Commander
Joint Health,
Defence Joint
Health Command



Convenor

Prof Christine Bennett AO
Dean, School of Medicine,
The University of Notre Dame



Focus areas and impact for 2018–19

Stepping up as leaders

Undertook Listen and Learn sessions with teams – gaining valuable perspective on the challenges to women’s inclusion and progression in member organisations.

Completed the Leadership Shadow to enable a deeper understanding of the personal leadership opportunities that can contribute to the development of gender equality.

Adopted the Panel Pledge to increase leaders’ focus on ensuring gender-balanced representation in health sector events and conferences.

Creating accountability

Commenced data collection on baseline gender equality measures through contribution to the MCC Impact Report.

Disrupting the status quo

Commenced work to address everyday sexism, bullying and harassment and sexual harassment in health by discussing leading practice prevention initiatives. Listened to and learned from Australia’s Sex Discrimination Commissioner Kate Jenkins on the experiences women face every day, with reference to the National Inquiry into Sexual Harassment in Australian Workplaces, and other leaders within the MCC coalition.

Dismantling barriers for carers

Commenced work to create more inclusive workplaces through an All Roles Flex Action Group.

Gender equality in society

Considered opportunities to step up as leaders with workplace responses to domestic and family violence.

Table 69: MCC practical actions





Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 70: Gender balance in leadership (overall)

Health Group Organisations	Women's Representation (%)						
	Overall Employees	Key Management Personnel	Other Execs / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Australian Red Cross Lifeblood *	74.8	55.6	100	40.4	59.5	76.9	50.0
Calvary Health	81.6	36.4	60.3	61.8	71.9	82.2	50.0
Defence Joint Health Command *	63.6	-	-	-	-	-	-
NSW Health*	74.4	68.5	42.9	54.9	61.9	74.9	-
Northern Sydney Local Health District *	75.9	55.0	65.2	71.4	71.0	76.4	46.2
St John of God Health Care	81.7	30.0	55.6	57.3	70.9	82.3	30.0
St Vincent's Health Network Sydney	70.1	44.4	0.0	36.4	67.0	70.5	60.0
Health Group Total	75.4	42.9	56.4	57.2	63.7	75.9	47.2

	Committee Chairs / CEOs	Total Fellows	New Fellows	Total Registrars	New Registrars	National Office Staff	Training Program Applicants	Board
Australasian College of Sports and Exercise Physicians*	42.9	23.3	43.8	30.0	8.3	50.0	29.0	50.0



Gender balance achieved (40%-60% women's representation)

*

CEO / Head of Business (or equivalent) is a woman



First year reporting






Not applicable

Note: For Defence Joint Health Command, the Department of Defence (ADF) does not distinguish roles via the above mentioned categories 'key management personnel', 'other executives / general managers', 'senior managers', 'other managers' and 'non-managers'. This is due to the unique nature of ADF employment whereby management accountabilities exist across most ranks.

Table 71: Gender balance in leadership (specific medical roles)

Health Group Organisations	Medical Professionals	Nurses & Midwives	Visiting Medical Officers	Allied Health Professionals
Calvary Health	43.5	88.5	-	84.9
Northern Sydney Local Health District	47.9	86.8	33.3	79.6
St John of God Health Care	-	-	24.8	-
St Vincent's Health Network Sydney	46.2	81.4	26.0	83.3
Health Group Total	46.7	86.6	32.3	81.1

 Gender balance achieved (40%-60% women's representation)
  First year reporting
  Not applicable

Note: "Medical Professionals" includes Anaesthetists, General Practitioners and Resident Medical Officers, Obstetricians and Gynaecologists, Medical Imaging Professionals, Pharmacists, Psychiatrists, Specialist Physicians, Surgeons. "Nurses & Midwives" includes Enrolled Nurses (not on the Health Professionals list), Midwives, Nurse Managers, Nurse Educators and Researchers and Registered Nurses. "Visiting Medical Officers" includes medical professionals providing services to an organisation, or on an organisation's premises who are not employees. "Allied Health Professionals" includes Audiologists and Speech Pathologists/Therapists, Chiropractors and Osteopaths, Complementary Health Therapists, Dental Practitioners, Nutrition Professionals, Occupational and Environmental Health Professionals, Occupational Therapists, Optometrists and Orthotists, Other Health Diagnostic and Promotion Professionals, Other Medical Practitioners, Physiotherapists, Podiatrists.

Table 72: Gender balance in recruitment and promotions

Health Group Organisations	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Australian Red Cross Lifeblood	-	78.4	81.9	74.8
Calvary Health	-	77.4	61.1	81.6
NSW Health	50.0	73.7	72.7	74.4
St John of God Health Care	93.9	79.8	82.5	81.7
St Vincent's Health Network Sydney	-	67.4	70.0	70.1
Health Group Total	93.4	77.2	70.5	75.4

Recruitment
 Gender balance achieved (40%-60% women in graduate and overall recruitment)
  First year reporting
  Not applicable

Promotions
 Women promotions equal to or more than women's representation overall
  Women promotions at least 40%, but not equal to or more than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Health Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Alongside women’s representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Health organisations undertake further action to mainstream flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.





The growth of the medical technology industry provides incredible opportunities for Australia. We can't make the most of new ideas with old mindsets. Creating respectful and inclusive workplaces - within which innovation can thrive – is the key to unlocking medical technology for better health, wellbeing and economic prosperity into the future.

Gavin Fox-Smith Chair, AND Health

NSW Government Group

The NSW Government group was established in 2019 and includes the eight Secretaries of the NSW Government as well as four Deputy Secretaries, the Commissioner of Police and the Public Service Commissioner.

Together they lead some 370,000 employees across the NSW Government. The MCC strategy is working closely with the Public Service Commission to accelerate

progress towards gender balance in leadership positions across the NSW Government in line with the Premier's Priorities.

Table 74: Gender balance in recruitment and promotions

NSW Government Group Clusters	Recruitment		Promotions	
	Women graduates (%)	Women hires (%)	Women promotions (%)	Overall women's representation at end of period (%)
Customer Service	65.9	64.3	61.4	64.2
Education	50.0	72.3	73.2	77.0
Health	50.0	73.7	72.7	74.4
Planning, Industry and Environment	66.7	52.3	48.8	41.4
Premier and Cabinet	33.3	64.6	58.6	61.6
Stronger Communities	67.5	58.5	55.4	47.3
Transport	32.1	38.4	41.5	26.3
Treasury	45.5	59.0	60.8	60.1
NSW Government Group Total	59.3	64.3	55.0	65.5

Recruitment

- Gender balance achieved (40%-60% women in graduate and overall recruitment)
- First year reporting

Promotions

- Women promotions equal to or more than women's representation overall
- Women promotions at least 40%, but not equal to or more than women's representation overall

Note: Figures provided by the NSW Public Service Commission to the Male Champions of Change, representing data from the workforce profile collection, as at the 27th of June 2019. Some NSW Government entities do not align to a cluster so the NSW Government total differs from the total of the clusters.

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC NSW Government Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Table 75: Access to flexible work, and experiencing an inclusive culture

NSW Government Group Clusters	Flexible Work <i>Percentage of employees reporting they have access to the flexibility they need (or similar wording).</i>			Inclusive Culture <i>Percentage of employees that report they have an inclusive employment experience (or similar wording).</i>		
	Women	Men	All	Women	Men	All
Customer Service	65.2	69.8	66.4	84.6	84.1	83.2
Education	48.8	49.0	48.4	80.0	79.5	79.2
Health	58.1	58.0	57.5	75.3	74.9	74.5
Planning, Industry and Environment	78.0	75.8	76.3	85.2	84.2	83.7
Premier and Cabinet	78.2	74.4	76.1	81.5	84.4	81.9
Stronger Communities	66.6	55.9	61.3	75.8	70.8	72.9
Transport	69.4	58.3	60.8	82.0	79.2	78.9
Treasury	77.3	83.4	79.2	86.3	89.0	86.1
NSW Government Group Averages	67.7	65.6	65.8	81.3	80.8	80.1

Note: Figures provided by the NSW Public Service Commission to the Male Champions of Change, representing data from the workforce profile collection, as at the 27th of June 2019.

Appendix

Standardised occupational categories for managers
(Source: Workplace Gender Equality Agency)

Key management personnel (KMP) – refers to those persons who have authority and responsibility for planning, directing and controlling the activities of the INDIVIDUAL ENTITY, directly or indirectly, including any director (whether executive or otherwise) of that entity, in accordance with Australian Accounting Standards Board AASB124. A defining feature of this category is the leaders' influence is at the entity level. They are likely to be functional heads such as head of operations or head of finance and direct how that component contributes to the entity's outcome, with a strategic focus. The KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO/head of business (or equivalent). This category does not include the CEO / head of business.

Other executives/ general managers – Other executives/general managers hold primary responsibility for the equivalent of a department or a business unit within an individual entity. In a large organisation, this manager might not participate in organisation-wide decisions with the CEO/head of business (or equivalent) of the individual entity. Alternatively, this manager could have influence in organisation-wide decision-making forums to provide

expertise or project development but because they do not actually hold authority at an entity level they would not be defined as a KMP.

Senior managers – Senior managers are charged with one or more defined functions, departments or outcomes within an individual entity. They are more likely to be involved in a balance of strategic and operational aspects of management of the individual entity. Some decision making at this level would require approval from either of three management levels above it in the individual entity. 'Senior managers' are responsible for resourcing, budget and assets (capital expenditure).

Other managers – Other managers' plan, organise, direct, control and coordinate an operational function within an individual entity. They usually oversee day-to-day operations, working within and enforcing defined company parameters. They might implement, determine, monitor and review strategies, policies and plans to meet business needs as it relates to their own function/work area in the individual entity. An 'other manager' is accountable for a defined business outcome which usually involves the management of resources that also includes time management, coordination of different functions or people, financial resources, and other assets (for example facilities or IT infrastructure). Line managers would be included in this category.



Too often we seek and celebrate diverse recruits, only to find our cultures are subtly geared to undermine people and perspectives that challenge our norms. If we want women to thrive and succeed – especially in traditionally male-dominated areas – we need to elevate the unique capabilities that they bring to our teams and create a cohort of diversity.

Brian Schmidt AC Vice-Chancellor, Australian National University

Our thanks

The work of Male Champions of Change is continuously informed and inspired by feedback and ideas from our staff and the hard work of our Implementation Leaders who support and advise each Male Champion, Special Advisor and Convenor with their expertise and drive for gender equality. Our Implementation Leaders are as follows:

Organisations	Implementation Leaders
FOUNDING	
ASX	Anna Wild
Attorney-General's Department	Jesse Clarke, Ryan Evans & James Rueda
CBA	Bianca Broadhurst & Ryan Burke
Department of Defence	David Battey & Shawn Wilkey
Deloitte	Gina de George
Department of Foreign Affairs and Trade	Kate Chamley, Emily Fisher & Angela Robinson
Department of Prime Minister and Cabinet	Laura Giltrap & Rosie Hunt-Walsh
Goldman Sachs	Katherine Grant
KPMG	Renae Hingston, Salli Hood & Tanya Mukerjee
McKinsey & Co	Elenor Brown & Lucy McKnight
Network Ten	Kate Meehan & Beth O'Leary
Qantas Airways Limited	Liz Griffin & Laura Pratt
Rio Tinto	Rachel Durdin & Chantelle Thom
Telstra	Brittany Crawford & Kylie Fuller
University of Sydney	Sarah Abbott
NATIONAL 2015	
AFL	Tristan Salter
AustralianSuper	Daniella Trent & Anna Walsh
Crown Resorts	Alicia Gleeson
Department of Environment, Land, Water and Planning	Virginia Matthews
Department of Premier and Cabinet	Claire Stevens
La Trobe University	Paul Ramage
Medibank	Nigel Davis
PwC	Victoria Park
Supreme Court (Vic)	Alice Godfree
Victoria Police	Johanna Begbie
Walter and Eliza Hall Institute for Medical Research	Louise Johansson
VicHealth	Stefan Grun
Yarra Trams	Anastasia Perrin & Craig Ypinazar

Organisations	Implementation Leaders
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NATIONAL 2016

AGL	Sophie Halse
AMP Capital	Julie Tanner
Ashurst	Kasey Zun
ASIO	Maria & Tash
Australian Border Force	Rachel Houghton & Renae Hutchinson
Australian Federal Police	Sue Bird & Helen Elliott
Boston Consulting Group	Sonia Cuthbertson
CBUS	Kristian Fok & Belinda Ryan
Ernst & Young	Alison Burgess
QBE Insurance Group	Liam Buckley
SBS	Joshua Griffin
South32	Nicole Duncan
Unilever Australia & New Zealand	Shruti Ganeriwala
Wesfarmers	Amy Erlandsen

NATIONAL 2017

Aggreko Australia Pacific	Rita Williams
APA	Miles Ashton
Ausgrid	Kathrina Bryen
BASF	Kathryn O'Hehir
Cummins South Pacific	Daniel Gallagher
Hanson Australia Pty Ltd	Ian Hedges
Komatsu	Francesca Vechi
Konica Minolta Business Solutions	Steven Davis-Raiss
Transdev Australasia	Donna Jones
Viva Energy Australia	Jessie Lyon

Organisations	Implementation Leaders
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PROPERTY

AMP Capital	Lisa Hurley
CBRE	Geoff Warren
Charter Hall	Andrew Borger
Colliers International	Liam Ovenden
Cushman and Wakefield	Karina Cossum
Dexus	Dan Cook & Brooke Shaw
Ernst & Young	Rohan Connors & Natalie Nunn
Frasers Property Australia	Ranna Alkadamani
Investa	Amy Wild
ISPT	Linda Smith
JLL	Stephanie Hegedus, Adrienne Revai & Louise Roche
Knight Frank Australia	Sharon Woodley
Lendlease	Jane Hansen & Michael Vavakis
Mirvac Group	Kristen Sweeney
Property Council of Australia	Natasha Teychenne
QIC	Melissa Festa
Savills	Steven McMahon
Scentre Group	Janine Frew
Stockland	Andrew Blakemore & Karen Lonergan
The GPT Group	Phil Taylor
Vicinity Centres	Regan Bunny & Maryke Slootjes-Reid

Organisations	Implementation Leaders
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ARCHITECTURE

Bates Smart	Eamon Harrington, Linda Mason & William Miller
BVN	Elena Bonanni, Conor Larkins & Abbie Lewis
Cox	Susanne Jensen & Alex Small
Crone	Ariadna Cumellas, Elise Honeyman & Sally Hsu
DesignInc	Tara Keast, Mary Anne McGirr & Rohan Wilson
dKO	Prunella Bui, Julian Furzer & Laura Saunders
Grimshaw	Nicole Allen, Thihoa Gill & Soo-Ling Kang
HASSELL	Bianca Scarpato & Kylie Wilson
Hayball	Marcus Leask, Yuyuen Leow & Eeshenn Wong
nettletontribe	Karyn Cairney, Rebecca Champney & Amy Lyden
Peddle Thorp	Rebecca Johnston, Dani Martin & Sofie Pringle
PTW	Karen LeProvost & Adele Troeger
SJB	Monica Edwards, Bianca Smith & Emily Wombwell
Tzannes	Karyn Dodman, Amy Dowse & Chi Melham
Woods Bagot	Aleks Samardzic, Lisa Sykes & Kimberly Withrow

SPORT

Basketball Australia	Paul Maley
Carlton Football Club	Vanessa Gigliotti
Collingwood Football Club	Vicki Pratt
Cricket Australia	Grant Poulter & Sarah Styles
Football Federation Australia	Cassie Lindsay & Sarah Walsh
Geelong Football Club	Tracy Gilligan
Golf Australia	Chyloe Kurdas & Greg Oakford
National Rugby League	Casey Conway
Netball Australia	Victoria Edmondson
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick
Rowing Australia	Dhuse Manogram
Rugby Australia	Rachel Buckling & Adam Thomas
Sport Australia	Emma Stonham
St Kilda Football Club	David O'Neill & Kate Pollock
Swimming Australia	Shelley Tillbrook
Tennis Australia	Scott Glover
Western Bulldogs	Nick Truelson

Organisations	Implementation Leaders
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STEM

Accenture	Sarah Kruger, Kate Schofield & Laura Sprules
ANSTO	Joanne Bartley
ANU	Chris Price
Aurecon Group	Penny Rush
Australian Bureau of Statistics	Cathy Bates & Sarah Proudford
Cochlear	Jennifer Hornery
CSIRO	Kerry Elliott & Megan Osmond
Defence Science Technology Group (DSTG)	David Kershaw
Engineers Australia	Justine Romanis
Fujitsu	Michelle Meldrum
GeoScience Australia	Steve Hill
Johnson & Johnson	Fiona Sheppard
MYOB	Lauren Trethowan & Assaf Warshitzky
University of Queensland	Aidan Byrne

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Arcadis	Amy Baxendale
Arup	Abbie Wright
Aurecon	Penny Rush
Cardno	Narelle Damen
Douglas Partners	Amy Singh
GHD	Stuart McLean
Jacobs	Fiona Rose
Northrop	Stephen Troilo
Rider Levett Bucknell	Matt Harris
SLR	Romi Savitz
SMEC	Karen Quinlan

Organisations	Implementation Leaders
FIRE & EMERGENCY SERVICES	
ACT Emergency Services Agency	Rebecca Hughes
ACT Parks and Conservation Service	Neil Cooper PSM
Airservices Australia – Aviation Rescue Fire Fighting Services	Libby Keefe
Australasian Fire and Emergency Service Authorities Council	Noreen Krusel & Madeleine Kelly
Bushfires NT	Andrew Turner
Country Fire Authority Victoria	Natalie Kenely
Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in Western Australia	Stefan Dehaan & Carol Logue
Department for Environment and Water SA	Ian Tanner AFSM
Department of Fire and Emergency Services WA	Nancy Appleby & Hannah Tagore
Emergency Management Victoria	Dr Claire Cooper
Fire and Emergency New Zealand	Brendan Nally
Fire and Rescue NSW	Wayne Phillips AFSM
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	Chris Eagle
Forestry Corporation of New South Wales	Ross Dickson
Forestry SA	Lisa Greig
Metropolitan Fire and Emergency Services Board, Melbourne	Colin Thomas
New South Wales Rural Fire Service	Trina Schmidt PSM
Northern Territory Fire and Emergency Services (NTFRES)	Jenny Nelson-Willis
NSW Emergency Service	Andrew McCullough
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	Paul Seager
Parks Victoria	David Nugent AFSM
Queensland Fire and Emergency Services	Stephen Smith
Queensland Parks and Wildlife Services	Rosie Amatt
SA Metropolitan Fire Service	Peter Button
South Australian Country Fire Service	Ann De Piaz
South Australian State Emergency Service	Derren Halleday
Tasmania Fire Service	Shane Batt AFSM
Tasmania State Emergency Service	Matthew Brocklehurst
Victoria State Emergency Service	Katrina Bahen

Organisations	Implementation Leaders
PAKISTAN	
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Lahore Qalandars	Anza Dar
NetSol Technologies Inc.	Faisal Rasheed Bhatti
Pakistan Microfinance Investment Company	Naureen Bakhsh
PepsiCo Pakistan	Shafaq Javed
Sareena Hotels	Subah Sadiq
Telenor Pakistan	Beenish Mehmood
Ubank	Ambreen Malik
GLOBAL TECH	
BBC	Marianne Bell & Frances Weil
Condé Nast	Zoe Garland & Alice Pilia
Founders Forum	Isabella Boscawen
Henkelx	Salima Douven & Lea Vajnorsky
Jacobs	Hannah Waters
Made.com	Kate Humber & Annabel Jack
M12	Chinar Bopshetty
Naspers	Laureen Rwatirera
WeTransfer	Lizzie Ttofalli
WPP	Frances Illingworth
YOOX Net-A-Porter	Sara Franzoni, Giorgia Roversi & Caroline Salerno
You & Mr Jones/One Young World	Samuel Belfond
HEALTH	
Calvary Health	Damien Johnston, David Izzard & Talisa Stephen
Department of Defence (Joint Health Command)	Jay Clarke & Sarah Gibson
Independent Hospital Pricing Authority	Samuel Webster
Northern Sydney Health Board	Paula Willisicroft
NSW Department of Health	Katrina Eadie & Jenny Del Rio
Australian Red Cross Lifeblood	Cath Gillard
Royal Australasian College of General Practitioners	Michael Wright
St John of God	Rita Maguire
St. Vincent's Health Network Sydney	Matthew Kearney

Organisations	Implementation Leaders
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NSW GOVERNMENT

Customer Service	Breda Diamond & Damon Rees
Education	Tim McCallum
Health	Daniel Hunter
Department of Planning, Industry and Environment	Tim Holden
Department of Premier and Cabinet	Samara Dobbins
Public Service Commission	Scott Johnston
Strong Communities	John Hubby
Transport	Jon Lamonte
Treasury	David Withey

We also wish to acknowledge the support we receive from the small team of advisors and program directors within the Male Champions of Change Institute.

MALE CHAMPIONS OF CHANGE

For more information contact:

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CEO

Male Champions of Change

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About Male Champions of Change

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

Designed by AAP Studio

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