

Under Embargo until  
7 December



**MALE CHAMPIONS OF CHANGE**  
IMPACT REPORT 2018



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Dear Colleague,

Male Champions of Change is a disruptive strategy to accelerate the advancement of women in leadership and achieve gender equality.

At the heart of the strategy, is listening to and learning from women and men in our organisations and the community. We step up beside women to identify and implement practical actions to create a gender equal future. We share details of our work to maximise impact and hold ourselves accountable for progress.

The MCC Community of Practice Impact Report 2018 is the first consolidated review of insights and results arising to date from this strategy.

Key facts include:

- 58% of MCC organisations have achieved gender balance in their recruitment of women.
- 70% of MCC organisations are actively disrupting the status quo with better approaches to recruitment, talent and promotions, having redefined the concept of merit, to help ensure biases do not exclude women from roles and opportunities.
- 82% of MCC organisations have rates of women's promotions that are either gender-balanced or are greater than their representation of women overall.
- 68% of MCC organisations have achieved or improved gender balance in key management personnel since their first public MCC report.
- 81% of MCC organisations have mainstreamed flexible work in 'all roles flex' style approaches.
- 82% of MCC organisations have completed and actioned gender pay equity audits.
- 95% of MCC members have adopted the Panel Pledge, designed to help ensure women's voices are valued equally in our national discourse.

Challenges include recognising that as we learn, we won't always get everything right the first time. For those of us leading change in small organisations, with limited resources, we can lack the systems and structures that support change to happen quickly. For those of us leading very large organisations and changing large systems, the challenge of engaging all the people across our organisations in the need for change so that we all can achieve gender equality remains a persistent obstacle. Our commitment to improving, however, is just as persistent.

Our experience is that genuine progress needs leadership, innovation and experimentation. It also demands ongoing commitment to our objectives, close monitoring and rapid adjustments when required.

We continue to welcome new members, as we've done since our Founding Group was established in 2010. As new groups are formed, our momentum and capacity for impact increases.

There are now 12 MCC groups, comprising more than 200 male champions and women leaders who act as special advisors on the strategy. Together we lead more than 600,000 employees globally. We are supported by around 200 implementation leaders who work within and across these organisations to deliver change.

We extend our sincere thanks to the hundreds of thousands of employees, partners, suppliers, customers, passengers, players, patients – people – on whom the success of this work depends and who expect us to deliver on our objectives.

We welcome your feedback on this report and further ideas on what more we can do to create a gender equal future – together.

01

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**Our approach**



## Our approach

The Male Champions of Change strategy is to listen, learn and then lead with practical action to achieve gender equality. This strategy recognises that leaders hold the power to make change and can work collectively to shift the systems that serve to perpetuate and entrench inequality.

Actions pursued by specific groups are drawn from issues and opportunities we learn about from listening to our people – especially women. Together, we create small experiments on disruptive ideas designed to address systemic issues and accelerate change. We then develop, test and scale initiatives that can be adopted or adapted for use individually or collectively across our organisations.

We work with and learn from many outstanding partners. These include the Australian Government Office for Women, the Australian Human Rights Commission, Catalyst, Chief Executive Women, Diversity Council Australia, Our Watch, UN Women, the Workplace Gender Equality Agency and White Ribbon Australia.

We are beginning to see results from this co-ordinated approach, recognising that it will take sustained efforts over many years for the full impact and value of this work to be clear.

**FIGURE 1: THE MCC COMMUNITY OF PRACTICE**

■ These new MCC groups will be included in our MCC Impact Report next year.



Click here to access link  
["MCC Journey" video 2017](#)

## Examples of how our approach works

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### UNDERSTANDING OUR LEADERSHIP SHADOW

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#### What we heard

The impact of leaders visibly stepping into the challenge of gender equality and holding 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.

#### Impact

Today 62% of MCCs are using the "Leadership Shadow" or similar within their approach to leadership, to drive behaviour and accountability for change.

### PLAYING OUR PART

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#### 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.

#### Action taken

MCC worked with employers, experts and community partners to develop a [resource](#) to help organisations create more safety and support at work for those experiencing domestic and family violence.

#### Impact

Today 75% of MCCs are taking practical actions such as additional paid leave and safety planning to play their part and address this issue.

### CLOSING THE PAY GAP

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#### What we heard

Addressing the national gender pay gap requires the effort of our whole community. Importantly, employers must step up and play their part. All leaders have the power to analyse their data and take action on pay gaps within their organisations.

#### Action taken

Building on the work and leadership of the Property Male Champions of Change, we shared a number of [useful tools](#) for successfully uncovering and addressing aspects of the gender pay gap, along with what we have learned about measuring and closing the pay gap in some of our organisations.

#### Impact

Today 83% of MCC organisations are conducting and actioning gender pay equity audits at least every two years.

### TESTING THE MESSAGES WE PROJECT

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#### 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 Sport MCC 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. Our purpose was to help create more inclusive cultures for women, promote and normalise their roles and contributions and raise the visibility of authentic women role models across multiple sectors.

#### Impact

Within 6 months 45% of MCC organisations are actively testing their external messages and presence for gender balance, with another 25% adding this to their efforts by 2020.

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## TAKING THE PANEL PLEDGE

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### What we heard

Women's voices are excluded from high-profile panels and forums.

### Action taken

At the suggestion of the Women's Leadership Institute of Australia, the Male Champions of Change in 2012 committed to a [Panel Pledge](#): when asked to be involved in or sponsor a panel or conference, we each inquire about organiser efforts to ensure women leaders are represented.

### Impact

Today 95% of MCCs have supported the Pledge, helping to elevate the voices of women and enhancing the quality and range of perspectives provided in public discussions.

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## AVOIDING THE MERIT TRAP

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### What we heard

There's a common barrier 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 often unintended obstacle that our use of 'merit' presents.

### Action taken

Male Champions of Change and Chief Executive Women worked together to offer [what they've learned](#) about how biases can influence the way merit is understood and applied.

### Impact

Today 70% of MCCs are routinely implementing approaches to address the 'merit trap' in recruitment, promotion and related practices.

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## ELIMINATING EVERYDAY SEXISM

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### What we heard

There is an undercurrent of behaviour that perceives and treats women differently. It often masquerades as a joke. So common in some organisations, this behaviour has become an accepted part of navigating workplace dynamics. We identify this as everyday sexism.

### Action taken

The MCC National 2015 Group led a major project to [better understand](#) and take action to address more prevalent forms of everyday sexism.

### Impact

Within 12 months, just under 50% of MCC organisations have acted to eliminate everyday sexism, with another 20% commencing specific work by 2020.

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## RESPONDING TO THE CHALLENGES OF CHANGE

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### What we heard

The movement for change and 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](#) 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.

02

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**Our focus is  
on achieving  
gender equality**

# Our focus is on achieving gender equality

## All MCCs make the following commitments:

- Step up beside women
- Prioritise achieving progress on women’s representation
- Stand behind our numbers, sharing lessons learned
- Shift the system, not ‘fix women’

We are clear about the difference we’re trying to make and the signals that show progress. We use measurable objectives and specific outcomes to monitor and assess the effectiveness of our work.

OUTCOMES	MEASURABLE OBJECTIVES
<b>1 Gender balance in leadership, recruitment, graduates and promotions (pages 39–40 and 46–63)</b>	<ul style="list-style-type: none"> <li>• Women’s representation overall – annual progress towards gender balance<sup>1</sup></li> <li>• Women’s representation in each of 5 WGEA management categories (or aligned for organisations that don’t report to WGEA) – annual progress towards gender balance<sup>1</sup></li> <li>• Women graduates – annual progress towards 50% representation</li> <li>• Recruitment of women – annual progress towards gender balance<sup>1</sup></li> <li>• Annual level of women’s promotions at least equivalent to women’s representation overall</li> </ul>
<b>2 Pay equity between men and women (pages 40 and 64)</b>	<ul style="list-style-type: none"> <li>• Biennial reduction overall and within each group of the gender pay gap</li> </ul>
<b>3 Flexible and inclusive employment experiences (pages 40–41 and 64–69)</b>	<ul style="list-style-type: none"> <li>• Annual increase in reported levels of employees’ access to the flexibility they need</li> <li>• Employee engagement measures for women and men reflect an inclusive employment experience</li> <li>• Annual reduction in numbers of men and women leaving employment during or at the end of parental leave<sup>2</sup></li> </ul>
<b>4 Leadership, advocacy and impact on gender equality social issues (page 41)</b>	<ul style="list-style-type: none"> <li>• Defined impact (by initiative) on gender equality social issues<sup>3</sup></li> <li>• Growth of visible leadership by MCCs (via speaking and communication metrics, audience reach)</li> </ul>

As this is the first MCC Community of Practice-wide Impact Report, results for objectives measuring annual or biennial progress will be presented as baselines this year, with the exception of Outcome 2, which will be reported when more consistent data is available across the MCC Community of Practice.

<sup>1</sup> Gender balance is defined as 40% – 60% women’s representation.

<sup>2</sup> This measurable objective will be reported in future Impact Reports, when more consistent data is available across the MCC Community of Practice

<sup>3</sup> This measurable objective will be reported in future Impact Reports.

03

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**We have prioritised  
specific areas of action**

## We have prioritised specific areas of action

The actions we take on gender equality focus on a set of interconnected themes. We identified these by engaging with our employees, peers and partners. The themes are:

- Stepping Up As Leaders
- Creating Accountability
- Disrupting the Status Quo
- Dismantling Barriers for Carers
- Gender Equality in Society

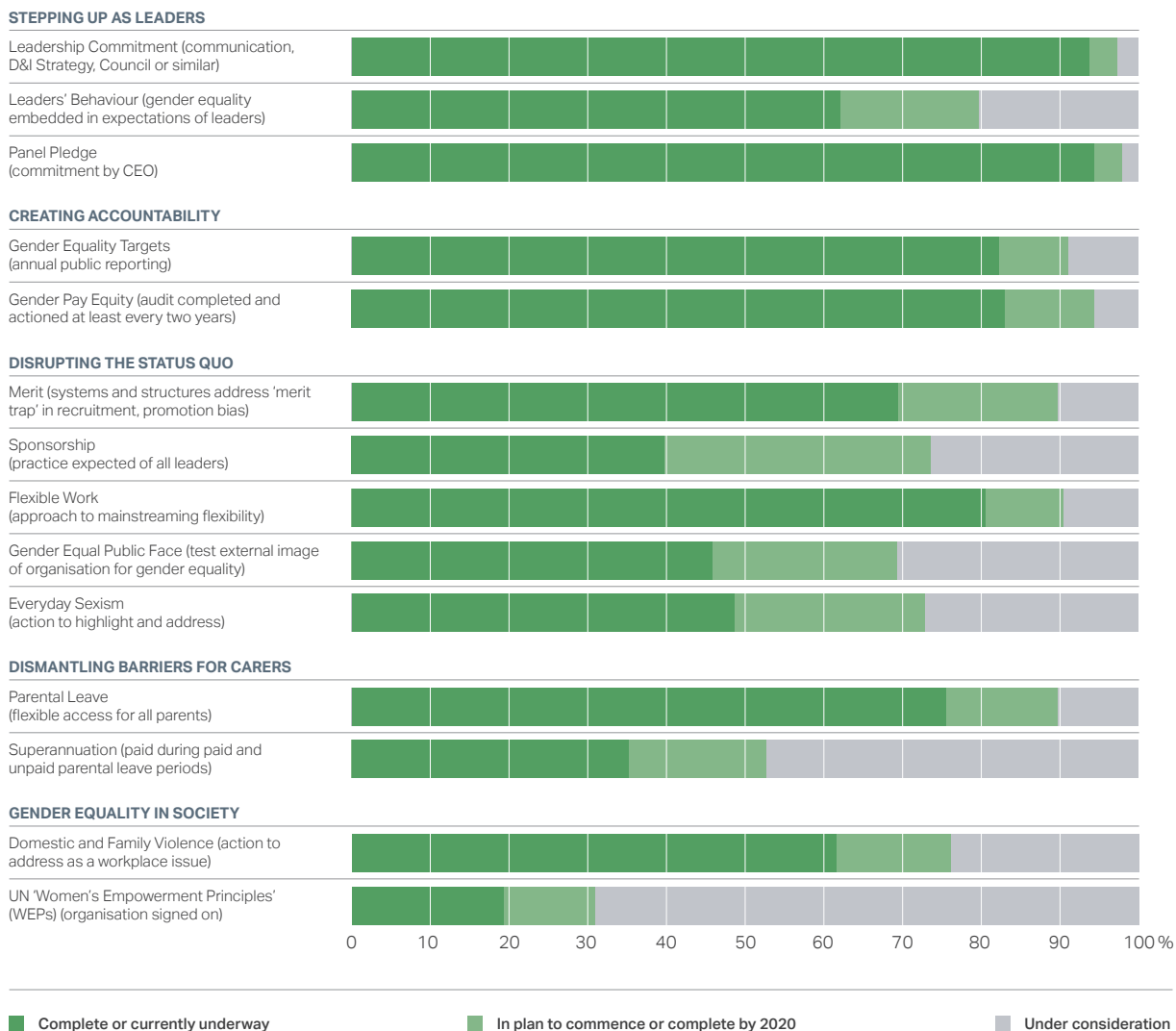
We focus on innovation, experimentation and fundamentally good practice on gender equality.

Each MCC group has its own pathway of listening, learning and leading that considers specific contexts, priorities, timeframes and opportunities to improve.

Table 1 describes the collective engagement of MCC organisations on key actions we have identified for accelerating more women into leadership and achieving gender equality.

More information on the practical actions featured in Tables 1–11 is included in Appendix 1, starting on page 42 of this report.

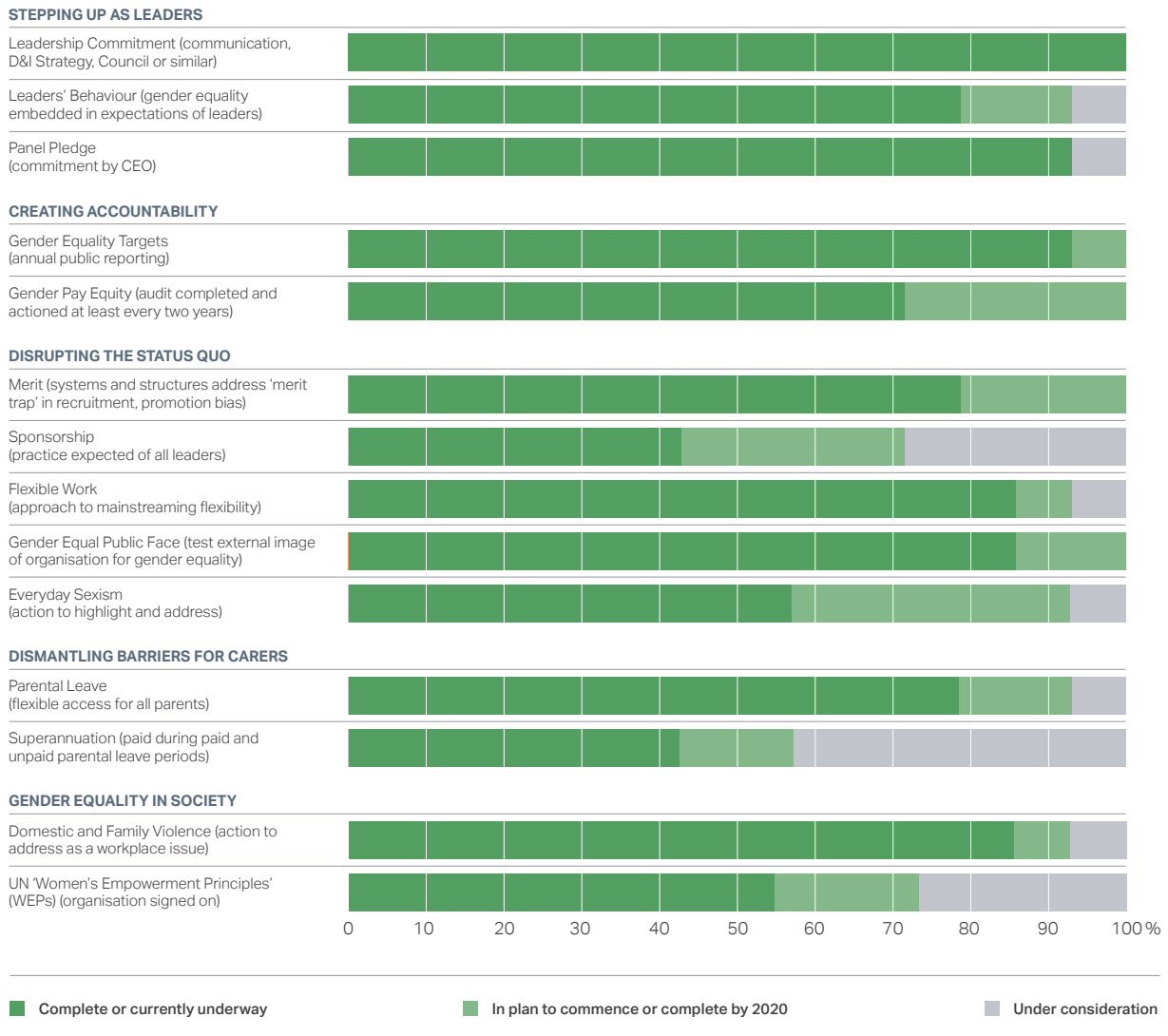
**TABLE 1: MCC PRACTICAL ACTIONS – MCC COMMUNITY OF PRACTICE OVERALL**



- 94% of MCC organisations are demonstrating leadership commitment to gender equality through communications, a diversity strategy, Diversity Council or similar.
- 98% of MCCs will be implementing the MCC Panel Pledge by 2020.
- 83% of MCC organisations are now conducting and actioning gender pay equity audits at least every two years since our first efforts to embed regular practice in 2017. Another 11% will get underway by 2020.
- By 2020, 91% of MCC organisations will have mainstreamed flexible working approaches like 'All Roles Flex' in place. 81% have this approach in place today.
- 76% of MCC organisations have flexible access to parental leave for all parents in place, with another 14% coming on board by 2020.
- In terms of our Practical Actions, our main areas for improvement include mainstreaming sponsorship practice as an expectation of all our leaders, paying superannuation during both paid and unpaid period of parental leave.



**TABLE 2: MCC PRACTICAL ACTIONS – FOUNDING GROUP**



THEMES	FOUNDING GROUP FOCUS FOR 2017-18
<b>Disrupting the Status Quo</b>	Initiated focus on 'Gender Equality and the Future of Work' in partnership with the MCC STEM group, with the release of the <a href="#">discussion guide</a> on 2 November 2018.
<b>Dismantling Barriers for Carers</b>	Commenced work on 'Challenging Gender Stereotypes Action Group', with first experiments to commence in 2019.
<b>Gender Equality in Society</b>	Hosted community 'exploratory meeting' (Joanne Farrell, Rio Tinto & Martin Parkinson, PM&C) in Gladstone Queensland, to explore a community-focused and place-based collective response to family and domestic violence.

## Examples of how practical actions are having an impact in Founding Group organisations

### Network 10

Network 10 has achieved gender balance overall (45.6% women) and management levels – key management personnel (50.0%), general managers (40.0%), senior managers (40.0%) and other managers (50.9%). In the past year, Network 10's overall promotions have also been gender balanced at 47.3% women.

10's impactful work over the past four years included annual tracking of a 50/50 gender target in recruitment and promotions, ensuring a 50/50 candidate pool when recruiting for senior leadership roles and implementing the MCC initiative of '50/50 – if not, why not'. This initiative was extended beyond recruitment to project group selection, attendance at training and to remuneration practices. After many years of consistent application, gender balance has become front of mind.

10 also implemented 'All Roles Flexible' on 1 October 2015 to normalise flexible work for everyone, for any reason. Their focus has been to have a gender balance in the flexible work population, aiming to actively engage men on this topic to ensure that flexibility extends beyond the domain of women in caring roles. The executive team also took the Panel Pledge to drive a gender balance of voices at industry events.

Gender balance has grown organically to become part of 10's DNA. Today, rather than having to have a conversation and remind senior leaders of gender balance, it is embedded in the culture. Gender balance is a natural consideration when executives plan for succession and it always forms part of the regular executive team discussions. 10 will continue to track the gender balance to ensure that it remains across all levels of the organisation.

### Qantas

Qantas has achieved 52.0% women's representation in its graduate intake and gender balance among women's recruitment (42.0%) and promotions (46.0%), with improvements in women's representation at senior manager (32.3% to 38.4%) and other manager (38.0% to 39.3%) levels since 2014.

The variety of initiatives executed at Qantas includes gender-balanced interview panels, targeted talent development, and talent mobility. In addition, Qantas has been purposeful in focussing on ways for leaders to interrupt bias. They've reached over 2,000 leaders with a targeted learning program on inclusive leadership and decision making. In terms of recruitment, all senior leadership roles use an "if not, why not" test. This way Qantas can learn more about talent supply and their own process, and continually test for gender-based bias. The team conducts regular vacancy forums and uses a comprehensive dashboard to monitor process and outcomes.

Qantas found that specific focus on the detail of their recruitment activity and the mindset of leaders has had positive impact.

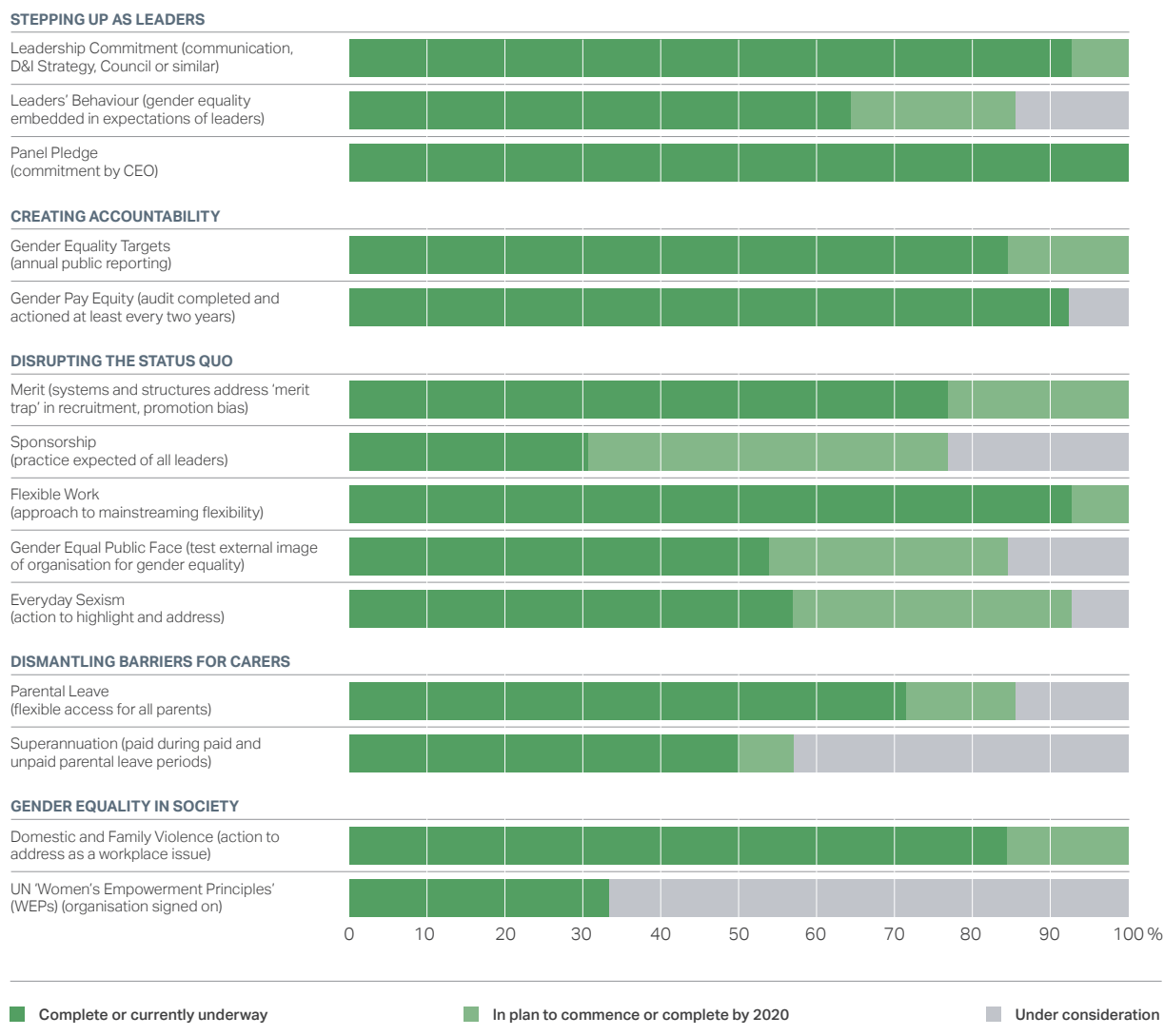
### The University of Sydney

The University of Sydney has achieved gender balance across all senior management levels within the University since 2015 through its Women's Career Acceleration and Leadership Strategy. Improvements have occurred in key management personnel (31.0% to 41.7%), general manager level (32.7% to 47.0%) and senior managers (31.1% to 52.4%).

The Strategy includes a focus on inclusive leadership, female representation targets, career support and flexible work and careers. The University has also enhanced its parental leave entitlements so that eligible primary carers of all genders are able to access 22 weeks paid primary carer leave. The parental leave provisions apply to same sex couples. Staff now also have the option to return to work on a part-time basis after parental leave. A staff member may work part-time for up to 6 years, or when their child starts school, whichever of these is earlier.

Using an integrated approach that covers strategy, process, individual leader behaviour and employee experience has been effective. Initiatives are now underway to improve academic staff gender balance in science, technology, engineering, mathematics and medicine disciplines.

**TABLE 3: MCC PRACTICAL ACTIONS – NATIONAL GROUP 2015**



**THEMES**

**NATIONAL GROUP 2015 FOCUS FOR 2017-18**

**Stepping Up As Leaders**

Hosted two MCC extraordinary meetings focused on organisational responses to sexual harassment and the #metoo movement with MCCs and Special Advisors from across the MCC community.

Welcomed three new Special Advisors in Christine Holgate (Managing Director and Group CEO Australia Post), Tracey Fellows (CEO REA Group) and Jerril Rechter (CEO VicHealth).

**Disrupting the Status Quo**

Created a national conversation about the impact of low-level gendered behaviour in the workplace with the release of the MCC resource **'We Set the Tone'** on eliminating everyday sexism

**Gender Equality in Society**

Commenced focused work to identify how we can use our leadership and influence to improve women's economic security.

## Examples of how practical actions are having an impact in National Group 2015 organisations

### AustralianSuper

AustralianSuper has placed a significant focus on initiatives to improve women's economic security. This has been a compelling talent attraction and retention driver over the course of the last reporting period, AustralianSuper has achieved gender balance in female representation overall (47.7%), in graduate intake (50.0%) and total roles recruited (52.5%).

AustralianSuper now offers industry leading parental leave entitlements. During periods of both paid and unpaid parental leave, and for a period of up to two years from the commencement of parental leave, superannuation is paid at the full-time rate for the duration of parental leave and where an employee who is the primary carer returns from parental leave on a part time basis. AustralianSuper also removed their 12-month qualifying period for eligibility for paid parental leave for full time and part time permanent employees, and primary carers are no longer required to wait a further 12 months before taking a subsequent period of paid parental leave.

AustralianSuper continues to actively advocate for the elimination of the \$450 threshold for the payment of the Superannuation Guarantee to ensure that more than 2 million low-paid women workers are not excluded from the superannuation net.

In 2016, AustralianSuper also wrote to the 17 companies listed on the ASX 200 that had single gender boards, requesting they appoint women directors, as gender equity on boards has proven to improve long-term sustainable returns. In the past two years the number of single gender boards on the ASX 200 has fallen from 17 to 4.

### Medibank

Medibank maintains gender balance across most management levels (general managers at 49.1%, senior managers at 47.3% and other managers at 54.3%), and among graduate hires (50.0%) and overall promotions (57.3%).

This year, the organisation introduced FamilyFlex – an approach to parental leave that removes concepts of 'primary' and 'secondary' carers. All Medibank employees are able to access 14 weeks paid parental leave, regardless of the role they play in caregiving. Employees can elect to take this leave flexibly over two distinct periods, within the first two years of the birth/placement of the child. The leave can be taken even while the other parent is at home. FamilyFlex has already improved men's uptake of parental leave at Medibank, moving from 2.5% of parental leave being taken by men to 21.0% in 7 months. Medibank's Parental Leave Experience program also includes access to coaching and resources at every step of the parental leave journey, and a digital parental leave navigator tool to connect parents and their people leaders while they are on leave, and provide employees with just-in-time notifications to support their transitions.

An overall approach that includes the fundamentals of practical action – strategy, targets, flexibility, inclusive leadership – and new approaches that disrupt the status quo are making change happen at Medibank.

### PwC

PwC has achieved (general managers) or maintained (senior and other managers) gender balance across all management levels, alongside an increase in women partners from 17.0% per cent to 25.0% over three years.

To help improve and maintain this momentum, the firm has added a 50.0% target for women's representation for all director recruits and lateral appointments, and partners are held accountable for meeting this through the partner review process. To increase the pace of change, existing partnership gender and Diverse Culture Background (DCB\*) targets (40.0% women and 30.0% DCB overall) apply to the whole partnership, not just new partnership admissions. Each business has committed to increase the percentage of diverse partner admissions from FY19.

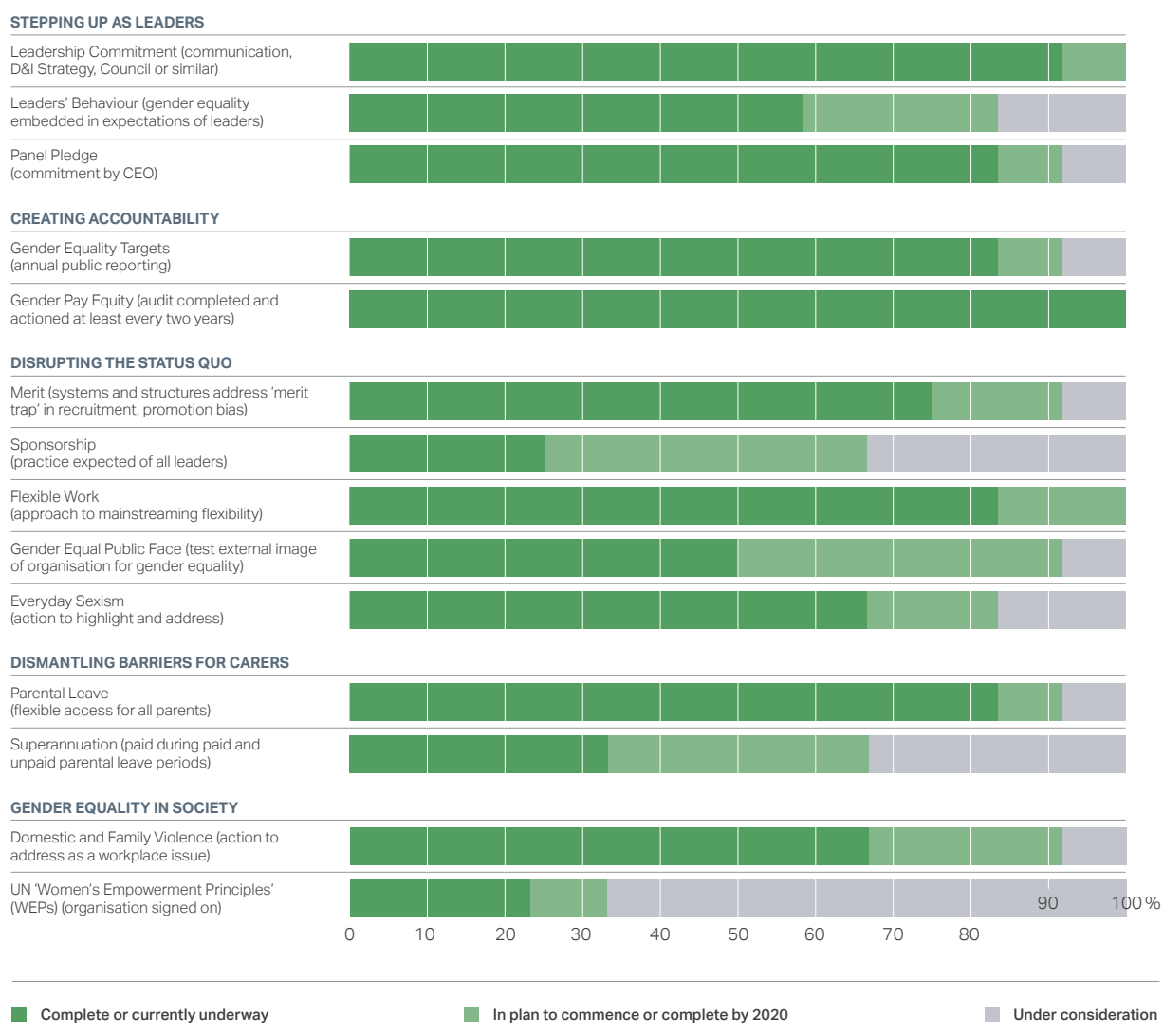
PwC has also updated its parental leave arrangements to include flexible paid parental leave (18 weeks paid) that can be taken at any time, no minimum service requirements, paid parental leave to long-term foster carers and kinship carers and to parents affected by stillbirth or infant death. The firm also pays superannuation during paid leave as if the employee was at work. To challenge gender stereotypes around

parenting, PwC has a target to increase the percentage of men in the firm taking primary carer parental leave to 50.0% by 2020. In 2017–18, this figure was at 33.0%.

Targets and leader accountability, along with innovation on the key attraction and retention driver of equal access to parental leave for all employees has made a difference at PwC.

\*Diverse Culture Background (DCB) refers to anyone who identifies as having a non-Anglo Celtic background.

**TABLE 4: MCC PRACTICAL ACTIONS – NATIONAL GROUP 2016**



THEMES	NATIONAL GROUP 2016 FOCUS FOR 2017–18
<b>Disrupting the Status Quo</b>	Developed the MCC and CEW resource on ' <a href="#">Backlash &amp; Buy-in</a> ' to help address the range of responses to gender equality initiatives
<b>Dismantling Barriers for Carers</b>	Conducted a deep dive on parental leave approaches in order to review practice across the MCC community of practice.
<b>Gender Equality in Society</b>	Conducted deep dive within group on domestic violence as a workplace issue, using the MCC ' <a href="#">Playing our Part</a> ' framework and conducting 'Listen & Learn' sessions with survivors and community experts.

## Examples of how practical actions are having an impact in National Group 2016 organisations

### Australian Federal Police

The AFP has achieved rates for overall recruitment of women at 56.0% and promotion rates for women at 59.0%, along with an intake of 52 new officers in October 2018 with women's representation at 54.0%.

Initiatives employed to achieve these outcomes include 'special measure', women-only recruitment rounds, de-identified application processes for promotional rounds, mandatory bias-interrupting training for selection panel members, gender-balanced panels with an independent member as a mandatory requirement and removal of identifying features prior to final approval by delegate for Sworn Police and PSO recruitment rounds.

In a challenging occupational setting, the courage to face backlash and remain focused on the ultimate outcome of gender equality has paid off for the AFP.

### Cbus Super

Achieving gender balance across most management levels and overall at Cbus Super, among graduate (50.0%) and general (51.0%) recruitment and overall promotions (60.0%), is the result of an integrated set of approaches.

The organisation seeks to remove gender bias in recruitment by using 'gender decoder' software to remove all gender-based bias from all recruitment advertising, partnering with a range of advertising channels, ensuring gender-balanced interview panels with both men's and women's representation and developing gender-balanced shortlists wherever possible.

Cbus has supported these initiatives with complementary approaches to more active sponsorship of women, a scholarship program to support girls choosing careers in investment, a partnership with the 'Women in Super' network and approaches to mainstream more flexible ways of working, which have seen a significant increase in the uptake of flexible work since the recent launch.

Paying close attention to all the stages of recruitment, including attraction of diverse candidates, has been an important ingredient of success for Cbus Super.

### Unilever

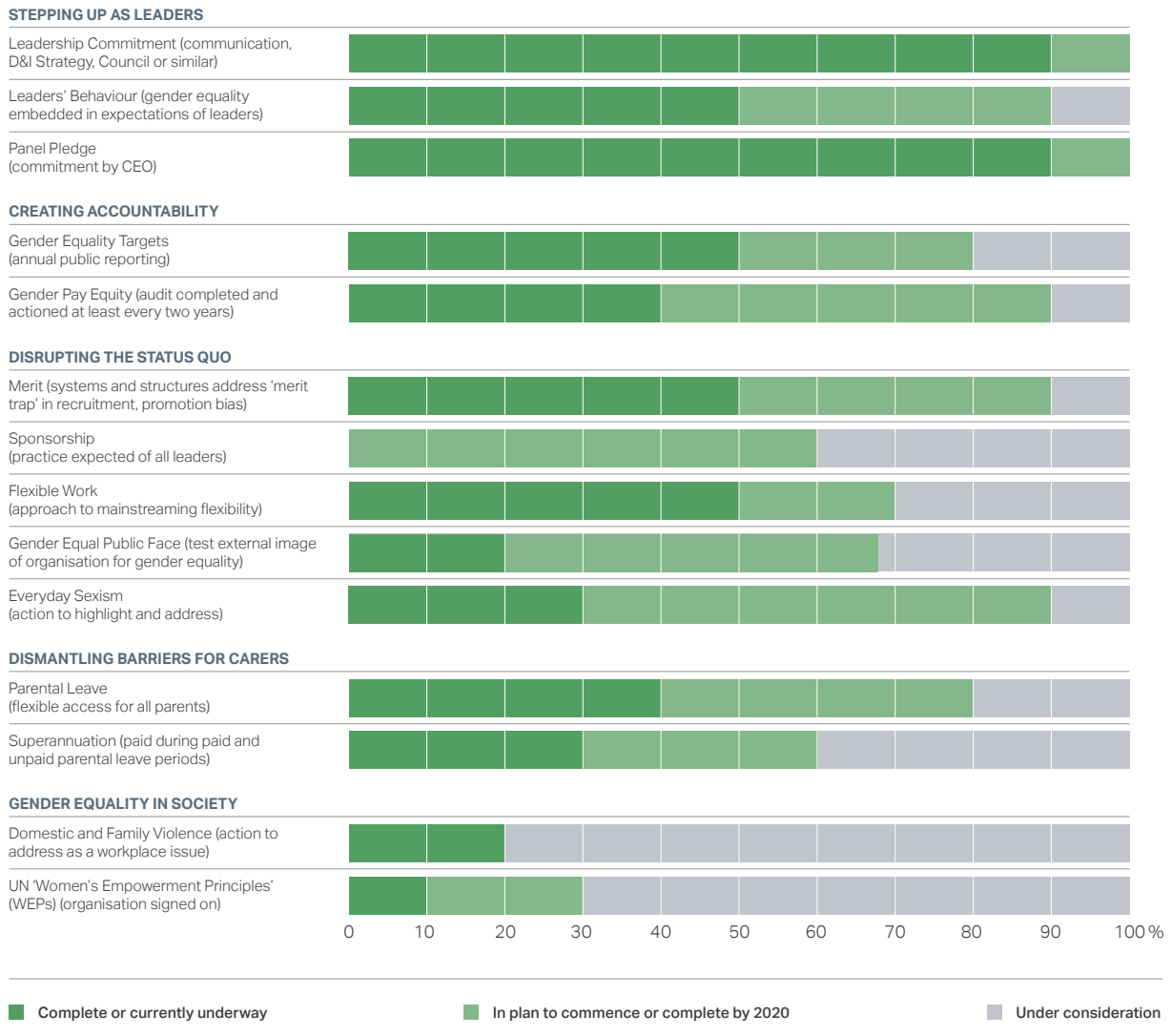
Unilever has achieved gender balance overall (44.4%) and in general manager (47.6%) and senior manager (45.3%) levels. Recruitment intake (44.6%), graduate placement (57.1%) and promotions (53.2%) are also gender balanced.

The range of actions put in place at Unilever to help achieve this impact includes showcasing women role models at university recruitment events, highlighting women employees' profiles in recruitment materials, websites and advertisements (specifically for factory roles), and using a digital graduate selection process to remove screening bias. Unilever also conducts formal mentoring for women in its supply chain business. The organisation has also adopted 'All Roles Flex' as their standard approach to flexible work.

Specifically, at one of its factory-based locations, Unilever has launched a new category within rostered roles, namely Flexible Permanent Part-Time where they guarantee a number of hours annually to employees who work on a casual basis. This model provides flexibility, security of a permanent role and in many cases, helps with financial security and bank loans due to permanent employment. This opportunity is now offered to all casual employees at Unilever's two factory sites.

Integrating externally facing activity to recruit widely with inclusive approaches around flexible work has been effective for Unilever.

**TABLE 5: MCC PRACTICAL ACTIONS – NATIONAL GROUP 2017**



**THEMES**

**NATIONAL GROUP 2017 FOCUS FOR 2017–18**

**Stepping Up As Leaders**

Committed to action by completing 'Listen and Learn' forums in all organisations in the National Group 2017..

Prioritised progress through Action Groups on bold and inclusive leadership, everyday sexism and gender stereotypes, and expanding the talent pipeline.

## Examples of how practical actions are having an impact in National Group 2017 organisations

### BASF

In a male-dominated sector, BASF has achieved 50.0% female representation among its graduate recruitment and almost 70.0% female representation among internal promotions in the past year.

BASF's Diversity & Inclusion Council chaired by the CEO and including a cross section of employees from around the organisation, drives the priorities for BASF to achieve these results. Aimed at enhancing diversity in attraction and recruitment, BASF has updated their recruitment briefing process to encourage a robust approach to evaluating the job design vacancies. Hiring managers are empowered to consider the value of diversity of thought within their teams during the selection process. They focus job advertisements on competencies, rather than industry experience, to attract a wider pool of applicants. Diversity and Inclusion Ambassadors from the D&I Council also check on candidate lists and ensure gender balance. Targets were set for 50/50 interview shortlists and 50% women's representation across all roles filled in 2018.

Leadership commitment, close attention to the detail of recruitment practice and involving leaders in oversight and action has been an effective combination for BASF.

### Viva Energy

Viva has achieved gender balance in women's promotions (40.0%) over the past year.

The company has a specific focus on embedding an expectation of inclusive leadership among its leaders, using a 360-degree feedback tool connected to Viva's company-wide behaviours, one of which is "Better Together - Inclusive Always". This behaviour-based approach is supported by changes in recruitment process, challenging traditional experience requirements and presenting women-only shortlists where under-representation is apparent, as well as offering part time hours or job share for front-line operator roles. There has been a clear mindset shift among the human resources team in driving this forward with their line managers.

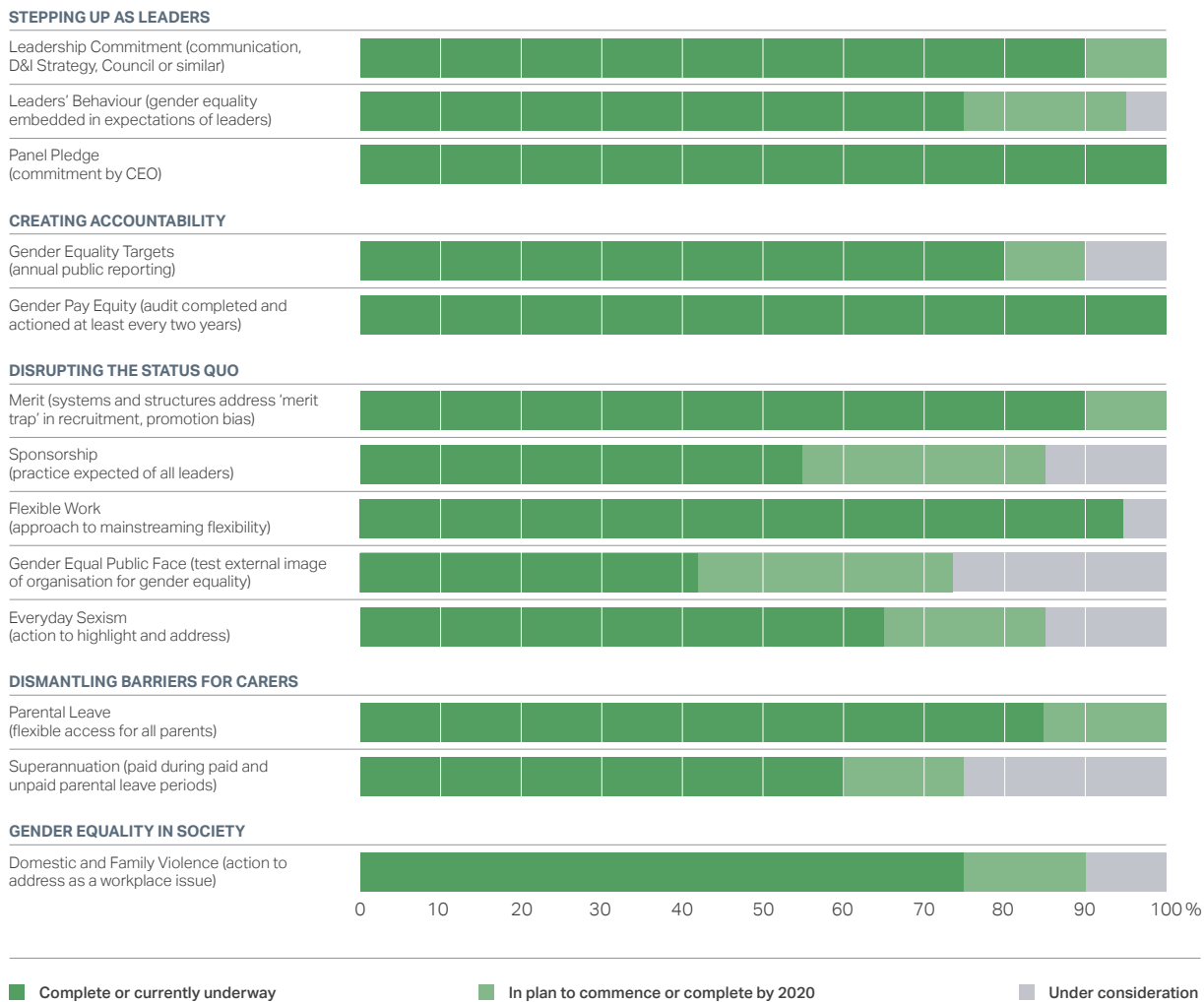
In 2017, Viva was the first Australian company to pay superannuation at full time equivalent rates during parental leave, and for up to 5 years after return. Since this time, Viva has partnered with other organisations to help them design and deliver their own versions of this approach, sharing the lessons learned.

There has been a clear mindset shift among the human resources team in driving this forward with their line managers.

Integrating cultural change with practice-based adjustments to recruitment and improved approaches to dismantle barriers for carers is a holistic and effective approach for Viva.



**TABLE 6: MCC PRACTICAL ACTIONS – PROPERTY GROUP**



**THEMES**

**PROPERTY GROUP FOCUS FOR 2017–18**

**Stepping Up As Leaders**

Built 2018–20 group strategy to focus on three areas: Grow the Talent Pool, Managers Championing Change, and Build an Inclusive Industry.

Committed to cascading gender equality through Property MCC Group organisations by engaging managers as champions of change. Held 14 forums involving over 210 managers, to discuss barriers and opportunities for managers to champion change and lead on gender equality.

**Disrupting the Status Quo**

Examined pathways to a career in property and experience of inclusion in the property industry via a survey across 18 organisations involving over 2600 employees. The results of the survey will inform actions to drive and increase the number of women entering and progressing in the industry.

Consulted 20 women in diverse roles and at varying stages of their careers, to compile case studies that will be used to attract more women to property.

Assessed best practice approaches to talent identification, development and promotion by conducting two workshops with HR and Talent Managers, and women at varying stages of their careers. These insights will be used to inform an MCC resource to be released in 2019.

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## Gender Equality in Society

Deepened understanding of sexual harassment and everyday sexism in the workplace via discussion led by Kate Jenkins, Sex Discrimination Commissioner and Convener of the MCC National Group 2015.

Held 11 discussion groups involving over 110 employees to understand their experience of everyday sexism in the industry and its impact. Also drew on the results of a survey of about 2600 employees to understand the prevalence and nature of 'everyday sexism' in their workplaces and industry, and have begun developing practical strategies to address it.

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## Examples of how practical actions are having an impact in Property Group Organisations

### CBRE

CBRE has seen a solid improvement in women's representation across all management levels, achieving gender balance overall (41.9%) since 2016. Women's representation has increased in key management personnel (27.8% to 38.5%), senior managers (14.7% to 28.7%) and other managers (28.3% to 38.3%)

This is the result of strategic and purposeful hires into Executive Committee roles, a refresh of CBRE's 'Women in Industrial' campaign to recruit more women brokers, and an internship program for women university students in partnership with Dexus. CBRE's level of recruitment of women reached 47.1% in the past year, reflecting monthly monitoring of recruitment activity. Retention and promotion of women at CBRE has also been impacted by a number of development opportunities in the past year including the Chief Executive Women's Leadership Program (4 women Senior Directors), Property Council Mentoring in VIC, NSW and WA and 500 Women in Property program (29 women at manager level and below), and a year-long 'Leading with Impact' program (18 high-performing women at manager level and above).

Taking a many-faceted approach that links specific and targeted recruitment intakes and development programs with key partners is an approach that works for CBRE.

### Charter Hall

Charter Hall has achieved gender balance in graduate recruitment (50.0%), overall recruitment (60.0%) and in promotions (55.0%). The Charter Hall Board is also gender-balanced (40.0%).

This is the result of the organisation establishing women's representation targets for the Board, Senior Executive and workplace to 2020. Targets include divisional gender targets to increase the number of women in leadership and client / revenue facing roles. In order to achieve these targets, data has been provided to Executives to inform the activity required across the employee lifecycle.

In terms of graduate and overall recruitment, the organisation actively participates in the Property Council's 'Girls in Property Week' and has collaborative partnerships with University of Technology Sydney and Western Sydney University to offer scholarships to talented women to join the business from entry level. Charter Hall also conducts an induction for external recruitment partners to provide clarity on their diversity and inclusion strategy and expectations of partners.

Greater transparency of gender diversity, with real-time, online reporting for managers and more comprehensive Board reporting and oversight, is key to Charter Hall's impactful approach.

## Stockland

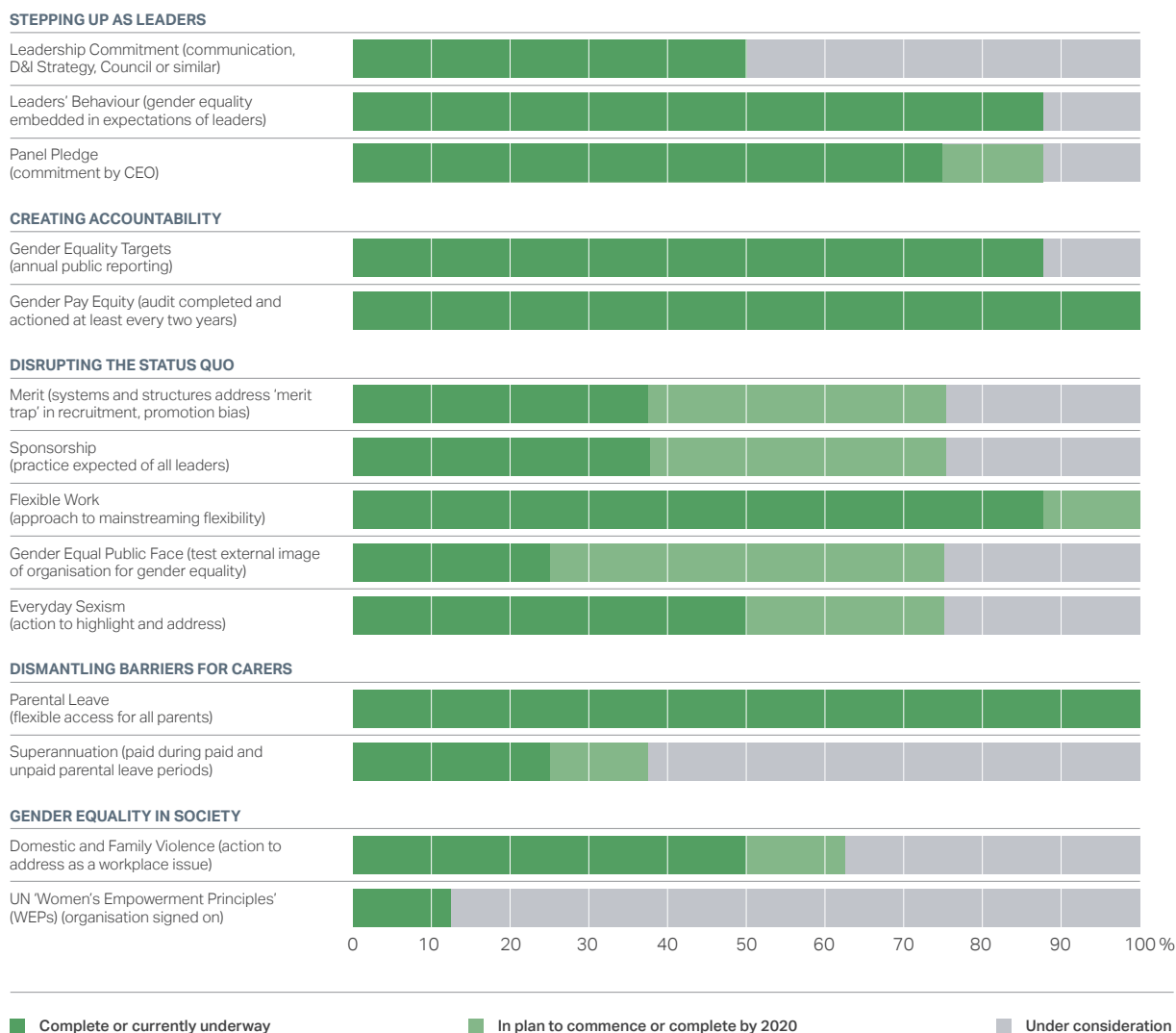
Stockland has achieved gender balance among graduate (50.0%) and overall recruitment (60.0%), and promotions (61.8%) in the past year.

The organisation has hardwired some practical approaches into its work on sponsorship of women and recruitment, supporting these with expectations in key performance measures for their leaders. Stockland has a 'Senior Women Sponsorship Program' where each Executive Committee member sponsors a talented woman from another business unit to mentor and provide guidance, inform additional perspectives on the sponsored employee during succession, talent and performance conversations, and create new advocates for talented women amongst the Executive Committee.

Within its recruitment process, Stockland requires gender-balanced shortlists for all roles. Women's representation targets are in place for management roles. These are incorporated into the individual scorecards for all members of the Executive Committee, General Managers (women in management for their business areas) and Senior Managers (for women in management only). Stockland supports this via manager forums to discuss how and why the targets are set. They are also featured and discussed quarterly at business leadership meetings, with evidence-based actions following.

A disciplined approach that ensures leaders' accountability for results, combined with structured sponsorship of talented women has positively impacted both talent acquisition and development.

**TABLE 7: MCC PRACTICAL ACTIONS – ARCHITECTURE GROUP**



**THEMES**

**ARCHITECTURE GROUP FOCUS FOR 2017–18**

**Stepping Up As Leaders**

Committed to welcome new members through expansion to a national group.

**Creating Accountability**

Committed to group members signing off on 40/40/20 gender balance targets for representation, recruitment and promotions.

**Disrupting the Status Quo**

Conducted second Flexibility Survey, to build on 'All Roles Flex' group-wide launch in July 2017 and compare results of previous survey in 2016.

## Examples of how practical actions are having an impact in Architecture Group Organisations

### PTW

PTW has achieved gender balance overall (45.9%), among key management personnel (40.0%) and other managers (57.4%), and 40.0% women's representation in both overall and graduate recruitment in the past year.

Leaders at PTW are accountable to create and maintain a culture that is inclusive and ensures staff trust that their efforts and commitment are fairly recognised. In an effort to create an experience of inclusion, PTW ensures all levels of staff feel that their unique viewpoints can be heard and valued within the company. The firm does this by encouraging all staff to participate in design workshops and reviews, presenting projects to the office and open forum groups on a variety of topics. Many senior staff work flexibly and do so visibly. PTW has a culture that actively calls out inappropriate or negatively gendered language. A Yammer group has been established for discussions on gender equality and to act as support for people taking and returning from long-term leave.

PTW's approach is an example of focusing on a variety of cultural factors that impact employees' expectations and experiences of inclusion at work.

### SJB

SJB Architects has achieved gender balance overall (43.2%) and at executive and general manager level (50.0%). The firm has also achieved gender balance in graduate (50.0%) and overall recruitment (47.0%) and among promotions (50.0%) in the past year.

An innovation in the firm that has helped create a workplace that works for women, and for more men too, is the launch of SJB's 'shared care' parental leave policy, which provides ten weeks' leave at full pay to new parents, irrespective of their carer status. The practice also makes available a 'working parent childcare support allowance' to parents for up to 12 months when they return to work and makes superannuation contributions for up to 12 months for the initial primary carer. SJB's payments are made in addition to any government-paid parental leave that employees may be entitled to.

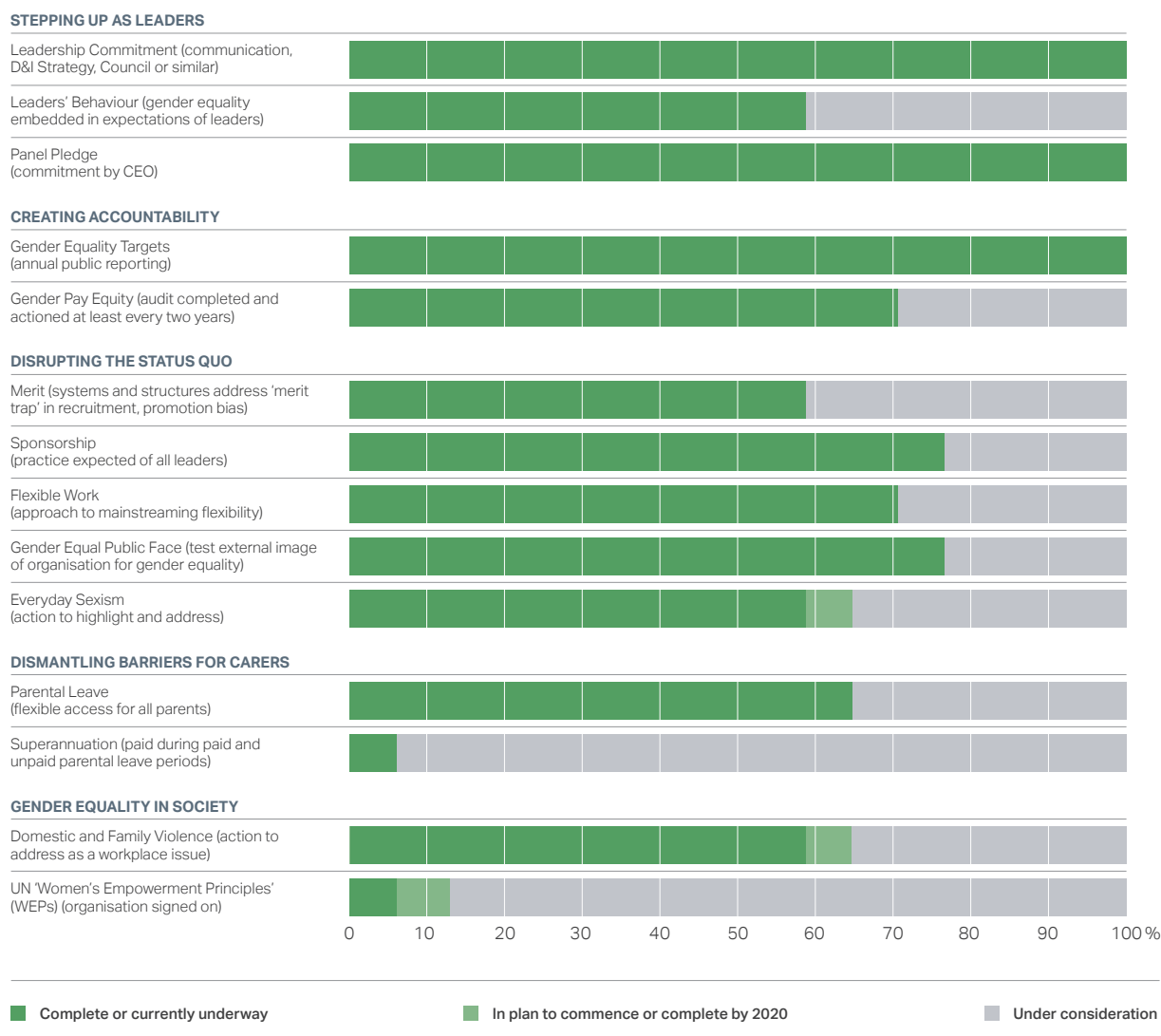
### Woods Bagot

Woods Bagot has achieved 58.0% women's representation in graduate recruitment and 46.0% women's representation in overall recruitment in the past year, while also achieving 58.0% women's representation among promotions over the same period. The firm is gender-balanced overall (53.5%) and at key management personnel (50.0%) and general manager levels (42.9%).

The firm has a number of approaches to remove gender-based bias from their recruitment and selection practices. These initiatives include analysing language and tone of recruitment advertising to ensure it is not gender-specific and trialling advertising on recruiting platforms that target women applicants. The firm also conducts recruitment skills training to ensure hiring managers employ objective interviewing techniques and know how to interrupt their biases.

Taking a systems-based approach around the factors in recruitment that can attract more diversity, such as language in advertising, and create an inclusive recruitment experience by interrupting hiring managers' biases has made a difference for Woods Bagot.

**TABLE 8: MCC PRACTICAL ACTIONS – SPORT GROUP**



**THEMES**

**SPORT GROUP FOCUS FOR 2017-18**

**Stepping Up As Leaders**

Welcomed new member CEOs from the Geelong Football Club, Rowing Australia, Netball Australia and Golf Australia. The new CEOs of Cricket Australia, Rugby Australia, Swimming Australia, Collingwood Football Club and Carlton Football Club also confirmed their involvement.

Committed to three priority action groups – Advancing Women in Leadership; Pay Equity in Sport; and Creating More Respectful and Inclusive Sporting Cultures.

**Creating Accountability**

Completed and shared a review of pay equity in corporate and administrative roles across 10 member organisations.

**Disrupting the Status Quo**

Deepened understanding of barriers to women's advancement and opportunities for improvement, through two 'Listen and Learn' sessions involving women in high-performance coaching.

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## **Gender Equality in Society**

Guided the development of a 'Pathway to Pay Equality for Elite Athletes' resource to help achieve pay equity for women athletes, including an overview of the role key players in the sports ecosystem can contribute to this goal (e.g. government, sponsors, players' associations, news media and broadcasters).

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## **Examples of how practical actions are having an impact in Sport Group Organisations**

### **Cricket Australia**

Cricket Australia (CA) has worked to achieve gender-balance overall (44.4%) and in recruitment (49.0%) in the past year.

A number of approaches have boosted the attractiveness of CA as an employer of choice for women. These include implementing 'All Careers Flex' in 2017, with more than 10.0% of the CA workforce now working flexibly. In addition, CA introduced an improved and gender-neutral parental leave policy, including ensuring support for parents of stillborn children, as well as easier access to subsequent lots of paid parental leave. It has completed the second intake of the Notable Women of Australian Cricket Development Program. This program encourages greater visibility of leading women cricket executives across both Australian cricket and the wider sporting industry.

CA led the development of an Australian Cricket Workforce Gender Action Plan, and in March 2018 released its inaugural Australian Cricket Press For Progress Report, designed to publicly report where cricket is, and isn't, making progress towards its ambition to be Australia's leading sport for women and girls. The report was selected by International Women's Day as 'best practice' in the global sports sector.

A key insight is the effectiveness of improving factors that create a better workplace for women, such as access to flexible careers, dismantling barriers for parents and enabling career development. The increasing external profile of women's elite cricket and a specific women's fan engagement strategy is also helping to attract more women from outside the sector to Cricket Australia.

### **Richmond Football Club**

The Richmond Football Club has achieved gender balance overall across the organisation (45.9%), 52.0% women's representation within recruitment and 58.0% women's representation among promotions at the Club in the past year.

This impact is due in part to the Club implementing recommendations from the 2014 RFC-led report, 'Gender Equity – What it Will Take to Be the Best'. Richmond has introduced 'All Careers Flex', and raised awareness of bias and intercultural competence. Other actions include incorporating gender balance and a strong representation of women and girls across membership and merchandise branding, promotions, family and game-day experiences, and corporate events. These have shifted the system around women in the AFL, translating symbols into tangible outcomes for the Club, players, fans and partners.

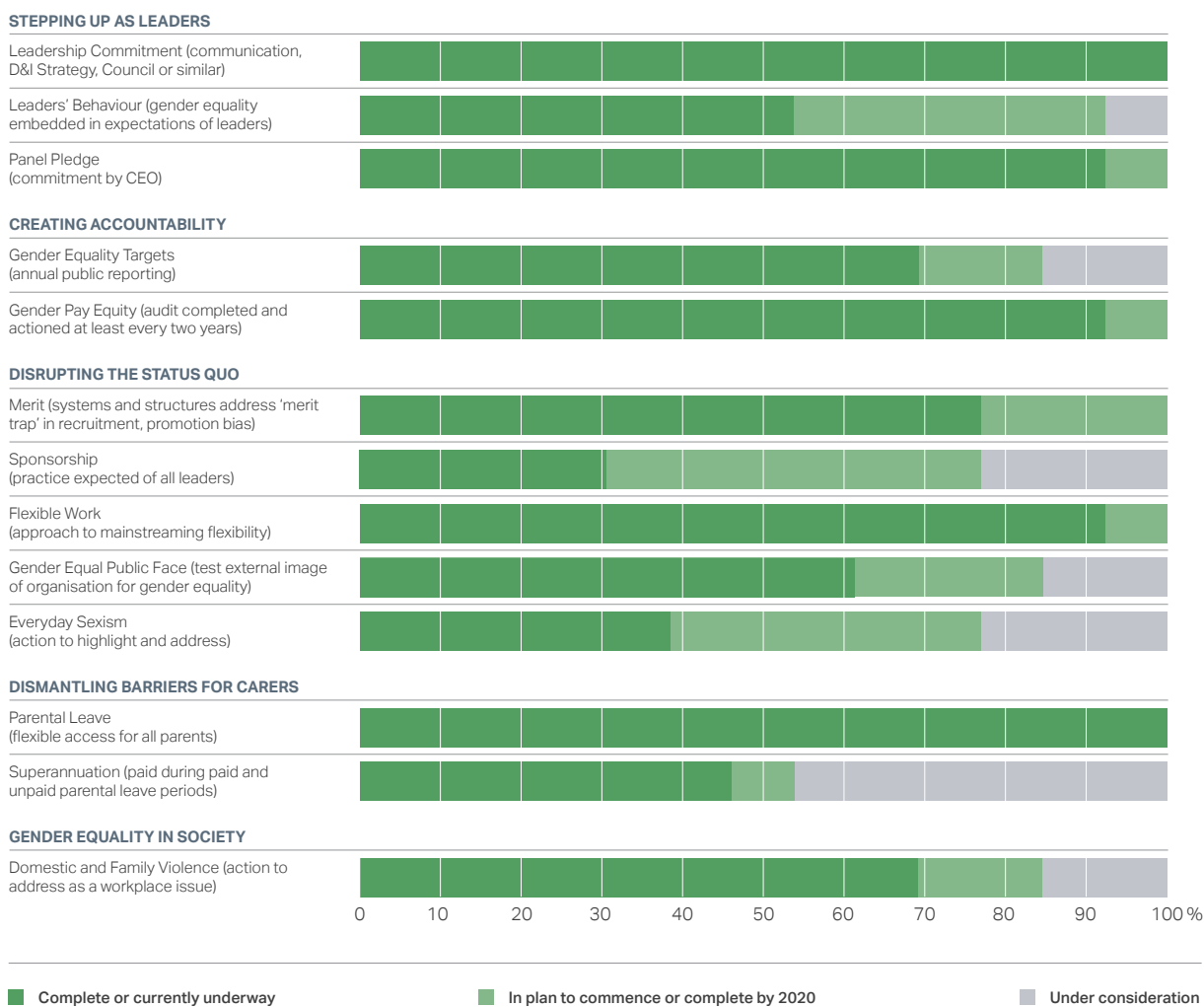
Richmond's approach includes both internal activity and externally focused gender equality initiatives and shows integrated approaches that link to the business will be effective.

### **Tennis Australia**

Tennis Australia has achieved gender balance overall (41.6%), on its Board (44.4%), and in senior management (40.7%).

In 2018, Tennis Australia appointed its first woman Chair/President in their over 100 year history. A clear business strategy, long-term commitment to equal participation, equal opportunity and equal pay in tennis, together with broader societal leadership on equality, has supported Tennis Australia's efforts to attract, retain and capitalise on a truly diverse workforce.

**TABLE 9: MCC PRACTICAL ACTIONS – STEM GROUP**



**THEMES**

**STEM GROUP FOCUS FOR 2017–18**

**Stepping Up As Leaders**

Welcomed new member CEOs from Engineers Australia, Accenture, Salesforce and Cochlear.

Committed to three Action Groups: gender equality and the future of work, creating respectful and inclusive environments, growing the pipeline of women in STEM and engaging men in flexible work and care.

**Disrupting the Status Quo**

Used growth mindset to look at how organisations can drive equality and innovation objectives together, including through a workshop for middle managers in MCC STEM organisations.

**Gender Equality in Society**

Partnered with MCC Founding Group to focus on 'Gender Equality and the Future of Work', with release of [Discussion Guide](#) resource in November 2018.



## Examples of how practical actions are having an impact in STEM Group Organisations

### Aurecon

Aurecon is making steady progress towards achieving gender equality across all levels of management, with improvements in all levels since 2016. Movement towards gender balance has been achieved in key management personnel (0% to 20.0%), general managers (18.5% to 29.4%), senior managers (8.7% to 10.1%) and other managers (14.8% to 22.4%)

In 2018 the roll out of inclusive leadership training for all line managers has been led from the senior team at Aurecon. The team members have each shared their own personal reason for inclusion, their own experience of the MCC/ CEW Leadership Shadow and their own expectations of others in creating an inclusive organisation.

The Aurecon Brisbane office has piloted a 'Hiring for Diversity' initiative. This includes gender representation targets in shortlists, and 50/50 gender representation on hiring teams. The initiative involves re-training hiring managers in inclusive recruitment practices and supporting women volunteers to be a part of the entire hiring process. Other aspects include group coaching on unconscious bias and merit.

Leaders finding their personal reason for gender equality has brought about mindset shifts and measurable improvements at Aurecon.

### ANSTO

ANSTO has achieved gender balance across its graduate intake (50.0%) and general recruitment (48.0%).

All job advertisements at ANSTO must attract a diverse range of candidates or must be re-advertised. All recruitment decisions must be made by a diverse team, all candidates must meet a diverse range of ANSTO representatives throughout the selection process and all non-STEM interview shortlists must meet a representation of 40/40/20 for gender balance. All STEM or professional disciplines with a significantly minority gender (less than 20.0%) must meet an interview pool representation of 33.0% minority gender by 1 January 2019.

In terms of attraction and retention for gender balance, ANSTO has expanded Parental Leave (16 weeks' paid) with provisions to cover parents who adopt or permanently foster a child as standard practice. ANSTO has an onsite Childcare Centre, and established family rooms and breastfeeding facilities.

ANSTO's example shows that strict recruitment practice works well in their environment to tackle a challenging setting for gender equality.

### Australian National University

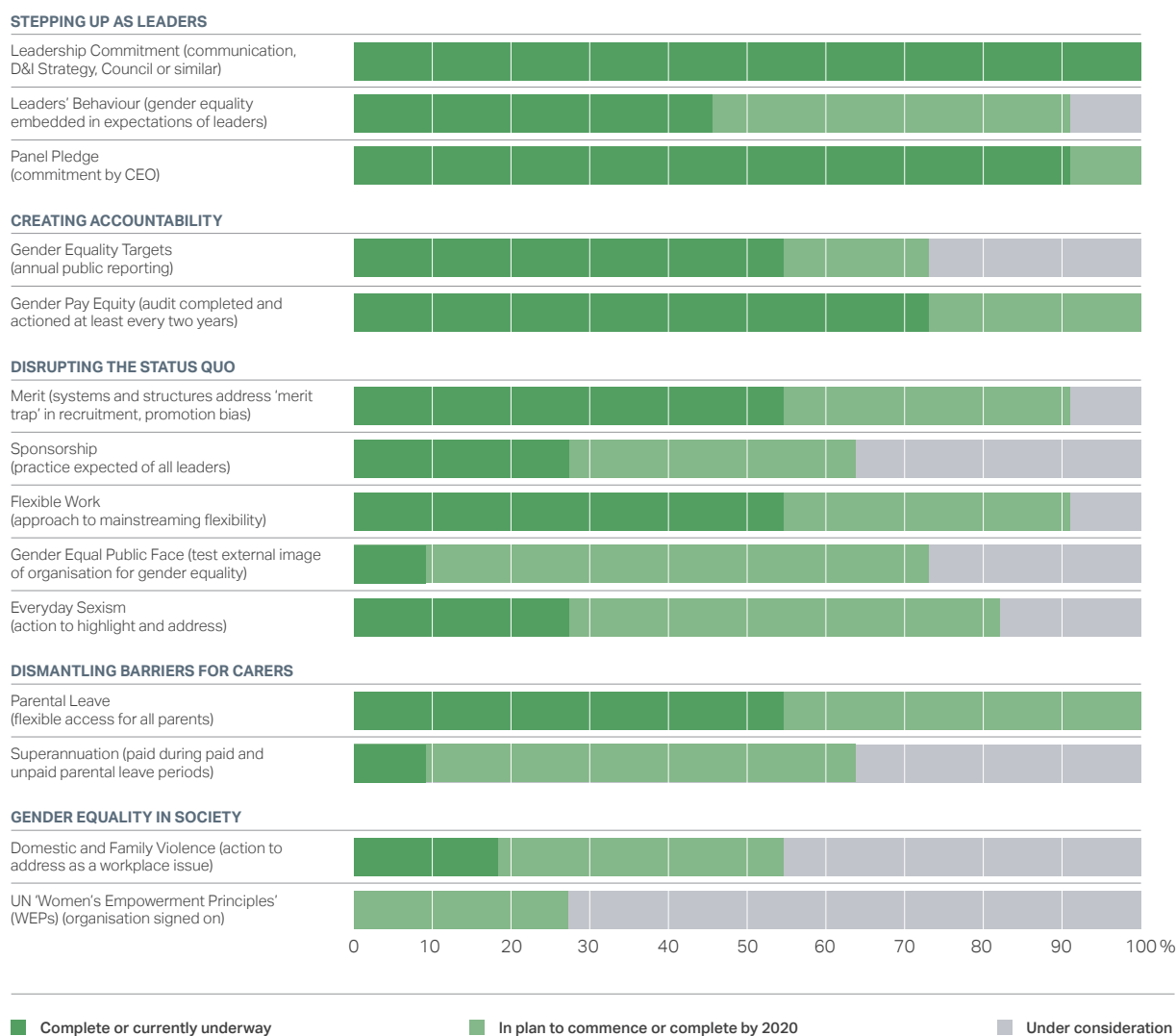
The ANU has achieved gender balance among graduate hires (57.0%) and recruitment (53.0%), with strong representation of women among promotions (62.0%). The University also has gender balance in representation at all management levels, with the exception of general managers, which is moving towards gender balance. Women represent 51.5% of key management personnel, 47.1% of senior managers and 46.6% of other managers.

The University's 2017 – 2021 strategic plan emphasises a continued commitment to gender equity and the University's strategic goals that aim to hire a 50/50 gender balance in leadership roles across University, including Head of Schools, Directors, Deans, General Managers, the University Executive, and administrative executive.

ANU has implemented an expanded parental leave approach supporting 26 weeks of paid parental leave for both parents, up to 26 weeks of additional unpaid parental leave and career re-entry assistance.

The key insight from ANU is the impact possible from an approach that integrates gender equality strategy, monitoring and measurement, and a focus on outcomes.

**TABLE 10: MCC PRACTICAL ACTIONS – CONSULT AUSTRALIA GROUP**



**THEMES**

**CONSULT AUSTRALIA GROUP FOCUS FOR 2017-18**

**Stepping Up As Leaders**

Welcomed new CEOs to the Group from SLR and Northrop.

Committed to the advancement of women in leadership by CEO/ExCo sponsorship of high-potential women across member firms.

Implemented a rigorous critical success factor framework involving leadership commitment, enabling policies and programs and measurement with accountability.

**Creating Accountability**

Identified enabling conditions to ensure cross-firm support for 'Targets with Teeth'.

**Disrupting the Status Quo**

Expanded program to engage more male managers in gender equality actions, addressing the source, elimination and impact of sexual harassment.

**Gender Equality in Society**

Engaged White Ribbon as a first step in developing more understanding of domestic and family violence as a workplace issue.

## Examples of how practical actions are having an impact in Consult Australia MCC Group Organisations

### AECOM

AECOM is achieving consistent progress towards gender balance at all levels of management and gender balance in their most recent graduate intake (51.0%). Women's representation has improved since 2016 in key management personnel (25.0% to 35.7%), general managers (2.7% to 8.6%), senior managers (7.0% to 12.0%) and other managers (18.0% to 22.4%)

The firm has increased the number of flexible working options available within the business including via a condensed 19-day work-month approach called 'FlexDay'. In addition, AECOM has increased the number of partners taking 12 weeks of paid leave through extending the window when paid primary carer's leave can be taken—allowing it prior to the child turning one—with 30.0% of all paid parental leave taken in the past six months taken by male employees.

AECOM shows that flexibility and parental leave access are key drivers for gender-balanced recruitment, retention and promotion.

### Arup

Arup has achieved gender balance among its key management personnel (50.0%) and improvement towards gender balance in all other management levels and overall across the business. For example, since 2016, Arup's representation of women has improved among general managers (9.0% to 18.4%), and overall (36.0% to 37.8%). Overall recruitment in the past year has reached 43.0% women at Arup, and women's representation among promotions (38.3%) also exceeded women's representation overall (37.9%). This year, for the first time in Australia, over half of Arup's graduates recruited are women.

Focussing on a deliberate program to engage more men, Arup continues to enable and support leaders as champions of change. Arup offers a Women in Engineering Scholarship at the University of New South Wales, provides mentoring to undergraduate women engineers, and partners with 'Power of Engineering' to encourage high school girls to consider engineering careers. These are examples of the many leadership-led and employee-engaged initiatives that Arup has implemented to provide a focus on gender inclusion not just internally, but to enable an inclusive industry for all.

Whilst Arup's focus and attention on gender inclusion is celebrated, changes are being implemented in order to advance Arup's gender equality and broader inclusion efforts. This is being done in recognition that increasing the speed of change is now critical for all organisations committed to gender equality.

### Beca

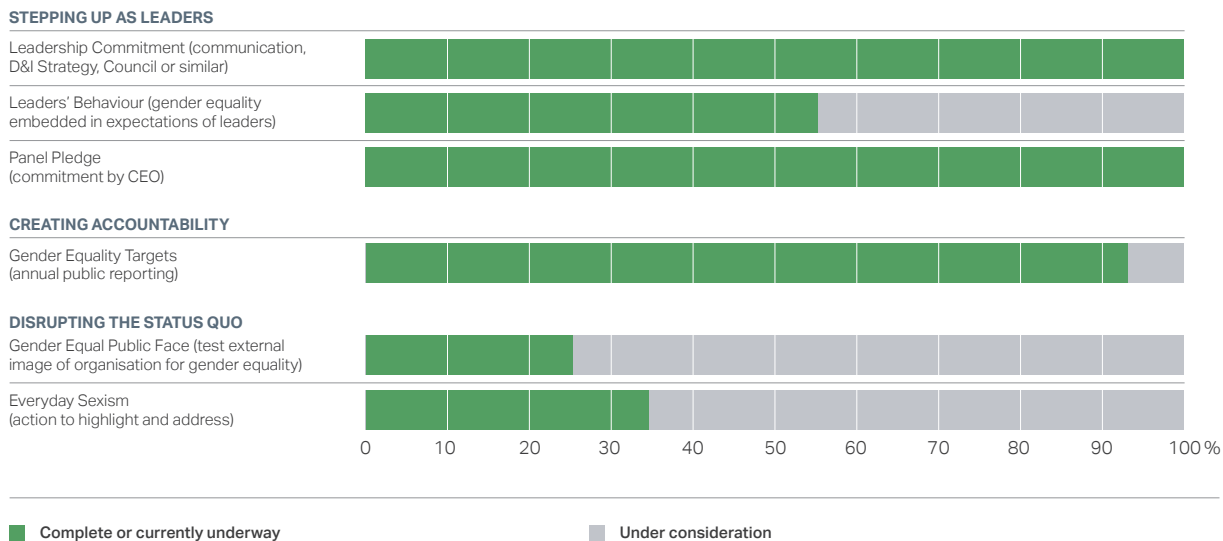
Since 2016, Beca has achieved gender balance at key management personnel (29.0% to 40.0%), general manager (22.0% to 50.0%) and senior manager (36.0% to 40.0%) levels, with improvement towards gender balance overall (23.0% to 25.4%).

The firm established a Global Diversity & Inclusion (D&I) Steering Group in April 2017 and formalised a D&I Strategy & Statement of Intent, which have been shared with all Beca employees globally. Providing Unconscious Bias and Inclusive Leadership development to the executive leadership team and over 250 leaders, combined with this strategic focus from the top have helped achieve measurable results.

Over the past year, Beca has actively targeted women in the employment market to build towards a more balanced candidate talent pool. This has included intentional recruitment campaigns and conversations with individuals in the market, having women on interview panels and updating language in job advertisements to be gender-inclusive.

Supporting a leader-led strategy with an approach to change mindsets and cast a wide net for talent is an integrated approach that has achieved impact for Beca.

**TABLE 11: MCC PRACTICAL ACTIONS – FIRE & EMERGENCY SERVICES GROUP**



**THEMES** **FIRE & EMERGENCY SERVICES GROUP FOCUS FOR 2017-18**

**Stepping Up As Leaders** Committed to Action Groups across seven priority areas – Inclusive Leadership, Flexible Workplaces, Talent Development, Communications, Community, Systems and Reporting.

**Creating Accountability** Aligned gender representation reporting with the WGEA requirements, by creating a sector-specific framework. This ensures consistent, comparable and transparent reporting of women’s and men’s representation data.

In 2018, the group will, for the first time, publicly share details of gender representation across 90% of member organisations and the sector collectively in the MCC Fire & Emergency Services Group 2017/18 Progress Report.

**Disrupting the Status Quo** Conducted an initial audit of the ‘public presence’ of the sector to better understand how exclusionary cultures are perpetuated and reinforced through the use of outdated stereotypes, language and physical barriers to inclusion. This included a review of websites and social media feeds, training programs and materials, award and recognition systems, and built infrastructure. Practical actions to address issues arising from the audit were shared with relevant teams within member organisations.

## **Examples of how practical actions are having an impact in Fire & Emergency Services Group Organisations**

### **Laying the foundations for change**

Established in April 2017, the Fire & Emergency Services Male Champions of Change is focused on advancing gender equality in the sector. Women's representation across staff and volunteers currently sits at 22% overall. Of particular concern, women make up only 7% of management roles in frontline service delivery. These are operational roles such as firefighters which are on the critical pathway to many senior leadership and executive-level positions in the sector. Only 10% of current operational executives (Key Management Personnel) in Fire and Emergency Services are women.

The group has examined the way it personally leads on gender equality; publicly stated their commitment to recruiting, retaining and advancing more women, which includes a specific focus on creating welcoming and inclusive environments for all.

Seven Action Groups are now in place in response to feedback from thousands of staff and volunteers engaged in Listen and Learn sessions with the Champions across Australia and New Zealand.

### **A focus on talent development**

The group has undertaken a review of gender representation in sector leadership, policy and talent development forums. These forums offer critical opportunities for development, networking and pathways to leadership in the sector.

The review focused on forums managed by the Australasian Fire and Emergency Services Authorities Council (AFAC) where the Champions could take targeted action to increase women's representation.

The review found that 6% of chairs and 23% of 1079 people who make up 35 AFAC Collaboration Groups are women. 23% of Executive Forum participants in 2018 were women, up from 3% in 2012. 12% of Strategic Command Program participants in 2018 were women, up from 0% in 2012.

As a result of this assessment, the Fire & Emergency Services MCCs have supported a program of work to increase women's representation across these key sector forums to at least 30% by the end of 2019 and 40% by the end of 2020.

04

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**We track progress, adjust  
and recommit as we go**

## We track progress, adjust and recommit as we go

We continually check progress against our objectives and adjust our approach to improve results.

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 organisation, MCC Group and the MCC Community overall. As this is our first consolidated MCC Impact Report, most data is presented as a current baseline. In future annual impact reports, we'll be able to compare and indicate progress against objectives for each MCC Group and the MCC Community overall.

Detailed information by individual organisation, with indicators of progress where previous data has been made publicly available within MCC group-based reports, is included in Appendix 2, starting on page 45.

### MCC Outcome 1: Gender balance in leadership, recruitment, graduates and promotions

**TABLE 12: MCC GROUPS**

Gender Balance Achieved (40%–60% women)								
MCC Groups	Women's Representation							
	Overall	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board	Partners (professional services firms)
MCC Overall	33.1%	28.0%	29.5%	29.0%	29.1%	34.0%	32.0%	24.4%
Founding Group	37.8%	22.8%	29.2%	29.7%	38.6%	38.3%	34.1%	25.8%
National Group 2015	47.4%	41.5%	40.6%	39.9%	36.8%	49.6%	34.3%	24.9%
National Group 2016	41.6%	26.9%	41.9%	41.4%	42.1%	42.0%	29.3%	23.5%
National Group 2017	14.7%	18.4%	16.5%	20.5%	16.9%	19.3%	13.6%	
Property	41.3%	23.5%	26.4%	26.2%	38.0%	43.6%	28.8%	
Architecture	46.1%	39.5%	38.8%	36.4%	70.7%	47.3%	25.0%	17.1%
Sport	35.8%	32.6%	34.6%	28.2%	32.9%	38.1%	39.7%	
STEM	43.0%	34.8%	26.1%	28.6%	36.2%	45.7%	42.4%	
Consult Australia	29.2%	24.6%	19.4%	13.8%	26.9%	30.4%	21.8%	5.6%
Fire & Emergency Services	22.0%	26.7%	19.9%	23.4%	11.2%	23.4%	32.8%	
CEW ASX 200 Census 2018	ASX 200 CFOs		ASX 200 Leadership Teams		Line Roles		Functional Roles	
	12.0%		23.1%		12.3%		34.0%	

Note: Representation, overall recruitment and promotions data in tables 12-13 and 16-34 reflect data reported to the Workplace Gender Equality Agency for the 2017-18 WGEA 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.

**TABLE 13: GENDER BALANCE IN RECRUITMENT AND PROMOTIONS**

■ Gender Balance Achieved (40%–60% women in graduate and overall recruitment)  
 Women's Representation in Promotions equal to or more than Women's Representation Overall

	Women's representation in graduate recruitment (average for each MCC group)	Women's representation in recruitment overall (not including graduates) – (average for each MCC group)	Women's representation in promotions equal to or more than women's representation overall – Yes/ No (averages for each MCC group)
MCC Overall	48.4%	45.8%	Y – 44.6% (Women's Promotions) 33.1% (Women Overall)
Founding Group	52.6%	47.3%	Y – 45.7% (Women's Promotions) 37.8% (Women Overall)
National Group 2015	56.6%	54.2%	Y – 50.3% (Women's Promotions) 47.4% (Women Overall)
National Group 2016	55.8%	50.3%	Y – 50.4% (Women's Promotions) 41.6% (Women Overall)
National Group 2017	27.1%	27.0%	Y – 27.3% (Women's Promotions) 14.7% (Women Overall)
Property	56.8%	51.7%	Y – 49.7% (Women's Promotions) 41.3% (Women Overall)
Architecture	57.1%	51.4%	Y – 52.7% (Women's Promotions) 46.1% (Women Overall)
Sport		45.6%	Y – 49.8% (Women's Promotions) 39.6% (Women Overall)
STEM	44.0%	46.3%	Y – 43.1% (Women's Promotions) 43.0% (Women Overall)
Consult Australia	33.0%	30.3%	N – 28.2% (Women's Promotions) 29.2% (Women Overall)

Note: MCC acknowledges the small pipeline of women in some sectors, particularly in STEM-related fields. MCC organisations are working individually and collectively to attract more women into STEM. Data for this MCC Outcome is not available for organisations within the Fire & Emergency Services MCC Group.

### MCC Outcome 2: Pay equity between men and women

Across our MCC community of practice, more than 80% of our organisations complete and action a gender pay equity audit at least every two years, and this figure is expected to reach 94% by 2020. As MCC organisations become more mature in our practice of pay equity analysis and reporting, and this data becomes more consistent across our strategy, we expect to be able to share more outcome-related data in future MCC Impact Reports.

### MCC Outcome 3: 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. For these reasons, we focus on both sets of measurable objectives to enable MCC organisations to monitor and address the complete picture, enabling and affecting gender balance in our organisations.



**TABLE 14: ACCESS TO FLEXIBLE WORK, AND EXPERIENCING AN INCLUSIVE CULTURE**

	Representation of employees reporting they have access to the flexibility they need (or similar wording). Reported as an average for each MCC group.			Representation of employees that report they have an inclusive employment experience (or similar wording). Reported as an average for each MCC group.		
	Women	Men	All	Women	Men	All
MCC Overall	79.6%	77.4%	77.0%	76.8%	77.6%	81.3%
Founding Group	77.1%	74.6%	80.0%	77.4%	77.0%	84.0%
National Group 2015	81.2%	81.2%	74.7%	76.1%	77.0%	78.6%
National Group 2016	76.8%	60.6%	88.0%	73.5%	68.0%	89.0%
National Group 2017	79.7%	76.3%	74.3%	67.5%	73.5%	78.7%
Property	81.0%	80.2%	76.0%	79.8%	83.3%	86.5%
Architecture	68.0%	79.1%	73.5%			
Sport	79.4%	81.0%	77.6%	80.7%	84.1%	
STEM	82.2%	78.2%		74.0%	71.2%	
Consult Australia	85.8%	80.1%	84.0%	79.5%	77.3%	90.8%

Note: Averages presented in the columns beside each group may represent data from cohorts of different sizes, depending on data available at the time of reporting. Hence averages for columns representing 'All' may be higher than combined averages for 'Women' and 'Men' columns. Data for this MCC Outcome is not available for organisations within the Fire & Emergency Services MCC Group. Organisations within the Architecture MCC Group have collected data on Flexible Work only. Organisations whose data is reflected in this table are listed more with their individual details in the Appendix 2, starting on page 45 of this report.

### Exits during parental leave

By 2020, more than 90% of our current MCC community of practice will have approaches in place to mainstream flexible work and offer flexible access to parental leave for all parents. We also have a growing number of effective examples of staying in touch programs and return to work approaches which mean that parental leave retention rates are positive. Across our MCC community, we are working to establish a standard and consistent data set in this regard, and look forward to sharing more outcome-related data on exits during parental leave in future MCC impact reports.

### MCC Outcome 4: Leadership, advocacy and impact on gender equality social issues

**TABLE 15**

	Numbers of events at which MCCs have spoken about their MCC role and gender equality in the past year
MCC Overall	325
Founding Group	53
National Group 2015	78
National Group 2016	38
National Group 2017	13
Property	55
STEM	36
Consult Australia	52

Note: No key for comparison. First year of reporting. Data for this MCC Outcome is not available for organisations within the Architecture, Sport, and Fire & Emergency Services MCC Groups.

# Appendix 1



## **Definitions and Resources on MCC Practical Actions**

# Appendix 1 – Definitions and Resources on MCC Practical Actions

The Practical Actions taken by Male Champions of Change organisations (see pages 15–41 of this report) have been adapted and adopted across our strategy in ways that are unique to each organisation. We have shared our approaches and lessons in relation to many of these, so that others can find their own way to have impact. The following is a set of explanations and resources developed by MCC and our partner Chief Executive Women to help explain the meaning and purpose behind the actions we have prioritised, and to inspire others to also act to help achieve change.

## STEPPING UP AS LEADERS

- Leadership Commitment – communicating clearly about a commitment to gender equality, including a gender equality focus within the organisation’s Diversity and Inclusion strategy and ensuring oversight via a senior level Diversity Council or similar.
- Leaders’ Behaviour – gender equality embedded in the expectations of all leaders via the MCC/CEW ‘Leadership Shadow’ or similar within the organisations’ leadership competencies or framework. <http://malechampionsofchange.com/the-leadership-shadow/>
- MCC Panel Pledge – commitment by CEO to only speak on conference programs or panels that are gender-balanced.  
<http://malechampionsofchange.com/wp-content/uploads/2016/04/The-Panel-Pledge.pdf>

## CREATING ACCOUNTABILITY

- Gender Equality Targets – annual public reporting of progress against targets to improve gender balance.
- Gender Pay Equity – an audit completed and actioned at least every two years, including like-for-like pay gaps and overall pay gaps.  
[http://malechampionsofchange.com/wp-content/uploads/2017/08/MCC-Closing-The-Pay-Gap-Report\\_2017\\_FINAL-1.pdf](http://malechampionsofchange.com/wp-content/uploads/2017/08/MCC-Closing-The-Pay-Gap-Report_2017_FINAL-1.pdf)

## DISRUPTING THE STATUS QUO

- Merit – systems and structures in place to address the ‘merit trap’ in recruitment, promotions and bias.  
<http://malechampionsofchange.com/take-practical-action/avoiding-the-merit-trap/>
- Sponsorship – practice expected of all leaders to actively sponsor women within their organisation.  
[http://malechampionsofchange.com/wp-content/uploads/2016/07/MCC-Sport\\_Sponsorship-Toolkit\\_WEB-1.pdf](http://malechampionsofchange.com/wp-content/uploads/2016/07/MCC-Sport_Sponsorship-Toolkit_WEB-1.pdf)
- Flexible work – approaches to mainstream flexibility in all roles or any reason.
- Gender Equal Public Face – testing the external image of the organisation for gender-balanced representation in media, external websites, publications and customer-facing material.  
<http://malechampionsofchange.com/wp-content/uploads/2017/11/Test-the-Messages-You-Project.pdf>
- Everyday Sexism – taking action to highlight and address behaviours that relate to sexism in everyday settings.  
[http://malechampionsofchange.com/wp-content/uploads/2018/04/We-Set-The-Tone\\_Eliminating-Everyday-Sexism.pdf](http://malechampionsofchange.com/wp-content/uploads/2018/04/We-Set-The-Tone_Eliminating-Everyday-Sexism.pdf)

## DISMANTLING BARRIERS FOR CARERS

- Parental Leave – flexible access for all parents, including the removal of primary and secondary care distinctions and the adoption of ‘shared care’ approaches where parents can flexibly manage their patterns of parenting and paid work.
- Superannuation – paid during paid and unpaid parental leave periods to help ensure no break in superannuation savings for those taking parental leave.

## GENDER EQUALITY IN SOCIETY

- Domestic and Family Violence – taking action to address this as a workplace issue.  
<http://malechampionsofchange.com/wp-content/uploads/2016/04/Playing-Our-Part-MCC-Letter-on-Workplace-Responses-to-Domestic-Violence.pdf>  
<http://malechampionsofchange.com/wp-content/uploads/2016/11/MCC-Playing-our-part-lessons-learned-report-2016-WEB.pdf>
- UN Global Compact’s ‘Women’s Empowerment Principles’ (WEPs) – organisation signed on to this voluntary framework that helps focus organisation and community-based efforts to support gender equality.  
<http://malechampionsofchange.com/un-global-compact-womens-empowerment-principles/>  
<http://malechampionsofchange.com/wp-content/uploads/2015/01/Mapping-the-Male-Champions-of-Change-Charter-to-the-WEPS.pdf>

# Appendix 2



## **Detailed Outcome Data by MCC Organisation**

## Appendix 2 – Detailed Outcome Data by MCC Organisation

### MCC Outcome 1: Gender balance in leadership, recruitment, graduates and promotions

TABLE 16: FOUNDING GROUP

Founding Group Organisations	Women's Representation							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
ASX	43.9%	0.0%	40.5%	35.2%	52.0%	44.8%		30.0%
Attorney-General's Dept	68.0%	25.0%	23.3%	56.8%	62.3%	72.0%		
Australian Army	14.1%	13.8%	13.0%	14.1%	11.9%	14.5%		
CBA	58.4%	44.4%	27.9%	39.3%	47.8%	63.0%		40.0%
Deloitte	47.6%			34.2%	44.0%	52.9%	26.7%	45.5%
Dept PM&C	61.9%	18.2%	63.0%	57.4%	59.2%	65.3%		
DFAT	57.9%	42.9%	32.3%	37.9%	53.8%	65.7%		
KPMG	49.7%		32.5%	41.3%	47.1%	56.0%	25.7%	41.7%
McKinsey	38.8%	16.7%	23.5%	24.5%		52.1%	16.7%	
Network 10	45.6%	50.0%	40.0%	40.0%	50.9%	45.3%		21.4%
Qantas	39.8%	20.0%	20.8%	38.4%	39.3%	39.9%		36.4%
Rio Tinto	18.6%	30.4%	14.3%	22.8%	27.6%	18.0%		18.2%
Telstra	28.3%	50.0%	28.2%	26.5%	26.6%	28.6%		44.4%
University of Sydney	57.0%	41.7%	47.0%	52.4%	38.7%	58.5%		

Note: CBA statistics include Commonwealth Bank of Australia (ABN 48123123124), and exclude, ASB, Bankwest, Sovereign, AHL, Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). Only includes Australian-based employees.

**TABLE 17: NATIONAL GROUP 2015**

National Group 2015 Organisations	Women's Representation							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non- Managers	Partners (professional services only)	Board
AFL	35.1%	36.4%	17.1%	23.4%	31.7%	36.6%		22.2%
AustralianSuper	47.7%	33.3%	34.6%	33.3%	44.1%	49.9%		27.3%
City of Melbourne	61.3%	50.0%	50.0%	41.7%	55.9%	62.9%		45.5%
Crown Resorts	42.5%	8.3%	24.1%	35.5%	34.2%	43.2%		11.1%
DELWP	48.8%	55.3%	52.2%	35.3%	40.4%	51.8%		
Dow Chemical	32.5%	50.0%	14.3%	14.3%	9.1%	34.8%		
La Trobe University	63.3%	38.5%	50.0%	48.1%	57.6%	64.0%		50.0%
Medibank	70.0%	33.3%	49.1%	47.3%	54.3%	77.4%		62.5%
NAB	53.6%	33.3%	34.0%	32.1%	38.6%	56.3%		30.0%
PWC	52.5%		42.1%	47.7%	42.3%	57.4%	24.9%	40.0%
Vic Dept of Premier & Cabinet	63.2%	50.0%	52.7%	30.0%	60.9%	65.9%		
Victoria Police	33.5%	46.2%	25.6%	28.0%	27.8%	35.5%		
Walter & Eliza Hall Institute	60.4%	33.3%	28.6%	0.0%	36.5%	63.8%		33.3%
Yarra Trams	21.0%	21.4%	35.3%	26.3%	26.2%	20.4%		12.5%

Note: The reporting period for this Impact Report coincided with pending appointments of two women to the Board of Crown Resort, which were awaiting ASIC approval. These appointments, now confirmed, bring women's representation on the Crown Resorts Board to 27.3%.

Note: WEHI's WGEA staff categorisation for senior managers results in only 2 roles falling in this category. The departure of a woman employee during the reporting period resulted in representation dropping briefly from 50% to 0%. This has now returned to 50% with the new woman incumbent.

Note: Comparisons for National est. 2015 Group organisations are based on data in the 2016 Progress Report for this group, which included the CEO in Key Management Personnel figures. The 2018 MCC Impact Report does not include the CEO in this category.

**TABLE 18: NATIONAL GROUP 2016**

		Women's Representation						
National Group 2016 Organisations	<span style="color: green;">■</span> Gender Balance Achieved (40%–60% women) <span style="color: gray;">■</span> Not yet gender balanced							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
AMP Capital	53.7%	33.3%	25.0%	35.5%	42.7%	61.6%		20.0%
AFP	37.0%	25.0%	37.3%	29.4%	40.0%	36.3%		
AGL	32.4%	25.0%	50.0%	51.2%	40.9%	31.0%		37.5%
Ashurst	59.8%	0.0%	66.7%	33.3%	58.2%	68.6%	23.29%	27.3%
ASIO	45.6%	25.0%	33.3%	47.5%	38.9%	46.4%		
BCG	47.9%	26.4%	30.4%		44.6%	57.0%		50.0%
CBUS Super	50.0%	50.0%		36.8%	43.3%	53.6%		21.7%
EY	48.4%	26.4%	63.9%	45.1%	47.9%	52.3%	23.6%	
Fairfax	52.6%	50.0%	20.0%	36.3%	45.7%	53.9%		28.6%
QBE	54.2%	33.3%	22.2%	33.0%	32.8%	58.8%		28.6%
South32	14.3%	0.0%	37.9%	19.1%	26.8%	13.3%		37.5%
Unilever	44.4%	33.3%	47.6%	45.3%	64.8%	43.0%		33.3%

**TABLE 19: NATIONAL GROUP 2017**

		Women's Representation						
National Group 2017 Organisations	<span style="color: green;">■</span> Gender Balance Achieved (40%–60% women) <span style="color: gray;">■</span> Not yet gender balanced							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
Aggreko	24.8%	25.0%	0.0%	0.0%	18.2%	26.0%		42.9%
BASF	23.5%	30.0%	50.0%	15.6%	26.7%	23.5%		
Cummins	15.7%	22.2%	26.7%	20.7%	16.6%	15.3%		
Hanson Australia	9.4%	15.4%	7.3%	14.8%	7.5%	9.5%		33.3%
Komatsu	14.9%	0.0%	10.0%	18.0%	10.8%	15.1%		0.0%
Konica Minolta	20.5%	20.0%	25.0%	28.6%	19.4%	20.1%		0.0%
Meritor	18.0%			14.3%		18.3%		
PACCAR	16.7%	0.0%	20.0%	20.0%	18.1%	16.5%		18.2%
Transdev	14.2%	42.9%	10.0%	25.0%	25.5%	13.6%		0.0%
Viva Energy	21.6%	22.2%	66.7%	37.5%	25.0%	79.2%		0.0%



**TABLE 20: PROPERTY GROUP**

Property Group Organisations	Women's Representation							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
AMP Capital	60.5%	25.0%		18.2%	43.1%	69.3%		20.0%
CBRE	41.9%	38.5%		28.7%	38.3%	43.5%		37.5%
Charter Hall	53.5%	14.3%		18.2%	40.6%	60.0%		40.0%
Colliers Int	44.2%	8.0%	19.2%	21.2%	56.3%	46.1%		0.0%
Cushman & Wakefield	39.2%	41.7%	5.3%	27.8%	35.7%	40.9%		0.0%
Dexus	56.6%	50.0%	11.8%	41.1%	53.3%	66.0%		37.5%
Frasers Property	41.6%	25.0%	20.7%	11.5%	39.9%	46.0%		0.0%
GPT Group	54.0%	25.0%	28.0%	49.0%	67.7%	55.9%		42.9%
Investa	44.2%	36.4%	40.0%	45.8%	41.5%	45.6%		28.6%
ISPT	54.9%	0.0%	44.4%	55.6%	50.0%	59.1%		30.0%
JLL	42.8%	9.1%	15.6%	14.5%	32.5%	45.8%		12.5%
Knight Frank	41.9%	14.3%	45.5%	16.1%	24.2%	45.3%		12.5%
Lendlease Total	28.6%	17.2%	25.4%	18.7%	23.4%	29.8%		27.3%
Lendlease Property	58.4%	17.9%	31.3%	44.2%	59.3%	61.8%		27.3%
Mirvac	41.2%	28.6%	44.4%	32.3%	30.3%	45.2%		50.0%
Property Council	75.5%	50.0%	62.5%	54.6%	100.0%	81.3%		42.1%
QIC Global Real Estate	46.0%	50.0%	27.3%	34.9%	63.9%	75.7%		44.4%
Savills	49.6%	0.0%		15.1%	55.4%	57.6%		0.0%
Scentre Group	52.0%	0.0%	22.9%	28.2%	46.6%	55.2%		37.5%
Stockland	59.7%	12.5%	39.3%	38.7%	49.5%	66.9%		33.3%
Vicinity Centres	60.6%	0.0%	37.3%	28.6%	40.0%	68.9%		30.0%

Note: Data provided for AMP Capital Real Estate relates to the Shopping Centre business only. It does not include the broader AMP Capital Real Estate investment teams (employees of AMP Capital Investors Limited) or any shared or corporate services employees within AMP, given WGEA reporting protocols.

Note: JLL's data has been reported on a different basis to prior years. It means that no true comparison can be made with previous data as both operating and organisational structure have been reported differently.

Note: Data provided in this table includes the entire Lendlease Australian workforce, combining both the Property and Construction business data. Lendlease Property has not been separately reported in an MCC Progress Report before, so there is no comparison with previous data made in this report.

Note: Data provided is for QIC Global Real Estate (Australian employees only). This data however does not include any shared or corporate services that may be utilised by QICGRE. While QIC is exempt from WGEA reporting due to being a Government-Owned Corporation, every endeavour has been made to align our data to the WGEA reporting methodology.

**TABLE 21: ARCHITECTURE GROUP**

		<span style="color: green;">■</span> Gender Balance Achieved (40%–60% women) <span style="color: gray;">■</span> Not yet gender balanced						
Architecture Group Organisations	Women's Representation							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
Bates Smart	48.8%	50.0%	38.9%			53.7%	0.0%	
BVN	46.9%	18.8%	0.0%	75.0%		48.0%	21.4%	20.0%
Cox	39.4%		39.0%		81.8%	41.1%	15.9%	
Crone Partners	52.3%	66.7%	40.0%			56.7%		
Hassell	48.9%	55.6%	0.0%	27.8%	81.3%		20.0%	28.6%
PTW	45.9%	40.0%	30.0%		57.1%	51.0%	100.0%	
SJB	43.2%		50.0%		100.0%	42.9%	0.0%	
Woods Bagot	53.5%	50.0%	42.9%		33.3%	56.7%		

**TABLE 22: SPORT GROUP**

Sport Group Organisations	Women's Representation						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
Carlton FC	42.4%		75.0%	0.0%	18.8%	49.3%	28.6%
Collingwood FC	46.0%	37.5%		38.5%	32.0%	47.8%	25.0%
Cricket Australia	44.4%	16.7%	33.3%	25.9%		47.2%	25.0%
Football Federation Aust	33.0%	30.0%	31.3%	9.1%	31.6%	40.4%	16.7%
Golf Australia	34.5%	0.0%	0.0%	27.3%	28.6%	100.0%	33.3%
NRL	24.3%	30.0%	15.4%	24.4%	25.9%	24.2%	25.0%
Netball Australia	70.2%	42.9%	64.3%	100.0%	69.2%	75.0%	75.0%
Racing Victoria	26.3%	20.0%		25.0%	38.1%	25.5%	25.0%
Richmond FC	45.9%	0.0%	10.0%	30.8%	46.2%	54.3%	30.0%
Rugby Australia	36.4%	33.3%	12.5%	33.3%	52.6%	58.1%	25.0%
St Kilda FC	30.3%	42.9%		0.0%	23.5%	31.5%	22.2%
Swimming Australia	55.9%	36.0%	50.0%	37.5%	16.7%	58.8%	75.0%
Tennis Australia	56.8%	33.3%	37.0%	40.7%	30.0%	45.1%	44.4%

Note: The MCC Sport Group has reported women's representation data annually since 2016. In 2018, the group adopted the WGEA reporting framework and categories. New baseline data is reported in Figure 23 above.

**TABLE 23: STEM GROUP**

STEM Group Organisations	Women's Representation						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ABS	52.7%	50.0%	40.8%	45.9%	46.6%	54.9%	
Accenture Australia	33.6%	40.0%	18.4%	24.6%	32.7%	38.1%	33.3%
ANSTO	28.9%	37.5%	38.5%	29.3%	25.0%	28.7%	55.6%
ANU	50.1%	51.5%	38.3%	47.1%	46.6%	50.3%	53.3%
Aurecon	32.5%	20.0%	29.4%	10.1%	22.4%	36.8%	14.3%
Cochlear	48.2%	0%	7.7%	26.3%	34.2%	51.0%	22.2%
CSIRO	41.2%	40.0%	22.2%	34.8%	31.0%	43.8%	44.4%
Defence Science and Technology	22.8%	27.3%	3.2%	16.4%	16.4%	27.3%	
Engineers Australia	58.6%	25.0%		51.6%	68.4%	59.6%	50.0%
Fujitsu	21.0%	27.3%	21.7%	21.9%	19.8%	21.0%	0.0%
Johnson & Johnson	60.7%	45.5%	47.9%	41.6%	55.4%	65.1%	71.4%
MYOB	38.7%	14.3%	66.7%	35.9%	30.6%	40.3%	28.6%
University of Qld	55.8%	25.0%	32.8%	35.4%	52.6%	57.4%	45.5%
	Applications to Surgical Training	Acceptances into Surgical Training	Total of Trainees	New Fellows	Total Active Fellows	Women on Board & Main Committees	
Royal Australian College of Surgeons	33.0%	35.0%	29.0%	24.0%	13.0%	27.0%	

**TABLE 24: CONSULT AUSTRALIA GROUP**

Consult Australia Group Organisations	Women's Representation							
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Partners (professional services only)	Board
AECOM	35.4%	35.7%	8.6%	12.0%	22.4%	40.5%		35.7%
Arcadis	30.6%	14.3%	25.0%	16.7%	30.0%	31.3%		50.0%
Arup	37.9%	50.0%	18.4%	17.0%	31.4%	40.6%		25.0%
Aurecon	32.5%	20.0%	29.4%	10.1%	22.4%	36.8%		14.3%
Beca	25.4%	40.0%	50.0%	40.0%	5.4%	26.7%		11.1%
Calibre	16.6%	0.0%	16.7%	18.8%	19.9%	16.2%		14.3%
Douglas Partners	22.8%	16.7%		5.6%	6.9%	24.8%		16.7%
GHD	31.7%	35.0%	19.6%	14.1%	32.7%	40.8%		50.0%
Jacobs	27.0%	21.4%	25.9%	12.2%	21.5%	21.9%		18.2%
Northrop	24.6%	0.0%	0.0%	0.0%	10.9%	29.5%	5.56%	14.3%
SLR	31.3%	0.0%	14.3%	50.0%	11.1%	34.5%		0.0%
SMEC	26.2%	0.0%	12.8%	10.4%	20.4%	29.6%		0.0%

**TABLE 25: FIRE & EMERGENCY SERVICES GROUP**

Fire & Emergency Services Group Organisations	Women's Representation						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
ACT Emergency Services Agency	22.0%	0%	32.4%	11.6%	8.6%	24.0%	20.0%
ACT Parks and Conservation Service	44.6%			0%	0%	46.5%	
Airservices Australia – Aviation Rescue Fire Fighting Services	5.8%	0%		10.3%	2.0%	6.7%	
Australasian Fire and Emergency Service Authorities Council	41.8%	83.3%	0%	33.3%	100.0%	65.5%	12.9%
Bushfires NT	25.3%	100.0%	25.0%	37.5%	23.5%	25.8%	50.0%
Country Fire Authority, Victoria	14.9%	30.0%	2.1%	9.7%	5.9%	15.3%	45.5%
Department of Environment and Water (SA)	37.3%	100.0%		46.8%		49.3%	
Department of Fire and Emergency Services WA	23.2%	11.1%	27.3%	23.6%	8.2%	24.7%	
Emergency Management Victoria	54.2%	66.7%	50.0%	42.9%	20.0%	65.1%	50.0%
Fire & Rescue NSW	10.6%	20.0%	22.8%	19.8%	7.7%	10.5%	
Fire and Emergency New Zealand	17.4%	25.0%	2.7%	28.9%	3.4%	17.9%	35.3%
Forest Fire Management Victoria – Department of Environment, Land, Water and Planning	28.8%	26.7%	27.9%	29.8%	46.6%	25.0%	
Forestry Corporation of New South Wales	10.5%	20.0%	6.7%	5.6%	18.9%	9.2%	42.9%
Metropolitan Fire and Emergency Services Board, Melbourne	11.6%	33.3%	19.2%	4.9%	9.9%	12.1%	62.5%
New South Wales Rural Fire Service	22.8%	38.5%	16.3%	11.2%	11.6%	25.0%	20.0%
Northern Territory Fire, Rescue and Emergency Service	29.5%	0%	9.1%	75.0%	10.1%	32.3%	33.3%
NSW State Emergency Service	35.8%	50.0%	33.3%	42.3%	28.5%	36.3%	

**TABLE 25: FIRE & EMERGENCY SERVICES GROUP CONTINUED**

Fire & Emergency Services Group Organisations	Women's Representation						
	Overall Employees	Key Management Personnel	Other Executives / General Managers	Senior Managers	Other Managers	Non-Managers	Board
NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage)	23.5%	50%	26.7%	27.1%	33.8%	22.5%	
Parks Victoria	37.4%	33.3%	36.8%	35.9%	26.4%	40.2%	46.7%
Queensland Fire and Emergency Services	25.9%	5.9%	24.6%	26.9%	12.8%	26.9%	100.0%
Queensland Parks and Wildlife Services	31.9%	14.3%	39.4%	27.3%	47.0%	30.9%	
SA Metropolitan Fire Service	5.4%	8.3%	3.1%	25.0%	3.1%	6.1%	
South Australian Country Fire Service	7.0%	33.3%	33.3%	9.8%	4.2%	7.0%	
South Australian State Emergency Service	29.6%	0%	0%	44.4%	8.6%	30.5%	
Tasmanian Fire Service	7.3%	11.1%		9.5%	1.3%	8.1%	20.0%
Tasmania State Emergency Service	29.0%	0%		60.0%	8.3%	30.0%	
Victoria State Emergency Service	32.5%	50.0%	31.3%	27.8%	23.2%	32.8%	44.4%

**TABLE 26: FOUNDING GROUP**

Founding Group Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
ASX		36.8%	46.2%	43.9%
Attorney-General's Dept	72.0%	66.0%	77.0%	68.0%
Australian Army		21.6%	14.4%	14.1%
CBA	44.0%	54.0%	54.0%	58.4%
Deloitte	53.2%	48.2%	45.0%	47.6%
Dept PM&C	61.0%	61.9%	63.5%	61.9%
DFAT	55.0%	54.9%	51.6%	57.9%
KPMG	47.8%	44.8%	44.9%	49.7%
McKinsey	50.8%	43.8%	29.0%	38.8%
Network 10		63.3%	47.3%	45.6%
Qantas	52.0%	42.0%	46.0%	39.8%
Rio Tinto	37.0%	23.0%	26.0%	18.6%
Telstra	53.0%	44.0%	35.4%	28.3%
University of Sydney		58.0%	59.0%	57.0%

Note: Recruitment: CBA statistics include Commonwealth Bank of Australia Australian-based employees only, and exclude, ASB, Bankwest, Sovereign, AHL.

Note: Promotions: CBA statistics excludes ASB, Sovereign and contingent workers. Includes all other locations and CBA.



**TABLE 27: NATIONAL GROUP 2015**

National Group 2015 Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
AFL		46.0%	32.0%	35.1%
AustralianSuper	50.0%	52.5%	66.7%	47.7%
City of Melbourne		68.0%	52.0%	61.3%
Crown Resorts		48.0%	39.0%	42.5%
DELWP	62.0%	59.0%		48.8%
Dow Chemical		52.0%	50.0%	32.5%
La Trobe University		67.6%	66.7%	63.3%
Medibank	50.0%	67.8%	57.3%	70.0%
NAB	46.0%	51.5%	46.0%	53.6%
PWC	53.8%	52.0%	48.0%	52.5%
Vic Dept of Premier & Cabinet	56.0%	61.6%	64.0%	63.2%
Victoria Police		39.5%	48.0%	33.5%
Walter & Eliza Hall Institute	78.3%	60.9%	55.9%	60.4%
Yarra Trams		33.0%	28.0%	21.0%

Note: WEHI's recruitment data reflects a commitment to encourage women to pursue a career in STEM.

**TABLE 28: NATIONAL GROUP 2016**

National Group 2016 Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
AMP Capital	33.3%	55.0%	54.4%	53.7%
AFP		56.0%	59.0%	37.0%
AGL		40.0%	34.6%	32.4%
Ashurst	55.0%	61.0%	47.0%	59.8%
ASIO	51.0%	45.0%	50.0%	45.6%
BCG		57.0%	44.0%	47.9%
CBUS Super	50.0%	51.0%	60.0%	50.0%
EY	62.0%	49.0%	49.0%	48.4%
Fairfax		60.2%	55.1%	52.6%
QBE		52.9%	64.0%	54.2%
South32	82.0%	32.0%	35.0%	14.3%
Unilever	57.1%	44.6%	53.2%	44.4%

**TABLE 29: NATIONAL GROUP 2017**

National Group 2017 Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
Aggreko	0.0%	23.0%	14.0%	24.8%
BASF	50.0%	23.0%	68.8%	23.5%
Cummins		31.0%	14.8%	15.7%
Hanson Australia	28.6%	16.6%	22.3%	9.4%
Komatsu		16.0%	13.0%	14.9%
Konica Minolta		37.0%	75.0%	20.5%
Meritor		44.0%	50.0%	18.0%
PACCAR	36.0%	28.0%	28.0%	16.7%
Transdev		25.9%	15.9%	14.2%
Viva Energy	23.0%	42.0%	42.0%	21.6%

**Recruitment**

- Gender Balance Achieved (40%–60% women in graduate and overall recruitment)
- Not yet gender balanced in graduate and overall recruitment

**Promotions**

- Women's Representation in Promotions equal to or more than Women's Representation Overall
- Women's Representation in Promotions at least 40%, but not equal to or more than Women's Representation Overall
- Women's Representation in Promotions less than Women's Representation Overall

**TABLE 30: PROPERTY GROUP**

Property Group Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
AMP Capital	33.0%	58.0%	57.0%	60.5%
CBRE		47.1%	30.2%	41.9%
Charter Hall	50.0%	60.0%	55.0%	53.5%
Colliers Int	50.0%	51.7%	48.2%	44.2%
Cushman & Wakefield		45.9%	49.1%	39.2%
Dexus	60.0%	67.0%	62.5%	56.6%
Frasers Property	75.0%	46.8%	35.0%	41.6%
GPT Group	100.0%	62.6%	68.2%	54.0%
Investa	100.0%	51.6%	50.0%	44.2%
ISPT		59.1%	50.0%	54.9%
JLL	50.0%	51.0%	38.5%	42.8%
Knight Frank	46.0%	44.0%	39.0%	41.9%
Lendlease Total	63.0%	33.0%	31.0%	28.6%
Lendlease Property	50.0%	72.0%	43.0%	58.4%
Mirvac	50.0%	44.0%	40.1%	41.2%
Property Council		75.8%	85.7%	75.5%
QIC Global Real Estate	33.0%	53.0%	48.0%	46.0%
Savills	35.0%	65.2%	45.9%	49.6%
Scentre Group		53.1%	39.6%	52.0%
Stockland	50.0%	56.5%	61.8%	59.7%
Vicinity Centres		59.7%	54.5%	60.6%

Note: Data provided for AMP Capital Real Estate relates to the Shopping Centre business only. It does not include the broader AMP Capital Real Estate investment teams (employees of AMP Capital Investors Limited) or any shared or corporate services employees within AMP, given WGEA reporting protocols.

Note: Data provided in this table includes the entire Lendlease Australian workforce, combining both the Property and Construction business data. Lendlease Property has not been separately reported in an MCC Progress Report before, so there is no comparison with previous data made in this report.

Note: Data provided is for QIC Global Real Estate (Australian employees only). This data however does not include any shared or corporate services that may be utilised by QICGRE. While QIC is exempt from WGEA reporting due to being a Government-Owned Corporation, every endeavour has been made to align our data to the WGEA reporting methodology.

**TABLE 31: ARCHITECTURE GROUP**

Architecture Group Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
Bates Smart	62.0%	57.0%	46.0%	48.8%
BVN	75.0%	55.0%	43.0%	46.9%
Cox		54.0%	40.0%	39.4%
Crone Partners	54.0%	63.0%	50.0%	52.3%
Hassell	61.0%	49.0%	42.0%	48.9%
PTW	40.0%	40.0%	40.0%	45.9%
SJB	50.0%	47.0%	50.0%	43.2%
Woods Bagot	58.0%	46.0%	58.0%	53.5%

**TABLE 32: SPORT GROUP**

Sport Group Organisations	Recruitment		Promotions	
	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period	
Carlton FC	47.0%	40.0%	42.4%	
Cricket Australia	49.0%	68.0%	44.4%	
Football Federation Aust	41.0%	64.0%	33.0%	
Golf Australia	32.0%			
NRL	32.0%	23.0%	24.3%	
Racing Victoria	44.0%	42.0%	26.3%	
Richmond FC	52.0%	57.0%	45.9%	
Rugby Australia	35.0%	75.0%	36.4%	
St Kilda FC	17.0%	33.0%	30.3%	
Swimming Australia	71.0%	60.0%	55.9%	
Tennis Australia	36.0%	36.0%	56.8%	

**TABLE 33: STEM GROUP**

STEM Group Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
ABS	42.0%	44.6%	48.4%	52.7%
Accenture Australia	45.9%	41.9%	35.6%	33.6%
ANSTO	50.0%	48.0%	37.0%	28.9%
ANU	57.0%	53.0%	62.0%	50.1%
Aurecon	40.0%	44.0%	31.0%	32.5%
Cochlear		46.3%	35.2%	48.2%
CSIRO	36.0%	48.0%	37.0%	41.2%
Defence Science and Technology	33.0%	30%	36.0%	22.8%
Engineers Australia	58.6%		66.7%	58.6%
Fujitsu		29.1%	27.7%	21.0%
Johnson & Johnson	50.0%	61.0%	61.3%	60.7%
MYOB	33.0%	48.0%	36.8%	38.7%
University of Qld		62.0%	46.0%	55.8%

**TABLE 34: CONSULT AUSTRALIA GROUP**

Consult Australia Group Organisations	Recruitment		Promotions	
	Graduates (% women's representation)	Hires for total organisation (% women's representation)	Promotions (% women's representation of total promotions for period)	Women's representation at end of period
AECOM	51.0%	38.0%	38.4%	35.4%
Arcadis	35.0%	34.0%	31.0%	30.6%
Arup	54.0%	43.0%	38.3%	37.9%
Aurecon	40.0%	44.0%	31.0%	32.5%
Beca	30.0%	30.0%	26.0%	25.4%
Calibre	26.0%	14.0%	19.0%	16.6%
Douglas Partners	15.0%	23.3%	11.4%	22.8%
GHD	34.7%	35.5%	36.7%	31.7%
Jacobs	33.0%	28.0%	28.0%	27.0%
Northrop	21.0%	26.0%	30.0%	24.6%
SLR		31.3%	25.0%	31.3%
SMEC	30.0%	30.0%	26.0%	26.2%

**Recruitment**  
■ Gender Balance Achieved (40%–60% women in graduate and overall recruitment)  
■ Not yet gender balanced in graduate and overall recruitment

**Promotions**  
■ Women's Representation in Promotions equal to or more than Women's Representation Overall  
■ Women's Representation in Promotions at least 40%, but not equal to or more than Women's Representation Overall  
■ Women's Representation in Promotions less than Women's Representation Overall

## MCC Outcome 2: Pay equity between men and women

Across our MCC community of practice, more than 80% of our organisations complete and action a gender pay equity audit at least every two years, and this figure is expected to reach 94% by 2020. As MCC organisations become more mature in our practice of pay equity analysis and reporting, and this data becomes more consistent across our strategy, we expect to be able to share more outcome-related data in future MCC Impact Reports.

## MCC Outcome 3: Flexible and inclusive employment experiences

**TABLE 35: FOUNDING GROUP**

Founding Group Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
ASX	83.0%	83.0%	83.0%	84.0%	87.0%	86.0%
Attorney-General's Dept			77.0%			80.0%
Australian Army	71.1%	53.5%		72.0%	72.0%	
CBA	88.0%	91.0%		83.0%	85.0%	
Dept PM&C						86.0%
DFAT	74.0%	73.0%		62.0%	59.0%	
KPMG	72.0%	70.0%		78.0%	81.0%	
McKinsey	76.3%	69.1%	71.9%			64.0%
Qantas	62.0%	60.0%		83.0%	78.0%	
Rio Tinto				69.0%	65.0%	
Telstra	84.0%	81.0%		90.0%	89.0%	
University of Sydney	83.0%	85.0%		76.0%	77.0%	

Note: Data for this MCC Outcome is not available for organisations within the Fire & Emergency MCC Group. Organisations within the Architecture MCC Group have collected data on Flexible Work only.

Note: CBA statistics for flexibility and inclusion are from its annual culture and engagement survey and exclude Bankwest, ASB, Sovereign, AHL and CFSGAM.



**TABLE 36: NATIONAL GROUP 2015**

National Group 2015 Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
AFL			65.0%	74.0%	74.0%	74.0%
AustralianSuper	93.8%	93.7%	93.7%	91.9%	87.4%	89.7%
City of Melbourne	82.1%	86.0%				77.1%
Crown Resorts				66.0%	65.0%	
DELWP	84.0%	73.0%		76.0%	76.0%	
Dow Chemical			76.0%			80.0%
La Trobe University	80.0%	79.0%				
Medibank	78.0%	82.0%		87.0%	90.0%	
NAB	81.0%	86.0%	84.0%	71.0%	73.0%	72.0%
PWC	76.0%	79.0%		85.0%	88.0%	
Vic Dept of Premier & Cabinet	63.0%	63.0%		82.0%	83.0%	
Victoria Police			55.0%	69.0%	65.0%	
Walter & Eliza Hall Institute	93.0%	89.0%		73.0%	81.0%	
Yarra Trams				62.0%	65.0%	

**TABLE 37: NATIONAL GROUP 2016**

National Group 2016 Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
AMP Capital	88.3%					
AGL	59.0%	43.0%				
Ashurst	70.0%	29.0%		67.0%	32.0%	
ASIO				83.0%	83.0%	
CBUS Super	90.0%			73.0%		
EY	70.0%	71.0%		85.0%	87.0%	
QBE	80.0%	81.0%		71.0%	74.0%	
South32	80.0%	80.0%		62.0%	64.0%	
Unilever			88.0%			89.0%

Note: Data for Unilever on Flexible Work reflects responses of white-collar workforce only.

**TABLE 38: NATIONAL GROUP 2017**

National Group 2017 Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
Aggreko			55.0%			
BASF			74.0%			88.9%
Komatsu	82.0%	74.0%		73.0%	82.0%	
Konica Minolta	81.0%	81.0%	81.0%			79.5%
PACCAR	76.0%	74.0%	75.0%	62.0%	65.0%	64.0%
Transdev			73.0%			77.0%
Viva Energy			88.0%			84.0%

**TABLE 39: PROPERTY GROUP**

Property Group Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
AMP Capital	88.8%	85.8%		88.4%	92.1%	
CBRE			74.0%			90.0%
Charter Hall						95.4%
Colliers Int	75.0%	78.0%		72.0%	78.0%	
Cushman & Wakefield			84.9%			60.2%
Dexus	81.0%	76.0%	79.0%	83.0%	88.0%	85.0%
Frasers Property			81.5%			89.7%
GPT Group	91.0%	91.0%				96.0%
Investa	69.0%	69.0%	69.0%	83.0%	83.0%	83.0%
ISPT			94.0%	86.0%	87.0%	
Knight Frank	74.0%	79.0%		66.0%	80.0%	
Lendlease Total	62.0%	60.0%		64.0%	69.0%	
Mirvac			75.0%			93.0%
QIC Global Real Estate	94.0%	86.0%	83.0%	81.0%	81.0%	
Savills			44.0%			
Scentre Group	86.0%	86.0%		85.0%	84.0%	
Stockland	83.0%	84.0%		90.0%	94.0%	
Vicinity Centres	87.0%	87.0%		79.0%	80.0%	

**TABLE 40: ARCHITECTURE GROUP**

Architecture Group Organisations	Flexible Work		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)		
	Women	Men	All
Bates Smart	67.0%	83.0%	75.0%
BVN	73.0%	85.0%	80.0%
Cox	71.0%	69.0%	70.0%
Crone Partners	82.0%	100.0%	90.0%
Hassell	59.0%	73.0%	67.0%
PTW	67.0%	74.0%	71.0%
SJB	67.0%	80.0%	73.0%
Woods Bagot	58.0%	69.0%	63.0%

**TABLE 41: SPORT GROUP**

Sport Group Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
Collingwood FC			85.0%			
Football Federation Australia	65.0%	65.0%	65.0%	84.0%	84.0%	84.0%
NRL	71.0%	74.0%	73.0%	74.0%	71.0%	
Racing Victoria	91.0%	86.0%		79.0%	78.0%	
Richmond FC	85.0%	83.0%	84.0%	95.0%	94.0%	
Rugby Australia	98.0%	97.0%		95.0%	96.0%	
St Kilda FC	72.0%	79.0%	77.0%	65.0%	82.0%	
Swimming Australia	80.0%	86.0%	83.0%			
Tennis Australia	73.0%	78.0%	76.0%	73.0%	84.0%	

**TABLE 42: STEM GROUP**

STEM Group Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
ABS	84.0%	81.0%		81.0%	80.0%	
Accenture Australia	78.0%	79.0%		78.0%	80.0%	
Aurecon	93.0%	91.0%				
CSIRO	86.0%	81.0%		41.0%	36.0%	
Defence Science and Technology				84.0%	76.0%	
Johnson & Johnson	86.0%	86.0%				80.0%
MYOB				91.0%	88.0%	
University of Qld	66.0%	51.0%		63.0%	67.0%	

**TABLE 43: CONSULT AUSTRALIA GROUP**

Consult Australia Group Organisations	Flexible Work			Inclusive Culture		
	% employees that report they have access to the flexibility they need (from employee engagement survey or similar)			% employees that report an inclusive culture (from employee engagement survey or similar)		
	Women	Men	All	Women	Men	All
AECOM	91.0%			90.0%		
Arcadis	67.2%	65.4%		64.8%	64.2%	
Arup				89.5%	92.0%	90.8%
Aurecon	93.0%	91.0%				
GHD	86.0%	83.0%		86.0%	83.0%	
Jacobs	92.0%	92.0%	92.0%			
Northrop			76.0%	63.0%	73.0%	
SLR	92.7%					

## FOUNDING GROUP

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## NATIONAL GROUP 2015

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NATIONAL GROUP 2016

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NATIONAL GROUP 2017

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PROPERTY GROUP

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ARCHITECTURE GROUP

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## SPORT GROUP

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Racing  
Victoria



RUGBY  
AU



## STEM GROUP

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accenture

aurecon



Ansto

Nuclear-based science benefiting all Australians



FUJITSU

Johnson & Johnson  
MEDICAL DEVICES COMPANIES

myob



CONSULT AUSTRALIA GROUP

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