



MALE CHAMPIONS OF CHANGE PROPERTY



PROGRESS REPORT 2016-17

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Chief Executive Officer
Scentre Group

Daryl Browning
Chief Executive Officer
ISPT

Jonathan Callaghan
Chief Executive Officer
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Stephen Conry
Chief Executive Officer
Australia JLL

Paul Craig
Chief Executive Officer
Savills Australia and New Zealand

Stephen Ellis
Chief Executive Officer
Knight Frank

Rod Fehring
Chief Executive Officer
Frasers Property Australia

David Harrison
Managing Director and Group CEO
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AMP Capital; PMCC Special Adviser

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Chief Executive Officer and Managing
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Chief Executive Officer
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Steven Leigh
Managing Director
QIC Global Real Estate

Steve McCann
Group Chief Executive Officer
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Lendlease

Angus McNaughton
Chief Executive Officer and Managing
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Ken Morrison
Chief Executive
Property Council of Australia

John Mulcahy
Independent Non-Executive Chair
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James Patterson
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Ray Pittman
President and Chief Executive
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Carol Schwartz AM
Non-Executive Director
Convenor, Property Male Champions
of Change

Selina Short
Managing Partner
Oceania Real Estate, EY;
PMCC Special Adviser

Darren Steinberg
Chief Executive Officer and
Executive Director
Dexus

Mark Steinert
Chief Executive Officer and
Managing Director
Stockland

“ The Property Male Champions are leading tangible action and we are seeing real change as a result of their leadership, within their organisations and across the industry. I am heartened to see the impact of their collective commitment and action.

Carol Schwartz AM, Non-Executive Director, Convenor of the Property Male Champions of Change

Our Progress Report 2016-17

The Male Champions of Change (MCC) collaboration aims to achieve a significant and sustainable increase in the representation of women in leadership. Men stepping up beside women on gender equality is at the heart of the MCC strategy. For too long, women alone have led the way when so many men also hold power to support change.

Our group – the Property Male Champions of Change (PMCC) – comprises 21 senior leaders in the property industry. Carol Schwartz AM is our convenor. We have two Special Advisers - Carmel Hourigan, Global Head of Real Estate, AMP Capital, and Selina Short, Real Estate Sector Leader, EY.

Our commitment is to achieve gender diversity in the property industry by focusing on and taking actions across six action areas:

- Own a Leadership Action Plan
- Lead on Gender Reporting
- Grow the Talent Pool
- Build an Inclusive Industry
- Mainstream Flexibility
- Enable Workers to be Carers.

This 2016-17 report, consistent with our commitment to transparency and accountability, summarises the actions and progress of the Property Male Champions of Change in the last 12 months. This builds on work undertaken individually and collectively in previous years. Highlights include:

- Leadership on addressing pay equity in our organisations and across the Male Champions of Change community of practice
- A survey of ~2000 employees on the uptake, perceptions and impact of flexible work and caring in our organisations to inform our targeted action to normalise flexibility and caring for all employees, regardless of gender
- Innovative initiatives to retain female talent and grow the talent pool in our industry
- Achievement of a 40:40:20 target for the Property Council of Australia committee nominations and appointments
- 72% of leadership categories across our organisations achieving balance or progress towards balance (Table 1).

There is much more we can and will do. We are determined to continue to have impact on women's representation in leadership in the property industry.

We are grateful to all those who support and guide our work, especially our 25,000+ employees. Thank you.

Own a Leadership Action Plan

ACTION	PROGRESS
Strengthen our personal leadership on gender equality	<ul style="list-style-type: none"> • PMCC reflected on their personal leadership, sought feedback and identified 2-3 personal leadership goals using 'The Leadership Shadow' model ('what I say', 'how I act', 'what I prioritise', 'how I measure') • We reflected and shared progress on the implementation of our Leadership Action Plans
Encouraging others to act	<ul style="list-style-type: none"> • The PMCC circulated quarterly progress updates highlighting key decisions and insights from PMCC meetings with a view to increasing awareness within our organisations and industry • We stepped up to take personal accountability for implementing our organisations' gender equality strategies and building leadership capability in gender equality • David Harrison (Charter Hall) and Steven Leigh (QIC) included diversity in investor and results presentations • Scentre Group includes Diversity & Inclusion goals and targets as strategic business initiatives within all team business plans • We increased accountability and ownership of gender equality through KPIs, rewards and direct feedback. For example, all permanent employees of Investa Property Group, from the CEO down, have a KPI in their performance objectives for FY17 to achieve 40:40:20 gender balance across all managerial and professional roles • We reviewed gender diversity in organisations within our supply/value chains with many of us including clauses in bid and tender documents requiring gender diversity
Achieve gender balance in our top teams	<ul style="list-style-type: none"> • 75% of us achieved gender balance or made progress towards achieving gender balance across our Key Management Personnel (CEO-1) • Ten of us appointed 40% or more women to senior executive vacancies • Rod Fehring (Frasers Property Australia) has set a personal leadership goal to deliver 40% female representation in CEO to CEO-3 levels by the end of 2018
Hold ourselves accountable for achieving gender equality	<ul style="list-style-type: none"> • 65% of our organisations have targets to improve the representation of women in leadership embedded in senior executive KPIs

“ At the heart of it, it’s about personal commitment and leadership. Achieving sustainable change and our goal of creating diverse, inclusive workplaces requires that we step up our visible leadership on gender equality within our organisations and through our industry.

**Carmel Hourigan, Global Head of Real Estate, AMP Capital
PMCC Special Adviser**

Lead on Gender Reporting

ACTION

PROGRESS

Implement best practice gender reporting

- PMCC organisations continue to align their reporting approach with best practice guidelines from Workplace Gender Equality Agency (Table 1)
- We took gender reporting to a deeper level with consistent standards, to create a more transparent and granular picture
- We established baseline reporting metrics across six areas: recruitment, career progression, flexibility, carers and parental leave, and pay equity
- Charter Hall and Lendlease introduced real-time diversity reporting for managers via an online HR management system
- Mirvac and Scentre Group developed a diversity dashboard, reported quarterly, that tracks the levers to reach women in leadership targets such as percent of females on shortlists, succession pipelines, uptake of formal and informal flexibility and return to work rates from parental leave

Lead by example

- AMP, Lendlease, Mirvac and Stockland were awarded Employer of Choice for Gender Equality Citation by the Workplace Gender Equality Agency in 2016. This recognises initiatives and practices that promote gender equality in our workplaces
- We circulated our best practice gender reporting framework in 'Our Commitment' Report (released July 2016) including women's representation data and comprehensive internal measures
- Steve McCann (Lendlease), Mark Steinert (Stockland) and Steven Leigh (QIC) publicly shared their organisations' approach to analysing and addressing gender pay equity
- Charter Hall, Dexus, Mirvac and Vicinity Centres publish their gender targets annually. Scentre Group publishes and reports on their gender targets monthly

Advance pay equity

- 75% of PMCC organisations conducted a pay equity review in the last 24 months with all taking action as a result
- We identified best practice approaches to measuring and addressing the pay gap, including common challenges and potential solutions. These findings are synthesised in a report that will be signed by Male Champions of Change (MCC) across the MCC community of practice and will be released in August 2017
- We committed to conduct a pay equity review every two years (using an externally verified methodology) and take CEO-led action to close the gap
- Peter Allen (Scentre Group), Steve McCann (Lendlease), Mark Steinert (Stockland) and Susan Lloyd-Hurwitz (Mircac) are Workplace Gender Equality Agency Pay Equity Ambassadors¹



I am a firm believer that what gets measured gets managed. Real-time access to data on gender diversity becomes hard to ignore and demands action.

Steve McCann, Group Chief Executive Officer and Managing Director, Lendlease
Leader of the *Lead on Gender Reporting* Action Group

¹ Mirvac is represented on the Property Male Champions of Change by John Mulcahy, Independent Non-Executive Chair of Mirvac.

Grow the Talent Pool

ACTION

PROGRESS

Surface the drivers and barriers to recruiting, retaining and promoting women

- We conducted a survey of ~3800 employees across our organisations and conducted in-depth interviews with seven of the industry's most senior female leaders to inform action to remove barriers and grow the talent pool

Ask 50:50, If Not, Why Not? for every recruitment and promotion process

- In 89% of our organisations, women made up 40% or more of appointments
- In 65% of PMCC organisations, women's promotions were proportional or greater than their total workforce representation
- We asked direct reports 'If not, why not?' for all senior role recruitment prior to any appointment
- AMP Capital, Charter Hall, Dexus, The GPT Group, ISPT, Mirvac, QIC, Savills, Scentre Group, Stockland and Vicinity Centres require gender balanced shortlists and hiring panels for senior leadership positions

Sponsor women to succeed

- We sponsored senior women for executive and Board appointments
- Darren Steinberg (Dexus) implemented a 12-month CEO-Shadow program to provide talented women in middle management with exposure across the business
- In 2016, the Property Council ran a '100 Women in Property' sponsorship program, with 260 senior property leaders identifying and sponsoring 260 women. In 2017, the intake of participants and sponsors rose to over 500 sponsors and 500 women

Leverage existing female talent in our organisations

- AMP Capital, CBRE, Charter Hall, Colliers International, Dexus, The GPT Group, Investa Property Group, JLL, Lendlease, Mirvac, QIC, Scentre Group and Stockland have programs in place to sponsor the transition of female talent into revenue-facing or client-facing roles
- Charter Hall prescribes that 50% of shortlists for any new appointment must be internal candidates and 50% of these must be women
- Stockland supports key talent to move laterally or to a lower role to get development experience in the client/development/revenue roles where gender mix is skewed to men, without loss of pay
- Colliers International runs a course to support female talent in corporate support roles to transition to client-facing roles

“ We need to challenge the 'way things have always been done' and think about what our organisations and industry need, now and in the future.

**David Harrison, Managing Director and Group CEO, Charter Hall
Leader of the *Grow the Talent Pool* Action Group**

Build an Inclusive Industry¹

ACTION

PROGRESS

Deepen understanding of exclusionary cultures in our organisations

- We conducted focus groups to understand where exclusionary cultures still exist in our organisations
- We surfaced insights on the experience of cultures that exclude and their impact, through a survey of 3800 employees across our organisations. The survey highlighted that both men and women experience exclusionary cultures – it's about a 'mates' club' or a 'people like me club'

Step up on the Panel Pledge

- All PMCC have committed to the Panel Pledge and communicated our commitment internally and externally
- All PMCC track speaking engagements and event sponsorship quarterly and review as a group annually. Of the ~380 panels in which PMCC spoke or sponsored, 88% of the panels were gender-balanced or mixed gender
- Charter Hall, CBRE, Cushman & Wakefield, EY, Frasers Property Australia, The GPT Group and Stockland embedded the Panel Pledge in sponsorship agreements. EY has ensured the agreement specifies gender balance at 'time of delivery'
- The Property Council of Australia implemented KPIs for achieving gender diversity at every event in the performance agreements of members of the Executive Committee
- CBRE, Charter Hall, Colliers International, Cushman & Wakefield, Dexus, Frasers Property Australia, The GPT Group, Investa Property Group, JLL, Knight Frank, Lendlease, QIC, Savills, Stockland and the Property Council have cascaded the Panel Pledge expectation to their top teams

Pursue gender diversity in our engagement with the Property Council and broader community

- The Property Council of Australia ran a 40:40:20 campaign resulting in women making up 43% of nominations and appointments to committees in 2016, up from 29% of committee appointments two years ago
- We committed to amplify our impact by questioning gender diversity of organisations within our supply/value chains such as those that tender for contracts, as well as strive for gender diversity in our own tender teams/representatives - 'supplier-multiplier'
- The Property Council of Australia made available a web portal of tools and resources to support the industry to achieve gender diversity
- Property Council of Australia tracks in real time speakers and attendees at all events throughout the country, by gender, via a dashboard

“ Creating inclusive workplaces requires active and intentional steps - we must reflect and celebrate diversity in the image we project, the way we engage and the environments we create.

**Stephen Ellis, Chief Executive Officer, Knight Frank
Leader of the *Build an Inclusive Industry* Action Group**

¹ This Action Group, originally named Break the Boys' Club, was renamed to reflect that we are tackling cultures that exclude both men and women, and that we are working towards building an inclusive industry that enables everyone to thrive.

Mainstream Flexibility

ACTION	PROGRESS
Listen and learn to identify opportunities for improvement	<ul style="list-style-type: none"> • We conducted a second annual survey of ~2000 employees across PMCC organisations to understand the uptake, perceptions and experience of flexibility and identify barriers • Action Group members - QIC, Colliers International, Mirvac and Scentre Group - conducted focus groups and one-on-one discussions with employees to understand the experience of flexible workers and barriers to increasing the uptake of flexible work in advance of the PMCC deep-dive on normalising flexibility
Enhance flexible work offerings	<ul style="list-style-type: none"> • 100% of PMCC organisations have a formal flexible work policy or strategy, an increase from 74% last year • We invested in technology platforms and agile office environments to support and encourage flexible work • Lendlease and Mirvac focused on addressing flexible work arrangements for employees in construction
Role model flexible working	<ul style="list-style-type: none"> • We are championing flexibility, actively promoting flexible work options and encouraging direct reports to work flexibly • Mirvac and Stockland Executive Teams shared their 'My Simple Thing'/'One Simple Thing' to improve their work/life quality and encouraged all employees to discuss their own 'Simple Thing' with their manager • We showcase and recognise, internally and externally, individual flexibility success stories
Remove bias against flexible workers	<ul style="list-style-type: none"> • We investigated best practice reporting on the impact of flexible work on career trajectory and pay, led by Action Group members • To combat assumptions regarding desired career progression of those working flexibly, Colliers International integrated 'career plans' into annual goal planning and performance review sessions and Dexu included flexibility action plans in staff goal planning sessions and scorecards • Mirvac and Scentre Group introduced a Flexibility Charter, to support behavioural change and foster flexibility in roles while meeting business needs • AMP Capital introduced 'Flex for Performance' requiring managers to have a conversation with staff about how flexibility could assist them to perform their role and improve their career and professional development
Build manager capability to lead flexible teams	<ul style="list-style-type: none"> • EY developed a toolkit on job redesign for flexible work • We have invested in training and guidelines on flexible work for managers

“ We have made significant gains in normalising flexibility in our industry over the last few years. But we need to take this to the next level. Job redesign is an important enabler along with ensuring that flexibility is not seen as an impediment to career growth.

**Bob Johnston, Chief Executive Officer and Managing Director, The GPT Group
Leader of the *Mainstream Flexibility* Action Group**

Enable Workers to be Carers

ACTION

PROGRESS

Listen and learn to identify opportunities for improvement

- We conducted an inaugural survey of ~2000 employees across PMCC organisations to understand the experience of carers in our organisations and opportunities for improvement
- QIC, Colliers International and Mirvac conducted focus groups and one-on-one discussions with employees to understand the experience of carers including challenges faced

Lead with expansive parental and carers leave policies

- We have introduced new offerings including: additional weeks of primary and/or secondary carers' leave; removed qualifying periods for parental leave; return to work bonus; superannuation on unpaid leave; and ensured long-service leave is accrued during unpaid leave
- Mirvac, QIC and Stockland allow the flexible use of secondary carers leave over a period of 12 months. Mirvac and Stockland allow the use of primary carers leave over a period of 24 and 18 months respectively, subject to business discretion. QIC allows the flexible use of primary carers leave (i.e. the taking of leave part-time or over separate periods) over a period of 12 months. These policies are aimed at encouraging uptake by fathers
- Scentre Group expanded their Parents At Work program to include all parents, not just those preparing or returning from parental leave, and created a dad-specific event with a view to encourage fathers to take leave. As a result, Scentre Group had a three-fold increase in fathers taking parental leave from 2% to 6%

Build environments where parents and carers can thrive

- Across PMCC organisations over 90% of women who took parental leave returned to work and continued employment for at least 12 months
- PMCC ensured visible commitment of senior leaders through role modeling and personal connection with carers and parental leavers
- Ken Morrison (Property Council of Australia), Peter Allen (Scentre Group) and Jonathan Callaghan (Investa) personally meet with staff on parental leave to engage and update them personally on business activity
- Several PMCC organisations now have policies to enhance the experience of carers. For example, Dexus has an agreement with Guardian Early Learning Group to provide staff and customers priority access to spaces

Remove bias against carers

- We identified best practice metrics to track and review retention, performance rate changes, engagement, redundancies and role changes of carers
- Scentre Group reports monthly on organisational targets to increase return to work and uptake of men taking parental leave

“ Until we normalise caring in our workplaces – whether that is caring for ageing parents, sick family members or children - we will not solve gender diversity in our workplaces, or allow people to bring their whole selves to work.

Steven Leigh, Managing Director, QIC Global Real Estate
Leader of the *Enable Workers to be Carers* Action Group

Table 1: Women's Representation Summary¹

Property Male Champions of Change Organisations

Workplace Gender Equality Agency Data (2016/17 Reporting)

■ Balance Achieved (40-60% women)² | Last 24 months: ■ Improved ■ Unchanged or an increase in over-representation of women ■ 0% or declined

WOMEN'S REPRESENTATION (%)

Organisation	Key Management Personnel	Other Execs/ General Manager	Senior Managers	Other Managers	Non-Managers	All Workforce	Board ³	Total Employees
AMP Capital Real Estate ⁴	33.0	n/a	9.0	34.0	74.0	62.0	40.0	426
Charter Hall	22.2	n/a	21.7	29.3	61.3	52.8	40.0	436
Colliers International	19.0	15.4	13.5	51.8	47.8	43.9	12.5	1181
CBRE	27.8	21.7	14.7	28.3	48.3	41.5	12.5	2123
Cushman & Wakefield	40.0	0	22.6	38.5	39.2	37.9	0	1508
Dexus Property Group	50.0	9.4	45.0	40.5	64.6	54.9	37.5	430
Frasers Property Group	25.0	27.6	9.7	34.4	44.0	38.6	0	651
The GPT Group	25.0	22.2	38.2	47.6	56.7	52.4	40.0 ⁵	471
ISPT	0	44.4	60.0	33.3	57.0	51.3	30.0	115
Investa Property Group	36.4	40.0	47.8	41.9	46.3	44.7	12.5 ⁶	206
JLL	28.6	12.5	20.0	30.1	45.4	43.2	50.0	2727
Knight Frank	14.3	23.0	17.5	24.4	44.0	41.0	12.5	824
Lendlease ⁷	17.1	25.6	21.0	27.0	29.1	28.4	22.2	9677
Mirvac	42.9	30.0	34.8	24.8	44.9	39.7	50.0	1434
Property Council of Australia	50.0	50.0	69.0	77.8	82.4	75.2	36.8	113
QIC Global Real Estate ⁸	38.0	33.0	36.0	54.0	73.0	44.0	33.0	270
Scentre Group	0	13.0	20.3	45.6	51.9	49.0	37.5	2492
Stockland	12.5	30.4	37.5	49.0	67.2	59.5	50.0	1573
Savills	0	n/a	11.3	46.1	59.0	51.1	0	1003
Vicinity	0	32.7	36.0	56.1	66.6	59.7	27.3	1247

¹ Figures based on Australian data compiled by the Workplace Gender Equality Agency an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. The Agency is charged with promoting and improving gender equality in Australian workplaces. Representation of women taken from 2016/17 Reporting. Comparisons are to 2014/15 Reporting. Note, despite every effort to follow the WGEA Workplace Profile Definitions, each organisation may classify roles slightly differently. Classification may not be consistent across PMCC organisations or from year to year. Note in some cases, the name of the organisation on this table may differ slightly from the name on the WGEA public reports. ² 'Balance Achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). Change within 0.5 percentage points of previous year's data except where 0% women. ³ Board composition figures as per WGEA compliance reports and may not reflect the current composition. ⁴ Data provided is for AMP Capital Real Estate Australia employees only, as at April 2017. This data does not include any shared or corporate services that may be utilised by AMP Capital Real Estate within AMP Capital Investors or AMP Whilst AMP Capital Real Estate do not report to WGEA, every endeavour has been made to align AMP Capital Real Estate's data to the WGEA reporting methodology. AMP Limited is the listed company which reports to WGEA and the ASX, and as such, AMP Limited board data is provided. ⁵ Includes The GPT Board and GPT Funds Management Board. ⁶ This includes data across the Investa Wholesale Funds Management Limited (IWFML), Investa Listed Funds Management Limited (ILFML) and Investa Office Management Pty Limited (IOMPL) Boards. In the previous report, data was reported on Investa Property Group Holdings Pty Ltd Board only. ⁷ Data provided in this table includes the entire Lendlease Australian workforce, combining both the Property and Construction business data. Lendlease Property workforce has a balanced gender representation as per WGEA definition with 58.1% female representation overall and 45.5% female representation for Manager roles. Lendlease Construction workforce has a female representation of 16.8% overall and 11.4% female representation for Manager roles. Lendlease has a significant blue collar construction workforce which, consistent with the broader construction industry, is male dominated. Much of Lendlease's headcount growth in the past 2 years has been in its construction businesses, hence the relative percentage of women in the overall workforce has reduced during that time. In completing the comparison over 24 months, the 2015 categorisation has been adjusted to reflect the 2015 WGEA data reporting. ⁸ 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. Whilst 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.

Our Timeline

2014

September	Property Council of Australia established the Property Male Champions of Change with Carol Schwartz AM as Convenor
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2015

February	First PMCC meeting: Goals agreed to. All PMCC committed to the Panel Pledge
March	Senior executives in PMCC organisations identified as Implementation Leaders
March/April	'Listening and Learning' journey commenced with 48 focus groups across 18 organisations involving 500+ people
May	Second PMCC meeting: Priority areas for action identified based on focus group results 6 Action Groups formed: <ul style="list-style-type: none"> • Own a Leadership Action Plan • Lead on Gender Reporting • Grow the Talent Pool • Build an Inclusive Industry • Mainstream Flexibility • Enable Workers to be Carers
August	Third PMCC meeting: PMCC Charter adopted. Workplans adopted to achieve Action Group goals
October	We reflected and invited feedback on our 'Leadership Shadow' using a model of 'what i say', 'how I act', 'what I prioritise', 'how I measure'. PMCC developed personal leadership action plans based on this feedback and reflection
November	Fourth PMCC meeting: PMCC shared 'Leadership Shadow' reflections and personal action plans. We reviewed current gender reporting practices and highlight areas for improved transparency

2016

February	Fifth PMCC meeting: We committed to a Gender Reporting Framework. We surfaced individual and collective actions to mainstream flexibility and committed to actions to build an inclusive industry within our organisations and across the industry
April	Sixth PMCC meeting: We committed to action to enable workers to be carers and to grow the talent pool by attracting/recruiting and promoting/retaining women in property
July	Our Commitment Report released. Findings of the Grow the Talent Pool survey released
August	Seventh PMCC meeting: We reviewed progress against our personal leadership action plans and shared insights
November	Eighth PMCC meeting: We conducted an in-depth review of progress against best practice gender reporting metrics and considered best practice approaches to measuring and addressing the gender pay gap

2017

February	Ninth PMCC meeting: We focused on actions taken to elevate the profile of women across the industry, and leverage the power of our supply/value chains to amplify our impact
June	Tenth PMCC meeting: We focused on progress normalising flexibility and caring in our organisations and strategies to accelerate progress
July	Progress Report 2016-17 released

Our Charter

→ OUR PURPOSE

We recognise that men must be leading advocates for gender equality, both within our own organisations and in the community.

As Property Male Champions of Change, we commit to achieving a significant and sustainable increase in the number of women in senior leadership positions in the property industry. We will work together and lead with visible action.

→ OUR COMMITMENT TO ADVOCACY

We advocate for gender equality not just within our organisations but also across the Property Industry and the broader community.

To this end we commit that we will:

- Share experiences and strategies for advancing gender equality across corporate, government and community sectors.
 - Create a catalogue of best practices for achieving gender equality and establish their use across the property industry.
 - Be spokespersons for the promotion of gender equality, both individually and collectively.
 - Commit to the Panel Pledge and only participate in conferences and events where there is a diversity of speakers on the program.
 - Work together to increase the dialogue among our peers and to build our network of Champions.
-

→ OUR RESPONSIBILITIES

As leaders in our organisations we are responsible for:

Stepping up as leaders

- Living our personal commitment to lead on gender equality.
- Building gender equality into our organisational strategy and operations.
- Changing workplace conditions, cultures and mindsets to ensure both women and men have equal opportunity to advance within our organisations.
- Working to increase women on our boards, executive committees and in line management.

Creating accountability

- External accountability – assessing and publicly reporting on our organisations' individual and collective progress on gender equality, consistent with local and global leading practice reporting frameworks.
- Internal accountability – setting measurable targets on diversity and holding people accountable for those targets.

Disrupting the status quo

- Growing the talent pool for future senior positions.
 - Recruiting, developing and retaining diverse staff talent pools as a priority.
 - Adopting and implementing policies and practices that eliminate gender discrimination and bias in areas such as recruitment, pay, and promotion.
 - Developing workplaces where health and safety are prioritised and all forms of violence in the workplace – including verbal, physical and sexual harassment – are prohibited.
 - Developing flexible work practices and their acceptance across the property industry for men and women, enabling workers to also be carers.
 - Breaking the 'boys club' mentality, particularly in networking and professional development.
-

Our Approach

The Male Champions of Change approach is to Listen, Learn and Lead through Action.

This involves listening to women peers, gender experts, and our own employees – both women and men. It means learning about existing thinking and what has and hasn't worked. This listening and learning must then translate into taking practical action, tracking the impact of our actions – including progress made, failures and lessons learned.

Our collaboration operates with four guiding principles in mind:

GUIDING PRINCIPLE	THIS MEANS WE...
1 Step up beside women	<ul style="list-style-type: none">• Listen and learn from women's experience and leadership• Partner with women – a vision driven together is more likely to succeed• Take responsibility with women for accelerating improvement in our organisations• Advocate for women's representation
2 Prioritise achieving progress on women's representation	<ul style="list-style-type: none">• Treat women's representation as a priority• Continuously listen and learn• Set targets that crystallise intent• Seek out innovative and effective approaches• Invest capital, time, and people to achieve our aspiration
3 Stand behind our numbers, sharing lessons learned	<ul style="list-style-type: none">• Publish and share group results• Take action to remove obstacles to progress
4 Shift the system, not "fix women"	<ul style="list-style-type: none">• Acknowledge and address systemic biases that get in the way of women's advancement• Avoid the limitation of solutions that put the onus on women to adapt• Recognise that advances for women are advances for men too





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Mark Tait (Investa Property Group), Simon Grant (ISPT), Adrienne Revai (JLL), Sharon Woodley (Knight Frank), Michael Vavakis and Gina de George (Lendlease), Chris Akayan and Kristen Sweeney (Mirvac), Sandra Rouco (Property Council of Australia), Robyn Martin and Melissa Festa

(QIC Global Real Estate), Brett Kauffman and Stephanie Gobbo (Savills), Ian Irving (Scentre Group), Andrew Blackmore (Stockland), Phil Taylor (The GPT Group), Damian Zahra and Veronica Millen (Vicinity Centres).

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