



MALE CHAMPIONS OF CHANGE PROPERTY

PROGRESS REPORT 2017-18

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Stephen Conry
Chief Executive Officer
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Chief Executive Officer
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Stephen Ellis
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Rod Fehring
Chief Executive Officer
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David Harrison
Managing Director and Group CEO
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Bob Johnston
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Grant Kelley
Chief Executive Officer and
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Steven Leigh
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Steve McCann
Group Chief Executive Officer
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Lendlease

Ken Morrison
Chief Executive
Property Council of Australia

John Mulcahy
Independent Non-Executive Chair
Mirvac

James Patterson
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Mark Steinert
Chief Executive Officer and
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Stockland



The progress outlined in this report reflects the commitment and focus of the PMCC to driving gender diversity and inclusion in their organisations, and across the industry. While there is much more work to be done, I am encouraged by the progress we have made and the strong framework for action outlined by the PMCCs to build on this progress and accelerate change.

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

Our Progress Report 2017-18

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 diversity and inclusion 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, Managing Partner, Real Estate & Construction, EY.

Our commitment is to achieve gender diversity in the property industry.

This 2017-18 report, consistent with our commitment to transparency and accountability, summarises the actions and progress of the PMCC since our last report in July 2017. This builds on work undertaken individually and collectively in previous years. Highlights include:

- 70% of leadership categories across our organisations achieving balance or progress towards balance over four years
- In 75% of PMCC organisations, women made up 40% or more of promotions
- 100% of PMCC organisations have conducted a gender pay gap analysis and taken action or are currently completing a review
- We released the Closing the Gender Pay Gap Report with sign-on from 122 Male Champions of Change from across the Male Champions of Change Community of Practice. The report set out tools for successfully uncovering and addressing aspects of the gender pay gap and what we have learned about measuring and closing it in our organisations
- We personally held discussion forums with 210 managers to understand the enablers and roadblocks to managers championing gender diversity initiatives. We subsequently began to develop a shared understanding and a way forward to embed gender diversity throughout our organisation and embed this as business-as-usual approach, in the same way we have on issues like safety and sustainability
- We surveyed ~2600 people across 18 of our organisations to identify shifts in attitudes and behaviours towards gender diversity and inclusion over the past two years, and areas where our continued focus is required. It found eight in 10 men (79%) and seven in 10 women (70%) in our organisations believe the industry has become more diverse and inclusive over the last two years.

This report sits alongside the PMCC data in the first Male Champions of Change Community of Practice Impact Report – a capture of progress and impact of over 200 organisations across the Male Champions of Change community.¹

In early 2018 we reflected on our progress to date and identified the following priority areas for our future work:

- Grow the talent pool
- Build an inclusive industry
- Managers championing change: cascading our commitment.

In addition, we remain committed to implementing our commitments and leveraging opportunities for impact identified over our last three years of work together, including:

- Personal leadership
- Lead on gender reporting and close the gender pay gap
- Normalise flexibility and caring.

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.

¹See www.malechampionsofchange.com/resources

Personal leadership

Heart of the issue

Achieving significant and lasting change requires personal and visible leadership on gender diversity within our organisations and across our industry.

We will continue to reflect on and refine our own leadership on gender equality. This will act as the catalyst that brings others along.

ACTION	PROGRESS
Personal leadership	<ul style="list-style-type: none">• PMCC have spoken about gender equality/diversity at more than 50 events• We continue to reflect on and invite feedback on our Leadership Shadow and set concrete personal leadership goals to accelerate change. For example, Rod Fehring (Frasers Property) has set a personal leadership goal of increasing the female representation in the succession pool and delivering 40% female representation in CEO + 3 levels by end 2018. Progress on this has been made from 2015–16 at 25% to 2017–18 at 34%• Ken Morrison (Property Council of Australia) and Carol Schwartz AM (Convenor) spoke out in May 2018 when the value of gender balance on boards was being called into question in the media• Daryl Browning (ISPT) participates in the Property Council of Australia’s Victorian Diversity Committee to accelerate change across the industry
Lead by example	<ul style="list-style-type: none">• AMP, Dexus, EY, Lendlease, Mirvac, Scentre Group, Stockland and The GPT Group were awarded 2017–18 Employer of Choice for Gender Equality Citation by the Workplace Gender Equality Agency in. This recognises initiatives and practices that promote gender equality in our workplaces• Peter Allen (Scentre Group), Jonathan Callaghan (Investa), Stephen Conry (JLL), David Harrison (Charter Hall), Bob Johnston (The GPT Group), Tony Johnson (CEO of EY), Susan Lloyd-Hurwitz (CEO of Mirvac), Steve McCann (Lendlease), Ken Morrison (Property Council of Australia), Carol Schwartz AM (Convenor), Mark Steinert (Stockland) and Darren Steinberg (Dexus) are Workplace Gender Equality Agency Pay Equity Ambassadors
Achieve gender balance in our top teams	<ul style="list-style-type: none">• 60% of us have achieved gender balance or made progress towards achieving gender balance across our Key Management Personnel (CEO-1) over the last four years• The GPT Group’s requirement for gender-balanced shortlists and gender-balanced recruitment panels for top quartile by income vacancies led to an increase in female representation in the top quartile by income by 5% (from 36% to 41%) during 2017• Scentre Group targeted 50/50 gender balanced shortlist for senior executive roles resulting in an increase in female representation from 16% to 25%.• Ray Pittman (CBRE) has personally committed to achieving gender balance (40:40:20) on his executive committee by 2019. To date the percentage of women has increased from 10% in 2015 to 47% in December 2018

Personal leadership (continued)

ACTION	PROGRESS
Hold ourselves accountable for achieving gender diversity	<ul style="list-style-type: none">• 75% of our organisations have KPIs related to gender equality in the scorecards of key management personnel• 80% of our organisations have enhanced transparency and accountability via public reporting of progress against annual gender equality targets• Jonathan Callaghan (Investa) has continued to embed Investa's public target of achieving 40:40:20 gender balance in all managerial and professional roles into the KPIs (and short-term incentive outcomes) of all permanent staff, including his own• Lendlease leaders have a performance goal on gender participation targets in their business. The targets are generally a 4% increase year-on-year and take into account the baseline starting position
Leadership on workplace responses to domestic and family violence	<ul style="list-style-type: none">• In partnership with Mirvac, we convened a Special Session on domestic and family violence involving ~70 participants from across our organisations. The session explored new and effective ways that PMCC organisations, managers, colleagues and the industry more broadly, can support survivors of domestic and family violence. PMCC are implementing the outcomes of the discussion in their organisations and exploring opportunities for an industry wide response• 90% of PMCC organisations are taking action to address domestic and family violence as a workplace issue or have plans in place to do this• We invited The Hon. Dame Quentin Bryce AD CVO to discuss the issue of domestic and family violence in the workplace and in the community with us. Hosted by Stephen Conry (JLL) the discussion explored opportunities for us to step up as leaders on this important workplace and societal issue• Charter Hall hosted a Property Council of Australia NSW Division 'diversity and inclusion series' event on the topic of workplace responses to domestic and family violence attended by ~50 participants from across the industry

“ The property sector is making good progress, but there is still much work to do to address the gap of women at the Key Management Personnel level. The willingness of PMCC members to share their strategies is invaluable in raising the bar.

Daryl Browning, Chief Executive Officer, ISPT

Close the pay gap and enhance gender reporting

Heart of the issue

What gets measured, gets done. Consistent standards, a deeper understanding of our metrics and greater accountability help us assess our impact and guide our actions.

We firmly believe in the principle of equal pay for equal work. Delivering on that principle requires action.

ACTION

PROGRESS

Enhance gender reporting

- PMCC organisations continue to align their reporting approach with best practice guidelines from Workplace Gender Equality Agency
- PMCC organisations reported publicly alongside the MCC Community of Practice on a comprehensive set of Impact Measures in the first MCC Community of Practice Impact Report (released December 2018)
- We reported internally against leading indicators across recruitment, career progression, flexibility, carers and parental leave and pay equity
- We identified opportunities for further strengthening the Workplace Gender Equality Agency data for the property industry

Close the gender pay gap

- 100% of PMCC organisations conducted a pay equity review in the last two years or are currently completing a review (up from 75% in 2016-17)
- EY facilitated a Male Champions of Change Community of Practice wide workshop on gender pay equity involving ~60 MCC organisations. Mark Steinert (Stockland) participated in a panel discussion followed by a discussion on challenges and learnings from efforts to close the gender pay gap
- In August 2017 Closing the Gender Pay Gap Report was released, signed by 122 Male Champions of Change from across the MCC Community of Practice. This report built on our commitment to tackle the gender pay gap, particularly the like-for-like pay gap in our organisations, and encourage others to act
- Dexus, Investa, Knight Frank, Lendlease, Mirvac, QIC and Stockland reported findings of the pay equity review internally
- Steve McCann (Lendlease) has shared Lendlease's methodology and journey to close the gender pay gap with other organisations in the property industry and beyond, encouraging others to act
- Many of us have put in place additional systems to support like-for-like pay equity and prevent gaps occurring, for example:
 - Charter Hall provides managers with access to real-time information on employee remuneration and reporting, highlighting any gender differences by management level and the remuneration of employees compared to salary guidance. If the offer to an employee is less than 10% over or under the signed off salary guidance for the role, the people manager/executive has a discussion with the hiring manager to justify the difference
 - Colliers International requires managing directors to consider pay decisions carefully in-line with their peers and challenge any unconscious bias
 - Knight Frank has implemented remuneration review guidelines to ensure part time and parental leave employees are considered against market data and performance
 - Lendlease has put in place a system to ensure managers have full visibility and accountability for remuneration outcomes and the ability to understand gender pay gaps at any time of the year, not just during the annual compensation review
 - Scentre Group provides managers with real-time access to gender parity and reward allocation to ensure parity

Grow the talent pool

Heart of the issue

To attract and retain the best talent we must tap into the full talent pool. If we are not seeing gender-balanced applicant pools, shortlists or offers, then we know something has gone wrong in our recruitment and we must fix this.

ACTION

PROGRESS

Ask 50:50 if not, why not? for every recruitment and promotion process

- In 75% of our organisations, women made up 40% or more of appointments
- In 75% of PMCC organisations, women made up 40% or more of promotions
- AMP Capital, CBRE, Charter Hall, Investa and QIC require 40:40:20 gender diversity on all recruitment panels and shortlists
- 90% of our organisations have systems and structures in place to address the “merit trap” (e.g. recruitment targets, addressing bias)
- Jonathan Callaghan (Investa) and John Mulcahy (Mirvac) co-convened two workshops (1. with HR and Talent Managers; and 2. with women at different stages of their career) with a view to identifying barriers to the identification, development, appointment and promotion of women in our organisations, and best practice approaches to addressing these challenges. The insights will be developed into a toolkit that will be shared across the Male Champions of Change community of practice
- Charter Hall runs an induction for external recruitment partners to explain its diversity and inclusion strategy and expectations
- Cushman & Wakefield actively ensures all roles are open and available to all staff rather than taking a ‘tap on the shoulder’ approach
- Lendlease monitors and measures gender participation at each stage of the selection process. Advertisements are screened for gender specific language prior to publication to reduce the risk of women self-selecting out early in the recruitment process
- Mirvac and Savills have developed a guide for hiring managers and recruitment partners that has reprioritised the key attributes of candidates to: leadership, culture, engagement and interaction, and technical ability

Challenge assumptions

- We continue to challenge assumptions regarding talent, merit and the ‘right fit’ for our organisations. For example, Carmel Hourigan (PMCC Special Adviser – AMP Capital) has challenged the assumption it is not possible to source female talent for key real estate roles at all points in the talent management cycle
- To remove bias, job descriptions at Dexus have been redesigned to focus on an individual’s capability and potential, rather than experience
- Stockland leveraged the opportunity presented through the hiring of two new female executive committee members to explain the hiring process and directly tackle perceptions of merely hiring to hit a target

“ Our companies need to reflect the diversity in our communities. It is our responsibility as leaders to drive these changes from the top.

Peter Allen, Chief Executive Officer, Scentre Group

Grow the talent pool (continued)

ACTION	PROGRESS
Attract more women and girls to property	<ul style="list-style-type: none"> • Darren Steinberg (Dexus) and John Kenny (Colliers International) held a workshop with women early in their career from across 8 PMCC organisations to understand what attracted them to property, their pathway to property and ideas for increasing the number of women we attract to property • We developed 20 case studies of women in property to profile the female talent and diversity of roles in the property industry • We convened a workshop with heads of marketing from our organisations to scope an industry-wide employment brand aimed at attracting more women to a career in property • AMP Capital, Frasers Property, Investa and The GPT Group completed a graduate recruitment round with 100% female graduates • 11 PMCC organisations supported the Property Council of Australia's Diversity Committee's Girls in Property initiative in 2017 and 2018 involving more than 550 girls across 15 Australian high schools • Dexus, Lendlease and Cushman & Wakefield launched a property career expo for girls interested in working in the property industry including an opportunity for 70 high-school age girls, their teachers and career advisors to meet women working in diverse roles in the industry and learn about their day-to-day work • CBRE hosted a Press for Progress – Careers in Property event for 70 university and high school students to showcase the diversity of careers in property
Sponsor women to succeed	<ul style="list-style-type: none"> • As a group we sponsored senior women for executive and board appointments. For example Ken Morrison (Property Council of Australia) and Stephen Ellis (Knight Frank) personally sponsor women under the Property Council's 500 Women in Property sponsorship program. The GPT Group is the national sponsor of the Property Council's 500 Women in Property sponsorship program • AMP Capital, Charter Hall, Investa, Mirvac, QIC, Scentre Group, CBRE, Stockland, Frasers Property and Knight Frank have sponsorship embedded as an expectation of all leaders • For the second year, the Property Council's 500 Women in Property sponsorship program, has over 500 sponsor/sponsee pairs participating in the program. 95% of PMCC organisations were involved in the program in 2018, involving 190 sponsees and 195 sponsors across our organisations • 85% of our organisations achieved at least 40% women in leadership, talent and development programs • Many PMCC organisations have internal sponsorship programs in place. For example, Colliers International has launched a program involving senior leaders sponsoring top female talent. Stockland has a sponsorship program in which an executive committee member sponsors a senior female talent from another business area to provide another insight on the employee at succession/talent/performance conversations, and create advocates for talented women amongst the executive committee

Grow the talent pool (continued)

ACTION	PROGRESS
<p>Address occupational segregation and leverage female talent in our organisations</p>	<ul style="list-style-type: none"> • We identified problem areas in our organisations with low representation or retention of women and uncovered obstacles and opportunities for driving change. For example: <ul style="list-style-type: none"> □ Investa tackled the low representation of women in senior roles in their finance team by personally targeting talented women for promotion resulting in the senior finance team reaching 50% female (up from 16.7% the prior year) □ JLL identified the key drivers of low retention of women in certain parts of the business and developed a strategy to retain women, including enabling a number of international moves for women in this area to enhance their career profile □ QIC has succeeded in appointing numerous women to male-dominated areas of the business such as investment management and funds management by challenging assumptions around necessary pathways to these roles □ Mirvac's Discovery Program enables all employees the opportunity to work in a different role and/or area of the business that they have a specific interest in. Mirvac also launched a women's development program (the ASPIRE Program) for construction employees with a view to growing female talent in this male-dominated area of the business □ Colliers International introduced comprehensive scorecard reporting for each business line that includes a target of over 40% female representation for revenue generating roles and associate director and above □ Savills appointed women to lead its project management and asset management divisions for the first time □ Scentre Group set targets aimed at increasing the number of regional managers in leasing □ Stockland has KPIs by job family to target areas of the business with traditional male over-representation (such as development and project management) □ Vicinity Centres has identified two areas of the business with low representation and/or retention of women – IT and leasing – and is currently developing strategies to increase women's representation in these areas of the business • We continue to leverage female talent in our organisations for operational role opportunities. For example: <ul style="list-style-type: none"> □ Many of us have programs in place to ensure senior leaders are actively sponsoring the transition of female talent into revenue-generating or client-facing roles □ Charter Hall has agreed targeted actions to increase the number of females in leadership and client / revenue facing roles including targeting key female talent to develop into these roles through development plans, senior leader sponsorship, formal development programs and rotation □ Colliers International proactively advertises career paths for support staff to progress into operator roles □ The GPT Group transitioned four women from support roles to front line or profit-and-loss roles in its business units

“ Improving the gender-balance of women in leadership at Investa, is a personal priority of mine, and a key issue for our organisation. Whilst considerable progress has been made so far, significant opportunity for improvement in this space remains. Every day we need to be actively taking action, actively thinking about how we can intentionally drive our female talent through the organisation.

Jonathan Callaghan, Chief Executive Officer, Investa Property Group

Build an Inclusive Industry

Heart of the issue

The culture of our industry has changed dramatically and for the better. But we still have more work to do to ensure women thrive equally in our industry.

ACTION

PROGRESS

Foster inclusive cultures

- On average 79.8% of women and 83.3% of men across PMCC workplaces agreed or strongly agreed their workplace is inclusive (or similar wording)
- A recent survey of ~2600 employees across 18 PMCC organisations showed that eight in 10 men (79%) and seven in 10 women (70%) in our organisations believe the industry has become more diverse and inclusive in the last two years
- We held discussion groups to better understand employee experiences of inclusion in our organisations. For example:
 - James Patterson (Cushman & Wakefield) held discussion forums with managers that addressed, among other things, the 'boys club'
 - Mirvac held Safe to Speak Up workshops with employees. Managers were briefed on the outcomes of these workshops to ensure they are creating an inclusive environment where all employees feel safe to speak up
- CBRE, Charter Hall, Colliers International, Dexus, JLL, Mirvac, QIC, Scentre Group and Vicinity Centres have implemented training and workshops to build understanding of inclusive leadership, challenge unconscious bias and address acceptable workplace behaviour. For example:
 - CBRE required all employees to complete the Global Standards of Business Conduct Module as a reminder of expected behaviour in the workplace
 - Dexus delivered inclusive leadership training for executives, managers and staff to build confidence and capability to role model inclusive values and behaviours and call out non-inclusive behaviours
 - Frasers Property expanded training for leaders on unconscious bias to include all staff. This initiative was implemented to improve understanding of why working on gender is important and the benefits it has for the organisation
 - Scentre Group provided training to almost 500 people managers on unconscious bias, flexibility, inclusive language and leadership
 - QIC held an all-staff forum on diversity and inclusion that challenged staff to discuss instances where unintentional bias can influence daily work behaviours and addressed techniques for overcoming this challenge
 - Vicinity Centres held a half day training session for 250 of its people leaders on fostering diversity and inclusion
- JLL monitors conduct and any practice which does not embody its culture. The firm undertook a review of a business team which had demonstrated high levels of turnover for support employees. This identified issues relating to the perception of a 'boys club' culture. Team leadership took action to explain and remove unacceptable conduct to ensure that any such perceptions were addressed. The intervention has resulted in a more inclusive leadership and behaviours and a sustained high level of engagement by female support staff

Build an Inclusive Industry (continued)

ACTION	PROGRESS
Elevate the voices of women	<ul style="list-style-type: none">• All PMCC have committed to the Panel Pledge and communicated our commitment internally and externally• All PMCC track speaking engagements and review as a group annually. Of the ~90 panels in which PMCC spoke or sponsored, 94% of the panels were gender-balanced or mixed gender (up from 88% in 2016-17)• 95% of our organisations have cascaded the Panel Pledge to their top teams (up from 75% in 2016-17)• CBRE, Charter Hall, Colliers International, Cushman & Wakefield, Investa, Lendlease, Stockland has included the Panel Pledge in sponsorship agreements• Rod Fehring (Frasers Property) actively nominates senior female leaders to take his place in speaking engagements• In 2017 Vicinity Centres launched a programme called #sheimagines to profile women and their careers at Vicinity
Eliminate everyday sexism	<ul style="list-style-type: none">• PMCC invited Kate Jenkins (Sex Discrimination Commissioner and Convenor of the MCC National Group est 2015) to a Boardroom Lunch to discuss everyday sexism and sexual harassment, including early insights from the National Sexual Harassment survey• We 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 ~2600 employees to understand the prevalence and nature of 'everyday sexism' in our workplaces and industry, and have begun developing practical strategies to address it
Encourage 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 share the case for change, approaches and tools with leaders of smaller organisations in our industry. For example:<ul style="list-style-type: none">□ The Property Council of Australia has continued to update a web portal of tools and resources to support the industry achieve gender diversity and has commenced rebuilding the portal□ Frasers Property shares resources and gender diversity goals with smaller organisations in the industry without the same resources□ Stockland provides guidance on how to drive gender diversity strategies and outcomes to smaller suppliers and vendors with limited resources

“ Awareness of what constitutes everyday sexism and the ability to deal with it is an important obligation of leaders. Seeking and sharing feedback on this, with our teams and within the PMCC group, has been a valuable initiative for PMCC Members.

Stephen Conry, Chief Executive Officer, Australia JLL

Normalise flexibility and caring

Heart of the issue

We know that to create genuinely inclusive workplaces, flexibility and caring must be normalised. Traditional work patterns, entrenched gender stereotypes and outdated views on combining work and care are getting in the way.

We need workplaces where flexibility and caring for men and women are the norm, not the exception, and are role modelled, valued and rewarded.

ACTION

PROGRESS

Enable and encourage flexible working

- Our priority to mainstream flexible work continued. 95% of our organisations have an organisation-wide approach to enabling flexible work (e.g. all roles flex)
- In 75% of our organisations that asked employees if they had 'access to the flexibility they need' in their recent employee engagement survey, more than 75% of our employees agreed or strongly agreed
- A survey of ~2600 employees across 18 of our organisations showed we have made progress over the last two years in normalising flexibility and caring with:
 - Women more likely to cite flexible working arrangements as what attracted them to the industry (22% this year, up from 16% in 2016)
 - Lack of flexible working arrangements declining as a barrier to entry, according to both women (13%, down from 22%) and men (12%, down from 17%)
 - Lack of support for those with caring responsibilities declining as a barrier to entry since 2016, according to both women (11%, down from 17%) and men (8%, down from 12%).
 - Flexible working arrangements cited as a greater contributor to success this year for both women (39%, up from 28%) and men (30%, up from 19%).
- We have continued to support managers to embrace and manage flexible working. Building on the work many of our organisations have had in place, some of us have implemented new initiatives in the last 12 months, for example:
 - Colliers International has rolled out a six-month awareness campaign to enhance the awareness of flexibility across the organisation, in an effort to help shift mindsets of some leaders before they formally launch 'all roles flex'
 - AMP Capital rolled-out Flex for Performance asking all employees and leaders to have a flexible work discussion as part of their performance conversation. It was supported by Face of Flex, a video series showcasing how teams are making Flex for Performance work for them

Support carers

- 85% of our organisations have initiatives to enable flexible access to parental leave for primary and secondary carers, and the remainder have plans in place to do commence or complete this by 2020. Examples of new initiatives introduced in the last 12 months include:
 - AMP Capital and Investa allow secondary carers to take their leave flexibly in increments as small as half-a-day at a time, to better support their partner in a way that makes sense for their family
 - Frasers Property allows long paternity leave to be taken up to two years after the birth or adoption of a child, allowing for active parental presence beyond 12 months
 - The GPT Group introduced the option for men to take two weeks non-primary carer's leave at the time of birth or adoption, without losing the ability to become primary carer and access primary paid carer's leave of 16-weeks up to two years after a birth or adoption
 - Mirvac and Stockland allow flexibility in how paid parental leave is taken (i.e. it does not have to be taken in one block of time and parental leave can be taken up to 18 months after the birth or adoption of the child)
 - QIC allows primary caregivers to access parental leave within 18 months of birth or adoption to encourage more men to take parental leave if the primary carer is returning into the workforce

Normalise flexibility and caring (continued)

ACTION	PROGRESS
Support carers (continued)	<ul style="list-style-type: none">• 60% of PMCC organisations provide superannuation on paid and unpaid parental leave and a further 15% plan to commence or complete this by 2020• Many of our organisations have improved their offerings to carers over the last 12 months. For example:<ul style="list-style-type: none">□ CBRE has created a permanent baby nursery in their WA office□ Charter Hall extended paid leave for primary carers to 16 weeks and secondary carers to 2 weeks□ Knight Frank increased primary carer's leave to 12 weeks with flexible payment options and introduced two weeks' paid leave for secondary carers□ Frasers Property and Investa have added an additional week of carer's leave to assist with the juggling of child and self-health care in the 12 months after return to work□ The GPT Group have increased their childcare support to \$40 per day and increased non-primary carer's leave to two weeks□ Investa created a dedicated breastfeeding room for mothers to feed/express/store milk comfortably and privately in their new offices□ Mirvac has increased paid parental leave for primary carers to 20 weeks and partner's paid parental leave to four weeks and continues to pay superannuation on any unpaid leave up to 12 months□ Several organisations have introduced or enhanced return to work bonuses including Investa, Savills, Scentre Group and Stockland• We have continued to enhance our parental leave programs and tool kits to assist managers to support employees before, during and after parental leave, including their career development. For example:<ul style="list-style-type: none">□ Frasers Property has partnered with a third party to introduce a Parents at Work Program offering for all employees and their families access to education and support services□ ISPT has introduced coaching for managers on parental leave policy, benefits and effective management before, during and when returning to work□ Property Council of Australia provide managers with comprehensive toolkits, guides and checklists to ensure effective management of pre and post employee parental leave□ Scentre Group escalated the Parents @ Work program to provide coaching and educational services to all parents on leave□ Vicinity Centres offer a parental leave coaching program, including sessions before commencing leave, during leave (if desired), and upon return to work□ Mirvac includes the number of employees returning from parental leave in its Group Scorecard and has introduced a new Parents Network to provide support for new parents.

Normalise flexibility and caring (continued)

ACTION	PROGRESS
Normalise caring	<ul style="list-style-type: none">• We have continued efforts to normalise caring in our organisations, including for men. Many of us continue to personally host lunches for parents on leave to keep them connected to the workplace• Colliers International saw an 80% increase in men taking parental leave in 2017 (18 men took parental leave). This was about 12 months after paid secondary carer's leave was introduced• Dexus launched a Dexus Dads initiative to increase awareness of its gender-neutral parental leave policy. As a result, Dexus has seen an increase in the number of male primary carers, with close to 20% male primary carers in 2017, compared with none in 2016• AMP Capital has been encouraging specific conversations about parental leave with men and women as part of the Flex for Performance initiative and role modelling of male leaders taking part in caring responsibilities. As a result, AMP Capital has seen an increase in the duration of parental leave taken by men• Charter Hall has increased visibility of men taking parental/carer's leave and working flexibly across the business• Jonathan Callaghan (Investa) has actively encouraged new fathers in the organisation to consider taking primary carer parental leave. As a result, a number of male staff members who were not intending to take this leave have now applied to take it in late 2018• Stockland uses the intranet and creates videos to highlight examples of where men have taken primary carer leave to promote its benefits and demonstrate that it is not career limiting. The company has seen an increase of men taking primary carer's leave from 28% in 2017 to 44% in 2018• Lendlease sponsored the Swedish Dads Exhibition and related events providing an opportunity to highlight the important role fathers play in caring for their children. Lendlease showcased a number of male employees who had taken parental leave or have the role of primary carer for their children to normalise and increase the number of men at Lendlease accessing parental leave• The GPT Group runs profiles on fathers who have taken primary carers leave on their intranet to encourage men to take up the opportunity. This has seen an increase in men taking primary parental leave from 2 men in 2017 to 6 men in 2018.• Mirvac was named number 2 in the 'Top 20 best Australian workplaces for new Dads' in a report launched by HBF health insurance due to our 4 weeks leave offered to secondary carer's and flexibility in how this leave can be taken within our new Shared Care Parental Leave Policy

“ The breadth and depth of our efforts to move towards true gender equality across the property sector, shows the enduring benefits of a collaborative approach and a genuine commitment to building an industry that everyone aspires to be part of.

Mark Steinert, Chief Executive Officer and Managing Director, Stockland

Managers Championing Change

Heart of the issue

Sometimes there is a perception that gender equality is the CEO’s responsibility alone. We believe that it’s everyone’s responsibility. Objectives and priorities are better when they are shared and positive action is more likely when commitment is widespread. Solutions are more effective when people who know the contexts and objectives are invited to help.

We identified the need to focus effort on engaging managers as champions of change in our organisations and have prioritised this new Action Group.

ACTION	PROGRESS
Listen and learn and communicate the case for change	<ul style="list-style-type: none"> • Stephen Ellis (Knight Frank), Rod Fehring (Frasers Property), James Patterson (Cushman & Wakefield), Ray Pittman (CBRE) and Mark Steinert (Stockland) held 14 discussions forums with 210 managers (CEO-2 and -3) to understand the barriers and enablers to progressing gender diversity in our organisations. They heard their perspectives, built the managers’ sense of connection to gender diversity strategies in their organisations and highlighted the benefits for them and the work of their team. In turn, they began to develop a shared understanding and a way forward • We regularly communicate the case for gender diversity including why we are committed to gender diversity at a personal and organisational level, share stories and data about our successes and highlight remaining gaps
Empower and engage managers to champion change	<ul style="list-style-type: none"> • 75% of our organisations have embedded gender equality in expectations of all leaders via the Leadership Shadow approach or similar, with the remaining planning to commence or complete this by 2020 • We work with managers to identify where systems and processes are preventing them from leading on gender equality. For example, Investa allows staff to pose anonymous questions each month to be addressed in its CEO Update and encourages staff to ask ‘curly questions’ about topics such as diversity. This allows an open conversation on potentially difficult topics • Stockland runs manager forums to discuss how and why the KPIs for senior leaders are set and they are discussed quarterly at business leadership meetings • Scentre Group’s internal Champions of Change group – comprising senior managers – has a mandate to drive organisational change through a diversity and inclusion strategy including the Connect forum. This group is dedicated to enabling women to move to roles of greater seniority
Increase accountability for change	<ul style="list-style-type: none"> • PMCC organisations have increased accountability and ownership of gender equality through KPIs, rewards and direct feedback. For example: <ul style="list-style-type: none"> □ Ray Pittman (CBRE) has embedded clear gender hiring and promotion targets set as hard KPIs within in a balanced scorecard for executive committee members and their direct reports (to CEO - 2) □ Knight Frank introduced manager performance KPIs to clearly set out the expectations of managers from a results and behaviours perspective, including the requirement to develop and implement a diversity initiative, measured as part of their performance and reward □ AMP Capital, Mirvac and Stockland include diversity measures in their group scorecard with the target set for female representation at senior management level linked to STI outcomes to encourage accountability and ownership □ Frasers Property includes gender and culture metrics as part of the STIs for the Executive Management Team and business unit General Managers

Our priorities for the next 12 months

Over the next 12 months, we will prioritise the following areas of work:

Managers championing change	<ul style="list-style-type: none">• Cascade commitment from leadership to management• Develop practical actions that managers can take to champion gender diversity and inclusion in their team and across their organisation• Identify opportunities to embed action and leadership on gender equality among managers throughout our organisations such as through KPIs linked to diversity outcomes• Host regular discussion forums with managers to explore the importance of gender diversity, individually and organisationally, as well as barriers to leading, and opportunities for action
Build an inclusive industry	<ul style="list-style-type: none">• Build upon insights from the survey and discussion groups held in our organisations to develop practical actions to eliminate everyday sexism in our organisations• Convene a workshop with key property industry leaders and associations aimed at igniting commitment to gender equality across the wider property industry• Convene a roundtable with chief procurement officers to identify opportunities to engage suppliers to step-up on gender equality• Continue to normalise flexibility and caring in our organisations including by reporting on and sharing what has worked and what hasn't
Grow the talent pool	<ul style="list-style-type: none">• Undertake research to understand the industry's graduate and recruitment profile and identify opportunities to target alternative courses and professions for recruitment• Build upon workshops convened with talent managers and women at different stages of their careers to identify barriers in talent processes that hold women back from appointments and promotions, and develop a toolkit of best practice approaches to talent identification, development and promotion• Hold 'warts and all' workshops with recruitment partners to discuss challenges and opportunities for increasing the recruitment of women to property (including specific job families with low representation of women) and communicate expectations on gender diversity for all candidate pools• Audit the retention and promotion of women in our organisations to identify common themes and practical actions• Tackle occupational segregation and 'problem-spots' (i.e. areas with low representation and/or retention of women) within our organisations
Close the pay gap and enhance gender reporting	<ul style="list-style-type: none">• Conduct a gender pay gap review at least every two years and take action to close any gap• Foster sharing and learning across PMCC organisations on barriers and opportunities for closing the gender pay gap• Increase PMCC transparency and accountability by reporting publicly on additional metrics• Enhance gender reporting, including by measuring our progress through a regular review of our data by organisation and as an industry

We will continue to implement our commitments and leverage opportunities for impact identified over our last four years of work together including normalising flexibility and caring.

We will also build upon work commenced within our organisations to explore best practice approaches to responding to domestic and family violence in the workplace and explore opportunities for collective action and an industry-wide response.

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 highlighted 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

Our Timeline (continued)

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 Property Council of Australia's NSW Division held a Diversity Lunch showcasing the work of the Property Male Champions of Change and priorities for the year ahead
August	Closing the Gender Pay Gap Report released with 122 signatures from across the Male Champions of Change Community of Practice Commenced strategic planning to develop our next two-year plan
November	Eleventh PMCC meeting: We scrutinised our current talent processes with a view to identifying how 'merit' is defined and used. We identified practical steps to mitigate against gender bias and ensure our processes are enabling the best talent to be selected

2018

February	Twelfth PMCC meeting: We conducted our strategic planning, detailing our priority areas for the next three years. The action areas identified include: <ul style="list-style-type: none"> • Grow the talent pool • Build an inclusive industry • Managers championing change – cascading our commitment
June	Thirteenth PMCC meeting: We identified opportunities for activating managers as champions of change and endorsed our two-year action plans
August	Fourteenth PMCC meeting: We explored the nature and prevalence of 'everyday sexism' in our workplaces and industry Convened a Special Session on Workplace Responses to Domestic and Family Violence identifying opportunities to better support survivors within our organisation and through an industry-wide response
September	EY facilitated a MCC Community of Practice wide workshop on closing the gender pay gap
November	Fifteenth PMCC meeting: Explored opportunities for attracting and recruiting more female talent to the industry, as well as opportunities to enhance our talent identification, development and promotion processes Launch of the Property Council of Australia/EY report – 'Grow the Talent Pool: Insights on gender representation, diversity and inclusion in the property industry' – distilling insights from a survey of ~2600 employees in PMCC organisations and 20 case studies of women across property
December	Launch of the PMCC Progress Report 2017/18 Launch of the first Male Champions of Change Community of Practice Impact Report 2018

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

“ With each initiative and lesson shared to improve gender equality, we see further benefits in innovation and decision making. I am personally inspired by the progress that's been made with the different initiatives being undertaken within our industry.

Darren Steinberg, Chief Executive Officer and Executive Director, Dexus



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This publication can be found in electronic format at malechampionsofchange.com/groups/property-male-champions-of-change.