

PROGRESS REPORT 2016

MALE CHAMPIONS OF CHANGE

LISTENING, LEARNING, LEADING WITH ACTION



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Our Progress Report 2016

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 to lead on gender equality is at the heart of the MCC strategy. For so long, women alone have led the way when so many men also hold power to support change.

Our founding group comprises 29 CEOs, department heads and non-executive directors from across business and federal government. Elizabeth Broderick is our convener.

Our action plan, established in 2012, has four interconnected themes: stepping up as leaders, creating accountability, disrupting the status quo and dismantling barriers for carers. These themes guide our work and we continue to build on this plan. This year we made domestic and family violence a fifth theme, reflecting our increased focus on the issue.

We are pleased to note an increased recognition of the value of these themes among corporates and institutions. The MCC coalition now encompasses eight groups, amounting to around 130 leaders across Australian sectors and industries. Indeed, as a result of the interest and the increasing number of leaders who wish to join, we invested in forming a not-for-profit Institute (Male Champions of Change Ltd.), to oversee and support groups and their work.

This annual report, consistent with our commitment to transparency and accountability, summarises our actions and progress of the founding group. Highlights include:

- A report (*In the Eye of the Beholder*) on de-bunking the myth of merit in workplaces
- Action on domestic and family violence
- Innovative initiatives (on gender balance in recruitment, mainstreaming flexible work and normalising care for men)
- An aggregate 71% of leadership categories across our organisations achieving balance, or progress towards balance (Table 1)

There is much more we can and will do. We continue to listen and learn. We will be persistent in leading change alongside women.

We are grateful to all those who support and guide our work, especially our 250,000 employees and the 100,000 women among them who inspire us to deliver on our mission every day.

Our Action Plan

Our action plan, which we continued to work on throughout 2016, describes an interconnected set of themes we are focusing on to change the game on women's representation within our organisations.

THEME	HEART OF THE ISSUE
 1 Stepping Up as Leaders	Creating momentum to increase the representation of women in leadership requires stepping up and changing our ways, demonstrating commitment, prioritising the issue and leading with action.
 2 Creating accountability	Sharpening our focus and bringing our full management system to bear is essential. The objective of gender equality must be integrated across our business processes, with clear targets and accountability.
 3 Disrupting the status quo	The status quo on gender equality can lead to low expectations of women's representation. At times, we assume obstacles to women's advancement are inevitable or insurmountable. They are not, but standard approaches are not enough.
 4 Dismantling barriers for carers	Traditionally, the route to senior leadership positions has not accommodated career breaks and visible caring responsibilities. Roles, career paths, policies and processes need to be redesigned with consideration given to people managing this 'double burden'.
 5 Responding to domestic and family violence	Gender inequality is both a cause and consequence of domestic and family violence. We realise we can't champion gender balanced leadership without addressing domestic and family violence, whose victims are overwhelmingly women.

The following pages provide an update on our efforts and impact across each of the five themes.

1 Stepping Up as Leaders

ACTION



It starts with us – the leaders of the organisation. Reflect on your own leadership and whether you are sending the right signals about gender balance in your organisation.

PROGRESS

- **New members.** MCCs welcomed four new leaders – Frances Adamson (first female Secretary of DFAT), Shayne Elliott (ANZ) and Joanne Farrell (Rio Tinto)
- **Public advocacy.** MCCs participated in around 100 events focused on gender equality. Convener Elizabeth Broderick (NSW) and member David Morrison (ACT) served as Australians of the Year. CBA partnered with United Nations Women and co-hosted official events for International Women's Day in every capital across Australia with approximately 2,000 people at each event.
- **Growing coalition.** Through support and personal sponsorship of the founding group, the MCC coalition has expanded. Two new groups formed in 2016: MCC STEM (Science, Technology, Engineering, Maths) and a new national group. There are now eight groups in the MCC coalition including three National and five sector-specific. Details of these groups are in Appendix 1.
- **Signatories to the UN Women's Empowerment Principles.** Seven MCC organisations are now WEPs signatories – ANZ, CBA, Deloitte, DFAT, KPMG, McKinsey, Qantas and Telstra. Shayne Elliott (ANZ) committed to the WEPs as his first official duty as CEO.
- **Encouraging others to act.** In partnership with Chief Executive Women and supported by McKinsey & Co. pro bono, MCCs released '[In the Eye of the Beholder: Avoiding the Merit Trap](#)', a report that confronts the biases embedded in the use of 'merit' in the workplace. Martin Parkinson is the Chair of the Secretaries Equality and Diversity Council, within the Australian Public Service (APS), which was established in 2016. The Council aims to break down formal and informal barriers to ensure the APS provides an inclusive and respectful workplace.
- **Focusing on Culturally and Linguistically Diverse (CALD) Women.** Sponsored by Dr. Michael Spence (Sydney University) the MCCs agreed to identify strategies for ensuring CALD women thrive within their workplaces. Race Discrimination Commissioner, Dr. Tim Soutphommasane shared his insights. MCC organisations committed to knowing their CALD numbers, and sharing that data with the group.



Bring your top team with you. Take action to ensure that your team is effective in bringing together different points of view.

- **Key personnel.** Four MCC organisations (CBA, Network Ten, Qantas and Telstra) achieved gender balance across their Key Management Personnel.
- **Comprehensive reviews.** AGD undertook an organisation-wide cultural review. A Flexibility and Inclusion Action Plan was launched focusing on senior leadership accountability, engagement with staff on parental leave and with caring responsibilities, and addressing family and domestic violence.
- **Cascading the MCC strategy:** Telstra launched a "Men's Responsibility for Gender Equality" program. This program is aimed at all male employees at Telstra and sponsored by male leaders in each Business Unit and by country outside Australia.



End the leadership lottery for women. Actively develop, promote and advance inclusive leaders across your organisation.

- **Strategies in place.** All MCC organisations who have not yet achieved gender balance have a strategy in place to build leadership capability in gender equality. Development programs focused on inclusive leadership are provided across all organisations.

2 Creating Accountability

ACTION

PROGRESS



Lead on gender reporting. Take reporting to a deeper level, with consistent reporting standards, to create a more transparent and granular view of the pipeline and progress.

- **Continued championship of gender reporting.** MCC organisations continued to align their reporting approach with best practice guidelines from Corporate Governance Principles (ASX-listed) and WGEA (Australian reporting entities). Sydney University commenced participation in the pilot of Science in Australian Gender Equity (SAGE), which aims to achieve increased transparency in reporting on gender representation across the fields of science, technology, engineering, mathematics and medicine.
- **Pay equity.** All MCC corporations completed a gender pay gap analysis, with 100% of these taking action as a result. CBA introduced a dynamic reporting dashboard on pay equity to raise awareness and enable equitable decisions on remuneration. Gary Wingrove (KPMG) and Ian Narev (CBA) continue to serve as WGEA pay equity ambassadors. KPMG developed a report for Diversity Council Australia and Workplace Gender Equality Agency, 'She's Price(d)less: the economics of the gender pay gap'. This report identifies the factors driving the gap, how they have changed over time and how they can be addressed to close the gap.
- **Improved reporting frameworks.** Army implemented a revised reporting framework with a new suite of gender diversity metrics. MCCs investigated best practice reporting on parental leave retention and the impact of flexible work on career trajectory, led by Alan Joyce (Qantas), Cindy Hook (Deloitte), Ian Narev (CBA) and Paul Andreson (Network Ten).



Set granular targets. Break entrenched patterns by engaging managers in the objective of women's representation on their teams and more broadly.

- **New ambitions.** KPMG announced a target of 30% women in partnership by December 2020. PM&C established targets which will be published as part of their Gender Equality Strategy in 2017.
- **Targets with Teeth.** 80% of MCC organisations have targets to improve the representation of women in leadership embedded in senior executive KPIs.



Drive a supplier multiplier. Communicate to suppliers how important gender balance is to you. Encourage and support suppliers who build and present more gender-balanced teams.

- **Continued partnership with suppliers.** Many MCCs continue to embed changes to Supplier Codes of Conduct and processes to include expectation of gender balance.

3 Disrupting the Status Quo

ACTION



Ask '50/50: If not, why not?' Ask 'why not 50/50?' across career lifecycles, from recruitment and talent development to committees and panels. Broaden your searches and challenge results.

PROGRESS

- **Gender balance in recruitment.** 82% of MCC organisations achieved gender balance in graduate recruitment; 45% achieved more than 50% women. MCC organisations including AGD, ANZ, Army, CBA, Deloitte, DFAT and Qantas continued efforts to improve processes through recruiter and search firm training, targets across key process steps, requirements for panel gender balance, use of external advisers, and changes to role advertisements. PM&C is leading a research trial about gender and ethnicity bias in shortlisting processes in the Australian Public Service.
- **New approaches.** AGD conducted a 12 month trial of a new suite of recruitment process including web-based cognitive testing and will evaluate the impact on gender balance in the first quarter of 2017. CBA implemented an anonymous diversity survey (including gender) to track the progression of women through the recruitment funnel.
- **Talent.** 75% of MCC organisations with mid-level talent development programs achieved at least 40% women's representation; 60% achieved balance in senior level talent programs.
- **Lifting external hiring.** 33% of MCC organisations achieved gender balance in external hiring. Deloitte introduced a 'Return to Work Internship', a 20 week program offered to external candidates that have been out of the workforce for 2 years or more. The program includes support to reintegrate the participants to the workplace, incorporating updates in technical and technology advances.
- **The Panel Pledge.** The MCCs remain committed to increasing women's representation in public fora, panels and taskforces. Many MCCs have cascaded the pledge through their organisations. CBA, Deloitte and KPMG's Executive Committees have now taken the pledge. AGD and DFAT encouraged all staff to do so. The Panel Pledge is one of the '10 simple actions' Telstra asks all men to take as part of 'Men's Responsibility for Gender Equality' (around 20,000 men). In December 2015, McKinsey was the knowledge partner for The Australian Financial Review Workforce and Productivity Summit. In that role, they required that all panels at the conference include women.
- **Supporting women's visibility.** ANZ's Notable Women program continues to create opportunities for women to be more visible. In March 2016, the 'Aspiring Notable Women' program was launched to high potential mid-level female managers at ANZ. ANZ also partnered with the Women's Leadership Institute of Australia to deliver the program externally. DFAT Secretary Frances Adamson re-named eight meeting rooms to honour pioneering and inspirational women in the Department's history.
- **Changing norms:** CBA implemented a corporate hijab into the corporate wardrobe for female muslim employees - the first Australian financial services organisation to do so.



Mainstream flexibility. Reflect on work patterns and 'what it takes to succeed' in your organisation. Change the presumption – ask what can't be done flexibly, rather than what can be done flexibly.

- **Flexibility not optional.** 100% of MCC corporations have a formal policy or strategy on flexible work. As part of their performance review process, AGD now requires all senior managers to demonstrate how they model and facilitate flexibility and inclusion in their work areas.
- **Policy expansion.** Half of MCC organisations are 'All Roles Flex'. ANZ has a target to extend flexible work policies to 90% of the geographies in which it operates, by 2018. Five MCC organisations launched initiatives or policies to mainstream flexibility including CBA ('I CAN Flex'), Deloitte ('WorkAgility'), DFAT ('If not, why not?'), KPMG ('Everyone Agile'), and PM&C ('All Roles Flex').

ACTION



Raise the bar on women's careers.

Understand the types of experiences your organisation requires and broaden the success profiles you consider for senior roles. Ensure women get critical experiences in 'hot jobs'. Personally sponsor talented women and expect your senior executives to do the same.

PROGRESS

- **Formal sponsorship programs.** Deloitte, Goldman Sachs, KPMG, Telstra and Sydney University have formal sponsorship programs.
- **Learning from experience.** Since June 2015, close to 150 people have completed KPMG's Bird Walton sponsorship program. An independent longitudinal research study (both qualitative and quantitative) of the pilot program has provided empirical evidence that the program is delivering ongoing measurable leadership and behavioural change.

4 Dismantling Barriers for Carers

ACTION



Get the basics right.

Celebrate parenthood and unambiguously encourage return. Stay in touch with parental leavers and make the transitions easy.

PROGRESS

- **Framework for action.** MCCs continued to implement their framework for action on parental leave:
 1. Personally communicating with parental leavers
 2. Building manager capability
 3. Increasing scrutiny of role changes, redundancies and dismissals
 4. Reviewing and taking action on parental leave metrics
- **Supportive policy changes.** AGD, CBA, Deloitte, DFAT, Goldman Sachs, McKinsey, PM&C and Qantas implemented enhancements to parental leave policies.
- **Childcare support.** A number of MCC organisations provide support through: financial contributions to assist with care costs (ANZ)(CBA), facilitating providers through agencies, including emergency childcare (Army, McKinsey), on-premises care centres (DFAT, Sydney University).



Build environments where parents and carers thrive. Get under the numbers to see whether parents are returning and intervene when needed.

- **Normalise caring for men.** Ian Narev (CBA) and Paul Anderson (Network Ten) held focus groups with men in their organisations returning from parental leave to identify opportunities to further support men in taking caring responsibilities. Following their lead, all MCCs committed to do the same.

5 Responding to Domestic and Family Violence

In 2015, the MCCs developed a three-part model for workplace responses to domestic and family violence, supported by KPMG on a pro-bono basis. The report – [Playing our Part](#) – details this model. Again, with pro-bono support from KPMG, the MCCs released a follow up report in 2016 detailing lessons learned from implementation. This report was launched at an event convening ~60 CEOs (all Male Champions of Change, members of groups in the Community of Practice) as well as experts and responders.

ACTION

PROGRESS



Establish supportive structures.

- **Ensure employees are safe at work.** Formal policies and approaches have been reviewed and enhanced across all MCC organisations. Emphasis is on customised safety planning including:
 - Contact information screening & changes (e.g. email, phone number, devices, internet profile)
 - Adjustment to time or location of work and flexible work information
 - Support from security personnel (e.g. escort)
 - On-site parking
 - Safe technology at work
- **Access to referral pathways.** 80% of MCC organisations provide Employee Assistance Programs; 73% of the providers are trained in domestic and family violence.
- **Provide leave to employees experiencing violence.** 73% of MCC organisations provide domestic and family violence leave (36% classify this leave separately from other leave). The remaining 27% of MCC organisations are in the progress of implementing.



Communicate on the issue.

- **Communicate domestic and family violence as a workplace issue.** 100% of MCCs have targeted communication on the issue; 80% of organisations have communication directly from the CEO.
- **Communicate support available.** Many MCC organisations incorporated domestic and family violence into employee touchpoints (e.g. induction, regular training updates, intranet, policy manuals). High impact approaches:
 - Were tailored to audience context (e.g. existing level of knowledge, male-dominated industries)
 - Utilised a variety of channels (e.g. workplace posters, training sessions, townhalls, morning teas, intranet, email, social)



Equip managers to implement policies.

- In 73% of MCC organisations, line managers have the authority to approve domestic and family violence leave. 45% of these organisations provide manager training to respond to disclosures.

ACTION

PROGRESS



Provide guidance on dealing with perpetrators via workplace policies.

- Telstra launched an updated global policy including guidance for managers about perpetrators. Five MCC organisations now have policies that deal specifically with perpetrators.



Implement initiatives that reach out to customers, suppliers and community.

- MCC community efforts are a natural extension of workforce responses. Initiatives include:
 - Staff volunteering
 - Financial literacy programs and hardship assistance
 - Telecommunications assistance
 - Pro-bono services
 - Direct contributions to not-for-profits



Regularly evaluate and improve support provided.

- 53% of MCC organisations are tracking the use of their policies. Collected metrics include:
 - EAP cases involving domestic and family violence (data from provider)
 - HR contact centre calls involving domestic and family violence
 - % of Managers who have completed domestic and family violence training
 - # of employees taking domestic and family violence leave
 - # participants in key outreach activities
 - # of hits on intranet/hub site for information on domestic and family violence and/or manager guidelines

Table 1 Women's Representation (%)

Workplace Gender Equality Agency Data (2015/16 Reporting)¹

WOMEN'S REPRESENTATION (%)

WGEA Reporting Organisation	Key Management Personnel	Other Execs/General Manager	Senior Managers	Other managers	Non-Managers
ANZ	22.2	29.3	24.1	33.6	57.0
CBA	40.0	32.8	29.4	37.4	60.1
Deloitte	N/A	N/A	36.9	41.4	51.9
KPMG	25.0 ²	32.0	41.3	48.1	55.3
McKinsey	16.7 ²	17.9	33.8	N/A	49.8
Network Ten	50.0	25.0	52.6	46.5	44.4
Qantas	40.0	25.0	32.2	38.4	39.5
Rio Tinto	23.5	10.0	21.4	24.5	16.9
Telstra	44.4	26.9	25.8	28.4	30.1
University of Sydney	33.3	29.0	32.7	42.4	57.7
Public Sector Organisations					
AGD	33.3	25.0	55.7	63.7	70.3
Army	12.3	10.8	14.1	12.3	11.8
DFAT ³	33.3	26.7	34.9	48.4	61.7
PM&C	33.3	61.9	43.6	62.4	72.5

Key

■ Balanced achieved (40-60% women)⁴
■ Improved over 5 years*
 ■ Unchanged over 5 years* or increase in overrepresentation of women
 ■ Declined over 5 years*

*Within 0.5 percentage points. All organisations 5 years except PM&C (3 years), McKinsey and Rio Tinto (2 years).

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. ² No comparable historical data due to changes in reporting to better align with WGEA guidelines. ³ DFAT figures do not include political appointees. ⁴ 'Balanced achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). appointees

Table 2 Leading Indicator Summary¹

WOMEN'S REPRESENTATION (%)

Organisation	Hiring		Talent Programs ²		Parental Leave Return
	Graduates ³	External	Mid-Level	Executive	
ANZ	55	53	48	53	92
CBA	45	51	51	40	91
Deloitte	50	45	58	34	94
KPMG	47	51	65	44	93
McKinsey	45	30	N/A	N/A	100
Network Ten	N/A	61	N/A	N/A	82
Qantas	61	51	NA ⁴	60	93
Rio Tinto	45	27	N/A	40	56
Telstra	37	38	N/A	N/A	92
University of Sydney	N/A	62	N/A	N/A	82
Public Sector Organisations					
AGD	64	69	77 ⁵	75 ⁵	95
Army	N/A	13	75	25	100
DFAT	53	61	61	47	100
PM&C	68	71	N/A	60	95

Key

■ Balanced achieved (40-60% women)⁶ |
 ■ Last 12 months: Improved |
 ■ Unchanged or increase in overrepresentation of women |
 ■ Declined

¹ Leading Indicators provided by MCC organisation using their own specific definitions. It is to be expected that given the variety of organisations across the group, that definitions, calculations used or timing of indicators may vary from organisation to organisation. However, the group views these as 'directionally comparable.' across the years. ² Representation of women in formal programs whose objective is to develop and accelerate high potential talent. Mid-Level and Executive defined by each organisation. ³ Representation of women in graduate programs – measured either by share of accepted offers or share of starting class. ⁴ Qantas Mid-level talent programs are designed and managed locally by each business. Executive talent programs are Group-led programs centrally managed and coordinated. ⁵ No program in 2015 to compare to. ⁶ 'Balanced achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). **Note:** N/A indicates that the organisation does not have a significant program. For example, Network Ten, University of Sydney and Army does not have a formal graduate program. Goldman Sachs not included.

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

Our Timeline

2010

April	<p>A group of senior men meet with then Sex Discrimination Commissioner Elizabeth Broderick to explore the idea of a group focused on increasing women's representation in leadership.</p> <p>The group agrees to form the Male Champions of Change, made up of 8 CEOs and Non-Executive Directors – Glen Boreham (IBM, Non-Executive Director), Gordon Cairns (Non-Executive Director), Stephen Fitzgerald (Goldman Sachs), Alan Joyce (Qantas), Kevin McCann (Non-Executive Director), Stephen Roberts (Citi), Giam Swiegers (Deloitte), and David Thodey (Telstra).</p>
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2011

Over 2011	Michael Luscombe & Grant O'Brien (Woolworths), Sir Ralph Norris (CBA), Mike Smith (ANZ) and Andrew Stevens (IBM) join the MCC.
November	We release our first report - a letter to leaders titled <i>Our Experience in elevating the representation of women at a 300-person Business Forum</i> .

2012

During 2012	<p>MCCs conduct further research and focus groups to develop a 12-point plan - ideas to achieve significant and sustainable change in the representation of women in leadership in our organisations and across society.</p> <p>Elmer Funke Kupper (Australian Securities Exchange), Lt. General David Morrison (Army), Ian Narev (CBA), Dr. Martin Parkinson (Department of the Treasury), Michael Rennie (McKinsey & Company), Simon Rothery (Goldman Sachs), Dr. Ian Watt (Department of the Prime Minister and Cabinet), and Geoff Wilson (KPMG) join the MCC.</p>
November	MCCs call for corporations to set and report against public targets for advancing women into leadership roles in response to the results of the 2012 EOWA (now WGEA) Australian Census of Women in Leadership.

2013

March	MCCs share our 12-point plan, including our specific areas of focus, to our employees on International Women's Day.
June	MCCs publicly raise the bar on gender reporting, committing to a robust and consistent approach to external reporting, internal reporting and setting women in management targets.
August	MCCs commitment to increasing gender balance on panels is covered in the media. When asked to participate or sponsor a panel or conference, each MCC agrees to ask organisers about efforts to ensure gender balance.
October	MCCs announce our Supplier Multiplier – an initiative focused on encouraging and supporting our suppliers to increase the representation of women in leadership.
November	MCCs release a new letter to business leaders entitled <i>Accelerating the advancement of women in leadership: Listening, Learning, Leading</i> , which outlines actions to increase the number of women in leadership positions. A public launch draws more than 430 of Australia's most influential Chief Executive Officers and our direct reports, senior government and community leaders and non-executive leaders. The letter is distributed to all ASX-listed entities.

2014

February	John Lydon (McKinsey) joins the MCC. Michael Rennie becomes an international ambassador with his move to Dubai.
March/April	MCCs, in collaboration with Chief Executive Women (CEW), Australia's peak body of executive women, release a new letter to business leaders entitled <i>It starts with us: The Leadership Shadow</i> – which describes a model for leaders to reflect on how our own leadership is contributing to the representation of women in leadership. The letter is distributed to all ASX-listed entities.
May	Hamish McLennan (Ten Network) and Gary Wingrove (KPMG) join the MCC. Geoff Wilson (KPMG) becomes an international ambassador with his move to Hong Kong.
July-December	MCCs codify our learnings in a How To Guide. The group shares its knowledge supporting the development of MCC-like groups including within the property sector, the State of Victoria, and elite sports.
November	<p>MCCs begin exploring the topic of Men's Violence against Women – meeting with courageous survivor-advocates. MCCs communicate with employees about the experience on International Day for the Elimination of Violence Against Women.</p> <p>Michael Spence (University of Sydney) joins the MCC.</p>

2015

February	MCC welcome Cindy Hook, Deloitte Australia's new CEO (and Treasurer of Chief Executive Women), to the group as a Special Adviser. This is the first time an outgoing CEO (Giam Swiegers) and a MCC has been succeeded by a woman. Greg Lilleyman (Rio Tinto) joins the MCC.
March	MCCs release our first annual <i>Progress Report</i> aimed at creating a new level of transparency around progress and to share experiences.
May	Peter Varghese (Department of Trade and Foreign Affairs) joins the MCC.
July	Andrew Penn (Telstra), Lt. General Angus Campbell (Army) and Paul Anderson (Ten Network) join the MCC.
August	MCCs host our 2015 Business Forum, a gender-balanced gathering of 800 of Australia's most senior leaders covering more than 300 organisations and 1.1 million employees. MCCs present four ideas in a 'Ted-Talk' style – focused on practical actions to increase women's representation including All Roles Flex, Targets with Teeth, Taking Action on Violence Against Women and the Panel Pledge.
August	MCCs, together with Women's Leadership Institute Australia and Chief Executive Women, call on all Australian leaders to take the Panel Pledge – aimed at increasing the representation of women as experts.
October	MCCs release <i>Playing Our Part</i> – a letter calling on all leaders to recognise domestic and family violence as a workplace issue, and to take steps to support those impacted by violence and to take action on perpetrators.
November	Chris Moraitis, Secretary of the Attorney-General's Department, joins the MCC.

2016

January	Dr Martin Parkinson takes on the role of Secretary, Department of Prime Minister and Cabinet. Shayne Elliott (ANZ) joins the MCC.
March	MCCs release <i>Progress Report 2015</i> sharing experiences, actions taken and results.
August	In partnership with Chief Executive Women, MCCs release ' <i>In the Eye of the Beholder: Avoiding the Merit Trap</i> ', a report that confronts the biases embedded in the use of 'merit' in the workplace.
September	MCCs welcome Dominic Stevens (ASX) to the group and Frances Adamson, the first female Secretary of DFAT as Special Adviser.
October	Joanne Farrell, (Rio Tinto) joins the MCC as Special Adviser.
November	MCCs launch follow up report to ' <i>Playing Our Part</i> ', detailing lessons learned from implementation of workplace responses to domestic and family violence. MCCs host an Extraordinary Session on Domestic and Violence, a gender-balanced gathering of Male Champions of Change from across the coalition, as well as experts and responders.

Since our formation, the MCCs have spoken at more than 400 events focused on women's representation in leadership as an economic and societal priority both across Australia and globally. This includes at the Commission on the Status of Women (New York), Global Economic Symposium (Rio), the IMF, the SAIS Global Women in Leadership Conference (Washington, DC), World Assembly for Women (Japan), World Summit for Women (Paris), and the World Bank.

Appendix 1 Male Champions of Change Coalition

GROUP	MEMBERS
National Groups	<p>Founding</p> <p>Alan Joyce (Qantas), Andrew Penn (Telstra), Angus Campbell (Army), Andrew Stevens (NED), Chris Moraitis (Attorney General's Department), Cindy Hook (Deloitte, Special Adviser), David Morrison (NED), David Thodey (NED), Dominic Stevens (ASX), Frances Adamson (DFAT, Special Adviser), Glen Boreham (NED), Gordon Cairns (NED), Gary Wingrove (KPMG), Ian Narev (CBA), Ian Watt (NED), Joanne Farrell (RioTinto, Special Adviser), John Lydon (McKinsey), Kevin McCann (NED), Martin Parkinson (Department of the Prime Minister and Cabinet), Michael Spence (University of Sydney), Mike Smith (NED), Peter Varghese (University of Queensland), Paul Anderson (Network Ten), Shayne Elliott (ANZ), Simon Rothery (Goldman Sachs)</p> <p>International Ambassadors: Geoff Wilson (Hong Kong), Michael Rennie (Middle East), Ralph Norris (New Zealand), Stephen Fitzgerald (London)</p> <p>Convener: Elizabeth Broderick</p>
	<p>Est. 2015</p> <p>Graham Ashton (Victoria Police), Rowen Craigie (Crown Resorts), Craig Drummond (Medibank), Chris Eccles (Department of Premier and Cabinet), Ahmed Fahour (Australia Post), James Fazzino (Incitec Pivot), Adam Fennessy (Department of Environment, Land, Water and Planning), Tony Frencham (Dow Chemical), Nicholas Gindt (Yarra Trams), Doug Hilton (Walter and Eliza Hall Institute of Medical Research), Damon Johnston (Herald Sun), Brian Kruger (Toll Group), Gillon McLachlan (AFL), Chris Maxwell (President of the Supreme Court of Appeal), Ben Rimmer (City of Melbourne), George Savvides (NED), Luke Sayers (PwC), Ian Silk (Australian Super), Andrew Thorburn (NAB)</p> <p>Convener: Kate Jenkins</p>
	<p>Est. 2016</p> <p>Adam Tindall (AMP Capital), Andrew Clark (BCG), Andrew Colvin (AFP), Andrew Vesey (AGL), Brad Banducci (Woolworths), Graham Kerr (South32), Clive Stiff (Unilever), Duncan Lewis (ASIO), Greg Hywood (Fairfax), Tony Johnson (EY), Peter Tonagh (Foxtel)</p> <p>Convener: Elizabeth Broderick</p>
Industry-specific Groups	<p>Sport</p> <p>Mark Anderson (Swimming Australia), Matt Finnis (St Kilda FC), Brendon Gale (Richmond FC), Kate Palmer (Australian Sports Commission – Special Adviser), David Gallop (Football Federation Australia), Anthony Moore (Basketball Australia), Gary Pert (Collingwood FC), Dominic Remond (Sydney Sixers Big Bash), Craig Tiley (Tennis Australia), Bill Pulver (Australian Rugby Union), Giles Thompson (Acting CEO, Racing Victoria), James Sutherland (Cricket Australia), Todd Greenberg (National Rugby League), Steven Trigg (Carlton Football Club)</p> <p>Convener: Elizabeth Broderick</p>
	<p>Property</p> <p>Peter Allen (Scentre Group), Doug Bain (EY – Special Adviser), Daryl Browning (ISPT), Jonathan Callaghan (Investa Property Group), Stephen Conry (JLL), Stephen Ellis (Knight Frank), Rod Fehring (Frasers Property Australia), David Harrison (Charter Hall), Carmel Hourigan (AMP Capital – Special Adviser), Bob Johnston (The GPT Group), John Kenny (Colliers International), Steven Leigh (QIC Global Real Estate), Steve McCann (Lendlease), Paul Craig (Savills), Angus McNaughton (Vicinity), Ken Morrison (Property Council of Australia), John Mulcahy (Mirvac), James Patterson (Cushman & Wakefield), Ray Pittman (CBRE), Mark Steinert (Stockland), Darren Steinberg (DEXUS Property Group)</p> <p>Convener: Carol Schwartz</p>
	<p>Architects</p> <p>Joe Agius (Cox), Niall Durney (Crone Partners), Shaun Carter (Institute of Architects), Brian Clohessy (BVN), Gerard Cocoran (Hassell), Adam Haddow (SJB), Gary Power (Woods Bagot), Troy Uleman (PTW), Philip Vivian (Batessmart)</p> <p>Convener: Jess Murphy</p>
	<p>STEM</p> <p>Adi Paterson (ANSTO), Alan Finkel (Chief Scientist), Alex Zelinsky (Chief Defence Scientist), Andrew Stevens (NED), Brian Schmidt (ANU), David Kalisch (Australian Statistician), Gavin Fox-Smith (J&J ANZ), Giam Swiegers (Aurecon), Larry Marshall (CSIRO), Mike Foster (Fujitsu Australia), Peter Høj (UQ), Spencer Beasley (Royal Australian College of Surgeons), Tim Reed (MYOB)</p> <p>Convener: Ann Sherry</p>
	<p>Consult Australia</p> <p>Andrew Mather (WSP/PB), Bill Cox (Aurecon), Greg Steele (Arcadis), Hannah Hamling (Golder), Hari Poologasundram (SMEC), Lara Poloni (AECOM), Matt Harris (Rider Levett Bucknell), Max Bomben (Calibre), Melvyn Maylin (Opus), Patrick Hill (Jacobs), Peter Bailey (Arup), Phil Duthie (GHD), Stuart Fowler (Norman Disney & Young), Will Wright (Douglas Partners)</p> <p>Convener: Megan Motto</p>

Appendix 2 WGEA Comparison Group Benchmarks¹

WOMEN'S REPRESENTATION (%)

WGEA Comparison Group	Key Management Personnel	Other Execs/ General Manager	Senior Managers	Other managers	Non-Managers	Comparator
Accounting Services (1000+ employees)	26.2	33.6	44.6	47.8	57.2	KPMG, Deloitte
Air and Space Transport (1000+ employees)	25.0	27.1	31.5	39.7	41.8	Qantas
Banking (5000+ employees)	33.3	22.9	28.7	37.1	58.7	ANZ, CBA
Management and Related Consulting Services (250-499 employees)	21.3	24.3	27.1	36.4	39.5	McKinsey
Mining (5000+ employees)	23.3	14.9	20.8	21.8	15.6	Rio Tinto
Television Broadcasting (all employees)	32.2	24.1	40.5	41.5	47.9	Ten Network
Wired Telecommunications Network Operations (all employees)	26.3	25.0	25.3	25.5	29.0	Telstra
Higher Education (5000+ employees)	35.9	37.9	37.7	47.9	57.8	University of Sydney

¹ Comparison group based on closest industry, and identified in consultation with the WGEA. The MCC thank the WGEA for their input. For more information and resources, see www.wgea.gov.au



CommonwealthBank

Deloitte.



Goldman Sachs



McKinsey&Company



RioTinto





PROGRESS REPORT 2016
MALE CHAMPIONS OF CHANGE
LISTENING, LEARNING, LEADING WITH ACTION

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