

2019 Impact Report

Male Champions of Change

Summary



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

Dear colleagues,

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

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

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

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

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

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

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

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

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

¹ Women Matter 2010

About Male Champions of Change

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

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

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

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

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

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

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

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

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

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

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

² Delivering Through Diversity 2018

³ Delivering Through Diversity 2018

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

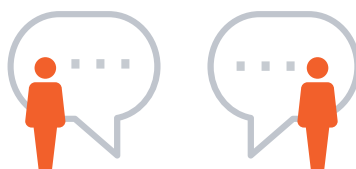
⁵ Women in the Workplace 2018

The Male Champions of Change coalition

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



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



42

Leading organisation
that operate across **155**
countries



200+ organisations covering
every major sector of the economy



Representing **1.6 million**
employees globally



1.6 million

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



85 **201**

Working with **key partners** including

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

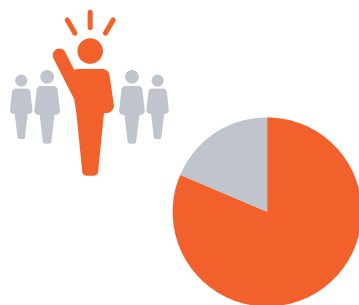


**key
partners**

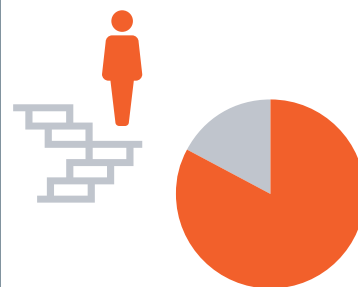
2019 outcomes across our coalition

Advancing more women into leadership and achieving gender equality

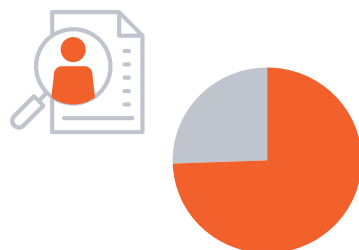
81.5% have **achieved** or **improved** gender balance overall since their MCC benchmark year



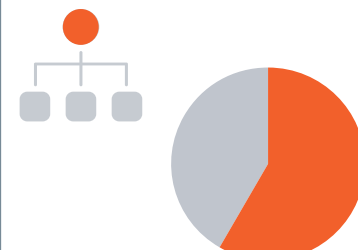
82.9% have rates of **women's promotions** that are either gender-balanced or greater than women's representation overall



74.6% achieved gender balance in **recruitment**, or a level of women's representation in recruitment that **improved** women's representation in the past year



62.4% have achieved or improved gender balance in **key management** personnel since their MCC benchmark year



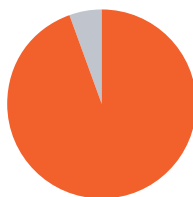
Taking collective action to drive large scale, systemic change on gender equality

Major projects in 2019 included:

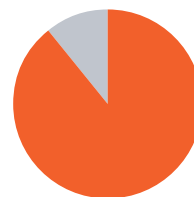
- MCC Institute worked with MCC member SBS to create an on-line, accessible and scalable gender equality learning program using our insights and resources developed over the past 10 years
- MCC Property led the development of a practical toolkit for interrupting bias in talent processes
- MCC Sport developed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

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

94.6% have a formal policy or strategy in place for **preventing** and addressing **sexual harassment**, including details of complaints/grievance processes*



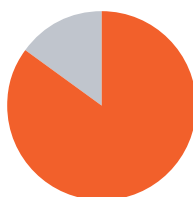
89.2% have **flexible** access to **parental leave** for all parents, up from **75.0%** last year



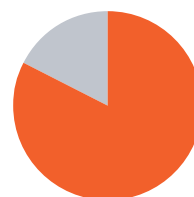
88.1% are mainstreaming **flexible work**, up from **80.7%** last year



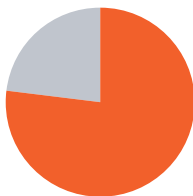
85.1% have a specific **gender equality action plan** in place, down from **93.9%** last year



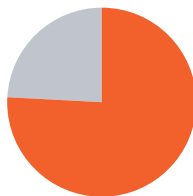
84.0% of MCCs have taken the panel pledge to increase **women's voice** and visibility in public forums, down from **95.0%** last year



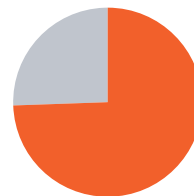
77.0% are conducting and acting on **pay equity audits** at least every two years, down from **83.0%** last year



76.0% have systems and structures in place to address bias and **ensure equality** in **recruitment** and promotion processes, up from **70.0%** last year



74.5% are taking approaches to address domestic and **family violence** as a workplace issue, up from **61.9%** last year



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

*First year data has been collected.

Member Groups

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

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

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

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

The Male Champions of Change strategy

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

What we do

Guiding principles

Our coalition operates with four guiding principles

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

Action pillars

Our action is aligned to five interconnected themes

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

How we do it

Approach

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

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

Our impact

Intended outcomes

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

Measurable objectives

Our impact is measured by annual progress towards key indicators:

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

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

Our focus on action to accelerate change

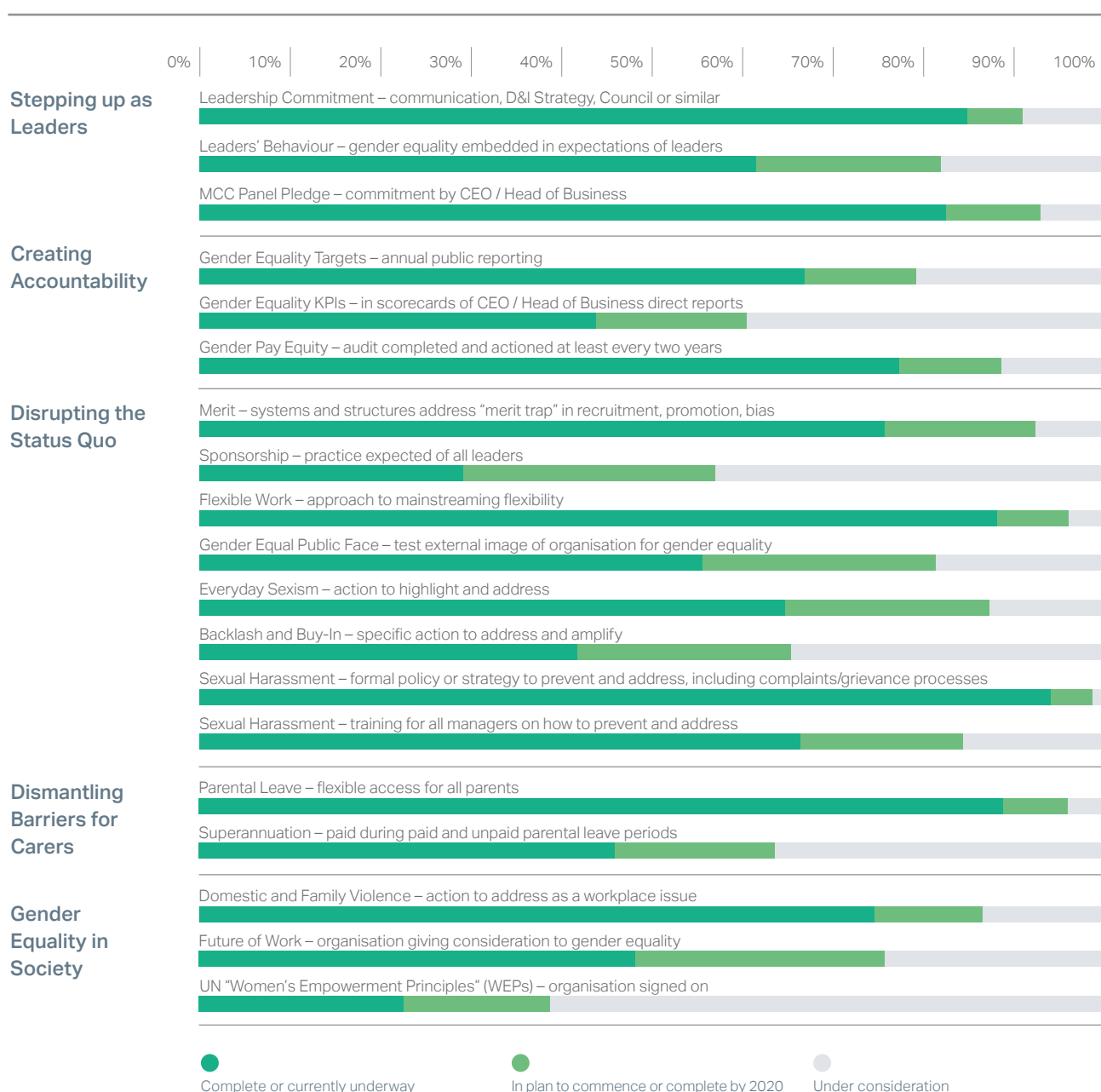
Taking practical action to accelerate the pace of change is core to the MCC approach. We focus on innovation, experimentation and the fundamentals of good practice on gender equality.

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

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

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

Table 1: MCC practical actions – MCC coalition overall



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

Our focus on measuring impact

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

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

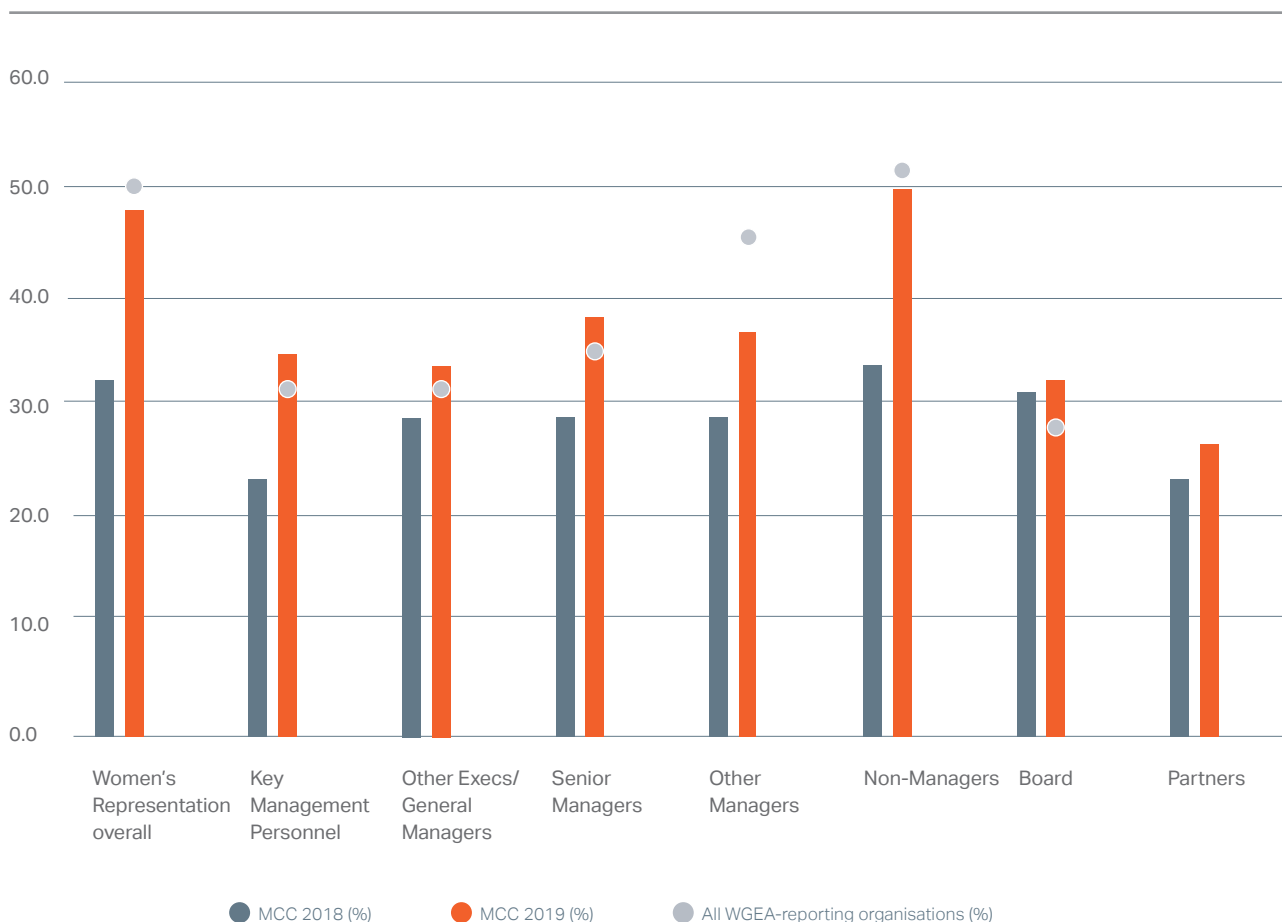
The following tables contain the most recent available data by each MCC Group and the MCC coalition overall. For full transparency, we share our 2018 and

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

MCC Outcome 1

Gender balance in leadership, recruitment, graduates and promotions

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



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

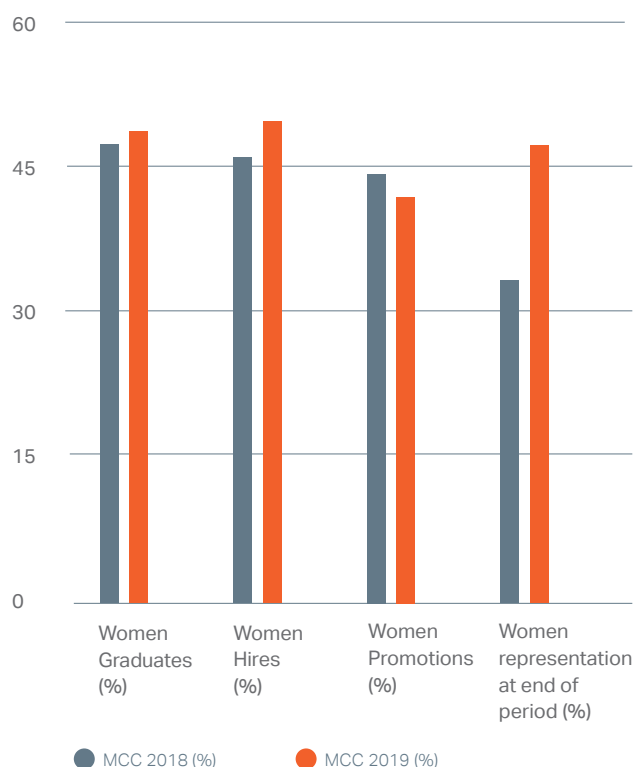
Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the MCC Groups sections, starting on page 33 of this report.

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

Women's representation (%)

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

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



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

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

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

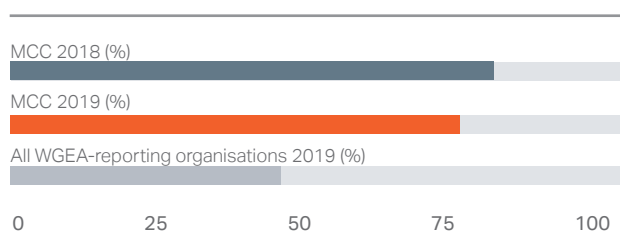
Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the full version of this Impact Report on www.malechampionsofchange.com

MCC Outcome 2

Pay equity between men and women

77.0% of MCC organisations are regularly conducting and actioning the results of their gender pay equity audits, compared to 44.7% of WGEA-reporting organisations. Twenty-five MCC organisations are also disclosing their gender pay equity gaps in their Annual Reports and public websites. Those organisations and links to their disclosures are included in the full version of this Impact Report on www.malechampionsofchange.com.

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

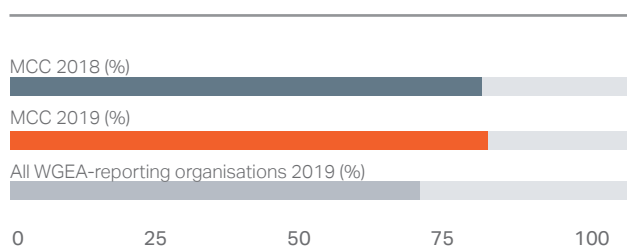


MCC Outcome 3:

Flexible and inclusive employment experiences

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

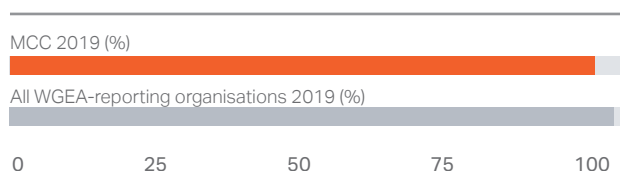
Table 6: Action on flexible work: MCC overall compared to WGEA-reporting organisations



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

Detailed information by each MCC Group and individual organisation, with indicators of progress where previous data has been made available, is included in the full version of this Impact Report on www.malechampionsofchange.com.

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



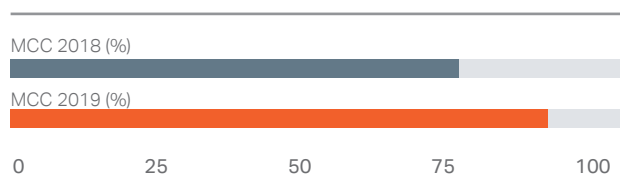
Note: MCC reporting on this action for the first time in 2019.

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

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

Detailed information by each MCC Group and individual organisation is included in the full version of this Impact Report on www.malechampionsofchange.com.

Table 8: Parental Leave Equality – MCC Overall



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

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

The averages presented in this MCC Outcome may represent data from cohorts of different sizes, depending on data available at the time of reporting. Hence, the data for "all employees" may be higher or lower than the averages shared for women and men. Available organisation-specific data is included in the full version of this Impact Report on www.malechampionsofchange.com.

MCC Outcome 4

Leadership, advocacy and impact on gender equality social issues

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

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

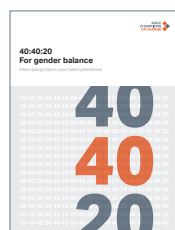
Engaging Line Managers and Teams in Gender Equality Strategies (2019)

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

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

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

Interrupting Bias in our Talent Processes (2019)



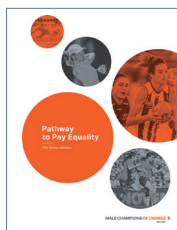
What we heard: Organisations need practical resources, tips and tools to systematically interrupt conscious and unconscious bias in recruitment, promotion and talent development processes, with the aim of achieving gender representation of 40.0%

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

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

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

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



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

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

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

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

Harnessing Our Innovation Potential (2019)



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

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

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

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



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

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

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

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

Creating a Gender Equal Future of Work (2018)



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

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

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

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



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

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

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

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

Testing the Messages We Project (2017)



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

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

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

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

Eliminating Everyday Sexism (2017)



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

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

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

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

Closing the Pay Gap (2017)



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

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

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

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

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



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

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

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

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

All Roles Flex (2014)

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

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

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

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



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

our definition and use of the concept of 'merit' presents.

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

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

Increasing Leadership Impact on Gender Equality (2012)



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

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

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

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

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

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

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

Our focus on sexual harassment in the workplace

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

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

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

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

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

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

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

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

“

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

Kate Jenkins Sex Discrimination Commissioner, Australian Human Rights Commission

Challenges

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



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



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



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



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



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



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



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

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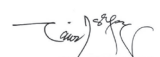
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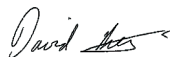
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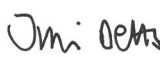
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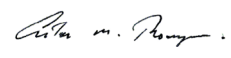
James Taylor
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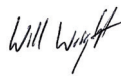
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Appendix

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

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

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

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

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

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



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

Brian Schmidt AC Vice-Chancellor, Australian National University

Our thanks

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

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CBA	Bianca Broadhurst & Ryan Burke
Department of Defence	David Battey & Shawn Wilkey
Deloitte	Gina de George
Department of Foreign Affairs and Trade	Kate Chamley, Emily Fisher & Angela Robinson
Department of Prime Minister and Cabinet	Laura Giltrap & Rosie Hunt-Walshe
Goldman Sachs	Katherine Grant
KPMG	Renae Hingston, Salli Hood & Tanya Mukerjee
McKinsey & Co	Elenor Brown & Lucy McKnight
Network Ten	Kate Meehan & Beth O'Leary
Qantas Airways Limited	Liz Griffin & Laura Pratt
Rio Tinto	Rachel Durdin & Chantelle Thom
Telstra	Brittany Crawford & Kylie Fuller
University of Sydney	Sarah Abbott
NATIONAL 2015	
AFL	Tristan Salter
AustralianSuper	Daniella Trent & Anna Walsh
Crown Resorts	Alicia Gleeson
Department of Environment, Land, Water and Planning	Virginia Matthews
Department of Premier and Cabinet	Claire Stevens
La Trobe University	Paul Ramage
Medibank	Nigel Davis
PwC	Victoria Park
Supreme Court (Vic)	Alice Godfree
Victoria Police	Johanna Begbie
Walter and Eliza Hall Institute for Medical Research	Louise Johansson
VicHealth	Stefan Grun
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Organisations	Implementation Leaders
NATIONAL 2016	
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AMP Capital	Julie Tanner
Ashurst	Kasey Zun
ASIO	Maria & Tash
Australian Border Force	Rachel Houghton & Renae Hutchinson
Australian Federal Police	Sue Bird & Helen Elliott
Boston Consulting Group	Sonia Cuthbertson
CBUS	Kristian Fok & Belinda Ryan
Ernst & Young	Alison Burgess
QBE Insurance Group	Liam Buckley
SBS	Joshua Griffin
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Wesfarmers	Amy Erlandsen
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Aggreko Australia Pacific	Rita Williams
APA	Miles Ashton
Ausgrid	Kathrina Bryen
BASF	Kathryn O'Hehir
Cummins South Pacific	Daniel Gallagher
Hanson Australia Pty Ltd	Ian Hedges
Komatsu	Francesca Vechi
Konica Minolta Business Solutions	Steven Davis-Raiss
Transdev Australasia	Donna Jones
Viva Energy Australia	Jessie Lyon

Organisations	Implementation Leaders
PROPERTY	
AMP Capital	Lisa Hurley
CBRE	Geoff Warren
Charter Hall	Andrew Borger
Colliers International	Liam Ovenden
Cushman and Wakefield	Karina Cossum
Dexus	Dan Cook & Brooke Shaw
Ernst & Young	Rohan Connors & Natalie Nunn
Frasers Property Australia	Ranna Alkadamani
Investa	Amy Wild
ISPT	Linda Smith
JLL	Stephanie Hegedus, Adrienne Revai & Louise Roche
Knight Frank Australia	Sharon Woodley
Lendlease	Jane Hansen & Michael Vavakis
Mirvac Group	Kristen Sweeney
Property Council of Australia	Natasha Teychenne
QIC	Melissa Festa
Savills	Steven McMahon
Scentre Group	Janine Frew
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The GPT Group	Phil Taylor
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Organisations	Implementation Leaders
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Collingwood Football Club	Vicki Pratt
Cricket Australia	Grant Poulter & Sarah Styles
Football Federation Australia	Cassie Lindsay & Sarah Walsh
Geelong Football Club	Tracy Gilligan
Golf Australia	Chyloe Kurdas & Greg Oakford
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Netball Australia	Victoria Edmondson
Racing Victoria	Anita Blokkeerus
Richmond Football Club	Simon Derrick
Rowing Australia	Dhuse Manogram
Rugby Australia	Rachel Buckling & Adam Thomas
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Organisations	Implementation Leaders
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ACT Parks and Conservation Service	Neil Cooper PSM
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Department for Environment and Water SA	Ian Tanner AFSM
Department of Fire and Emergency Services WA	Nancy Appleby & Hannah Tagore
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Queensland Parks and Wildlife Services	Rosie Amatt
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Organisations	Implementation Leaders
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Condé Nast	Zoe Garland & Alice Pilia
Founders Forum	Isabella Boscawen
Henkelx	Salima Douven & Lea Vajnorsky
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Made.com	Kate Humber & Annabel Jack
M12	Chinar Bopshetty
Naspers	Laureen Rwatirera
WeTransfer	Lizzie Ttofalli
WPP	Frances Illingworth
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You & Mr Jones/One Young World	Samuel Belfond
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Independent Hospital Pricing Authority	Samuel Webster
Northern Sydney Health Board	Paula Willisroft
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Organisations	Implementation Leaders
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We also wish to acknowledge the support we receive from the small team of advisors and program directors within the Male Champions of Change Institute.

MALE CHAMPIONS OF CHANGE

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About Male Champions of Change

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

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