

2019 Impact Report

Male Champions of Change



Contents

| About Male Champions of Change | 04 |
|--|---|
| The Male Champions of Change coalition | 05 |
| 2019 outcomes across our coalition | 06 |
| Member Groups | 08 |
| The Male Champions of Change strategy | 09 |
| Our focus on action to accelerate change | 10 |
| Our focus on measuring impact MCC Outcome 1 - Gender balance in leadership, recruitment, graduates and promotions MCC Outcome 2 - Pay equity between men and women MCC Outcome 3 - Flexible and inclusive employment experiences MCC Outcome 4 - Leadership, advocacy and impact on gender quality social issues | 11 11 13 13 14 |
| Our focus on sexual harassment in the workplace | 22 |
| Challenges | 24 |
| MCC Group Overviews of Action and Impact Founding Group National 2015 Group National 2016 Group National 2017 Group Property Group Architecture Group Sport Group STEM Group Consult Australia Group Fire & Emergency Group Pakistan Group Global Tech Group Health Group NSW Government Group | 33 34 44 54 64 74 86 96 106 116 126 140 146 154 162 |
| Appendix | 168 |
| Our thanks | 170 |

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.

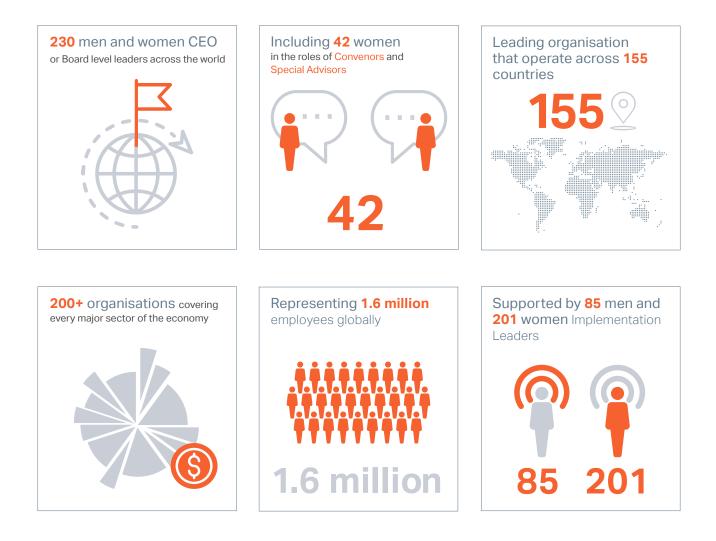
² Delivering Through Diversity 2018

³ Delivering Through Diversity 2018

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

^₅Women in the Workplace 2018

The Male Champions of Change coalition



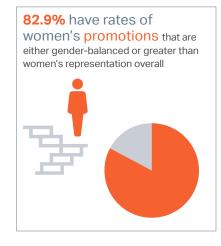
Working with key partners including

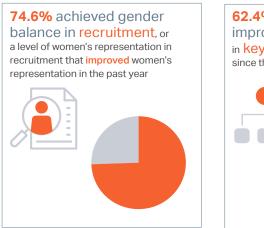
- Chief Executive Women
- The Australian Human Rights
 Commission
- The Australian Government's Office for Women and Workplace Gender Equality Agency
- Diversity Council Australia
- Our Watch
- Women's Leadership Institute Australia
- UN Women
- AccelerateHER
- UN Global Compact



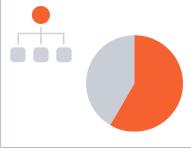
2019 outcomes across our coalition

Advancing more women into leadership and achieving gender equality 81.5% have achieved or improved gender balance overall since their MCC benchmark year





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



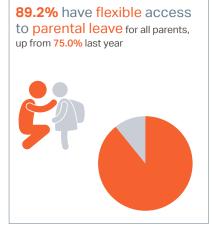
Taking collective action to drive large scale, systemic change on gender equality

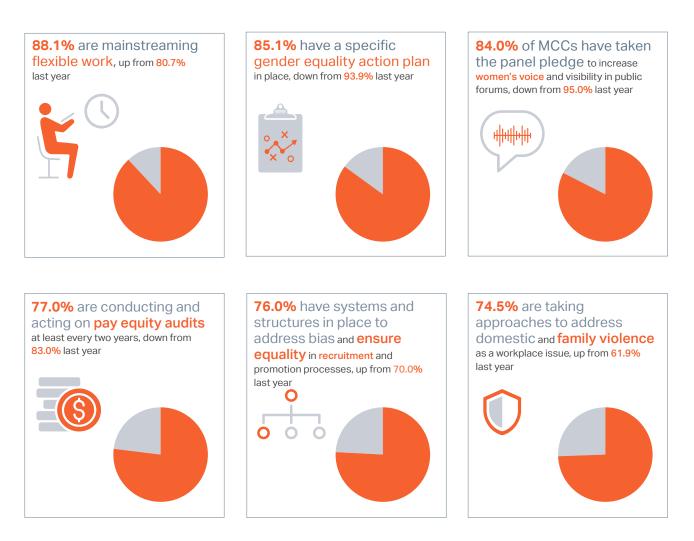
Major projects in 2019 included:

- 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*







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 | ٠ | ٠ | • | ٠ | • | ٠ | ٠ | • | • | • |
| National 2015 Group | | | | | | ٠ | ٠ | ٠ | ٠ | ٠ |
| Property Group | | | | | | ٠ | ٠ | • | ٠ | ٠ |
| Sport Group | | | | | | ٠ | ٠ | • | ٠ | ٠ |
| Architecture Group | | | | | | ٠ | ٠ | ٠ | ٠ | ٠ |
| National 2016 Group | | | | | | | ٠ | ٠ | ٠ | ٠ |
| Consult Australia Group | | | | | | | ٠ | ٠ | ٠ | ٠ |
| STEM Group | | | | | | | ٠ | ٠ | • | ٠ |
| National 2017 Group | | | | | | | | ٠ | ٠ | ٠ |
| Fire and Emergency Group | | | | | | | | ٠ | ٠ | ٠ |
| Global Tech Group | | | | | | | | | ٠ | ٠ |
| Pakistan Group | | | | | | | | | • | ٠ |
| Health Group | | | | | | | | | | ٠ |
| New South Wales Government Group | | | | | | | | | | ٠ |
| *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 crystalise 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

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.

| O ^G Stepping up as Leaders | % 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Leadership Commitment – communication, D&I Strategy, Council or similar Leaders' Behaviour – gender equality embedded in expectations of leaders |
|---|---|
| | MCC Panel Pledge – commitment by CEO / Head of Business |
| Creating Accountability | Gender Equality Targets – annual public reporting |
| Ĩ | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports Gender Pay Equity – audit completed and actioned at least every two years |
| Disrupting the Status Quo | Merit – systems and structures address "merit trap" in recruitment, promotion, bias |
| | Sponsorship – practice expected of all leaders Flexible Work – approach to mainstreaming flexibility |
| | Gender Equal Public Face – test external image of organisation for gender equality |
| | Everyday Sexism – action to highlight and address |
| | Backlash and Buy-In – specific action to address and amplify |
| | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes |
| | Sexual Harassment – training for all managers on how to prevent and address |
| Dismantling | Parental Leave – flexible access for all parents |
| Barriers for Carers | Superannuation – paid during paid and unpaid parental leave periods |
| Gender Equality in Society | Domestic and Family Violence – action to address as a workplace issue |
| | Future of Work – organisation giving consideration to gender equality UN "Women's Empowerment Principles" (WEPs) – organisation signed on |
| | Complete or currently underway In plan to commence or complete by 2020 Under consideration |

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.

Table 1: MCC practical actions – MCC coalition overall

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

60.0 50.0 40.0 30.0 20.0 10.0 0.0 Other Execs/ Women's Senior Other Non-Managers Board Partners Key Representation Management General Managers Managers overall Personnel Managers MCC 2019 (%) MCC 2018 (%) All WGEA-reporting organisations (%)

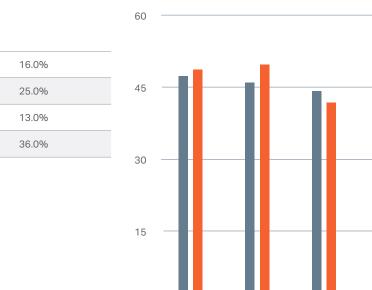
Table 2: Gender balance in leadership – MCC overall year-on-year improvements

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 ExecutiveWomen ASX200 senior executive census 2019

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



Women

(%)

Graduates

MCC 2018 (%)

0

Women's representation (%)

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

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.

Women Hires

(%)

Women

(%)

MCC 2019 (%)

Promotions

Women

at end of

period (%)

representation

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 MCC Groups sections, starting on page 33 of this report.

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 MCC Groups sections, starting on page 33 of this report.

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

| MCC 2018 | 8 (%) | | _ | |
|-----------|------------------|------------------|----|-----|
| MCC 201 | 9 (%) | | | |
| All WGEA- | reporting organi | sations 2019 (%) | | |
| 0 | 25 | 50 | 75 | 100 |

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

| MCC 2018 | (%) | | _ | |
|------------|-----------------|-------------------|----|-----|
| MCC 2019 | (%) | | | |
| All WGEA-r | reporting organ | isations 2019 (%) | | |
| 0 | 25 | 50 | 75 | 100 |

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 MCC Groups sections, starting on page 33 of this report.

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

| MCC 2019 (%) | | | | |
|---------------|--------------------|-------------|----|-----|
| All WGEA-repo | rting organisatior | ns 2019 (%) | | |
| 0 | 25 | 50 | 75 | 100 |

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 MCC Groups sections, starting on page 33 of this report.

Table 8: Parental Leave Equality – MCC Overall

| MCC 2018 (%) |) | | | |
|--------------|----|----|----|-----|
| MCC 2019 (% |) | | | |
| 0 | 25 | 50 | 75 | 100 |

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 1.1% 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 MCC Groups sections, starting on page 33 of this report.

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 grassroots 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" selfassessment 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)

| ssection and one of | |
|---------------------|---|
| A Gender E | qual Future of Work |
| Discussion Gra | |
| | |
| | |
| | |
| | E 2 4 4 4 % 2 9 E 2 4 4 |
| | |
| | |
| | = 2 = 2 = 2 = 2 = 2 = 2 |
| | |
| | |
| | |
| | |

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 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.

66

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.

| ୦ ୦୦ ୧୦୦ ୧୦୦ | 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. |
| ୩ଟ | 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. |

66

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.

Elizabeth Broderick AO, Founder and Convenor, Male Champions of Change

MIM

Louise Adams Managing Director Australia and New Zealand Aurecon

Jamie Alonso CEO APAC Cardno

Yasir Ashfaq CEO Pakistan Microfinance Investment Company

Tota batton.

Todd Battley CEO, Australia and New Zealand AECOM

Om Oeths

Jim Betts Secretary NSW Department of Planning, Industry and Environment

Paul Brace Principal Crone Partners

David Bruce AFSM Chief Officer and CEO (Acting) Metropolitan Fire and Emergency Services Board, Melbourne



Shaun Carter Principal Architect Carter Williamson Architects

Frances (Adamson

Frances Adamson Secretary Department of Foreign Affairs and Trade; MCC Special Advisor

Sandeep Amin Managing Director DesignInc

Paul Baxter QSO

Fire and Rescue NSW

Re

Australian Red Cross Lifeblood

Jim Birch AM

John Bradley

Department of Environment,

Land, Water and Planning

Secretary

Chair of Board

Commissioner

Graham Ashton AM APM Dav Chief Commissioner CEO Victoria Police Cbus

David Atkin

1 ton

Jule Marke

Luke Agati

Transdev Australasia

Mark Anderson

NA

Collingwood Football Club

CEO

CEO

n. Batte

Chris Beattie Chief Officer SA State Emergency Service

Aziz Boolani CEO Sareena Hotels

M.Srenne

Collene Bremner Executive Director Bushfires NT

Gardon CS.

Gordon Cairns Non-Executive Director

58

Dr Adam Castricum

Immediate Past President

Australasian College of Sport and Exercise Physicians

Executive Director and

Phillipe Chainieux CEO Made.com

CEO

Investa

Joe Agius

Paul Anderson

Ameet Bains

Western Bulldogs

g. A. Bur Lp

Department of Health

Glen Boreham AM

Non-Executive Director

E. Brodeil

Non-Executive Director;

Founder and Convenor

Male Champions of Change

7. ame

Jonathan Callaghan

Elizabeth Broderick AO

Secretary

Glenys Beauchamp PSM

CEO

Director

COX

CEO

Network 10

Peter Allen CEO Scentre Group

Chris Arnol AFSM Chief Officer Tasmania Fire Service

Ken Barton CEO and CFO Crown Digital and Crown Resorts

Christine Bennet

Prof Christine Bennett AO Dean, School of Medicine The University of Notre Dame

noouly

Martin Bowles PSM National CEO Calvary Health Care

Daryl Browning CEO ISPT

Stell

General Angus Campbell AO, DSC Chief of the Defence Force

Loud Callour

Donal Challoner Director nettletontribe

Director-General of Security

Mike Burgess

ASIO

Raelene Castle CEO Rugby Australia:

MCC Special Advisor

Λ

Rotes Chrowley

Peter Chamley Chair, Australasia Region Arup

Justine Clark.

Justine Clark Co-founder Parlour

Stephen Conry AM CEC JLL Australia and New Zealand

CEO Geelong Football Club

Brian Cook

William Cox

Sandro Demaio

James Downie

Independent Hospital

Pricing Authority

Greg Ellis

MYOB

M

CEO

Marne Fechner

MCC Special Advisor

Netball Australia;

CEO

CEO VicHealth

Global CEO

Aurecon

min look.

Dr David Cooke Managing Director Australia Konica Minolta Business Solutions Australia

Paul Craig CEO Savills Australia and New Zealand

Brian Clohessy

BVN

Senior Practice Director

Steve Demetriou Chair & CEO Jacobs

Craig Drummond CEO Medibank

Strart Ellis.

Stuart Ellis AM CEO Australasian Fire and Emergency Service Authorities Council

Rathe

Rod Fehring CEO Frasers Property Australia

Jason Foster Executive Director Regional and Fire Management Services (Acting) Department of Biodiversity, Conservation and Attractions Parks and Wildlife Service in WA

Andrew Colvin APM, OAM Previous Commissioner Australian Federal Police

Neil Cooper PSM Senior Manager Fire, Forest and Roads ACT Parks and Conservation Service

Andrew Crisp APM Commissioner Emergency Management Victoria

Richard Deutsch CEO Deloitte Australia

Phil Duthie Executive General Manager Australia GHD

Bronwyn twaws

Bronwyn Evans CEO Engineers Australia

tele

Adam Fennessy Partner FΥ

Mike Foster CEO Fujitsu Australia and New Zealand

M.C

Matt Comyn Managing Director and CEO Commonwealth Bank of Australia

00

Gerard Corcoran CEO HASSELL

Tiever hand

Trevor Danos AM Chair Northern Sydney Local Health District Board

n idewa

John Dewar Vice-Chancellor La Trobe University

Mob Cal

Bob Easton Chairman and Senior Managing Director Accenture Australia and New Zealand

fizge Jackan

Fiza Farhan Global Development Advisor; Convenor, Male Champions of Change

Matt Finnis CEO St Kilda Football Club

Igurii For Smith

Gavin Fox-Smith Chair AND Health

Communities and Justice

Secretary NSW Department of

Michael Coutts-Trotter

M.G. AD

Angus Dawson Managing Partner McKinsey Australia and New Zealand

and

Ross Dickson Chief Forester & Company Secretary Forestry Corporation of NSW

11: lul

Chris Eccles AO Secretary Victorian Department of Premier and Cabinet

James Fazzino Non-Executive Director; Convenor, Male Champions of Change

9FAN

Stephen Fitzgerald AO Non-Executive Director; International Ambassador (London)

Commissioner

NSW Bural Fire Service

ARAL

Tony Frencham Group Director, Energy Transition, Senior Vice President, Power Sector Worley

Salim Ghauri CEO NetSol Technologies Inc

Ben Green Director Tzannes Associates

Tanyhan

Lord Tony Hall CBE Director-General BBC

Patrick Hill Senior Vice President and General Manager Buildings and Infrastructure, Asia Pacific Jacobs

Peter Høj AC Vice-Chancellor and President The University of Queensland

Kalengenkins

Kate Jenkins Sex Discrimination Commissioner, Australian Human Rights Commission; Convenor, Male Champions of Change

Rohmt

Bob Johnston CEO and Managing Director The GPT Group



Michael J Fuller APM Commissioner NSW Police Force

Management Department for

Environment and Water SA

Todd Greenberg

National Rugby League

DI. UL

Chris Hardman

Doug Hilton AO

Medical Research

Cindy Hook

(Singapore);

Walter and Eliza Hall Institute of

Cindy Hook

International Ambassador

MCC Special Advisor

Paul Jenkins

Ashurst

Editor

Herald Sun

Global Managing Partner

Damon Johnston

anna

Director

Chief Fire Officer, Forest Fire Management Victoria -

Department of Environment,

Land, Water and Planning

CEO

Fiona Gill Director, Fire and Flood

Brendon Gale CEO Richmond Football Club

Nicholas Gindt CEO Yarra Trams

A. N. FR.

Stephen Griffin CEO Victoria State Emergency Service

David Harrison Managing Director and Group CEO Charter Hall

K.A. A. K.

Kristen Hilton Victorian Human Rights and Equal Opportunity Commissioner

Carmel Hourigan Global Head of Real Estate AMP Capital; MCC Special Advisor

Peter Jensen-Muir Executive Managing Director Cummins Asia Pacific

Scott Johnston Acting NSW Public Service Commissioner

Saviel Wellar

David Gallop CEO Football Federation Australia

tanbook

Bruce Goodwin Managing Director Janssen ANZ Pharmaceutical Company of Johnson & Johnson

Ruscie

Richard Gross CEO Ausgrid

GHameson

Georgina Harrisson Deputy Secretary, Educational Services NSW Department of Education

Spert Hobernen

Brent Hoberman CBE Chairman & Co-Founder Founders Forum

DUNout

Dig Howitt CEO and President Cochlear

Haluser

James Johnson CEO Geoscience Australia

David Jones Founder & CEO You & Mr Jones, One Young World

hum

Paul Gardiner Regional Manager APAC SLR Consulting

Nicola Grayson CEO Consult Australia

1-11/1-

Adam Haddow Director, Architecture Sydney SJB

Javid flawking

David Hawkins Chairman and Managing Director BASF Australia and New Zealand

madage

Emma Hogan Secretary NSW Department of Customer Service

Brett Hudson CEO Peddle Thorp

Tony Johnson Oceania Managing Partner

Mark Jones Chief Officer South Australian Country Fire Service

R

Rhys Jones CNZM Chief Executive Fire and Emergency New Zealand

Dr Shane Kelly Group CEO St John of God Health Care

Darren Klemm AFSM Commissioner Department of Fire and Emergency Services WA

Alles

Anissa Levy Coordinator-General, Environment, Energy and Science NSW Department of Planning, Industry and Environment

further offordet i

Federico Marchetti Chairman & Chief Executive Officer YOOX Net-A-Porter Group

Malcolm McDowall CEO Asia Pacific Arcadis

Magaz

Michael Morgan AFSM Chief Officer and CEO SA Metropolitan Fire Service

Michael O'Brien Managing Director **OIC Global Real Estate**

Ph Za

Alan Joyce AC CEO and Managing Director Qantas

Jun Cen 7.

John Kenny CEO Australia and New Zealand Colliers International

Elizabeth Koff Secretary NSW Health

Duncan Lewis AO, DSC, CSC Previous Director-General of Security ASIO

remancian

Larry Marshall Chief Executive CSIRO

Gillon Mclachlan

Ken Morrison

Michael Outram

Australian Border Force

Commissioner

Property Council of Australia

Chief Executive

CEO

Stephen McIntosh Group Executive, Growth & Australian Football League Innovation and HSE Rio Tinto

alal

John Mulcahy Independent Non-Executive Chair Mirvac

Kay, Palan

Kate Palmer CEO Sport Australia

Nagray Kashyap

Nagraj Kashyap Corporate Vice President & Global Head M12

~//

Glenn Keys AO Co-Founder and Managing Director Aspen Medical

Andrew Lea ESM Director Tasmania State Emergency Service

Ming Long Non-Executive Director; Convenor, Male Champions of Change

Praileven _

Kevin McCann AM Chair and Non-Executive Director

Tanyo Moruo

Tanya Monro Chief Defence Scientist

Dr Jess Murphy Director Variant Perspectives Group; Convenor, Male Champions of Change

M/ 6

Dr Martin Parkinson PSM AC Non-Executive Director

Sant Kelly

Grant Kelley CEO and Managing Director Vicinity Centres

Ben Klaassen Deputy Director-General Queensland Parks and Wildlife Services

Rod Leaver Partner and CEO Knight Frank Australia

Roger Lynch CEO Condé Nast

Steven McCann Group CEO and Managing Director Lendlease

Chris Moraitis PSM Secretary Attorney-General's Department

David Nugent AFSM Director, Fires & Emergency Services Parks Victoria

Simon Parsons Practice Leader PTW

CEO Carlton Football Club

Cain Liddle

allen

Chris Maxwell AC President, Court of Appeal Supreme Court of Victoria

David W Kalisch

Australian Statistician

Graham Kerr

South32

Henkel

CEO and Managing Director

Dr Rahmyn Kress

Founder & Chief Digital Officer

Australian Bureau of Statistics

Adi Paterson CEO ANSTO

SII'IH

Stephen Pitt CEO Golf Australia

Sameen Rana CEO Lahore Qualandars

B. new

Brett Redman CEO and Managing Director AGL Energy

Allocation

Ant Roediger Managing Director Boston Consulting Group Australia and New Zealand

Phatt

Phil Schacht Chief Executive Hanson Australia

Jamie Shelton CEO Northrop Consulting Engineers



AVM Tracy Smart AM Surgeon General ADG/ Commander Joint Health Defence Joint Health Command

JAMS W Partony

James Patterson Chief Executive Cushman & Wakefield Australia and New Zealand

SJ

Director, Health Economics

Sharon Ponniah

David Randerson

Director DKO Architecture

Pat Regan

QBE Insurance Group

Simon Rothery

Ag.M.Sce.

Ann Sherry AO

of Change

Non-Executive Director;

Convenor, Male Champions

Dr Michael Spence AC

Vice-Chancellor and Principal

The University of Sydney

Anthony Schembri AM

St Vincent's Health Network

Goldman Sachs

Zealand

CEO

Sydney

CEO Australia and New

CEO

and Policy

PwC

Jenne

Susan Pearce Deputy Secretary Patient Experience and System Performance Division NSW Health

Plat

Rob Porter Executive General Manager Airservices Australia

111 Ilud

Mark Read CEO WPP

Ben Rimmer Non-Executive Director

Phil Rowland President and CEO Australia and New Zealand CBRE

Bin P. filt

Brian P Schmidt AC Vice-Chancellor Australian National University

Selina Short Managing Partner Oceania Real Estate EY; MCC Special Advisor

Rodd Staples Secretary Transport for NSW

Jeren Para

Andrew Penn CEO Telstra

Michael Pratt

Michael Pratt Secretary NSW Treasury

Tim Reardon

Tim Reardon Secretary NSW Department of Premier and Cabinet

Kevin Roberts CEO Cricket Australia

Ruisell

Leigh Russell CEO Swimming Australia

Carola

Carol Schwartz AO Non-Executive Director; Convenor, Male Champions of Change

from Liddy-

Asim Siddiqui Country Managing Partner EY Ford Rhodes

Darren Steinberg CEO and Executive Director

ALPHA

James Phillis CEO Australia and New Zealand SMEC

John Paula

John Prentice Principal Woods Bagot

Jerril Rechter CEO Basketball Australia; MCC Special Advisor

lan Robson CEO Rowing Australia

Luke Sayers AM Chief Executive Officer PwC Australia

herful

Mark Scott AO Secretary NSW Department of Education

lan Silk Chief Executive Officer AustralianSuper

Mark Steinert CEO and Managing Director Stockland

n. stf

Naomi Stephens Director, Fire & Incident Management Section NSW National Parks & Wildlife Service Office of Environment and Heritage NSW

Stewer

Furqan Ahmed Syed Vice President & General Manager APAC Region PepsiCo Pakistan

(rainy like

Craig Tiley CEO Tennis Australia

Philip Vivian Director Bates Smart

Michael Wassing AFSM Commissioner (Acting) Queensland Fire and Emergency Services

Good LISO

Geoff Wilson Non-Executive Director

Anahari Sh

Andrew Stevens Chair Innovation and Science Australia

James Taylor

Managing Director

Adam Tindall

Infordwald

Irfan Wahab Khan

CEO Telenor Pakistan

CEO AMP Capital

SBS

- Tal

offen Jindell.

Sean Taylor

David Tordoff

Imahebrew Brands

Non-Executive Director; Chair 30% Club Australia

Goog Dhe

Commissioner ACT Emergency Services

Agency

Will Wight

Will Wright

Managing Director Douglas Partners

Georgeina Whelan AM, CSC and Bar

Nicola Wakefield-Evans

Director

Hayball

CEO and Managing Director Komatsu Australia

Dominic Stevens Managing Director and CEO Australian Securities Exchange

Clive Stiff CEO Unilever Australia and New Zealand

Dawid Thoday

David Thodey AO Non-Executive Director



Bob Van Dijk CEO Prosus Group

Hele

Simone Walker Deputy Secretary, Strategy, Policy and Commissioning NSW Department of Communities and Justice

Gog B Ly

George Whyte Managing Director Aggreko Australia Pacific

Scott Wyatt CEO Viva Energy Australia



Neil Stonell Melbourne Managing Partner Grimshaw

Culm m. Promy .

Giles Thompson CEO Racing Victoria

Mardine

Peter Varghese AO Chancellor The University of Queensland

Steve Warrington AFSM Chief Officer and CEO Country Fire Authority Victoria

David Willing Executive Director Northern Territory Fire and Emergency Services

Dr Ian Watt AC

Non-Executive Director

Gary Wingrove CEO KPMG Australia

Impact Report 2019

MCC Group Overviews of Action & Impact



Founding Group

The first Male Champions of Change peer group, known as the Founding Group, began in 2010 with 8 Australian leaders. It has since grown to 28 members, comprising CEOs, board directors, Commonwealth Government secretaries, university and military leaders.

> The Founding Group have seen real impact from their individual and collective actions and have shared their approach and resources to help other leaders get started, build momentum and accelerate change towards gender equality.

The Founding Group is committed to actively advancing

gender equality across their organisations and across the country. The Group's purpose is to help achieve significant and sustainable improvements in the representation of women in senior leadership, which includes a focus on action in the areas of leadership, talent development, accountability and public advocacy.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 81.7% of employment categories in 2019

34.5% women's representation achieved overall across the group

92.9% of members now have mainstreamed flexible working strategies in place

100% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Frances Adamson Secretary, Department of Foreign Affairs and Trade



Paul Anderson CEO, Network Ten



Glen Boreham AM Non-Executive Director



Gordon Cairns Non-Executive Director



General Angus J Campbell AO DSC Chief of the Defence Force



Matt Comyn Managing Director and CEO, Commonwealth Bank of Australia



Angus Dawson Managing Partner, McKinsey Australia and New Zealand



Richard Deutsch CEO, Deloitte Australia



Stephen Fitzgerald AO Non-Executive Director



Cindy Hook International Ambassador (Singapore)



Alan Joyce CEO and Managing Director, Qantas



Kevin McCann AM Non-Executive Director



Stephen McIntosh Group Executive, Growth & Innovation and HSE, Rio Tinto



Chris Moraitis Secretary, Attorney General's Department



Dr Martin Parkinson PSM AC Non-Executive Director



Andrew Penn CEO, Telstra



Simon Rothery CEO Australia and New Zealand, Goldman Sachs



Michael Spence Vice-Chancellor and Principal, University of Sydney



Andrew Stevens Non-Executive Director



Dominic Stevens Managing Director and CEO, Australian Securities Exchange



David Thodey AO Non-Executive Director



Peter Varghese AO Non-Executive Director



Elizabeth Broderick AO Founder of Male Champions of Change



Dr lan Watt AO Non-Executive Director



Geoff Wilson Non-Executive Director



Gary Wingrove CEO, KPMG Australia





Focus areas and impact for 2018–19

Stepping up as leaders

Conducted conversations within the MCC Founding Group on the role of leaders in creating respectful, inclusive and safe work environments, with a particular focus on addressing everyday sexism and sexual harassment.

Creating accountability

Reviewed our collective action plan and impact through a workshop and discussion aimed at "Learning from Experience".

Rio Tinto signed off targets for women's representation, which are the responsibility of Product Group Heads for each region, and specific initiatives to support these targets are also the accountability of each Product Group Head.

Disrupting the status quo

Collaborated with the MCC STEM Group on the topic of Gender Equality and the Future of Work; conducted interviews, released a discussion guide and held a 300 person event with the aim of inspiring practical action to shape gender equal work and workplaces of the future.

Conducted internal conversations and reviewed some elements of our promotion approaches in relation to challenging gendered stereotypes of leadership.

Dismantling barriers for carers

Continued to learn from our member organisations' experiences dismantling barriers to carers, with the introduction of:

- Gender-equal parental leave with superannuation during paid and unpaid periods and a refreshed and mainstreamed approach to flexible work at Deloitte
- Superannuation paid during unpaid parental leave at KPMG
- Launch of the KPMG Fathers Network to provide greater equity and support for fathers to actively participate as carers
- A new global standard for parental leave regardless of location or gender at Rio Tinto
- Gender-neutral and flexible paid
 parental leave policy introduced by
 Telstra

Gender equality in society

Commenced implementation of a pilot collective response to Domestic and Family Violence pilot, in Gladstone Queensland, leveraging the broader MCC coalition to trial a place-based, community-wide approach.

Contributed to the development of a toolkit to support a workplace response to employees who perpetrate domestic and family violence, building on workshops conducted by CBA in 2018, and as an extension of the MCC Founding Group's work to respond to domestic and family violence as a workplace issue over the last five years.

Co-convened a discussion with the Sport MCC Sport group identifying a pathway to pay equality for elite women athletes, recognising the role that Founding Group MCC organisations play across the sports pay 'ecosystem', including as sponsors. Telstra continued partnerships with women's sport in rugby league, AFL, netball and soccer.

Table 9: MCC practical actions

| (| 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | |
|------------------------------|----|--|-----------------|----------------|------------------|----------------|---------------|----------|---------------|-----|------|--|
| Stepping up as | | Leadership Co | mmitment – c | ommunicatio | on, D&I Strateg | gy, Council or | similar | | | | | |
| Leaders | | Leaders' Behaviour – gender equality embedded in expectations of leaders | | | | | | | | | | |
| | | MCC Panel Pledge – commitment by CEO / Head of Business | | | | | | | | | | |
| | | | | | | | | | | | | |
| Creating | | Gender Equalit | y Targets – an | nual public r | eporting | | | | | | | |
| Accountability | | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports | | | | | | | | | | |
| | | Gender Pay Eq | uity – audit co | mpleted and | l actioned at le | east every two |) years | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Disrupting the Status Quo | | Merit – system | s and structur | es address " | merit trap" in r | ecruitment, p | romotion, bia | S | | | | |
| | | Sponsorship – | practice expe | cted of all le | aders | | | | | | | |
| | | Flexible Work – | - approach to r | nainstreamii | ng flexibility | | | | | | | |
| | | Gender Equal Public Face – test external image of organisation for gender equality | | | | | | | | | | |
| | | Everyday Sexism – action to highlight and address | | | | | | | | | | |
| | | Backlash and Buy-in – specific action to address and amplify | | | | | | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | | |
| | | Sexual Harassr | ment – training | for all mana | gers on how t | o prevent and | laddress | | | | | |
| | | | | | | | | | | | | |
| Dismantling | | Parental Leave | – flexible acce | ess for all pa | rents | | | | | | | |
| Barriers for Carers | | Superannuatio | n – paid durinę | g paid and ur | npaid parental | leave periods | 5 | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Gender Equality in | | Domestic and Family Violence – action to address as a workplace issue | | | | | | | | | | |
| Society | | Future of Work | | | | | | | | | | |
| | | UN "Women's I | Empowerment | Principles" | (WEPs) – orga | nisation signe | d on | | | | | |
| | | • | | | • | | | | | | | |
| | | Complete or cu | rrently underwa | ау | In plan to c | ommence or co | omplete by 20 | 20 Under | consideration | | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 10: Gender balance in leadership

We use the WGEA reporting framework for the period 1 April 2018 to 31 March 2019, acknowledging that each reporting entity defines its data inclusions according to WGEA definitions and includes Australian-based employees. This means the data is not necessarily comparable across organisations in the following table, nor may it be comparable to data reported separately by individual organisations, such as in their Annual Report. As some organisations are required to submit more than one report to WGEA for their organisation, please refer to the footnotes to this table for detail on inclusions.

| | | | Women's Representation (%) | | | | | | | | | |
|---|-------------------|----------------------|--------------------------------|---|--------------------|-------------------|------------------|--|-------|--|--|--|
| Founding Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Partners (prof services only) | Board | | | |
| Attorney-General's Department | 2016 | 69.6 | 25.0 | 29.0 | 57.2 | - | | - | - | | | |
| Australian Securities Exchange | 2014 | 41.2 | 25.0 | 37.5 | 36.6 | 39.6 | 42.5 | - | 33.3 | | | |
| СВА | 2014 | 57.8 | 20.0 | 24.3 | 40.8 | 47.5 | 62.2 | - | 50.0 | | | |
| Deloitte | 2014 | 46.6 | 40.0 | 27.6 | 35.4 | 44.1 | 54.2 | 27.8 | 40.0 | | | |
| Department of Defence (ADF) | 2019 | 18.3 | 0 | 9.4 | 14.4 | - | 19.2 | - | - | | | |
| Department of Defence (APS) | 2019 | 44.3 | 25.0 | 39.4 | 33.8 | - | 48.8 | - | - | | | |
| Department of Foreign Affairs & Trade * | 2015 | 58.7 | 37.5 | 32.2 | 42.5 | 53.1 | | - | - | | | |
| Department of the Prime Minister & Cabinet | 2014 | 67.0 | 38.5 | 53.1 | 56.6 | 63.4 | 69.0 | - | - | | | |
| KPMG | 2014 | 48.9 | 36.4 | 31.1 | 42.6 | 48.6 | 54.2 | 28.2 | 41.7 | | | |
| McKinsey & Company | 2014 | 41.4 | 18.3 | 22.4 | 31.1 | | 52.3 | 10.9 | - | | | |
| Network 10 | 2014 | 48.0 | | 36.4 | 28.6 | 52.3 | 48.0 | - | 21.4 | | | |
| Qantas | 2018 | 39.4 | 40.0 | 26.5 | 38.7 | 42.6 | 39.1 | - | 36.4 | | | |
| Rio Tinto | 2014 | 19.2 | 41.4 | 10.0 | 23.0 | 29.0 | 18.4 | - | 20.0 | | | |
| Telstra | 2014 | 29.2 | 70.0 | 28.5 | 28.6 | 27.4 | 29.4 | - | 22.2 | | | |
| University of Sydney | 2015 | 56.6 | 53.3 | 41.5 | 49.2 | 40.9 | 57.9 | - | 60.0 | | | |
| Founding Group Total | 2018 | 34.5 | 31.7 | 26.8 | 31.1 | 43.1 | 36.3 | 27.3 | 37.0 | | | |



Increase in under-representation of women since benchmark year

 \odot

Not applicable

Moving closer to gender balance since benchmark year

CEO / Head of Business (or equivalent)

Unchanged since benchmark year

Increase in over-representation of women since benchmark year

First year reporting

Note: Australian Defence Force (ADF) data includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. Australian Defence Force (APS) data includes Ongoing and Non-Ongoing employees. CBA data includes Commonwealth Bank of Australia (ABN 48123123124), and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). CBA data only includes Australian-based employees. Deloitte's promotion cycle occurs on 1 July annually. Representation of Partners who are women as at 1 July 2019 was 29.6%. Qantas data includes only Australian based employees of Qantas Airways Ltd (ABN 16 009 661 901) as of 31 March 2019 and excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA. This data is benchmarked against 2018 WGEA data as the WGEA 2014 data represents Australian based employees, as at 31 March 2019. Rio Tinto headcount data reflect Rio Tinto's Australian businesses, except for Board members who are global. University of Sydney data includes casual staff.

is a woman

(%)

Table 11: Gender balance in recruitment and promotions

| | Recruitr | ment | Pron | notions |
|---|---|---|-------------------------|---|
| Founding Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) |
| Attorney-General's Department | 63.4 | 69.5 | 73.2 | 69.6 |
| Australian Securities Exchange | - | 36.6 | 34.5 | 41.2 |
| СВА | 42.2 | 56.1 | 52.7 | 57.8 |
| Deloitte | 55.9 | 47.8 | 47.6 | 46.6 |
| Department of Defence (ADF) | - | 23.6 | 22.5 | 18.3 |
| Department of Defence (APS) | 40.4 | 50.7 | 53.2 | 44.3 |
| Department of Foreign Affairs & Trade | 56.5 | 60.2 | 65.8 | 58.7 |
| Department of the Prime Minister & Cabinet | 68.0 | 69.0 | 73.2 | 67.0 |
| KPMG | 46.3 | 49.7 | 48.2 | 48.9 |
| McKinsey & Company | 42.3 | 46.7 | 45.2 | 41.4 |
| Network 10 | - | 61.8 | 46.2 | 48.0 |
| Qantas | 34.4 | 49.6 | 33.2 | 39.4 |
| Rio Tinto | 39.4 | 21.2 | 25.6 | 19.2 |
| Telstra | 46.3 | 43.2 | 41.7 | 29.2 |
| University of Sydney | - | 59.5 | 63.3 | 56.6 |
| Founding Group Total | 49.2 | 46.4 | 31.8 | 34.5 |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) Women graduates or hires under 40 and not improving overall gender balance in the organisation | Women hires under 4 60%, and overall geno the organisation is im %, First year reporting | der balance in improvin | |
| Promotions | • Women promotions equal to or more than women's representation overall | | | promotions less than representation overall |

Note: Australian Defence Force (APS) data for graduates and overall recruitment includes Ongoing and Non Ongoing. Australian Defence Force (APS) data for overall recruitment includes Initial hires and rehires. Australian Defence Force (ADF) data for recruitment includes Permanent Force, Gap Year, Continuous Full Time Service and Active Reserves. ADF enlistments can be categorised as those with no prior military service, having previous permanent force service or prior military service in another country. CBA data on graduate recruitment is based on Graduate data as reported in the Workforce Profile of our WGEA 2019 Report for Commonwealth Bank of Australia (ABN 48123123124), and excluding ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 60067254399). Only includes Australian-based employees. CBA data on recruitment overall is based on Appointment data, minus Promotion and Graduate workforce data, as reported in the WGEA 2019 Report for Commonwealth Bank of Australia (ABN 48123123124). The data includes lateral moves and Australian-based employees only and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 96067524399). Only includes Australia (ABN 48123123124). The data includes lateral moves and Australian-based employees only and excludes ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Bank of Australia (ABN 48123123124), and excluding ASB, Bankwest (ABN 88111209440), AHL Investments Pty Ltd (ABN 27105265861), Colonial Services Pty Ltd (ABN 70075733023), Commonwealth Insurance Limited (ABN 96067524216), and Commonwealth Securities Limited (ABN 9

women's representation overall

Pay equity between men and women

The following organisations in the Founding Group publicly disclose their pay equity gaps:

- Australian Securities Exchange Annual Report 2019 (page 29)
- CBA Annual Report 2019 (page 301)
- Rio Tinto Annual Report 2018 (page 102), Sustainable Development Report 2018 (page 26) and Company Website
- Telstra Corporate Governance Statement 2019 (page 21)

Flexible and inclusive employment experiences

Table 12: Access to flexible work, and experiencing an inclusive culture

| Founding Group Organisations | | ployees reporting the ay need (or similar wo | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | | | |
|---|-------|---|------|--|------|------|--|--|
| | Women | Men | All | Women | Men | All | | |
| Attorney-General's Department | 78.0 | 73.0 | 76.0 | 80.0 | 78.0 | 83.0 | | |
| Australian Securities Exchange | 82.0 | 83.0 | 83.0 | 71.0 | 84.0 | 79.0 | | |
| СВА | 83.0 | 87.0 | 85.0 | 89.0 | 90.0 | 89.0 | | |
| Deloitte | 84.0 | 88.0 | 86.0 | | - | 73.0 | | |
| Department of Foreign Affairs & Trade | 75.0 | 74.0 | 75.0 | 82.0 | 86.0 | 83.0 | | |
| Department of the Prime Minister & Cabinet | 81.0 | 83.0 | 82.0 | 79.0 | 79.0 | 79.0 | | |
| KPMG | 79.0 | 80.0 | 78.0 | 85.0 | 86.0 | 84.0 | | |
| McKinsey & Company | - | - | 71.9 | - | - | 93.5 | | |
| Rio Tinto | - | - | - | 69.0 | 67.0 | 68.0 | | |
| Telstra | 89.0 | 87.0 | 87.0 | | - | - | | |
| University of Sydney | 74.0 | 75.0 | 73.0 | 69.0 | 73.0 | 70.0 | | |
| Founding Group Averages | 80.6 | 81.1 | 79.7 | 78.0 | 80.4 | 80.2 | | |

Improved since first report in 2018

%

Not improved since first report in 2018

First year reporting in 2019

-Data not available

Table 13: Sexual harassment – respect and safety at work

Founding Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| | Women | Men | All | Women | Men | All | |
|-----------------------------------|-------|------|------|-------|------|------|--|
| Australian Securities Exchange | 88.0 | 93.0 | 91.0 | 71.0 | 84.0 | 79.0 | |
| СВА | 95.0 | 96.0 | 95.0 | - | - | - | |
| Deloitte | 92.0 | 94.3 | 92.4 | - | - | - | |
| KPMG | 92.0 | 95.0 | 93.0 | 92.0 | 95.0 | 93.0 | |
| McKinsey & Company | - | - | 93.3 | - | - | - | |
| Telstra | 94.0 | 95.0 | 95.0 | - | - | - | |
| University of Sydney | 89.0 | 94.0 | 90.0 | - | - | - | |
| Founding Group Averages | 91.7 | 94.6 | 92.8 | 81.5 | 89.5 | 86.0 | |

Data not available

Table 14: Exits during or at the end of parental leave

| Founding Group Organisations | Percentage of employees (of those who to leave in the past year. | ok parental leave) who left their organisation d | uring or at the end of their parental |
|--|--|--|---------------------------------------|
| | Women | Men | All |
| Attorney-General's Department | 0 | 0 | 0 |
| Australian Securities Exchange | 2.0 | 0 | 0.1 |
| СВА | 6.4 | 0.5 | 6.9 |
| Deloitte | 6.1 | 11.7 | 7.4 |
| Department of Foreign Affairs & Trade | 0 | 0 | 0 |
| Department of the Prime Minister & Cabinet | 8.3 | 2.6 | 6.9 |
| KPMG | 15.9 | 1.7 | 3.0 |
| McKinsey & Company | 0 | 0 | 0 |
| Qantas | 6.2 | 0.4 | 4.0 |
| Rio Tinto | 6.0 | 3.0 | 5.0 |
| Telstra | 4.9 | 0.2 | - |
| University of Sydney | 3.0 | 0.6 | 2.3 |
| Founding Group Averages | 4.9 | 1.7 | 3.2 |

-

Data not available

Note: Qantas statistics include Australian-based employees of Qantas Airways Ltd (ABN 16 009 661 901) only as of 31 March 2019 and excludes, Jetstar, Qantas Ground Services and other entities which are reported separately to the WGEA.

























McKinsey&Company



66

Men invented the system. Men largely run the system. It is incumbent upon men to change the system.

Gordon Cairns, Non-Executive Director and Founding MCC member

National 2015 Group

The National 2015 MCC group was established in 2015 and today includes 19 members who lead over 130,000 employees. The Victorian-based group represents some of Australia's most significant local, national and international organisations.

> Members work within and across their organisations to improve the representation of women in leadership positions and in non-traditional roles in our organisations. Many of our iconic organisations play key roles in advancing gender equality in the wider communities they reach.

The group includes representatives from a cross section of public, private and notfor-profit organisations. We formed with the intent of affecting change on gender equality by interacting daily with people where they live, work, socialise and learn – key settings where culture and norms are reinforced.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 89.1% of employment categories in 2019

44.5% women's representation was maintained overall across the group, compared to 47.4% in 2018 when the group first reported a group total

83.3% of members now have mainstreamed flexible working strategies in place

100% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Graham Ashton AM APM Chief Commissioner, Victoria Police



Ken Barton CEO and CFO, Crown Digital and Crown Resorts



John Bradley Secretary, Department of Environment, Land, Water and Planning Victoria



Sandro Demaio CEO, VicHealth



John Dewar Vice Chancellor, La Trobe University



Craig Drummond CEO, Medibank



Chris Eccles AO Secretary, Department of Premier and Cabinet Victoria



Adam Fennessy Partner, EY



Tony Frencham Group Director, Energy Transition, Senior Vice President, Power Sector, Worley



Nicolas Gindt CEO, Yarra Trams



Doug Hilton AO Director, Walter and Eliza Hall Institute of Medical Research



Damon Johnston Editor, Herald Sun



Chris Maxwell AC President, Court of Appeal, Supreme Court of Victoria



Gillon McLachlan CEO, Australian Football League



Jerril Rechter CEO, Basketball Australia



Ben Rimmer Non-Executive Director



Luke Sayers AM CEO, PwC Australia



lan Silk CEO, AustralianSuper



Convenor James Fazzino Non-Executive Director



Convenor

Kate Jenkins Sex Discrimination Commissioner, Australian Human Rights Commission



Focus areas and impact for 2018–19

Stepping up as leaders

Leading a major coalition-wide project to identify disruptive action we can take to eradicate sexual harassment from our workplaces, we analysed cultural reviews, industry surveys and insight reports contributed to by our members to understand the experiences of our employees. We listened to our people and experts and considered our own experience of responding to workplace sexual harassment issues. We hosted forums with CEOs and heads of our Legal, Communications and People and Culture teams to understand systemic barriers to change and lessons learned from experience. We examined current processes and promising practices from our members organisations and developed a member-resource to support action to eradicate sexual harassment, which will be finalised and shared in 2020.

Creating accountability

All members conducted like-for-like gender pay equity audits covering the last 2 years and shared organisationwide gender pay gap data with each other as part of our annual progress reporting. Across our group, organisation-wide gender pay gaps range from 0.8% to 15.0%.

Walter and Eliza Hall Institute of Medical Research and La Trobe University achieved Bronze Award Accreditation in the SAGE (Science in Australia Gender Equality) Athena Swan initiative.

Disrupting the status quo

Continued to embed flexible work in our organisations, with on average 81.0% of employees reporting they have the flexibility they need. DELWP and DPC supported line capability development with their "Managing Flexible Team" programs.

Used our influence as clients to support the Law Council of Australia gender-equitable briefing initiative which aims to ensure female barristers are given equal share of both the number and value of Briefs.

Leveraged the insight of the MCC Sport group's "Pathway to Pay Equality" report to consider the role our organisations play in the ecosystem that drives pay equality for elite female athletes (for example as major commercial sponsors of sport).

Continued to challenge perceptions of gender-stereotypical roles with appointments of women to 'non-traditional' roles like football operations, media, chef de cuisine, apprentices, tram drivers, sworn police officers and information technology.

Dismantling barriers for carers

Implemented initiatives to remove the financial impact of caring. For example, 92.0% of members have removed the qualifying period for accessing paid parental leave entitlements; the amount of paid parental leave available to employees ranges from 12 to 18 weeks; 42.0% of organisations pay superannuation on periods of paid and unpaid parental leave and AustralianSuper pays superannuation contributions to employees who return from parental leave on reduced hours at a full time rate for up to 12 months.

Created environments that support men to take parental leave with Medibank, PwC and AustralianSuper removing the distinction between primary and secondary carers leave and enabling parents to use the leave flexibly.

Gender equality in society

Continued to develop workplace support for employees affected by domestic and family violence with Crown Resorts, AustralianSuper, Medibank, and PwC offering uncapped domestic and family violence leave.

Collaborated with the Australian Women Donors Network to understand the extent to which our corporate philanthropy and community partnerships is equally invested in women and girls (as for men and boys).

DPC launched "Recognition Matters", to help ensure gender balance of Australian Honours recipients. On Queen's Birthday there was an 8% increase in the number of Victorian women recognised (43% in total).

The NAB AFL Women's competition continues to disrupt gender stereotypes and showcase strong female role models. 2019 saw an increase in football participation by women & girls: 35% increase in female teams; 14% increase in female participation; female players now representing 32% overall.

Table 15: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | | |
|------------------------|----|--|----------------|----------------|------------------|----------------|---------------|----------|---------------|-----|------|--|--|
| Stepping up as | | Leadership Cor | nmitment – c | ommunicatio | on, D&I Strate | gy, Council or | similar | | | | | | |
| Leaders | | Leaders' Behav | iour – gendei | equality em | pedded in exp | ectations of I | eaders | | | | | | |
| | | MCC Panel Pledge – commitment by CEO / Head of Business | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Creating | | Gender Equality Targets – annual public reporting | | | | | | | | | | | |
| Accountability | | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports | | | | | | | | | | | |
| | | Gender Pay Equity – audit completed and actioned at least every two years | | | | | | | | | | | |
| | | STEM roles – tracking of gender equality | | | | | | | | | | | |
| | | STEM roles – ta | rgets or othe | r KPIs in plac | e for gender | equality | | | | | | | |
| | | | | | | | | | | | | | |
| Disrupting the | | Merit – systems | and structu | es address " | merit trap" in I | recruitment, p | romotion, bia | s | | | | | |
| Status Quo | | Sponsorship – | | | | | | | | | | | |
| | | Flexible Work – | approach to | mainstreamir | ng flexibility | | | | | | | | |
| | | Gender Equal Public Face – test external image of organisation for gender equality | | | | | | | | | | | |
| | | Everyday Sexism – action to highlight and address | | | | | | | | | | | |
| | | Backlash and Buy-in – specific action to address and amplify | | | | | | | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | | | |
| | | Sexual Harassment – training for all managers on how to prevent and address | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Dismantling | | Parental Leave | – flexible acc | ess for all pa | rents | | | | | | | | |
| Barriers for Carers | | Superannuatio | n – paid durin | g paid and ur | npaid parental | leave periods | 6 | | | | | | |
| | | | | | | | | | | | | | |
| a 1 | | Domestic and Family Violence – action to address as a workplace issue | | | | | | | | | | | |
| Gender Equality in | | Future of Work | | | | | | | | | | | |
| Society | | UN "Women's E | | | | | | | | | | | |
| | | | inpowermen | | vvEr 3) – orga | nisation signe | | | | | | | |
| | | Complete er er | ropthundor | 21/ | | | omplote by 20 | | consideration | | | | |
| | | Complete or cur | renuy under W | ay | in plan to C | ommence or co | ompiete by 20 | zu under | CONSIDERATION | | | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 16: Gender balance in leadership

| | | Women's Representation (%) | | | | | | | | | |
|--------------------------------------|-------------------|----------------------------|--------------------------------|---|--------------------|-------------------|------------------|--|-------|--|--|
| National 2015 Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Partners (prof services only) | Board | | |
| AFL | 2015 | 36.3 | 33.3 | 18.2 | 28.0 | 34.7 | 37.5 | - | 30.0 | | |
| AustralianSuper | 2015 | 49.2 | 37.5 | 42.9 | 30.0 | 48.8 | 51.1 | - | 25.0 | | |
| Crown Resorts | 2015 | 42.5 | 10.0 | 31.7 | 43.1 | 41.6 | 42.8 | - | 30.0 | | |
| DELWP | 2015 | 50.0 | 54.8 | 44.3 | 42.5 | 40.3 | 54.0 | - | - | | |
| Department of Premier & Cabinet | 2015 | 63.5 | 44.8 | 59.6 | 33.3 | 62.9 | 65.2 | - | - | | |
| La Trobe University | 2015 | 63.8 | 43.5 | 54.5 | 47.7 | 59.5 | | - | 46.7 | | |
| Medibank | 2015 | 69.1 | 40.0 | 48.3 | 49.6 | 50.1 | 74.6 | - | 62.5 | | |
| PwC | 2015 | 53.2 | 43.8 | 41.5 | 50.2 | 52.0 | 57.3 | 26.5 | 36.4 | | |
| VicHealth | 2018 | 76.6 | - | 60.0 | - | 68.8 | 80.0 | - | 42.9 | | |
| Victoria Police | 2015 | 33.8 | 61.5 | 28.6 | 30.5 | 28.7 | 35.4 | - | - | | |
| Walter and Eliza Hall Institute | 2015 | 59.2 | 33.3 | 45.0 | - | 39.7 | 61.6 | - | 33.3 | | |
| Yarra Trams | 2015 | 22.3 | 25.0 | 33.3 | 31.3 | 25.0 | 21.8 | - | 22.2 | | |
| National 2015 Group Total | 2018 | 44.5 | 41.7 | 41.2 | 43.3 | 37.6 | 45.9 | 26.5 | 36.1 | | |

Gender balance achieved (40%-60% women's representation)

Increase in under-representation of women since benchmark year

Not applicable

benchmark year

Unchanged since benchmark year

Moving closer to gender balance since

Increase in over-representation of women since benchmark year

First year reporting

Note: La Trobe University key management personnel data adjusted to reflect category reclassification. La Trobe University data includes casuals.

Table 17: Gender balance in recruitment and promotions

| | Recr | uitment | | Promotions |
|--------------------------------------|---|---|---------------------|---|
| National 2015 Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (% | 6) Overall women's representation at end of period (%) |
| AFL | - | 45.7 | 46.3 | 36.3 |
| AustralianSuper | 50.0 | 52.0 | 43.5 | 49.2 |
| Crown Resorts | 50.0 | 46.1 | 37.7 | 42.5 |
| DELWP | 59.3 | 57.2 | - | 50.0 |
| Department of Premier & Cabinet | 54.5 | 66.5 | 67.0 | 63.5 |
| La Trobe University | - | 66.4 | 71.8 | 63.8 |
| Medibank | 50.0 | 81.8 | 54.7 | 69.1 |
| PwC | 52.6 | 53.8 | 51.5 | 53.2 |
| VicHealth | - | 83.3 | - | 76.6 |
| Victoria Police | 60.0 | 40.0 | 33.7 | 33.8 |
| Walter and Eliza Hall Institute | 60.0 | 65.2 | 55.1 | 59.2 |
| Yarra Trams | - | 35.9 | 18.8 | 22.3 |
| National 2015 Group Total | 53.4 | 50.8 | 40.9 | 44.5 |
| | Gender balance achieved (40%-60% women in graduate and overall recruitment) | 0% women in graduate 60%, and overall gender balance in | | men hires over 60%, but not roving overall gender balance in organisation |

Women promotions equal to or more

than women's representation overall

Women promotions at least 40%, but not equal to or more than women's representation overall

Women promotions less than women's representation overall

MALE CHAMPIONS OF CHANGE IMPACT REPORT 2019

Pay equity between men and women

The following organisations in the National 2015 Group publicly disclose their pay equity gaps:

- Crown Resorts Gender Action Plan F20-23 (page 2)
- Medibank Annual Report 2019 (page 14)
- PwC Public Announcement

Flexible and inclusive employment experiences

Table 18: Access to flexible work, and experiencing an inclusive culture

| National 2015 Group Organisations | Flexible Work Percentage of emp to the flexibility they | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | | | |
|--------------------------------------|---|------|------|--|------|------|--|--|
| | Women | Men | All | Women | Men | All | | |
| AFL | 81.0 | 87.0 | 85.0 | 80.0 | 83.0 | 82.0 | | |
| AustralianSuper | 91.0 | 89.0 | 90.0 | 88.0 | 92.0 | 90.0 | | |
| DELWP | 78.0 | 75.0 | 76.0 | 87.0 | 87.0 | 85.0 | | |
| Department of Premier & Cabinet | 88.0 | 88.0 | 88.0 | 89.0 | 90.0 | 89.0 | | |
| La Trobe University | 80.0 | 79.0 | 79.0 | - | - | - | | |
| Medibank | 79.0 | 82.0 | 80.0 | 86.0 | 88.0 | 87.0 | | |
| PwC | 76.0 | 80.0 | 78.0 | 87.0 | 90.0 | 88.0 | | |
| VicHealth | - | - | 72.0 | - | - | 87.0 | | |
| National 2015 Group Averages | 81.9 | 82.9 | 81.0 | 86.2 | 88.3 | 86.9 | | |

%

Improved since first report in 2018

Not improved since first report in 2018

First year reporting in 2019

 $\overline{}$ Data not available

Note: Walter and Eliza Hall Institute of Medical Research data on flexible and inclusive employment experiences collected on a biennial basis and next collected / reported in 2020.

Table 19: Sexual harassment – respect and safety at work

National 2015 Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| | Women | Men | All | Women | Men | All |
|------------------------------------|-------|------|------|-------|------|------|
| AFL | 86.0 | 93.0 | 91.0 | 92.0 | 94.0 | 94.0 |
| DELWP | 93.0 | 96.0 | 94.0 | 57.0 | 62.0 | 57.0 |
| Department of Premier & Cabinet | - | - | 62.0 | - | - | 76.0 |
| La Trobe University | 88.0 | 91.0 | 89.0 | - | - | - |
| Medibank | 95.0 | 95.0 | 95.0 | - | - | - |
| PwC | 92.0 | 95.0 | 93.0 | 73.0 | 79.0 | 76.0 |
| VicHealth | - | - | - | - | - | 72.0 |
| National 2015 Group Averages | 90.8 | 94.0 | 87.3 | 74.0 | 78.3 | 75.0 |

⊖ Data not available

Table 20: Exits during or at the end of parental leave

National 2015 Group Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental Organisations leave in the past year. Women Men All AFL 0 0 0 AustralianSuper 0 0 0 Crown Resorts 31.8 17.8 _ Department of Premier 8.0 5.0 6.0 & Cabinet La Trobe University 5.3 0.5 5.8 Medibank 8.0 0 5.7 VicHealth 14.0 0 11.0 Walter and Eliza Hall 0 0 0 Institute National 2015 Group 8.4 2.9 4.1 Averages

> ⊖ Data not available

Note: Walter and Eliza Hall Institute of Medical Research data on flexible and inclusive employment experiences collected on a biennial basis and next collected / reported in 2020.





















66

The progress we have made affirms for me the impact we can have when men step up beside women on gender equality, the most senior leader makes gender equality a strategic business priority, there is sustained focus, and we collaborate outside our usual networks for new and different solutions.

James Fazzino Non-Executive Director and Convenor, Male Champions of Change

National 2016 Group

The National Group established in 2016 today includes 15 members who lead some 165,000 employees, in 50 jurisdictions.

The group includes representatives from a wide range of organisations including media, retail, consumer packaged goods, industrials, energy, mining, insurance, finance, law, consulting, policing, intelligence and border protection. Members are committed to using the power and influence they hold to step up beside women to deliver change in gender equality, importunately driving a significant and sustainable increase in the representation of women in leadership positions.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 72.4% of employment categories in 2019

54.1% women's representation achieved overall across the group, compared to 41.6% in 2018 when the group released its first report

100% of members now have mainstreamed flexible working strategies in place

76.9% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



David Atkin CEO, Cbus



Mike Burgess Director-General of Security, ASIO



Andrew Colvin APM OAM Previous Commissioner, Australian Federal Police



Paul Jenkins Global Managing Partner, Ashurst



Tony Johnson Oceania CEO, EY



Graham Kerr CEO and Managing Director, South32



Duncan Lewis AO Previous Director-General of Security, ASIO



Michael Outram Commissioner Australian Border Force



Brett Redman CEO and Managing Director, AGL Energy



Pat Regan CEO, QBE Insurance Group



Ant Roediger Managing Director, Boston Consulting Group Australia and New Zealand



Rob Scott Managing Director, Wesfarmers



Clive Stiff CEO, Unilever Australia & New Zealand



James Taylor Managing Director, SBS



Adam Tindall CEO, AMP Capital



Nicola Wakefield-Evans Non-Executive Director and Chair, 30% Club Australia



Convenor

Elizabeth Broderick AO Founder of Male Champions of Change



Focus areas and impact for 2018–19

Stepping up as leaders

Advocated for gender equality in a number of significant public forums and within their organisations.

For example:

- Pat Regan (QBE Insurance) hosted the MCC/MARC CSW Side Event at the QBE offices in New York. The topic was men's involvement in gender equality – allyship, action, accountability
- Clive Stiff (Unilever) spoke on the importance of gender equality in business at the UN Women International Women's Day Breakfast in Sydney
- Graham Kerr (South32) was a key speaker at the Women in Mining and Resources Summit in Perth, where he spoke on the importance of leaders in role modelling inclusive behaviours
- David Atkin (CBUS) and Adam Tindall (AMP Capital) showed public support for Women in Super's recommendation to include gender analysis in the upcoming review of the Retirement Incomes System
- Andrew Colvin (AFP) and Ant Roediger (BCG) spoke on an MCC Panel discussion at Ashurst's RISE Forum for Women

Creating accountability

Achieved significant improvements in key gender equality metrics within member organisations. For example:

- Unilever's internal employee engagement survey saw a +10% jump in the Diversity & Inclusion assessment
- 52.0% of new partner promotions at Ashurst in 2019 were women following on from 58.0% in 2018. This talent pipeline is supported by the introduction of gender targets which were announced in late 2018. By FY22 Ashurst aims to have: 33.0% of the Ashurst partnership to be women (currently 25.0%); 33.0% of women in senior management positions (30.0% as of May 1); and gender balance in senior business services roles (currently 33.0%)
- South32 appointed its first woman chair

Launched action area on "Investment and gender equality" to create more dialogue and understanding on the importance of gender equality between the investment community and listed organisations.

Disrupting the status quo

Collectively worked with the National 2015 group to develop an insights paper on preventing and responding to sexual harassment in the workplace. CEOs held one-on-one interviews, reviewed the current situation in their organisations and identified opportunities to improve. Other activities to disrupt the status quo in this area include:

- EY held Workplace Behaviour sessions in all locations, attended by the CEO. Sessions canvassed power dynamics, gender and changes to internal processes
- Cbus conducted an "Everyday Sexism Survey" to enable a better understanding about how staff from across the Fund were experiencing and interpreting their work culture in relation to gender equality
- ABF implemented "Speak Safe", a confidential advice and support service for officers experiencing harmful behaviours, including sexual harassment, connected to the workplace. Modelled on the AFP's "Safe Place" over 200 referrals across a range of categories have been received since January 2019

Dismantling barriers for carers

Commenced a major project on "Dismantling Barriers for Carers" and wider engagement on the area of care within the MCC coalition.

Focused on collectively driving an increase in men taking parental leave across our organisations. For example:

- Ashurst saw its third consecutive year of increases in the number of men taking primary parental leave
- South32 saw an increase in male managers taking parental leave in Australia by 50.0% since last year
- At BCG in 2019, 83.0% of new dads took primary carer leave, and the other 17.0% took secondary carer leave, and almost 20.0% of the firm's Principal cohort was working less than a 100% load – and half of these were men
- EY introduced "Flex Parental Leave" with options for a mix of part time work and caring, provisions for Home for Life parents, Whāngai, grandparents with full-time care and Kinship responsibilities, and parents who have experienced stillbirth. EY also removed primary and secondary leave language from their parental leave policies

Reviewed and implemented new policies to pay superannuation on unpaid parental leave. AMP Capital, BCG and Unilever implemented new policies in 2019 to help close the gap in women's retirement savings. BCG and QBE Introduced new shared care benefits for employees eliminating the terms "primary" and "secondary" carer in Australia.

Ashurst launched a global parental leave policy, including the UK, moving away from maternity and paternity policies and will adopt Australia's current non-gendered approach.

Unilever increased leave provisions from 6 weeks to 16 weeks for women who experience stillbirth.

Gender equality in society

Developed Domestic violence in the workplace policies and action plans for 16 Days of Activism. For example:

- QBE undertook a Domestic and Family Violence audit globally and as a result they enhanced their Employee Assistance offering to all employees/countries
- Ashurst also took a global view on Domestic violence as a workplace issue
- For the first time ever, Unilever ran a Line Manager session on raising awareness about domestic violence as a workplace issue
- ASIO implemented their domestic and family violence strategy and intranet toolkit for staff and trained an initial cohort of 24 staff members as contact officers to support staff experiencing DFV
- Cbus developed their organisation response to perpetrators of domestic violence working closely with the University of NSW

Participated in the combined MCC meeting in February supporting the launch of the MCC Sport "Pathway to Pay Equality" for Elite Women Athletes. Members identified how their organisations can play a role in the sport pay eco-system and evaluated corporate sports sponsorship by gender.

EY's Entrepreneurial Winning Women[™] Asia-Pacific program has, since 2015, helped more than 500 women entrepreneurs globally to develop tools and networks needed to grow their businesses.

Table 21: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | | |
|------------------------|----|--|------------------|-----------------|------------------|----------------|----------------|----------|---------------|-----|------|--|--|
| Stepping up as | | Leadership Co | ommitment – | communicat | ion, D&I Strate | gy, Council or | similar | | | | | | |
| Leaders | | Leaders' Behaviour – gender equality embedded in expectations of leaders | | | | | | | | | | | |
| | | MCC Panel Pledge – commitment by CEO / Head of Business | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Creating | | Gender Equali | ty Targets – a | nnual public | reporting | | | | | | | | |
| Accountability | | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports | | | | | | | | | | | |
| | | Gender Pay Equity – audit completed and actioned at least every two years | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Disrupting the | | Merit – systen | ns and structu | ires address | "merit trap" in | recruitment, p | promotion, bia | S | | | | | |
| Status Quo | | Sponsorship - | - practice exp | ected of all le | eaders | | | | | | | | |
| | | Flexible Work | – approach to | mainstream | ing flexibility | | | | | | | | |
| | | Gender Equal Public Face – test external image of organisation for gender equality | | | | | | | | | | | |
| | | Everyday Sexism – action to highlight and address | | | | | | | | | | | |
| | | Backlash and Buy-in – specific action to address and amplify | | | | | | | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | | | |
| | | Sexual Harass | ment – trainir | ig for all man | agers on how | to prevent and | d address | | | | | | |
| | | | | | | | | | | | | | |
| Dismantling | | Parental Leave | e – flexible aco | cess for all pa | arents | | | | | | | | |
| Barriers for Carers | | Superannuatio | on – paid durir | ng paid and u | inpaid parenta | l leave period | 5 | | | | | | |
| | | | | | | | | | | | | | |
| Gender | | Domestic and Family Violence – action to address as a workplace issue | | | | | | | | | | | |
| Equality in Society | | Future of Worl | < – organisatio | on giving con | isideration to g | jender equalit | У | | | | | | |
| - | | UN "Women's Empowerment Principles" (WEPs) – organisation signed on | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | Complete or ci | urrently underv | way | In plan to c | ommence or c | omplete by 20 | 20 Under | consideration | | | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 22: Gender balance in leadership

| | | Women's Representation (%) | | | | | | | |
|--------------------------------------|-------------------|----------------------------|--------------------------------|---|--------------------|-------------------|------------------|--|-------|
| National 2016 Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Partners (prof services only) | Board |
| AMP Capital | 2018 | 52.5 | 40.0 | 29.2 | 33.6 | 39.0 | 62.5 | - | - |
| AFP | 2018 | 38.0 | 33.3 | 21.1 | 43.8 | 33.9 | 38.2 | - | - |
| AGL | 2018 | 32.9 | 0.0 | 28.6 | 59.5 | 38.0 | 31.8 | - | 37.5 |
| Ashurst | 2018 | 67.1 | - | 50.0 | 33.3 | 52.5 | 69.2 | 29.1 | 33.3 |
| ASIO | 2018 | 46.1 | 40.0 | 31.3 | 42.0 | 38.5 | 50.5 | - | - |
| BCG | 2018 | 46.7 | 20.5 | 36.4 | 27.5 | 55.6 | 55.2 | - | 20.0 |
| Cbus Super | 2018 | 49.4 | | - | 44.4 | 36.3 | 52.9 | - | 26.3 |
| EY | 2018 | 49.2 | - | 40.6 | 52.4 | 46.2 | 53.3 | 24.7 | 46.2 |
| QBE | 2018 | 52.6 | 11.1 | 25.0 | 25.5 | 35.1 | 55.9 | - | 20.0 |
| SBS | 2019 | 52.1 | 50.0 | - | 53.5 | 48.0 | 53.3 | - | 44.4 |
| South32 | 2018 | 15.0 | 50.0 | 38.2 | 24.3 | 24.7 | 14.0 | - | 33.3 |
| Unilever | 2018 | 45.9 | 44.4 | 50.0 | 42.9 | 71.4 | 44.3 | - | 33.3 |
| Wesfarmers | 2019 | 58.5 | 28.2 | 23.9 | 31.5 | 42.1 | 58.9 | - | 37.5 |
| National 2016 Group Total | 2018 | 54.1 | 30.6 | 37.8 | 42.4 | 40.4 | 55.2 | 25.6 | 29.7 |

Gender balance achieved (40%-60% women's representation)

Increase in under-representation of women since benchmark year

⊖Not applicable

Moving closer to gender balance since benchmark year

(%) Unchanged since benchmark year

Increase in over-representation of women since benchmark year

First year reporting

Note: AMP Capital data includes Active and on Leave Employees and excludes Fixed Term and External Contractors. 2018 benchmark data for BCG has been adjusted to ensure consistency with 2019 methodology, to enable year-on-year comparison. The revised methodology more accurately reflects BCG's organisation structure – e.g., Board comprises full Managing Director & Partner group. QBE data only includes permanent and fixed-term employees and excludes casual employees and contractors. Wesfarmers data is an aggregate based on individual WGEA submissions from the businesses within the Wesfarmers conglomerate, as aggregated by the MCC Institute.

Table 23: Gender balance in recruitment and promotions

| | Recru | uitment | Promotions | | |
|--------------------------------------|---------------------|-----------------|----------------------|---|--|
| National 2016 Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | |
| AMP Capital | 38.5 | 56.9 | 48.0 | 52.5 | |
| AFP | 55.0 | 56.0 | 49.0 | 38.0 | |
| AGL | 50.0 | 39.6 | 33.8 | 32.9 | |
| Ashurst | 50.0 | 30.0 | 57.5 | 67.1 | |
| ASIO | 35.2 | 57.1 | 47.5 | 46.1 | |
| BCG | 54.1 | 53.9 | 38.7 | 46.7 | |
| Cbus Super | 75.0 | 48.7 | 63.3 | 49.4 | |
| EY | 47.6 | 50.3 | 48.3 | 49.2 | |
| QBE | 41.2 | 51.1 | 54.6 | 52.6 | |
| SBS | 50.0 | 57.8 | 63.2 | 52.1 | |
| South32 | 43.5 | 27.5 | 15.6 | 15.0 | |
| Unilever | 88.9 | 44.1 | 44.7 | 45.9 | |
| Wesfarmers | 75.0 | 54.1 | 51.5 | 58.5 | |
| National 2016 Group Total | 47.8 | 52.7 | 50.0 | 54.1 | |

Recruitment

Gender balance achieved (40%-60% women in graduate and overall recruitment)

Women graduates or hires under 40%, and not improving gender balance in the organisation

Women hires under 40% or over 60%, and overall gender balance in the organisation is improving

First year reporting

Women hires over 60%, but not improving overall gender balance in the organisation

Promotions

Women promotions equal to or more than women's representation overall

Women promotions at least 40%, but not equal to or more than women's representation overall

Women promotions less than women's representation overall

Note: QBE data on overall recruitment and promotions only includes permanent and fixed-term employees and excludes casual employees and contractors.

Pay equity between men and women

The following organisations in the National 2016 Group publicly disclose their pay equity gaps:

- AGL Annual Report 2019 (page 67)
- Cbus Super Annual Report 2018 (page 58)
- EY Diversity & Inclusion Public Report
- QBE in UK, as per Government disclosures
- Wesfarmers Sustainability website and Corporate Governance Statement (page 21)

Flexible and inclusive employment experiences

Table 24: Access to flexible work, and experiencing an inclusive culture

| National 2016 Group Organisations | Flexible Work Percentage of emp to the flexibility the | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|--------------------------------------|--|------|------|--|------|------|
| | Women | Men | All | Women | Men | All |
| AMP Capital | 88.0 | 87.0 | 88.0 | - | - | - |
| AGL | 88.0 | 79.0 | 82.0 | - | - | - |
| Ashurst | 73.0 | 69.0 | 72.0 | 87.0 | 88.0 | 86.0 |
| BCG | 90.0 | 89.0 | 90.0 | 87.0 | 93.0 | 89.0 |
| Cbus Super | 90.0 | 88.0 | 89.0 | 93.0 | 88.0 | 90.0 |
| EY | 75.0 | 76.0 | 76.0 | 87.0 | 90.0 | 89.0 |
| QBE | 82.0 | 84.0 | 82.0 | 83.0 | 87.0 | 83.0 |
| SBS | 66.0 | 69.0 | 68.0 | 83.0 | 83.0 | 83.0 |
| South32 | 80.0 | 80.0 | 80.0 | 62.0 | 64.0 | 63.0 |
| Unilever | 85.0 | 84.0 | 84.0 | 90.0 | 90.0 | 90.0 |
| National 2016 Group Averages | 81.7 | 80.5 | 81.1 | 84.0 | 85.4 | 84.1 |

Improved since first report in 2018

% Not improved since first report in 2018

First year reporting in 2019

Data not available

Table 25: Sexual harassment – respect and safety at work

National 2016 Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| Women | Men | All | Women | Men | All |
|-------|--|---|--|--|--|
| 94.0 | 96.0 | 95.0 | - | - | - |
| 93.0 | 92.0 | 72.0 | - | - | - |
| 90.0 | 94.0 | 93.0 | 90.0 | 94.0 | 93.0 |
| 90.0 | 92.0 | 91.0 | - | - | - |
| 66.0 | 76.0 | 71.0 | 78.0 | 90.0 | 82.0 |
| 87.0 | 92.0 | 90.0 | - | - | - |
| 91.0 | 96.0 | 94.0 | - | - | - |
| 87.3 | 91.1 | 86.6 | 84.0 | 92.0 | 87.5 |
| | 94.0 93.0 90.0 90.0 66.0 87.0 91.0 | 94.0 96.0 93.0 92.0 90.0 94.0 90.0 92.0 66.0 76.0 87.0 92.0 91.0 96.0 | 94.0 96.0 95.0 93.0 92.0 72.0 90.0 94.0 93.0 90.0 92.0 91.0 66.0 76.0 71.0 87.0 92.0 90.0 91.0 96.0 94.0 | 94.0 96.0 95.0 - 93.0 92.0 72.0 - 90.0 94.0 93.0 90.0 90.0 92.0 91.0 - 66.0 76.0 71.0 78.0 87.0 92.0 90.0 - 91.0 96.0 94.0 - | 94.0 96.0 95.0 - 93.0 92.0 72.0 - 90.0 94.0 93.0 90.0 94.0 90.0 92.0 91.0 - - 66.0 76.0 71.0 78.0 90.0 87.0 92.0 90.0 - - 91.0 76.0 71.0 78.0 90.0 87.0 92.0 90.0 - - 91.0 96.0 94.0 - - |

⊖ Data not available

Table 26: Exits during or at the end of parental leave

| National 2016 Group Organisations | Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year. | | | | |
|--------------------------------------|---|-----|------|--|--|
| | Women | Men | All | | |
| AMP Capital | 2.0 | 0 | 2.0 | | |
| AFP | 0 | 0 | 0 | | |
| AGL | 0.9 | 0 | 0.3 | | |
| Ashurst | 14.6 | 7.1 | 0.6 | | |
| ASIO | 1.6 | 0 | 1.6 | | |
| BCG | 4.0 | 0 | 2.0 | | |
| Cbus Super | 8.0 | 4.0 | 6.0 | | |
| EY | 6.1 | 4.7 | 5.6 | | |
| QBE | 11.7 | 0 | 11.7 | | |
| SBS | 0 | 0 | 0 | | |
| South32 | 8.3 | 1.8 | 3.4 | | |
| Unilever | 0 | 0 | 0 | | |
| Wesfarmers | 3.0 | 1.0 | 3.0 | | |
| National 2016 Group Averages | 4.6 | 1.4 | 2.8 | | |

 $\overline{}$

Data not available



National 2017 Group

The National 2017 MCC Group was first convened in October 2017 and today includes 10 members who lead 19,650 employees across 8 countries.

Members have a strong industrial manufacturing and transport focus, and work within typically male-dominated environments. With national and international reach, our goal is to improve the representation of women in leadership positions and in non-traditional roles within our organisations.

Highlights for 2018–19

All organisations in the group achieved improvements in women's representation from last year, resulting in women's representation increasing to 15.3% compared to 14.7% in 2018 when the group released its first report

A focus on improving women's representation in leadership roles and the early pipeline resulted in a 7.8% point increase in key management, a 2.5% point increase in senior managers and an 8.4% point increase in women on boards

In the early pipeline, 53.4% of graduates were women, representing an increase of 26.4% points from 2018

75.0% of members now have merit systems and structures in place to address bias in recruitment and promotion, an increase of 25.0% points from the previous year

75.0% now have flexible work practices in place, an increase of 25.0% points from the previous year

75.0% now have flexible parental leave access for all parents, an increase of 35.0% points from the previous year

72.0% have paid superannuation while on parental leave, representing an increase of 42.0% points from the previous year

75.0% of all organisations have taken action to address domestic and family violence, up from 20.0% in 2018

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions



Luke Agati CEO, Transdev Australasia



David Cooke Managing Director Australia, Konica Minolta Business Solutions Australia



Richard Gross CEO, Ausgrid



David Hawkins Chairman and Managing Director, BASF Australia and New Zealand



Peter Jensen-Muir Executive Managing Director, Cummins Asia Pacific



Phil Schacht CEO, Hanson Australia



Sean Taylor CEO and Managing Director, Komatsu Australia



Rob Wheals CEO and Managing Director, APA



George Whyte Managing Director Australia Pacific, Aggreko



Scott Wyatt CEO, Viva Energy Australia



Convenor Ming Long

Non-Executive Director



Focus areas and impact for 2018–19

Stepping up as leaders

Hosted a Round Table meeting for MCC organisations within 'Industrial' sectors including mining, manufacturing, utilities and energy. The meeting focussed on opportunities to collectively work to increase women's representation across male dominated industries. Priority areas for action across the coalition included:

- Opportunities to scale up initiatives across companies to accelerate change
- Leveraging industry associations to prioritise improvements in gender equality across industry
- Tapping into the extended supplier/ customer chain to push for change.

Developed a deeper understanding of sexual harassment within member workplaces by reviewing data, speaking with impacted employees and talking with Australia's Sex Discrimination Commissioner Kate Jenkins regarding insights arising from the National Inquiry into Sexual Harassment in Australian Workplaces. Welcomed two new members; Rob Wheals, Chief Executive Officer and Managing Director of APA, and Richard Gross, Chief Executive Officer of Ausgrid.

Led industry engagement to improve gender equality, for example:

- David Hawkins (BASF), as Chair of Chemistry Australia, tabled Diversity and Inclusion as a topic for awareness and action for the industry, at the Governing Council meeting
- Sean Taylor (Komatsu) spoke about Diversity and Inclusion and Male Champions of Change at the Australian Institute of Quarrying conference

Creating accountability

Undertook a review of gender equality data analysis and target setting in our organisations, resulting in many reconsidering current approaches to establishing targets, monitoring, reporting and accountability for targets.

Disrupting the status quo

Led innovative action within member organisations to disrupt the status quo on gender equality. For example:

- Hanson successfully designed and implemented a "Women Driving Transport Careers program" which provided access to a new talent pool by offering women with a motor car licence a free, four-week intensive driver training program followed by full-time employment as trainee concrete agitator and quarry tipper drivers. The program resulted in the employment of 7 women and will be repeated across multiple regions in 2020
- Viva Energy successfully recruited women into non-traditional areas including 14 part-time operators at the Geelong Refinery, GM Consumer (Executive team) and Head of Investor Relations
- BASF introduced 'Flexi-Pathways', which offers employees the opportunity to self-nominate for a project outside of their day-to-day role. The initiative is designed to enable men and women a way to develop into leadership roles
- Transdev launched their "Journey Maker Academy" which offers funding for the bus licensing program while training new hires on how to be a bus driver. As a result of the introduction of this program in the Melbourne business, the applications received by women interested in becoming bus drivers

doubled to 24.0% and the number of women hired doubled to 14.0%, in the Melbourne business alone

- Cummins achieved 18.0% women's representation in their apprenticeship intake in 2019 against an industry average of 2.5%. Cummins has taken a multifaceted approach to the recruitment and development of women apprentices over a number of years. The key drivers of success have included multimedia promotions, targeted advertising, strong partnerships with Cummins Technical Education for Communities project, Cummins Powers Women, Girls Academy, local schools, local TAFE's, Women In Trades networks and S.A.L.T (Supporting And Linking Tradeswomen). Cummins also runs highly successful Women in Automotive events at their capital city Branches for years 10,11 and 12 school students
- Transdev and Komatsu have both launched national campaigns to address everyday sexism in the workplace
- Transdev has reached 33.0% women's representation in their rail business against an industry average of 20.0%

Dismantling barriers for carers

Led innovative actions to dismantle barriers for carers, for example, Konica Minolta launched its unique 12 weeks paid parental leave policy which is available to both parents (negating primary and secondary carer terminology), and is available retrospectively for 3 years pro rata.

Gender equality in society

Introduced new programs and initiatives to support the advancement of gender equality in society. For example:

- Konica Minolta, Transdev, Komatsu and Viva Energy have implemented or updated domestic and family violence leave policies
- Viva Energy announced their sponsorship for AFL Women Geelong Cats team, reinforcing their commitment to supporting women in non-traditional roles and supporting the "Pathway to Pay Equality for Elite Women Athletes"

Table 27: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|-----------------------------|----|--|------------------|----------------|-----------------|----------------|---------------|----------|---------------|-----|------|
| Stepping up as | | Leadership Co | mmitment – c | communicati | ion, D&I Strate | gy, Council or | similar | | | | |
| Leaders | | Leaders' Beha | viour – gende | r equality err | nbedded in exp | pectations of | leaders | | _ | | |
| | | MCC Panel Ple | edge – commi | tment by CE | O / Head of Bu | isiness | | | | | |
| | | | | | | | | | | | |
| Creating | | Gender Equalit | :y Targets – ar | nual public r | reporting | | | | | | |
| Accountability | | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports | | | | | | | | | |
| | | Gender Pay Ec | juity – audit co | ompleted an | d actioned at l | east every tw | o years | | | | |
| | | | | | | | | | | | |
| Disrupting the | | Merit – systems and structures address "merit trap" in recruitment, promotion, bias | | | | | | | | | |
| Status Quo | | Sponsorship – practice expected of all leaders | | | | | | | | | |
| | | Flexible Work – approach to mainstreaming flexibility | | | | | | | | | |
| | | Gender Equal Public Face – test external image of organisation for gender equality | | | | | | | | | |
| | | Everyday Sexism – action to highlight and address | | | | | | | | | |
| | | Backlash and Buy-in – specific action to address and amplify | | | | | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harassment – training for all managers on how to prevent and address | | | | | | | | | |
| | | | | | | | | | | | |
| Dismantling Barriers for | | Parental Leave | – flexible acc | ess for all pa | arents | | | | | | |
| Carers | | Superannuation – paid during paid and unpaid parental leave periods | | | | | | | | | |
| Gender | | Domestic and | Family Violen | ce – action t | o address as a | a workplace is | sue | | | | |
| Equality in Society | | Future of Work | | | | | | | | | |
| Society | | UN "Women's | Empowermer | t Principles" | (WEPs) – orga | nisation signe | ed on | | | | |
| | | Complete or cu | rrently underw | /ay | In plan to c | ommence or c | omplete by 20 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 28: Gender balance in leadership

| | | Women's Representation (%) | | | | | | |
|--------------------------------------|-------------------|----------------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|
| National 2017 Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board |
| Aggreko | 2018 | 25.0 | 25.0 | 0.0 | 0.0 | 18.2 | 26.0 | 42.9 |
| BASF | 2018 | 26.5 | 25.0 | 33.3 | 13.8 | 23.7 | 28.0 | 12.5 |
| Cummins * | 2018 | 16.6 | 38.9 | 16.7 | 25.0 | 18.1 | 16.0 | 50.0 |
| Hanson Australia | 2018 | 9.7 | 18.2 | 10.0 | 15.0 | | | 0.0 |
| Komatsu | 2018 | 15.8 | 0.0 | 9.5 | 19.2 | | 15.9 | 0.0 |
| Konica Minolta | 2018 | 23.0 | 25.0 | 14.3 | 25.0 | 25.0 | 22.9 | 0.0 |
| Transdev | 2018 | 15.1 | 28.6 | 23.1 | 31.9 | 23.5 | 14.6 | - |
| Viva Energy | 2018 | 23.4 | 33.3 | 40.0 | 43.3 | 26.6 | 22.5 | 28.6 |
| National 2017 Group Total | 2018 | 15.3 | 26.2 | 14.4 | 23.0 | 16.5 | 15.0 | 17.1 |

First year reporting

Gender balance achieved (40%-60% women's representation)

%

Unchanged since benchmark year

Moving closer to gender balance since benchmark year

*

Increase in under-representation of women since benchmark year

CEO / Head of Business (or equivalent) is a woman

⊖ Not applicable

Table 29: Gender balance in recruitment and promotions

| | Rec | ruitment | Promotions | | |
|--------------------------------------|---|---|----------------------|---|--|
| National 2017 Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | |
| Aggreko | 100 | 26.6 | 50.0 | 25.0 | |
| BASF | 100 | 34.7 | 32.3 | 26.5 | |
| Cummins | 44.0 | 17.0 | 19.7 | 16.6 | |
| Hanson Australia | 50.0 | | 13.6 | 9.7 | |
| Komatsu | 33.3 | | 17.8 | 15.8 | |
| Konica Minolta | - | 39.7 | 46.2 | 23.0 | |
| Transdev | 55.6 | 25.0 | 40.7 | 15.1 | |
| Viva Energy | 100 | 46.3 | 28.3 | 23.4 | |
| National 2017 Group Total | 53.4 | 19.8 | 20.4 | 15.3 | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) | Women hires under 4 60%, and overall ger the organisation is in | ider balance in | icable | |

Promotions

Women promotions equal to or more than women's representation overall

Women promotions at least 40%, but not equal to or more than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the National 2017 Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Table 30: Access to flexible work, and experiencing an inclusive culture

| National 2017 Group Organisations | Flexible Work Percentage of emp to the flexibility they | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|--------------------------------------|---|------|------|--|------|------|
| | Women | Men | All | Women | Men | All |
| Aggreko | - | - | - | 74.0 | 79.0 | 78.0 |
| BASF | - | - | - | - | - | 76.0 |
| Komatsu | - | - | - | 76.0 | 83.0 | 82.0 |
| Transdev | - | - | 84.0 | - | - | 85.0 |
| Viva Energy | 77.0 | 67.0 | 70.0 | 82.0 | 88.0 | 86.0 |
| National 2017 Group Averages | 77.0 | 67.0 | 77.0 | 77.3 | 83.3 | 81.4 |

Improved since first report in 2018

%) Not improved since first report in 2018

First year reporting in 2019

Data not available

Table 31: Sexual harassment – respect and safety at work

| National 2017 Group Organisations | Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) | | | | | | |
|--------------------------------------|---|------|------|--|--|--|--|
| | Women | Men | All | | | | |
| Transdev | - | - | 73.0 | | | | |
| Viva Energy | 83.0 | 96.0 | 92.0 | | | | |
| National 2017 Group Averages | 83.0 | 96.0 | 82.5 | | | | |
| Averages | | | | | | | |

⊖ Data not available

Table 32: Exits during or at the end of parental leave

| National 2017 Group Organisations | Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parer leave in the past year. | | | | | |
|--------------------------------------|---|-----|-----|--|--|--|
| | Women | Men | All | | | |
| Aggreko | 0 | 0 | 0 | | | |
| BASF | 0 | 0.3 | 0.2 | | | |
| Cummins | 0 | 0 | 0 | | | |
| Komatsu | 0 | 0 | 0 | | | |
| Transdev | 0 | 5.3 | - | | | |
| Viva Energy | 0 | 0 | 0 | | | |
| National 2017 Group Averages | 0 | 0.9 | 0 | | | |

) Data not available





















Property Group

The Property Male Champions of Change was established in 2015 and today includes 21 members who lead some 35,000 employees, in 9 jurisdictions.

The group includes senior leaders from across the industry's development and construction, investment, funds management and agency sectors. Members work within and across their organisations to drive greater gender equality in the property industry and increase the number of women in leadership roles.

Highlights for 2018–19

85.0% of members achieved women's representation in promotions of at least 40%

Members achieved gender balance or an increase in women's representation across 80.4% of employment categories in 2019

42.6% women's representation achieved overall across the group, compared to 40.1% in 2015 when the group released its first report

90% of members now have mainstreamed flexible working strategies in place

85% of members have flexible parental leave policies in place

100% of members have conducted a gender pay gap analysis and taken action or will commence or complete by 2020

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Peter Allen CEO, Scentre Group



Daryl Browning CEO, ISPT



Jonathan Callaghan CEO, Investa



Stephen Conry AM Ω



Paul Craig CEO Australia and New Zealand, Savills



Rod Fehring CEO, Frasers Property Australia



David Harrison Managing Director and Group CEO, Charter Hall



Carmel Hourigan Global Head of Real Estate, AMP Capital



Bob Johnston CEO and Managing Director, The GPT Group



Grant Kelley CEO and Managing Director, Vicinity Centres



John Kenny CEO Australia and New Zealand, Colliers International



Rod Leaver Partner and CEO, Knight Frank Australia



Steven McCann Group CEO and Managing Director, Lendlease



Ken Morrison Chief Executive, Property Council of Australia



John Mulcahy Independent Non-Executive Chair, Mirvac



Michael O'Brien Managing Director, QIC Global Real Estate



James Patterson Chief Executive, Cushman & Wakefield Australia and New Zealand



Phil Rowland President and CEO, Australia and New Zealand, CBRE



Selina Short Managing Partner, Real Estate & Construction, EY



Darren Steinberg CEO and Executive Director, Dexus



Mark Steinert CEO and Managing Director, Stockland



Convenor Carol Schwartz AO Non-Executive Director



Focus areas and impact for 2018–19

Stepping up as leaders

Convened a Property Industry Roundtable on 19 August 2019 with over 40 leaders from across the Property industry sector to share lessons from the group learnings and affirm our commitment to gender equality. Members shared practical actions to advance gender equality and women's representation in leadership and insights from the Property MCC's work over the last nearly 5 years.

Attended the 63rd Session of the UN Commission on the Status of Women (CSW) 2019 - represented by Steve McCann (Lendlease), Carmel Hourigan (AMP Capital), Selina Short (EY) and Kathy Mac Dermott (Property Council of Australia). This included organising a Property Roundtable, hosted by EY and attended by 40 New York based real estate professionals and industry groups, including representatives from Lendlease, AMP's US partner, JLL, Colliers, BOMA and the ULI, to share the MCC approach and examples of effective strategies to accelerate progress on gender equality.

Creating accountability

Commissioned a report from Aon tracking changes over the last 12 months on gender representation and pay equity across leadership levels and job families in the property industry. Identified areas requiring renewed focus and acceleration of efforts.

Conducted or completing a gender pay gap review across 100% of member organisations. 11 Property MCC members are Pay Equity Ambassadors (including our Convenor, Carol Schwartz AO and CEO of Mirvac, Susan Lloyd-Hurwitz).

Disrupting the status quo

Led the development of the Male Champions of Change toolkit -"40:40:20 For Gender Balance: Interrupting Bias in Your Talent Processes". The Toolkit breaks down the touchpoints in recruitment and promotion processes where bias might influence and identifies what we can do to interrupt bias when attracting, recruiting and retaining the best candidates. This new resource was developed by the Property MCCs capturing lessons learnt from in-depth reviews of our recruitment, promotion and talent processes and feedback from people in our organisations, including through three workshops with women at different levels within our organisations and HR/Talent Leaders from across Property MCC organisations. The Property MCC worked with other members across the coalition to broaden the insights and examples to reflect the experience of other industries and sectors.

Published a report on the findings from a survey of more than 2,600 employees across 18 Property MCC organisations exploring women's entry into the property industry, their career progression and their experience of everyday sexism in the workplace. This was the second time the survey had been run enabling analysis of shifts in attitudes, experiences and industry sentiment over the past two years. The research also included interviews with 20 women in diverse roles and different stages of their careers to capture their pathways into property and their experience of the industry. The report was released in November 2018 highlighting insights into men and women's different perception and experiences of diversity and inclusion.

Developed a toolkit "Everyday Respect: Practical Actions to Address Everyday Sexism in the Workplace" to empower individuals to take by-stander action on everyday sexism and provide them with the tools to address unacceptable behavious in the moment. The Toolkit responds to feedback from people in our organisations who felt unsure about how to call out everyday sexism. Convened an "Engaging Men" Workshop with 40 participants from across Property MCC organisations to discuss what it means to be a Male Champion of Change and to identify actions that all men can take to accelerate progress towards gender equality. Participants Identified a list of 'practical actions for everyday champions of change' which was shared with all participants and Property MCCs for dissemination and embedding into everyday practice.

Identified the opportunity to develop a social media campaign showcasing the diversity of roles in property and the many women working in the industry to grow the talent pool. This project built on a workshop conducted with women early in their careers to understand what attracted them to property, their pathway to property and their ideas for attracting more women to the industry. The Property MCC convened a workshop with Heads of Marketing in the sector to refine ideas and key messages. Property MCC are contributing profiles of women working in diverse roles to the #iworkinproperty campaign coordinated by the Property Council of Australia.

Held a roundtable with Procurement Officers from Property MCC organisations to explore opportunities for harnessing the power of our procurement spend to advance gender equality through the 'suppliermultiplier' effect. To support this action, we developed a Toolkit for suppliers outlining our commitment and expectations for gender equality from key suppliers. The Toolkit will be disseminated across the industry in the coming year.

For the third year, the Property Council's 500 Women in Property sponsorship program, has over 500 sponsor/sponsee pairs participating in the program. 100% of PMCC organisations were involved in the program in 2019, involving 168 sponsees and 168 sponsors across our organisations. Furthermore, 17 Property MCC organisations participated in the Girls in Property initiative involving 595 schoolgirls exposing them to the industry including events hosted by ISPT, Frasers Property Australia, The GPT Group, Lendlease and Scentre Group.

Gender equality in society

Convened a Special Session on domestic and family violence, in partnership with Mirvac, involving about 70 participants from across our organisations. The session explored new and effective ways that member organisations, managers, colleagues and the industry more broadly, can support survivors of domestic and family violence. In follow-up, we engaged Kristy McKellar (survivoradvocate and expert adviser on workplace responses to domestic and family violence) to review our existing practice and identify opportunities for enhancing support provided to survivors in our workplaces. We also identified next steps in leveraging our industry footprint to support survivors of domestic and family violence among our clients, customers and communities, through both individual and collective action. Property MCCs are reviewing their policies and practice in light of Kristy's recommendations and implementing reforms as required including in some organisations uncapped leave.

Table 33: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|----------------------------|----|--|-----------------|-----------------|------------------|----------------|---------------|----------|---------------|-----|------|
| Stepping up as | | Leadership Cor | nmitment – co | ommunicatio | on, D&l Strateg | gy, Council or | similar | | | | |
| Leaders | | Leaders' Behav | iour – gender | equality emb | pedded in exp | ectations of I | eaders | | | _ | |
| | | MCC Panel Plec | lge – commitr | ment by CEC |) / Head of Bu | siness | | | | | |
| | | | | | | | | | | | |
| Creating | | Condor Equality | Targata | ual public re | porting | | | | | | |
| Creating Accountability | | Gender Equality Gender Equality | | | | Business dire | ct reports | | | | |
| | | Gender Pay Equ | | | | | | | | | |
| | | | nty – addit Col | npieteu anu | | | J years | | | | |
| | | | | | | | | | | | |
| Disrupting the | | Merit – systems | and structure | es address "i | merit trap" in r | ecruitment, p | romotion, bia | IS | | | |
| Status Quo | | Sponsorship – p | practice expe | cted of all lea | aders | | | | | | |
| | | Flexible Work – | approach to r | nainstreamir | ng flexibility | | | | | | |
| | | Gender Equal P | ublic Face – te | est external i | mage of orga | nisation for g | ender equalit | У | | | |
| | | Everyday Sexisi | m – action to H | nighlight and | address | | | | | | |
| | | Backlash and B | uy-in – specifi | c action to a | ddress and a | mplify | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harassm | nent – training | for all mana | gers on how t | o prevent and | laddress | | | | |
| | | | | | | | | | | | |
| Dismantling | | Parental Leave - | – flexible acce | ss for all par | ents | | | | | | |
| Barriers for | | Superannuatior | | | | leave periods | 6 | | | | |
| Carers | | | | | | | | | | | |
| | | | | | | | | | | | |
| Gender Equality in | | Domestic and F | amily Violenc | e – action to | address as a | workplace is: | sue | | | | |
| Society | | Future of Work - | – organisatior | giving cons | ideration to g | ender equalit | у | | | | |
| | | | | | | | | | | | |
| | | Complete or cur | rently underwa | iУ | In plan to c | ommence or c | omplete by 20 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 34: Gender balance in leadership

| | | Women's Representation (%) | | | | | | | |
|----------------------------------|-------------------|----------------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|--|
| Property Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board | |
| AMP Capital * | 2015 | 61.4 | 12.5 | - | 25.0 | 42.3 | 70.2 | - | |
| CBRE | 2015 | 41.7 | 45.0 | 27.3 | 21.3 | 38.2 | 43.8 | 21.4 | |
| Charter Hall | 2015 | 54.7 | 25.0 | - | 21.1 | 30.0 | 63.1 | 28.6 | |
| Colliers International | 2015 | 46.2 | | 21.7 | 18.2 | 60.0 | 47.9 | 0.0 | |
| Cushman & Wakefield | 2015 | 41.4 | 53.8 | | 31.8 | 36.8 | 43.1 | 0.0 | |
| Dexus | 2015 | 57.3 | 50.0 | 21.6 | 45.5 | 56.4 | 66.2 | 37.5 | |
| Frasers Property Australia | 2015 | 43.4 | 28.6 | 33.3 | 18.2 | 40.2 | 47.5 | 0.0 | |
| The GPT Group | 2015 | 54.7 | 25.0 | - | 29.2 | 56.0 | 57.1 | 44.4 | |
| nvesta | 2015 | 45.0 | 36.4 | 40.0 | 44.0 | 35.0 | 49.3 | 0.0 | |
| SPT | 2015 | 52.7 | 16.7 | 22.2 | 61.5 | 28.6 | 58.9 | 40.0 | |
| JLL | 2015 | 44.0 | 11.1 | 11.8 | 10.6 | 32.7 | 46.3 | 50.0 | |
| Knight Frank | 2015 | 42.3 | 0.0 | 33.3 | 18.5 | 40.5 | 44.5 | 20.0 | |
| endlease | 2015 | 30.2 | 18.7 | 28.2 | 21.4 | 24.2 | 31.6 | 33.3 | |
| _endlease Property | 2018 | 58.4 | 21.6 | 33.0 | 45.0 | 61.4 | 61.6 | 33.3 | |
| Mirvac * | 2015 | 41.2 | 14.3 | 42.9 | 29.4 | 30.5 | 44.9 | 50.0 | |
| Property Council of Australia | 2015 | 73.3 | 62.5 | 62.5 | 63.6 | 100 | 75.0 | 35.0 | |
| QIC Global Real Estate | 2015 | 49.2 | 50.0 | 28.1 | 40.5 | 61.4 | 83.3 | 36.4 | |
| Savills | 2015 | 50.6 | 8.3 | 18.6 | 22.2 | 51.6 | 58.6 | 8.3 | |
| Scentre Group | 2015 | 54.2 | 33.3 | 23.9 | 26.3 | 52.5 | 56.7 | 37.5 | |
| Stockland | 2015 | 58.6 | 50.0 | 37.0 | 42.2 | 47.2 | 65.6 | 42.9 | |
| /icinity Centres | 2015 | 59.4 | 0.0 | 34.4 | 37.5 | 44.1 | 65.3 | 33.3 | |
| Property Group Total | 2018 | 42.6 | 24.7 | 28.2 | 28.1 | 39.3 | 44.8 | 29.6 | |

Gender balance achieved (40%-60% women's representation)

% Unchanged since benchmark year

First year reporting

benchmark year

Increase in over-representation of women since benchmark year \odot Not applicable

Increase in under-representation of women since benchmark year

CEO / Head of Business (or equivalent)

*

is a woman

Note: AMP Capital data includes Active and on Leave Employees and excludes Fixed Term and External Contractors. It also refers to the AMP Capital Real Estate Division only. Women's representation in Knight Frank Australia's Key Management Personnel has increased to 25.0% as at September 2019. Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only. Mirvac's Annual Report 2019 includes Directors, CEO, CFO and Heads of Business in the "Key Management Personnel" category, with women's representation of 40.0% at this level. Data provided is for QIC Global Real Estate (Australian employees only). This data does not include any shared or corporate services that may be utilised by QICGRE. QIC is exempt from WGEA reporting as a Government-Owned Corporation, but every endeavour is made to align QIC data to the WGEA categories.

Table 35: Gender balance in recruitment and promotions

| | Recr | uitment | | Promotions | | |
|----------------------------------|--|---|------------------------|---|--|--|
| Property Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (9 | 6) Overall women's representation at end of period (%) | | |
| AMP Capital | 66.7 | 64.1 | 61.3 | 61.4 | | |
| CBRE | - | 51.9 | 46.3 | 41.7 | | |
| Charter Hall | 75.0 | 62.7 | 53.8 | 54.7 | | |
| Colliers International | 52.9 | 43.8 | 48.4 | 46.2 | | |
| Cushman & Wakefield | - | 43.8 | 41.8 | 41.4 | | |
| Dexus | 16.7 | 66.1 | 64.8 | 57.3 | | |
| Frasers Property Australia | 100 | 48.0 | 60.4 | 43.4 | | |
| The GPT Group | 50.0 | 56.3 | 57.1 | 54.7 | | |
| Investa | 100 | 46.9 | 47.4 | 45.0 | | |
| ISPT | - | 54.1 | 100 | 52.7 | | |
| JLL | 62.5 | 49.4 | 30.3 | 44.0 | | |
| Knight Frank | 33.3 | 42.9 | 42.7 | 42.3 | | |
| Lendlease | 52.8 | 25.1 | 25.9 | 30.2 | | |
| Lendlease Property | 69.2 | 51.7 | 47.3 | 58.4 | | |
| Mirvac | 44.4 | 48.4 | 45.5 | 41.2 | | |
| Property Council of Australia | 0.0 | 69.7 | 77.8 | 73.3 | | |
| QIC Global Real Estate | 57.1 | 54.2 | 30.0 | 49.2 | | |
| Savills | 33.3 | 52.8 | 49.1 | 50.6 | | |
| Scentre Group | - | 53.9 | 68.6 | 54.2 | | |
| Stockland | 61.1 | 64.7 | 63.5 | 58.6 | | |
| Vicinity Centres | 50.0 | 53.1 | 56.1 | 59.4 | | |
| Property Group Total | 53.6 | 46.2 | 35.4 | 42.6 | | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) Women graduates or hires unde and not improving gender balan the organisation | 60%, and overal the organisation (_) r 40%, Not applicable | l gender balance in im | omen hires over 60%, but not proving overall gender balance in e organisation | | |
| Promotions | Women promotions equal to or uthan women's representation ov | | or more than wo | omen promotions less than omen's representation overall | | |

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data. Data provided in this table for Lendlease Property includes the Property segment of Lendlease Australia only.

Pay equity between men and women

The following organisations in the MCC Property Group publicly disclose their pay equity gaps:

- Mirvac Annual Report 2019 (page 52)
- QIC Global Real Estate Sustainability Report 2018 (page 30)
- Stockland Sustainability Report 2019 Employee Engagement, Development, Diversity and Inclusion Deep Dive (page 3)

Flexible and inclusive employment experiences

Table 36: Access to flexible work, and experiencing an inclusive culture

| Property Group Organisations | | ployees reporting they need (or similar wo | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|----------------------------------|-------|--|------|--|------|-------|
| | Women | Men | All | Women | Men | All |
| AMP Capital | 86.0 | 80.0 | 83.0 | | - | - |
| Charter Hall | 84.0 | 85.0 | 85.0 | 84.0 | 89.0 | 86.0 |
| Colliers International | 75.0 | 86.0 | 81.0 | 81.0 | 92.0 | 87.0 |
| Dexus | 81.0 | - | 79.0 | 83.0 | 88.0 | 85.0 |
| Frasers Property Australia | 89.3 | 86.6 | 86.2 | 94.2 | 89.7 | 90.4 |
| The GPT Group | - | - | 91.0 | - | - | 96.0 |
| Investa | 88.0 | 85.0 | 86.0 | 88.0 | 90.0 | 89.0 |
| ISPT | 95.0 | 93.0 | 94.0 | 86.0 | 88.0 | 86.0 |
| Knight Frank | 74.0 | 79.0 | 77.0 | 66.0 | 75.0 | 71.0 |
| Lendlease | 75.0 | 66.0 | 71 | - | - | - |
| Mirvac | 86.0 | 86.0 | 86.0 | 94.0 | 93.0 | 94 .0 |
| Property Council of Australia | - | - | 79.7 | - | - | - |
| QIC Global Real Estate | 90.0 | 87.0 | 89.0 | 82.0 | 83.0 | 83.0 |
| Savills | 75.0 | 75.0 | 75.0 | - | - | - |
| Scentre Group | 86.0 | 86.0 | 86.0 | 86.0 | 86.0 | 86.0 |
| Stockland | 85.0 | 86.0 | 85.0 | 90.0 | 90.0 | 90.0 |
| Property Group Averages | 83.5 | 83.1 | 83.4 | 84.9 | 87.6 | 87.0 |

Improved since first report in 2018

Not improved since first report in 2018

First year reporting in 2019

) Data not available

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data.

%

Table 37: Sexual harassment – respect and safety at work

Property Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| | Women | Men | All | Women | Men | All |
|----------------------------------|-------|------|------|-------|------|------|
| AMP Capital | 94.0 | 96.0 | 95.0 | - | - | - |
| Charter Hall | 95.0 | 99.0 | 97.0 | 85.0 | 92.0 | 88.0 |
| Dexus | 87.0 | 94.0 | 90.0 | - | - | - |
| Frasers Property Australia | 95.1 | 95.7 | 94.9 | 95.1 | 95.7 | 94.9 |
| The GPT Group | - | - | 92.0 | - | - | 97.0 |
| Investa | 97.0 | 99.0 | 98.0 | - | - | - |
| Mirvac | 97.0 | 98.0 | 98.0 | - | - | - |
| Property Council of Australia | | | 82.3 | - | - | - |
| Scentre Group | 95.0 | 95.0 | 95.0 | - | - | - |
| Stockland | 86.0 | 92.0 | 88.0 | - | - | - |
| Property Group Averages | 93.3 | 96.1 | 93.0 | 90.1 | 93.9 | 93.3 |

Data not available

Table 38: Exits during or at the end of parental leave

Property Group Organisations

Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.

| 9 | loave in the past year | | |
|----------------------------------|------------------------|------|------|
| | Women | Men | All |
| AMP Capital | 0.2 | 0 | 0.2 |
| CBRE | 10.0 | 0 | 10.0 |
| Charter Hall | 0.3 | 0 | 0.2 |
| Colliers International | 25.0 | 0 | 19.0 |
| Dexus | 0 | 0 | 0 |
| Frasers Property Australia | 1.3 | 0 | 0.6 |
| The GPT Group | - | - | 17.0 |
| Investa | 14.3 | 0 | 6.6 |
| ISPT | 0 | 0 | 0 |
| JLL | 34.0 | 25.0 | 34.0 |
| Knight Frank | 11.0 | 0 | 10.0 |
| Lendlease | 4.8 | 1.7 | 3.3 |
| Mirvac | 7.0 | 7.0 | 7.0 |
| Property Council of Australia | 0.8 | 0 | 0.8 |
| QIC Global Real Estate | 3.0 | 0 | 3.0 |
| Savills | 9.0 | 0 | 9.0 |
| Scentre Group | 4.2 | 4.0 | 0.3 |
| Stockland | 11.0 | 25.0 | 14.3 |
| Property Group Averages | 8.0 | 3.7 | 7.5 |
| | | | |

⊖ Data not available

Note: Data provided for Lendlease includes the entire Lendlease Australia workforce, combining both the Property and Construction business data.















CBRE













Charter Hall 🗳

dexus











MALE CHAMPIONS OF CHANGE IMPACT REPORT 2019

66

To stay competitive over time, we need access to the best people and a range of capabilities. If we are only tapping into 50% of the talent pool, we are clearly putting the performance and sustainability of our organisations at risk.

Carol Schwartz AO Non-Executive Director and Convenor, Male Champions of Change

Architecture Group

The Architecture Group was established in response to the distinct lack of senior women in Australian architecture with nine practices coming together in 2015. This year, after observing the initial group, a second group of seven architectural practices began the Male Champions of Change strategy with the intention to amalgamate the two groups in 2021.

In 2019, we have 16 members collectively who lead over 4,400 employees, in 11 jurisdictions.

Critical to the success of the Architecture group is recognising the smaller organisational footprint and resources these practices have. The Partnership model found in most Architectural practices requires strong internal stakeholder buy-in to execute and implement change. This has necessitated a more agile, distributed model to be adopted and sees both groups having over 50 Implementation Leaders collectively to engage, lead and implement alongside Champions.

The Architecture group is proud to stand with Australia's corporate giants and showcase what's possible for smaller organisations and those with different entity structures in addressing gender equality.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 82.9% of employment categories in 2019

47.4% women's representation achieved overall across the group, compared to 46.1% in 2018 when the group released its first report

93.3% of members now have mainstreamed flexible working strategies in place

86.7% of members have flexible parental leave policies in place

80.0% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Joe Agius Director, Cox Architecture



Sandeep Amin Managing Director, DesignInc



Paul Brace Principal, Crone Architects



Shaun Carter Principal Architect, Carter Williamson



Donal Challoner Director, nettletontribe



Justine Clark Co-founder, Parlour



Brian Clohessy Senior Practice Director, BVN Architecture



Gerard Corcoran CEO, Hassell



Ben Green Director, Tzannes Associates



Adam Haddow Director, SJB Architects



Brett Hudson CEO, Peddle Thorp



Simon Parsons Director, PTW Architects



John Prentice Principal, Woods Bagot



David Randerson Director, DKO Architecture



Neil Stonell Melbourne Managing Partner, Grimshaw



David Tordoff Director, Hayball



Philip Vivian Director, Bates Smart



Convenor Dr Jess Murphy Director, Variant Perspectives Group



Focus areas and impact for 2018–19

Stepping up as leaders

Conducted over 40 Listening and Learning sessions collectively across both groups in 2018–19 to inform focus areas and priorities for 2019– 2020 for each group respectively. In addition, almost all Champions have participated in a Sponsorship Activation Workshop along with their fellow peers to effectively 'sponsor' and advocate for talent that is 'different' to them.

Creating accountability

Each Champion has committed and agreed to 40/20/40 gender balance targets for each Practice.

Disrupting the status quo

Initiated the "Safe and Inclusive Worksites" Roundtable discussions with cross-MCC group representation from Property, Consult Australia and National 2017 MCC groups with ongoing commitment to ensure the shared Australian worksites across the Construction industry, affecting each of the MCC groups involved, are actively engaged with the cultural change necessary to support gender equality.

Conducted second Flexibility survey with a 10% increase from 2016 survey in people being able to work flexibly and feeling there is a supportive culture to work flexibly. Shared learnings are currently being undertaken to ensure the second group embeds and elevates flexibility further.

Dismantling barriers for carers

Each practice has reviewed and is either in the process of or has implemented a more improved version of parental leave and enhancing the off- and on-ramping experience for those on extended leave. For example, SJB has implemented a "Shared Care Parental Leave" policy which, whilst best practice in itself, exemplifies the collaborative approach undertaken internally to engage and involve all staff in the process as they are of the policy.

Table 39: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|------------------------------|----|--|-----------------|-----------------|-----------------|------------------|----------------|----------|---------------|-----|------|
| Stepping up as | | Leadership Co | ommitment – | communicat | ion, D&l Strate | egy, Council or | similar | | | | |
| Leaders | | Leaders' Beha | aviour – gend | er equality er | nbedded in e> | pectations of | leaders | | | | |
| | | MCC Panel Pl | edge – comn | nitment by CE | EO / Head of B | usiness | | | | | |
| | | | | | | | | | | | |
| Creating | | Gender Equal | ity Targets – a | annual public | reporting | | | | | | |
| Accountability | | Gender Equal | ity KPIs – in s | corecards of | CEO / Head o | f Business dire | ect reports | | | | |
| | | Gender Pay E | quity – audit (| completed an | d actioned at | least every tw | o years | | | | |
| | | | | | | | | | | | |
| Disrupting the Status Quo | | Merit – systen | ns and struct | ures address | "merit trap" ir | i recruitment, p | promotion, bia | IS | | | |
| Status Quo | | Sponsorship - | – practice ex | pected of all l | eaders | | | | | | |
| | | Flexible Work | – approach t | o mainstream | ing flexibility | | | | | | |
| | | Gender Equal | Public Face - | - test externa | l image of org | anisation for g | ender equalit | У | | | |
| | | Everyday Sex | ism – action t | o highlight ar | nd address | | | | | | |
| | | Backlash and | Buy-in – spe | cific action to | address and | amplify | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harass | sment – traini | ng for all man | agers on how | to prevent and | d address | | | | |
| | | | | | | | | | | | |
| Dismantling Barriers for | | Parental Leav | | | | | | | | | |
| Carers | | Superannuati | on – paid dur | ing paid and u | inpaid parenta | al leave period: | S | | | | |
| Gender | | Domestic and | l Family Viole | nce – action t | o address as | a workplace is | sue | | | | |
| Equality in Society | | Future of Wor | k – organisat | on giving cor | nsideration to | gender equalit | :y | | | | |
| | | UN "Women's | Empowerme | ent Principles' | ' (WEPs) – org | anisation signe | ed on | | | | |
| | | Complete or c | urrently under | way | In plan to | commence or c | complete by 20 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 40: Gender balance in leadership

| | | Women's Representation (%) | | | | | | | |
|-------------------------------------|-------------------|----------------------------|--------------------------------|---|--------------------|-------------------|------------------|--|-------|
| Architecture Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Partners (prof services only) | Board |
| Bates Smart | 2018 | 51.3 | 14.3 | 38.0 | 44.3 | - | 58.3 | - | 16.7 |
| BVN | 2018 | 49.7 | 13.3 | - | 66.7 | - | 51.3 | 29.4 | 60.0 |
| Сох | 2018 | 44.4 | 14.3 | 0.0 | 50.0 | 42.6 | 48.1 | - | 14.0 |
| Crone Partners | 2018 | 45.2 | 40.0 | 16.7 | - | - | 55.6 | - | - |
| DesignInc | 2019 | 62.2 | - | - | 33.3 | 50.0 | 69.2 | 0.0 | - |
| dKO | 2019 | 39.6 | - | - | 22.6 | - | 43.5 | 0.0 | - |
| Grimshaw | 2019 | 43.3 | 23.5 | - | 37.5 | 56.3 | 45.7 | - | 0.0 |
| Hassell | 2018 | 50.2 | 37.5 | 0.0 | 41.7 | 81.3 | 51.1 | - | 28.6 |
| Hayball | 2019 | 47.0 | 71.4 | 16.7 | 41.7 | 50.0 | 48.3 | - | 33.3 |
| nettletontribe | 2019 | 45.4 | 0.0 | 22.2 | 50.0 | 40.0 | 53.8 | - | 5.9 |
| Peddle Thorp | 2019 | 40.9 | 0.0 | 25.0 | 33.3 | 54.5 | 41.7 | - | - |
| PTW | 2018 | 45.8 | 50.0 | 35.0 | - | 55.6 | 48.3 | - | - |
| SJB | 2018 | 48.8 | - | - | 60.0 | - | 49.2 | - | - |
| Tzannes | 2019 | 55.6 | 20.0 | - | 60.0 | 62.5 | 57.1 | - | - |
| Woods Bagot | 2018 | 46.8 | 42.9 | 41.7 | 42.9 | 41.4 | 48.4 | - | - |
| Architecture Group To | tal 2018 | 47.4 | 26.0 | 31.8 | 42.9 | 49.5 | 50.3 | 17.2 | 18.3 |

Gender

Gender balance achieved (40%-60% women's representation)

%

Unchanged since benchmark year

Moving closer to gender balance since benchmark year

First year reporting

Increase in under-representation of women since benchmark year

⊖ Not applicable

Note: Bates Smart is reporting combined data for their Sydney and Melbourne studios for the first time in this Impact Report, so this data represents a new baseline.

Table 41: Gender balance in recruitment and promotions

| | Rec | ruitment | Pror | Promotions | | |
|-------------------------------------|---|--|----------------------|---|--|--|
| Architecture Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | | |
| Bates Smart | 61.5 | 49.5 | 50.0 | 51.3 | | |
| BVN | 40.0 | - | - | 49.7 | | |
| Cox | 66.7 | 56.1 | 35.3 | 44.4 | | |
| Crone Partners | - | 55.0 | 36.4 | 45.2 | | |
| DesignInc | 50.0 | 40.0 | 83.3 | 62.2 | | |
| dKO | 57.1 | 48.0 | 50.0 | 39.6 | | |
| Grimshaw | 80.0 | 41.2 | 50.0 | 43.3 | | |
| Hassell | 60.0 | 64.9 | 44.4 | 50.2 | | |
| Hayball | 46.2 | 54.5 | 53.8 | 47.0 | | |
| nettletontribe | 0.0 | 60.0 | 40.9 | 45.4 | | |
| Peddle Thorp | 75.0 | 100 | - | 40.9 | | |
| PTW | 47.6 | 40.7 | - | 45.8 | | |
| SJB | - | 50.0 | - | 48.8 | | |
| Tzannes | 33.3 | 42.9 | 57.1 | 55.6 | | |
| Woods Bagot | 55.0 | 52.7 | 43.3 | 46.8 | | |
| Architecture Group Total | 55.4 | 53.3 | 45.2 | 47.4 | | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) | Women hires unde 60%, and overall ge the organisation is | ender balance in | r reporting | | |

Promotions

Not applicable

Women promotions equal to or more than women's representation overall

Women promotions at least 40%,

but not equal to or more than

women's representation overall

Women promotions less than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Architecture Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Table 42: Access to flexible work, and experiencing an inclusive culture

| Architecture Group Organisations | Flexible Work Percentage of emp to the flexibility the | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|-------------------------------------|--|------|------|--|------|------|
| | Women | Men | All | Women | Men | All |
| BVN | - | - | 80.0 | - | - | - |
| Сох | - | - | - | - | - | 70.0 |
| Grimshaw | - | - | 43.0 | - | - | - |
| Hayball | 70.0 | 79.0 | 75.0 | 88.0 | 98.0 | 93.0 |
| nettletontribe | 100 | 100 | 100 | 100 | 100 | 100 |
| Peddle Thorp | 50.0 | 50.0 | 50.0 | 60.0 | 90.0 | 80.0 |
| PTW | - | - | 73.0 | - | - | 68.0 |
| Tzannes | 90.0 | 90.0 | 90.0 | 80.0 | 80.0 | 80.0 |
| Woods Bagot | - | - | - | 56.0 | 59.0 | 57.0 |
| Architecture Group Averages | 77.5 | 79.8 | 73.0 | 76.8 | 85.4 | 78.3 |

Improved since first report in 2018

%) Not improved since first report in 2018

First year reporting in 2019

Data not available

Table 43: Sexual harassment – respect and safety at work

Architecture Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| Women | Men | All | Women | Men | All |
|-------|---------------------------|---|--|--|---|
| 100 | 100 | 100 | 100 | 100 | 100 |
| 98.0 | 98.0 | 98.0 | 95.0 | 98.0 | 96.0 |
| 100 | 100 | 100 | 100 | 100 | 100 |
| 100 | 100 | 100 | 80.0 | 100 | 90 |
| | | 100 | - | - | - |
| 99.5 | 99.5 | 99.6 | 93.8 | 99.5 | 96.5 |
| | 100 98.0 100 100 | 100 100 98.0 98.0 100 100 100 100 | 100 100 100 98.0 98.0 98.0 100 100 100 100 100 100 100 100 100 | 100 100 100 98.0 98.0 95.0 100 100 100 100 100 100 100 100 100 100 100 100 100 100 - | 100 100 100 100 98.0 98.0 95.0 98.0 100 100 100 100 100 100 100 100 100 100 100 100 100 100 100 100 100 100 - - |

⊖ Data not available

Table 44: Exits during or at the end of parental leave

Architecture Group Organisations Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.

| organioationo | leave II i li le past year. | | |
|--------------------------------|-----------------------------|------|-----|
| | Women | Men | All |
| Bates Smart | 0 | 0 | 0 |
| BVN | 0 | - | 0 |
| Crone Partners | 0 | 0 | 0 |
| DesignInc | 0 | 0 | 0 |
| dKO | 0 | 0 | 0 |
| Grimshaw | 0 | 0 | 0 |
| Hassell | 4.0 | 20.0 | 8.5 |
| Hayball | 2.0 | 0 | 1.0 |
| nettletontribe | 0 | 0 | 0 |
| Peddle Thorp | 0 | 0 | 0 |
| PTW | 0 | 0 | 0 |
| SJB | 0 | 0 | 0 |
| Tzannes | 0 | 0 | 0 |
| Woods Bagot | 4.5 | 0 | 2.0 |
| Architecture Group Averages | 0.8 | 1.5 | 0.8 |
| | | | |

 $\overline{}$

Data not available





C / R T E R W I L L I / M S O N



CRONE ARCIII TECTO

DesignInc

D K O

GRIMSHAW

HASSELL



nettletontribe







Tzannes



66

Our built environments have a tremendous impact on each of us, every day. Therefore, it's critical to ensure the professionals designing these spaces represent the whole community.

Dr Jess Murphy Director, Variant Perspectives Group and Convenor, Male Champions of Change

Sport Group

MCC Sport was established in May 2015 and today includes 18 members who lead organisations that have incredible reach and influence in Australian society.

> The group includes representatives from every national sporting organisation in the country and the leaders of Australia's largest and most successful sporting clubs.

gender equality, leveraging the unparalleled influence and power sport has in this country to shift cultures and mindsets.

Members work within and across their organisations to advance

The group's priorities include advancing women in leadership; creating respectful and inclusive sporting cultures; and pay equality.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 64.9% of employment categories in 2019

40.8% women's representation overall across the sector, compared to 39.6% in 2018

51.1% of overall hires and 53.5% of overall promotions across the group were women

94.4% of members now have mainstreamed flexible working strategies in place

94.4% of members have flexible parental leave policies in place

88.9% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Mark Anderson CEO, Collingwood Football Club



Ameet Bains CEO, Western Bulldogs



Raelene Castle CEO, Rugby Australia



Brian Cook CEO, Geelong Football Club



Marne Fechner CEO, Netball Australia



Matt Finnis CEO, St Kilda Football Club



Brendon Gale CEO, Richmond Football Club



David Gallop CEO, Football Federation Australia



Todd Greenberg CEO, National Rugby League



Cain Liddle CEO, Carlton Football Club



Kate Palmer CEO, Sport Australia



Stephen Pitt CEO, Golf Australia



Jerril Rechter CEO, Basketball Australia



Kevin Roberts CEO, Cricket Australia



lan Robson CEO, Rowing Australia



Leigh Russell CEO, Swimming Australia



Giles Thompson CEO, Racing Victoria



Craig Tiley CEO, Tennis Australia



Convenor

Elizabeth Broderick AO Founder of Male Champions of Change



Focus areas and impact for 2018–19

Stepping up as leaders

Developed and released a "Pathway" to gender equality and pay equality for elite women athletes, describing high impact actions to prioritise within sports organisations and across the entire sports eco-system to accelerate progress. This significant joint initiative was launched at a meeting of Male Champions of Change in February where members from across our coalition – including in the corporate, government and media sector – discussed the role they could play in support of equal pay.

Creating accountability

Completed our first gender pay equity audit involving 10 member organisations who report to the Workplace Gender Equality Agency (WGEA). The review showed a pay gap of 27% amongst participating organisations, compared to 31.5% in WGEA's "Sports and Physical Recreation Activities" category and a national average of 21.3% (2018).

Worked with McKinsey to produce a consistent, world-first assessment framework for organisations to track annual progress on their "Pathway" to gender equality and pay equality in sport. MCC Sport will report against these measures for the first time in February/March 2020. Continued our long-term focus on improving pay for elite women athletes. For example:

- Football Federation Australia, together with the Professional Footballers Association announced a ground-breaking pay equity deal for our national football teams
- Cricket Australia committed to supplement any gender pay difference in the prizemoney for its national men's and women's teams at the ICC T20 World Cup 2020
- Golf Australia held a successful Women's Australian Open and Vic Open where prize pools were equal or more than equivalent men's tournaments
- Basketball Australia increased the minimum salary for WNBL players from \$7,000 to \$13,000 per season
- NRL actively lobbied to achieve equal pay for all players in the Rugby League World Cup 9s competition
- In addition to offering equal prize money, equal exposure and equal resources, Tennis Australia achieved a 10.1% increase in viewing audience for the Australian Open Women's final (year-on-year). A record 25,482 people attended the final in 2019 up from 18,695 in 2018. These results demonstrate that a genuine and long-term focus on equality, can deliver overwhelmingly positive business outcomes in the sport sector

Disrupting the status quo

Implemented the third round of the MCC Sport Women in Sport Sponsorship program involving 160 sector leaders. Through the program, high potential women in the sports sector are matched with CEOs and Executive Leaders who provide connections, career advocacy and professional experiences to help accelerate their advancement. Resources developed to support the program are now being shared across the MCC coalition. We also worked with AFL Coaches Association to adapt or adopt the approach to support the development of more women coaches across the code.

Provided more than 65 sports leaders with access to accelerated development opportunities offered through a pro bono partnership with McKinsey. This represents investment of some \$300,000 in leadership development in the sports sector. The McKinsey programs focus on building inclusive and authentic leadership capabilities and cross-sector relationships.

Continued to implement approaches to flexible working geared towards the unique demands faced by employees in sporting organisations. 94.0% of members have now implemented the approach. Implemented innovative actions to advance women in leadership in sport. For example:

- Basketball Australia appointed former Olympian Lauren Jackson as Principal Adviser Women in Basketball and held a Deliberative Forum to develop a 10-year strategy for Women and Girls in Basketball
- Cricket Australia achieved gender balance in all shortlists and recruitment decisions
- Cricket Australia secured a change to the naming convention of ICC global events to reflect gender equality (e.g. Men's World Cup; Women's World Cup), making cricket the first 'traditionally male' sport to do so
- Golf Australia worked with the Australian Human Rights Commission to release new guidelines for gender equality in the sport and conducted a national roadshow to engage golf clubs in its vision for gender equality in the sport
- St Kilda Football Club developed their first Gender Equality / Diversity and Inclusion Action Plan
- Richmond Football Club achieved gender balance on its Board

Dismantling barriers for carers

Cricket Australia released a worldleading parental leave policy providing players who give birth or adopt up to 12 months of paid parental leave. Players are guaranteed a contract for the following year plus additional benefits and support until their child is four years old. Rugby Australia created its Professional Player Pregnancy Policy in February 2018 to provide a safe and supportive environment for Professional Players to continue to participate at the highest level of the sport without any risk to themselves or their unborn or newborn child or fellow Professional Players. The Policy provides pregnant Professional Players the opportunity for transfer to a 'Safe Job' within Rugby Australia during the designated risk period until the birth of their newborn on the same pay and benefits as their playing contract. The Policy also provides very flexible provisions on returning to the playing environment, caring responsibilities, support and travel.

Gender equality in society

Kate Palmer (Sport Australia) and Mark Anderson (Collingwood Football Club) worked with the Australian Women in Sport Advisory Group, led by Susan Alberti AO and Professor Clare Hanlon, Chair of Women in Sport, Victoria University to develop a National Strategy for Women and Girls in Sport. The strategy will be used to guide a number of MCC Sport action and impact measures over the coming years.

Used the power of sport to influence cultural change on gender equality issues in our society. For example:

 Racing Victoria supported the production of the movie "Ride Like a Girl", the story of Michelle Payne's career and ground-breaking ride as the first woman jockey ever to win the Melbourne Cup

- Carlton Football Club were strong advocates for their AFLW player, Tayla Harriss, following disparaging comments about the iconic photo of Harris executing "that kick" in March this year. The club and Harris led a national conversation on women's right to a workplace free of bullying and harassment
- Sport Australia launched its Move IT Aus Campaign – embedding physical activity through greater engagement and involvement of children and youth in sport and committed to developing inclusion and diversity sport impact statements
- Rugby Australia provided all contracted players with training in respectful relationships and Racing Victoria introduced its Respectful Workplaces Program
- Rugby Australia, Netball Australia and Tennis Australia launched a new Family and Domestic Violence Leave policy
- The NRL launched a new "No Fault Stand Down" policy to assist in responding effectively to issues related to the off-field behaviour of some players
- Richmond Football Club championed the significant contribution women make to their club, inviting Maureen Hafey to present the 2019 Premiership Cup to the AFL men's team
- Tennis Australia launched a major program to encourage women and girls to stay engaged in sport. The "Your sport, Your way" campaign is headlined by World No.1 Tennis Player, Ash Barty

Table 45: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% | |
|------------------------------|----|--|------------------|-----------------|-----------------|-----------------|----------------|--------------|---------------|-------|------|--|
| Stepping up as | | Leadership Co | ommitment – c | ommunicatio | on, D&I Strate | gy, Council or | similar | | | | | |
| Leaders | | Leaders' Behaviour – gender equality embedded in expectations of leaders | | | | | | | | | | |
| | | MCC Panel Ple | edge – commi | tment by CE0 | D / Head of Bu | isiness | | | | | | |
| | | | | | | | | | | | | |
| Creating | | Gender Equali | ty Targets – ar | inual public r | eporting | | | | | | | |
| Accountability | | Gender Equali | | | | Business dire | ct reports | | | | | |
| | | Gender Pay Ed | | | | | | | | | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Disrupting the Status Quo | | Merit – system | ns and structu | res address " | merit trap" in | recruitment, p | romotion, bia | S | | | | |
| Status Quo | | Sponsorship - | - practice expe | ected of all le | aders | | | | | | | |
| | | Flexible Work - | - approach to | mainstreami | ng flexibility | | | | | | | |
| | | Gender Equal | Public Face – | test external | image of orga | nisation for ge | ender equality | / | | | | |
| | | Everyday Sexi | sm – action to | highlight and | daddress | | | | | | | |
| | | Backlash and | Buy-In – speci | fic action to a | address and a | mplify | | | | | | |
| | | Sexual Harass | ment – formal | policy or stra | ategy to preve | nt and addres | s, including c | omplaints/gr | ievance proce | esses | | |
| | | Sexual Harass | ment – trainin | g for all mana | igers on how t | o prevent and | address | | | | | |
| | | | | | | | | | | | | |
| Dismantling | | Parental Leave | e – flexible acc | ess for all pa | rents | | | | | | | |
| Barriers for Carers | | Superannuation – paid during paid and unpaid parental leave periods | | | | | | | | | | |
| Galers | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Gender Equality in | | Domestic and Family Violence – action to address as a workplace issue | | | | | | | | | | |
| Society | | Future of Work | < – organisatio | n giving cons | sideration to g | ender equality | / | | | | | |
| | | UN "Women's | Empowermen | t Principles" | (WEPs) – orga | nisation signe | d on | | | | | |
| | | | | | | | | | | | | |
| | | Complete or cu | urrently underw | ay | In plan to c | ommence or co | omplete by 20: | | consideration | | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 46: Gender balance in leadership

| Sport Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | nen's Repres Senior Managers | Other Managers | Non- Managers | High Performance Roles | Board |
|------------------------------|-------------------|----------------------|--------------------------------|---|------------------------------------|-------------------|------------------|------------------------------|-------|
| Basketball Australia * | 2019 | 42.0 | 47.1 | 60.0 | - | - | 34.6 | 33.3 | 42.9 |
| Carlton FC | 2018 | 32.5 | 0.0 | 50.0 | 9.1 | 11.1 | 39.8 | 0.0 | 28.6 |
| Collingwood FC | 2018 | 36.9 | 27.3 | - | 11.1 | 42.1 | 38.1 | 0.0 | 28.6 |
| Cricket Australia | 2018 | 42.4 | 62.5 | 33.3 | 31.0 | 26.9 | 44.9 | - | 33.3 |
| Football Federation Aust | 2018 | 26.0 | 16.7 | 31.3 | 31.6 | 30.8 | 24.5 | - | 33.3 |
| Geelong FC | 2019 | 58.6 | 33.3 | 0.0 | 34.2 | - | 60.6 | 22.2 | 25.0 |
| Golf Australia | 2019 | 38.5 | - | 0.0 | 17.6 | 40.7 | 51.2 | - | 37.5 |
| Netball Australia * | 2018 | 64.3 | - | 37.5 | 62.5 | | 70.6 | 83.3 | 75.0 |
| NRL | 2018 | 24.6 | 33.3 | 8.3 | 22.0 | 25.8 | 25.0 | - | 25.0 |
| Racing Victoria | 2018 | 27.1 | 28.6 | - | 30.0 | 26.7 | 27.1 | 60.0 | 25.0 |
| Richmond FC | 2018 | 49.2 | 0.0 | 10.0 | 33.3 | 50.0 | 52.8 | 18.4 | 40.0 |
| Rowing Australia | 2018 | 36.4 | - | 50.0 | - | 33.3 | - | 100 | 33.3 |
| Rugby Australia * | 2018 | 31.2 | 0.0 | 14.3 | 10.0 | 60.0 | 32.1 | - | 25.0 |
| Sport Australia * | 2018 | 50.1 | 33.3 | 47.4 | 49.2 | 39.8 | 54.9 | - | 41.7 |
| St Kilda FC | 2018 | 31.6 | 28.6 | - | - | 20.0 | 34.0 | - | 22.2 |
| Swimming Australia * | 2018 | 59.4 | 55.6 | 100 | 66.7 | 60.0 | 53.8 | 23.1 | 33.3 |
| Tennis Australia | 2018 | 45.4 | 50.0 | 37.1 | 42.9 | | 47.1 | 26.4 | 50.0 |
| Western Bulldogs | 2019 | 46.2 | 42.9 | 25.0 | 38.9 | 12.5 | 49.8 | - | 50.0 |
| Sport Group Total | 2018 | 40.8 | 38.2 | 31.9 | 34.0 | 34.5 | 42.6 | 27.3 | 36.4 |

 \bigcirc

Not applicable

Gender balance achieved (40%-60% women's representation)

Increase in under-representation of

Moving closer to gender balance since benchmark year



Increase in over-representation of women since benchmark year

women since benchmark year

%

Unchanged since benchmark year

First year reporting

* CEO / Head of Business (or equivalent) is a woman

Note: Golf Australia is reporting data for their current organisational structure for the first time in this Impact Report, so this data represents a new baseline. The Key Management Personnel category at Rugby Australia represents two roles, who report to the organisation's first-ever woman CEO. The MCC Sport group released its first report in 2016, however aligned to the WGEA reporting framework for the first time in 2018. Hence, the benchmark year for most members as reported above is 2018.

Table 47: Gender balance in recruitment and promotions

| | Pace | uitment | | Promotions | | | |
|------------------------------|---|---|---------------------|---|--|--|--|
| Sport Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (| | | | |
| Basketball Australia | - | 60.0 | 50.0 | 42.0 | | | |
| Carlton FC | - | 34.8 | 40.0 | 32.5 | | | |
| Collingwood FC | - | 48.1 | 40.0 | 36.9 | | | |
| Cricket Australia | - | - | 50.0 | 42.4 | | | |
| Football Federation Aust | - | 33.3 | 50.0 | 26.0 | | | |
| Geelong FC | 50.0 | 67.1 | 50.0 | 58.6 | | | |
| Golf Australia | - | 71.4 | 50.0 | 38.5 | | | |
| Netball Australia | 100 | 64.3 | - | 64.3 | | | |
| NRL | - | 34.6 | 35.7 | 24.6 | | | |
| Racing Victoria | - | 45.2 | 43.8 | 27.1 | | | |
| Richmond FC | - | 54.1 | 54.5 | 49.2 | | | |
| Rowing Australia | - | 100 | - | 36.4 | | | |
| Rugby Australia | - | 32.6 | 100 | 31.2 | | | |
| Sport Australia | - | 60.2 | 75.0 | 50.1 | | | |
| St Kilda FC | 100 | 22.2 | - | 31.6 | | | |
| Swimming Australia | - | 58.3 | 100 | 59.4 | | | |
| Tennis Australia | - | 62.7 | 57.1 | 45.4 | | | |
| Western Bulldogs | 0 | 55.0 | 57.1 | 46.2 | | | |
| Sport Group Total | 60.0 | 51.1 | 53.5 | 40.8 | | | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) | Women hires unde 60%, and overall g the organisation is | ender balance in im | omen hires over 60%, but not proving overall gender balance in e organisation | | | |

Women hires under 40%, and not improving gender balance in the organisation

First year reporting

 $\overline{}$ Not applicable

Promotions

Women promotions equal to or more than women's representation overall

Women promotions at least 40%,

but not equal to or more than women's representation overall

Women promotions less than women's representation overall

Pay equity between men and women

In late 2018, 10 member organisations who report to the Workplace Gender Equality Agency (WGEA) completed the group's first gender pay equity audit. The review showed a pay gap of 27.0% amongst participating organisations, compared to 31.5% in WGEA's "Sports and Physical Recreation Activities" category and a national figure of 21.3% (2018). The next review will be conducted in 2020.

Flexible and inclusive employment experiences

There is limited data available this year for Flexible and Inclusive Employment Experiences from organisations in the MCC Sport Group. We will work to include more detailed information in future MCC Impact Reports.

































66

Equal investment in female participation in sport, development pathways and payment for elite women athletes will deliver exponential benefits to our economy, society and our collective wellbeing.

Kate Palmer CEO, Sport Australia

STEM Group

The MCC STEM Group was established in 2016 and today includes 16 members who lead some 49,500 employees, in 42 jurisdictions.

The group reflects the diversity of STEM organisations representing our national scientific research and data institutions, universities, as well as medical, technology, engineering, health and pharmaceutical businesses. MCC STEM exists to achieve a significant and sustainable increase in the representation of women in leadership positions in STEM, recognising that unless we disrupt the status quo in the sector, our nations will not fulfil their full innovation and growth potential.

Highlights for 2018–19

80.0% MCC STEM organisations have improved women's representation in their other executives/general managers (CEO–2), compared to their representation at this level in 2018

Members achieved gender balance or an increase in women's representation across 76.6% of employment categories in 2019

On average, MCC STEM organisations had achieved gender balance in graduate recruitment, and this average increased from 44.0% in 2018 to 48.2% in 2019

Over 90.0% of MCC STEM organisations now have mainstreamed flexible working strategies in place

75.0% of MCC STEM organisations have established specific targets or KPIs for STEM roles

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Bill Cox Global CEO, Aurecon



Bob Easton Chairman & Senior Managing Director, ANZ Accenture Australia Pty Ltd



Greg Ellis CEO, MYOB



Bronwyn Evans CEO, Engineers Australia



Alan Finkel AO Australia's Chief Scientist



Mike Foster CEO, Fujitsu Australia



Bruce Goodwin Managing Director Janssen ANZ, Pharmaceutical Company of Johnson & Johnson



Peter Høj Vice Chancellor and President, The University of Queensland



Dig Howitt CEO and President, Cochlear



James Johnson CEO, Geoscience Australia



David W Kalisch Australian Statistician, Australian Bureau of Statistics



Larry Marshall CEO, CSIRO



Tanya Monro Chief Defence Scientist



Adi Paterson CEO, ANSTO



Brian P Schmidt Vice Chancellor, Australian National University



Andrew Stevens Chair, Innovation and Science Australia



Convenor Ann Sherry AO Non-Executive Director



Focus areas and impact for 2018–19

Stepping up as leaders

Released a discussion guide and practical case studies on "Gender Equality and the Future of Work" in collaboration with the Founding MCC group, along with two videos reflecting the perspectives of leaders and women in STEM on the future of work.

Held a public event on "Gender Equality and the Future of Work", in collaboration with the Founding MCC group, featuring leader perspectives and promising practices to deliver gender equality in the future of work.

Released a report featuring new research conducted by Accenture, surveying over 3000 women and men working in STEM careers in Australia, identifying key barriers and enablers of women's careers in STEM.

Reviewed MCC responses to domestic violence as a workplace issue and held a listen and learn with OurWatch to identify opportunities for action.

Creating accountability

Reviewed targets and accountability measures for accelerating women's representation in leadership, with a focus on setting specific targets for STEM roles. For example:

- ANSTO established bold new targets (40/40/20) at all levels, including specifically for STEM roles
- MYOB set and achieved gender goals for graduate software engineering roles
- Fujitsu has set gender hiring targets across all role types and levels in the organisation

Disrupting the status quo

Held internal conversations on everyday sexism across all MCC STEM organisations to gain a deeper understanding of the nature of everyday sexism and opportunities to challenge and call it out.

Reviewed MCC STEM sexual harassment policies and practices to identify opportunities for strengthening, with a focus on increasing reporting rates.

Scrutinised all stages of recruitment by MCC STEM organisations, revealing a number of innovative approaches in the group including trials of 'opt out' promotion rounds and a focus on 'culture add' vs 'culture fit'.

Held a workshop with men at different levels of leadership across MCC STEM group based on the Leadership Shadow, surfacing a range of actions that men can take as everyday champions of change.

Appointed women to significant positions in the sector. For example:

- UQ appointed their first woman
 Dean of Engineering and woman
 Deputy Vice Chancellor (Research)
- CSIRO has appointed its first woman Chief Scientist
- Aurecon appointed a woman CEO of Australia and New Zealand and increased women's representation on the senior executive team through a number of key appointments

Dismantling barriers for carers

Reviewed approaches to flexible work and parental leave, including a focus on men's uptake, to identify opportunities for improvement. For example:

- ANU has adopted a leading parental leave policy with 26 weeks paid leave for birth and non-birth parents
- Accenture has adopted a leading parental leave policy with 18 weeks paid leave for both parents which can be taken flexibly

Gender equality in society

Delivered a Leaders Roundtable with Science in Australia Gender Equality (SAGE) leaders to amplify impact across the sector by sharing Leadership Shadow with STEM leaders.

Held "Listen and Learn" sessions with women in the broader STEM community, in partnership with Science and Technology Australia.

Shared MCC insights and learning for the Women in STEM Decadal Plan, developed by the Australian Academy of Science and the Australian Academy of Technology, Science and Engineering.

Table 48: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|---|----|--|-----------------|------------------|------------------|----------------|---------------|----------|---------------|-----|------|
| Stepping up as | | Leadership Cor | nmitment – c | ommunicatio | on, D&I Strate | gy, Council or | similar | | | | |
| Leaders | | Leaders' Behav | iour – gendei | equality eml | pedded in exp | ectations of I | eaders | | | | |
| | | MCC Panel Pleo | lge – commit | ment by CEC |) / Head of Bu | siness | | | | | |
| | | | | | | | | | | | |
| Creating | | Gender Equality | / Targets – ar | inual public re | eporting | | | | | | |
| Accountability | | Gender Equality | / KPIs – in sco | precards of C | EO / Head of | Business dire | ct reports | | | | |
| | | Gender Pay Equ | uity – audit co | mpleted and | actioned at l | east every two | o years | | | | |
| | | STEM roles – tr | acking of ger | ider equality | | | | _ | | | |
| | | STEM roles – ta | rgets or othe | r KPIs in plac | e for gender | equality | | | | | |
| | | | | | | | | | | | |
| Disrupting the | | Merit – systems | and structu | es address " | merit trap" in I | ecruitment, p | romotion, bia | IS | | | |
| Status Quo | | Sponsorship – | practice expe | ected of all lea | aders | · | | | | | |
| | | Flexible Work – | approach to | mainstreamir | ng flexibility | | | | | | |
| | | Gender Equal P | ublic Face – 1 | est external i | mage of orga | nisation for g | ender equalit | у | | | |
| | | Everyday Sexis | m – action to | highlight and | address | | | | | | _ |
| | | Backlash and B | uy-In – speci | fic action to a | ddress and a | mplify | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harassment – training for all managers on how to prevent and address | | | | | | | | | |
| | | | | | | | | | | | |
| Dismantling | | Parental Leave | – flexible acc | ess for all par | rents | | | | | | |
| Barriers for Carers | | Superannuatior | n – paid durin | g paid and ur | ipaid parental | leave periods | 6 | | | | |
| ourers | | | | | | | | | | | |
| | | | | | | | | | | | |
| Gender Equality in | | Domestic and F | | | | | | | | | |
| Society Future of Work – organisation giving consideration to gender equality UN "Women's Empowerment Principles" (WEPs) – organisation signed on | | | | | | | | | | | |
| | | UN Women's E | mpowermen | t Principies (| weps) – orga | nisation signe | aon | | | | |
| | | • | | | | | | • | | | |
| | | Complete or cur | rently underw | ay | In plan to c | ommence or c | omplete by 20 | 20 Under | consideration | | |

 \mathbf{C}

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 49: Gender balance in leadership

| | | | | Women | 's Representat | tion (%) | | |
|---------------------------------------|-------------------|----------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|
| STEM Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board |
| Australian Bureau of Statistics | 2017 | 52.2 | 100 | 44.4 | 44.7 | 51.2 | 53.7 | - |
| Accenture | 2018 | 34.9 | 36.8 | 19.3 | 25.5 | 32.0 | 39.8 | 36.4 |
| ANSTO | 2017 | 29.3 | 50.0 | 52.2 | 36.5 | 22.6 | 26.9 | 50.0 |
| ANU | 2017 | 52.2 | 50.0 | 46.6 | 40.6 | 50.0 | 52.7 | 46.7 |
| Aurecon | 2017 | 35.4 | 25.0 | 20.5 | | 28.7 | 39.9 | 14.3 |
| Cochlear Limited | 2018 | 48.9 | 0.0 | 7.7 | 29.3 | 34.1 | 51.5 | 20.0 |
| CSIRO | 2017 | 42.1 | 50.0 | 25.0 | 41.4 | 34.6 | 44.0 | 50.0 |
| Defence Science Technology Group * | 2017 | 23.9 | 20.0 | 4.7 | 16.6 | 15.7 | 27.7 | - |
| Engineers Australia * | 2018 | 57.4 | 20.0 | - | 53.6 | 69.4 | 57.0 | 42.9 |
| Fujitsu | 2017 | 21.9 | 20.0 | 31.5 | 16.0 | 23.4 | 21.9 | 0.0 |
| Geoscience Australia | 2019 | 39.0 | 16.7 | 36.4 | 21.7 | 34.5 | 42.6 | 26.3 |
| Johnson & Johnson* | 2017 | 62.3 | | 48.0 | 48.8 | 54.0 | 66.7 | 71.4 |
| МҮОВ | 2017 | 43.6 | 20.0 | - | 36.4 | 38.0 | 44.9 | 28.6 |
| University of Queensland | 2017 | 56.2 | 33.3 | 34.8 | 36.8 | 43.8 | 58.0 | 45.5 |
| STEM Group Total | 2018 | 45.2 | 36.0 | 31.1 | 30.1 | | 48.0 | 38.3 |

Gender balance achieved (40%-60% women's representation)

Increase in under-representation of women since benchmark year

 \odot Not applicable

Moving closer to gender balance since benchmark year

Increase in over-representation of women since benchmark year

First year reporting

*

%

CEO / Head of Business (or equivalent) is a woman

Unchanged since benchmark year

Table 50: Gender balance in recruitment and promotions

| | Rec | ruitment | Pro | motions | |
|-------------------------------------|---|-----------------|----------------------|---|--|
| STEM Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | |
| Australian Bureau of Statistics | 42.9 | 47.1 | 55.6 | 52.2 | |
| Accenture | 50.5 | 38.5 | 37.9 | 34.9 | |
| ANSTO | 45.5 | 43.9 | 29.9 | 29.3 | |
| ANU | - | 55.2 | 57.7 | 52.2 | |
| Aurecon | 52.4 | 37.6 | 38.2 | 35.4 | |
| Cochlear Limited | 44.4 | 75.0 | 45.6 | 48.9 | |
| CSIRO | 40.2 | 47.8 | 45.2 | 42.1 | |
| Defence Science Technology Group | 24.0 | 30.7 | 34.4 | 23.9 | |
| Engineers Australia | - | 60.2 | 68.8 | 57.4 | |
| Fujitsu | 50.8 | 23.9 | 20.0 | 21.9 | |
| Geoscience Australia | 33.3 | 43.2 | 55.8 | 39.0 | |
| Johnson & Johnson | 60.0 | 65.3 | 53.0 | 62.3 | |
| МҮОВ | 90.9 | 46.5 | 36.7 | 43.6 | |
| University of Queensland | 50.0 | 68.4 | 57.0 | 56.2 | |
| STEM Group Total | 48.2 | 56.4 | 44.6 | 45.2 | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) First year reporting | | | | |

Promotions

Women promotions equal to or more Women promotions at least 40%, than women's representation overall but not equal to or more than women's representation overall

Women promotions less than women's representation overall

MALE CHAMPIONS OF CHANGE IMPACT REPORT 2019

Pay equity between men and women

The following organisation in the MCC STEM Group publicly discloses their pay equity gap:

• Australian Bureau of Statistics – Annual Report

Flexible and inclusive employment experiences

Table 51: Access to flexible work, and experiencing an inclusive culture

| STEM Group Organisations | Flexible Work Percentage of emp to the flexibility the | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|------------------------------------|--|------|------|--|------|------|
| | Women | Men | All | Women | Men | All |
| Australian Bureau of Statistics | 93.0 | 90.0 | 91.0 | 88.0 | 86.0 | 86.0 |
| Accenture | 78.6 | 83.3 | 81.3 | | - | - |
| ANSTO | 85.0 | 76.0 | 79.0 | - | - | - |
| ANU | 78.0 | 78.0 | 77.0 | 67.0 | 73.0 | 69.0 |
| Aurecon | 93.0 | 91.0 | 92.0 | - | - | - |
| Cochlear Limited | 85.0 | 86.0 | 85.0 | 80.0 | 83.0 | 81.0 |
| CSIRO | 89.0 | 88.0 | 88.0 | 80.0 | 77.0 | 77.0 |
| Engineers Australia | 88.0 | 90.0 | 89.0 | 63.0 | 70.0 | 66.0 |
| Fujitsu | - | - | 74.0 | - | - | 73.0 |
| Johnson & Johnson | 94.0 | 89.0 | 91.6 | 89.0 | 90.0 | 89.3 |
| МҮОВ | 85.0 | 86.0 | 86.0 | 94.0 | 91.0 | 92.0 |
| University of Queensland | 79.0 | 77.0 | 77.0 | 76.0 | 78.0 | 75.0 |
| STEM Group Averages | 86.1 | 84.9 | 84.2 | 79.6 | 81.0 | 78.7 |

Improved since first report in 2018

%) Not improved since first report in 2018

First year reporting in 2019

Data not available

Table 52: Sexual harassment – respect and safety at work

| STEM Group Organisations | organisation takes | Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) | | | Percentage of employees who 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) | | | |
|-----------------------------|--------------------|---|------|-------|--|------|--|--|
| | Women | Men | All | Women | Men | All | | |
| Accenture | 85.9 | 92.0 | 89.3 | - | - | - | | |
| ANSTO | 71.0 | 88.0 | 80.0 | - | - | - | | |
| ANU | 80.0 | 83.0 | 81.0 | - | - | - | | |
| Aurecon | 90.0 | 95.0 | 93.0 | - | - | - | | |
| CSIRO | 76.0 | 82.0 | 78.0 | - | - | - | | |
| Engineers Australia | 94.0 | 99.0 | 96.0 | 72.0 | 84.0 | 78.0 | | |
| Fujitsu | - | - | 58.0 | - | - | 66.0 | | |
| Johnson & Johnson | 94.0 | 95.0 | 93.5 | - | - | - | | |
| University of Queensland | 90.0 | 92.0 | 91.0 | - | - | - | | |
| STEM Group Averages | 85.1 | 90.8 | 84.4 | 72.0 | 84.0 | 72.0 | | |

⊖ Data not available

Table 53: Exits during or at the end of parental leave

| STEM Group Organisations | Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year. | | | | | | | |
|---|---|-----|-----|--|--|--|--|--|
| | Women | Men | All | | | | | |
| Australian Bureau of Statistics | 1.8 | 7.1 | 2.4 | | | | | |
| Accenture | 1.8 | 1.2 | - | | | | | |
| ANSTO | 8.0 | 3.0 | 5.0 | | | | | |
| ANU | 3.0 | 5.0 | 4.0 | | | | | |
| Aurecon | 0 | 0.1 | 0 | | | | | |
| Cochlear Limited | 0 | 0 | 0 | | | | | |
| CSIRO | 1.3 | 0.6 | 1.0 | | | | | |
| Defence Science Technology Group (DTSG) | 0 | 0 | 0 | | | | | |
| Engineers Australia | 6.0 | 0 | 0.3 | | | | | |
| Fujitsu | 4.5 | 0 | - | | | | | |
| Geoscience Australia | 0 | 0 | 0 | | | | | |
| МҮОВ | 0 | 0 | 0 | | | | | |
| STEM Group Averages | 2.2 | 1.4 | 1.3 | | | | | |

 $\overline{\bigcirc}$

Data not available









accenture

















66

We know diversity helps drive innovation, and women's representation in leadership is particularly critical for delivering disruptive innovation. We simply must do more to unlock and access this untapped and underrepresented talent pool.

Ann Sherry AO Non-Executive Director and Convenor, Male Champions of Change

Consult Australia Group

Consult Australia Male Champions of Change (CA MCC) was established in 2016 and today includes 12 members who lead some 18,000 employees in Australia.

> The group includes representatives from businesses providing design, advisory, and engineering services including large government public works projects to private sector

projects in the built and natural environment. Members work within and across their organisations to increase the representation and influence of women in the industry.

Highlights for 2018–19

32.1% women's representation achieved overall across the group, compared to 29.2% in 2018

Members achieved gender balance or an increase in women's representation across 77.1% of employment categories in 2019

58.0% of members now have flexible working strategies in place

75.0% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



Louise Adams Managing Director Australia and New Zealand, Aurecon



Jamie Alonso CEO, APAC, Cardno



Todd Battley CEO Australia and New Zealand, AECOM



Peter Chamley Chair, Australasia Region, Arup



Phil Duthie Executive General Manager, Australia, GHD



Paul Gardiner Regional Manager APAC, SLR Consulting



Matthew Harris NSW Managing Director, Rider Levett, Bucknall



Patrick Hill Senior Vice-President and General Manager – Jacobs Buildings and Infrastructure Asia Pacific



Malcolm McDowall CEO, APAC, Arcadis



James Phillis CEO Australia and New Zealand, SMEC



Jamie Shelton CEO, Northrop



Will Wright Managing Director, Douglas Partners



Convenor Nicola Grayson

CEO, Consult Australia



Focus areas and impact for 2018–19

Stepping up as leaders

Introduced the Leadership Shadow as a standing item on the Group's quarterly agenda with a particular focus on sharing ideas to cascade the message throughout firms.

Undertook a deep dive on the retention and advancement of women in Engineering to underscore the complexity and interconnected nature of diversity and inclusion initiatives, e.g. the role of targets in overcoming biases.

Hosted McKinsey culture expert at a group meeting to share insights on the creation of inclusive, high-performing workplaces and the impact on attraction and retention rates.

Hosted our Annual Progress Report Launch and Industry Lunch with the "Balance for Better" theme, focusing on the benefits to both women and men of more gender equal workplaces, relationships and societies.

Creating accountability

Continued to develop gender equality accountability measures across our members. For example:

- Jacobs, RLB and SMEC introduced targets in 2019 bringing the total to 8 of 13 firms (61.5%)
- Aurecon introduced formal accountability measures. 'Diversity and Inclusion' is now included as part of KPIs

- As part of ensuring sustainable advancement initiatives, AECOM, Arcadis, Aurecon, Jacobs, GHD and SMEC participated in a succession planning exercise applying a gender lens to CEO and Executive Committees plans
- 11 of 13 firms (84.6%) now undertake regular pay gap audits

Disrupting the status quo

Led innovative actions across our group to advance more women into leadership positions. For example:

- GHD and SLR launched "Co-Creating Inclusive Cultures: Engaging Men", a program designed to authentically and actively engage senior male leaders and teams in diversity and inclusion initiatives. 9 of 13 firms have participated to date (69.2%)
- Arup, Jacobs, Northrop, RLB and SMEC participated in the MCC Safe Worksites roundtable, an initiative designed to surface solutions to create more inclusive worksites. This will continue into 2020 and include contractors in the next phase
- All CA MCC firms contributed to Consult Australia's "STEM Pipeline" thought leadership piece, highlighting challenges and opportunities to increase female participation in STEM
- Six firms (AECOM, Arcadis, GHD, Jacobs, Northrop and SMEC) took part in the STEM group survey defining enablers and barriers to women pursuing and thriving in Engineering careers

Dismantling barriers for carers

Continued our focus on dismantling barriers for carers. For example:

- 75% of firms now provide flexible parental leave (AECOM, Arcadis, Arup, Aurecon, Cardno, GHD, Jacobs, RLB, SLR)
- Three firms (23.1%) provide superannuation on paid and unpaid parental leave (Arup, Aurecon, Douglas Partners)

Gender equality in society

Worked with Consult Australia to contribute a submission to the National Inquiry into Sexual Harassment in Australian Workplaces. On behalf of the Engaging Men action group, Northrop shared the unique approach to shifting mindsets and behaviours with regard to sexist language and behaviour at work.

Hosted domestic and family violence survivor Kristy McKellar OAM at one of our meetings to better understand the nature and impact of DFV in the workplace.

Table 54: MCC practical actions

| (| 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|------------------------------|----|--|-----------------|-----------------|-----------------|------------------|----------------|----------|---------------|-----|------|
| Stepping up as | | Leadership Co | ommitment – | communicati | on, D&I Strate | gy, Council or | similar | | | | |
| Leaders | | Leaders' Beha | viour – gend | er equality err | bedded in exp | pectations of I | eaders | | | _ | |
| | | MCC Panel Ple | edge – comn | nitment by CE | O / Head of Bu | isiness | | | | | |
| | | | | | | | | | | | |
| Creating | | Gender Equali | ty Targets – a | annual public r | reporting | | | | | | |
| Accountability | | Gender Equali | ty KPIs – in s | corecards of (| CEO / Head of | Business dire | ct reports | | | | |
| | | Gender Pay Ed | quity – audit (| completed an | d actioned at l | east every two | o years | | | | |
| | | | | | | | | | | | |
| Diamatiantha | | Marit austan | | | "morit trop" in | room uitmoont in | remetion bio | | | | |
| Disrupting the Status Quo | | Merit – systen | | | | recruitment, p | promotion, bia | IS | | | |
| | | Sponsorship - | | | | | | | | | |
| | | Flexible Work | | | | | | | | | |
| | | Gender Equal | | | | inisation for g | ender equalit | У | | | |
| | | Everyday Sexi | sm – action t | o highlight an | d address | | | | | | |
| | | Backlash and | Buy-In – spe | cific action to | address and a | mplify | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harassment – training for all managers on how to prevent and address | | | | | | | | | |
| | | | | | | | | | | | |
| Dismantling | | Parental Leave | e – flexible ac | cess for all pa | arents | | | | | | |
| Barriers for Carers | | Superannuatio | on – paid duri | ng paid and u | npaid parenta | l leave periods | 6 | | | | |
| | | | | | | | | | | | |
| Gender | | Domestic and | Family Viole | nce – action t | o address as a | workplace is: | sue | | | | |
| Equality in Society | | | | | | | | | | _ | |
| 2 | | UN "Women's Empowerment Principles" (WEPs) – organisation signed on | | | | | | | | | |
| | | Complete or ci | irrentlyunder | W9V | | ommence or c | omplate by 20 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 55: Gender balance in leadership

| | | | | Women | 's Representa | tion (%) | | |
|--|-------------------|----------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|
| Consult Australia Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board |
| AECOM | 2016 | 35.9 | 31.8 | 2.8 | 12.0 | 24.8 | 40.7 | 37.5 |
| Arcadis | 2016 | 30.0 | 33.3 | 19.2 | 30.0 | 19.6 | 30.9 | 50.0 |
| Arup | 2016 | 38.8 | 40.0 | 25.0 | 19.0 | 31.0 | 41.4 | 18.2 |
| Aurecon | 2016 | 35.4 | 25.0 | 20.5 | | 28.7 | 39.9 | 14.3 |
| Cardno | 2019 | 29.3 | 0.0 | 66.7 | 33.3 | 36.0 | 29.0 | 14.3 |
| Douglas Partners | 2016 | 20.4 | 14.3 | - | 9.7 | 14.3 | 21.6 | 0.0 |
| GHD | 2016 | 32.6 | 33.3 | 21.5 | 17.6 | 33.4 | 41.4 | 44.4 |
| Jacobs | 2016 | 27.6 | 20.0 | 32.3 | 14.6 | 16.0 | 28.6 | 33.3 |
| Northrop | 2018 | 26.2 | 0.0 | 0.0 | 4.8 | 17.5 | 29.3 | 28.6 |
| SLR | 2018 | 33.3 | 9.1 | - | 0.0 | 55.6 | | 12.5 |
| SMEC | 2016 | 25.4 | 12.5 | 16.7 | 14.8 | 22.6 | 26.1 | 0.0 |
| Consult Australia Group Total | 2018 | 32.1 | 23.8 | 21.7 | 15.6 | 29.0 | 35.2 | 24.7 |

Gender balance achieved (40%-60% women's representation)

%) Unchanged since benchmark year • Moving closer to gender balance since benchmark year

First year reporting



Increase in under-representation of women since benchmark year

Not applicable

Note: Integral is a very recent new member of the Consult Australia Group, and will be included in our Impact Report next year.

Table 56: Gender balance in recruitment and promotions

| | Recru | litment | I | Promotions |
|--|---|--|---------------------|--|
| Consult Australia Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (% | 6) Overall women's representation at end of period (%) |
| AECOM | 43.9 | 37.2 | 38.8 | 35.9 |
| Arcadis | 36.0 | 31.6 | 25.8 | 30.0 |
| Arup | 50.0 | 48.4 | 38.2 | 38.8 |
| Aurecon | 52.4 | 37.6 | 38.2 | 35.4 |
| Cardno | 33.9 | 31.6 | 38.1 | 29.3 |
| Douglas Partners | 18.8 | 22.9 | 18.4 | 20.4 |
| GHD | 40.0 | 37.8 | 30.3 | 32.6 |
| Jacobs | 32.8 | 29.9 | 28.0 | 27.6 |
| Northrop | 25.0 | 34.0 | 32.0 | 26.1 |
| SLR | 27.3 | 34.7 | 35.0 | 33.3 |
| SMEC | 35.1 | 28.6 | 24.0 | 25.4 |
| Consult Australia Group Total | 40.4 | 35.3 | 33.6 | 32.1 |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) First year reporting | Women hires under 40 60%, and overall genc the organisation is imp | ler balance in and | men graduates or hires under 40%, I not improving gender balance in organisation |

Promotions

Women promotions equal to or more than women's representation overall

Women promotions less than women's representation overall

Pay equity between men and women

The following organisation in the Consult Australia MCC Group publicly discloses their overall gender pay gap:

• Cardno – company announcement

Flexible and inclusive employment experiences

Table 57: Access to flexible work, and experiencing an inclusive culture

| Consult Australia Group Organisations | Flexible Work Percentage of emp to the flexibility the | , , , | <i>,</i> | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | |
|--|--|-------|----------|--|------|------|
| | Women | Men | All | Women | Men | All |
| AECOM | 90.0 | 92.0 | 91.0 | 86.0 | 85.0 | 86.0 |
| Arcadis | 36.0 | 63.0 | 83.0 | 90.0 | 87.0 | 88.0 |
| Arup | 78.0 | 76.0 | 77.0 | 72.0 | 80.0 | 77.0 |
| Aurecon | 93.0 | 91.0 | 92.0 | - | - | - |
| Cardno | - | - | 80.0 | - | - | 78.0 |
| Northrop | 85.0 | 86.0 | 86.0 | - | - | 87.0 |
| SMEC | 89.2 | 87.8 | 88.2 | 78.8 | 85.4 | 83.0 |
| Consult Australia Group Averages | 78.5 | 82.6 | 85.3 | 81.7 | 84.4 | 83.2 |

Improved since first report in 2018

%

Not improved since first report in 2018

First year reporting in 2019

 $\overline{}$

Data not available

Table 58: Sexual harassment – respect and safety at work

Consult Australia Group Organisations Percentage of employees who believe that their organisation takes a zero-tolerance approach to sexual harassment (or similar wording) Percentage of employees who 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)

| | Women | Men | All | Women | Men | All |
|-------------------------------------|-------|------|------|-------|------|------|
| AECOM | 88.0 | 93.0 | 90.0 | - | - | - |
| Arcadis | 92.0 | 96.0 | 94.0 | - | - | - |
| Arup | 87.0 | 97.0 | 93.0 | - | - | - |
| Aurecon | 90.0 | 95.0 | 93.0 | - | - | - |
| Cardno | - | - | 90.0 | - | - | - |
| SMEC | 83.2 | 95.7 | 90.0 | 83.2 | 95.7 | 90.0 |
| Consult Australia Group Averages | 88.0 | 95.3 | 91.7 | 83.2 | 95.7 | 90.0 |

 \bigcirc

Data not available

Table 59: Exits during or at the end of parental leave

Consult Australia Group Organisations

Percentage of employees (of those who took parental leave) who left their organisation during or at the end of their parental leave in the past year.

| | Women | Men | All |
|-------------------------------------|-------|------|------|
| AECOM | 8.4 | 0 | 8.4 |
| Arcadis | 7.0 | 0 | 4 |
| Arup | 0.1 | 0.1 | 0.1 |
| Aurecon | 0 | 0 | 0 |
| Cardno | 5.9 | 0 | 2.4 |
| Douglas Partners | 14.0 | 0 | 11.0 |
| GHD | 2.0 | 0.8 | 2.1 |
| Jacobs | 8.0 | 16.0 | 10.0 |
| Northrop | 1.0 | 0 | 1.0 |
| SLR | 0 | 0 | 0 |
| SMEC | 0 | 0 | 0 |
| Consult Australia Group Averages | 4.2 | 1.5 | 3.5 |



66

Increasing both the retention of women in the workplace and the sponsorship of women into leadership will result in more role models for young women in the sector. This is essential if we're serious about breaking down gender stereotypes.

Nicola Grayson CEO, Consult Australia

Fire & Emergency Group

The Fire & Emergency Group was established in 2017, with support from the Australasian Fire and Emergency Services Authorities Council (AFAC).

Today the group includes 29 members who lead some 288,000 employees and volunteers. The group includes representatives located throughout metropolitan, rural and regional communities across Australia and New Zealand. Members are focused on advancing gender equality, women in leadership and professional, respectful and inclusive workplaces within and across the fire and emergency sector. A particular priority is building the representation of women in frontline service delivery positions which can serve as a critical pathway to leadership positions in the sector.

Highlights for 2018–19

Members achieved gender balance or an increase in women's representation across 68.9% of employment categories in 2019

24.2% women's representation achieved overall across the group, compared to 22.0% in 2018 when the group released its first report

40.1% of overall hires across the group were women

79.3% of members now have mainstreamed flexible working strategies in place

92.9% of members have flexible parental leave policies in place

79.3% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/grievance processes

Male Champions and Special Advisors



Chris Arnol AFSM Chief Officer, Tasmania Fire Service



Paul Baxter QSO Commissioner, Fire and Rescue NSW



Chris Beattie Chief Officer, SA State Emergency Service



Collene Bremner Executive Director, Bushfires NT



David Bruce AFSM Chief Officer and CEO (Acting) Metropolitan Fire and Emergency Services Board, Melbourne



Neil Cooper PSM Senior Manager Fire, Forest and Roads, ACT Parks and Conservation Service



Andrew Crisp APM Commissioner, Emergency Management Victoria



Ross Dickson Chief Forester & Company Secretary, Forestry Corporation of NSW



Stuart Ellis AM CEO, Australasian Fire and Emergency Service Authorities Council



Shane Fitzsimmons AFSM Commissioner, NSW Rural Fire Service



Jason Foster Executive Director Regional and Fire Management Services (Acting), Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in WA



Chris Gibson Manager, Conservation, Fire and Safety, Forestry SA



Fiona Gill Director, Fire and Flood Management, Department for Environment and Water SA



Stephen Griffin CEO, Victoria State Emergency Service



Chris Hardman Chief Fire Officer, Forest Fire Management Victoria – Department of Environment, Land, Water and Planning



Mark Jones Chief Officer, South Australian Country Fire Service



Rhys Jones CNZM Chief Executive, Fire and Emergency New Zealand



Ben Klaassen Deputy Director General, Queensland Parks and Wildlife Services



Darren Klemm AFSM Commissioner, Department of Fire and Emergency Services WA



Andrew Lea ESM Director, Tasmania State Emergency Service



Michael Morgan AFSM Chief Officer and CEO, SA Metropolitan Fire Service



David Nugent AFSM Director, Fires & Emergency Services, Parks Victoria



Rob Porter Executive General Manager, Airservices Australia



Naomi Stephens Director, Fire & Incident Management Section, NSW National Parks & Wildlife Service, Office of Environment and Heritage NSW



Steve Warrington AFSM Chief Officer and CEO, Country Fire Authority Victoria



Michael Wassing AFSM Commissioner (Acting), Queensland Fire and Emergency Services



Georgeina Whelan AM, CSC and Bar Commissioner, ACT Emergency Services Agency



David Willing Executive Director, Northern Territory Fire and Emergency Services



Carlene York Commissioner, NSW State Emergency Service



Convenor Kristen Hilton

Victorian Human Rights and Equal Opportunity Commissioner



Focus areas and impact for 2018–19

Stepping up as leaders

Engaged in the Leadership Shadow with 57.1% of members having undertaken this foundational MCC activity. All MCCs will complete or refresh this exercise in 2020, recognising the change in leadership that has occurred across the group over the past year.

Committed to the Panel Pledge with 85.2% of members signing up so far. A number of new members joining the group will formally support the Panel Pledge as part of their induction to the MCC strategy. Members have also extended the reach and impact of the Panel Pledge within the sector. For example:

- AFAC19 is the major conference for the sector attracting some 2000 delegates from Australia and New Zealand. Speakers for the conference were gender balanced overall; panels contained at least one woman and suppliers involved in the significant trade show that accompanied the conference, were asked to consider gender and diversity in all aspects of their stands / presentations
- NSW Rural Fire Service has implemented the Panel Pledge as part of its 2019 Leadership and Young Members Forum and other senior management events
- AFAC CEO Stuart Ellis continues to publicly lead on gender equality through AFAC's various communication channels. This includes thought leadership pieces on machoism and conscious and unconscious bias impacting the advancement of women in the sector

Creating accountability

Reviewed a standard approach for capturing and reporting gender representation across member organisation aligned to the MCC Coalition reporting methodology, with customisation to suit the specific needs of the fire and emergency sector.

Tracked and monitored progress for 2019 with 100% of MCC Fire and Emergency members sharing their latest gender representation data (benchmarked against 2018 results) and progress building the conditions and cultures that enable women to thrive. This represents the most consistent and comprehensive reporting on gender equality ever undertaken in the fire and emergency sector.

Disrupting the status quo

Reviewed gender representation amongst sector leadership, policy and talent development forums. An annual review was completed and presented to members at their July meeting. This review showed that in 2019:

- The AFAC Executive Forum had 20.0% women's representation, down from 23.0% last year
- The Strategic Command
 Program had 10.0% women's
 representation, down from 12.0%
 last year
- The Senior Officer Cohort had 29.0% women's representation
- The AFAC Collaboration Groups had 25.0% women's representation, up from 16.0% last year

The review found that proactive and consistent focus was required to achieve, and reap the benefits of, gender equality in sector leadership forums. Members have supported a targeted strategy to address issues identified in the review.

Prepared a "Sponsorship of Talent" program and guideline to help identify and accelerate the development of women leaders in the sector. Members have agreed to adopt/adapt the MCC Sport Women in Sport Sponsorship program and pilot it across the Fire and Emergency sector. A sector-specific program guide and recruitment process has been developed and sponsor/sponsee arrangements will be finalised and launched for the first meeting of the MCCs in April 2020.

Completed a review / audit of the public presence of 72.0% of member organisations to ensure they are presenting a respectful and inclusive environment for women. For example:

 WA Department of Fire and Emergency Services (DFES) has undertaken a complete redesign of its corporate website and its volunteer portal aligned with its charter to represent diversity and inclusion. All language in internal and external communications is reflective of their organisational commitment to equity and diversity Reviewed sexual harassment policies benchmarking existing approaches against good practices recommended by the Australian Human Rights and Equal Opportunity Commission. A number of members have since commenced development of standalone sexual harassment policies tailored to specific issues that arise in the fire and emergency sector. For example:

An Inclusion and Fairness
framework is in development to
support the Victorian Country Fire
Authority (CFA) in embedding a
range of systems, processes and
initiatives that will support women
in the organisation. This includes
a focus on addressing sexual
harassment, developing resources
and education to build the skill and
confidence across management
levels to proactively prevent and
respond to incidents of sexual
harassment in the workplace

Reviewed and contributed to the MCC "40:40:20" Talent Processes toolkit developed and released by MCC this year. The Toolkit has been shared with MCC members, HR teams and line managers across our organisations and is available either through AFAC or the MCC website.

Implemented a range of initiatives to support gender equality and the advancement of women in the sector. For example:

- Fire and Emergency New
 Zealand and the SA Metropolitan
 Fire Services each released
 the findings of independent
 reviews into workplace culture,
 sexual harassment and bullying
 within their organisations.
 Their Commissioners publicly
 led communication of the
 findings with both accepting
 and now addressing all of
 the recommendations in the
 respective reports
- WA DFES conducted
 comprehensive recruitment
 training and masterclasses
 focused on unconscious bias
 throughout the organisation. It
 has also made comprehensive
 changes to recruitment and
 promotion processes to eliminate
 bias, with the aim of advancing
 more women

- Fire and Rescue NSW's longterm commitment to gender parity recruitment for permanent firefighters has seen a dramatic increase in the percentage of female firefighters and an increase in the number of women applying for roles with the organisation. It also held its pilot Women Leading at Fire & Rescue Mentoring program, with the aim of creating a pipeline of talented women to join the sector
- Queensland Fire and Emergency Services increased women firefighter representation in its 2019 recruit courses to 20.7%, with 83.3% of women graduating from the courses
- Victorian State Emergency Service delivered its Respect and Equity training to ensure all members understands expectations and policies and procedures to identify, address and report unacceptable behaviours
- Department of Biodiversity, Conservation and Fires & Emergency Services WA, Parks Victoria established a specific objective to maximise representation of female operational staff in overseas and interstate fire deployments to provide accelerated development opportunities
- NSW Parks and Wildlife Service conducted their first all-female hazard reduction burn in July 2019

Dismantling barriers for carers

Reviewed flexible workplace practices and workplace policies with 79.3% of members implementing flexible work policies. However, many staff report that these policies are not always designed in ways that meet their needs. As a first step, members have agreed to better communication and consistent application of policies across their organisations. Further work on this action will be completed in 2020.

Gender equality in society

Guided and supported research over two years into gender equality, diversity and inclusion, led by the Bushfire and National Hazards Co-operative Research Centre and academics from Victoria University. Emergency Management Victoria is currently using lessons arising from this research, and the collective experience of the group, to develop a detailed, sector-specific case for change on diversity and inclusion in fire and emergency, together with supporting communication and engagement resources.

Metropolitan Fire Brigade (MFB) led and coordinated the Emergency Management Sector's preeminent International Women's Day event for 2019 in Federation Square. **Emergency Management Victoria** (EMV), the Country Fire Authority (CFA), and AFAC supported and participated in the event. Over 10,500 people experienced the event which promoted careers and volunteer opportunities for women. The event showcased the achievements of women in natural hazards, as well as provided information, activities and advice to the public.

Queensland Fire and Emergency Services is participating in the MCC Founding Group's Gladstone Project on whole of community responses to domestic and family violence. Metropolitan Fire Brigade (MFB) and Country Fire Authority has introduced significant Family Violence resources including paid leave, Family Violence Contact Officers, training, guidelines and information resources for people affected by family violence and their managers. MFB also ran major campaigns supporting 16 Days of Activism and Men's Health Week, giving information, tools and referrals to ensure that this remains a current and relevant issue amongst their team.

Table 60: MCC practical actions

| | 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 1009 |
|------------------------------|--|
| Stepping up as | Leadership Commitment – communication, D&I Strategy, Council or similar |
| Leaders | Leaders' Behaviour – gender equality embedded in expectations of leaders |
| | MCC Panel Pledge – commitment by CEO / Head of Business |
| | |
| Creating | Gender Equality Targets – annual public reporting |
| Accountability | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports |
| | |
| Disrupting the Status Quo | Merit – systems and structures address "merit trap" in recruitment, promotion, bias |
| | Sponsorship – practice expected of all leaders |
| | Flexible Work – approach to mainstreaming flexibility |
| | Gender Equal Public Face – test external image of organisation for gender equality |
| | Everyday Sexism – action to highlight and address |
| | Backlash and Buy-In – specific action to address and amplify |
| | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes |
| | Sexual Harassment – training for all managers on how to prevent and address |
| | |
| Dismantling Barriers for | Parental Leave – flexible access for all parents |
| Carers | Superannuation – paid during paid and unpaid parental leave periods |
| Gender | Domestic and Family Violence – action to address as a workplace issue |
| Equality in Society | Future of Work – organisation giving consideration to gender equality |
| | Complete or currently underway In plan to commence or complete by 2020 Under consideration |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 61: Gender balance in leadership

| Organisations Year Employees Management General Management Man | | | | | Women's | s Representati | ion (%) | | |
|---|---------------------------|------|------|------------|-----------|----------------|---------|------|-------|
| Agency** 2018 238 250 286 280 148 27.8 ACT Parks & Conservation 2018 31.7 10.0 - 33.3 . 37.2 Arservices Australia 2018 17.7 . 28.6 21.3 . | | | | Management | / General | | | | Board |
| Airservices Australia 2018 17.7 - 28.6 21.3 - - AFAC 2019 64.8 62.5 60.0 66.7 25.0 76.7 Bushfires NT* 2018 38.2 33.3 50.0 28.6 100 35.0 CFA Victoria 2019 26.3 - 34.5 15.1 23.2 27.0 20.0 Dept for Environment & 2019 26.3 - 34.5 15.1 23.2 27.0 20.0 Dept of Biodiversity, Conservation & 2019 44.4 50.0 20.0 17.1 28.9 46.0 44.0 Emergency Services WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 Emergency Mgmt VIC 2018 58.9 - 45.5 46.9 33.3 72.9 Fire & Emergency NZ^A 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^A 2018 18.1 20.0 7.7 16.3 21.8 19.0 19.2 Forestr Fire Mgmt Victoria 2018 </td <td>J ,</td> <td>2018</td> <td>25.8</td> <td>25.0</td> <td>28.6</td> <td>28.0</td> <td>14.8</td> <td>27.8</td> <td>20.0</td> | J , | 2018 | 25.8 | 25.0 | 28.6 | 28.0 | 14.8 | 27.8 | 20.0 |
| AFAC 2018 64.8 62.5 50.0 66.7 25.0 76.7 Bushfires NT* 2018 38.2 33.3 50.0 28.6 100 36.0 CFA Victoria 2019 26.3 - 34.5 15.1 23.2 27.0 100 Dept for Environment & 2019 26.3 - 34.5 15.1 23.2 27.0 100 Dept of Bioliversity, Conservation & Attractions WA 2019 44.4 50.0 30.0 46.1 - 51.5 Dept of Bioliversity, Conservation & Attractions WA 2018 21.8 0.00 30.9 22.2 16.2 23.6 Emergency Services WA 2018 58.9 - 45.5 46.9 33.3 72.9 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^ 2018 18.1 2000 21.9 13.0 5.0 19.2 Forestry Corp of NSW 2018 20.4 0.00 50.0 7.7 16.3 21.8 Remergency Services 2018 <td>ACT Parks & Conservation</td> <td>2018</td> <td>31.7</td> <td>10.0</td> <td>-</td> <td>33.3</td> <td>-</td> <td>37.2</td> <td>-</td> | ACT Parks & Conservation | 2018 | 31.7 | 10.0 | - | 33.3 | - | 37.2 | - |
| Bushfires NT* 2018 38.2 33.3 50.0 28.6 100 35.0 CFA Victoria 2019 26.3 - 34.5 15.1 23.2 27.0 Dept for Environment & 2018 50.4 25.0 30.0 46.1 - 51.5 Dept of Biodiversity, Conservation & Attractions WA 2019 44.4 50.0 20.0 17.1 28.9 46.0 Dept of Fire and Emergency Services WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 1 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Rescue NSW 2018 12.0 23.1 25.0 7.7 8.5 12.0 Forestry Corp of NSW 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry SA 2019 34.5 40.0 - | Airservices Australia | 2018 | 17.7 | - | 28.6 | 21.3 | - | - | 37.5 |
| CFA Victoria 2019 26.3 - 34.5 15.1 23.2 27.0 Dept for Environment & 2018 50.4 25.0 30.0 46.1 - 51.5 Dept of Biodiversity, Conservation & Attractions WA 2019 44.4 50.00 20.0 17.1 28.9 46.0 Dept of Fire and Emergency Services WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 23.6 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^ 2018 18.1 20.00 21.9 13.0 5.0 19.2 Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry Corp of NSW 2018 20.4 0.00 50.0 7.7 16.3 21.8 Forestry SA 2019 34.5 40.00 - 0.0 - 36.7 36.7 Metropolitan Fire and | AFAC | 2018 | 64.8 | 62.5 | 50.0 | | 25.0 | 76.7 | 7.9 |
| Dept for Environment & 2018 50.4 25.0 30.0 46.1 - 51.5 Water SA* 2019 44.4 50.0 20.0 17.1 28.9 46.0 Conservation & 2019 44.4 50.0 20.0 17.1 28.9 46.0 Conservation & 2019 21.8 0.0 30.9 22.2 16.2 23.6 23.6 Emergency Services WA 2018 56.9 - 45.5 46.9 33.3 72.9 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^ 2018 18.1 20.00 21.9 13.0 5.0 19.2 Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 <t< td=""><td>Bushfires NT*</td><td>2018</td><td>38.2</td><td>33.3</td><td>50.0</td><td>28.6</td><td>100</td><td>35.0</td><td>-</td></t<> | Bushfires NT* | 2018 | 38.2 | 33.3 | 50.0 | 28.6 | 100 | 35.0 | - |
| Water SA* 2018 50.4 25.0 30.0 46.1 - 51.5 Dept of Biodiversity, Conservation & 2019 44.4 50.0 20.0 17.1 28.9 46.0 Dept of Fire and Emergency Services WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 1 Fire & Rescue NSW 2018 58.9 - 45.5 46.9 33.3 72.9 1 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 1 Fire & Rescue NSW 2018 18.1 20.00 21.9 13.0 5.0 19.2 1 Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry SA 2019 34.5 40.0 50.0 7.7 16.3 21.8 1 Forestry SA 2019 34.5 40.0 - 0.00 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 | CFA Victoria | 2019 | 26.3 | - | 34.5 | 15.1 | 23.2 | 27.0 | 55.6 |
| Conservation & 2019 44.4 50.0 20.0 17.1 28.9 46.0 Attractions WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 1 Emergency Services WA 2018 58.9 - 45.5 46.9 33.3 72.9 1 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 1 Fire & Rescue NSW 2018 18.1 20.00 11.9 13.0 5.0 19.2 1 19.2 1 19.4 1 10.0 <td< td=""><td>•</td><td>2018</td><td>50.4</td><td>25.0</td><td>30.0</td><td>46.1</td><td>-</td><td>51.5</td><td>-</td></td<> | • | 2018 | 50.4 | 25.0 | 30.0 | 46.1 | - | 51.5 | - |
| Emergency Services WA 2018 21.8 0.0 30.9 22.2 16.2 23.6 Emergency Mgmt VIC 2018 58.9 - 45.5 46.9 33.3 72.9 Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^ 2018 18.1 20.0 21.9 13.0 5.0 19.2 19.2 Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 1 Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire ServiceA 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* </td <td>Conservation &</td> <td>2019</td> <td>44.4</td> <td>50.0</td> <td>20.0</td> <td>17.1</td> <td>28.9</td> <td>46.0</td> <td>46.3</td> | Conservation & | 2019 | 44.4 | 50.0 | 20.0 | 17.1 | 28.9 | 46.0 | 46.3 |
| Fire & Rescue NSW 2018 12.0 23.1 25.2 21.7 8.5 12.0 Fire & Emergency NZ^ 2018 18.1 20.0 21.9 13.0 5.0 19.2 1 Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 1 Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 1 Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire Service^ 2018 34.5 50.0 57.1 40.7 29.1 34.9 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queen | • | 2018 | 21.8 | 0.0 | 30.9 | 22.2 | 16.2 | 23.6 | - |
| Fire & Emergency NZ^201818.120.021.913.05.019.2Forest Fire Mgmt Victoria201824.427.830.427.344.619.41Forestry Corp of NSW201820.40.050.07.716.321.81Forestry SA201934.540.0-0.0-36.71Metropolitan Fire and Emergency Services201811.633.313.86.510.612.11NSW Rural Fire Service^201822.633.317.712.112.624.71NSW SES*201834.550.057.140.729.134.91Office of Environment and Heritage NSW*201836.345.042.936.937.735.91Parks VIC201826.511.829.124.612.426.836.937.735.91 | Emergency Mgmt VIC | 2018 | 58.9 | - | 45.5 | 46.9 | 33.3 | 72.9 | - |
| Forest Fire Mgmt Victoria 2018 24.4 27.8 30.4 27.3 44.6 19.4 Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire Service^ 2018 22.6 33.3 17.7 12.1 12.6 24.7 NT Fire, Rescue and Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 36.3 45.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | Fire & Rescue NSW | 2018 | 12.0 | 23.1 | 25.2 | 21.7 | 8.5 | 12.0 | - |
| Forestry Corp of NSW 2018 20.4 0.0 50.0 7.7 16.3 21.8 Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire Service^A 2018 22.6 33.3 17.7 12.1 12.6 24.7 NT Fire, Rescue and Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | Fire & Emergency NZ^ | 2018 | 18.1 | 20.0 | 21.9 | 13.0 | 5.0 | 19.2 | 60.0 |
| Forestry SA 2019 34.5 40.0 - 0.0 - 36.7 Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 | Forest Fire Mgmt Victoria | 2018 | 24.4 | 27.8 | 30.4 | 27.3 | 44.6 | 19.4 | - |
| Metropolitan Fire and Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire Service^ 2018 22.6 33.3 17.7 12.1 12.6 24.7 NT Fire, Rescue and Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Ports 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & 2018 26.5 11.8 29.1 24.6 12.4 26.8 | Forestry Corp of NSW | 2018 | 20.4 | 0.0 | 50.0 | 7.7 | 16.3 | 21.8 | 42.9 |
| Emergency Services 2018 11.6 33.3 13.8 6.5 10.6 12.1 NSW Rural Fire Service^ 2018 22.6 33.3 17.7 12.1 12.6 24.7 NT Fire, Rescue and Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Queensland Fire & Emergency Services 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | Forestry SA | 2019 | 34.5 | 40.0 | - | 0.0 | - | 36.7 | 33.3 |
| NT Fire, Rescue and Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | | 2018 | 11.6 | 33.3 | 13.8 | 6.5 | 10.6 | 12.1 | 71.4 |
| Emergency Services 2018 30.0 66.7 50.0 28.6 12.5 30.1 NSW SES* 2018 34.5 50.0 57.1 40.7 29.1 34.9 Office of Environment and Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | NSW Rural Fire Service^ | 2018 | 22.6 | 33.3 | 17.7 | 12.1 | 12.6 | 24.7 | - |
| Office of Environment and Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | | 2018 | 30.0 | 66.7 | 50.0 | 28.6 | 12.5 | 30.1 | - |
| Heritage NSW* 2018 24.4 50.0 26.7 27.1 37.7 23.3 Parks VIC 2018 36.3 45.0 42.9 36.9 37.7 35.9 Queensland Fire & Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | NSW SES* | 2018 | 34.5 | 50.0 | 57.1 | 40.7 | 29.1 | 34.9 | - |
| Queensland Fire & Emergency Services201826.511.829.124.612.426.8 | | 2018 | 24.4 | 50.0 | 26.7 | 27.1 | 37.7 | 23.3 | - |
| Emergency Services 2018 26.5 11.8 29.1 24.6 12.4 26.8 | Parks VIC | 2018 | 36.3 | 45.0 | 42.9 | 36.9 | 37.7 | 35.9 | 52.9 |
| | | 2018 | 26.5 | 11.8 | 29.1 | 24.6 | 12.4 | 26.8 | - |
| QLD Parks and Wildlife 2018 37.5 30.8 42.6 29.9 52.4 36.4 | QLD Parks and Wildlife | 2018 | 37.5 | 30.8 | 42.6 | 29.9 | 52.4 | 36.4 | - |
| SA Metropolitan Fire 2018 5.9 9.1 3.2 25.0 3.4 6.7 | SA Metropolitan Fire | 2018 | 5.9 | | 3.2 | 25.0 | 3.4 | 6.7 | - |
| SA Country Fire Service 2018 45.2 33.3 23.1 46.2 44.4 48.6 | SA Country Fire Service | 2018 | 45.2 | 33.3 | 23.1 | 46.2 | 44.4 | 48.6 | - |

| | Women's Representation (%) | | | | | | | | |
|---|----------------------------|----------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|--|
| Fire & Emergency Group Organisations | Benchmark Year | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board | |
| South Australian SES^ | 2018 | 29.6 | 0.0 | 0.0 | 63.6 | 0.0 | 29.4 | 0.0 | |
| Tasmania Fire Service | 2018 | 17.7 | 100 | 50.0 | 16.7 | 33.3 | 17.6 | 33.3 | |
| Tasmania SES^ | 2018 | 28.5 | 0.0 | - | 20.0 | 8.3 | 29.8 | - | |
| Victoria SES | 2018 | 39.1 | 31.9 | 60.0 | 27.8 | 30.6 | 45.0 | 66.7 | |
| Fire & Emergency Group Total | 2018 | 24.2 | 29.0 | 27.4 | 22.2 | 13.7 | 25.6 | 37.9 | |

Gender balance achieved (40%-60% women's representation)

Increase in under-representation of

women since benchmark year

-Not applicable Moving closer to gender balance since benchmark year

%) Unchanged since benchmark year

∧ Includes volunteers Increase in over-representation of women since benchmark year

First year reporting

* CEO / Head or Business (or equivalent) is a woman

Table 62: Gender balance in recruitment and promotions

| | Rec | ruitment | Pror | Promotions | | | | |
|---|---------------------|-----------------|----------------------|---|--|--|--|--|
| Fire & Emergency Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | | | | |
| ACT Parks & Conservation | - | 37.5 | - | 31.7 | | | | |
| Airservices Australia | - | 29.5 | - | 17.7 | | | | |
| AFAC | - | 66.7 | 66.7 | 64.8 | | | | |
| Bushfires NT | - | 16.7 | 100 | 38.2 | | | | |
| CFA Victoria | - | 50.2 | - | 26.3 | | | | |
| Dept for Environment and Water SA* | 66.7 | 42.9 | - | 50.4 | | | | |
| Dept of Biodiversity, Conservation and Attractions WA | - | 51.0 | 45.7 | 44.4 | | | | |
| Dept of Fire and Emergency Services WA | - | 46.6 | 25.5 | 21.8 | | | | |
| Emergency Mgmt VIC | - | 57.9 | - | 58.9 | | | | |
| Fire & Rescue NSW | - | 27.9 | 12.7 | 12.0 | | | | |
| Fire & Emergency NZ | 21.3 | 57.5 | 12.5 | 18.1 | | | | |
| Forestry Corp of NSW | - | 25.4 | 31.8 | 20.4 | | | | |
| Forestry SA | - | 33.3 | - | 34.5 | | | | |
| Metropolitan Fire and Emergency Services | - | 30.1 | 14.7 | 11.6 | | | | |
| NSW Rural Fire | - | 34.9 | 33.3 | 22.6 | | | | |
| NT Fire, Rescue and Emergency Services | - | 30.3 | 15.4 | 30.0 | | | | |
| NSW SES* | - | 53.2 | 47.1 | 34.5 | | | | |
| Parks VIC | - | 56.2 | 43.1 | 36.3 | | | | |
| Queensland Fire & Emergency Services | - | 34.4 | 27.2 | 26.5 | | | | |
| QLD Parks and Wildlife | - | 45.9 | 42.5 | 37.5 | | | | |
| SA Metropolitan Fire | - | 12.8 | 9.1 | 5.9 | | | | |
| South Australian SES^ | 100 | 66.7 | 50.0 | 29.6 | | | | |
| Tasmania Fire Service | 100 | 31.7 | 9.1 | 17.7 | | | | |
| Tasmania SES^ | - | 45.8 | 0.0 | 28.5 | | | | |
| Victoria SES | - | 56.0 | 50.0 | 39.1 | | | | |
| Fire & Emergency Group Total | 26.5 | 40.1 | 24.0 | 24.2 | | | | |

Gender balance achieved (40%-60% women in graduate and overall recruitment)

Women graduates or hires under 40%, and not improving gender balance in the organisation Women hires under 40% or over 60%, and overall gender balance in the organisation is improving

First year reporting

Women hires over 60%, but not improving overall gender balance in the organisation

⊖ Not applicable

Promotions

Women promotions equal to or more than women's representation overall

Women promotions less than women's representation overall Not applicable

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Fire & Emergency Services Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

There is no data available this year for Flexible and Inclusive Employment Experiences from organisations in the MCC Fire & Emergency Services Group. We will work to include more detailed information in future MCC Impact Reports.





Department of Biodiversity, Conservation and Attractions





































Government of South Australia Department for Environment and Water











Pakistan Group

MCC Pakistan was established in October 2018 and today includes 10 members who lead some 26,000 employees, spread across Pakistan.

The group includes representatives from various sectors including Hospitality, Telecommunications, Information Technology and Software, Micro-Finance and Sports Organisations. Members work within and across their organisations to focus and lead on gender equality, diversity and women's empowerment, not only within their organisation but in the society as a whole. The convenor of MCC Pakistan was also a member of the UN Secretary General's High-Level Panel on Women's Economic Empowerment, where Male Champions of Change was certified as an International Best Practice for creating tangible and sustainable impact on the agenda of gender equality.

Highlights for 2018–19

Overall, the percentage of women across all MCCs currently stands at 19.0%

The number of women in the Senior Manager positions stands at 13.8%, while at Key Managerial Positions it reaches 8.2%

100% of members now have mainstreamed flexible working strategies in place

80.0% of members have flexible parental leave policies in place

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions and Special Advisors



M. Muddassar Aqil Vice President & General Manager APAC Region, PepsiCo Pakistan



Yasir Ashfaq CEO, Pakistan Microfinance Investment Company



Maleeka Bokhari MCC Pakistan Special Advisory Council Member



Aziz Boolani CEO, Sareena Hotels



Salim Ghauri CEO, Pakistan Microfinance Investment Company



Sima Kamil MCC Pakistan Special Advisory Council Member



Kabir Naqvi President, Ubank



Sameen Rana CEO, Lahore Qualandars



Asim Siddiqui Country Managing Partner, EY Ford Rhodes



Furqan Ahmed Syed Vice President & General Manager APAC Region, PepsiCo Pakistan



Shazia Syed MCC Pakistan Special Advisory Council Member



Fauzia Viqar MCC Pakistan Special Advisory Council Member



Irfan Wahab Khan CEO, Telenor Pakistan



Convenor

Fiza Farhan Global Development Advisor



Focus areas and impact for 2018–19

Stepping up as leaders

MCC Pakistan has begun its focus on innovative leadership approaches to advancing women in the workforce in Pakistan. This has included plans to:

- Review, commit to and report on their Leadership Shadow Action plans
- Extend diversity and inclusion training in their workplaces
- Extend diversity and inclusion education beyond the CEO and executive management, taking it all across organisational levels
- Recognise and reward inclusive leaders in Pakistan and globally
- Sign onto the MCC Panel Pledge
- Align the Recruitment Framework to the Business Strategy and MCC.
- Promote the effective communication of gender equality policies and procedures across their organisations

Disrupting the status quo

Established action plans to lead innovative approaches to address cultural norms that prevent the advancement of women in the workplace. This has included a focus on:

- Making the environment more conducive to family members to allow for more support to stay or join the organization
- Reviewing opportunities to provide safe transport for women to and from work
- Reviewing opportunities to provide childcare assistance e.g. through on-site care, subsidised child care facilities close to the family home and subsidised carers in the home
- Normalising 'working women' by sharing and promoting success stories and highlighting successful women and their leaders

Table 63: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|------------------------|----|-----------------|------------------|----------------|-------------------|----------------|----------------|--------------|---------------|-------|------|
| Stepping up as | | Leadership Co | mmitment – co | ommunicati | on, D&l Strate | gy, Council or | similar | | | | |
| Leaders | | Leaders' Behav | viour – gender | equality em | bedded in exp | ectations of I | eaders | | | | |
| | | MCC Panel Ple | dge – commitr | nent by CE | 0 / Head of Bu | siness | | | | | |
| | | | | | | | | | | | |
| Creating | | Gender Equalit | y Targets – anr | nual public r | eporting | | | | | | |
| Accountability | | Gender Equalit | y KPIs – in sco | recards of (| CEO / Head of | Business dire | ct reports | | | | |
| | | Gender Pay Eq | uity – audit cor | npleted and | d actioned at l | east every two | o years | | | | |
| | | | | | | | | | | | |
| Disrupting the | | Merit – system | s and structure | es address ' | 'merit trap" in I | recruitment, p | romotion, bia | S | | | |
| Status Quo | | Sponsorship – | practice exped | cted of all le | aders | | | | | | |
| | | Flexible Work – | approach to m | nainstreami | ng flexibility | | | | | | |
| | | Gender Equal F | Public Face – te | est external | image of orga | nisation for g | ender equality | / | | | |
| | | Everyday Sexis | sm – action to P | nighlight and | d address | | | | | | |
| | | Backlash and E | Buy-In – specifi | c action to a | address and a | mplify | | | | | |
| | | Sexual Harassi | ment – formal p | oolicy or stra | ategy to preve | nt and addres | s, including c | omplaints/gr | ievance proc | esses | |
| | | Sexual Harassi | ment – training | for all mana | agers on how t | o prevent and | laddress | | | | |
| | | | | | | | | | | | |
| Dismantling | | Parental Leave | – flexible acce | ss for all pa | rents | | | | | | |
| Barriers for Carers | | Superannuatio | n – paid during | paid and u | npaid parental | leave periods | 6 | | | | |
| | | | | | | | | | | | |
| Gender | | Domestic and | Family Violence | e – action to | o address as a | workplace is: | sue | | | | |
| Equality in Society | | Future of Work | – organisation | giving con: | sideration to g | ender equalit | y | | | | |
| | | UN "Women's I | Empowerment | Principles" | (WEPs) – orga | nisation signe | ed on | | | | |
| | | | | | | | | | | | |
| | | Complete or cu | rrently underwa | ıу | In plan to c | ommence or co | omplete by 202 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 64: Gender balance in leadership

| | Women's Representation (%) | | | | | | | | | |
|---|---------------------------------|---------------------------------|--------------------------------------|--------------------|-------------------|------------------|--|-------|--|--|
| Pakistan Group Organisations | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Partners (prof services only) | Board | | |
| Lahore Qalanders | 50.0 | 0.0 | - | 50. | 33.3 | 71.4 | 50.0 | - | | |
| NetSol Technologies | 18.1 | 0.0 | 100 | 11.7 | 17.1 | 20.3 | - | 50.0 | | |
| Pakistan Microfinance Investment Company | 40.6 | 37.5 | 0.0 | - | 52.6 | - | - | 16.7 | | |
| PepsiCo Pakistan | 17.0 | - | 15.4 | 11.8 | 17.8 | 17.1 | - | - | | |
| Telenor Pakistan | 20.8 | 14.3 | 13.9 | 17.3 | 14.7 | 23.3 | | - | | |
| MCC Pakistan Group Total | 19.0 | 8.2 | 14.8 | 13.8 | 17.1 | 20.3 | 50.0 | 28.6 | | |
| | Gender balance (40%-60% worr | achieved Ien's representatio | - | rear reporting | | - Not applie | cable | | | |

Table 65: Gender balance in recruitment and promotions

| | Recru | uitment | Promotions | | | |
|---|---|----------------------|----------------------|---|--|--|
| Pakistan Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | | |
| Lahore Qalanders | 50.0 | 50.0 | 66.7 | 50.0 | | |
| NetSol Technologies | 30.4 | 22.0 | 18.3 | 18.1 | | |
| Pakistan Microfinance Investment Company | 66.7 | 45.5 | 44.4 | 40.6 | | |
| PepsiCo Pakistan | 32.1 | 22.9 | 7.3 | 17.0 | | |
| Telenor Pakistan | 83.9 | 26.3 | 23.0 | 20.8 | | |
| MCC Pakistan Group Total | 54.0 | 24.3 | 16.6 | 19.0 | | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) | First year reporting | | | | |

Women promotions equal to or more than women's representation overall

Women promotions less than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Pakistan Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Pakistan organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.



Global Tech Group

Global Tech was established in partnership with accelerateHER in 2018 and today includes 11 members who lead some 300,000 employees, in 104 jurisdictions. The group includes representatives from BBC, Condé Nast, M12, and WPP.

> Members work within and across their organisations to create and share initiatives to increase the pipeline of women in technology, enable flexible work across their

businesses and jurisdictions, and take action to address everyday sexism and exclusive, masculine culture in tech.

Highlights for 2018–19

Members have achieved gender balance in 41.9% of employment categories

All members have achieved gender balance in promotions

65.0% of members have gender pay equity audits actioned and completed every two years, with 100% of members committed to do so by 2020

75.0% of members now have mainstreamed flexible working strategies in place with 100% to be implemented by 2020

100% of members have a formal policy or strategy in place for preventing and addressing sexual harassment, including details of complaints/ grievance processes

Male Champions



Damian Bradfield Chief Creative Officer and Founding Shareholder, WeTransfer



Phillipe Chainieux CEO, Made.com



Steve Demetriou Chair & CEO, Jacobs



Lord Tony Hall CBE Director General, BBC



Brent Hoberman CBE Chairman & Co-Founder, Founders Forum



David Jones Founder & CEO, You & Mr Jones, One Young World



Nagraj Kashyap Corporate Vice President & Global Head of M12



Dr Rahmyn Kress Founder & Chief Digital Officer, Henkel



Roger Lynch CEO, Condé Nast



Federico Marchetti Chairman & CEO, YOOX Net-A-Porter Group



Mark Read CEO, WPP



Bob Van Dijk CEO, Prosus Group



Convenor Elizabeth Broderick AO Founder of Male Champions of Change



Co-Founders Poppy Gaye Co-CEO, accelerateHER



Laura Stebbing Co-CEO, accelerateHER



Focus areas and impact for 2018–19

Stepping up as leaders

Published a signed, open letter in the *Financial Times*, with the support of accelerateHER and WPP, to all other male tech leaders – stating our commitment to gender equality and calling for action from other CEOs.

Participated in the Commission on the Status of Women (CSW) CEO Tech Roundtable co-hosted by MCC, UN EQUALS, German and UK Governments.

Creating accountability

Established the group charter, committed to the Panel Pledge and public disclosure of gender equality data.

Disrupting the status quo

Established the first three MCC Action Groups with the themes of normalising flexible work, building the talent and succession pipeline, and "Busting the Bro Code".

Conducted an Everyday Sexism survey across each organisation within the Bro Code Action Group, and later in the year more broadly across all organisations including translations into other languages.

Implemented a sponsorship program across all Global Tech organisations, some cross-company, to provide support, networking opportunities and career advancement for women in tech.

Led innovative actions to advance more women into leadership. For example:

- The BBC announced that their new HR Director role is a job share between two people, illustrating flexibility at the highest levels of their organisation
- YOOX Net-A-Porter Group launched their "Incredible Girls of the Future" competition to encourage young women entrepreneurs in fashion/tech as part of their broader pipeline strategy to increase women in tech. The Group also launched its sponsorship of the "Women in IT Awards" including an internal and external campaign to raise awareness and create women role models in tech

 YOOX Net-A-Porter Group experimented with AI in its recruitment processes to help mitigate bias and encourage more women into profit and loss (P&L) roles, with men encouraged into support, human resources and communication roles

Gender equality in society

Provided opportunities for women in tech to attend accelerateHER events in London (coinciding with June MCC meeting), to connect women in tech and entrepreneurs to venture capitalists, investors, tech CEOs and role models – with a number of Global Tech MCCs in attendance.

Published two ground-breaking Condé Nast magazine issues – *British Vogue* September issue featuring "30 Global Women" diverse changemakers edited by HRH The Duchess of Sussex, and the October *GQ* "The New Masculinity Issue" featuring Pharrell Williams and new perspectives on men and masculinity.

Table 66: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|---------------------------------------|----|--|------------------|-----------------|------------------|-----------------|----------------|----------|---------------|-----|------|
| Stepping up as Leaders | | Leadership Cor | nmitment – co | ommunicatic | on, D&I Strateg | y, Council or | similar | | | | |
| Leauers | | Leaders' Behav | iour – gender | equality emb | oedded in exp | ectations of l | eaders | | | | |
| | | MCC Panel Pleo | dge – commitr | ment by CEC |) / Head of Bu | siness | | | | | |
| Creating Accountability | | Gender Equality | / Targets – anr | nual public re | eporting | | | | | | |
| recountability | | Gender Equality KPIs – in scorecards of CEO / Head of Business direct reports | | | | | | | | | |
| | | Gender Pay Equ | uity – audit coi | mpleted and | actioned at le | east every two |) years | | | | |
| | | | | | | | | | | | |
| Disrupting the | | Merit – systems | and structure | es address "r | merit trap" in r | ecruitment, p | romotion, bia | S | | | |
| Status Quo | | Sponsorship – I | oractice expe | cted of all lea | aders | | | | | | |
| | | Flexible Work – | approach to r | nainstreamir | ng flexibility | | | | | | |
| | | Gender Equal P | ublic Face – te | est external i | mage of orga | nisation for ge | ender equality | / | | _ | |
| | | Everyday Sexis | m – action to I | nighlight and | address | | | | | | |
| | | Backlash and B | uy-In – specifi | c action to a | ddress and a | mplify | | | | | |
| | | Sexual Harassment – formal policy or strategy to prevent and address, including complaints/grievance processes | | | | | | | | | |
| | | Sexual Harassn | nent – training | for all mana | gers on how t | o prevent and | address | | | | |
| | | | | | | | | | | | |
| Dismantling Barriers for Carers | | Parental Leave · | – flexible acce | ess for all par | rents | | | | | | |
| Gender | | Domestic and F | amily Violenc | e – action to | address as a | workplace iss | sue | | | | |
| Equality in Society | | Future of Work | – organisatior | I giving cons | ideration to g | ender equality | / | | | | |
| | | Complete or cur | rently underwa | ау | In plan to co | ommence or co | omplete by 202 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 67: Gender balance in leadership

| | Women's Representation (%) | | | | | | |
|------------------------------------|----------------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|
| Global Tech Group Organisations | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board |
| BBC | 47.9 | - | - | 43.8 | - | 48.7 | - |
| Condé Nast | 68.8 | 42.9 | - | - | - | - | - |
| Founders Forum | 45.5 | 100 | 36.4 | 28.6 | 40.0 | 49.7 | 0.0 |
| Jacobs | 29.5 | 32.4 | 18.5 | 28.1 | 25.3 | 30.1 | 25.0 |
| Made.com | 61.3 | 60.0 | 50.0 | 43.5 | 51.1 | 64.9 | - |
| WeTransfer | 46.6 | 25.0 | 57.1 | 46.2 | 71.4 | 44.5 | 25.0 |
| WPP | 54.3 | 36.0 | - | 48.9 | - | 56.2 | 38.5 |
| YOOX Net-A-Porter | 63.3 | 57.1 | 47.5 | 52.3 | 66.5 | 63.6 | - |
| Global Tech Group Total | 48.9 | 36.1 | 26.4 | 47.7 | 31.1 | 50.5 | 36.0 |

Gender balance achieved (40%-60% women's representation) First year reporting

Not applicable

Note: Founders Forum's unique structure merits additional context to clarify the data point attributed to key management personnel. Founders Forum is a group of companies each with an independent CEO and the Group's Chair participates in the Global Tech Group as a MCC. At the time of this report, the CEO positions within Founders Forum group are largely held by men. The category of key management personnel as defined in this report applies to only a few companies within Founders Forum group and for the companies in which this role exists, those positions are currently held by women resulting in the 100% figure reported here.

Table 68: Gender balance in recruitment and promotions

| | Rec | ruitment | Pro | Promotions | | |
|------------------------------------|---------------------|-----------------|----------------------|---|--|--|
| Global Tech Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | | |
| BBC | - | 55.7 | 51.5 | 47.9 | | |
| Condé Nast | 50.0 | 58.9 | | 68.8 | | |
| Founders Forum | 71.4 | 44.4 | 58.0 | 45.5 | | |
| Jacobs | - | 26.8 | - | 29.5 | | |
| Made.com | - | 61.2 | - | 61.3 | | |
| WeTransfer | 100 | 50.0 | 46.2 | 46.6 | | |
| Global Tech Group Total | 75.0 | 33.8 | 52.5 | 48.9 | | |
| Recruitment | | | (-) | | | |

Gender balance achieved (40%-60% women in graduate and overall recruitment) First year reporting

(-) Not applicable

Promotions

Women promotions equal to or more than women's representation overall

Women promotions at least 40%, but not equal to or more than women's representation overall

Note: Data for Condé Nast includes London headquarters only.

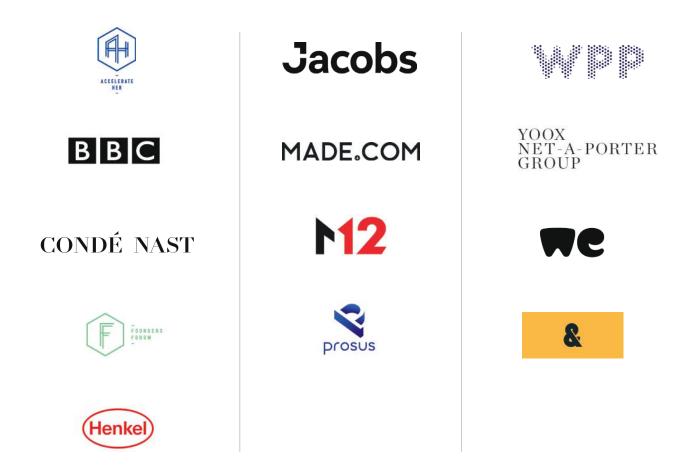
Pay equity between men and women

The following organisations in the MCC Global Tech Group publicly disclose their pay equity gaps:

- BBC Annual Report 2018–19 (page 102) and UK Government website
- Condé Nast UK Government website (includes data from London headquarters and Condé Nast Britain only)
- Jacobs Gender Pay Gap Report for England, Wales and Scotland
- Made.com Website and UK Government website
- WPP Website and UK Government website
- YOOX Net-a-Porter UK Government website

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Global Tech organisations become more mature in their practice of mainstreaming flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.



66

We are stepping up beside women to lead on gender equality in our sector. We will focus our time, resources and capital to accelerate progress. We believe when leaders stand up, work together, listen, learn and lead with action, real change and innovation happens.

Male Champions of Change, Global Tech group Financial Times, January 2019

Health Group

The MCC Health Group was established in April 2019. The Group has 12 members who lead some 180,000 employees, across Australia.

> The Group includes representatives from Australia's leading health and hospital care providers, the primary health care sector, pharmaceutical, funding and government bodies and peak professional bodies.

The health sector is highly gender-segregated, with women occupying as much as 80% of all roles. However, women do not progress to senior management positions at the same rate as men nor is their progression proportionate to their representation, and there are specialisations which are highly maledominated.

The MCC Health Group is taking action to make their workplaces inclusive and to remove barriers that limit the potential of their teams. A short-term measure of success within the health sector will be the increase in women's representation in senior management to a gender-balanced level, that is, between 40-60% of senior roles. The Group also aims to develop and grow the pipeline of women in specialisations where they are under-represented.

Over the longer term, it is expected that work to create more inclusive workplaces and attract more men to work in the sector will disrupt the gendered nature of the sector overall.

Members work within and across their organisations to:

- Drive a significant and sustainable increase in the representation of women in leadership positions in the health sector
- Support women to take advantage of growth within high-paid careers within the sector
- Cultivate inclusive cultures that deliver efficiency within our organisations and across the broader health sector

Context for 2018–19

The MCC Health Group held its inaugural meeting on 4 April 2019. The Group has focused its efforts this year on listening and learning from the voices of women, and understanding the systemic and cultural barriers to equitable representation of women in leadership across the health sector in Australia.

The Group agreed to contribute representation data to the MCC Impact Report 2019 to establish a detailed understanding of the highest impact areas in which they could focus their efforts and a baseline against which they could track the efficacy of their efforts to dismantle barriers to women's progression. As such, the MCC Health Group section of this report provides data only on MCC Health Group organisations' representation of women in leadership. In future years, the Group will expand its reporting in alignment with other MCC Groups.

Male Champions and Special Advisors



Jim Birch AM Chair of Board, Australian Red Cross Lifeblood



Glenys Beauchamp PSM Secretary, Department of Health



Martin Bowles PSM National CEO, Calvary Health Care



Dr Adam Castricum Executive Director and Immediate Past President, Australasian College of Sport and Exercise Physicians



Trevor Danos AM Chair, Northern Sydney Local Health District Board



James Downie CEO, Independent Hospital Pricing Authority



Gavin Fox-Smith Chair, AND Health



Dr Shane Kelly Group CEO, St John of God Health Care



Glenn Keys AO Co-Founder and Managing Director, Aspen Medical



Elizabeth Koff Secretary, NSW Health



Sharon Ponniah Director, Health Economics and Policy, PwC



Anthony Schembri AM CEO, St Vincent's Health Network Sydney



AVM Tracy Smart AM Surgeon General ADG/Commander Joint Health, Defence Joint Health Command



Convenor

Prof Christine Bennett AO Dean, School of Medicine, The University of Notre Dame



Focus areas and impact for 2018–19

Stepping up as leaders

Undertook Listen and Learn sessions with teams – gaining valuable perspective on the challenges to women's inclusion and progression in member organisations.

Completed the Leadership Shadow to enable a deeper understanding of the personal leadership opportunities that can contribute to the development of gender equality.

Adopted the Panel Pledge to increase leaders' focus on ensuring genderbalanced representation in health sector events and conferences.

Creating accountability

Commenced data collection on baseline gender equality measures through contribution to the MCC Impact Report.

Disrupting the status quo

Commenced work to address everyday sexism, bullying and harassment and sexual harassment in health by discussing leading practice prevention initiatives. Listened to and learned from Australia's Sex Discrimination Commissioner Kate Jenkins on the experiences women face every day, with reference to the National Inquiry into Sexual Harassment in Australian Workplaces, and other leaders within the MCC coalition.

Dismantling barriers for carers

Commenced work to create more inclusive workplaces through an All Roles Flex Action Group.

Gender equality in society

Considered opportunities to step up as leaders with workplace responses to domestic and family violence.

Table 69: MCC practical actions

| | 0% | 10% | 20% | 30% | 40% | 50% | 60% | 70% | 80% | 90% | 100% |
|------------------------------|----|----------------|--------------------|--------------|---|-----------------|----------------|---------------|---------------|-------|------|
| Stepping up as | | Leadership Co | ommitment – cor | mmunicati | on, D&l Strate | gy, Council or | similar | | | | |
| Leaders | | Leaders' Beha | viour – gender e | quality em | bedded in exp | ectations of l | eaders | | | | |
| | | MCC Panel Ple | edge – commitm | ient by CE | 0 / Head of Bu | siness | | | | _ | |
| | | | | | | | | | | | |
| Creating | | Gender Equalit | ty Targets – anni | ual public r | eporting | | | | | | |
| Accountability | | Gender Equalit | ty KPIs – in score | ecards of C | CEO / Head of | Business dire | ct reports | | | | |
| | | Gender Pay Ec | juity – audit com | pleted and | d actioned at l | east every two | o years | | | | |
| | | | | | | | | | | | |
| Diamating the | | Marit avatam | a and atructure | addraaa ' | 'morit trop" in | acuitment n | romation bio | 2 | | | |
| Disrupting the Status Quo | | | practice expect | | | ecruitment, p | romotion, bias | 5 | | | |
| | | | - approach to ma | | | | | | | | |
| | | | Public Face – tes | | , i i i i i i i i i i i i i i i i i i i | nisation for or | ender equality | 1 | | | |
| | | | sm – action to hi | | | | | | | | |
| | | | Buy-In – specific | | | mplify | | | | | |
| | | | ment – formal po | | | | s, including c | omplaints/gri | ievance proc | esses | |
| | | | ment – training f | | | | | | | | |
| | | | | | | · | | | | | |
| | | | | | | | | | | | |
| Dismantling Barriers for | | | e – flexible acces | | | | | | | | |
| Carers | | Superannuatic | n – paid during | baid and ui | npaid parental | leave periods | 5 | | | | |
| | | | | | | | | | | | |
| Gender Equality in | | Domestic and | Family Violence | – action to | o address as a | workplace iss | sue | | | | |
| Society | | Future of Work | – organisation (| giving cons | sideration to g | ender equality | y | | | | |
| | | UN "Women's | Empowerment F | Principles" | (WEPs) – orga | nisation signe | ed on | | | | |
| | | • | | | | | | • | | | |
| | | Complete or cu | irrently underway | / | In plan to c | ommence or co | omplete by 202 | 20 Under | consideration | | |

Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 70: Gender balance in leadership (overall)

| | Women's Representation (%) | | | | | | |
|--|----------------------------|--------------------------------|--------------------------------------|--------------------|-------------------|------------------|-------|
| Health Group Organisations | Overall Employees | Key Management Personnel | Other Execs / General Managers | Senior Managers | Other Managers | Non- Managers | Board |
| Australian Red Cross Lifeblood * | 74.8 | 55.6 | 100 | 40.4 | 59.5 | 76.9 | 50.0 |
| Calvary Health | 81.6 | 36.4 | 60.3 | 61.8 | 71.9 | 82.2 | 50.0 |
| Defence Joint Health Command * | 63.6 | - | - | - | - | - | - |
| NSW Health* | 74.4 | 68.5 | 42.9 | 54.9 | 61.9 | 74.9 | - |
| Northern Sydney Local Health District * | 75.9 | 55.0 | 65.2 | 71.4 | 71.0 | 76.4 | 46.2 |
| St John of God Health Care | 81.7 | 30.0 | 55.6 | 57.3 | 70.9 | 82.3 | 30.0 |
| St Vincent's Health Network Sydney | 70.1 | 44.4 | 0.0 | 36.4 | 67.0 | 70.5 | 60.0 |
| Health Group Total | 75.4 | 42.9 | 56.4 | 57.2 | 63.7 | 75.9 | 47.2 |



CEO / Head of Business (or equivalent) is a woman

Note: For Defence Joint Health Command, the Department of Defence (ADF) does not distinguish roles via the above mentioned categories 'key management personnel', 'other executives / general managers', 'senior managers', 'other managers' and 'non-managers'. This is due to the unique nature of ADF employment whereby management accountabilities exist across most ranks.

| Health Group Organisations | Medical Professionals | Nurses & Midwives | Visiting Medical Officers | Allied Health Professionals |
|--|--|----------------------|---------------------------|-----------------------------|
| Calvary Health | 43.5 | 88.5 | - | 84.9 |
| Northern Sydney Local Health District | 47.9 | 86.8 | 33.3 | 79.6 |
| St John of God Health Care | - | - | 24.8 | - |
| St Vincent's Health Network Sydney | 46.2 | 81.4 | 26.0 | 83.3 |
| Health Group Total | 46.7 | 86.6 | 32.3 | 81.1 |
| | Gender balance achieved (40%-60% women's representation | First year reporting | ⊙ Not applic | able |

Table 71: Gender balance in leadership (specific medical roles)

Note: "Medical Professionals" includes Anaesthetists, General Practitioners and Resident Medical Officers, Obstetricians and Gynaecologists, Medical Imaging Professionals, Pharmacists, Psychiatrists, Specialist Physicians, Surgeons. "Nurses & Midwives" includes Enrolled Nurses (not on the Health Professionals list), Midwives, Nurse Managers, Nurse Educators and Researchers and Registered Nurses. "Visiting Medical Officers" includes medical professionals providing services to an organisation, or on an organisation's premises who are not employees. "Allied Health Professionals, Occupational and Environmental Health Professionals, Occupational Therapists, Optometrists and Orthotists, Other Health Diagnostic and Promotion Professionals, Other Medical Practitioners, Physiotherapists, Podiatrists.

Table 72: Gender balance in recruitment and promotions

| | Recru | litment | Promotions | | |
|---------------------------------------|---|----------------------|----------------------|---|--|
| Health Group Organisations | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | |
| Australian Red Cross Lifeblood | - | 78.4 | 81.9 | 74.8 | |
| Calvary Health | - | 77.4 | 61.1 | 81.6 | |
| NSW Health | 50.0 | 73.7 | 72.7 | 74.4 | |
| St John of God Health Care | 93.9 | 79.8 | 82.5 | 81.7 | |
| St Vincent's Health Network Sydney | - | 67.4 | 70.0 | 70.1 | |
| Health Group Total | 93.4 | 77.2 | 70.5 | 75.4 | |
| Recruitment | • | | | | |
| | Gender balance achieved (40%-60% women in graduate and overall recruitment) | First year reporting | Not appl | icable | |

Promotions

Women promotions equal to or more than women's representation overall

Women promotions at least 40%, but not equal to or more than women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC Health Group. We will work to include more detailed information in future MCC Impact Reports.

Flexible and inclusive employment experiences

Alongside women's representation, the experience of flexible work and inclusion are equally critical indicators of gender equality. They contribute to retention, engagement and productivity. As MCC Health organisations undertake further action to mainstream flexible work, and data on its impact becomes more complete and consistent across the group, we expect to be able to share more outcome-related data in future MCC Impact Reports.



66

The growth of the medical technology industry provides incredible opportunities for Australia. We can't make the most of new ideas with old mindsets. Creating respectful and inclusive workplaces - within which innovation can thrive – is the key to unlocking medical technology for better health, wellbeing and economic prosperity into the future.

Gavin Fox-Smith Chair, AND Health

NSW Government Group

The NSW Government group was established in 2019 and includes the eight Secretaries of the NSW Government as well as four Deputy Secretaries, the Commissioner of Police and the Public Service Commissioner.

Together they lead some 370,000 employees across the NSW Government. The MCC strategy is working closely with the Public Service Commission to accelerate progress towards gender balance in leadership positions across the NSW Government in line with the Premier's Priorities.

Male Champions and Special Advisors



Jim Betts Secretary, NSW Department of Planning, Industry and Environment



Michael Coutts-Trotter Secretary, NSW Department of Communities and Justice



Michael J Fuller APM Commissioner NSW Police Force



Georgina Harrisson Deputy Secretary, Educational Services NSW Department of Education



Emma Hogan Secretary, NSW Department of Customer Service



Scott Johnston Acting NSW Public Service Commissioner



Elizabeth Koff Secretary, NSW Health



Anissa Levy Coordinator-General Environment, Energy and Science NSW Department of Planning, Industry and Environment



Susan Pearce Deputy Secretary Patient Experience and System Performance Division NSW Health



Michael Pratt Secretary, NSW Treasury



Tim Reardon Secretary, NSW Department of Premier and Cabinet



Mark Scott AO Secretary, NSW Department of Education



Rodd Staples Secretary, Transport for NSW



Simone Walker Deputy Secretary, Strategy, Policy and Commissioning NSW Department of Communities and Justice



Convenor

Ann Sherry AO Non-Executive Director



Focus areas and impact for 2018–19

Stepping up as leaders

Completed the Leadership Shadow exercise, enabling Secretaries and their Leadership teams to reflect on their personal leadership on gender equality and identify opportunities for improvement. Secretaries shared the feedback and insights they gained at their quarterly meeting in August 2019.

Conducted "listen and learn" discussion groups with diverse cohorts of men and women across Sydney and several regional areas including Grafton, Orange, Newcastle and Dubbo. The discussions surfaced the key barriers to gender equality that need to be tackled in NSW Government including uneven access to flexible work, barriers for carers, persistent everyday sexism and gender stereotypes, gender bias in talent processes, the "leadership lottery" on gender equality, diversity and inclusion, and lack of progress and visibility of women from diverse groups. From these deep insights, the Secretaries identified key areas of priority across the NSW Government for the next 12-24 months:

- Turbo-charging flexible work
- Dismantling barriers for carers
- Fostering everyday respect
- Dismantling barriers for diverse groups of women
- Several review areas including: sexual harassment, pay equity and occupational segregation

Identified cluster-specific priority areas that Secretaries will advance within their cluster over the next 12–24 months.

Creating accountability

Leveraged year-on-year data from tracking the Premier's Priorities in relation to diversity and inclusion, as well as the "People Matter Employee Survey" to monitor progress and areas requiring further focus including flexibility and sexual harassment.

Disrupting the status quo

Held a listen and learn with Elizabeth Broderick AO to examine current approaches to addressing sexual harassment in the workplace and identify opportunities for action to prevent sexual harassment and better respond to the needs of victims. Impact details

Gender balance in leadership, recruitment, graduates and promotions

Table 73: Gender balance in leadership

| | Women's Representation (%) | | | | | |
|---------------------------------------|----------------------------|--|-----------------------------|--------------------------------------|--|--------------|
| NSW Government Group Clusters | Overall Employees | CEO/Head of Business (or equivalent) | Key Management Personnel | Other Execs / General Managers | Senior Managers & Other Managers | Non-Managers |
| Customer Service | 64.2 | 42.2 | 0.0 | 55.3 | 55.0 | 65.6 |
| Education | 77.0 | 50.0 | 50.0 | 52.4 | 62.1 | 77.7 |
| Health* | 74.4 | 68.5 | 42.9 | 54.9 | 61.9 | 74.9 |
| Planning, Industry and Environment | 41.4 | 17.1 | 35.0 | 35.4 | 40.1 | 41.9 |
| Premier and Cabinet | 61.6 | 48.1 | 66.7 | 52.8 | 59.5 | 62.7 |
| Stronger Communities | 47.3 | 43.2 | 66.7 | 47.2 | 44.2 | 47.6 |
| Transport | 26.3 | 53.8 | 0.0 | 31.8 | 28.2 | 25.9 |
| Treasury | 60.1 | 41.7 | 20.0 | 43.3 | 58.2 | 62.9 |
| NSW Government Group Total | 65.5 | 50.5 | 44.1 | 42.8 | 50.7 | 66.5 |

Gender balance achieved (40%-60% women's representation)

First year reporting

CEO / Head of Business (or equivalent) is a woman

Note: Figures provided by the NSW Public Service Commission to the Male Champions of Change, representing data from the workforce profile collection, as at the 27 June 2019. Some NSW Government entities do not align to a cluster so the NSW Government total differs from the total of the clusters. The NSW Premier's Priorities include a target to increase the proportion of women in senior leadership roles in the NSW government sector from 33 to 50 per cent by 2025

Table 74: Gender balance in recruitment and promotions

| | Recruit | ment | Promotions | | | |
|---------------------------------------|---|----------------------|----------------------|---|--|--|
| NSW Government Group Clusters | Women graduates (%) | Women hires (%) | Women promotions (%) | Overall women's representation at end of period (%) | | |
| Customer Service | 65.9 | 64.3 | 61.4 | 64.2 | | |
| Education | 50.0 | 72.3 | 73.2 | 77.0 | | |
| Health | 50.0 | 73.7 | 72.7 | 74.4 | | |
| Planning, Industry and Environment | 66.7 | 52.3 | 48.8 | 41.4 | | |
| Premier and Cabinet | 33.3 | 64.6 | 58.6 | 61.6 | | |
| Stronger Communities | 67.5 | 58.5 | 55.4 | 47.3 | | |
| Transport | 32.1 | 38.4 | 41.5 | 26.3 | | |
| Treasury | 45.5 | 59.0 | 60.8 | 60.1 | | |
| NSW Government Group Total | 59.3 | 64.3 | 55.0 | 65.5 | | |
| Recruitment | Gender balance achieved (40%-60% women in graduate and overall recruitment) | First year reporting | | | | |
| Promotions | Women promotions equal to or mor than women's representation overai | | | | | |

women's representation overall

Pay equity between men and women

There is no data available this year for gender pay equity from organisations in the MCC NSW Government Group. We will work to include more detailed information in future MCC Impact Reports.

Note: Figures provided by the NSW Public Service Commission to the Male Champions of Change, representing data from the workforce profile collection, as at the 27th of June 2019. Some NSW Government entities do not align to a cluster so the NSW Government total differs from the total of the clusters.

Flexible and inclusive employment experiences

Table 75: Access to flexible work, and experiencing an inclusive culture

| NSW Government Group Clusters | Flexible Work Percentage of employees reporting they have access to the flexibility they need (or similar wording). | | | Inclusive Culture Percentage of employees that report they have an inclusive employment experience (or similar wording). | | | |
|---------------------------------------|---|------|------|--|------|------|--|
| | Women | Men | All | Women | Men | All | |
| Customer Service | 65.2 | 69.8 | 66.4 | 84.6 | 84.1 | 83.2 | |
| Education | 48.8 | 49.0 | 48.4 | 80.0 | 79.5 | 79.2 | |
| Health | 58.1 | 58.0 | 57.5 | 75.3 | 74.9 | 74.5 | |
| Planning, Industry and Environment | 78.0 | 75.8 | 76.3 | 85.2 | 84.2 | 83.7 | |
| Premier and Cabinet | 78.2 | 74.4 | 76.1 | 81.5 | 84.4 | 81.9 | |
| Stronger Communities | 66.6 | 55.9 | 61.3 | 75.8 | 70.8 | 72.9 | |
| Transport | 69.4 | 58.3 | 60.8 | 82.0 | 79.2 | 78.9 | |
| Treasury | 77.3 | 83.4 | 79.2 | 86.3 | 89.0 | 86.1 | |
| NSW Government Group Averages | 67.7 | 65.6 | 65.8 | 81.3 | 80.8 | 80.1 | |

Note: Figures provided by the NSW Public Service Commission to the Male Champions of Change, representing data from the workforce profile collection, as at the 27th of June 2019.

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 organisationwide 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.

66

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:

| Organisations | Implementation Leaders |
|--|--|
| FOUNDING | |
| ASX | Anna Wild |
| Attorney-General's Department | Jesse Clarke, Ryan Evans & James Rueda |
| СВА | 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 |
| Yarra Trams | Anastasia Perrin & Craig Ypinazar |

| Organisations | Implementation Leaders |
|-----------------------------------|------------------------------------|
| | |
| NATIONAL 2016 | |
| AGL | Sophie Halse |
| 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 |
| South32 | Nicole Duncan |
| Unilever Australia & New Zealand | Shruti Ganeriwala |
| Wesfarmers | Amy Erlandsen |
| NATIONAL 2017 | |
| Aggreko Australia Pacific | Rita Williams |
| APA | Miles Ashton |
| Ausgrid | Kathrina Bryen |
| BASF | Kathryn O'Hehir |
| Cummins South Pacific | Daniel Gallagher |
| Hanson Australia Pty Ltd | lan 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 |
| Stockland | Andrew Blakemore & Karen Lonergan |
| The GPT Group | Phil Taylor |
| Vicinity Centres | Regan Bunny & Maryke Slootjes-Reid |

| 0 | | |
|-----|-------|----|
| Ord | ganis | ns |
| | | _ |

ARCHITECTURE

| Bates Smart | Eamon Harrington, Linda Mason & William Miller |
|----------------|--|
| BVN | Elena Bonanni, Conor Larkins & Abbie Lewis |
| Cox | Susanne Jensen & Alex Small |
| Crone | Ariadna Cumellas, Elise Honeyman & Sally Hsu |
| DesignInc | Tara Keast, Mary Anne McGirr & Rohan Wilson |
| dKO | Prunella Bui, Julian Furzer & Laura Saunders |
| Grimshaw | Nicole Allen, Thihoa Gill & Soo-Ling Kang |
| HASSELL | Bianca Scarpato & Kylie Wilson |
| Hayball | Marcus Leask, Yuyuen Leow & Eeshenn Wong |
| nettletontribe | Karyn Cairney, Rebecca Champney & Amy Lyden |
| Peddle Thorp | Rebecca Johnston, Dani Martin & Sofie Pringle |
| PTW | Karen LeProvost & Adele Troeger |
| SJB | Monica Edwards, Bianca Smith & Emily Wombwell |
| Tzannes | Karyn Dodman, Amy Dowse & Chi Melham |
| Woods Bagot | Aleks Samardzic, Lisa Sykes & Kimberly Withrow |

SPORT

| Basketball Australia | Paul Maley |
|-------------------------------|-------------------------------|
| Carlton Football Club | Vanessa Gigliotti |
| 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 |
| National Rugby League | Casey Conway |
| Netball Australia | Victoria Edmondson |
| Racing Victoria | Anita Blokkeerus |
| Richmond Football Club | Simon Derrick |
| Rowing Australia | Dhuse Manogram |
| Rugby Australia | Rachel Buckling & Adam Thomas |
| Sport Australia | Emma Stonham |
| St Kilda Football Club | David O'Neill & Kate Pollock |
| Swimming Australia | Shelley Tillbrook |
| Tennis Australia | Scott Glover |
| Western Bulldogs | Nick Truelson |
| | |

| Organisations | Implementation Leaders |
|---|--|
| STEM | |
| Accenture | Sarah Kruger, Kate Schofield & Laura Sprules |
| ANSTO | Joanne Bartley |
| ANU | Chris Price |
| Aurecon Group | Penny Rush |
| Australian Bureau of Statistics | Cathy Bates & Sarah Proudford |
| Cochlear | Jennifer Hornery |
| CSIRO | Kerry Elliott & Megan Osmond |
| Defence Science Technology Group (DSTG) | David Kershaw |
| Engineers Australia | Justine Romanis |
| Fujitsu | Michelle Meldrum |
| GeoScience Australia | Steve Hill |
| Johnson & Johnson | Fiona Sheppard |
| МҮОВ | Lauren Trethowan & Assaf Warshitzky |
| University of Queensland | Aidan Byrne |
| CONSULT AUSTRALIA | |
| | |

| CONSULT AUSTRALIA | |
|-----------------------|----------------|
| AECOM | Lisa Cronk |
| Arcadis | Amy Baxendale |
| Arup | Abbie Wright |
| Aurecon | Penny Rush |
| Cardno | Narelle Damen |
| Douglas Partners | Amy Singh |
| GHD | Stuart McLean |
| Jacobs | Fiona Rose |
| Northrop | Stephen Troilo |
| Rider Levett Bucknell | Matt Harris |
| SLR | Romi Savitz |

Karen Quinlan

SMEC

| Organisations | Implementation Leaders |
|---|---------------------------------|
| FIRE & EMERGENCY SERVICES | |
| ACT Emergency Services Agency | Rebecca Hughes |
| ACT Parks and Conservation Service | Neil Cooper PSM |
| Airservices Australia – Aviation Rescue Fire Fighting Services | Libby Keefe |
| Australasian Fire and Emergency Service Authorities Council | Noreen Krusel & Madeleine Kelly |
| Bushfires NT | Andrew Turner |
| Country Fire Authority Victoria | Natalie Kenely |
| Department of Biodiversity, Conservation and Attractions, Parks and Wildlife Service in Western Australia | Stefan Dehaan & Carol Logue |
| Department for Environment and Water SA | lan Tanner AFSM |
| Department of Fire and Emergency Services WA | Nancy Appleby & Hannah Tagore |
| Emergency Management Victoria | Dr Claire Cooper |
| Fire and Emergency New Zealand | Brendan Nally |
| Fire and Rescue NSW | Wayne Phillips AFSM |
| Forest Fire Management Victoria – Department of Environment, Land, Water and Planning | Chris Eagle |
| Forestry Corporation of New South Wales | Ross Dickson |
| Forestry SA | Lisa Greig |
| Metropolitan Fire and Emergency Services Board, Melbourne | Colin Thomas |
| New South Wales Rural Fire Service | Trina Schmidt PSM |
| Northern Territory Fire and Emergency Services (NTFRES) | Jenny Nelson-Willis |
| NSW Emergency Service | Andrew McCullough |
| NSW National Parks & Wildlife Service (NSW Office of Environment and Heritage) | Paul Seager |
| Parks Victoria | David Nugent AFSM |
| Queensland Fire and Emergency Services | Stephen Smith |
| Queensland Parks and Wildlife Services | Rosie Amatt |
| SA Metropolitan Fire Service | Peter Button |
| South Australian Country Fire Service | Ann De Piaz |
| South Australian State Emergency Service | Derren Halleday |
| Tasmania Fire Service | Shane Batt AFSM |
| Tasmania State Emergency Service | Matthew Brocklehurst |
| Victoria State Emergency Service | Katrina Bahen |

| Organisations | Implementation Leaders |
|---|---|
| PAKISTAN | |
| EY Ford Rhodes | Nausheen Ahmedjee |
| Lahore Qalandars | Anza Dar |
| NetSol Technologies Inc. | Faisal Rasheed Bhatti |
| Pakistan Microfinance Investment Company | Naureen Bakhsh |
| PepsiCo Pakistan | Shafaq Javed |
| Sareena Hotels | Subah Sadiq |
| Telenor Pakistan | Beenish Mehmood |
| Ubank | Ambreen Malik |
| GLOBAL TECH | |
| BBC | Marianne Bell & Frances Weil |
| Condé Nast | Zoe Garland & Alice Pilia |
| Founders Forum | Isabella Boscawen |
| Henkel | Salima Douven & Lea Vajnorsky |
| Jacobs | Hannah Waters |
| Made.com | Kate Humber & Annabel Jack |
| M12 | Chinar Bopshetty |
| Prosus | Laureen Rwatirera |
| WeTransfer | Lizzie Ttoffali |
| WPP | Frances Illingworth |
| YOOX Net-A-Porter | Sara Franzoni, Giorgia Roversi & Caroline Salerno |
| You & Mr Jones/One Young World | Samuel Belfond |
| HEALTH | |
| Calvary Health | Damien Johnston, David Izzard & Talisa Stephen |
| Department of Defence (Joint Health Command) | Jay Clarke & Sarah Gibson |
| Independent Hospital Pricing Authority | Samuel Webster |
| Northern Sydney Health Board | Paula Williscroft |
| NSW Department of Health | Katrina Eadie & Jenny Del Rio |
| Australian Red Cross Lifeblood | Cath Gillard |
| Royal Australasian College of General Practitioners | Michael Wright |
| St John of God | Rita Maguire |
| St. Vincent's Health Network Sydney | Matthew Kearney |

| Organisations | Implementation Leaders |
|--|----------------------------|
| NSW GOVERNMENT | |
| Customer Service | Breda Diamond & Damon Rees |
| Education | Tim McCallum |
| Health | Daniel Hunter |
| Department of Planning, Industry and Environment | Tim Holden |
| Department of Premier and Cabinet | Samara Dobbins |
| Public Service Commission | Scott Johnston |
| Strong Communities | John Hubby |
| Transport | Jon Lamonte |
| Treasury | David Withey |

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 **\$**

For more information contact:

Annika Freyer

Male Champions of Change mcc@malechampionsofchange.com

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.

Designed by AAP Studio © Male Champions of Change 2019