Progress Report 2015 – Male Champions of Change

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Chief of Army

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Chief Executive Officer, ANZ

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Alan Joyce
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Elmer Funke Kupper
Managing Director and Chief Executive Officer, ASX

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Managing Director and Chief Executive Officer, Woolworths Limited

Dr Martin Parkinson, PSM
Non-Executive Director

Andrew Penn
Chief Executive Officer, Telstra

Stephen Roberts
CEO, Citi Country Officer, Australia

Simon Rothery
Chief Executive Officer, Goldman Sachs Australia and New Zealand

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Non-Executive Director

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Vice-Chancellor and Principal, The University of Sydney

Andrew Stevens
Non-Executive Director

David Thodey
Non-Executive Director

Peter Varghese
Secretary of the Department of Foreign Affairs and Trade

Dr Ian Watt AO
Non-Executive Director

Gary Wingrove
Chief Executive Officer, KPMG Australia

INTERNATIONAL AMBASSADORS

Stephen Fitzgerald
Non-Executive Director, United Kingdom

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Partner, McKinsey & Company, Dubai

Geoff Wilson
Chief Operating Officer, KPMG Asia Pacific, Hong Kong
The Male Champions of Change (MCC) collaboration aims to achieve a significant and sustainable increase in the representation of women in leadership. Our founding group comprises 30 CEOs, department heads and non-executive directors from across business and federal government. Elizabeth Broderick is our convenor.

Our action plan, established in 2012, has four themes: stepping up as leaders, creating accountability, disrupting the status quo and dismantling barriers for carers. Together, these interconnected elements continue to guide our work. We are pleased to note an increasing recognition of the value of these themes among corporates and institutions.

As we did last year, our report summarises our results, progress and insights gained from the program of work we first shared in November 2013. Highlights include:

- Promising leading indicators
- Innovative initiatives (innovation in retirement savings, all roles flex expansion)
- Action on domestic and family violence
- Significant advocacy, including our Step Up Together Forum

Men stepping up beside women to lead on gender equality is at the heart of the Male Champions of Change strategy. For so long, women alone have led the way when so many men also hold power to support change.

None of us can claim to have everything right. Representation levels of women in leadership are shifting more slowly than we would like. There is much more we can and will do. We continue to listen and learn. We will be persistent in leading change alongside women.

We are grateful to all those who support and guide our work, especially our 400,000 employees and the 170,000 women among them who inspire us to deliver on our mission every day.
Our Action Plan

Our action plan, which we continued to work on throughout 2015, describes an interconnected set of themes we are focusing on to change the game on women’s representation within our organisations. This year, under Stepping Up as Leaders, we added a focus on taking action on domestic and family violence.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Heart of the issue</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Stepping up as leaders</strong></td>
<td>Creating momentum to increase the representation of women in leadership requires stepping up and changing our ways, demonstrating commitment, prioritising the issue and leading with action. Gender inequality is both a cause and consequence of domestic and family violence. We realise now we can’t champion gender balanced leadership without addressing domestic and family violence, whose victims are overwhelmingly women.</td>
</tr>
<tr>
<td><strong>2 Creating accountability</strong></td>
<td>Sharpening our focus and bringing our full management system to bear is essential. The objective of gender equality must be integrated across our business processes, with clear targets and accountability.</td>
</tr>
<tr>
<td><strong>3 Disrupting the status quo</strong></td>
<td>The status quo on gender equality can lead to low expectations of women’s representation. At times, we assume obstacles to women’s advancement are inevitable or insurmountable. This is not the case, but standard approaches are not enough.</td>
</tr>
<tr>
<td><strong>4 Dismantling barriers for carers</strong></td>
<td>Traditionally, the most common route to senior leadership positions has not included career breaks and visible caring responsibilities. Roles, career paths, policies and processes need to be redesigned with consideration given to people managing this “double burden”.</td>
</tr>
</tbody>
</table>

The following pages provide an update on our efforts and impact across each of the four themes.
1 Stepping Up as Leaders

**Action**

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

- **New members.** MCCs welcomed six new leaders: Cindy Hook (Deloitte new CEO, and first women to succeed a Male Champion of Change, as a special adviser), Greg Lilleyman (Rio Tinto), Peter Varghese (Department of Foreign Affairs and Trade), Andrew Penn (Telstra), Angus Campbell (Australian Army) and Paul Anderson (Ten Network).
- **Public advocacy.** MCCs participated in 100+ events focused on gender equality. In August, MCCs hosted 800+ CEOs, Direct Reports, Non-Executive Directors and Department Heads at the MCC’s Step Up Together Business Forum. Convener Elizabeth Broderick (NSW) and member David Morrison (ACT) selected as Australian of the Year for their states.
- **Casting our Leadership Shadow.** The Leadership Shadow model, a partnership with Chief Executive Women, continues to guide us. A workshop for CEOs was piloted in partnership with ANZ, extending the model’s impact.
- **Growing coalition.** Six groups are supported: state-based (Queensland, Victoria), sector-focused (architects, elite sports, property) and in Japan. Together these groups count 100+ leaders as their members.
- **United Nations Women’s Empowerment Principles.** New organisations signed on - ANZ, ASX, CBA, Deloitte, KPMG, Qantas and Telstra have now done so.
- **Taking action on domestic and family violence.** Inspired by advocates Rosie Batty (2015 Australian of the Year) and Kristy McKellar, MCCs stepped up their efforts by instituting new workplace policies and programs, training HR leaders and managers and through their own advocacy of domestic and family violence as a workplace issue. Army and Telstra worked with White Ribbon to achieve accreditation. Rio Tinto started it. Deloitte provided pro-bono support critical to establishing the Luke Batty Foundation.
- **Encouraging others to act.** Supported by KPMG pro-bono, MCCs shared lessons learned in Playing Our Part: Workplace Responses to Domestic and Family Violence. Leaders from across the MCC shared their experience in one-on-one meetings and in public fora. For example, Telstra presented at the National Ending Family Violence Conference and provided a witness statement on the Royal Commission into Family and Domestic Violence. Ten Network provide free commercial airtime to White Ribbon to help create awareness across Australia.

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

- **Key personnel.** Three MCC organisations (DFAT, Qantas and Ten Network) achieved gender balance across their Key Management Personnel. Telstra also appointed a gender balanced executive team in October 2015. Women’s representation on Deloitte’s National Executive Committee and Top 80 Leaders Group increased from 15 to 23% and 18 to 22% respectively. The University of Sydney achieved a new record of 29% women’s representation in the total professorial population and as of June 2015 achieved 50% women’s representation in the Senate.
- **Comprehensive reviews.** Peter Varghese (DFAT) led a women in leadership review. Challenges were acknowledged and targets set. A holistic strategy with a range of actions was launched. Work is ongoing to remove bias, encourage flexible work and support carers at work. The University of Sydney implemented an integrated strategy to accelerate women’s leadership. Robust targets were set. Inclusive leadership training was provided for its 400 most senior leaders. Structured programs to accelerate women’s careers were put in place.
### 2 Creating Accountability

<table>
<thead>
<tr>
<th>Action</th>
<th>Progress</th>
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<tbody>
<tr>
<td><strong>End the leadership lottery for women.</strong> Actively develop, promote and advance inclusive leaders across your organisation.</td>
<td>✦ <strong>Strategies in place.</strong> All MCC organisations who have not yet achieved gender balance have a strategy in place to build leadership capability in gender equality. Development programs focused on inclusive leadership are provided across all organisations. &lt;br&gt;✦ <strong>Recognising Inclusive Leaders.</strong> ANZ created a CEO Award category that recognises diversity and inclusion leadership excellence.</td>
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<tr>
<td><strong>Lead on gender reporting.</strong> Take reporting to a deeper level, with consistent reporting standards, to create a more transparent and granular view of the pipeline and progress.</td>
<td>✦ <strong>Continued championship of gender reporting.</strong> MCC organisations continued to align their reporting approach with the best practice guidelines from the Corporate Governance Principles (ASX-listed) and WGEA (Australian Reporting Entities). &lt;br&gt;✦ <strong>Target setting.</strong> DFAT and University of Sydney set women in leadership targets. CBA reached its targets, setting new, higher, global targets. Rio Tinto set a new global target for women in leadership.</td>
</tr>
<tr>
<td><strong>Set granular targets.</strong> Break entrenched patterns by engaging managers in the objective of women’s representation on their teams and more broadly.</td>
<td>✦ <strong>Targets with Teeth.</strong> ANZ, ASX, Rio Tinto and Telstra set Targets with Teeth, with rewards tied to achieving gender balance. &lt;br&gt;✦ <strong>Sharing information broadly.</strong> Many MCC organisations including ANZ, CBA, DFAT, KPMG, Qantas, Telstra and University of Sydney moved to sharing gender balance information across their organisations as part of informing all leaders, encouraging analysis and innovation.</td>
</tr>
<tr>
<td><strong>Drive a supplier multiplier.</strong> Communicate to suppliers how important gender balance is to you. Encourage and support suppliers who build and present more gender-balanced teams.</td>
<td>✦ <strong>Continued partnership with suppliers.</strong> Many MCCs continue to embed changes to Supplier Codes of Conduct and processes to include expectation of gender balance. &lt;br&gt;✦ <strong>Supporting changes in the legal sector.</strong> Telstra signed on to the Equitable Briefing Initiative, designed to help ensure women barristers are given the full range of opportunities in commercial litigation. Telstra also worked with partner law firms to emphasise the importance of diversity and practices that support gender equality.</td>
</tr>
</tbody>
</table>
3 Disrupting the Status Quo

**Action**

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

**Gender balance in recruitment.** 90% of MCC organisations achieved gender balance; 50% achieved more than 50% women. MCC organisations including ANZ, CBA, Rio Tinto, Telstra and Woolworths continued efforts to intervene to improve processes through recruiter and search firm training, targets across key process steps, requirements for panel gender balance, use of external advisers, and changes to role advertisements.

**Talent.** 75% of MCC organisations with mid-level talent development programs achieved at least 40% women’s representation; 44% achieved balance in senior level talent programs.

**Lifting external hiring.** 71% of MCC organisations achieved gender balance in external hiring.

**The Panel Pledge.** The Male Champions of Change remain committed to increasing women’s representation in public fora, panels and taskforces. CBA, Deloitte, DFAT, McKinsey, Telstra, and Ten Network have cascaded the Panel Pledge to executives. Qantas has integrated the Panel Pledge into corporate affairs guidelines. The MCC’s Step Up Together Business Forum offered the opportunity for 800+ leaders to also join in.

**Supporting women’s visibility.** The expansion of ANZ’s Notable Women program continues to create opportunities for women to be more visible.

**Raise the bar on women’s careers.** Understand the types of experiences your organisation requires and broaden the success profiles you consider for senior roles. Ensure women get critical experiences in ‘hot jobs’. Personally sponsor talented women and expect your senior executives to do the same.

**Achieving balance in partner admissions.** For the first time, KPMG achieved 56% in internal partner admissions, a record result and an important milestone.

**Formal sponsorship programs.** All MCC organisations have put in place sponsorship programs to encourage equitable access to advocacy. KPMG’s Bird-Walton sponsorship program delivered strong results – creating opportunity for women and creating more inclusive leaders. The University of Sydney implemented a program focused on culturally and linguistically diverse women, with an explicit goal of career acceleration.

**Pay equity.** 93% of MCC corporations completed a gender pay gap analysis, with 85% of these taking action as a result. CBA worked with WGEA to create a detailed case study on their approach and lessons learned.

**Innovation on retirement savings.** ANZ’s report on financial inclusion outlined the retirement savings gap for women in Australia. In response to findings that action is required to close the wealth gap, ANZ enhanced employee benefits to pay superannuation during parental leave (increase to 104 weeks) and additional superannuation of $500/year for all women employees.

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

**Flexibility not optional.** 100% of MCC corporations have a formal policy or strategy on Flexible Work.

**All roles flex expansion.** The approach pioneered by Telstra has been adopted by ANZ, ASX, and Ten Network. DFAT is piloting it. Results are promising, with significant shifts in recruiting representation, and lifts in employee engagement. Qantas rolled its Flex@Q program across seven parts of the business.

**Men and flexibility.** Telstra worked with the WGEA to sponsor the Equilibrium Challenge aimed at advancing the take up of flexible work practices. A division of CBA also piloted the challenge.
Dismantling Barriers for Carers

### Action

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

**Build environments where parents and carers thrive.** Get under the numbers to see whether parents returning from leave continue to develop their careers. Question deceleration and intervene when needed.

### Progress

- **Supportive Policy changes.** ANZ, Army, ASX, KPMG, Deloitte, Goldman Sachs and McKinsey implemented enhancements to parental leave policies.

- **Encouraging shared caring.** Deloitte extended its ReConnect program (coaching and workshops to support the transition back from parental leave) to men.

- **Creating an expansive return to work.** MCCs developed an action plan modelled on work personally led by Simon Rothery at Goldman Sachs. The action plan being implemented includes:
  1. Personally communicating with parental leavers
  2. Building manager capability
  3. Increasing scrutiny of role changes, redundancies and dismissals
  4. Reviewing and taking action on parental leave metrics
  5. Encouraging men to take parental leave.
### Table 1  Women’s Representation Summary

Workplace Gender Equality Agency Data (2014/15 Reporting)

<table>
<thead>
<tr>
<th>WGEA Reporting Organisation</th>
<th>Key Management Personnel</th>
<th>Other Execs/General Manager</th>
<th>Senior Managers</th>
<th>Other managers</th>
<th>Non-Managers</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZ</td>
<td>16.7</td>
<td>30.6</td>
<td>29.6</td>
<td>41.9</td>
<td>70.2</td>
<td>25</td>
</tr>
<tr>
<td>ASX</td>
<td>25.0</td>
<td>30.3</td>
<td>32.1</td>
<td>45.6</td>
<td>42.0</td>
<td>32</td>
</tr>
<tr>
<td>CBA</td>
<td>36.4</td>
<td>32.1</td>
<td>32.5</td>
<td>34.5</td>
<td>60.8</td>
<td>32</td>
</tr>
<tr>
<td>Citi</td>
<td>35.7</td>
<td>24.3</td>
<td>28.5</td>
<td>34.6</td>
<td>51.2</td>
<td>33</td>
</tr>
<tr>
<td>Deloitte</td>
<td></td>
<td>38.0</td>
<td>45.9</td>
<td>52.6</td>
<td></td>
<td>33</td>
</tr>
<tr>
<td>KPMG</td>
<td></td>
<td>34.0</td>
<td>44.0</td>
<td>48.0</td>
<td>54.4</td>
<td>20</td>
</tr>
<tr>
<td>McKinsey 4</td>
<td>14.3</td>
<td>19.2</td>
<td>28.6</td>
<td>53.0</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Qantas</td>
<td>40.0</td>
<td>22.6</td>
<td>32.7</td>
<td>37.7</td>
<td>40.0</td>
<td>33</td>
</tr>
<tr>
<td>Rio Tinto</td>
<td>16.7</td>
<td>10.7</td>
<td>18.2</td>
<td>23.8</td>
<td>18.5</td>
<td>16</td>
</tr>
<tr>
<td>Telstra</td>
<td>16.7</td>
<td>27.4</td>
<td>24.1</td>
<td>26.7</td>
<td>30.1</td>
<td>27</td>
</tr>
<tr>
<td>Ten Network</td>
<td>50.0</td>
<td>22.2</td>
<td>50.0</td>
<td>39.5</td>
<td>45.9</td>
<td>20</td>
</tr>
<tr>
<td>University of Sydney 4</td>
<td>31.0</td>
<td>32.7</td>
<td>31.1</td>
<td>44.2</td>
<td>57.7</td>
<td>36</td>
</tr>
<tr>
<td>Woolworths</td>
<td>13.3</td>
<td>35.7</td>
<td>27.8</td>
<td>39.3</td>
<td>55.2</td>
<td>33</td>
</tr>
</tbody>
</table>

**Public Sector Organisations**

| Army 5                      | 9.7                       | 10.4                        | 13.9            | 12.4          | 12.0        |
| DFAT 6                      | 40.0                      | 25.0                        | 36.0            | 48.0          | 61.3        |

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1. Figures based on Australian data compiled by the Workplace Gender Equality Agency an Australian Government statutory agency created by the Workplace Gender Equality Act 2012. The Agency is charged with promoting and improving gender equality in Australian workplaces. Representation of women taken from 2014/15 Reporting. Comparisons are to 2013/14 Reporting. 2 Balanced Achieved based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). 3 Within 0.5 percentage points of previous year’s data. 4 Changes in women’s representation relate to re-classifications in data when compared to previous years. 5 Army figures represent the following - Key Management Personnel equates to Star ranked officers (General, Lieutenant General, Major General and Brigadier); Other Execs/General Managers equates to Colonel; Senior Managers equates to Lieutenant Colonel, Major and Warrant Officer Class One; Other Managers equates to Captain and Warrant Officer Class Two, and Non-Managers equates to Lieutenant, Second Lieutenant, Officer Cadet, Sergeant, Corporal, Private and Recruit. Figures are for FY14/15 and drawn from Women in the ADF. 6 DFAT figures do not include political appointees.
Table 2 Leading Indicator Summary

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Hiring Graduates</th>
<th>Talent Programs Mid-Level</th>
<th>Talent Programs Executive</th>
<th>Parental Leave Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZ</td>
<td>51</td>
<td>63</td>
<td>51</td>
<td>96</td>
</tr>
<tr>
<td>ASX</td>
<td>n/a</td>
<td>45</td>
<td>42</td>
<td>94</td>
</tr>
<tr>
<td>CBA</td>
<td>51</td>
<td>52</td>
<td>38</td>
<td>84</td>
</tr>
<tr>
<td>Citi</td>
<td>53</td>
<td>38</td>
<td>24</td>
<td>81</td>
</tr>
<tr>
<td>Deloitte</td>
<td>51</td>
<td>37</td>
<td>41</td>
<td>87</td>
</tr>
<tr>
<td>KPMG</td>
<td>47</td>
<td>56</td>
<td>38</td>
<td>90</td>
</tr>
<tr>
<td>McKinsey</td>
<td>33</td>
<td>n/a</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Qantas</td>
<td>n/a</td>
<td>44</td>
<td>42</td>
<td>94</td>
</tr>
<tr>
<td>Rio Tinto</td>
<td>48</td>
<td>60</td>
<td>28</td>
<td>72</td>
</tr>
<tr>
<td>Telstra</td>
<td>44</td>
<td>38</td>
<td>n/a</td>
<td>93</td>
</tr>
<tr>
<td>Ten Network</td>
<td>n/a</td>
<td>61</td>
<td>n/a</td>
<td>89</td>
</tr>
<tr>
<td>University of Sydney</td>
<td>n/a</td>
<td>63</td>
<td>n/a</td>
<td>92</td>
</tr>
<tr>
<td>Woolworths</td>
<td>44</td>
<td>47</td>
<td>39</td>
<td>88</td>
</tr>
<tr>
<td>Public Sector Organisations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Army</td>
<td>15^g</td>
<td>54^f</td>
<td>40^e</td>
<td>100</td>
</tr>
<tr>
<td>DFAT</td>
<td>61</td>
<td>55</td>
<td>59</td>
<td>56</td>
</tr>
</tbody>
</table>

1 Leading Indicators provided by MCC organisation using their own specific definitions. It is to be expected that given the variety of organisations across the group, that definitions, calculations used or timing of indicators may vary from organisation to organisation. However, the group views these as “directionally comparable” across the years. 2 Balanced Achieved based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). 3 Within 0.5 percentage points of previous year’s data. 4 Representation of women in formal programs whose objective is to develop and accelerate high potential talent. Mid-Level and Executive defined by each organisation. 5 Representation of women in graduate programs – measured either by share of accepted offers or share of starting class. 6 Includes all new entrants to Army, officer and other ranks, in calendar year 2015. 7 Includes programs for the rank Lieutenant Colonel and below, including other ranks. 8 This figure represents female representation in talent development programs for all Army personnel of the rank Colonel and above. Note: N/A indicates that the organisation does not have a significant program. For example, ASX and Ten Network does not have a formal graduate program. McKinsey and Ten Network do not have formal group talent programs. Goldman Sachs not included.
Our Approach

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

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

Our collaboration operates with four guiding principles in mind:

<table>
<thead>
<tr>
<th>Guiding principle</th>
<th>This means we…</th>
</tr>
</thead>
</table>
| **1** Step up **beside** women | ✷ Listen and learn from women’s experience and leadership  
✷ Partner with women – a vision driven together is more likely to succeed  
✷ Take responsibility with women for accelerating improvement in our organisations  
✷ Advocate for women’s representation |
| **2** Prioritise achieving progress on women’s representation | ✷ Treat women’s representation as a priority  
✷ Continuously listen and learn  
✷ Set targets that crystalise intent  
✷ Seek out innovative and effective approaches  
✷ Invest capital, time, and people to achieve our aspiration |
| **3** Stand behind our **numbers**, sharing lessons learned | ✷ Publish and share group results  
✷ Take action to remove obstacles to progress |
| **4** Shift the system, not “fix women” | ✷ Acknowledge and address systemic biases that get in the way of women’s advancement  
✷ Avoid the limitation of solutions that put the onus on women to adapt  
✷ Recognise that advances for women are advances for men too |
## Our Timeline

### 2010

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

### 2011

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

### 2012

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

### 2013

| March | MCCs share our 12-point plan, including our specific areas of focus, to our employees on International Women’s Day. |
| June | MCCs publicly raise the bar on gender reporting, committing to a robust and consistent approach to external reporting, internal reporting and setting women in management targets. |
| August | MCCs commitment to increasing gender balance on panels is covered in the media. When asked to participate or sponsor a panel or conference, each MCC agrees to ask organisers about efforts to ensure gender balance. |
| October | MCCs announce our Supplier Multiplier – an initiative focused on encouraging and supporting our suppliers to increase the representation of women in leadership. |
| November | MCCs release a new letter to business leaders entitled Accelerating the advancement of women in leadership: Listening, Learning, Leading, which outlines actions to increase the number of women in leadership positions. A public launch draws more than 430 of Australia’s most influential Chief Executive Officers and our direct reports, senior government and community leaders and non-executive leaders. The letter is distributed to all ASX-listed entities. |
### 2014

#### February

John Lydon (McKinsey) joins the MCC. Michael Rennie becomes an international ambassador with his move to Dubai.

#### March/April

MCCs, in collaboration with Chief Executive Women (CEW), Australia’s peak body of executive women, release a new letter to business leaders entitled It starts with us: The Leadership Shadow – which describes a model for leaders to reflect on how our own leadership is contributing to the representation of women in leadership. The letter is distributed to all ASX-listed entities.

#### May

Hamish McLennan (Ten Network) and Gary Wingrove (KPMG) join the MCC. Geoff Wilson (KPMG) becomes an international ambassador with his move to Hong Kong.

#### July-December

MCCs codify our learnings in a How To Guide. The group shares its knowledge supporting the development of MCC-like groups including within the property sector, the State of Victoria, and elite sports.

#### November

MCCs begin exploring the topic of Men’s Violence against Women – meeting with courageous survivor-advocates. MCCs communicate with employees about the experience on International Day for the Elimination of Violence Against Women. Michael Spence (University of Sydney) joins the MCC.

### 2015

#### February

MCC welcome Cindy Hook, Deloitte Australia’s new CEO (and Treasurer of Chief Executive Women), to the group as a Special Adviser. This is the first time an outgoing CEO (Giam Swiegers) and a MCC has been succeeded by a woman. Greg Lilleyman (Rio Tinto) joins the MCC.

#### March

MCCs release our first annual Progress Report aimed at creating a new level of transparency around progress and to share experiences.

#### May

Peter Varghese (Department of Trade and Foreign Affairs) joins the MCC.

#### July

Andrew Penn (Telstra), Lt. General Angus Campbell (Army) and Paul Anderson (Ten Network) join the MCC.

#### August

MCCs host our 2015 Business Forum, a gender-balanced gathering of 800 of Australia’s most senior leaders covering more than 300 organisations and 1.1 million employees. MCCs present four ideas in a “Ted-Talk” style fashion – focused on practical actions to increase women’s representation including All Roles Flex, Targets with Teeth, Taking Action on Violence Against Women and the Panel Pledge.

#### August

MCCs, together with Women’s Leadership Institute Australia and Chief Executive Women, call on all Australian leaders to take the Panel Pledge – aimed at increasing the representation of women as experts.

#### October

MCCs release Playing Our Part – a letter calling on all leaders to recognise Domestic and Family Violence as a workplace issue, and to take steps to support those impacted by violence and to take action on perpetrators.

#### November

Chris Moraitis, Secretary of the Attorney-General’s Department, joins the MCC.

### 2016

#### January

Dr Martin Parkinson takes on the role of Secretary, Department of Prime Minister and Cabinet.

#### March

MCCs release Progress Report 2015 sharing experiences, actions taken and results.

Since our formation, the MCCs have spoken at more than 350 events focused on women’s representation in leadership as an economic and societal priority both across Australia and globally. This includes at the Commission on the Status of Women (New York), Global Economic Symposium (Rio), the IMF, the SAIS Global Women in Leadership Conference (Washington, DC), World Assembly for Women (Japan), World Summit for Women (Paris), and the World Bank.
### Appendix 1  WGEA Comparison Group Benchmarks

#### Women's representation (%)

<table>
<thead>
<tr>
<th>WGEA Comparison Group</th>
<th>Key Management Personnel</th>
<th>Other Execs/General Manager</th>
<th>Senior Managers</th>
<th>Other Managers</th>
<th>Non-Managers</th>
<th>Comparator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Services (1000+ employees)</td>
<td>22.1</td>
<td>35.7</td>
<td>44.0</td>
<td>48.7</td>
<td>57.3</td>
<td>KPMG, Deloitte</td>
</tr>
<tr>
<td>Air and Space Transport (1000+ employees)</td>
<td>20.6</td>
<td>29.1</td>
<td>30.4</td>
<td>38.3</td>
<td>42.4</td>
<td>Qantas</td>
</tr>
<tr>
<td>Finance (1000+ employees)</td>
<td>28.9</td>
<td>25.1</td>
<td>29.5</td>
<td>39.6</td>
<td>60.7</td>
<td>Citi</td>
</tr>
<tr>
<td>Banking (5000+ employees)</td>
<td>28.6</td>
<td>23.1</td>
<td>29.3</td>
<td>39.4</td>
<td>60.8</td>
<td>ANZ, CBA</td>
</tr>
<tr>
<td>Auxiliary Financial and Insurances (500-999 employees)</td>
<td>16.8</td>
<td>22.0</td>
<td>29.1</td>
<td>42.4</td>
<td>47.3</td>
<td>ASX</td>
</tr>
<tr>
<td>Management and Related Consulting Services (250-499 employees)</td>
<td>23.4</td>
<td>28.3</td>
<td>26.2</td>
<td>38.8</td>
<td>43.4</td>
<td>McKinsey</td>
</tr>
<tr>
<td>Mining (5000+ employees)</td>
<td>10.5</td>
<td>13.9</td>
<td>17.7</td>
<td>18.2</td>
<td>15.5</td>
<td>Rio Tinto</td>
</tr>
<tr>
<td>Supermarket and Grocery Stores (1000+ employees)</td>
<td>16.4</td>
<td>32.8</td>
<td>28.8</td>
<td>39.8</td>
<td>54.3</td>
<td>Woolworths</td>
</tr>
<tr>
<td>Television Broadcasting (all employees)</td>
<td>32.0</td>
<td>27.2</td>
<td>38.9</td>
<td>43.2</td>
<td>49.0</td>
<td>Ten Network</td>
</tr>
<tr>
<td>Wired Telecommunications Network Operations (all employees)</td>
<td>16.7</td>
<td>25.3</td>
<td>23.3</td>
<td>25.2</td>
<td>29.0</td>
<td>Telstra</td>
</tr>
<tr>
<td>Higher Education (5000+ employees)</td>
<td>34.4</td>
<td>36.7</td>
<td>37.0</td>
<td>49.8</td>
<td>57.5</td>
<td>University of Sydney</td>
</tr>
</tbody>
</table>

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