



**MALE CHAMPIONS OF CHANGE
NATIONAL GROUP EST. 2015**

PROGRESS REPORT 2016

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Chief Commissioner, Victoria Police

Rowen Craigie
CEO and Managing Director
Crown Resorts

Craig Drummond
Managing Director and CEO
Medibank

Chris Eccles
Secretary Department of
Premier and Cabinet

Ahmed Fahour
Managing Director and Group CEO
Australia Post

James Fazzino
CEO, Incitec Pivot Limited

Adam Fennessy
Secretary Department of Environment,
Land, Water and Planning

Tony Frencham
Regional President South East Asia
Dow Chemical

Nicolas Gindt
CEO, Yarra Trams

Doug Hilton
Director, The Walter + Eliza Hall
Institute of Medical Research

Kate Jenkins
Sex Discrimination Commissioner

Damon Johnston
Editor, Herald Sun

Brian Kruger
Non-executive director

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

Gillon McLachlan
CEO, Australian Football League

Ben Rimmer
CEO, City of Melbourne

George Savvides
Non-executive director

Luke Sayers
Chief Executive Officer,
PwC Australia

Ian Silk
CEO, AustralianSuper

Andrew Thorburn
CEO, National Australia Bank

Dear Colleague,

We are 19 Victorian-based leaders who have signed up to the Male Champions of Change (MCC) initiative. We represent a cross section of public, private and not-for-profit organisations and you may well have dealings with us in settings where you work, live, play and learn.

We came together in 2015, inspired by the Founding MCC group and united in our objective to improve the representation of women in leadership within our organisations and our community.

We began by listening to and learning from our own employees. We personally held focus groups with over 850 women and men in our organisations. From these, we heard first hand their experiences and issues, and ideas about where we can have the most impact.

With a group as diverse as we are, there is always a risk that we think our own context unique. Is women's progression dimensionally different in science, policing, sport, business or frontline operations? To a degree, perhaps. But it became clear from the focus groups that there are common elements stopping the progress of women. And the MCC initiative gives us a chance to trial solutions and learn from each other.

Our best lesson over the last 12 months has been to experience what happens when men step up alongside women to advance gender equality, and the impact we can have when we do so. We have been commended and criticised. We accept this because it helps us to learn. Our group remains steadfast in our commitment to step up. We continue to welcome and are grateful for all guidance and feedback.

This *Progress Report 2016* outlines what we have worked on together, and what we have done in our own organisations. Highlights include:

- Stepping up our personal, visible leadership
- Improving our measurement of and accountability for gender metrics
- Creating more flexible workplaces
- Understanding the nature and impact of everyday sexism
- Establishing our workplace response to violence against women.

We know that progress requires lots of experiments, lots of listening and learning. In reading our report, we invite you to see what works well. Share it. Build on it. We would like to hear from you what works in your situation.

Looking ahead, we will sharpen our focus on improving women's economic security and empowering middle managers to step up with us.

We acknowledge our 130,000 employees and their families, our customers, suppliers, investors, fans, patients and passengers whose stories make what we are doing meaningful.

Thank you,

Our Action Plan

In 2016 we took forward what we heard in the focus groups.

We heard:

- Encouragement for us to step up our leadership on gender equality; concern about our long term commitment and whether other leaders in the organisation are as committed
- A desire for consistent and transparent gender balance metrics and greater accountability for progress
- Examples of talent and career processes that don't work as well for women and ignore the fact that parenting is a big part of people's lives
- Experience of parental leave as poorly managed and career-ending for women and men
- Overwhelming desire for greater flexibility for everyone
- Stories of sexism and gendered expectations as an accepted and silently tolerated part of some workplace cultures
- Challenges for women to thrive in male-dominated industries or non-traditional roles.

We also recognise we cannot champion gender balanced leadership without deepening our understanding of the issue of domestic and family violence, whose victims are overwhelmingly women.

Informed by what we heard, we focused our action in the following areas, detailed in the following:

- **Personal Leadership**
- **Measurement and Accountability**
- **Flexible Work**
- **Everyday Sexism**
- **Workplace Responses to Violence Against Women.**

“ Our success as a society depends on all of us being able to reach our full potential - that's what gender equality is all about. Diversity is also essential to the success of our business because diversity of thought, background and perspective lead to better ideas for our clients and a more inclusive workplace for our people.

Luke Sayers, CEO PwC Australia

Personal Leadership

Heart of the issue

Achieving significant and lasting change requires that we step up our personal and visible leadership on gender equality within our organisations and in the communities we reach.

We need to reflect on and refine our own leadership on gender equality before we can expect to bring others along.

ACTION	PROGRESS
Welcome new members	MCCs welcomed 3 new leaders: Graham Ashton (Victoria Police), Nicolas Gindt (Yarra Trams) and Craig Drummond (Medibank).
Gain insights into our own leadership on gender equality	MCCs partnered with Chief Executive Women to understand how the Leadership Shadow model can help us to reflect on our behaviour and show that gender equality is a personal priority.
Achieve gender balance in our top teams	<p>Dept. of Environment, Land, Water and Planning (DELWP) achieved gender balance across their Key Management Personnel (CEO-1).</p> <p>PwC achieved its target of 40:40:20 for Partner admissions.</p> <p>Medibank, City of Melbourne, DELWP and Department of Premier and Cabinet (DPC) achieved gender balance at Executive/General Manager level (CEO-2).</p> <p>DELWP achieved 50:50 gender balance on all 19 Water Boards across Victoria.</p>
Bring our top teams along	<p>Walter and Eliza Hall Institute of Medical Research (WEHI) partnered with Chief Executive Women to lead conversations with their most senior leaders about the organisation's gender diversity challenges.</p> <p>Dow Chemical, City of Melbourne, DELWP, Medibank and NAB held leadership forums to engage their senior executives to lead on gender equality.</p> <p>AFL created an executive position to drive its social inclusion initiatives, Crown appointed a group manager for gender equity.</p>
Sponsor a robust strategy	<p>MCCs stepped up to take personal accountability for establishing and implementing their organisation's gender equality strategy.</p> <p>Led by Australia Post, we developed a Gender Action Plan guide to help leaders articulate their objectives, develop practical actions and hold themselves accountable for progress.</p> <p>DPC worked with the Office of the Minister for Women to develop Victoria's first gender equality strategy.</p>

ACTION

PROGRESS

Elevate the voices of women

All MCCs took the Panel Pledge, committing to increase the representation of women leaders at public forums to which MCCs are invited to speak, attend or sponsor. PwC, NAB, Dow Chemical and WEHI cascaded the expectation to their top teams.

NAB introduced the 'Good Telling' program to open opportunities for high potential women to be visible in the media, including on social media.

10 senior female leaders in our organisations, nominated by MCCs, were invited to join the *Women for Media* database which aims to increase the visibility of women speaking in the media about their professional expertise.

Advocate publicly

MCCs participated in over 70 events with opportunities to advance gender equality e.g. business forums, World Women Changers Summit and International Womens Day events.

We spoke out on issues that challenge what we are trying to achieve e.g. male-only membership of clubs; inappropriate public comments about violence against women.

As part of a joint initiative of Commercial Bar Association of Victoria (CommBar) and members of the Judiciary, Chris Maxwell championed the development of the Equitable Briefing Charter. This aims to achieve equitable representation of women barristers in commercial litigation.

Chris Maxwell (AC) and Doug Hilton (AO) were officially honoured for services to their professions, and for advocacy and action on social issues like human rights, civil liberties and gender equality.



As a banker for 30 years, I have dedicated my career to helping people achieve their goals, in work and in life. I am inspired, every day, by women who are entrepreneurs, decision-makers and leaders.

Values are important to me - and as a Dad, CEO and Male Champion of Change I am invested in making sure women and men are equally supported, respected and have the same opportunities.

Andrew Thorburn, CEO NAB

Measurement and Accountability

Heart of the issue

Tracking progress and reporting on results are the norm for other business priorities, but we don't all apply the same rigour to gender balance metrics.

Consistent standards, a deeper understanding of our metrics and greater accountability will help us assess our impact and guide our actions.

ACTION	PROGRESS
Advance pay equity	<p>Tony Frencham and Craig Drummond joined Luke Sayers, Andrew Thorburn and Ian Silk in becoming WGEA Pay Equity Ambassadors. Dow Chemical became a signatory to the White House Pay Equity Pledge.</p> <p>PwC, NAB, Medibank and Australia Post shared the results of their gender pay gap analysis.</p>
Lead by example	<p>NAB, AustralianSuper, Dow Chemical, Medibank and PwC were awarded Employer of Choice for Gender Equality Citations from WGEA. This recognises initiatives and practices that promote gender equality in their workplace.</p>
Highlight the retirement savings gap for women	<p>AustralianSuper contributed to the Senate Economic Reference Committee report of April 2016 <i>A Husband is not a Retirement Plan: Achieving economic security for women in retirement.</i></p>
Promote gender balanced financial sponsorship	<p>For the second consecutive year Australia Post sponsored the Women's Stawell Gift footrace, ensuring the women's prize money was equal to that of the men's race.</p> <p>NAB committed to be a major sponsor of the new NAB AFL Women's Competition.</p>
Promote gender balance in business partnerships	<p>AustralianSuper launched its Socially Aware Investment Option which screens investment in publicly listed organisations with single sex boards.</p>

Flexible Work

Heart of the issue

We know that workplace flexibility is desirable and we are convinced it is possible. Traditional work patterns and entrenched gender expectations are getting in the way of genuinely flexible work.

We need workplaces where flexibility is the norm, not the exception, is role modelled, valued and rewarded.

ACTION	PROGRESS
Listen and learn	We investigated our practices to understand what was happening in our own organisations – flexible work uptake, perceptions, enablers and blockers. We looked to others for innovative ideas. It became clear what we needed to do to disrupt the status quo on flexibility.
Commit to flexible working as the starting point	We committed to mainstream flexibility with DELWP, City of Melbourne, PwC, Crown, NAB, Dow Chemical, DPC, Victoria Police, WEHI and AFL adopting an 'All Roles Flex' or similar approach.
Enable and encourage flexible working	<p>At DELWP, Adam Fennessy led #howweflex storytelling campaign, including his own personal flexibility story.</p> <p>Crown extended access to its 'shift swap app' to over 4,500 front line employees.</p> <p>Investments in technology and workspaces at AFL, and innovative office design at PwC significantly enabled agile working.</p>
Build manager capability to lead flexible teams	<p>City of Melbourne, Dow Chemical and DELWP introduced resources and education to support managers.</p> <p>DELWP introduced flexibility conversations in all employee performance plans and appointed a Flexibility Case Manager to ensure support is available for managers and employees.</p> <p>NAB sponsored the development of guidelines and launch of Diversity Council Australia's <i>Future-Flex: Mainstreaming Flexibility by Team Design</i>.</p>
Measure our flexibility	AFL, Crown, DELWP, Dow Chemical, Medibank and NAB conducted a flexible work employee survey and Incitec Pivot ran focus groups, to understand uptake and opportunities for further action.

“ I work flexibly and it's important to me that this becomes the normal way of working. It's a game changer for improving gender equality – it allows all of us to balance work with other important areas of our lives.

Adam Fennessy, Secretary Dept. of Environment, Land, Water and Planning

Everyday Sexism

Heart of the issue

The standard we expect is workplaces that respect women (and men) and provide equal opportunities in every way. Everyday sexism that falls short of this standard has significant personal impact and limits the opportunities and progress of women and men in our organisations. Calling it out is often difficult, sometimes even detrimental and so it may continue without challenge.

We need to recognise everyday sexism for the harm it causes and create workplaces where gender is never a limiting factor.

ACTION	PROGRESS
Understand the nature and impact of everyday sexism	We took action to learn from our employees about the nature and impact of everyday sexism in our workplaces. Toll and Incitec Pivot piloted a survey. Medibank conducted focus groups. Victoria Police drew insight from the 2015 VEOHRC Independent Review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police. What we learned will inform our action in 2017.
Disrupt entrenched beliefs about gendered roles	DELWP appointed the first female Chief Fire Officer in Victoria. WEHI appointed its first female Vice President and its first female Deputy Director. Incitec Pivot appointed its first female President Strategy and Business Development. Toll appointed its first female Chief Information Officer. Medibank launched its new brand, supported by a media campaign featuring same-sex couples, male carers and a diverse range of family structures. Yarra Trams continued its <i>Driven Women</i> campaign to recruit female tram drivers, increasing their representation to 18.5% in 2016 (from a baseline of 11.9%). Victoria Police committed to all Recommendations from the VEOHRC Independent Review, which outlines actions to promote safety and equality within the workforce. AFL announced the NAB AFL Women's Competition, kicking off a national 8-team competition in 2017, supported by a remake of the iconic 'I'd like to see that' campaign featuring prominent Australian women.
Challenge unconscious bias	Dow Chemical, Australia Post, DPC, PwC and Victoria Police commenced participation in the Recruit Smarter project – a pilot initiative with the Victorian Government, over 18 months, to target unconscious bias in recruitment.

“ As a Male Champion of Change, it is important to reflect on my own behaviour and on the culture of the organisation I lead. I have made a personal commitment to ensure everyone in Victoria Police feels safe, included and respected. System or process change alone will not address gender inequality.

Graham Ashton, Chief Commissioner, Victoria Police

Workplace Responses to Violence Against Women

Heart of the issue

We have come to understand that we cannot champion gender equality, without addressing domestic and family violence, whose victims are overwhelmingly women.

We are continuing our learning on this issue. We realise our workplaces can play a role in reducing the prevalence and impact of violence against women by providing support to affected employees and extending our reach into the community where we can.

ACTION	PROGRESS
Listen and learn	<p>We invited family violence survivor and social change consultant Kristy McKellar and informed ourselves about the findings from the Victorian Royal Commission into Family Violence to deepen our understanding of the issue. We came to a view as to the role we can play, as employers and leaders, to reduce the prevalence and impact.</p> <p>Australia Post conducted a survey to hear from its employees about what more it can do to support affected people.</p>
Improve our support for affected employees	<p>We endorsed the MCC Playing our Part model as a framework to guide our action.</p> <p>95% of organisations in our group introduced domestic and family violence policies that provide additional paid leave for employees.</p> <p>NAB offers financial support to affected employees through the Dibbs and Massie Foundation.</p>
Build manager capability to support	<p>Medibank, WEHI and Dow Chemical provided listen and learn opportunities for all managers to deepen understanding of the issue and how to practically respond. DELWP appointed trained case workers to ensure safe and confidential support is available.</p>
Participate in '16 Days of Activism against Gender-based Violence'	<p>To coincide with UN Women's '16 Days of Activism' all MCC organisations participated in initiatives to raise awareness of gender-based violence and what we can all do to help.</p>
Extend our reach beyond our employees	<p>Medibank continues to provide the 1800RESPECT hotline on behalf of the Federal Government. In an event hosted by Craig Drummond, Ahmed Fahour, Graham Ashton and Kate Jenkins were among 18 sector leaders participating in the launch of a toolkit to help frontline workers identify and respond to domestic and family violence.</p> <p>DPC established a new Family Violence & Social Delivery Reform division, to act on recommendations arising from the Royal Commission into Family Violence.</p> <p>NAB introduced Family Violence Assistance Grants for customers, providing them with emergency funding. NAB also links customers with personal and financial counselling support.</p> <p>AFL partnered with Our Watch (a national initiative to stop violence before it happens) to raise awareness of domestic and family violence and held the inaugural White Ribbon match.</p>

Table 1: Women's Representation (%)¹

MCC National Group est. 2015

Workplace Gender Equality Agency Data (2015-16 Reporting)

■ Balance Achieved (40-60% women)² |
 Last 12 months:
 ■ Improved
 ■ Unchanged³ or increase in over-representation of women
 ■ Declined

WOMEN'S REPRESENTATION (%)

Organisation	Key Management Personnel	Other Execs/ General Manager	Senior Managers	Other Managers	Non-Managers	Board	Total Employees
AFL	10.0	10.3	20.0	23.5	31.5	22.2	1,289
AustralianSuper	28.6	35.7	53.8	37.9	53.3	25.0	359
Crown	28.6	24.5 ⁴	29.7 ⁴	33.5 ⁴	40.7	18.2	7,445
Dow Chemical	16.7	25.0	9.1	12.5	31.4	16.7	236
Incitec Pivot	14.3 ⁵	14.0 ⁵	18.5	23.8	20.7	28.6	1,867
Medibank	33.3	47.8	35.9	57.0	77.8	75.0	2,520
NAB	33.3	17.1	30.6	37.9	57.3	30.0	30,332
PwC	27.3	37.1	49.0	46.6	54.6	27.3	6,238
Toll	6.3	11.4	13.1	24.0	21.9	12.5	20,358
WEHI	25.0	23.1	50.0	36.2	63.7	23.1	798
Yarra Trams	18.2	20.7	38.9	28.4	16.5	33.3	2,253
Non-reporting organisations							
Australia Post	33.3	35.4	35.1	41.0	33.4 ⁵	33.3	35,995
City of Melbourne	37.5	47.0	45.5	56.8	62.3	36.4 ⁶	1,619
DELWP	48.8	50.0	23.1	39.9	48.9	n/a	3,382
DPC	34.4	53.8	28.0	61.1	65.9	n/a	702
Victoria Police	18.2	30.8	23.3	24.5	35.6	n/a	18,361

¹ Figures based on Australian data compiled by the Workplace Gender Equality Agency. Representation of women taken from 2015/16 Reporting. Comparisons are to 2014/15 Reporting. Note, despite every effort to follow the WGEA Workplace Profile Definitions, each organisation may classify roles slightly differently. ² 'Balance Achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). ³ Change within 0.5 percentage points of previous year's data. ⁴ No comparable historical data due to changes in reporting to better align with WGEA guidelines. ⁵ No comparable historical data due to organisation realignment. ⁶ Elected Councillors for the City of Melbourne.

Our timeline: MCC National Group (est. 2015)

2015

March	Inspired by the Founding Male Champions of Change strategy, a group of senior leaders meet with Kate Jenkins, then Victorian Equal Opportunity and Human Rights Commissioner, to explore the opportunity of establishing a new Male Champions of Change group. Victorian-based leaders, representing a cross-section of global, national and iconic local organisations commit to work together to increase women's representation in their organisations and the community..
May	MCCs begin to 'listen and learn' to understand the barriers that need to be tackled in our organisations. 68 focus groups involving 850+ women and men are undertaken across 18 organisations.
July	MCCs adopt a group Charter. MCCs commit to the Panel Pledge.
August	Members join the national coalition of MCCs at the 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. Featured were four Founding MCC ideas in a 'Ted-Talk' style - focused on practical actions to increase women's representation including All Roles Flex, Targets with Teeth, Taking Action on Violence Against Women and the Panel Pledge.
October	MCCs review findings from 'listen and learn' forums and identify priority areas for action. Action Groups are formed: <i>Personal Leadership, Measurement and Accountability, Flexible work, Everyday Sexism, Workplace Responses to Violence Against Women</i> . MCCs publicly share their personal commitment in a Herald Sun feature. Clément Michel (Yarra Trams) joins the MCC
November	MCCs welcome the findings of the Victorian Royal Commission into Family Violence. They commit to their employees to take action to improve their organisational support for those impacted by domestic and family violence.
December	MCCs share insights and commitments to action with their employees, with the release of the <i>MCC's Listening and Learning Summary 2015</i> .

2016

February	Graham Ashton (Victoria Police) joins the MCC.
April	Nicolas Gindt (Yarra Trams) joins the MCC. Kate Jenkins is appointed Australia's Sex Discrimination Commissioner.
May	MCCs partner with Chief Executive Women to understand how the 'Leadership Shadow' model can help us to reflect on our leadership on gender equality.
August	MCCs deepen their understanding of the issue of domestic and family violence by engaging with survivor-advocate Kristy McKellar.
September	Craig Drummond (Medibank) joins the MCC.
November	MCCs participate in an Extraordinary Session on Domestic and Family Violence, a gender balanced gathering of Male Champions of Change across the MCC coalition, as well as experts and responders.

Our Approach

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

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

Our collaboration operates with four guiding principles in mind:

GUIDING PRINCIPLE	THIS MEANS WE...
1 Step up beside women	<ul style="list-style-type: none"> • Listen and learn from women's experience and leadership • Partner with women – a vision driven together is more likely to succeed • Take responsibility with women for accelerating improvement in our organisations • Advocate for women's representation
2 Prioritise achieving progress on women's representation	<ul style="list-style-type: none"> • Treat women's representation as a priority • Continuously listen and learn • Set targets that crystallise intent • Seek out innovative and effective approaches • Invest capital, time, and people to achieve our aspiration
3 Stand behind our numbers, sharing lessons learned	<ul style="list-style-type: none"> • Publish and share group results • Take action to remove obstacles to progress
4 Shift the system, not "fix women"	<ul style="list-style-type: none"> • Acknowledge and address systemic biases that get in the way of women's advancement • Avoid the limitation of solutions that put the onus on women to adapt • Recognise that advances for women are advances for men too



Incitec Pivot Limited



“ This year, gender equality has been front and centre of our game. I am proud of the way the community has embraced the NAB AFL Women’s Competition. Started by women in football at the community level, our female footballers have disrupted traditional views about women and men, boys and girls and opened up conversations about diversity, beyond gender.

We still have work to do, but for me personally, I want to be judged on what changes I can make as CEO to ensure that the AFL is a place of equality and diversity, and where women are equally represented at all levels of the game.

Gillon McLachlan, CEO AFL



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