



**MALE CHAMPIONS OF CHANGE STEM:  
PROGRESS REPORT**

2016-2017



Dear Colleague,

We live in a rapidly changing world, and we are all ambitious for the Australian economy and our ability to compete in the context of this change and uncertainty. As employers, businesses, government agencies and universities we are thinking about how best to adapt and be ready for the future.

What we know is that our future workforces will require increasing levels of science, technology, engineering and mathematics (STEM) capability. A predicted 75 percent of all future jobs will require STEM literacy and skills. To future-proof our organisations, we must build inclusive organisations where women and girls can thrive in STEM. Talent is not gendered, and Australia's performance in engaging women and girls in STEM needs to improve. Women and girls need to see a future in STEM for them to be more engaged.

The Male Champions of Change STEM group is made up of senior and influential leaders in STEM who are deeply committed to achieving gender equality in their organisations and beyond. We reflect the diversity of STEM organisations representing our national scientific research and data institutions, universities, as well as medical, technology, engineering, health and pharmaceutical businesses. The areas where we can drive change are the attractiveness of STEM careers to women and men and the inclusiveness of our workplace cultures and practices. We are focussed on this area of change.

In our first year, the group has engaged with people in our organisations to understand the existing barriers to gender equality and to generate bold action plans to change. We have reflected on our personal leadership and the influence we have to drive change in STEM. This report outlines what we heard and the four areas where we are taking action to tackle the representation of women in STEM leadership roles:

- Build equality and innovation mindsets
- Dismantle barriers for carers and normalise flexible work
- Grow the pipeline
- Lead on gender reporting and transparency

We are at the beginning of this journey but already we have gained many insights, a few surprises and made changes. The year ahead will be challenging and exciting.

**Ann Sherry**  
Non Executive Director  
Convener, Male Champions  
of Change STEM

**Spencer Beasley**  
Past Vice President  
Royal Australasian College of  
Surgeons

**Alan Finkel**  
Australia's  
Chief Scientist

**Mike Foster**  
Chief Executive Officer  
Fujitsu Australia

**Gavin Fox-Smith**  
Managing Director  
Johnson & Johnson

**Peter Hoj**  
Vice Chancellor  
The University of Queensland

**David W Kalisch**  
Australian Statistician  
Australian Bureau of Statistics

**Larry Marshall**  
Chief Executive  
CSIRO

**Adi Paterson**  
Chief Executive Officer  
ANSTO

**Tim Reed**  
Chief Executive Officer  
MYOB

**Brian Schmidt**  
Vice Chancellor  
Australian National University

**Andrew Stevens**  
Non-Executive Director

**Giam Swiegers**  
Global Chief Executive  
Aurecon

**Alex Zelinsky**  
Chief Defence Scientist  
Department of Defence

## Our purpose

**With the support of the Australian Government and as part of the National Innovation and Science Agenda, our group came together in October 2016 to work together to achieve a significant and sustainable increase in the representation of women in leadership positions in STEM.**

Innovation and excellence in STEM is vital for harnessing new sources of growth in Australia's economy. More than a quarter of our economy exists due to scientific advances developed in the last 30 years. Looking ahead, STEM will play an even greater role in delivering the next stage of our economic growth. This is a particularly pressing challenge and opportunity, for example:

- where customer demands are rapidly changing
- where products have not yet reached their technical limit
- where the world is seeing increasing digital and technological disruption
- where new medical advances are needed to improve mass health and well-being
- where the global community is confronting growing and complex challenges like climate change.

Women are severely under-represented in STEM education and employment, and particularly in senior leadership positions. Yet, we know that gender diversity is particularly important for driving innovation - companies with more gender balanced leadership generate greater innovation revenue and are more likely to deliver disruptive innovation.

**Unless we significantly increase the representation of women in STEM, we will not reach our innovation and growth potential. Advancing gender equality is vital for creating a fair and prosperous Australia.**

### THE CASE FOR CHANGE

#### STEM is vital to our economy

- More than a quarter (26%) of Australia's economy (AUD \$330 billion) exists due to scientific advances over the past 20 to 30 years
- 10% of total Australian employment is directly related to advances in the physical, mathematical and biological sciences

#### Australia's STEM talent pool is not growing fast enough and women are severely under-represented

- Our STEM qualified population\* is growing at a slower rate compared to non-STEM (15% vs 26% growth in the five years between 2006-2011)
- Women are severely under-represented in STEM education, making up just 16% of those with STEM qualifications
- There has been mixed progress over time in women's representation in STEM education and in particular, Australia is positioned well below the OECD average in some areas (engineering, science and maths)

#### Women who enter STEM employment are not making it to the top

- STEM qualified women are over-represented in clerical and administrative positions and under-represented in management
- Only 12% of women in STEM are high income earners (over \$104K) compared to 32% of men

Sources of data: Office of the Chief Scientist, Australian Government, March 2016, *Australia's STEM Workforce, Science Technology Engineering Mathematics*; OECD, 2014, *Education at a Glance*.  
\*STEM qualified is defined as those with post-secondary qualifications (Certificate III or above) in STEM fields (Science, Agricultural and Environmental Science, IT, Engineering, Maths)

# Listening, learning and leading with action

Each MCC STEM member has personally led conversations within their organisation to listen to women and men about their experiences and ideas. We held over 40 focus groups involving some 300 participants across our organisations.

As an MCC, I am directing the strategic money of the University so that it is distributed equally by gender. This, I think, more than anything, will accelerate equality within the University.

– **Brian Schmidt, Vice Chancellor, ANU**

We have made great progress, but if Australia is to be a truly clever country then we need to harness the potential of all Australians.

– **Alan Finkel, Australia's Chief Scientist**

The most surprising insight I gained is the extent to which unconscious bias is detrimental to women re-entering the workforce after a career break. This includes how attitudes undervalue women's achievements prior to childbearing and is also reflected in things like women taking step-down positions.

– **Adi Paterson, CEO, ANSTO**

There are still sometimes negative perceptions of part-time workers (both male and female) in some areas, which include judgements about their dedication to the organisation.

– **David Kalisch, Australian Statistician**

Our long term goal must be that all our children have it in their backbone that gender inequality is disrespectful and must be fought at every opportunity. I am pleased to have overseen a growth in the percentage of female associate professors from 27% to 35% over the past five years.

– **Peter Høj, Vice Chancellor, The University of Queensland**

We know STEM is a fundamental driver of innovation, and that diverse teams drive better results. Gender equality at all levels of STEM in Australia is essential, and my commitment is to continue to loudly and strongly support and advocate gender equality in all aspects of Australian society.

– **Gavin Fox-Smith, CEO, Johnson and Johnson ANZ**

During our session with male employees where we discussed women's careers, Nick said "this is the first session where I have had the opportunity to consider the impact I have on women's careers. I now realise how I could have been better." Let's provide our male employees the opportunity to learn and lead too.

– **Andrew Stevens, Non-Executive Director**

We need to work tirelessly to ensure that we remove any impediments restricting women from becoming surgeons. We are now facing the challenges head on. It will be our patients who benefit, and it is they who are ultimately our primary responsibility.

– **Spencer Beasley, Vice-President, Royal Australasian College of Surgeons**

I was surprised by the depth of bias within our organisation against women. We are working hard to redress this issue through programs such as unconscious bias training. However, we still have a long way to go change our culture and behaviours.

– **Alex Zelinsky, Chief Defence Scientist**

Never assume people understand the 'why' on the intended outcome. Continual elaboration and discussion is needed to get more people onside.

– **Giam Swiegers, Global Chief Executive Officer, Aurecon**

Since stepping up as an MCC, I have lifted the topic of gender equality well up the priority list, made it a part of our ongoing management conversations and have started to share our results and plans far more widely.

– **Tim Reed, CEO, MYOB**

This is not an adversarial 'us vs them' change that we are talking about. This is about people realising that there is an imbalance and working together to deliver the workforce to a place where it represents society.

– **Mike Foster, CEO, Fujitsu Australia**

As leaders we know we won't get it right every time, but we have to commit to trying new approaches all the time. After all, diversity is the compass to navigate innovation.

– **Larry Marshall, Chief Executive, CSIRO**

# What we heard from our people

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## **BOLD AND INCLUSIVE LEADERSHIP REQUIRED**

- Bold and sustained leadership is needed to keep the gender equality conversation alive and to drive change
- We should redefine leadership and success to challenge the norm of the 'ideal worker' who is available 24/7
- Women who have taken different paths to senior leadership in STEM make a difference by providing role models for future women leaders

*It's important for men to pull people (women and men) through not just pull men through.*

*We need to see female role models with different career paths in visible senior positions.*

*Leadership styles don't have to be the same. This can be a strength for the organisation. There is great benefit to having vulnerability in leadership from men and women, we don't see much of this.*

*We have to model behaviour we want to see in the organisation.*

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## **PERSISTENT CAREER PENALTY FOR CARING AND WORKING FLEXIBLY**

- Caring responsibilities continue to be seen as the domain of women and incompatible with a serious career
- Taking parental leave is a 'career killer' and there are negative perceptions and stigma around flexible and part-time work
- Flexible work is not normalised, particularly for men

*We have policies to enable flexibility but our managers lack the confidence to apply the policies as they are worried about the impacts.*

*Being part-time is seen as taking your foot off the gas. You expect not to progress for the next few years.*

*Working from home is seen as a reward for good work rather than a legitimate way of working.*

*It's important we recognise and respond to family commitments for men as well as women.*

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## **PERVASIVE EVERYDAY SEXISM AND STEREOTYPES**

- Subtle forms of sexism, discrimination and gendered stereotypes are 'sticky', creating environments that exclude women
- Unconscious bias in decisions about grants, promotions, recruitment and selection prevent women from progressing
- Bias and stereotypes also prevent men from taking on visible caring responsibilities
- It is often difficult to pinpoint and challenge subtle sexism

*Some women feel that reporting gender discrimination, sexism or bullying may still be a career limiting move for them. As such they may choose to simply endure it or move work areas/organisations.*

*We let men make mistakes, women are held to a standard that is higher.*

*Initiatives and ideas presented by women do not get the same support as those presented by men.*

*Women are always asked to handle the 'touchy feely stuff'.*

*Our social events are sports driven and don't include women.*

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## What we heard from our people

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### LACK OF A CRITICAL MASS OF WOMEN IN STEM

- The poor representation of women and girls in STEM education make it difficult to achieve gender balance in STEM leadership
- A 'boys club' culture and lack of visibility of women in STEM is an obstacle for growing the pipeline
- At graduation women have a more optimistic view of their potential which changes dramatically from that point onwards

*It is not just men that have a poor culture around women in STEM. Women often feel that they need to fit into a certain mould to progress; we impose this on ourselves.*

*Bringing women into a male dominated environment is often seen as a 'tick box' exercise rather than a genuine commitment to change.*

*We should deliberately employ an even split of men and women into our graduate roles, and move senior women from other areas (or from different backgrounds) into STEM leadership to help change the culture.*

*Peer networks in male-dominated fields can sometimes be seen as 'boys clubs', where women are excluded or they self-select out based on what is involved (e.g. conversations about sport, beers in the pub after work, etc).*

### GREATER ACCOUNTABILITY, TRANSPARENCY AND MEASUREMENT REQUIRED

- Organisations need to regularly monitor their progress on gender equality indicators
- Leaders, including managers, should be accountable to organisational gender equality targets
- Transparency around remuneration is needed to address the gender pay gap

*Our organisation needs to gather more information on how many women have left work after parental leave.*

*We need to monitor whether we are achieving 50/50 at every stage of the recruitment and employment cycle.*

*There should be systematic, transparent processes in place to support achieving pay parity.*

*In universities we need targets/quotas for leadership roles at the Departmental level, e.g. Head of School, Deputy Head of School, to ensure that there is an equal gender representation in leadership roles in all organisational units.*

The following pages outline the actions we are taking based on the opportunities identified in our listening and learning.

**ACTION:**

## Build equality and innovation mindsets

<b>Goal</b>	Foster organisational cultures that promote equality and innovation, and identify strategies to shift mindsets
<b>How we will measure our impact</b>	<ul style="list-style-type: none"> <li>• Culture and engagement surveys disaggregated by gender</li> <li>• Data from auditing the 'face' of MCC STEM organisations</li> <li>• Track data from equality and innovation mindset measurement tool</li> </ul>
<b>Our progress to date</b>	<ul style="list-style-type: none"> <li>• All MCC STEM organisations audited their public presence (website, social media profile and posts, publications, spokespeople) and have taken action to improve gender balance</li> <li>• All MCC STEM members committed to the Panel Pledge and communicated our commitment internally and externally</li> <li>• MCC STEM members took steps to make women visible in STEM:             <ul style="list-style-type: none"> <li>◆ Aurecon delivered its Aurecon Women Bringing Ideas to Life campaign showcasing the contributions and achievements of STEM women delivering high impact client experiences</li> <li>◆ The 'Faces of CSIRO' Campaign highlights the diverse roles of women in STEM</li> <li>◆ UQ women in STEM photo series raised visibility of women in STEM</li> <li>◆ RACS implemented an 'Operate with Respect' campaign to create more inclusive work environments for surgeons</li> </ul> </li> <li>• ANSTO introduced an equality and diversity statement for internal and external conferences and workshops</li> <li>• ABS and Aurecon issued internal communications regarding inclusive language at work</li> <li>• MCC STEM members held a listen and learn with leading global expert on growth mindset, Carol Dweck, with a view to applying the concept to promote gender equality and innovation</li> </ul>
<b>What we will do</b>	<ul style="list-style-type: none"> <li>• Introduce equality and diversity into everyday conversations about STEM and innovation in our organisations</li> <li>• Introduce regular and informal personal communication from the CEO on equality and diversity to keep the conversation alive with all employees</li> <li>• Apply the Panel Pledge also to internal meetings and events</li> <li>• Develop and pilot a tool to assess whether our organisational mindsets foster equality and innovation</li> <li>• Pilot a campaign to challenge stereotypes and norms regarding gender equality in STEM</li> </ul>



**ACTION:**

## Dismantle barriers for carers and normalise flexible work

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<b>Goal</b>	Create conditions for carers to thrive through supportive policies and normalise flexible working for women and men at all levels
<b>How we will measure our impact</b>	<ul style="list-style-type: none"><li>• Return and retention from parental leave metrics</li><li>• Uptake of parental leave by women and men</li><li>• Metrics on flexible work</li></ul>
<b>Our progress to date</b>	<ul style="list-style-type: none"><li>• ANSTO, Aurecon, CSIRO and Fujitsu offer all positions to be undertaken flexibly with a default response of 'yes'</li><li>• Aurecon introduced Shared Care to support men and secondary carers in same-sex relationships to take over as primary carers with full parental leave pay; Aurecon pays superannuation on both paid and unpaid parental leave</li><li>• J&amp;J increased its parental leave entitlements for primary and secondary carers</li><li>• MYOB introduced paid superannuation on parental leave and experienced an increase of the proportion of its workforce accessing paid parental leave by 8 percent</li><li>• ABS and ANSTO strengthened policies and practice to enable staff on parental leave to stay more connected while on leave</li><li>• UQ is working to strengthen parental leave provisions for Higher Research Degree students</li><li>• ANU is taking action to meet the demand for child care on campus over the next five years</li></ul>
<b>What we will do</b>	<ul style="list-style-type: none"><li>• Review MCC STEM flexible work, carer and parental leave policies against national and international standards</li><li>• Develop and implement a plan to improve employee engagement around parental leave</li><li>• Hold senior management team discussions on flexible work practices, barriers and enablers</li><li>• Develop a 'Flex Power List' across MCC STEM organisations of employees at all levels working flexibly, particularly men at senior levels</li><li>• Review career outcomes for carers and employees working flexibly and identify opportunities to tackle barriers</li></ul>

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**ACTION:**

## Grow the pipeline

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<b>Goal</b>	Improve the gender balance of the STEM pipeline, with a view to ultimately reaching 50 percent gender balance at all levels of recruitment and promotion
<b>How we will measure our impact</b>	<ul style="list-style-type: none"><li>• Gender balance in recruitment (including graduates), promotion and management</li><li>• Gender balance of participation in key talent programs</li><li>• Number of innovative ideas for attracting women to STEM employment and review of implementation programs</li></ul>
<b>Our progress to date</b>	<ul style="list-style-type: none"><li>• ABS, ANU, Aurecon and CSIRO have gender targets in place for women in leadership positions</li><li>• MYOB introduced and met their target of 40 percent women for hires in entry level engineering roles</li><li>• RACS set targets for women in surgical training and women on RACS boards and committees</li><li>• ABS, ANSTO, Aurecon, CSIRO, UQ, J&amp;J, MYOB, and RACS are delivering inclusive leadership and/or unconscious bias training for leaders</li><li>• ANU and Aurecon have leadership programs for high potential women</li><li>• DST is tracking gender balance in recruitment, and has improved results following unconscious bias training and using blind recruitment practices</li></ul>
<b>What we will do</b>	<ul style="list-style-type: none"><li>• Conduct focus groups with recent graduate and early career women in STEM roles to identify enablers and barriers for attraction, retention and progression</li><li>• Review and improve MCC STEM women's attraction and talent programs</li><li>• Review, set and/or implement gender equality targets at all stages of recruitment and promotion of women across the organisation</li><li>• Review secondary and tertiary education programs offered by MCC STEM organisations</li></ul>

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**ACTION:**

## Lead on gender reporting and transparency

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<b>Goal</b>	Deepen our understanding of gender inequality in our organisations and strengthen accountability for action
<b>How we will measure our impact</b>	<ul style="list-style-type: none"><li>• Annual report of baseline gender representation data and best practice internal metrics</li><li>• Gender pay gap analysis conducted every 2 years</li></ul>
<b>Our progress to date</b>	<ul style="list-style-type: none"><li>• MCC STEM committed to report on:<ul style="list-style-type: none"><li>◆ Interviews/hires/promotions, by level, by gender</li><li>◆ Hires, STEM/non-STEM roles, by gender</li><li>◆ Leadership program participation, by gender</li><li>◆ Voluntary turnover, by gender</li><li>◆ Median salary for like-for-like roles, by gender</li><li>◆ % total remuneration package increase for like-for-like roles, by gender</li><li>◆ Formal flexible working arrangements, organisation wide, CEO to CEO-4, by gender</li><li>◆ Return from parental leave with continued employment for 12/24/36 months</li><li>◆ Promotions before/during/after carer/parental leave</li></ul></li><li>• 90 percent of organisations have completed a pay equity audit or review in the last 24 months</li><li>• ANSTO, ANU, CSIRO, DST, and UQ have conducted in-depth data analysis as part of the SAGE pilot to identify bottlenecks for achieving gender equality in STEM</li><li>• RACS is reporting half yearly on key indicators for gender equality in the surgery profession</li><li>• Aurecon was awarded a WGEA Employer of Choice for Gender Equality citation for 2016-2017</li></ul>
<b>What we will do</b>	<ul style="list-style-type: none"><li>• Establish a baseline and monitor progress on our agreed best practice reporting framework</li><li>• Conduct a gender pay equity review at least every 2 years using an externally verified methodology (e.g. WGEA)</li><li>• Review best practice approaches to closing the gender pay gap</li><li>• Take CEO-led action to close the pay gap</li></ul>

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# Women's Representation Summary

■ Balance Achieved (40-60% women) 
 ■ Improved in the last year 
 ■ Imbalanced or steady in the last year<sup>1</sup>
■ Declined in the last year

## SHARE OF WOMEN (%)\*

Organisation	Key Management Personnel	Other Execs/ General Manager	Senior Managers	Other Managers	Non-Managers
ABS	33.3	42.9	42.8	49.8	52.2
Aurecon <sup>2</sup>	0.0	18.5	8.7	14.8	66.0
ANSTO	20.0	n/a	29.7	24.9	29.6
ANU	51.5	36.1	50.4	48.2	51.7
CSIRO	40.0	19.2	33.3	31.5	43.0
DST	16.7	6.5	16.8	15.7	25.8
Fujitsu Australia	30.0	14.3	17.7	16.9	20.8
Johnson & Johnson	41.7	46.9	39.3	53.5	65.8
MYOB Australia	25.0	n/a	39.4	28.8	38.5
UQ	26.1	26.8	35.5	51.3	56.3

	Applications to Surgical Training (2017)	Accepted into Surgical Training (2017)	New Fellows (2017)	Total Active Fellows (2017)	Women on Board and Main Committees (2017)
Royal Australasian College of Surgeons*	29.0	31.0	24.0	14.0	23.0

\*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 2016/17 Reporting and comparison is to the 2015/16 reported figures. ABS, ANSTO, CSIRO and DST do not report to WGEA, but the data has been provided using the same categories for the period ending March 31 2017 and the previous year. The Royal Australian College of Surgeons does not directly employ surgeons, but sets standards for surgeons and oversees the training program and admission to fellowship.

<sup>1</sup> Within 0.5%

<sup>2</sup> Due to changes in reporting, the data for Aurecon is not comparable between 2015/2016 and 2016/2017

# MCC STEM Charter

## → OPPORTUNITY FOR ACTION

Women are severely under-represented in Science, Technology, Engineering and Maths (STEM) education and employment, particularly in senior leadership positions. Innovation and excellence in STEM is vital for harnessing new sources of growth in our economy. More than a quarter of Australia's economy exists due to scientific advances developed in the last 30 years. Looking ahead, STEM will play an even greater role in delivering the next stage of Australia's economic growth.

Unless we disrupt the status quo to significantly increase the representation of women in STEM, our nation will not fulfill its full innovation and growth potential. Advancing gender equality is vital for realising women's human rights and creating a fair and prosperous Australia.

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## → OBJECTIVE

The Male Champions of Change STEM exists to achieve a significant and sustainable increase in the representation of women in leadership positions in STEM. We hold ourselves to account by tracking women's representation in our organisations and progress more broadly in STEM in Australia.

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## → OUR COMMITMENT

We are committed to utilising the power and influence we hold to step up beside women to deliver change. We will work together 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 in STEM and beyond. This listening and learning must then translate into taking practical action, tracking the impact of our actions so that we can be effective in achieving our objective. We commit to inspiring other STEM leaders to step up to create change.

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## → WE COMMIT TO:

Step up beside women

- Listen and learn from women's experience and leadership in STEM
- Partner with women – a vision driven together is more likely to succeed
- Take responsibility with women for accelerating change in our organisations
- Advocate for increasing women's representation in STEM leadership in our sphere of influence

Prioritise achieving progress

- Attendance at MCC STEM meetings is essential
- Treat women's representation in STEM as a priority
- Set targets for women's representation that crystallise intent
- Invest capital, time, and people to achieve our aspiration

Stand behind our numbers, sharing lessons learned

- Assess and publicly report on our individual and collective progress and results
- Track progress made, failures and lessons learned

Shift the system, not 'fix women'

- Understand and address systemic biases and impediments that get in the way of women's advancement in STEM
- Change workplace conditions, cultures and mindsets to ensure both women and men advance within our organisations and avoid solutions that put the onus on women to adapt
- Recognise that advances for women are advances for men and everyone has a role to play in achieving gender equality





The MCC STEM is supported by the Australian Government's National Innovation and Science Agenda



The Male Champions of Change strategy is about men stepping up beside women and being accountable for achieving gender equality. Founded in 2010 by the former Sex Discrimination Commissioner, Elizabeth Broderick, the Male Champions of Change has now grown to a coalition of over 160 leaders across Australian business and government who collectively employ some 726,400 people, representing 5.97 percent of the Australian workforce.

