



PROGRESS REPORT 2014

# **MALE CHAMPIONS OF CHANGE**

*LISTENING, LEARNING, LEADING WITH ACTION*



**Glen Boreham**  
Non-Executive Director



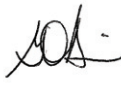
**Ian Narev**  
Managing Director and Chief Executive Officer, CBA



**David Thodey**  
Chief Executive Officer, Telstra



**Gordon Cairns**  
Non-Executive Director



**Grant O'Brien**  
Managing Director and Chief Executive Officer,  
Woolworths Limited



**Gary Wingrove**  
CEO, KPMG Australia



**Elmer Funke Kupper**  
Managing Director and Chief Executive Officer, ASX



**Dr Martin Parkinson, PSM**  
Former Secretary, The Treasury



**Stephen Fitzgerald**  
Non-Executive Director  
United Kingdom



**Alan Joyce**  
Managing Director and Chief Executive Officer,  
Qantas Airways Limited



**Stephen Roberts**  
CEO, Citi Country Officer, Australia



**Michael Rennie**  
Partner, McKinsey & Company  
Dubai



**Harry Kenyon-Slaney**  
Rio Tinto



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



**Geoff Wilson**  
Chief Operating Officer, KPMG Asia Pacific  
Hong Kong



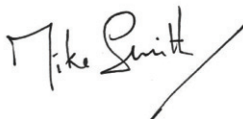
**John Lydon**  
Managing Partner, McKinsey & Company



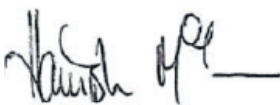
**Stephen Sedgwick AO**  
Former Australian Public Service Commissioner



**Kevin McCann, AM**  
Non-Executive Director



**Mike Smith, OBE**  
Chief Executive Officer, ANZ



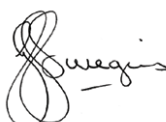
**Hamish McLennan**  
CEO and Managing Director, Network Ten



**Andrew Stevens**  
Non-Executive Director, Former Managing Director,  
IBM Australia and New Zealand



**Lieutenant General David Morrison, AO**  
Chief of Army



**Giam Swiegers**  
Former Chief Executive Officer, Deloitte Australia

#### INTERNATIONAL AMBASSADORS

# Our Progress Report 2014

The Male Champions of Change (MCC) collaboration aims to achieve a significant and sustainable increase in the representation of women in leadership. Established in 2010 by Elizabeth Broderick, Sex Discrimination Commissioner, our group comprises 25 CEOs, department heads and non-executive directors from across business and federal government.

Having male leaders step up beside women and lead on gender equality is at the heart of the MCC strategy. For so long, women alone have led the way, advocating for hard-won improvements, when so many men also hold power to support change.

While in real terms more women are attaining leadership positions within our organisations, we know we still have much to contribute. We believe that investments made now in systemic change – particularly in sectors where women are traditionally under-represented – will progressively provide the payoff that we are looking for.

None of us can claim to have everything right. Yet we are resolute that championing change on gender equality cannot wait until we can all claim to be perfect role models. As leaders and employers, we know there is much more we can and will do. We continue to listen and learn. We will be persistent in leading change.

In this report we summarise our results, progress and insights gained from the program of work we announced in November 2013. Highlights include:

- ◆ Launch of the Leadership Shadow Model
- ◆ Enhancements to the ASX Corporate Governance Principles
- ◆ Promising leading indicators
- ◆ Innovative initiatives (All Roles Flex, Notable Women)

We are grateful to those who guide and support our work, in particular Chief Executive Women, Catalyst, Diversity Council of Australia, Women's Leadership Institute Australia and the Workplace Gender Equality Agency.

Most importantly, we thank our more than 400,000 employees, especially the more than 170,000 women among them who challenge and inspire us to deliver on our mission every day.

We welcome your feedback.



# Our Action Plan

Our action plan, which we have worked on through 2014, describes an interconnected set of themes we are focusing on to change the game on women's representation within our organisations.

## Theme

## Heart of the issue

**1**

### **Stepping up as leaders**



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.

**2**

### **Creating accountability**



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.

**3**

### **Disrupting the status quo**



The status quo on gender equality can lead to low expectations of women's representation. At times, we assume that obstacles to women's advancement are inevitable or insurmountable. This is not the case, but standard approaches are not enough.

**4**

### **Dismantling barriers for carers**



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'.

The pages that follow provide an update on our efforts and impact across each of the four themes.

# 1 Stepping up as Leaders

## Action

## Progress



### **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.

- ◆ **Model to drive progress.** The Leadership Shadow model was launched with Chief Executive Women (CEW), the pre-eminent organisation representing Australia's most senior women leaders from the corporate, public service, academic and not-for-profit sectors. The model suggests leadership behaviours that support progress on gender equality. More than 350 leaders were directly briefed. The model was shared with 2,200 ASX-listed entities, and is now included as part of the Workplace Gender Equality (WGEA) Strategy Toolkit and Pay Equity Briefing Note.
- ◆ **New members.** The MCC welcomed three new members and organisations - Harry Kenyon-Slaney (Rio Tinto Energy; May), Hamish McLennan (Ten; May) and Michael Spence (University of Sydney; November).
- ◆ **Membership transitions.** The MCC welcomed new leaders from existing member organisations: Gary Wingrove took over from Geoff Wilson at KPMG, who became an MCC Ambassador (Hong Kong). John Lydon took over from Michael Rennie at McKinsey, who also became an MCC Ambassador (Dubai). Cindy Hook was appointed CEO of Deloitte. She is the first woman to lead a Big Four firm in Australia. She is also the first woman to succeed an MCC. The MCC look forward to Cindy's participation in 2015.
- ◆ **Public advocacy.** MCCs participated in more than 75 speaking engagements on gender equality in Australia and internationally. This included International Women's Day, International Day to End Violence Against Women and many throughout the year.
- ◆ **Practical guide.** In response to requests, the MCCs developed a practical guide to replicating the strategy. The approach was piloted by 5 groups across a range of settings – at a national (Japan), State (Queensland, Victoria) and sector level (elite sports, property).



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

- ◆ **Key personnel.** 27% of MCC corporations (IBM, Qantas and Ten) achieved gender balance across their Key Management Personnel; 91% exceeded the WGEA Benchmark for their Industry. (See Table 1 on page 10).
- ◆ **Focused effort.** CEW profiled the Treasury Department's efforts to improve gender balance as part of its Case Study Program. Leadership and targeted interventions made were highlighted. In keeping with the Department's analytical culture, gender data was made widely available (hiring, promotions, proportions of performance management rating). Department members were encouraged to leverage the data to develop insights and propose solutions. Regular gender reporting was established. A new performance framework was instituted. Flexible Work was encouraged.
- ◆ **Innovation and trial.** Innovative approaches to engage leadership teams included Goldman Sachs' 'Hot Seat' initiative which requires Managing Directors to present detailed Women in Leadership Plans as part of quarterly business reviews. A panel of leaders challenge progress and provide feedback on how to accelerate improvement.



### **End the leadership lottery for women.** Actively develop, promote and advance inclusive leaders across your organisation.

- ◆ **Strategies in place.** 100% of MCC organisations who have not yet achieved gender balance have a strategy in place to build leadership capability in gender equality. There is still work to do to ensure that all leaders, particularly middle managers, are taking action to improve gender balance.
- ◆ **Programs in place.** Development programs focused on inclusive leadership are provided to leaders at Army, ANZ, ASX, CBA, Deloitte, KPMG, Goldman, McKinsey, Rio Tinto, Telstra, Treasury, Qantas and Woolworths.

# 2 Creating Accountability

## Action

## Progress



**Lead on gender reporting.** Take reporting to a deeper level, with consistent reporting standards, to create a more transparent and granular view of the pipeline and progress.

- ◆ **Reporting across corporate Australia and beyond.** MCCs championed a robust approach to external reporting, now included in enhancements to the ASX Corporate Governance Principles. 2,200 ASX entities are in the process of transitioning to the third edition of the principles. Viewed as best practice globally, these principles are now being emulated by the ASX's international counterparts.
- ◆ **Alignment in reporting.** MCC organisations aligned their reporting approach with the best practice guidelines from the Corporate Governance Principles (ASX-listed) and WGEA (Australian Reporting Entities). The Annual State of the Service report to Parliament transitioned to an ASX comparable format. Agencies with most opportunity for improvement were identified. Ian Watt and Stephen Sedgwick followed up with targeted questions about how low representation levels were being addressed.
- ◆ **International connections.** MCC convener Elizabeth Broderick delivered the key-note address, describing the MCC strategy to the World Federation of Exchanges' annual conference, which represents 64 publicly regulated stock, futures and options exchanges. The potential for exchanges to step up their leadership was discussed, including through Corporate Governance Principles.



**Set granular targets.** Break entrenched patterns by engaging managers in the objective of women's representation on their teams and more broadly.

- ◆ **Target setting.** 75% of MCC organisations have targets to improve the representation of women in leadership embedded in senior executive KPIs.
- ◆ **The Panel Pledge.** MCCs remain committed to their 'Panel Pledge' to increase women's representation in public forums, panels and taskforces they participate in. When asked to be involved in, or sponsor, a panel or conference each MCC asks about organiser efforts to ensure women leaders are represented. ANZ and Telstra have cascaded the Panel Pledge to executives.
- ◆ **Continuing to seize opportunities for influence.** In response to the Panel Pledge initiative, conference organisers are taking a more deliberate approach to the inclusion of women. Despite this, the MCCs acknowledge and have learned from a missed opportunity to ensure stronger representation of women leaders as part of B20-related forums.



**Drive a supplier multiplier.** Communicate to suppliers how important gender balance is to you. Encourage and support suppliers who build and present more gender-balanced teams.

- ◆ **Supplier partnerships.** A number of MCC organisations finalised changes to their Supplier Codes of Conduct to include expectations of gender balance. This includes ANZ, ASX, Citi, CBA, Deloitte, Goldman Sachs, KPMG, Telstra, and Qantas.
- ◆ **Example initiatives.** As members of WeConnect in Australia, Goldman Sachs and IBM track dollars spent with women-owned enterprises in their supply chain.
- ◆ **Focus on results.** The results are promising, with many suppliers lifting their gender balance aspirations. At ANZ, diversity and inclusion is now a scored element in the evaluation criteria for all suppliers.
- ◆ **Awards and recognition.** Telstra incorporated diversity and inclusion criteria into its 2015 Australian Business Award program by asking entrants questions around targets for improving workplace gender equality, efforts to create an inclusive culture, reflect their diverse customer bases and Flexible Work practices.

# 3 Disrupting the Status Quo

## Action

## Progress



**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.** 69% of MCC organisations with graduate recruitment programs achieved gender balance, 31% achieved more than 50%. Army almost doubled the number of women recruited, reflecting new approaches. This will continue to be an area of attention in 2015.
- ◆ **Talent:** 58% of MCC corporations with mid level talent development programs achieved at least 40% female representation; 25% achieved balance in senior level talent programs. We are conscious that more progress must be made here.
- ◆ **Lifting external hiring.** 71% of MCC corporations improved the gender balance of their external hiring.
- ◆ **Attending to process details.** ANZ, CBA, McKinsey and Telstra have put in place detailed requirements around women's representation on interview panels, as well as reporting requirements for each stage of the recruitment process. At ANZ, this means at least one woman on all internal and external recruitment shortlists and succession plans, and a specific focus on balance for recruitment, promotions, talent participants and winners of CEO recognition programs. Rio Tinto has put in place shortlisting targets for women.



**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.

- ◆ **Formal sponsorship programs.** 76% of MCC organisations have put in place formal sponsorship programs to ensure women have the same access to opportunities and advocacy as men.
- ◆ **CBA.** Focus on internal advancement delivered. Women made up more than 44% of Executive Manager and above promotions. CBA's Springboard program provides development for 700 women with a focus on Executive Manager readiness.
- ◆ **Army.** Women's representation in officer training, the entry point into military executive levels, increased to 20%.
- ◆ **Citi.** Citi's 'Reverse Mentoring' Program, profiled as a WGEA's Employer of Choice practice, provided mentorship for senior men by mid-level women, and also created sponsorship.
- ◆ **KPMG.** KPMG's redesign of its partner admission process, profiled as a WGEA Employer of Choice practice, planned for critical experiences and delivered improved representation.
- ◆ **ANZ.** ANZ's 'Notable Women' program supported mid-to senior level women to increase their public profile through speaking engagements and media appearances.
- ◆ **Qantas.** Qantas appointed a woman as Chief Pilot for Jetstar - an Australian first.
- ◆ **Pay equity.** 93% of MCC corporations completed a gender pay gap analysis, with 85% of these taking action as a result. Hamish McLennan, Ian Narev, Mike Smith, David Thodey, and Gary Wingrove joined the WGEA campaign as Pay Equity Ambassadors. CBA, KPMG and Ten provided support as members of the WGEA Pay Equity Advisory Group. An in-depth case study on Telstra's approach to pay equity was published.



**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.** Telstra introduced 'All Roles Flex', a company-wide approach whereby flexibility is now considered the starting point for work. ASX and the Treasury have also adopted the approach.
- ◆ **Innovative piloting example.** Woolworths new workplace flexibility program, WoWFlex, was launched covering more than 550 employees from 7 teams. The pilot is focused on encouraging flexible work and supported by a new flexibility policy, activity-based working model and physical office redesign.

# 4 Dismantling Barriers for Carers

## Action

## Progress



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

◆ **Implementing parent focused career outcomes.** MCCs conducted reviews of their parental leave process, implementing targeted changes. For example, KPMG's new Supporting Parents at Work program, which included a new portal, and heightened expectations of managers, saw an increase in return to work rates to 95%. Qantas also increased focus on working parents, piloting an approach with transition coaching, and centralised resources with strong results.



**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.

◆ **Acknowledged gaps and performance shortfalls.** The MCCs are viewing the results of the Australian Human Rights Commission's National Review into Pregnancy and Return to Work as motivation to formulate and take further action in 2015. The review found that:

- 49% of mothers reported experiencing discrimination in the workplace at some point during pregnancy, parental leave or return to work.
- 27% of the fathers and partner respondents also reported experiencing discrimination when requesting or during parental leave or return to work.
- The experience was perceived to be worse in larger organisations.



**Support an expansive review of caring, including childcare options.** The issues are system-wide and need to be addressed at the appropriate level.

◆ **Contribution to Productivity Commission review.** MCC organisations contributed to submissions to the Productivity Commission review into Childcare and Early Learning through partner organisations (i.e. Business Council of Australia, Diversity Council of Australia) or independently (ANZ, Telstra, Woolworths).

◆ **Keeping up MCC's interest in the process.** The Productivity Commission's Draft Report was delivered in July 2014, and sent to government in October. The MCC look forward to actively supporting the implementation of recommendations that remove barriers to parents' workforce participation.

# Table 1: Women's Representation Summary

## Compared with WGEA Comparison Group

■ BALANCE (40-60% WOMEN) <sup>1</sup>
■ ABOVE
 ■ AT <sup>2</sup>
■ BELOW

| Women's Representation (%)   |                          |                              |                 |                |              |  |       |
|------------------------------|--------------------------|------------------------------|-----------------|----------------|--------------|--|-------|
| Organisation                 | Key Management Personnel | Other Execs/ General Manager | Senior Managers | Other managers | Non-Managers | WGEA Comparison Group <sup>3</sup>                             | Board |
| <b>ANZ</b>                   | 33.3                     | 26.9                         | 30.1            | 41.6           | 70.2         | Banking (5000+ employees)                                      | 25.0  |
| <b>ASX</b>                   | 25.0                     | 30.6                         | 18.2            | 46.2           | 42.2         | Financial and Insurance Services (500-999 employees)           | 28.6  |
| <b>CBA</b>                   | 27.3                     | 31.1                         | 31.3            | 32.6           | 60.9         | Banking (5000+ employees)                                      | 33.3  |
| <b>Citi</b>                  | 26.7                     | 21.7                         | 26.1            | 33.8           | 49.7         | Banking (1000+ employees)                                      | 16.0  |
| <b>Deloitte</b>              |                          |                              | 39.3            | 46.4           | 53.0         | Accounting Services (1000+ employees)                          | 25.0  |
| <b>KPMG</b>                  |                          | 32.0                         | 43.7            | 50.3           | 54.3         | Accounting Services (1000+ employees)                          | 33.0  |
| <b>McKinsey</b>              |                          | 10.0                         | 19.4            | 31.4           | 50.9         | Management and Related Consulting Services (250-499 employees) |       |
| <b>Qantas</b>                | 40.0                     | 25.4                         | 32.3            | 38.0           | 40.3         | Air and Space Transport (1000+ employees)                      | 22.0  |
| <b>Rio Tinto</b>             | 33.3                     | 7.5                          | 13.4            | 23.0           | 18.8         | Mining (5000+ employees)                                       | 21    |
| <b>Telstra</b>               | 14.3                     | 26.1                         | 23.6            | 25.3           | 29.8         | Wired Telecommunications Network Operations (all employees)    | 30.0  |
| <b>Ten</b>                   | 50.0                     | 25.0                         | 40.0            | 40.5           | 45.7         | Television Broadcasting (all employees)                        | 30.0  |
| <b>Woolworths</b>            | 20.0                     | 34.9                         | 32.7            | 36.9           | 54.9         | Supermarket and Grocery Stores (5000+ employees)               | 33.3  |
| Public Sector Organisations  |                          |                              |                 |                |              |  |       |
| <b>Army <sup>4</sup></b>     | 9.0                      | 10.5                         | 14.2            | 12.8           | 11.7         |  |       |
| <b>PMC <sup>5</sup></b>      | 62.0                     | 64.0                         | 44.3            | 61.1           | 66.5         |  |       |
| <b>Treasury <sup>5</sup></b> | 28.6                     | 26.2                         | 41.5            | 44.7           | 54.5         |  |       |

<sup>1</sup> 'Balance' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). <sup>2</sup> Representation within 0.5% (above or below) WGEA Comparison Group Benchmark. <sup>3</sup> Comparison group based on closest industry, and identified in consultation with the WGEA. The MCC thank the WGEA for their input. See Appendix 1 (page 15) for detail on benchmarks. For more information and resources, see [www.wgea.gov.au](http://www.wgea.gov.au) <sup>4</sup> Army, figures represent from left to right, Star Ranking officers, Colonels, Majors and Lieutenant Colonels, Warrant Officers Class 2 to Captain, Recruit and Officer Cadet to Sergeant. <sup>5</sup> For Treasury and PMC, figures represent from left to right, CEO-1, CEO-2, CEO-3, CEO-4, APS-EL1 staff. Note: Goldman Sachs and IBM data not included.

## Table 2: Leading Indicator Summary

■ BALANCE (40-60% WOMEN) <sup>1</sup>

■ IMPROVED PRIOR 12 MONTHS

■ NOT IMPROVED PRIOR 12 MONTHS

| Women's representation (%)  |                        |                       |                              |           |                          |                       |
|-----------------------------|------------------------|-----------------------|------------------------------|-----------|--------------------------|-----------------------|
| Organisation                | Hiring                 |                       | Talent Programs <sup>4</sup> |           | Engage-ment <sup>5</sup> | Parental Leave Return |
|                             | Graduates <sup>2</sup> | External <sup>3</sup> | Mid-Level                    | Executive |                          |                       |
| ASX                         | 33                     | 43                    | 47                           | 31        | 62                       | 89                    |
| ANZ                         | 49                     | 27                    | 50                           | 50        | 75                       | 95                    |
| CBA                         | 51                     | 41                    | 54                           | 30        | 82                       | 95                    |
| Citi                        | 32                     | 45                    | 30                           | 35        | 63                       | 80                    |
| Deloitte                    | 50                     | 47                    | 38                           | 37        | 76                       | 84                    |
| KPMG                        | 44                     | 47                    | 41                           | 26        | 95                       | 96                    |
| McKinsey                    | 44                     | 42                    | N/A                          |           | 59                       | 100                   |
| Qantas                      | 50                     | 41                    | 40                           | 50        | 74                       | 97                    |
| Rio Tinto                   | 36                     | N/A <sup>6</sup>      | 25                           |           |                          | 53                    |
| Telstra                     | 41                     | 41                    | 43                           | 50        | 85                       | 92                    |
| Ten                         | N/A                    | 48                    | N/A                          |           |                          | 100                   |
| Woolworths                  | 44                     | 47                    | 51                           | 38        |                          | 92                    |
| Public Sector Organisations |                        |                       |                              |           |                          |                       |
| Army                        |                        | N/A                   |                              |           | N/A                      | 100                   |
| PMC                         | 61                     | 65                    | 79                           |           |                          | 100                   |
| Treasury                    | 45                     | 71                    | N/A                          |           | 77                       | 95                    |

<sup>1</sup> 'Balance' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). <sup>2</sup> Representation of women in graduate programs - measured either by share of accepted offers or share of starting class. <sup>3</sup> Representation of women in hiring - including entries facilitated by service providers. Interim recruitment arrangements commenced for the Commonwealth Public Service in October 2013 restricting external recruitment. <sup>4</sup> Representation of women in formal programs whose objective is to develop and accelerate high potential talent. Mid-Level and Executive defined by each organisation. <sup>5</sup> Engagement as measured by staff engagement surveys. Green indicates women at least as engaged as men. Army does not yet split its engagement survey data by gender.

<sup>6</sup> Tracking being put in place. N/A indicates that the organisation does not have a significant program. For example, Ten does not have a formal graduate program. Army does not have a substantial external hire program. McKinsey, Ten and Treasury do not have a formal talent program. Note: Goldman Sachs and IBM data not included.

# Our Approach

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

This involves:

- ◆ 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, sharing successes, failures and learnings along the way.
- ◆ Working collectively to advocate for change more broadly in the community.

| Timeline and progress |  |
|-----------------------|--|
| 2010                  |  |
| <b>April</b>          | <p>A group of senior men meet with Sex Discrimination Commissioner Elizabeth Broderick to explore the idea of a group focused on increasing women's representation in leadership.</p> <p>The group agrees to form the MCC, 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).</p>                 |
| 2011                  |  |
| <b>Over 2011</b>      | Michael Luscombe & Grant O'Brien (Woolworths), Sir Ralph Norris (CBA), Mike Smith (ANZ), Stephen Sedgwick (Australian Public Service Commission) and Andrew Stevens (IBM) join the MCC.  |
| <b>November</b>       | MCCs release their first report - a letter to corporate leaders titled <i>Our experience in elevating the representation of women into leadership</i> at a 300-person Business Forum.  |
| 2012                  |  |
| <b>Over 2012</b>      | <p>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 their organisations and across society.</p> <p>Elmer Funke Kupper (Australian Securities Exchange), David Morrison (Army), Ian Narev (CBA), Dr. Martin Parkinson (Department of the Treasury), Michael Rennie (McKinsey &amp; Company), Simon Rothery (Goldman Sachs), Dr. Ian Watt (Department of the Prime Minister and Cabinet), and Geoff Wilson (KPMG) join the MCC.</p> |
| <b>November</b>       | 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.   |

| Timeline and progress (continued)   |   |
|---|---|
| 2013  |   |
| <b>March</b>  | MCCs announce their 12-point plan, including their specific areas of focus, to their employees on International Women's Day.  |
| <b>June</b>   | 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.  |
| <b>August</b>   | 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.   |
| <b>October</b>  | MCCs announce their Supplier Multiplier – an initiative focused on encouraging and supporting their suppliers to increase the representation of women in leadership.  |
| <b>November</b>   | MCCs release a new letter to business leaders entitled <i>Accelerating the advancement of women in leadership: Listening, Learning, Leading</i> , 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 their direct reports, senior government and community leaders and non-executive leaders. The letter is distributed to all ASX-listed entities. |
| 2014  |   |
| <b>February</b>   | John Lydon (McKinsey) joins the MCC. Michael Rennie becomes an international ambassador with his move to Dubai.   |
| <b>March/April</b>  | MCCs, in collaboration with Chief Executive Women (CEW), Australia's peak body of executive women, release a new letter to business leaders entitled <i>It starts with us: The Leadership Shadow</i> – which describes a model for leaders to reflect on how their own leadership is contributing to the representation of women in leadership. The letter is distributed to all ASX-listed entities.   |
| <b>May</b>  | Hamish McLennan (Ten) and Gary Wingrove (KPMG) join the MCC. Geoff Wilson (KPMG) becomes an international ambassador with his move to Hong Kong.  |
| <b>July-December</b>  | MCCs codify their 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.  |
| <b>November</b>   | 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 to End Violence Against Women.<br><br>Michael Spence (University of Sydney) joins the MCC.   |
| 2015  |   |
| <b>February</b>   | 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.   |
| <b>March</b>  | MCCs release their first annual Progress Report aimed at creating a new level of transparency around progress and to share experiences.   |
| <p>Since their formation, the MCCs have spoken at more than 250 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), Women's Leadership Symposium (Japan), World Summit for Women (Paris), and the World Bank.</p> |   |



## Appendix 1: WGEA Comparison Group Benchmarks

| Women's Representation (%)                                     |                          |                              |                 |                |              |                       |
|--|--------------------------|------------------------------|-----------------|----------------|--------------|-----------------------|
| WGEA Comparison Group  | Key Management Personnel | Other Execs/ General Manager | Senior Managers | Other managers | Non-Managers | Organisation          |
| Accounting Services (1000+ employees)                          | 21.4                     | 31.7                         | 37.4            | 48.9           | 56.8         | <b>KPMG, Deloitte</b> |
| Air and Space Transport (1000+ employees)                      | 20.6                     | 26.2                         | 30.9            | 38.5           | 42.2         | <b>Qantas</b>         |
| Banking (1000+ employees)                                      | 26.0                     | 21.4                         | 29.5            | 40.3           | 61.7         | <b>Citi</b>           |
| Banking (5000+ employees)                                      | 25.0                     | 22.8                         | 29.9            | 40.7           | 62.0         | <b>ANZ, CBA</b>       |
| Financial and Insurances (500-999 employees)                   | 20.6                     | 23.5                         | 27.6            | 42.2           | 56.7         | <b>ASX</b>            |
| Management and Related Consulting Services (250-499 employees) | 22.5                     | 26.3                         | 29.9            | 30.9           | 46.1         | <b>McKinsey</b>       |
| Mining (5000+ employees)                                       | 18.8                     | 11.8                         | 15.1            | 17.6           | 15.3         | <b>Rio Tinto</b>      |
| Supermarket and Grocery Stores (5000+ employees)               | 16.2                     | 30.1                         | 31.9            | 37.3           | 55.1         | <b>Woolworths</b>     |
| Television Broadcasting (all employees)                        | 32.9                     | 25.7                         | 37.0            | 41.4           | 48.6         | <b>Ten</b>            |
| Wired Telecommunications Network Operations (all employees)    | 9.4                      | 25.4                         | 22.9            | 23.9           | 28.8         | <b>Telstra</b>        |

Note: 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](http://www.wgea.gov.au).



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*LISTENING, LEARNING, LEADING WITH ACTION*

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