PROGRESS REPORT 2015

MALE CHAMPIONS OF CHANGE

LISTENING, LEARNING, LEADING WITH ACTION

Paul Anderson Chief Executive Officer, Ten Network

Lieutenant General Angus Campbell DSC, AM Chief of Army

Elmer Funke Kupper Managing Director and Chief Executive Officer, ASX

BHLOOM

Lieutenant General David Morrison, AO (Ret'd) Non-Executive Director

elkes

Andrew Penn Chief Executive Officer, Telstra

herall

Dr Michael Spence Vice-Chancellor and Principal, The University of Sydney



Dr lan Watt AO Non-Executive Director

Glen Boreham AM Non-Executive Director

Shayne Elliott Chief Executive Officer, ANZ

Greg Lilleyman Group Executive, Technology & Innovation, Rio Tinto

Ian Narev Managing Director and Chief Executive Officer, CBA

Stephen Roberts CEO, Citi Country Officer, Australia

Andrew Stevens Non-Executive Director

Gary Wingrove Chief Executive Officer, KPMG Australia

E. Brodeil

Elizabeth Broderick AO Convener, Male Champions of Change

Cindy Hook

Cindy Hook Chief Executive Officer, Deloitte Australia, Special Adviser

John Lydon Managing Partner, McKinsey & Company

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

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

David Thodey Non-Executive Director

andon

Gordon Cairns Non-Executive Director

2

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

Kevin McCann, AM Non-Executive Director

Dr Martin Parkinson, PSM Non-Executive Director

Mike Smith, OBE Non-Executive Director

Peter Varghese Secretary of the Department of Foreign Affairs and Trade

INTERNATIONAL AMBASSADORS

Stephen Fitzgerald Non-Executive Director, United Kingdom

Ralph Norris Non-Executive Director, New Zealand

enne

Michael Rennie Partner, McKinsey & Company, Dubai

addh WSO

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

Our Progress Report 2015

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

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

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

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

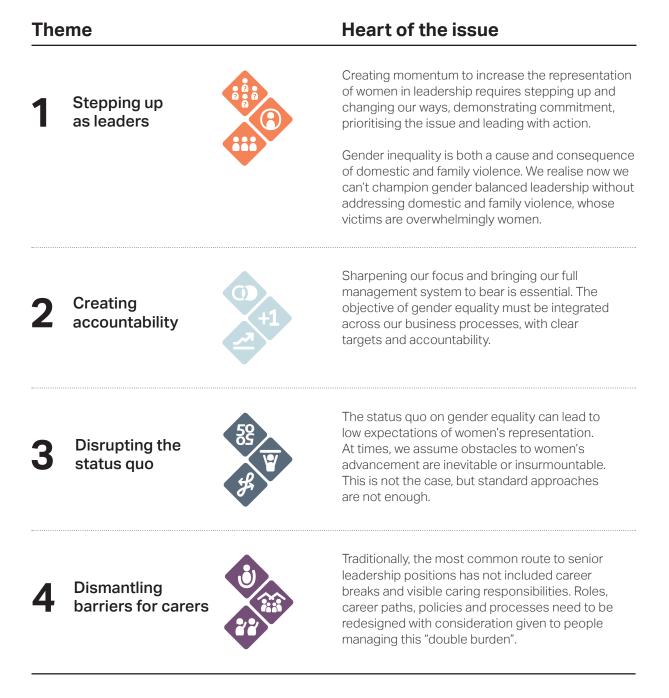
Men stepping up beside women to lead on gender equality is at the heart of the Male Champions of Change strategy. For so long, women alone have led the way when so many men also hold power to support change.

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

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

Our Action Plan

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



The following pages 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.

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



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

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

Action

Progress



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

- Strategies in place. All MCC organisations who have not yet achieved gender balance have a strategy in place to build leadership capability in gender equality. Development programs focused on inclusive leadership are provided across all organisations.
- Recognising Inclusive Leaders. ANZ created a CEO Award category that recognises diversity and inclusion leadership excellence.

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.



Set granular targets.

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

- **Continued championship of gender reporting.** MCC organisations continued to align their reporting approach with the best practice guidelines from the Corporate Governance Principles (ASX-listed) and WGEA (Australian Reporting Entities).
- Target setting. DFAT and University of Sydney set women in leadership targets. CBA reached its targets, setting new, higher, global targets. Rio Tinto set a new global target for women in leadership.
- Targets with Teeth. ANZ, ASX, Rio Tinto and Telstra set Targets with Teeth, with rewards tied to achieving gender balance.
- Sharing information broadly. Many MCC organisations including ANZ, CBA, DFAT, KPMG, Qantas, Telstra and University of Sydney moved to sharing gender balance information across their organisations as part of informing all leaders, encouraging analysis and innovation.



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.

- Continued partnership with suppliers. Many MCCs continue to embed changes to Supplier Codes of Conduct and processes to include expectation of gender balance.
- Supporting changes in the legal sector. Telstra signed on to the Equitable Briefing Initiative, designed to help ensure women barristers are given the full range of opportunities in commercial litigation. Telstra also worked with partner law firms to emphasise the importance of diversity and practices that support gender equality.

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. 90% of MCC organisations achieved gender balance; 50% achieved more than 50% women. MCC organisations including ANZ, CBA, Rio Tinto, Telstra and Woolworths continued efforts to intervene to improve processes through recruiter and search firm training, targets across key process steps, requirements for panel gender balance, use of external advisers, and changes to role advertisements.
- Talent. 75% of MCC organisations with mid-level talent development programs achieved at least 40% women's representation; 44% achieved balance in senior level talent programs.
- Lifting external hiring. 71% of MCC organisations achieved gender balance in external hiring.
- The Panel Pledge. The Male Champions of Change remain committed to increasing women's representation in public fora, panels and taskforces. CBA, Deloitte, DFAT, McKinsey, Telstra, and Ten Network have cascaded the Panel Pledge to executives. Qantas has integrated the Panel Pledge into corporate affairs guidelines. The MCC's Step Up Together Business Forum offered the opportunity for 800+ leaders to also join in.
- Supporting women's visibility. The expansion of ANZ's Notable Women program continues to create opportunities for women to be more visible.



Raise the bar on

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

- Achieving balance in partner admissions. For the first time, KPMG achieved 56% in internal partner admissions, a record result and an important milestone.
- Formal sponsorship programs. All MCC organisations have put in place sponsorship programs to encourage equitable access to advocacy. KPMG's Bird-Walton sponsorship program delivered strong results – creating opportunity for women and creating more inclusive leaders. The University of Sydney implemented a program focused on culturally and linguistically diverse women, with an explicit goal of career acceleration.
- Pay equity. 93% of MCC corporations completed a gender pay gap analysis, with 85% of these taking action as a result. CBA worked with WGEA to create a detailed case study on their approach and lessons learned.
- Innovation on retirement savings. ANZ's report on financial inclusion outlined the retirement savings gap for women in Australia. In response to findings that action is required to close the wealth gap, ANZ enhanced employee benefits to pay superannuation during parental leave (increase to 104 weeks) and additional superannuation of \$500/year for all women employees.



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

can be done flexibly.

- Flexibility not optional. 100% of MCC corporations have a formal policy or strategy on Flexible Work.
- All roles flex expansion. The approach pioneered by Telstra has been adopted by ANZ, ASX, and Ten Network. DFAT is piloting it. Results are promising, with significant shifts in recruiting representation, and lifts in employee engagement. Qantas rolled its Flex@Q program across seven parts of the business.
- Men and flexibility. Telstra worked with the WGEA to sponsor the Equilibrium Challenge aimed at advancing the take up of flexible work practices. A division of CBA also piloted the challenge.

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.

- Supportive Policy changes. ANZ, Army, ASX, KPMG, Deloitte, Goldman Sachs and McKinsey implemented enhancements to parental leave policies.
- Encouraging shared caring. Deloitte extended its ReConnect program (coaching and workshops to support the transition back from parental leave) to men.



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.

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

Table 1 Women's Representation Summary

Workplace Gender Equality Agency Data (2014/15 Reporting)¹

Balanced Achieved (40-60% women)² Last 12 months: Improved Unchanged³ Declined

Women's representation (%)

WGEA Reporting Organisation	Key Management Personnel	Other Execs/ General Manager	Senior Managers	Other managers	Non- Managers	Board
ANZ	16.7	30.6	29.6	41.9	70.2	25
ASX	25.0	30.3	32.1	45.6	42.0	32
СВА	36.4	32.1	32.5	34.5	60.8	32
Citi	35.7	24.3	28.5	34.6	51.2	33
Deloitte			38.0	45.9	52.6	33
KPMG		34.0	44.0	48.0	54.4	20
McKinsey ⁴	14.3	19.2	28.6		53.0	n/a
Qantas	40.0	22.6	32.7	37.7	40.0	33
Rio Tinto	16.7	10.7	18.2	23.8	18.5	16
Telstra	16.7	27.4	24.1	26.7	30.1	27
Ten Network	50.0	22.2	50.0	39.5	45.9	20
University of Sydney ⁴	31.0	32.7	31.1	44.2	57.7	36
Woolworths	13.3	35.7	27.8	39.3	55.2	33
Public Sector Organisations						
Army⁵	9.7	10.4	13.9	12.4	12.0	
DFAT ⁶	40.0	25.0	36.0	48.0	61.3	

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

Table 2 Leading Indicator Summary^{*}

Balanced Achieved (40-60% women)² Last 12 months: Improved Unchanged ³ Declined

Women's representation (%)

	Hir	ing	Talent Programs ⁴		Parental	
Organisation	Graduates ⁵	External	Mid-Level Executive		Leave Return	
ANZ	51	39	63	51	96	
ASX	n/a	45	4	2	94	
СВА	51	51	52	38	84	
Citi	53	51	38	24	81	
Deloitte	51	46	37 41		87	
KPMG	47	49	56	38	90	
McKinsey	33	32	n/a		100	
Qantas	n/a	53	44 42		94	
Rio Tinto	48	25	60	28	72	
Telstra	44	43	38	n/a	93	
Ten Network	n/a	61	n/a		89	
University of Sydney	n/a	63	n/a		92	
Woolworths	44	47	47	39	88	
Public Sector Organisations						
Army		15 [°]	54 ⁷	40 [°]	100	
DFAT	61	55	59	56	98	

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

Our Approach

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

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

Our collaboration operates with four guiding principles in mind:

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

Our Timeline

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

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

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

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

February	John Lydon (McKinsey) joins the MCC. Michael Rennie becomes an international ambassador with his move to Dubai.
March/April	MCCs, in collaboration with Chief Executive Women (CEW), Australia's peak body of executive women, release a new letter to business leaders entitled It starts with us: The Leadership Shadow – which describes a model for leaders to reflect on how our own leadership is contributing to the representation of women in leadership. The letter is distributed to all ASX-listed entities.
Мау	Hamish McLennan (Ten Network) and Gary Wingrove (KPMG) join the MCC. Geoff Wilson (KPMG) becomes an international ambassador with his move to Hong Kong.
July-December	MCCs codify our learnings in a How To Guide. The group shares its knowledge supporting the development of MCC-like groups including within the property sector, the State of Victoria, and elite sports.
November	MCCs begin exploring the topic of Men's Violence against Women – meeting with courageous survivor- advocates. MCCs communicate with employees about the experience on International Day for the Elimination of Violence Against Women. Michael Spence (University of Sydney) joins the MCC.

February	MCC welcome Cindy Hook, Deloitte Australia's new CEO (and Treasurer of Chief Executive Women), to the group as a Special Adviser. This is the first time an outgoing CEO (Giam Swiegers) and a MCC has been succeeded by a woman. Greg Lilleyman (Rio Tinto) joins the MCC.
March	MCCs release our first annual Progress Report aimed at creating a new level of transparency around progress and to share experiences.
Мау	Peter Varghese (Department of Trade and Foreign Affairs) joins the MCC.
July	Andrew Penn (Telstra), Lt. General Angus Campbell (Army) and Paul Anderson (Ten Network) join the MCC.
August	MCCs host our 2015 Business Forum, a gender-balanced gathering of 800 of Australia's most senior leaders covering more than 300 organisations and 1.1 million employees. MCCs present four ideas in a "Ted-Talk" style fashion – focused on practical actions to increase women's representation including All Roles Flex, Targets with Teeth, Taking Action on Violence Against Women and the Panel Pledge.
August	MCCs, together with Women's Leadership Institute Australia and Chief Executive Women, call on all Australian leaders to take the Panel Pledge – aimed at increasing the representation of women as experts.
October	MCCs release Playing Our Part – a letter calling on all leaders to recognise Domestic and Family Violence as a workplace issue, and to take steps to support those impacted by violence and to take action on perpetrators.
November	Chris Moraitis, Secretary of the Attorney-General's Department, joins the MCC.

January	Dr Martin Parkinson takes on the role of Secretary, Department of Prime Minister and Cabinet.
March	MCCs release Progress Report 2015 sharing experiences, actions taken and results.

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

Appendix 1 WGEA Comparison Group Benchmarks¹

Women's representation (%)

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

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



















McKinsey&Company











WOOLWORTHS LIMITED



PROGRESS REPORT 2015 MALE CHAMPIONS OF CHANGE LISTENING, LEARNING, LEADING WITH ACTION

© Male Champions of Change 2015

All materials provided in this publication with the exception of images and logos, are provided under a Creative Commons Attribution 3.0 Australia (http:// creativecommons.org/licenses/by/3.0/au/deed.en) licence. For the advocate of doubt this means this licence only applies to material as set out in this document. The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence (http://creative commons.org/licenses/by/3.0/legalcode).

This publication can be found in electronic format on the Male Champions of Change website at http://malechampionsofchange.com/progress-report-2015

Printed by E.W. Lee Design and Print, a woman-owned business