

Progress Update

FEBRUARY 2018

The Property Male Champions of Change (PMCC) is a group of 21 senior leaders in the property industry, who came together in 2015 determined to achieve a significant and sustainable increase in the representation of women in leadership in the property industry. The PMCC meet quarterly to discuss progress advancing their Action Plans, and share insights and challenges in accelerating change.

The PMCC and their Implementation Leaders met on 5 February 2018 to discuss priorities for the next three years of work.

This Progress Update outlines key highlights of the meeting discussion.

Since August 2017, the PMCCs have been building their strategy for the next three years. In August 2017, the Group commenced a process of reflection on our impact to date, and identification of priority areas for 2018-2020. The prework involved a survey, group and individual discussions seeking insight on our impact to date and opportunities to accelerate our impact over the next three years, particularly harnessing the power of the collective. The PMCCs agreed that they want to narrow the list of action to ensure we are embedding change and sharing learnings and experiences.

Our 5th February 2018 workshop was a critical step in building our strategy and identifying the bold initiatives we will pursue within each Action Group to accelerate change over the next three years. The following three Action Groups were prioritised for 2018-2020:

1. Grow the Talent Pool
2. Managers Championing Change
3. Build an Inclusive Industry.

The PMCCs will continue to monitor and report annually against implementation of the 'Normalise Flex and Caring' and 'Lead on Gender Reporting' Action Plans, including the important work underway on closing the gender pay gap. Over the next month, the PMCCs will be finalising a detailed action plan for each of these Action Groups that will be tabled for endorsement at the June 2018 meeting.

The next meeting of the Property Male Champions of Change will focus on 'Managers Championing Change'.

The next annual Progress Report of the Property Male Champions of Change (Progress Report 2017-18) will be released in July 2018.

Background

The Property Council established the Property Male Champions of Change to drive gender equality in the historically male-dominated property industry and achieve a significant and sustainable increase in the number of women in senior leadership roles.

The initiative builds on the transformational work achieved by the Founding Male Champions of Change group, established in April 2010 by Elizabeth Broderick, former Sex Discrimination Commissioner of the Australian Human Rights Commission.

Convened by Carol Schwartz AM, the members of the Property Male Champions of Change are:

- ◆ Peter Allen, Scentre Group
- ◆ Daryl Browning, ISPT
- ◆ Jonathan Callaghan, Investa Property Group
- ◆ Stephen Conry, JLL
- ◆ Paul Craig, Savills
- ◆ Stephen Ellis, Knight Frank
- ◆ Rod Fehring, Frasers Property Australia
- ◆ David Harrison, Charter Hall Limited
- ◆ Carmel Hourigan, AMP Capital (Special Adviser)
- ◆ Bob Johnston, The GPT Group
- ◆ Grant Kelley, Vicinity Centres
- ◆ John Kenny, Colliers International
- ◆ Steven Leigh, QIC Global Real Estate
- ◆ Steve McCann, Lendlease
- ◆ Ken Morrison, Property Council of Australia
- ◆ John Mulcahy, Mirvac
- ◆ James Patterson, Cushman & Wakefield
- ◆ Ray Pittman, CBRE
- ◆ Selina Short, EY (Special Adviser)
- ◆ Mark Steinert, Stockland
- ◆ Darren Steinberg, Dexus.

The Property Male Champions’ focus when they formed in 2015 was on “Listening and Learning,” to inform the group’s plan for action. “Listening and Learning” represents one of the most important elements in the Property Male Champions of Change strategy. It involves deep exploration and personal engagement to build understanding of the issue from a range of different perspectives.

To this end, the Property Male Champions focused on understanding the facts, relevant research (including the EY and the Property Council report on gender diversity in the property industry), existing frameworks and what has and has not worked in the past. The group reflected on the impact of their leadership on gender equality, engaged with women peers, gender experts and their own employees – women and men – to gain different perspectives on the issue, new ideas and potential solutions. Through this work, the Property Male Champions identified six areas of action:

- ◆ Stepping up personal leadership
- ◆ Establishing best practice measurement and reporting
- ◆ Developing innovative approaches to recruitment and retention
- ◆ Mainstreaming flexible work practices
- ◆ Breaking the boys’ club culture in the industry and building an inclusive industry
- ◆ Enabling workers to be carers.

Over the course of 2015-2017, the Property Male Champions of Change focused on Practical Actions aligned to five themes, reported on in our annual Progress Reports:

Theme	Practical Actions
Own a Leadership Action Plan	◆ Personal leadership action plans
Lead on Gender Reporting	◆ Transparent annual public reporting as a group

Theme	Practical Actions
	<ul style="list-style-type: none"> ◆ Internal reporting metrics ◆ Gender pay equity
Grow the Talent Pool	<ul style="list-style-type: none"> ◆ Identification of the drivers and barriers to a career in property ◆ Identification of opportunities to avoid the 'merit trap' in our talent processes
Normalise Flex and Caring	<ul style="list-style-type: none"> ◆ Identification of best practice for normalising caring and flexibility for men and women and ensuring an expansive return to work ◆ Flex and caring survey conducted over two consecutive years
Build an Inclusive Industry	<ul style="list-style-type: none"> ◆ Audit the face of the organisation ◆ Supplier-multiplier

Some key activities of the PMCCs include:

- ◆ In July 2016, the PMCC released a report on the results of a survey (with support from EY) of ~3800 employees, and interviews with seven female leaders in property, to understand the drivers and barriers to a career in property – Grow the Talent Pool Report.
- ◆ The PMCCs conducted a survey of ~2000 employees experiencing of flexibility and caring over two consecutive years, with the 2017 survey demonstrating significant improvements in employees understanding and take-up of flexibility and caring.
- ◆ The PMCCs led a significant body of work on pay equity, including the development of a report providing a tool to assist organisations to identify and closing the gender pay gap (with a focus on the like-for-like pay gap). The PMCC shared the report with the other eight Male Champions of Change groups, resulting in 122 CEO's signing onto the report, released in August 2017.

In July 2016, the PMCC released their first report – *Our Commitment* – that outlines the PMCCs commitments and Action Plans. In July 2017, the PMCCs released their first *Progress Report 2016-17* detailing their activities and achievements over the last 12 months.

The Property Male Champions have established a *Charter*, in line with the guiding principles of the founding Male Champions group, which articulates their commitment and the standards to which they hold themselves.

Progress Updates of each meeting are available on the PMCC website.