

Progress Update

NOVEMBER 2017

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 met on 20 November 2017 to discuss progress and specifically focus on actions taken to ensure bias does not creep into our talent processes (a part of the Grow the Talent Pool Action Group).

This Progress Update outlines key highlights of the meeting discussion.

PMCCs engaged in a 'listen and learn' with Jayne Hrdlicka (Group CEO, Jetstar) and Heather McIlwain (CEO, Chief Executive Women) on the importance of scrutinising how merit is defined and measured in our talent processes. The PMCC heard and shared examples of how an uninterrogated notion of merit can narrow the talent pool for recruitment and promotion. 'Merit' can be used to justify the status quo (i.e. it can be used as shorthand for a handful of attributes or experience that are not rigorously identified and examined). This can create barriers for women's recruitment and promotion.

Using the MCC/CEW Report 'In the Eye of the Beholder', the PMCC explored the importance of critically evaluating the following factors to ensure an appointment outcome is more likely to be meritorious:

- candidates potential as well as past performance;
- candidates impact as a team member rather than as a sole contributor;
- the process to ensure bias is minimised; and
- an organisation's future needs.

In preparation for the meeting, the PMCC scrutinised their talent processes (from drafting job descriptions to interviewing and shortlisting) with a view to identifying how merit is defined at each stage of the process, and whether any barriers to women's recruitment and promotion exist. The PMCC identified leading practices, as well as opportunities for strengthening some aspects of their talent processes.

PMCC also discussed the importance of recognising and countering backlash to the appointment of women, particularly in senior roles, and ensuring the business case for change is understood across the business as well as making the business case specific to organisational divisions.

In the next PMCC meeting in February 2018, the PMCC will focus on strategic planning for the next 12-24 months. It is anticipated the PMCC will identify new priority areas with a view to diving deeper into specific areas of work. The PMCCs will also discuss Action Group composition and the most effective working methods.

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
- ◆ 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
- ◆ John Kenny, Colliers International
- ◆ Steven Leigh, QIC Global Real Estate
- ◆ Steve McCann, Lendlease
- ◆ Paul Craig, Savills
- ◆ Angus McNaughton, Vicinity Centres
- ◆ 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.

The Property Male Champions have divided into Action Groups aligned with the six areas above.

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 Reports of each meeting are available on the [PMCC website](#).