

Progress Update

JUNE 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 PMCCs met on 5 June 2017 to discuss progress and specifically focus on actions taken to normalise flexibility and caring in the workplace.

This Progress Update outlines key highlights of the meeting discussion.

PMCCs explored insights from a survey of ~2000 employees from 18 organisations on the uptake, perceptions and experience of flexibility and caring in the workplace. Further insights and personal stories were shared during focus groups and one-on-one discussions conducted with employees to understand the experience of flexible workers and carers, as well as barriers to normalising flexible work and caring. PMCCs also reviewed progress implementing the Mainstream Flexibility and Enable Workers to be Carers Action Plans.

Regarding mainstreaming flexibility in the workplace, the review revealed that 100% of PMCC organisations now have a formal flexible work policy or strategy in place, an increase from 74% last year. It also revealed that many PMCC organisations had invested in technology platforms and agile office environments to support and encourage flexible work as a key enablers of flexibility. PMCCs identified the critical need to focus on job re-design and building manager capability to manage flexible work.

Regarding normalising caring in the workplace, half of the PMCC organisations have enhanced their parental and carers leave policies in the last 12 months including: additional weeks of primary and/or secondary carers' leave; removed qualifying periods for parental leave; return to work bonus; superannuation on unpaid leave; and ensured long-service leave is accrued during unpaid leave. The PMCCs discussed the low uptake of parental and carers leave by men and discussed opportunities to normalise caring for men including the need to increase men's awareness and understanding of their leave entitlements; and offering the more flexible use of parental leave (e.g. parental leave entitled taken in 1-2 week blocks) over a long period of time (e.g. 24 months).

PMCCs agreed to a joint action plan for the next 12 months to normalise flexibility and caring in the workplace with a focus on:

- ◆ Normalising caring for men
- ◆ CEO-led action to normalise flex and caring
- ◆ Investing in job-re-design
- ◆ Tackling access to care
- ◆ Cascading commitment through the property industry.

PMCCs also discussed the two reports that will be released in the coming months:

- ◆ PMCC Progress Report 2016-17 – to be released on 25th July
- ◆ Closing the Gender Pay Gap – to be released in late August in conjunction with Male Champions of Change from other MCC groups

PMCCs also noted the Property Council of Australia NSW Division Diversity lunch on 25th July that will provide an



industry wide update on diversity initiatives, including the PMCC strategy.

The PMCCs welcomed Selina Short (EY) as Special Adviser to the group following her succession to the role of Doug Bain at EY and thanked Doug for his contribution.

Progress continues on all six PMCC Action Groups (see below for detail), with a focus on Grow the Talent Pool scheduled for the November meeting of 2017.

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.

In July 2016, the PMCC released their first report – *Our Commitment* – that outlines the PMCCs commitments and Action Plans.

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](#).