

Playing our part

Workplace Responses to
Domestic and Family Violence

November 2015

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MALE CHAMPIONS OF CHANGE

Dear Colleague,

The Male Champions of Change collaboration aims to achieve a significant and sustainable increase in the representation of women in leadership in Australia. Established in 2010 by Elizabeth Broderick, then Sex Discrimination Commissioner, our group comprises 30 Chief Executive Officers, 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 Male Champions of Change strategy. For so long, women alone have led the way advocating for hard-won improvements, when so many men hold power to support change.

We're writing to you about domestic and family violence. We want to share what we've learned about how we can all play a part in reducing its prevalence and impact. It's important that you know we're at the beginning of our own journey, but that we realise urgent responses are required.

In 2014, we used the Male Champions of Change's listening and learning process to deepen our understanding of domestic and family violence. We heard from experts about its nature and prevalence. We met with two courageous women who are survivors of such violence – Rosie Batty and Kristy McKellar – and listened to their stories. We engaged KPMG (pro-bono) to assist in shaping a workplace response.

Gender inequality is both a cause and consequence of domestic violence. We realise now that we can't champion gender balanced leadership, without addressing domestic and family violence, whose victims are overwhelmingly women.

What did we learn? Which actions help? In this letter, we provide examples from our experience.

We believe that every Australian can act to reduce the prevalence and impact of domestic and family violence. We hope you will join us.

Domestic and family violence is a workplace issue

Many of us are unsure of the role that leaders can play in reducing the prevalence and impact of domestic and family violence. Some of us wonder – is this an over-reach? Isn't this a private matter, outside our responsibility?

What are the facts?

1. Domestic and family violence is prevalent: approximately 1.4 million Australian women are living in an abusive relationship, or have done so in the past. Of these women, about 800,000 are in the paid workforce. Perpetrators are too. Chances are that even if your workplace is of a moderate size, you are affected.

2. Domestic and family violence has a cost: women experiencing violence bear most of these costs in terms of pain, suffering, property replacement and other financial costs. However, workplaces are also impacted. Violence reduces our employees' ability to contribute. Nearly half of those experiencing violence report difficulty in getting to work. Performance is impacted by employees feeling anxious, distracted and unwell. Violence can force those affected to take time off work. KPMG estimates that domestic and family violence will cost Australian businesses \$609 million annually by 2021.

3. Workplaces can make a difference: economic factors are the most significant predictor of whether a woman experiencing domestic violence remains, escapes or returns to an abusive relationship. Our workplaces assist in providing the economic independence that supports women's choices.

Furthermore, perpetrators often make use of work resources (such as email and phone) to carry out their abuse. Workplaces can ensure that this is not tolerated.

Given the prevalence and cost of violence and our ability to make a difference, we are not prepared to dismiss domestic and family violence as a personal matter, outside our interest.

We believe organisations can play a significant role when they have a robust response – thought-through, leader-led, implemented strongly and not left to chance.

When workplaces actively support women, and build a culture of respect, they change lives. One thing I know is that it's going to take all of us – every single one of us – to build a more gender equal world.

– Elizabeth Broderick, former Sex Discrimination Commissioner,
Australian Human Rights Commission

When you have something like violence against women so prevalent in society, it is by default a workplace issue. And you cannot ignore it.

– David Thodey, Non-Executive Director

Domestic violence is more prevalent than we would like to believe and for an organisation with more than 50,000 employees it's an unfortunate reality for some of our people. It's a subject we cannot ignore any longer. All community leaders must work together on developing a practical and urgent response.

– Mike Smith, Chief Executive Officer, ANZ

It's absolutely on everyone in the workplace, but especially on those who lead it, to do something about it. To listen without judgment – to ask, not why does she not leave, but why does he not stop?

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

Playing our part

The pages that follow describe actions that organisations can take to reduce the prevalence and impact of domestic and family violence. They include a three-level model to implement these actions and examples of responses from Male Champions of Change organisations.

We can attest to the value of speaking to experts, local leaders and those impacted by domestic and family violence as part of your planning. We suggest that leaders don't need to wait to take action. Most important is committing to making a start, and staying open to learning and improving your efforts along the way.

The personal impact on me of listening to those courageous women describe their experience was significant. I felt sick. I felt ashamed and I knew we needed to do something about violence against women.

– Dr Martin Parkinson, Non-Executive Director

Perpetrators and victims of domestic violence work in the companies we lead. As leaders, we need to voice society's intolerance for domestic violence, highlight its grave effects, and provide support for victims.

– Ian Narev, Chief Executive Officer, Commonwealth Bank

Implementing a workplace response to domestic and family violence

The level our organisation is at...	<div style="text-align: center;"> 1 LEVEL ONE Making a start </div>	<div style="text-align: center;"> 2 LEVEL TWO Getting serious </div>	<div style="text-align: center;"> 3 LEVEL THREE Integrated </div>
...is influenced by our leadership mindset...	<i>I am uncertain about our role as an employer and where the boundaries are.</i>	<i>I accept domestic and family violence is a workplace issue that affects the safety and productivity of our workforce.</i>	<i>I expect my organisation to take an active role to address and reduce domestic and family violence.</i>
...and drives the actions we take...	<ol style="list-style-type: none"> 1 Demonstrate leader commitment to gender equality 2 Ensure employees are safe at work 3 Enable access to referral pathways 	<ol style="list-style-type: none"> 1 Communicate domestic and family violence as a workplace issue 2 Communicate support available 3 Equip managers to implement policies 4 Provide additional paid leave to employees experiencing violence 5 Provide guidance on dealing with perpetrators via workplace policies 	<ol style="list-style-type: none"> 1 Regularly evaluate and improve support provided 2 Implement initiatives that reach out to customers, suppliers and community
...and determines how our people feel.	<p><i>I am concerned about what might happen if I tell my manager what is going on at home.</i></p> <p><i>I don't want to get involved. What if I do the wrong thing?</i></p>	<p><i>I know I can ask my workplace for help.</i></p> <p><i>We have the policy and resources on this which will help me do the right thing.</i></p>	<p><i>I know that my organisation cares about ending domestic and family violence and will assist me.</i></p> <p><i>I am proud to work for an organisation that takes a stand.</i></p>



LEVEL ONE

Making a start

We start to understand how we can make a difference

Taking steps on domestic and family violence begins with us becoming aware of the issue. We may possess personal knowledge of domestic and family violence or be aware of employees who have been impacted by it.

At this level, we are uncertain about our role as an employer. We may worry about over-stepping boundaries. We may be unclear as to where the boundaries should be.

Reflecting this mindset, our focus is on demonstrating broad commitment to gender equality. We focus on ensuring those who disclose their experience of violence are safe at work. We enable access to referral pathways and assistance for employees impacted by violence.

1 Demonstrate leader commitment to gender equality

- Leaders personally role model respectful and gender equal relationships at work and at home
- Diversity and inclusion strategy is in place
- Gender equality and gender-balanced leadership is a known business imperative

2 Ensure employees are safe at work

- Contact information screening and changes (e.g., email, phone numbers, devices, internet profile)
- Adjustments to time or location of work
- Support from security personnel (e.g., escort)
- People and systems protect employee privacy
- Employees who have disclosed are not discriminated against or victimised

3 Enable access to referral pathways

- Free and confidential counselling service
- Referral pathways to relevant organisations (e.g., 1800 RESPECT)
- Employee assistance program (EAP) with domestic and family violence expertise

In taking this approach there is likely to be uncertainty from both employees and managers about how involved the workplace should become in supporting those experiencing violence.

For many of us in the Male Champions of Change group, the experience of listening and learning about domestic violence led to an increased aspiration. We are convinced that leading an organisation that reflects Level One is simply not enough.

For Rio Tinto, focusing on zero harm and a safety culture also means that we have to focus on eliminating family and domestic violence.

– Greg Lilleyman, Group Executive, Technology & Innovation, Rio Tinto

Domestic and family violence is not a private matter; it is a matter of respect. Army's values of courage, initiative, respect and teamwork are required in the workplace or on the battlefield, just as they are required at home.

– Lieutenant General Angus Campbell, Chief of Army

Ending violence against women and girls is a key priority of DFAT's work to advance gender equality worldwide. As an employer, we must also model this commitment with our staff.

– Peter Varghese, Secretary of the Department of Foreign Affairs and Trade

We have learned that we can't effectively champion gender equality without also addressing violence against women.

– Gary Wingrove, Chief Executive Officer, KPMG Australia

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LEVEL TWO

Getting serious

We ensure our organisation and culture supports those impacted

The transition to Level Two happens when we move from an awareness and uncertainty around the issue to an acceptance of domestic and family violence as a workplace issue. We realise that the safety and productivity of our workforce is impacted. We reach out as needed to experts who support us as we develop our response. We understand that we must actively drive change the same way we do any other business imperative.

We take action consistent with this conviction:

1 Communicate domestic and family violence as a workplace issue

- Leaders demonstrate a deep understanding of domestic and family violence – the links to gender inequality, prevalence data, common myths and workplace responses
- Integrate International Day for the Elimination of Violence Against Women into corporate calendar
- Reinforce roles in preventing and responding to domestic and family violence: encourage employees to call out inappropriate behaviour

2 Communicate support available

- Include organisational responses at important touch points (e.g., induction, regular training updates, intranet portals, policy manuals etc.)
- Communicate support available regularly through multiple channels

3 Equip managers to implement policies

- Allocate resources to implement domestic and family violence policies, consulting with experts in the field
- Managers and implementers understand how to respond to those impacted (e.g., how to talk about domestic and family violence, what help and support to provide) as well as to those who may be perpetrating domestic and family violence
- Provide information about effective bystander interventions
- Create an environment where employees feel supported disclosing

4 Provide additional paid leave to employees experiencing violence

- See discussion in example that follows

5 Provide guidance on dealing with perpetrators via workplace policies

- Prescribe workplace behaviour and use of work resources (e.g., phone, email etc.) in code of conduct
- Provide information about referrals for perpetrators or those at risk (e.g., Relationships Australia, Full Stop Foundation etc.)

At Level Two, employees and managers have a strong sense of the organisation's commitment to making a difference on domestic and family violence. Employees understand they can ask. Managers feel equipped to help.

Examples

MALE CHAMPIONS OF CHANGE

1 Communicate domestic and family violence as a workplace issue

CONTEXT	ACTION	RESULT
<p>Senior leaders rarely discuss domestic and family violence, or seek to shape a culture that reduces the prevalence and impact</p> <p>The MCCs agreed to deepen their understanding of the issue. In November 2014, the group met with courageous advocates – Rosie Batty and Kristy McKellar</p> <p>From this dialogue, the men learned that domestic and family violence is a hidden issue that attracts significant stigma</p>	<ul style="list-style-type: none"> The MCCs integrated International Day for the Elimination of Violence Against Women into their corporate calendars including: <ul style="list-style-type: none"> Personal messages about their learnings from the meeting Acknowledgement that domestic and family violence is a workplace issue Confirmation of support available and referral pathways 	<ul style="list-style-type: none"> More than 400,000 employees reached, across 17 organisations; with further extension to suppliers and customers Responses received indicated support for the MCCs engagement with the issue – many experiences shared
		LESSONS LEARNED
		<ul style="list-style-type: none"> Hearing the lived experience of survivors can shape and influence change A first step to active engagement with the issue is leadership communication There is interest from employees in hearing from leaders on this topic

RIO TINTO

2 Communicate support available

CONTEXT	ACTION	RESULT
<p>Rio Tinto committed in 2014 to using 'Violence Against Women' as a safety share globally to mark the International Day for the Elimination of Violence Against Women</p>	<ul style="list-style-type: none"> Secured buy-in with 20 senior leaders and endorsement of the safety share message and approach Employed an existing system of safety shares (a business-wide practice which reaches all employees) to raise awareness Prepared a slide of the hard facts, talking points and a reference to the employee assistance program to ensure a consistent discussion across geographies, functions, product groups and sites Promoted continued use as a relevant safety share at other times throughout the year 	<ul style="list-style-type: none"> Reached a large proportion of Rio Tinto's >50,000 workforce across 40 countries Led to some employees candidly sharing their experiences and insights
		LESSONS LEARNED
		<ul style="list-style-type: none"> Communication about domestic and family violence will have the most impact when it follows cultural norms It is critical that those leading communication activities are: <ul style="list-style-type: none"> Equipped with facts Understand the issue Are aware of referral pathways

Examples

CBA

3 Equip managers to implement policies

CONTEXT	ACTION	RESULT
<p>Domestic and family violence is hidden from view. Employees and managers can be unsure about what to do when an employee discloses</p> <p>CBA recognised the need to provide clear, concise information for employees seeking assistance and managers responsible for implementing policies</p>	<ul style="list-style-type: none"> Developed manager toolkit to support managers in implementing policies: <ul style="list-style-type: none"> How to talk about domestic violence What support to provide (what to say and not to say) Workplace safety plans What to do if the team member doesn't want to talk about it Dealing with frustration Where to get more help Community support services Developed employee toolkit for those experiencing violence: <ul style="list-style-type: none"> Should I tell my manager? How can CBA help? How can I protect myself at work? Personal safety plan Community support services 	<ul style="list-style-type: none"> Communicated CBA's belief that domestic and family violence is a workplace issue Managers have access to clear, practical information Managers praised the quality of information and welcomed the support available
		LESSONS LEARNED
		<ul style="list-style-type: none"> Managers can provide support when the right information is provided Managers appreciate clear information and access to expertise where needed

PAID LEAVE EXAMPLE

4 Provide additional paid leave to employees experiencing violence

Economic factors are the largest predictor of whether a woman remains, escapes or returns to an abusive relationship. Paid leave is an effective intervention that provides a temporary safety net.

FEATURE	IMPLEMENTATION
Paid: People experiencing violence maintain employment, connection to the workplace and financial security	<ul style="list-style-type: none"> 10 days paid leave appears to be a developing norm Additional to other leave
Accessible: Employees know paid leave is available, feel supported accessing it	<ul style="list-style-type: none"> Categorisation of leave adapted to organisational philosophy e.g., named 'domestic violence leave' or called out under 'special leave' Regular communication ensures high awareness of leave for domestic and family violence
Confidential: Confidentiality is assured	<ul style="list-style-type: none"> Mechanisms implemented that provide choices and protection to employees who disclose
Proof not too onerous: Sensitive application of customised system	<ul style="list-style-type: none"> Balance between sensitivity and rigour of system – solution to fit organisational philosophy Support documentation requirements do not prevent genuine use of leave
Measurable: Workplaces can monitor use and effectiveness	<ul style="list-style-type: none"> System exists to capture use of leave for domestic and family violence

If every leader in the community, every leader in business, every leader in the military, every leader in the government says, “This is unacceptable”, then that has a powerful impact.

– Dr. Ian Watt, Non-Executive Director

Domestic violence is often hidden, but its impact reverberates throughout society, including the workplace. We need to break the silence. We all need to commit to a safe and supportive community, to ending the suffering.

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

Let us ensure that our response as business leaders is proportionate to the courage that these women have shown in sharing their stories with us.

– Gordon Cairns, Non-Executive Director (after the Male Champions of Change November 2014 meeting with Rosie Batty and Kristy McKellar)



LEVEL THREE

Integrated

We are recognised for working with our employees, customers and communities

Driving meaningful change is about more than having the conviction to act – it's about inspiring others to stand with us.

We continue listening, recognising that the support we provide must respond to the needs of those impacted and evolve as we learn more. This builds confidence in our people that we are committed to ending violence and will be able to assist them.

Our capacity to create change isn't just limited to the workplace. By joining forces with our customers, suppliers and communities we can create a society and culture where domestic and family violence is unacceptable.

We are recognised because we:

1 Regularly evaluate and improve support provided

- Treat support for those impacted as a significant people process:
 - Capture metrics and review
 - Seek improvement opportunities, perhaps through an accreditation partner

2 Implement initiatives that reach out to customers, suppliers and community

- Leverage product, customers and community relationships to make a difference
- Ensure partnerships and sponsorships are aligned with our aspiration

At Level Three, we work on an improvement in the way we support those impacted by violence, and establish the workplace as an active partner in a whole-of-community response to ending domestic and family violence.

Examples

ARMY

1 Regularly evaluate and improve support provided

CONTEXT	ACTION	RESULT
<p>Lieutenant General David Morrison and Army sought to place domestic and family violence within Army's people agenda</p> <p>There was a realisation that outside expertise was critical to credibility and impact</p>	<p>Implemented White Ribbon Workplace Accreditation Program in Army, which involved:</p> <ul style="list-style-type: none"> • An awareness campaign • Two 'whole of workplace' surveys • Staff and supervisor training • Review of policies and procedures 	<ul style="list-style-type: none"> • Army to become a White Ribbon Accredited Workplace in November 2015 – an external endorsement of the approach for the elimination of violence against women • Strong engagement from Army's 44,000-person workforce, including 35,000 exposed to the awareness campaign and more than 80% completing a training program
		LESSONS LEARNED
		<ul style="list-style-type: none"> • External support, including accreditation, can be a powerful accelerator, confidence-builder and motivator to an organisation with change ambition

ANZ

2 Implement initiatives that reach out to customers, suppliers and community

CONTEXT	ACTION	RESULT
<p>ANZ has a long tradition of encouraging financial literacy, particularly among vulnerable groups, through their adult financial education program 'MoneyMinded'</p> <p>MoneyMinded works with 7,500 accredited facilitators, including staff from women's centres, emergency housing services, family violence services and crisis care</p>	<ul style="list-style-type: none"> • Added focus on 'at risk' groups, including those experiencing relationship breakdowns and domestic and family violence • Provided donations to Berry Steet and Kildonan UnitingCare to further their work on financial literacy, including support for sufferers of domestic and family violence 	<ul style="list-style-type: none"> • Assisted 300,000 people build their financial literacy since 2003 • A MoneyMinded participant who had experienced family violence said: <i>It was a weight off my shoulders to gain some financial insight and not as scary as I imagined.</i>
		LESSONS LEARNED
		<ul style="list-style-type: none"> • Programs increasing financial skills are of particular importance to women experiencing domestic and family violence

NETWORK TEN

2 Implement initiatives that reach out to customers, suppliers and community

CONTEXT	ACTION	RESULT
<p>Following the MCC's commitment to learning more about domestic and family violence, Network Ten established a community support initiative, providing free television airtime to White Ribbon</p>	<ul style="list-style-type: none"> • Screened more than 100 advertisements as part of White Ribbon's awareness campaign in five capital cities between April and June 2015 • Supported other specific events targeting male-dominated programming 	<ul style="list-style-type: none"> • Assisted White Ribbon to reach male demographic and share violence prevention messages
		LESSONS LEARNED
		<ul style="list-style-type: none"> • Integrate community programs with the business for high impact

The Telstra story so far

1 Level One: Making a start

Leadership Commitment and Creating a Supportive Environment

Since 2009, and with visible support from then-CEO David Thodey, Telstra encouraged employees to support the White Ribbon campaign by:

- Buying and selling White Ribbons (including selling them in-store)
- Donating to White Ribbon through Telstra's Matched Payroll Giving program
- Signing up as an Ambassador or Advocate
- Communicating to employees and the community about why Telstra supports this campaign
- Yammer (internal social network) events about White Ribbon Day with Telstra's senior leaders.

2 Level Two: Getting serious

Additional Paid Leave

Telstra introduced their Family and Domestic Violence Support policy in November 2014 to support Telstra employees experiencing the effects of family and domestic violence. It provides employees in Australia up to 10 days paid leave each year in addition to other leave entitlements, with discretion for more if required.

It is important to Telstra to have a category called 'domestic violence leave' to ensure a non-diluted message of support, and to bring a hidden topic into the open. The separate category of 'domestic violence leave' also enables Telstra to easily track take-up. Telstra's Enterprise Agreement 2015-2018 includes this leave category, ensuring it is an entitlement for employees covered by the EA in addition to it being accessible via policy.

Referrals and EAP

Telstra also provides employees with practical resources to support their wellbeing and safety, including links to 1800 RESPECT and the Aurora domestic and family violence app. Telstra briefed their EAP provider before the policy launch so they were ready to receive queries from employees and managers.

Equipping managers

Telstra provides information to managers on what support is available (such as flexible work options, relocation, EAP, etc.) and where managers can go for support themselves (including a frontline manager support team HR Direct, EAP Manager Assist and 1800 RESPECT).

Telstra also implements organisation-wide violence against women training through compulsory e-learn modules. The training includes how violence links to Telstra's broader gender equality work and what employees can do if they know someone experiencing violence. All new starters receive the training and existing employees are required to re-do the training every 12 months.

3 Level Three: Integrated

Evaluating and Improving Support

Telstra undertook the White Ribbon Workplace Accreditation program from 2012 to 2014, which guided their internal work and identified opportunities to further support people experiencing family and domestic violence (e.g., introducing additional leave).

Telstra will reapply to be a White Ribbon accredited workplace in 2017 as a method of external review and validation of their policies and initiatives.

Telstra will continue to monitor use of domestic violence leave and report on progress against their gender equality targets.

Customer / Community Initiatives

In November 2014, Telstra introduced 'Safe Connections'. In partnership with the Women's Services Network (WESNET), Telstra provides 5,000 smart phones annually, along with \$30 pre-paid recharge cards and technology safety tips for distribution through partner agencies, including women's refuges, shelters and safe houses.

Telstra also provides \$1 million in mobile pre-paid recharge cards each year to help people affected by domestic violence to remain connected, and has removed silent-line fees for customers experiencing domestic or family violence.

Lessons learned

- **Don't wait until everything is perfect**– Telstra launched initiatives and provided support to managers and implementers along the way
- **Carefully design your leadership strategy to suit your organisation.**
 - At Telstra, a decentralised model was effective – each business unit working with White Ribbon Champions
 - Having one of Telstra's most senior and well-respected leaders serve as a high-profile advocate (both internally and externally) inspired many
- **Introducing paid leave has not 'opened the floodgates'.** In six months, 22 people accessed additional paid leave out of a workforce of 32,000. Average leave taken was 2.3 days
- **Telstra's Family and Domestic Violence Support policy took six months to design, develop and approve.** White Ribbon Accreditation took 18 months to achieve, with a dedicated 0.25 of a Senior Organisational Development Specialist

About us

The Male Champions of Change is a coalition of 30 Australian CEOs, department heads and non-executive directors from across business and government. We believe gender equality is one of the nation's most significant societal and economic issues.

Established in 2010, by then Sex Discrimination Commissioner Elizabeth Broderick, our mission is to step up beside women to achieve a significant and sustainable increase in the representation of women in leadership.

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 has not 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

For more information please go to: www.malechampionsofchange.com

MALE CHAMPIONS OF CHANGE 

Thank you

We are grateful to all those who contributed to this work, particularly:

Inspiration and Expertise

- Kristy McKellar and Rosie Batty, who so courageously shared their experience with the Male Champions of Change. The work within our organisations has started or accelerated because of you.

KPMG Team

- Dharma Chandran, Partner, KPMG
- Elizabeth Shaw, Manager, KPMG
- Susan Ferrier, Partner, KPMG

Expertise

- Fiona McCormack, Chief Executive Officer, Domestic Violence Victoria
- Jan Breckenridge, Associate Professor and Co-Convenor; Paula Bennett, Manager; and Shabnam Hameed, Senior Researcher, Gendered Violence Research Network, University of New South Wales
- Julie McKay, Executive Director, Australian National Committee for UN Women
- Karen Willis, Executive Officer, and Susan Johnston, Relationships Manager, Full Stop Foundation
- Libby Davies, Chief Executive Officer, and Jessica Luter, Chief Operating Officer, White Ribbon Australia
- Ludo McFerran, UNSW School of Social Sciences and former Director of Safe at Home, Safe at Work
- Michaela Healey, Group Executive, People, Communications & Governance, National Australia Bank
- Patty Kinnersly, Director Practice Leadership, Our Watch
- Robert Wood, Head of Sustainability, Virgin Australia

Project Steering Committee

- Janet Menzies, Program Director, Male Champions of Change
- Lisa Pusey, Adviser to the Sex Discrimination Commissioner, Australian Human Rights Commission
- Lynette Garrick, Executive and Research Assistant, Australian Human Rights Commission
- Troy Roderick, General Manager, Diversity and Inclusion, Telstra

Male Champions of Change

Progress and Timeline

2010

	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.
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).

2011

Over 2011	Michael Luscombe and 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 corporate leaders titled Our Experience in Elevating the Representation of Women into Leadership at a 300-person Business Forum.

2012

Over 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) join the MCC.
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.

2013

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.

2014

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.
May	Hamish McLennan (Ten) 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.

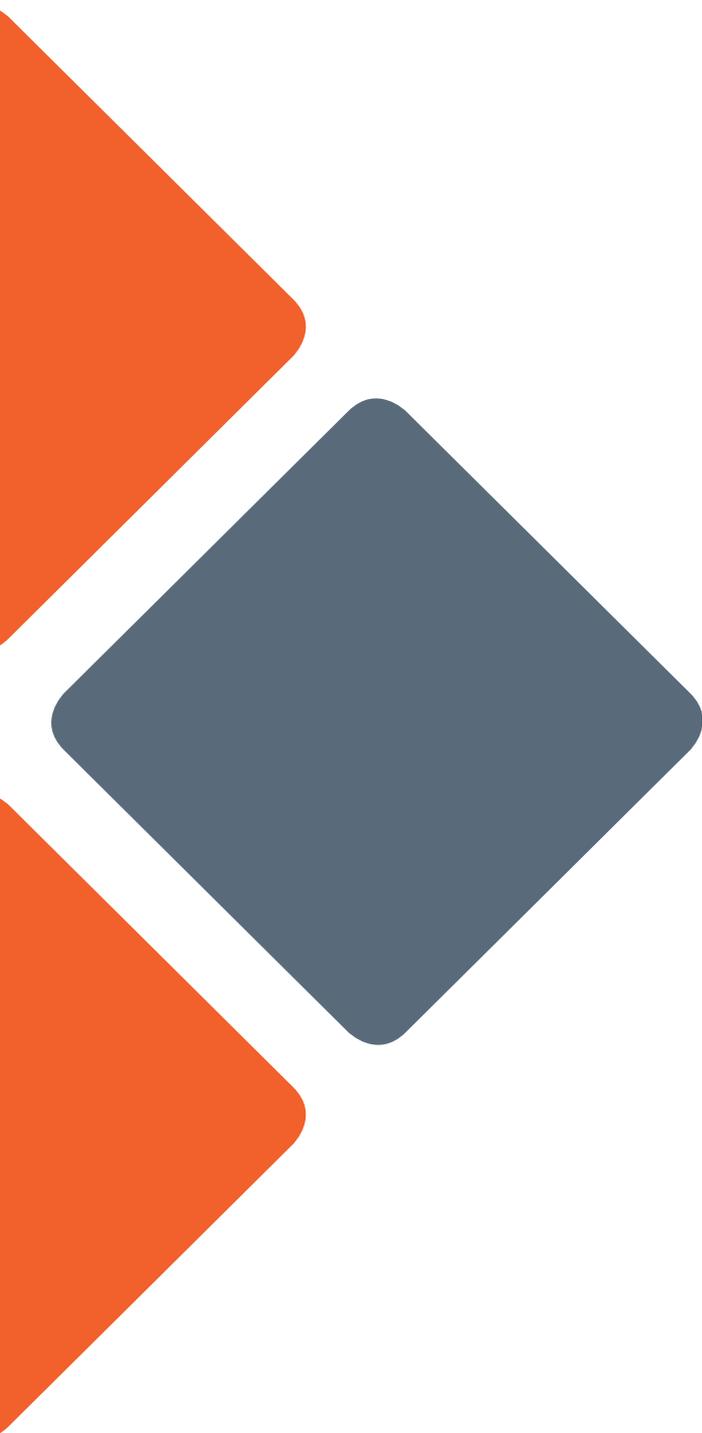
Male Champions of Change

Progress and Timeline continued

2015

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.
May	Peter Varghese (Department of Trade and Foreign Affairs) joins the MCC.
July	Andrew Penn (Telstra), Lt. General Angus Campbell (Army) and Paul Anderson (Ten) 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
November	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.

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), Women's Leadership Symposium (Japan), World Summit for Women (Paris), and the World Bank.



MALE CHAMPIONS OF CHANGE 

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