



30% Club

GROWTH THROUGH DIVERSITY

BUSINESS LEADERSHIP: THE CATALYST FOR ACCELERATING CHANGE

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OUR OBJECTIVE is to achieve 30% of ASX 200 seats held by women by end 2018. Gender balance on boards does achieve better outcomes.



“ GREATER DIVERSITY ON BOARDS IS VITAL TO THE GOOD GOVERNANCE OF AUSTRALIAN BUSINESSES. FROM THE PERSPECTIVE OF PERFORMANCE AS WELL AS EQUITY THE CASE IS CLEAR. AUSTRALIA HAS MORE THAN ENOUGH CAPABLE WOMEN TO EXCEED THE 30% TARGET. IF YOUR BOARD IS NOT INVESTING IN THE CAPABILITY THAT DIVERSITY BRINGS, IT’S NOW A MARKED DEPARTURE FROM THE WHAT THE INVESTOR AND BROADER COMMUNITY EXPECT.

Angus Armour FAICD, Managing Director & Chief Executive Officer,
Australian Institute of Company Directors



“ BY BRINGING TOGETHER INFLUENTIAL COMPANY CHAIRS, DIRECTORS, INVESTORS, HEAD HUNTERS AND CEOs, WE WANT TO DRIVE A BUSINESS-LED APPROACH **TO INCREASING GENDER BALANCE** THAT CHANGES THE WAY COMPANIES APPROACH DIVERSITY ISSUES.

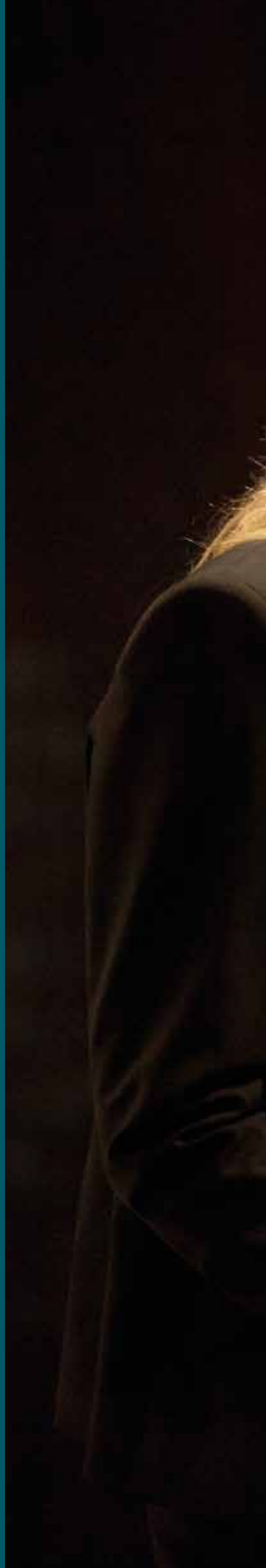
Patricia Cross,
Australian Chair 30% Club

WHO WE ARE

LEADERS LEADING BY EXAMPLE

We are a group of chairs, directors and business leaders taking action to increase gender diversity on Australian boards.

The Australian chapter launched in May 2015 with a goal of achieving 30% women on ASX 200 boards by the end of 2018.





AUSTRALIAN 30% CLUB MEMBERS

Andrew Forrest Fortescue Metals Group Ltd

Samuel Weiss Altium Ltd

John Mulcahy Mirvac Ltd

Mark Johnson G8 Education Ltd

Paul Brasher Incitec Pivot Ltd

Tracey Horton AO Navitas Ltd

Rebecca McGrath OZ Minerals Ltd

Catherine Brenner Past Chair of AMP Ltd

Simon Jones Computershare Ltd

John Mullen Telstra Corporation Ltd

David Kirk Trade Me Group Ltd

Ilana Atlas Coca-Cola Amatil Ltd

Wallace Sheppard Dexus Property Group

Brian Schwartz Scentre Group Ltd

Thomas Pockett Stockland Corporation Ltd

Zygmunt Switkowski Suncorp Group Ltd

John Thame Abacus Property Group

Glenn Barnes Ansell Limited

David Gonski AC ANZ Banking Group Ltd

Robert Johanson Bendigo and Adelaide Bank Ltd

David Clarke Charter Hall Group

Catherine Livingstone Commonwealth Bank of Australia

Ian MacDonald Genworth Mortgage Insurance Australia Ltd

Stuart James Greencross Ltd

Gregory Martin Iluka Resources Ltd

Peter Bush Mantra Group Ltd, Pacific Brands Ltd & Southern Cross Media Group Ltd

Christopher Roberts Orora Ltd

Geoffrey Brunson Sims Metal Management Ltd

David Crawford AO South32 Ltd and Lend Lease

Douglas McTaggart Spark Infrastructure Trust

Kenneth MacKenzie BHP Billiton Ltd

Stephen Johns Brambles Ltd

John Shine CSL Ltd

Peter Warne Macquarie Group Ltd

Kenneth Henry AC National Australia Bank Ltd

Neil Chatfield Costa Group Holdings Ltd and SEEK Ltd

Jeremy Sutcliffe CSR Ltd

Robert Ferguson GPT Group

Richard Fisher AM InvoCare Ltd

Justin Milne MYOB Group Ltd

Richard Clifford QANTAS Airways Ltd

Michael Chaney Woodside Petroleum Ltd and Westfarmers Ltd

Graeme Liebelt Amcor Ltd

Geoffrey Tomlinson Growthpoint Properties Australia Ltd

Peter Hay Newcrest Mining Ltd and Vicinity Centres RE Ltd

Richard Lee AM Oil Search Ltd

Gordon Cairns Origin Energy Ltd and Woolworths Group Ltd

Philip Clark Shopping Centres Australasia Property Group

John O'Neill The Star Entertainment Group

Lindsay Maxsted Westpac Banking Corporation and Transurban Ltd

Leslie Hosking Adelaide Brighton Ltd

Roderic Holliday-Smith Cochlear Ltd and ASX Ltd

Graham Bradley GrainCorp Ltd

Paula Dwyer Tabcorp Holdings Ltd and Healthscope Ltd

John Cowin Domino's Pizza Enterprises Ltd

Ralph Norris Fletcher Building Ltd

Raphael Geminder Pact Group Holdings (Australia) Pty Ltd
Derek La Ferla Sandfire Resources NL
Trevor Gerber Sydney Airport Ltd
Allan McCallum Tassal Group Ltd
Robert Ferguson Primary Health Care Ltd
Glenn Davis Beach Energy Ltd
John Prescott ac Past Chair of Aurizon Holdings Ltd
Craig Farrow Past Chair of M2 Group Ltd
Neil Hamilton Past Chair of OZ Minerals Ltd
Helen Nugent ao Past Chair of Veda Group Ltd
David Turner Past Chair of Commonwealth Bank of Australia
Kevin McCann am Past Chair of Macquarie Group Ltd
Jac Nasser ao Past Chair of BHP Billiton Ltd
Simon McKeon ao Past Chair of AMP Ltd
Diane Smith-Gander Past Chair of Broadspectrum Ltd
Margaret Jackson ac Past Chair of Spotless Group Holdings Ltd
Graham Kraehe ao Past Chair of Bluescope Steel Ltd
Bob Every ao Past Chair of Boral Ltd & Wesfarmers Ltd

Douglas Halley Past Chair of Duet
Harvey Collins Past Chair of Navitas Ltd
David Haslingden Past Chair of Nine Entertainment Co. Holdings Ltd
Donald Taylor Past Chair of GrainCorp Ltd
Roger Sexton Past Chair of IOOF Holdings Ltd
Peter Scott Past Chair Perpetual Ltd
Jerry Maycockm AGL Energy Limited and Arrium Ltd
Kate Spargo UGL Group
David Blight Chair of the Remuneration and Nomination Committee Japara Healthcare Ltd
Jim McKerlie Drillsearch Energy Ltd
Robert Wright Super Retail Group Ltd
Robert Mactier STW Communications
Bruce Brook Programmed Maintenance Services Ltd
Peter Robinson Australian Pharmaceuticals Industries (api) Ltd
Louis Carroll Cover-More Group Ltd
David Gordon Accent Group Ltd and Past Chair of Ten Network Holdings Ltd
Greig Gailey Caltex Australia Ltd
Mike Hutchinson Infigen Energy Ltd
Graeme Hunt AGL
George Venardos IOOF



OUR APPROACH

THE BUSINESS CASE FOR DIVERSITY ON BOARDS IS CLEAR

The business case is clear – a higher standard of corporate governance, improved financial performance and an enhanced capacity to attract and retain female talent.

Diverse teams make better decisions: McKinsey & Company research of 180 publically traded companies found ROEs were 53% higher for companies ranking in the top quartile of executive board diversity than those in the bottom quartile. In Australia, the Reiby Institute found ASX 500 companies with women on their boards deliver a significantly higher ROE than those with no women on their board.

One woman is not enough: 30% is the proportion when the contributions of a member of a minority group are valued in their own right. Research has shown that a critical mass of three or more women can cause a fundamental change in the boardroom and enhance corporate governance.

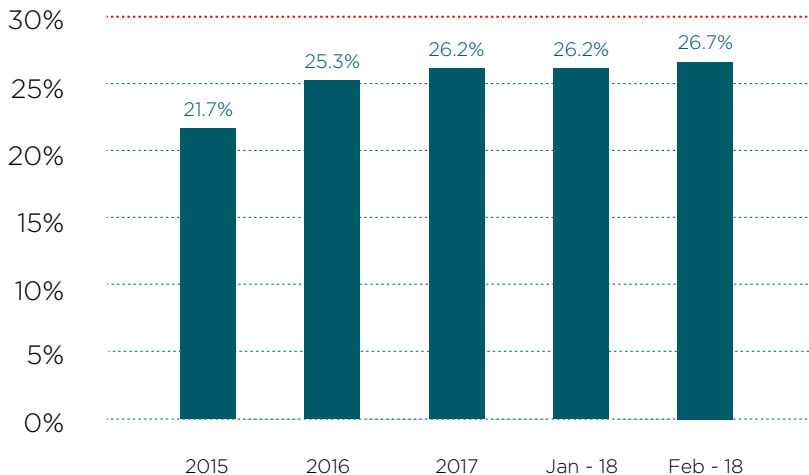
GETTING TO 30%

AN ACHIEVABLE GOAL

Achieving 30% female directors on ASX 200 boards is within sight. Women currently comprise 26.7% of ASX 200 board seats. In order to achieve the target by the end of 2018, we need a monthly year-to-date new appointment rate of over 50%.

Meeting this target will require demand by investors, leadership from board chairs, commitment by nominations committees and action from head hunters. It will also require an ongoing investment from CEOs and leadership teams in developing the pipeline of female directors.

Percentage of female directorships on ASX 200 boards



HOW IT WORKS

SHARING RESOURCES AND COLLABORATING

The 30% Club complements and amplifies individual company efforts and existing groups through measurable goals and broad collaboration.

There is no financial commitment; the 30% Club is supported by a Steering Committee and Working Groups that are made up of senior directors and executives who volunteer their time and skills to help direct efforts.

The Working Groups are focused on influencing and working with investors, executive search consultants, professional services firms, chairs and directors to achieve change.

FOCUSING OUR EFFORTS

THE POWER OF COHESION

Chair Leadership

“There is a tendency for boards to pick up people they feel comfortable having around the table. What we really need for high-performing boards is to seek discomfort and to drive challenging discussions.”

David Gonski, Chair Australia and New Zealand Banking Group Limited and Former Coca Cola Amatil Limited

Shareholder and corporate governance

“Diversity is a subject very close to our hearts at Aberdeen, both as an employer and as an investor. We know that the best companies draw on the widest pool of talent. So it is important for us that the businesses in which we invest don't limit themselves, in either the way they recruit, or how they develop their people. This applies to our own business too.”

Brett Jollie, Managing Director, Australia Aberdeen Asset Management Limited

Executive search community

“The Executive Search Industry, through its Code of Practice is very committed to ensuring that the 30% target becomes a reality. We all enjoy seeing competent women taking their seat around the Board table.”

Katie Lahey, Executive Chairman Australasia, Korn Ferry

Fostering the Pipeline

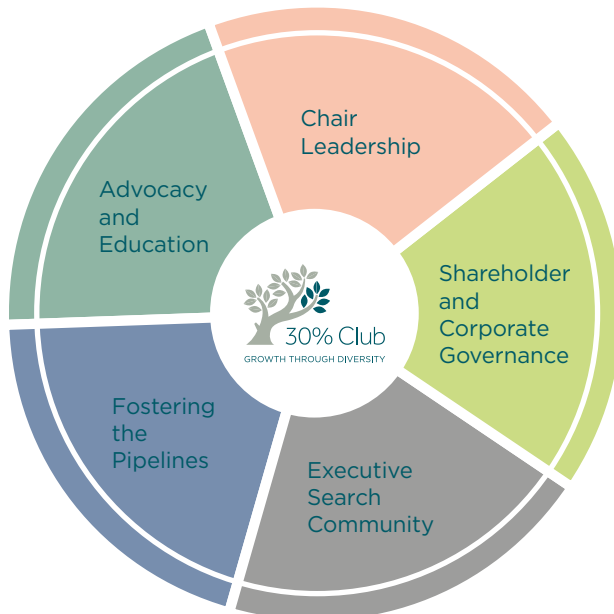
“When you are in a position of influence you need to make sure you have a genuine commitment to diversity. Age, gender, education, external background and experience. Board composition is a light for the diversity in executive ranks and throughout organisations. Diverse groups will always find better outcomes and results in superior performance every time”

Margaret Jackson, Former Chair, Spotless Group Holdings

Advocacy and Education

“Diversity brings with it cognitive diversity, different perspectives and information processing. In an environment where companies are facing exponential changes in technology, demographics, economies and sustainability, bringing different thinking to the table is both a commercial and social imperative and this has been recognised by many of the worlds leading institutional investors.”

Melanie Willis 30% Club Australia Education Working Group Chair, NSW/ACT Chapter Chair and Board member of Chief Executive Women, NED of Challenger Limited, Southern Cross Media Group and Mantra Group.



OUR GLOBAL CHAPTERS

A FOUNDATION TO BUILD ON

With chapters in ten countries, the 30% Club is approaching this issue on a global scale. Each chapter believes in diversity as a driver of business growth.

Australia

United Kingdom

United States

Canada

South Africa

Hong Kong

Ireland

Italy

Malaysia

GCC

WHAT YOU CAN DO

SUPPORTING THE 30% CLUB

We encourage individuals and organisations to support our work and help us in our quest to increase the number of women on company boards.

- Become a Chair Member
- Call upon your own organisation to introduce targets for women in leadership
- Share information on the 30% Club with your colleagues and networks
- Encourage lagging companies to improve their diversity efforts
- Host events for the 30% Club
- Lend your expertise to the 30% Club Working Groups
- Join in the conversation by tweeting @30pctAustralia or using the hashtag #30pcglobal

CONTACT US

Please email both Naomi Menahem and Melissa Powell at the AICD to become a Chair Member of the 30% Club:

Naomi Menahem: nmenahem@aicd.com.au

Melissa Powell: mpowell@aicd.com.au

To support the 30% Club or to discuss the working groups, please contact Naomi Menahem.

