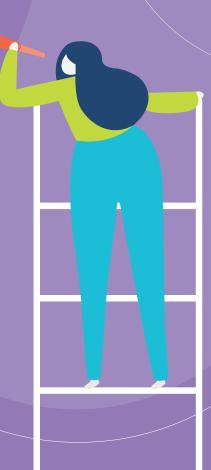
# Gender diversity progress report

February 2020 to April 2020



As we move towards recovery and start to rebuild, companies should reflect on the skills required to drive innovation and growth.

Board diversity is an important consideration in this discussion.

### Gender diversity holds steady on ASX 200 boards

Our quarterly data reveals that the proportion of women on ASX200 boards has not shifted since January, with the ASX 200 remaining at 30.7 per cent.

While it is encouraging to see that the figure has held steady against the backdrop of COVID-19, there has been no progress since January. This likely reflects the stalling of changes to board arrangements while corporate Australia responds to the global COVID-19 pandemic.

Critically, female directors represent only 34 per cent of new appointments to the ASX 200 this year.

At a time where board oversight responsibilities are reaching new levels of complexity, Australia's organisations are being forced to rethink what effective leadership looks like.

What skills do boards need to be able to adapt and respond to challenges of the future? What will make us better prepared? Specifically, what has the COVID crisis taught us about the value of diversity in leadership responses?

As we move towards recovery and rebuild, companies should reflect on the skills required to drive innovation and growth. Board diversity is an important consideration in this discussion. There is an opportunity to take lessons learned in recent months to reshape the leadership of the future.

The AICD will continue to advocate about the benefit of board diversity, including gender diversity. It is our hope that Australia's leading businesses continue to pave the way towards a 40:40:20 gender balance in their leadership.

Angus Armour FAICD
CEO & MD, Australian Institute
of Company Directors

## 30% Club update



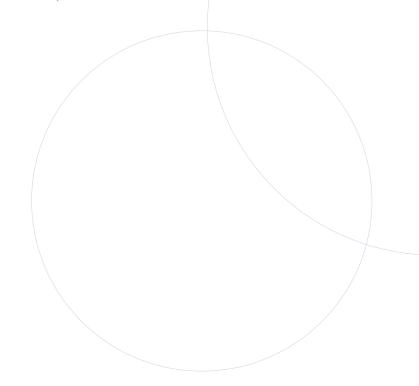
Nicola Wakefield Evans FAICD Chair, 30% Club Australian Chapter Non-Executive Director

"The time to resume the conversation about gender equality on Australian boards is now."

#### Refocussing our efforts

When we celebrated the milestone of 30 per cent women on ASX 200 boards late last year, the world was a very different place.

Since then, against the backdrop of COVID-19, global efforts to pursue gender equality have stalled while governments and the corporate sector focus on immediate responses to the crisis. During this period, the 30% Club has been anxiously monitoring board appointments, cautious of a slide in the figures.



While the overall rate has been maintained since January at 30.7 per cent for the ASX 200, the 30% Club believes it is vital that companies re-engage in conversations about gender equality and maintain the momentum previously established.

Early indications suggest that the COVID-19 pandemic is disproportionately impacting women, amplifying existing structural inequalities that exist in the home and the workplace. Regression in gender equality at this time may prove to be very costly.

At its first meeting of 2020, the 30% Club Australia Steering Committee outlined an ambitious program of initiatives and events to further our goal of increasing the number of women on ASX boards. 30 per cent must be the minimum and not the maximum.

Our objectives for 2020 remain: to resume our campaign targeting companies in the ASX 300 with no or only one female board member; to engage Australia's top Executive Search groups in exposing the barriers to success for women on boards; to research the lagging figures in the ASX 200-300; and to consider the gender impacts of Australia's current IPO processes.

We are also looking to expand the 30% Club advocacy by broadening membership to include more men. We will be advocating for a stronger voice for women business leaders in the media and investigating the media's portrayal of women leaders.

As talks of the COVID-19 recovery phase begin, we will seek out opportunities to collaborate with stakeholders to refocus our efforts and safeguard against regression.

The time to resume the conversation about gender equality on Australian boards is now.

# Progress Report (ASX 200)

The full list of ASX 200 companies with the number of women on their boards is listed below. Individual chairs with an asterisk next to their name are members of the 30% Club. They are committed to ensuring a minimum representation of 30 per cent female directors on their boards.

ASX 200 company	Chair	No. of Female Directors	% of Female Directors
Bapcor Limited	Andrew Harrison	3	60.0%
NIB Holdings Ltd	Steven Crane*	4	57.1%
Commonwealth Bank of Australia	Catherine Livingstone*	5	55.6%
Medibank Private Limited	Elizabeth Alexander	5	55.6%
Woolworths Group Ltd	Gordon Cairns*	5	55.6%
Abacus Property Group	Myra Salkinder	3	50.0%
Caltex Australia Limited	Steven Gregg*	3	50.0%
Clinuvel Pharmaceuticals Limited	Willem Blijdorp	3	50.0%
Cromwell Property Group	Leon Blitz	3	50.0%
CSR Limited	John Gillam	3	50.0%
Incitec Pivot Limited	Brian Kruger	3	50.0%
BlueScope Steel Limited	John Bevan	4	50.0%
Mirvac Limited	John Mulcahy*	4	50.0%
Spark New Zealand Limited	Justine Smyth	4	50.0%
Unibail-Rodamco-Westfield	Colin Dyer	5	45.5%
Ansell Limited	John Bevan	4	44.4%
Bendigo and Adelaide Bank Limited	Jacqueline Hey*	4	44.4%
CSL Limited	Brian McNamee	4	44.4%
Fortescue Metals Group Ltd	Andrew Forrest*	4	44.4%
Treasury Wine Estates Limited	Paul Rayner	4	44.4%
Wesfarmers Limited	Michael Chaney*	4	44.4%
Adelaide Brighton Ltd	Raymond Barro	3	42.9%
Appen Limited	Christopher Vonwille	3	42.9%
Aristocrat Leisure Limited	Neil Chatfield*	3	42.9%
Boral Limited	Kathryn Fagg*	3	42.9%
Estia Health Limited	Gary Weiss	3	42.9%

ASX 200 company	Chair	No. of Female Directors	% of Female Directors
G8 Education Limited	Mark Johnson*	3	42.9%
GPT Group	Vickki McFadden*	3	42.9%
InvoCare Limited	Bart Vogel*	3	42.9%
Nine Entertainment Co. Holdings Limited	Peter Costello	3	42.9%
Pendal Group Limited	James Evans	3	42.9%
ResMed Inc	Peter Farrell	3	42.9%
Sims Metal Management Limited	Geoffrey Brunsdon*	3	42.9%
Xero Australia Pty Ltd	David Thodey	3	42.9%
Altium Limited	Samuel Weiss*	2	40.0%
Corporate Travel Management Limited	Ewen Crouch	2	40.0%
IPH Limited	Richard Grellman	2	40.0%
Skycity Entertainment Group Limited	Robert Campbell*	2	40.0%
The A2 Milk Company Limited	David Hearn	2	40.0%
Insurance Australia Group Limited	Elizabeth Bryan	4	40.0%
IRESS Limited	Anthony D'Aloisio*	4	40.0%
Lendlease Group Services Pty Limited	Michael Ullmer	4	40.0%
National Australia Bank Limited	Philip Chronican	4	40.0%
QANTAS Airways Limited	Richard Goyder	4	40.0%
Suncorp Group Limited	Christine McLoughlin*	4	40.0%
AGL Energy Limited	Graeme Hunt*	3	37.5%
Bank of Queensland Limited	Patrick Allaway	3	37.5%
Coca-Cola Amatil Limited	llana Atlas*	3	37.5%
Coles Group Limited	James Graham	3	37.5%
Computershare Limited	Simon Jones*	3	37.5%
Cooper Energy Limited	John Conde	3	37.5%
Link Administration Holdings Pty Limited	Michael Carapiet	3	37.5%
Orica Limited	Malcolm Broomhead	3	37.5%
Ramsay Health Care Limited	Michael Siddle	3	37.5%
Shopping Centres Australasia Property Group	Philip Clark*	3	37.5%
South32 Limited	Karen Wood*	3	37.5%
Stockland Corporation Ltd	Thomas Pockett*	3	37.5%
Super Retail Group Limited	Sally Pitkin*	3	37.5%
Macquarie Group Limited	Peter Warne*	4	36.4%
Virgin Money UK PLC	James Pettigrew	4	36.4%
Alumina Limited	William Day	2	33.3%
Bravura Solutions Limited	Neil Broekhuizen	2	33.3%
BWP Trust	Erich Fraunschiel	2	33.3%
Costa Group Holdings Limited	Neil Chatfield*	2	33.3%

ASX 200 company	Chair	No. of Female Directors	% of Female Directors
Credit Corp Group Limited	Donald McLay	2	33.3%
Elders Limited	Ian Wilton	2	33.3%
EML Payments Limited	Peter Martin	2	33.3%
G.U.D. Holdings Limited	Mark Smith	2	33.3%
IOOF Holdings Ltd	Allan Griffiths*	2	33.3%
Lynas Corporation Limited	Richard Harding	2	33.3%
MetCash Limited	Robert Murray	2	33.3%
Nearmap Ltd	Peter James	2	33.3%
Netwealth Group Limited	Jane Tongs	2	33.3%
Northern Star Resources Ltd	William Beament	2	33.3%
OZ Minerals Limited	Rebecca McGrath*	2	33.3%
Regis Resources Limited	James Mactier	2	33.3%
Reliance Worldwide Corporation Limited	William Crosby	2	33.3%
Resolute Mining Limited	Marthinus Botha	2	33.3%
SEEK Limited	Graham Goldsmith*	2	33.3%
St Barbara Limited	Timothy Netscher*	2	33.3%
Webjet Limited	Roger Sharp*	2	33.3%
WiseTech Global Limited	Andrew Harrison	2	33.3%
ANZ Banking Group Limited	David Gonski*	3	33.3%
Atlas Arteria Limited	Nora Scheinkestel	3	33.3%
Aurizon Holdings Limited	Timothy Poole*	3	33.3%
Dexus Property Group	Wallace Sheppard*	3	33.3%
Inghams Group Limited	Peter Bush*	3	33.3%
Oil Search Limited	Richard Lee*	3	33.3%
Platinum Asset Management Ltd	Michael Cole	3	33.3%
Santos Limited	Keith Spence	3	33.3%
Sonic Healthcare Limited	Mark Compton	3	33.3%
Transurban Limited	Lindsay Maxsted*	3	33.3%
Westpac Banking Corporation	John McFarlane	3	33.3%
James Hardie Industries PLC	Michael Hammes	3	30.0%
Telstra Corporation Limited	John Mullen*	3	30.0%
Woodside Petroleum Ltd	Richard Goyder	3	30.0%
Afterpay Limited	Elana Rubin	2	28.6%
APA Group	Michael Fraser*	2	28.6%
Bega Cheese Limited	Barry Irvin	2	28.6%
Bingo Industries Limited	Michael Coleman*	2	28.6%
Breville Group Limited	Steven Fisher	2	28.6%
Carsales.com Limited	Patrick O'Sullivan	2	28.6%

ASX 200 company	Chair	No. of Female Directors	% of Female Directors
Charter Hall Group	David Clarke*	2	28.6%
Chorus Limited	Patrick Strange	2	28.6%
Collins Foods Limited	Robert Kaye	2	28.6%
Domain Holdings Australia Pty Ltd	Nicholas Falloon	2	28.6%
Domino's Pizza Enterprises Limited	John Cowin*	2	28.6%
Downer EDI Limited	Richard Harding	2	28.6%
Fletcher Building Limited	Bruce Hassall	2	28.6%
Healius Limited	Robert Hubbard	2	28.6%
IGO Limited	Peter Bilbe	2	28.6%
Iluka Resources Limited	Gregory Martin*	2	28.6%
Ingenia Communities Group Ltd	James Hazel*	2	28.6%
Monadelphous Group Limited	Calogero Rubino	2	28.6%
Nanosonics Limited	Maurie Stang	2	28.6%
oOh!Media Limited	Tony Faure	2	28.6%
Orora Limited	Alan Sindel	2	28.6%
Perenti Global Limited	Ian Cochrane	2	28.6%
Perpetual Limited	Anthony D'Aloisio*	2	28.6%
Pinnacle Investment Management Group Limited	Alan Watson	2	28.6%
Southern Cross Media Group Limited	Peter Bush*	2	28.6%
Steadfast Group Limited	Francis O'Halloran	2	28.6%
Sydney Airport Limited	Trevor Gerber*	2	28.6%
Tabcorp Holdings Limited	Paula Dwyer*	2	28.6%
Tassal Group Limited	Allan McCallum*	2	28.6%
Viva Energy Group Limited	Robert Hill	2	28.6%
Whitehaven Coal Limited	Mark Vaile	2	28.6%
ASX Limited	Roderic Holliday-Smith*	3	27.3%
BHP Group Limited	Kenneth MacKenzie*	3	27.3%
Brambles Limited	Stephen Johns*	3	27.3%
Crown Resorts Limited	Helen Coonan	3	27.3%
News Corporation	Keith Murdoch, Lachlan Murdoch	3	27.3%
Rio Tinto Limited	Simon Thompson	3	27.3%
Worley Limited	John Grill	3	27.3%
ALS Limited	Bruce Phillips	2	25.0%
Brickworks Ltd	Robert Millner	2	25.0%
Challenger Limited	Peter Polson	2	25.0%
Cleanaway Waste Management Limited	Mark Chellew	2	25.0%
Evolution Mining Limited	Jacob Klein	2	25.0%
Fisher & Paykel Healthcare Corporation Limited	Antony Carter	2	25.0%

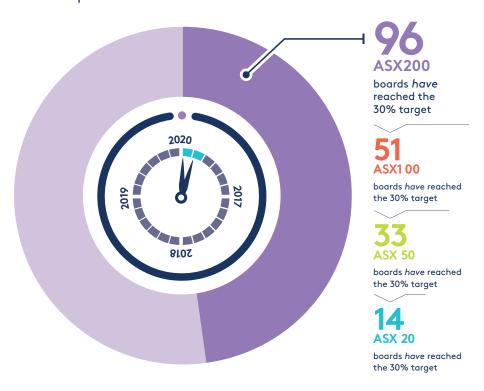
Growthpoint Properties Australia Limited         Geoffrey Tomilinson*         2         25.0%           GWA Group Limited         Peter Hay*         2         25.0%           Newcrest Mining Limited         Peter Hay*         2         25.0%           Nuffarm Limited         Donald McGauchie         2         25.0%           GBE Insurance Group Limited         Michael Wilkins         2         25.0%           Scentre Group Limited         Brian Schwartz*         2         25.0%           Searte Group Limited         Michael Carapiet         2         25.0%           Smartgroup Corporation Ltd         Michael Carapiet         2         25.0%           The Star Entertainment Group         John O'Neill*         2         25.0%           Vicinity Centres RE Ltd         Trevor Gerber*         2         25.0%           Vicinity Centres RE Ltd         Peter Mason         2         22.2%           Jushes Services Ltd         Peter Mason         2         22.2%           Jushes Services Ltd         Peter Mason         2         22.2%           Peropiter Investments Limited         Gordan Cairus*         2         22.2%           Peropiter Investments Limited         Solomon Lew         2         22.2%           Seven	ASX 200 company	Chair	No. of Female Directors	% of Female Directors
Newcrest Mining Limited         Peter Hay*         2         25.0%           Nufarm Limited         Donald McGauchie         2         25.0%           GBE Insurance Group Limited         Michael Wilkins         2         25.0%           REA Group Ltd         Hamish McLennan         2         25.0%           Scentre Group Limited         Brian Schwartz*         2         25.0%           Smartgroup Corporation Ltd         Michael Carapiet         2         25.0%           The Star Entertainment Group         John O'Neill*         2         25.0%           Vicinity Centres RE Ltd         Trevor Gerber*         2         25.0%           AusNet Services Ltd         Peter Mason         2         22.2%           AusNet Services Ltd         Peter Mason         2         22.2%           Ausnet Grery Limited         Glenn Davis*         2         22.2%           Origin Energy Limited         Gordan Cairns*         2         22.2%           Premier Investments Limited         Solomon Lew         2         22.2%           Premier Investments Limited         Kerry Stokes         2         22.2%           Seven Group Holdings Limited         Kerry Stokes         2         22.2%           Fremier Investments Limited	Growthpoint Properties Australia Limited	Geoffrey Tomlinson*	2	25.0%
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Beach Energy Limited         Glenn Davis*         2         22.2%           Origin Energy Limited         Gordon Cairns*         2         22.2%           Premier Investments Limited         Solomon Lew         2         22.2%           Seven Group Holdings Limited         Kerry Stokes         2         22.2%           Technology One Limited         Adrian Di Marco         2         22.2%           Austal Limited         John Rothwell         1         20.0%           Charter Hall Long Wale REIT         Peeyush Gupta         1         20.0%           Charter Hall Retail REIT         Roger Davis         1         20.0%           Flight Centre Travel Group Limited         Gary Smith         1         20.0%           Gold Road Resources Limited         Timothy Netscher         1         20.0%           GroinCorp Limited         Peter Richards*         1         20.0%           GroinCorp Limited         Peter Wade         1         20.0%           Mineral Resources Limited         Peter Wade         1         20.0%           Mineral Resources Limited         Michael Arnett         1         20.0%           NRW Holdings Limited         Anthony Kiernan*         1         20.0%           Viva Energy REIT Limited <td>Vicinity Centres RE Ltd</td> <td>Trevor Gerber*</td> <td>2</td> <td>25.0%</td>	Vicinity Centres RE Ltd	Trevor Gerber*	2	25.0%
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Premier Investments Limited         Solomon Lew         2         22.2%           Seven Group Holdings Limited         Kerry Stokes         2         22.2%           Technology One Limited         Adrian Di Marco         2         22.2%           Austal Limited         John Rothwell         1         20.0%           Charter Hall Long Wale REIT         Peeyush Gupta         1         20.0%           Charter Hall Retail REIT         Roger Davis         1         20.0%           Flight Centre Travel Group Limited         Gary Smith         1         20.0%           Gold Road Resources Limited         Timothy Netscher         1         20.0%           GrainCorp Limited         Peter Richards*         1         20.0%           GrainCorp Limited         David Barwick         1         20.0%           Mineral Resources Limited         Peter Wade         1         20.0%           Mineral Resources Limited         Michael Arnett         1         20.0%           NRW Holdings Limited         Anthony Kiernan*         1         20.0%           Viva Energy REIT Limited         Laurence Brindle         1         20.0%           Amcor Plc         Graeme Liebelt*         2         20.0%           AP Eagers Limited	Beach Energy Limited	Glenn Davis*	2	22.2%
Seven Group Holdings LimitedKerry Stokes222.2%Technology One LimitedAdrian Di Marco222.2%Austal LimitedJohn Rothwell120.0%Charter Hall Long Wale REITPeeyush Gupta120.0%Charter Hall Retail REITRoger Davis120.0%Flight Centre Travel Group LimitedGary Smith120.0%Gold Road Resources LimitedTimothy Netscher120.0%GrainCorp LimitedPeter Richards*120.0%Jumbo Interactive LimitedDavid Barwick120.0%Mineral Resources LimitedPeter Wade120.0%NRW Holdings LimitedMichael Arnett120.0%Viva Energy REIT LimitedLaurence Brindle120.0%Amcor PlcGraeme Liebelt*220.0%AMP LimitedDavid Murray*220.0%AP Eagers LimitedTimothy Crommelin220.0%Cochlear LimitedRoderic Holliday-Smith*220.0%Goodman GroupIan Ferrier220.0%Janus Henderson Group PLCRichard Gillingwater220.0%Avita Medical LtdLouis Panaccio116.7%Blackmores LimitedBrent Wallace116.7%HUB24 LimitedBruce Higgins116.7%HUB24 LimitedGregory Richards116.7%	Origin Energy Limited	Gordon Cairns*	2	22.2%
Technology One Limited Adrian Di Marco 2 22.2%  Austal Limited John Rothwell 1 20.0%  Charter Hall Long Wale REIT Peeyush Gupta 1 20.0%  Charter Hall Retail REIT Roger Davis 1 20.0%  Flight Centre Travel Group Limited Gary Smith 1 20.0%  Gold Road Resources Limited Timothy Netscher 1 20.0%  GrainCorp Limited Peter Richards* 1 20.0%  Jumbo Interactive Limited David Barwick 1 20.0%  Mineral Resources Limited Peter Wade 1 20.0%  NRW Holdings Limited Michael Arnett 1 20.0%  Pilbara Minerals Limited Anthony Kiernan* 1 20.0%  Wiva Energy REIT Limited Laurence Brindle 1 20.0%  Amcor Plc Graeme Liebelt* 2 20.0%  AMP Limited David Murray* 2 20.0%  AP Eagers Limited Timothy Crommelin 2 20.0%  Cochlear Limited Roderic Holliday-Smith* 2 20.0%  Goodman Group Ian Ferrier 2 20.0%  Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Brent Wallace 1 16.7%  HUB24 Limited Bruce Higgins 1 16.7%  HUB24 Limited Bruce Higgins 1 16.7%	Premier Investments Limited	Solomon Lew	2	22.2%
Austal Limited         John Rothwell         1         20.0%           Charter Hall Long Wale REIT         Peeyush Gupta         1         20.0%           Charter Hall Retail REIT         Roger Davis         1         20.0%           Flight Centre Travel Group Limited         Gary Smith         1         20.0%           Gold Road Resources Limited         Timothy Netscher         1         20.0%           GrainCorp Limited         Peter Richards*         1         20.0%           Jumbo Interactive Limited         David Barwick         1         20.0%           Mineral Resources Limited         Peter Wade         1         20.0%           Mineral Resources Limited         Michael Arnett         1         20.0%           NRW Holdings Limited         Michael Arnett         1         20.0%           Viva Energy REIT Limited         Laurence Brindle         1         20.0%           Amcor Plc         Graeme Liebelt*         2         20.0%           AMP Limited         David Murray*         2         20.0%           AP Eagers Limited         Timothy Crommelin         2         20.0%           Cochlear Limited         Roderic Holliday-Smith*         2         20.0%           Goodman Group         Ian Ferri	Seven Group Holdings Limited	Kerry Stokes	2	22.2%
Charter Hall Long Wale REIT Peeyush Gupta 1 20.0%  Charter Hall Retail REIT Roger Davis 1 20.0%  Flight Centre Travel Group Limited Gary Smith 1 20.0%  Gold Road Resources Limited Timothy Netscher 1 20.0%  GrainCorp Limited Peter Richards* 1 20.0%  Jumbo Interactive Limited David Barwick 1 20.0%  Mineral Resources Limited Peter Wade 1 20.0%  NRW Holdings Limited Michael Arnett 1 20.0%  Pilbara Minerals Limited Anthony Kiernan* 1 20.0%  Viva Energy REIT Limited Laurence Brindle 1 20.0%  Amcor Plc Graeme Liebelt* 2 20.0%  AMP Limited David Murray* 2 20.0%  AP Eagers Limited Timothy Crommelin 2 20.0%  Cochlear Limited Roderic Holliday-Smith* 2 20.0%  Goodman Group Ian Ferrier 2 20.0%  Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Brene Wallace 1 16.7%  HUB24 Limited Bruce Higgins 1 16.7%  HUB24 Limited Gregory Richards 1 16.7%	Technology One Limited	Adrian Di Marco	2	22.2%
Charter Hall Retail REIT Roger Davis 1 20.0% Flight Centre Travel Group Limited Gary Smith 1 20.0% Gold Road Resources Limited Timothy Netscher 1 20.0% GrainCorp Limited Peter Richards* 1 20.0% Jumbo Interactive Limited David Barwick 1 20.0% Mineral Resources Limited Peter Wade 1 20.0% NRW Holdings Limited Michael Arnett 1 20.0% Filbara Minerals Limited Anthony Kiernan* 1 20.0% Viva Energy REIT Limited Laurence Brindle 1 20.0% Amcor Plc Graeme Liebelt* 2 20.0% AMP Limited David Murray* 2 20.0% AP Eagers Limited Timothy Crommelin 2 20.0% Cochlear Limited Roderic Holliday-Smith* 2 20.0% Goodman Group Ian Ferrier 2 20.0% Avita Medical Ltd Louis Panaccio 1 16.7% Blackmores Limited Brent Wallace 1 16.7% HUB24 Limited Bruce Higgins 1 16.7% HUB24 Limited Gregory Richards 1 16.7%	Austal Limited	John Rothwell	1	20.0%
Flight Centre Travel Group Limited         Gary Smith         1         20.0%           Gold Road Resources Limited         Timothy Netscher         1         20.0%           GrainCorp Limited         Peter Richards*         1         20.0%           Jumbo Interactive Limited         David Barwick         1         20.0%           Mineral Resources Limited         Peter Wade         1         20.0%           NRW Holdings Limited         Michael Arnett         1         20.0%           Pilbara Minerals Limited         Anthony Kiernan*         1         20.0%           Viva Energy REIT Limited         Laurence Brindle         1         20.0%           Amcor Plc         Graeme Liebelt*         2         20.0%           AMP Limited         David Murray*         2         20.0%           AP Eagers Limited         Timothy Crommelin         2         20.0%           Cochlear Limited         Roderic Holliday-Smith*         2         20.0%           Goodman Group         Ian Ferrier         2         20.0%           Janus Henderson Group PLC         Richard Gillingwater         2         20.0%           Avita Medical Ltd         Louis Panaccio         1         16.7%           Blackmores Limited         Brent	Charter Hall Long Wale REIT	Peeyush Gupta	1	20.0%
Gold Road Resources Limited         Timothy Netscher         1         20.0%           GrainCorp Limited         Peter Richards*         1         20.0%           Jumbo Interactive Limited         David Barwick         1         20.0%           Mineral Resources Limited         Peter Wade         1         20.0%           NRW Holdings Limited         Michael Arnett         1         20.0%           Pilbara Minerals Limited         Anthony Kiernan*         1         20.0%           Viva Energy REIT Limited         Laurence Brindle         1         20.0%           Amcor Plc         Graeme Liebelt*         2         20.0%           AMP Limited         David Murray*         2         20.0%           AP Eagers Limited         Timothy Crommelin         2         20.0%           Cochlear Limited         Roderic Holliday-Smith*         2         20.0%           Goodman Group         Ian Ferrier         2         20.0%           Janus Henderson Group PLC         Richard Gillingwater         2         20.0%           Avita Medical Ltd         Louis Panaccio         1         16.7%           Blackmores Limited         Brent Wallace         1         16.7%           HUB24 Limited         Bruce Higgins	Charter Hall Retail REIT	Roger Davis	1	20.0%
GrainCorp Limited Peter Richards* 1 20.0%  Jumbo Interactive Limited David Barwick 1 20.0%  Mineral Resources Limited Peter Wade 1 20.0%  NRW Holdings Limited Michael Arnett 1 20.0%  Pilbara Minerals Limited Anthony Kiernan* 1 20.0%  Viva Energy REIT Limited Laurence Brindle 1 20.0%  Amcor Plc Graeme Liebelt* 2 20.0%  AMP Limited David Murray* 2 20.0%  AP Eagers Limited Timothy Crommelin 2 20.0%  Cochlear Limited Roderic Holliday-Smith* 2 20.0%  Goodman Group Ian Ferrier 2 20.0%  Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Bruce Higgins 1 16.7%  HUB24 Limited Gregory Richards 1 16.7%	Flight Centre Travel Group Limited	Gary Smith	1	20.0%
Jumbo Interactive Limited  David Barwick  1 20.0%  Mineral Resources Limited  Peter Wade  1 20.0%  NRW Holdings Limited  Michael Arnett  1 20.0%  Pilbara Minerals Limited  Anthony Kiernan*  1 20.0%  Viva Energy REIT Limited  Laurence Brindle  1 20.0%  Amcor Plc  Graeme Liebelt*  2 20.0%  AMP Limited  David Murray*  2 20.0%  AP Eagers Limited  Timothy Crommelin  2 20.0%  Cochlear Limited  Roderic Holliday-Smith*  2 20.0%  Goodman Group  Ian Ferrier  2 20.0%  Avita Medical Ltd  Louis Panaccio  1 16.7%  Blackmores Limited  Bruce Higgins  1 16.7%  JB Hi-Fi Limited  Gregory Richards  1 16.7%	Gold Road Resources Limited	Timothy Netscher	1	20.0%
Mineral Resources Limited Peter Wade 1 20.0%  NRW Holdings Limited Michael Arnett 1 20.0%  Pilbara Minerals Limited Anthony Kiernan* 1 20.0%  Viva Energy REIT Limited Laurence Brindle 1 20.0%  Amcor Plc Graeme Liebelt* 2 20.0%  AMP Limited David Murray* 2 20.0%  AP Eagers Limited Timothy Crommelin 2 20.0%  Cochlear Limited Roderic Holliday-Smith* 2 20.0%  Goodman Group Ian Ferrier 2 20.0%  Janus Henderson Group PLC Richard Gillingwater 2 20.0%  Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Bruce Higgins 1 16.7%  HUB24 Limited Gregory Richards 1 16.7%	GrainCorp Limited	Peter Richards*	1	20.0%
NRW Holdings Limited  Michael Arnett  1 20.0%  Pilbara Minerals Limited  Anthony Kiernan*  1 20.0%  Viva Energy REIT Limited  Laurence Brindle  1 20.0%  Amcor Plc  Graeme Liebelt*  2 20.0%  AMP Limited  David Murray*  2 20.0%  AP Eagers Limited  Timothy Crommelin  Cochlear Limited  Roderic Holliday-Smith*  Roderic Holliday-Smith*  Michael Arnett  1 20.0%  AP Eagers Limited  Timothy Crommelin  Roderic Holliday-Smith*  David Murray*  David	Jumbo Interactive Limited	David Barwick	1	20.0%
Pilbara Minerals Limited Anthony Kiernan* 1 20.0%  Viva Energy REIT Limited Laurence Brindle 1 20.0%  Amcor Plc Graeme Liebelt* 2 20.0%  AMP Limited David Murray* 2 20.0%  AP Eagers Limited Timothy Crommelin 2 20.0%  Cochlear Limited Roderic Holliday-Smith* 2 20.0%  Goodman Group Ian Ferrier 2 20.0%  Janus Henderson Group PLC Richard Gillingwater Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Bruce Higgins 1 16.7%  JB Hi-Fi Limited Gregory Richards 1 16.7%	Mineral Resources Limited	Peter Wade	1	20.0%
Viva Energy REIT LimitedLaurence Brindle120.0%Amcor PlcGraeme Liebelt*220.0%AMP LimitedDavid Murray*220.0%AP Eagers LimitedTimothy Crommelin220.0%Cochlear LimitedRoderic Holliday-Smith*220.0%Goodman GroupIan Ferrier220.0%Janus Henderson Group PLCRichard Gillingwater220.0%Avita Medical LtdLouis Panaccio116.7%Blackmores LimitedBrent Wallace116.7%HUB24 LimitedBruce Higgins116.7%JB Hi-Fi LimitedGregory Richards116.7%	NRW Holdings Limited	Michael Arnett	1	20.0%
Amcor Plc         Graeme Liebelt*         2         20.0%           AMP Limited         David Murray*         2         20.0%           AP Eagers Limited         Timothy Crommelin         2         20.0%           Cochlear Limited         Roderic Holliday-Smith*         2         20.0%           Goodman Group         Ian Ferrier         2         20.0%           Janus Henderson Group PLC         Richard Gillingwater         2         20.0%           Avita Medical Ltd         Louis Panaccio         1         16.7%           Blackmores Limited         Brent Wallace         1         16.7%           HUB24 Limited         Bruce Higgins         1         16.7%           JB Hi-Fi Limited         Gregory Richards         1         16.7%	Pilbara Minerals Limited	Anthony Kiernan*	1	20.0%
AMP Limited  David Murray*  2 20.0%  AP Eagers Limited  Timothy Crommelin  Roderic Holliday-Smith*  2 20.0%  Goodman Group  Ian Ferrier  Ian Ferrier	Viva Energy REIT Limited	Laurence Brindle	1	20.0%
AP Eagers Limited  Timothy Crommelin  Roderic Holliday-Smith*  In Ferrier  In	Amcor Plc	Graeme Liebelt*	2	20.0%
Cochlear Limited  Roderic Holliday-Smith*  2 20.0%  Goodman Group  Ian Ferrier  2 20.0%  Janus Henderson Group PLC  Richard Gillingwater  2 20.0%  Avita Medical Ltd  Louis Panaccio  1 16.7%  Blackmores Limited  Brent Wallace  1 16.7%  HUB24 Limited  Bruce Higgins  1 16.7%  JB Hi-Fi Limited  Gregory Richards  1 16.7%	AMP Limited	David Murray*	2	20.0%
Goodman GroupIan Ferrier220.0%Janus Henderson Group PLCRichard Gillingwater220.0%Avita Medical LtdLouis Panaccio116.7%Blackmores LimitedBrent Wallace116.7%HUB24 LimitedBruce Higgins116.7%JB Hi-Fi LimitedGregory Richards116.7%	AP Eagers Limited	Timothy Crommelin	2	20.0%
Janus Henderson Group PLC  Richard Gillingwater  2 20.0%  Avita Medical Ltd  Louis Panaccio 1 16.7%  Blackmores Limited  Brent Wallace 1 16.7%  HUB24 Limited  Bruce Higgins 1 16.7%  JB Hi-Fi Limited  Gregory Richards 1 16.7%	Cochlear Limited	Roderic Holliday-Smith*	2	20.0%
Avita Medical Ltd Louis Panaccio 1 16.7%  Blackmores Limited Brent Wallace 1 16.7%  HUB24 Limited Bruce Higgins 1 16.7%  JB Hi-Fi Limited Gregory Richards 1 16.7%	Goodman Group	Ian Ferrier	2	20.0%
Blackmores Limited Brent Wallace 1 16.7% HUB24 Limited Bruce Higgins 1 16.7%  JB Hi-Fi Limited Gregory Richards 1 16.7%	Janus Henderson Group PLC	Richard Gillingwater	2	20.0%
HUB24 LimitedBruce Higgins116.7%JB Hi-Fi LimitedGregory Richards116.7%	Avita Medical Ltd	Louis Panaccio	1	16.7%
JB Hi-Fi Limited Gregory Richards 1 16.7%	Blackmores Limited	Brent Wallace	1	16.7%
<u> </u>	HUB24 Limited	Bruce Higgins	1	16.7%
McMillan Shakespeare Limited Timothy Poole 1 16.7%	JB Hi-Fi Limited	Gregory Richards	1	16.7%
·	McMillan Shakespeare Limited	Timothy Poole	1	16.7%

ASX 200 company	Chair	No. of Female Directors	% of Female Directors
National Storage REIT	Laurence Brindle	1	16.7%
NEXTDC Limited	Douglas Flynn	1	16.7%
Sandfire Resources Limited	Derek La Ferla*	1	16.7%
Saracen Mineral Holdings Limited	Anthony Kiernan*	1	16.7%
Service Stream Limited	Brett Gallagher	1	16.7%
Spark Infrastructure Trust	Douglas McTaggart*	1	16.7%
Western Areas Limited	lan Macliver	1	16.7%
ARB Corporation Limited	Roger Brown	1	14.3%
IDP Education Limited	Peter Polson	1	14.3%
Magellan Financial Group Ltd	Hamish Douglass	1	14.3%
Washington H. Soul Pattinson and Company Limited	Robert Millner	1	14.3%
CIMIC Group Limited	Marcelino Fernandez-	1	12.5%
Mayne Pharma Group Limited	Roger Corbett	1	12.5%
Orocobre Limited	Robert Hubbard	1	12.5%
Polynovo Limited	David Williams	1	12.5%
Qube Holdings Limited	Allan Davies	1	12.5%
Vocus Group Limited	Robert Mansfield	1	12.5%
Harvey Norman Holdings Ltd	Gerald Harvey	1	10.0%
New Hope Corporation Limited	Robert Millner	0	0.0%
Pro Medicus Limited	Peter Kempen	0	0.0%
Silver Lake Resources Limited	David Quinlivan	0	0.0%
TPG Telecom Limited	David Teoh	0	0.0%

These figures are correct as of 30 April 2020 \*Members of the 30% Club

## Progress Statistics ASX 200

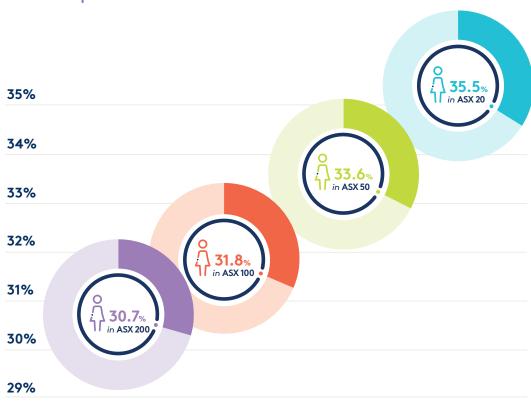
The number of boards that have reached the 30 per cent target, and their position within the ASX 200.



#### ASX 200 Companies under the 30 per cent target



#### Female representation on ASX 200 boards



#### **Number of female Chairs:**



# Progress Report (ASX 300)

The 30% Club is tracking the progress of S&P/ASX 300 (ASX 300) companies in reaching the 30 per cent target by the end of 2021.

For the purposes of tracking progress, we looked at the statistics of:

- i. Those companies in the ASX 300; and
- ii. Those companies that feature in the ASX 300 but not in the S&P/ASX 200 (ASX 200)

#### Methodology

The constituents of the ASX 200 & 300 are based on the September 2019 Quarterly Rebalance of the S&P/ASX Indices. Adjustment for six companies that have been delisted since September brings the number of companies in the ASX300 to 294. The next readjustment is due to happen June 2020.

For the purposes of our analysis of the statistics of ASX 300 companies, we have removed 199 companies that feature in both the ASX 200 and ASX 300 indexes, so our focus is on the companies that only feature in the ASX 300. This means there are only 95 rather than 100 additional companies that feature in the ASX 300.

#### **Statistics**

The overall percentage of female directors on the boards of the companies currently in the ASX 300 index is 28.4 per cent. The percentage of female directors on the boards on the companies that only feature in the ASX 300 is 22 per cent. This 22 per cent equates to 125 female directors out of a total of 568 directors. The percentage difference highlights that ASX 200 companies, particularly those ranked in the top 100, are lifting the overall percentage of both the ASX 200 and ASX 300 indexes.

The company rankings of the 95 companies have been included in the table below as not all companies listed feature in the 201–300 rankings of the ASX 300. This is due to the different liquidity requirements for company inclusion in the ASX 200 versus ASX 300 index, which causes a company to be ranked differently when included in the ASX 200 versus the ASX 300.

ASX 300 Ranking	ASX 300 Company	Chair	No. of Female directors	% of Female directors
265	Myer Holdings Limited	Garry Hounsell	4	57.1%
45	Auckland International Airport Limited	Patrick Strange	5	55.6%
222	Lifestyle Communities Ltd	Philippa Kelly*	3	50.0%
228	Flexigroup Limited	Andrew Abercrombie	3	50.0%
256	Asaleo Care Limited	Harry Boon*	3	50.0%
286	Japara Healthcare Limited	Linda Nicholls*	3	50.0%
168	Genworth Mortgage Insurance Australia Limited	lan MacDonald*	4	44.4%
220	Regis Healthcare Limited	Graham Hodges	3	42.9%
244	Infigen Energy Limited	Leonard Gill	3	42.9%
173	Lovisa Holdings Limited	No Chair	2	40.0%
255	Eclipx Group Limited	Kerry Roxburgh	2	40.0%
262	Village Roadshow Limited	Robert Kirby	3	37.5%
189	Charter Hall Social Infrastructure REIT	Grant Hodgetts	1	33.3%
219	AUB Group Limited	David Clarke*	2	33.3%
241	Australian Pharmaceutical Industries Limited	Mark Smith	2	33.3%
254	Cedar Woods Properties Limited	William Hames	2	33.3%
269	Cardno Limited	Michael Alscher	2	33.3%
272	WPP AUNZ Ltd	Robert Mactier*	3	33.3%
276	BWX Limited	Ian Campbell	2	33.3%
277	Baby Bunting Group Limited	Ian Cornell	2	33.3%
280	Starpharma Holdings Limited	Robert Thomas	2	33.3%
281	OFX Group Limited	Steven Sargent*	2	33.3%
285	Virtus Health Limited	Sonia Petering	2	33.3%
287	IVE Group Limited	Geoffrey Selig	2	33.3%
297	Syrah Resources Limited	James Askew	2	33.3%
210	Investec Australia Property Fund	Richard Longes	2	28.6%
230	Pact Group Holdings (Australia) Pty Ltd	Raphael Geminder*	2	28.6%
231	Select Harvests Limited	Michael Iwaniw	2	28.6%
232	Omni Bridgeway Limited	Michael Kay	2	28.6%
264	Alacer Gold Corporation	Edward Dowling, Jr	2	28.6%
278	MyState Limited	Miles Hampton	2	28.6%
294	Monash IVF Group Limited	Richard Davis	2	28.6%
157	Synlait Milk Limited	Graeme Milne	2	25.0%
177	Megaport Limited	Bevan Slattery	1	25.0%
237	Bubs Australia Limited	Dennis Lin	1	25.0%
242	Sigma Healthcare Limited	Brian Jamieson	2	25.0%
249	Nick Scali Limited	John Ingram	1	25.0%

ASX 300 Ranking	ASX 300 Company	Chair	No. of Female directors	% of Female directors
279	Money3 Corporation Limited	Stuart Robertson	1	25.0%
253	Seven West Media Limited	Kerry Stokes	2	22.2%
162	Aventus Group	Bruce Carter	1	20.0%
174	Zip Co Limited	Philip Crutchfield	1	20.0%
195	Westgold Resources Limited	Peter Cook	1	20.0%
206	Codan Limited	David Simmons	1	20.0%
217	Ramelius Resources Limited	Kevin Lines	1	20.0%
218	GDI Property Group Limited	Gina Anderson*	1	20.0%
226	Phoslock Environmental Technologies Limited	Laurence Freedman	1	20.0%
240	Infomedia Ltd	Bart Vogel*	1	20.0%
260	APN Industria REIT	Geoffrey Brunsdon	1	20.0%
261	Imdex Australia	Anthony Wooles	1	20.0%
263	HT&E Limited	Hamish McLennan	1	20.0%
270	Ardent Leisure Group Limited	Gary Weiss	1	20.0%
275	Data#3 Limited	Richard Anderson	1	20.0%
282	FAR Limited	Nicholas Limb	1	20.0%
161	Freedom Foods Group Limited	Perry Gunner	1	16.7%
207	Perseus Mining Limited	Terence Harvey	1	16.7%
214	Arena REIT	David Ross	1	16.7%
236	AMA Group Limited	Anthony Day	1	16.7%
257	Integrated Research Limited	Paul Brandling	1	16.7%
259	Senex Energy Limited	Trevor Bourne	1	16.7%
266	Audinate Group Limited	David Krall	1	16.7%
273	Aurelia Metals Limited	Colin Johnstone	1	16.7%
274	Galaxy Resources Limited	Martin Rowley	1	16.7%
289	OceanaGold Corporation	Ian Reid	1	16.7%
293	Superloop Limited	Bevan Slattery	1	16.7%
300	Amaysim Australia Limited	Andrew Reitzer	1	16.7%
188	Champion Iron Limited	William O'Keeffe	1	14.3%
196	Mesoblast Ltd	Joseph Swedish	1	14.3%
204	Accent Group Limited	David Gordon*	1	14.3%
216	Centuria Capital Limited	Garry Charny	1	14.3%
233	Hansen Technologies Limited	David Trude	1	14.3%
247	SG Fleet Group Limited	Andrew Reitzer	1	14.3%
271	Macmahon Holdings Limited	Eva Skira	1	14.3%
288	Karoon Energy Ltd	Bruce Phillips	1	14.3%
197	Nickel Mines Limited	Robert Neale	1	12.5%

ASX 300 Ranking	ASX 300 Company	Chair	No. of Female directors	% of Female directors
243	Australian Agricultural Company Limited	Donald McGauchie	1	11.1%
267	Hotel Property Investments Ltd	John Russell	1	11.1%
190	Centuria Office REIT	Peter Done	0	0.0%
199	Isignthis Ltd	Timothy Hart	0	0.0%
201	Centuria Industrial REIT	Garry Charny	0	0.0%
223	Mount Gibson Iron Limited	Seng Lee	0	0.0%
229	Jupiter Mines Limited	Brian Gilbertson	0	0.0%
245	Carnarvon Petroleum Limited	Peter Leonhardt	0	0.0%
246	Emeco Holdings Limited	Peter Richards	0	0.0%
250	Redcape Hotel Group	Nicholas Collishaw	0	0.0%
251	Kogan.Com Ltd	Gregory Ridder	0	0.0%
252	Rural Funds Group	Leslie Paynter	0	0.0%
258	Navigator Global Investments Limited	Michael Shepherd	0	0.0%
268	West African Resources Ltd	Richard Hyde	0	0.0%
283	Bellevue Gold Limited	Kevin Tomlinson	0	0.0%
284	Dacian Gold Ltd	Ian Cochrane	0	0.0%
291	loneer Ltd	James Calaway	0	0.0%
292	Speedcast International Limited	Stephe Wilks	0	0.0%
295	MACA Limited	Andrew Edwards	0	0.0%
296	Paladin Energy Ltd	Mark Lawrenson	0	0.0%
298	New Century Resources Limited	Robert McDonald	0	0.0%

These figures are correct as of 30 April 2020 \*Members of the 30% Club

For more information, please contact

t: 1300 739 119

e: diversity@aicd.com.au aicd.com.au/advocacy/board-diversity