



# **MALE CHAMPIONS OF CHANGE NATIONAL GROUP EST. 2015**

PROGRESS REPORT 2017

**Graham Ashton**  
Chief Commissioner  
Victoria Police

**Ken Barton**  
Chief Financial Officer, Crown  
Resorts and  
CEO, Crown Digital

**John Bradley**  
Secretary  
Department of Environment,  
Land, Water and Planning

**Rowen Craigie**  
Non-Executive Director

**John Dewar**  
Vice-Chancellor  
La Trobe University

**Craig Drummond**  
Managing Director and Chief  
Executive Officer  
Medibank

**Chris Eccles AO**  
Secretary, Department of  
Premier and Cabinet

**Ahmed Fahour**  
Non-Executive Director

**James Fazzino**  
Chief Executive Officer  
Incitec Pivot Limited

**Adam Fennessy**  
Partner  
EY

**Tony Frencham**  
Group Managing Director  
WorleyParsons

**Nicolas Gindt**  
Chief Executive Officer  
Yarra Trams

**Doug Hilton AO**  
Director  
The Walter and Eliza Hall  
Institute of Medical Research

**Kate Jenkins**  
Sex Discrimination  
Commissioner; Convenor  
Male Champions of Change

**Damon Johnston**  
Editor  
Herald Sun

**Brian Kruger**  
Non-Executive Director

**Chris Maxwell AC**  
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Court of Appeal  
Supreme Court of Victoria

**Gillon McLachlan**  
Chief Executive Officer  
Australian Football League

**Ben Rimmer**  
Chief Executive Officer  
City of Melbourne

**George Savvides**  
Non-Executive Director

**Luke Sayers**  
Chief Executive Officer  
PwC Australia

**Ian Silk**  
Chief Executive Officer  
AustralianSuper

**Andrew Thorburn**  
Chief Executive Officer  
National Australia Bank

**Louis Vega**  
President, Dow Australia & NZ  
Vice President, Olympic &  
Sports Solutions

Dear Colleague,

We are 23 Victorian-based leaders representing public, private and not-for-profit organisations. We have global, national and local reach and you may well have dealings with our organisations in settings where you work, live, play and learn.

We came together in 2015 with an objective to improve the representation of women in leadership within our organisations and our community. Our collaboration has continued since.

This 2017 progress report outlines what we have worked on together and what we have done in our own organisations.

While challenges like workplace flexibility and enabling careers for carers remain core to our gender action plans, without question the culture and behaviours that drive gender inequality were at the forefront in 2017. Public interest has understandably been high. More than ever our personal leadership is required. We know that to achieve a more equitable culture and positively alter behaviours we need to continue to find new and different ways of thinking and working.

Some examples include:

Across our organisations we achieved gender balance or progress towards balance in 83% of our leadership categories.

On everyday sexism, we sought to elevate a national conversation on this harmful workplace dynamic with the release of *We Set the Tone: Eliminating Everyday Sexism*. The coverage of the report brought attention to why everyday sexism is a problem and practical actions leaders can take to eradicate it.

On economic security, we have committed to address gender pay gaps in our organisations and commenced critical work to tackle the organisational drivers of women's economic insecurity. This includes reducing the financial impact of caring and encouraging more sharing of responsibilities, for example, by enabling and supporting partners to take parental leave.

In addition to our collective efforts, individual organisations have made significant changes to create more equal and inclusive systems and cultures across Australia:

- The NAB AFL Women's Competition launched, empowering women to compete at the highest level in a sport they love, while elevating a new generation of female role models
- AustralianSuper signalled its intent to vote against single-sex boards, recognising the significant body of evidence showing that diverse boards are more effective
- NAB launched a Social Bond enabling investors to direct their investments to organisations that share our aspirations for gender equality
- Australia Post now offers free mail redirection and PO Boxes to victims of domestic and family violence.

Looking ahead, we will continue to embed the commitments we have made to accelerate progress.

We thank all those who support and guide our collaboration, especially our 130,000+ employees for whom we strive to create better organisations and communities.

# Personal Leadership

## Heart of the issue

Achieving significant and lasting change requires personal and visible leadership on gender equality within our organisations and in the communities we reach.

We will continue to reflect on and refine our own leadership on gender equality as the catalyst that brings others along.

ACTION	PROGRESS
<b>Welcome new members</b>	MCCs welcomed John Dewar (La Trobe University), Ken Barton (Crown Resorts) and Louis Vega (Dow Chemical).
<b>Bring our top teams along</b>	<p>Walter and Eliza Hall Institute of Medical Research (the Institute), Victoria Police and Crown partnered with Chief Executive Women (CEW) to hold conversations with MCCs and senior leaders about the organisations' gender equality strategies and possibilities. This means we now have aligned priorities, common goals and a shared responsibility for the change we need.</p> <p>DPC established a Deputy Secretaries group across the VPS, who help monitor and report on progress on gender equality to the Secretaries Board.</p>
<b>Drive accountability through strategy</b>	<p>MCCs continued to take personal accountability for establishing and implementing their organisation's gender equality strategy. In 2017, NAB launched <i>Towards 2020, the Road to Gender Equality</i>; the Institute launched its first <i>Diversity and Inclusion Strategy</i>; Victoria Police launched their <i>Gender Equality Strategy and Action Plan 2017–2020</i>.</p> <p>PwC supported the development and release of <i>Unleashing the Power of Gender Equality</i> - the national priorities and focus for Australian Sex Discrimination Commissioner, Kate Jenkins.</p>
<b>Elevate the voices of women</b>	<p>We continued our commitment to <i>The Panel Pledge</i> to increase the representation of women leaders at public forums to which MCCs are invited to speak, attend or sponsor.</p> <p>AFL hosted an industry summit of 100 women from AFL and Clubs to inform an industry-wide gender action plan.</p>
<b>Advocate publicly</b>	<p>We leveraged conferences and forums we participate in throughout the year, to share our commitment to gender equality and the action we are taking.</p> <p>Consistent with our Charter, showing personal leadership requires we comment publicly on topics that are important to progress gender equality. This year, from issues arising we spoke up on workplace relationships and everyday sexism in the workplace.</p>

## ACTION

### Sponsor women to succeed

## PROGRESS

All MCC organisations now formalise the development of female leaders.

Andrew Thorburn (NAB) sponsored *Championing You*; involving 20 senior, high performing women to better understand their perspective and learn more about what NAB can do to enable gender equality.

Chris Maxwell (Supreme Court) led mentoring sessions with young lawyers, with a particular focus on female solicitors.

Luke Sayers (PwC), Ian Silk (AustralianSuper), Craig Drummond (Medibank), Gillon McLachlan (AFL) sponsored new leadership programs to accelerate the progression of high-potential female talent.

Department of Premier and Cabinet (DPC) hosted 800 employees across the Victorian Public Service at the inaugural *Empowering Women for the Future Summit*. DPC also appointed a dedicated resource to ensure there is an even number of Victorian women and men nominated for 2018 Order of Australia awards.

PwC and AFL partnered to develop an 8-month experiential leadership program for high-potential AFLW players.

AFL established the Women's National Academy to fast-track the development of talented players. AFL also hosted 350 attendees at the inaugural leadership conference to celebrate women game changers, followed by the AFL's Annual Women's Lunch of 850 attendees.

Medibank's *Women in Health Leadership* series provides opportunities for female leaders to build relationships with senior women in the health sector, including Medibank's Board of Directors.

# Measurement and Accountability

## Heart of the issue

Tracking progress and reporting on results are the norm for other business priorities and we need to apply the same rigour to gender balance metrics.

Consistent standards, a deeper understanding of our metrics and greater accountability help us assess our impact and guide our actions.

ACTION	PROGRESS
<p><b>Watch the numbers closely</b></p>	<p>We assessed our progress since our group formed in 2015 (Table 1).</p> <p>In 2017 we achieved gender balance or progress towards balance in 83% of our leadership categories.</p> <ul style="list-style-type: none"> <li>• City of Melbourne, DELWP, DPC and PwC achieved gender balance across Key Management Personnel (CEO-1)</li> <li>• AustralianSuper, City of Melbourne, DELWP, DPC, La Trobe University and Medibank achieved gender balance at Executive/General Manager level (CEO-2)</li> <li>• PwC achieved its target of 40:40:20 for Partner admissions for a second consecutive year</li> <li>• The Institute achieved its 2020 target of 40% scientific managers (laboratory heads).</li> </ul> <p>We failed to make progress, or have declined in 12% of leadership categories. We hold ourselves to account to understand and address where appropriate, the reasons which we have identified as low attrition, restructures and insufficient pipeline of female talent.</p> <p>5% of leadership categories continue to have systemic over representation of women (60% more), particularly at lower levels of our organisations.</p>
<p><b>Lead by example</b></p>	<p>AustralianSuper, Dow Chemical, La Trobe University, NAB, Medibank and PwC were awarded Employer of Choice for Gender Equality citations from WGEA. This recognises initiatives and practices that promote gender equality in the workplace.</p> <p>NAB was named in the inaugural sector-neutral Bloomberg Gender Equality Index and became a signatory to the UN Women's Empowerment Principles.</p> <p>Yarra Trams was awarded Gender Equality European &amp; International Standards (GEEIS) Certification.</p>

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**ACTION****PROGRESS**

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**Improve reporting frameworks**

All MCC organisations implemented reporting on 13 gender balance indicators which include recruitment, career progression, parental leave and flexibility.

The Institute completed the SAGE pilot of Athena Swan, an international accreditation initiative which aims to increase transparency in reporting of gender representation in science technology, engineering, mathematics and medicine.

La Trobe University joined the SAGE Athena Swan program.

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**Hold ourselves accountable for achieving gender balance**

60% of our organisations have targets to improve the representation of women in leadership embedded in senior executive KPIs.

NAB set targets to achieve gender equality (40–60%) at all levels, from graduates to executives by 2020.

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# Flexible Work

## Heart of the issue

We know that workplace flexibility is essential and we are convinced it is possible. Traditional work patterns and entrenched gender expectations are getting in the way of genuinely flexible work.

We need workplaces where flexibility is the norm, not the exception, is role modelled, valued and rewarded.

ACTION	PROGRESS
<b>Commit to flexible working as the starting point</b>	With the launch of <i>Play the Day Your Way</i> at AFL and #flexbetter at Medibank, 80% of MCC organisations have mainstreamed flexible working ( <i>All Roles Flex</i> or equivalent approach).
<b>Make flexible working happen</b>	<p>We are actively promoting flexible work options and encouraging our direct reports to work flexibly, for their benefit and as an example to others. eg:</p> <p>DPC held <i>Flexibility Month</i> to drive strong uptake of flexibility including: an event to share ways it can be done successfully; information sessions on resources to help eg IT; and a call to all leaders to make it happen. They have also continued to invest in technology to support agile working;</p> <p>City of Melbourne careers web page now features a video about the organisations philosophy and approach to flexible working;</p> <p>NAB partnered with DCA on the <i>Future Flex</i> project to sponsor and pilot guidelines on how to implement and mainstream flexible work through job and work (re)design;</p> <p>AustralianSuper CEO, Ian Silk continued to host induction sessions with all new employees to share his personal commitment to flexible working;</p> <p>DELWP launched an online tool designed to match job share partners and provide resources to enable success;</p> <p>Incitec Pivot introduced their first flexible mine site roster to align with 'school hours'.</p>
<b>Measure our flexibility</b>	<p>The Institute and Medibank now measure flexibility uptake through employee surveys.</p> <p>Crown, AFL, DPC, NAB, City of Melbourne and AustralianSuper continue to formally track progress towards flexibility.</p>



# Everyday Sexism

## Heart of the issue

The standard we expect is workplaces that respect women and men and provide equal opportunities in every way. Everyday sexism that falls short of this standard has significant personal impact and limits progress for both women and men.

How we lead – through our action or inaction – sets the tone for our organisations.

ACTION	PROGRESS
<b>Listen and learn</b>	We built on the insights gained from our 2016 employee forums and pilot <i>Everyday Sexism</i> survey. We continued to talk with women and men in our organisations, experts and other leaders to understand how people experience everyday sexism and what we can do about it.
<b>Amplify the impact</b>	<p>We released <i>We Set the Tone: Eliminating Everyday Sexism</i>, a report that highlights the common manifestations of everyday sexism; its impact on employees, career advancement and productivity; and actions that can be taken to by leaders.</p> <p>128 MCCs across the community of practice showed their endorsement of the report by adding their signatures to it.</p> <p>Following the release of the report, a front page Herald Sun feature and radio and TV news elevated the issue to a national conversation.</p> <p>The Everyday Sexism video released at the 2017 MCC Leaders Forum called on other leaders to take action in their own organisations.</p>
<b>Set the tone</b>	All MCCs committed to everyday actions to set the tone in our organisations; respond to 'jokes'; value women's voices; make role stereotyping a thing of the past; keep the focus on capability, not appearance; support personal choices about caring and careers; and challenge gender labelling.
<b>Draw a line</b>	<p>AFL rewrote its <i>Respect and Responsibility</i> policy to strengthen processes, ensure consistency across clubs and provide greater support for women involved.</p> <p>La Trobe University collaborated with the Australian Human Rights Commission on the report <i>Change The Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities</i>. They launched <i>Respect.Now.Always</i> strategy to address the issues surfaced in the report.</p> <p>Victoria Police continued to work with the Victorian Equal Opportunity and Human Rights Commission to embed recommendations from the <i>Independent review into sex discrimination and sexual harassment, including predatory behaviour in Victoria Police</i>. A Phase 2 audit in 2017 highlighted progress and provided further guidance for advancing cultural reforms.</p>

## ACTION

## PROGRESS

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### Break new ground for women's careers

The NAB AFL Women's Competition had its first season. Over 500 new youth teams were established since the launch of AFLW to accommodate the growth of girls playing AFL.

AFL took steps to embed systems and processes for women's football alongside men's eg hosting the annual Combine (testing) for high potential male and female players in parallel.

AFL launched *Let's call time on gender stereotypes* as part of the Our Watch #morethanaspectator partnership.

NAB appointed its first female CEO of Bank of New Zealand (BNZ), Angela Mentis.

Incitec Pivot appointed female leaders to 3 operational/site leadership roles that had previously only been held by men.

Yarra Trams appointed their first female Executive Director for Asset Performance and Projects, leading all technical functions, including engineering, projects and IT.

Yarra Trams continued its *Driven Women* campaign to recruit female tram drivers, increasing their representation to 20.5% in 2017 (from a baseline of 11.9%).

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# Workplace Responses to Violence Against Women

## Heart of the issue

Violence against women is unacceptable.

We are continuing our learning on this issue. Our workplaces can play a role in reducing the prevalence and impact of violence against women by providing support to affected employees and extending our reach into the community where we can.

ACTION	PROGRESS
<b>Evaluate and improve support</b>	We reviewed our current practices, in consultation with Kristy McKellar, Family Violence and Social Change Consultant.
<b>Improve support structures</b>	<p>All MCC organisations now provide domestic and family violence paid leave. NAB, PwC and AFL policies take account of survivor circumstances to accommodate extended periods of leave if required. Medibank provide uncapped paid leave.</p> <p>City of Melbourne, NAB, DPC, Victoria Police, DELWP and Crown have extended their policies to include employees providing support to others experiencing domestic or family violence.</p> <p>We have improved approaches to ensure employees are safe at work, eg privacy of contact information, flexible working, locations and escorts.</p> <p>We publicise widely the places where employees can get help eg Employee Assistance Programs, 1800 Respect or No To Violence Men's Referral Service.</p>
<b>Prioritise and communicate</b>	<p>We gave prominence to domestic and family violence through calendared events, personal participation, joining with others and aligning internal and external campaigns.</p> <p>We observed <i>International Day for the Elimination of Violence Against Women and 16 Days of Action</i>; we were vocal and involved.</p> <p>We lent support to the Victorian Government's <i>Victorians Against Violence</i> campaign (Craig Drummond, Ben Rimmer, Chris Eccles and Adam Fennessy)</p> <p>NAB ran <i>Join Together</i> against domestic and family violence campaign, posting on over 1700 ATMs and social media.</p>
<b>Support financial safety</b>	<p>We are devising financial assistance mechanisms for victims: eg</p> <p>PwC provides support in the form of financial and practical assistance such as a cash payment, salary advance, update of bank details;</p> <p>City of Melbourne offers salary advances;</p> <p>NAB developed website pages on how it supports customers experiencing violence, including on financial abuse and keeping their banking safe and the availability of Domestic and Family Violence assistance grants for people in financial hardship.</p>

## ACTION

## PROGRESS

### Build capability to support colleagues

DPC have dedicated Family Violence Contact Officers and have educated 145 leaders in the organisation to recognise and support staff experiencing family violence.

Specialist first-response education has been provided to the People and Culture teams at Medibank, City of Melbourne and Incitec Pivot.

AFL delivered face-to-face *Respectful Relationships* training to all players, coaches, club administration staff, plus over 5,500 community players and administrators.

NAB's *Join Together* campaign highlighted internal resources available to employees to support affected people.

City of Melbourne introduced online education for all employees called *Family Violence and Gender Equality*.

### Extend our reach beyond our employees

Our aspiration goes beyond ourselves to the community: eg

Australia Post offers free mail redirection to victims;

AustralianSuper partners with McAuley Community Services for Women to place a victim in employment in their organisation;

AFL drew attention to this issue via the big screens at AFL venues;

Crown sponsored Ochre Ribbon Day in Western Australia, supporting women and children in Aboriginal communities;

PwC sponsored the UN Women *Taking the first step: Workplace Responses to Domestic and Family Violence* report, and along with Australia Post, contributed their insights;

DPC led the Victorian Government's agenda to implement all 227 recommendations of the Royal Commission; commissioned awareness-raising TV commercials; developed *Free from Violence* prevention strategy;

A new Victoria Police strategy *Policing Harm, Upholding the Right: Victoria Police Strategy for Family Violence, Sexual Offences and Child Abuse* supports specialist response to domestic and family violence incidents. It includes action to influence community attitudes, increase perpetrator accountability and improve victim safety;

NAB Foundation's Domestic and Family Violence Support Grant gave \$1.4 million to organisations working in prevention, early intervention and victim support. NAB also ran the *Join Together* campaign.

# Women's Economic Security

## Heart of the issue

A lack of financial security throughout their lifetime disempowers women, limits choices and opportunities and hurts family finances. It also leaves women vulnerable at critical life events like losing jobs or partners or retiring with inadequate retirement savings.

There are practical actions that we, as employers, can take to help boost women's economic security.

ACTION	PROGRESS
<b>Listen and learn</b>	We engaged with experts to understand the drivers of women's economic insecurity and low levels of wealth accumulation.  We reviewed current practices in our organisations to understand the cultures and conditions that contribute to the problem and identified interventions.
<b>Advance pay equity</b>	All MCCs were signatories to the MCC <i>Closing the Gender Pay Gap</i> report. As signatories we committed to conduct a pay equity review every two years (using an externally verified method) and take CEO-led action to close the gap.  80% of organisations conducted a pay equity audit in the last two years.  John Dewar, Craig Drummond, Tony Frencham, Luke Sayers, Ian Silk, Andrew Thorburn and Louis Vega are WGEA Pay Equity Ambassadors.
<b>Reduce the financial impact of caring</b>	Recognising that unpaid leave for parenting is a key driver of women's low retirement savings, we have taken steps to make systemic changes in our organisations: eg  City of Melbourne, PwC, Crown and AustralianSuper removed the qualifying period for access to parental leave;  AFL, AustralianSuper, City of Melbourne, NAB and Victoria Police (for Defined Benefit Scheme) pay superannuation on paid <u>and</u> unpaid parental leave;  AustralianSuper continue to pay superannuation contributions at a full-time rate to employees who return from parental leave on reduced hours or graduated return;  PwC's revised parental leave policy extends paid leave to long-term foster carers, kinship carers and to parents affected by stillbirth or infant death;  City of Melbourne provide an additional annual superannuation contribution for women of \$500;  La Trobe University launched new funding schemes to support research staff who are primary carers and who've experienced career interruptions.  La Trobe also began work to increase superannuation contributions for fixed term employees from 9.5% to 17%, the majority of whom are women.  53% of organisations continue to accrue long service leave on periods of unpaid leave.

# Shared Responsibility

## Heart of the issue

Sometimes there is a perception that gender equality is the *CEO's thing*. We believe that it's *everyone's thing*.

Objectives and priorities are better when they are shared. Positive action is more likely when commitment is widespread. Solutions are better when people who know the contexts and objectives are invited to help.

ACTION	PROGRESS
<b>Listen and learn</b>	<p>We talked with managers in our organisations to share why gender equality is a personal and organisational priority for us. We heard their perspectives and began to develop a shared understanding and a way forward.</p> <p>Ben Rimmer (City of Melbourne) and Doug Hilton (the Institute) hosted conversations with leaders throughout their organisations.</p>
<b>Make it a collective effort</b>	<p>We took steps to involve people at the heart of the organisation, not just at the top: eg</p> <p>380 Victoria Police leaders participated in <i>Leadership Shadow</i> workshops to focus on their leadership on gender equality and develop personal development plans;</p> <p>Over 250 Institute staff signed up to become Athena SWAN advocates (endorse the Athena SWAN principles; promote the program; call out sexist behavior; and support <i>50:50, if not, why not?</i>);</p> <p>Chris Maxwell established the <i>Bar Advocates for Change</i> to encourage 15 senior and 15 junior members of the Victorian Bar to advance the position of women at the Bar;</p> <p>Crown's <i>Gender Fitness App</i> provides a real-time score on meetings, incorporating gender balance of attendees and effectiveness measures eg balance of air time afforded to men and women.</p> <p>DELWP piloted forums to deepen understanding of and advance the role of men in gender equality.</p>

Table 1:

# Women's Representation over three years (%)<sup>1</sup>

MCC National Group est. 2015

Workplace Gender Equality Agency Data (2016-17 Reporting)<sup>2</sup>

■ Balance (40-60% women)<sup>3</sup> | 
 Last three years: 
 ■ Unchanged<sup>4</sup> or increase in over-representation of women<sup>5</sup>
■ Declined 
 ■ Improved

## WOMEN'S REPRESENTATION (%)

Organisation	Key Management Personnel incl. CEO	Other Execs/ General Manager	Senior Managers	Other Managers	Non-Managers	Board	Total Employees
AFL	23.7	6.9	22.6	30.8	36.5	22.2	937
AustralianSuper	33.3	50.0	36.0	43.4	49.6	25.0	557
Crown	7.1 <sup>6</sup>	20.7	29.4	34.0	42.7	18.2	12,461
Dow Chemical	20.0	25.0	10.0	18.2	34.1	235	235
Incitec Pivot	28.6	21.9	20.0	27.2	21.1	33.0	1,618
La Trobe University	26.1	47.4	48.2	61.4	63.0	42.9	4,607
Medibank	33.3	50.9	43.9	54.7	73.3	71.4	3,245
NAB	28.6	23.5	32.9	38.5	57.3	22.2	29,560
PwC	40.0	39.6	47.8	48.0	55.6	36.4	6,601
Walter and Eliza Hall Institute	33.3	23.1	50.0	37.5	63.4	35.7	850
Yarra Trams	33.3	31.3	31.3	30.0	17.7	<i>Data to be provided</i>	2,301
<b>Non-reporting organisations</b>							
City of Melbourne	42.9	43.3	48.0	57.8	62.5	n/a	1,652
DELWP	52.5	58.3	22.6	41.2	49.5	n/a	3,588
DPC	46.8	58.1	52.9	66.3	71.6	n/a	926
Victoria Police	25.0	30.8	24.6	26.6	35.3	n/a	18,956

<sup>1</sup>Representation of women taken from 2016/17 reporting. Baseline is 2014/15 reporting. <sup>2</sup>Figures based on Australian data submitted to the Workplace Gender Equality Agency or, for non-reporting organisations, data aligned to WGEA leadership categories. Note, despite every effort to follow the WGEA Workplace Profile Definitions, each organisation may classify roles slightly differently. <sup>3</sup>'Balance Achieved' based on WGEA definition of 40% male/40% female/20% either male or female (e.g., 40-60% female). <sup>4</sup>Change within 0.5 percentage points of baseline data <sup>5</sup>Over-representation of women increased from previous year. Defined as more than 60% women. <sup>6</sup>No comparable historical data due to organisation realignment.

## Our timeline:

# MCC National Group (est. 2015)

## 2015

<b>March</b>	Inspired by the Founding Male Champions of Change strategy, a group of senior leaders meet with Kate Jenkins, then Victorian Equal Opportunity and Human Rights Commissioner, to explore the opportunity of establishing a new Male Champions of Change group.  Victorian-based leaders, representing a cross-section of global, national and iconic local organisations commit to work together to increase women's representation.
<b>May</b>	MCCs begin to 'listen and learn' to understand the barriers that need to be tackled in our organisations. 68 focus groups involving 850+ women and men are undertaken across 18 organisations.
<b>July</b>	MCCs adopt a group Charter. MCCs commit to the Panel Pledge.
<b>August</b>	Members join the national coalition of MCCs at the 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. Featured were four Founding MCC ideas in a 'Ted-Talk' style - 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.
<b>October</b>	MCCs review findings from 'listen and learn' forums and identify priority areas for action. Action Groups are formed: <i>Personal Leadership, Measurement and Accountability, Flexible work, Everyday Sexism, Workplace Responses to Violence Against Women</i> .  MCCs publicly share their personal commitment in a Herald Sun feature.  Clément Michel (Yarra Trams) joins the MCC.
<b>November</b>	MCCs welcome the findings of the Victorian Royal Commission into Family Violence. They commit to their employees to take action to improve their organisational support for those impacted by domestic and family violence.
<b>December</b>	MCCs share insights and commitments to action with their employees, with the release of the <i>MCC's Listening and Learning Summary 2015</i> .

## 2016

<b>February</b>	Graham Ashton (Victoria Police) joins the MCC.
<b>April</b>	Nicolas Gindt (Yarra Trams) joins the MCC.  Kate Jenkins is appointed Australia's Sex Discrimination Commissioner.
<b>May</b>	MCCs partner with Chief Executive Women to understand how the 'Leadership Shadow' model can help us to reflect on our leadership on gender equality.
<b>August</b>	MCCs deepen their understanding of the issue of domestic and family violence by engaging with survivor-advocate Kristy McKellar.
<b>September</b>	Craig Drummond (Medibank) joins the MCC.
<b>November</b>	MCCs participate in an Extraordinary Session on Domestic and Family Violence, a gender balanced gathering of Male Champions of Change across the MCC coalition, as well as experts and responders.



## 2017

<b>February</b>	MCCs review progress to date and identify <i>Women's Economic Security</i> and embedding a <i>Shared Responsibility (Engaging Managers)</i> as additional priority areas for action.
<b>March</b>	MCCs release <i>Progress Report 2016</i> sharing experiences, actions taken and results.
<b>May</b>	John Dewar (La Trobe University) joins the MCC.
<b>August</b>	Ken Barton (Crown Resorts) joins the MCC. MCCs endorse <i>Closing the Gender Pay Gap</i> report, a new and comprehensive report to assist organisations to close the gender pay gap in like-for-like roles.
<b>October</b>	MCCs release <i>We Set the Tone: Eliminating Everyday Sexism</i> , a report sharing insights on common manifestations of everyday sexism in the workplace and calling on all leaders to take practical steps to identify and eliminate it.
<b>November</b>	Louis Vega (Dow Chemical) joins the MCC. MCCs join the national coalition of MCCs at the 2017 MCC Leaders Forum, a meeting of 800 leaders committed to accelerate change on gender equality.





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