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About Diversity Council Australia

Diversity Council Australia (DCA) is the only independent, not-for-profit workplace diversity advisor to business in Australia. We offer a unique knowledge bank of research, practice and expertise across diversity dimensions developed over 30 years of operation. In partnership with our members, our mission is to: lead debate on diversity in the public arena; develop and promote the latest diversity research, thinking and practice; and deliver innovative diversity practice resources and services to enable our members to drive business improvement. DCA works in partnership with members to generate ground breaking high impact diversity research that drives business improvement through providing evidence-based guidance on how to fully leverage the benefits of a diverse talent pool.

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“ In 2016, Diversity Council Australia’s Annual Diversity Debate explored whether ‘engaging men’ is the game changer for gender equality.

‘Engaging Men’ is an idea that has gained a lot of popularity in recent years. DCA’s 2016 Debate highlighted how different the views are on the usefulness of engaging men, and on how best to engage men, so DCA wanted to take a look at the evidence about what actually works and why.

This resulting report is a critical contribution to this discussion. Dr Graeme Russell and Dr Michael Flood, two of Australia’s leading researchers in Diversity and Inclusion, take a look at the available evidence and provide 10 recommendations for organisations to adopt a more effective approach to engaging men to achieve gender equality at work.

The report also makes the point that while involving men in efforts to drive gender equality is important – it mustn’t be at the expense of women’s voices and it shouldn’t be viewed as ‘the magic bullet’.

LISA ANNESE
CHIEF EXECUTIVE OFFICER, DCA

PROGRAMMED

“ Programmed is pleased to continue our long standing partnership with Diversity Council Australia to help deliver this important research and contribute to the conversation about gender equality.

Understanding and drawing on the diversity of our people is at the heart of meeting the needs of our customers, building strong relationships across the communities we serve and engaging the many talents of the Programmed team.

At Programmed, we’re committed to the pursuit of gender equity in pay and jobs across leadership, operations and trades roles. A purposeful approach to diversity and inclusion enables us to gain broader perspectives and insights to better serve our customers.

We seek to drive change not only within our organisation, but the wider community. To achieve gender equality, we need to engage men and women as active and equal partners.

One of the ways we’re trying to change the conversation is by encouraging boys and girls to consider a wider range of career possibilities regardless of social and cultural norms.

We are proud to sponsor this research and look forward to realising the opportunities it offers.

CHRIS SUTHERLAND
MANAGING DIRECTOR, PROGRAMMED

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But how much do we really know about the success of these initiatives and the most effective ways to engage men in gender equality? Many initiatives and discussion seem to be taking place within a knowledge vacuum, overlooking existing research about gender, men and masculinity, and what works and what doesn't when it comes to individual and organisational change.

What's in it for men?

How engaged are men?

- Some men see gender equality as a 'women's issue'
- Men often assume that the other men around them support sexism more than they do
- Some men fear being judged by their male peers if they intervene
- Some men simply don't know what to do or say.

- Most men support gender equality, and men can and do come to passionate personal support for gender equality
- Men have some advantages over women in advocating for gender equality – research shows that because men at the higher levels of workplaces can take for granted their gender and leadership positions and their acceptance by masculine establishments, they are often perceived more positively than women when acting as public champions.

What lessons have we learned?

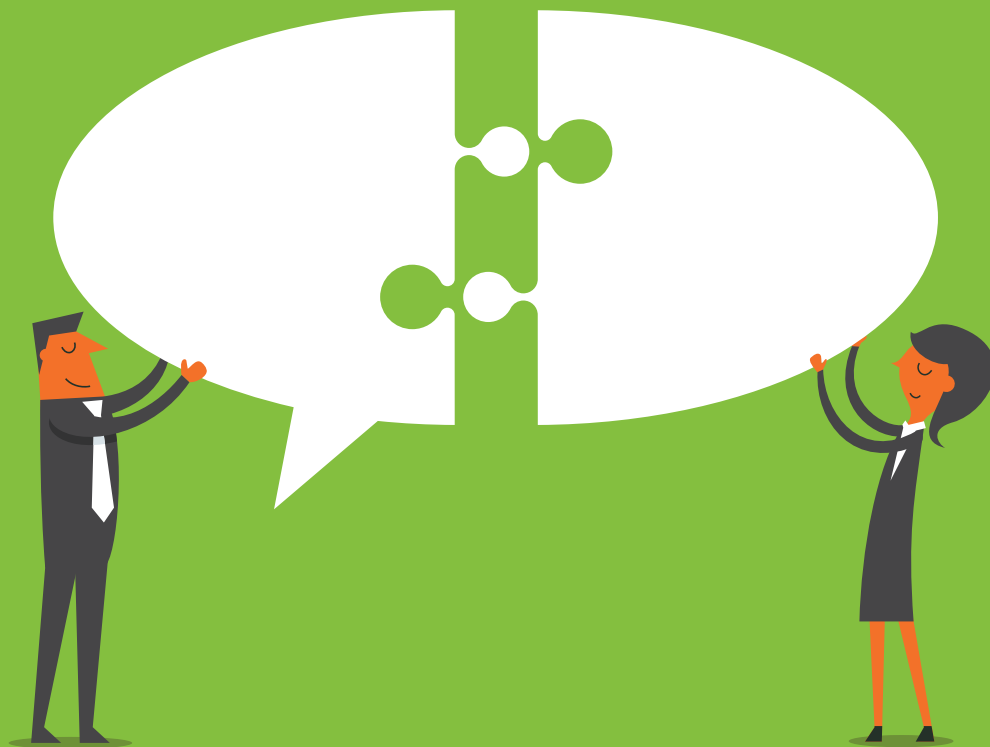
The 'engaging men' field has become increasingly sophisticated as it has developed, and there have been some important lessons learned along the way.

- Engaging men is not a 'magic bullet' for gender equality
- Maintaining women's initiatives and women-focused approaches is vital
- Avoid putting men on a pedestal for being actively engaged in gender equality
- Do not limit engagement to men at the top of your organisation
- Do not assume that all men are the same
- Avoid men offering only token support for gender equality – making personal changes and driving organisational change are essential.

Ten principles for effective engagement

What are the principles and practices which will increase the effectiveness and impact of efforts to engage men on gender equality at work? The research evidence indicates that the following principles are key.

1. Get the foundation right – by ensuring gender equality initiatives involve women and men as active and equal partners
2. Get the framing right – by treating gender equality as a business issue, not a women's issue
3. Go wide – by making visible and targeting all key gender equality areas (i.e. paid work, power and decision making, financial security, personal safety, interpersonal work relationships, caring, and community involvement)
4. Get the messaging right – to appeal to men as well as women
5. Engage a diversity of men – by including men in various organisational roles and levels and from diverse demographic backgrounds (e.g. ages, cultural backgrounds, sexual orientations)
6. Educate about how to lead change effectively – by resourcing initiatives, being visible and persistent, and 'walking the talk'
7. Make the connection between work and home – by implementing initiatives that encourage gender equality in caregiving
8. Make the connection between work and communities – by framing gender inequality as a community and societal problem
9. Build individuals' gender confidence and capability – by providing opportunities for both men and women to change their mindsets, assumptions, and behaviours
10. Encourage men and women to challenge and change gender-biased organisational policies and practices



To change gender inequalities we have to involve men – but why? In short, because men are part of the problem of gender inequality and so they are therefore a crucial part of the solution.



WHY THIS PROJECT?

Heightened interest

There is heightened interest among organisations in engaging men in the gender equality change process. A growing number of work-based initiatives aimed at men have been implemented with the specific purpose of increasing the rate of change of gender equality.

Engaging Men on Gender Equality Initiatives Are Increasingly Common:¹

- | | |
|--|--|
| <ul style="list-style-type: none">• <i>Equilibrium Man Campaign</i>• <i>Is Engaging Men on Gender Equality the Game Changer? Debate</i>• <i>Male Champions of Change</i> | <ul style="list-style-type: none">• <i>Men Advocating Real Change (MARC) Institute</i>• <i>The 100% Project</i> |
|--|--|

Valuable, but overlooked, research

However, many initiatives and discussion seem to be taking place within a knowledge vacuum, overlooking existing research about gender, men and masculinity, and what works and what doesn't when it comes to individual and organisational change. There is a significant and long standing body of research on men and gender equality, including research examining:

- The link between gender equality at work and in caring,^{2,3,4}
- The influences of masculinity and male privilege on social and work institutions and gender relationships,⁵
- The processes of change for men in taking action to prevent men's violence against women,⁶ and
- The processes of change for men when becoming active fathers and sharing caregiving.⁷

Taking an evidence-based approach

We bring together these various evidence-based perspectives to offer a set of recommendations for organisations and the individuals who work in these, to adopt a more effective approach to engaging men to achieve gender equality.

Gender inequalities are embedded in Australian society. It is well documented that women continue to be treated less fairly than men in our workplaces, as well as our homes, and our social, cultural and legal institutions.⁸

Gender inequalities are organisational and structural. Inequalities are built into the systems and structures of Australia's workplaces:

- Formally through policies and decision-making practices (e.g. denying promotion to part-time staff, as women are much more likely to work part-time than men), and
- Informally through norms and customs (e.g. 'cultural fit', 'merit', who gets included in or excluded in social and professional networks, language use, stereotypes, sexist and harassing behaviour).⁹

Addressing these gender inequalities therefore requires structural change as well as individual and interpersonal change.

Gender inequalities are personal and interpersonal. While only a minority of men engage in the bluntest forms of men's power over women (such as physical and sexual violence), many men, often without realising it, practise other everyday forms of sexism.

Gender inequality involves a systematic pattern of female disadvantage and male privilege. While it is common to understand gender inequality in terms of female disadvantage, the flipside of this disadvantage is men's monopoly or dominance of economic and political life. This is male advantage or male privilege.

Men receive benefits and advantages because of gender inequality – whether they wish to or not.
For example:

- Male job applicants and staff are evaluated more positively than women,
- Men's views are given more weight, and
- Male leaders can gain advantage from stereotypical associations between masculinity and leadership.

It can be hard to 'see' that our achievements and those of others may be in part due to unearned benefits.

Yet, because we are so used to these inequalities, men (and members of other privileged groups) may think that their achievements are only due to their efforts and skills, and not also to unearned advantages in an unequal system.¹⁰



WHAT IS 'EVERYDAY SEXISM'?

- **Evaluating women less positively** than men (e.g. in job application and promotion processes)
- **Ignoring and talking over** women
- **Sidelining women** in social and work networks
- **Calling women “girls”** but not calling men “boys”
- Criticising others for **acting “like a girl”**
- Comments that women **are not as good as men at certain things** (maths, sports, cars, leadership) or that they are too easily offended
- **Seemingly harmless comments about women**, such as that they are naturally better at collaborating, detailed work, child care, cooking or shopping
- **Not offering women work opportunities** out of misplaced concern that they may not be able to manage it (e.g. assuming that women can't travel or work in male-dominated or heavy industries)
- **Choosing women for stereotypical assignments** or tasks such as taking meeting notes, getting tea or coffee or cleaning up the room after meetings
- **Unwelcome remarks** about a woman's body or clothing

Men also lose

Although many men receive unfair advantages, men also lose from gender inequalities. Current expectations about gender roles (e.g. that men should be independent, women should be carers) compromise men's wellbeing, their relationships, and their friendships (see *'What's In It For Men?'*)

HOW PRIVILEGED ARE YOU? QUIZ

Check off all the statements that apply to you.

- ☐ I can work comfortably (or walk down a public street) without the fear of sexual harassment.
- ☐ I have never felt unsafe because of my gender.
- ☐ If I fail in my job or career, I can feel sure this won't be taken as a sign that people of my gender shouldn't be doing this type of work.
- ☐ The decision to hire me will never be based on assumptions about whether or not I might choose to have a family sometime soon.
- ☐ If I choose to have children, I'm not questioned about how having a family would hurt my ability to do my job.
- ☐ If I have children and a career, no one will think I'm selfish for not staying at home.
- ☐ I can be assertive at work without being labelled "bitchy" or "bossy."
- ☐ My ability to make important decisions and my capability in general will never be questioned depending on what time of the month it is.
- ☐ I can look up to plenty of professional role models of my gender in my field.
- ☐ When I ask to see "the person in charge," odds are I will face a person of my own gender.
- ☐ I can be confident that day-to-day language always includes my gender. "All men are created equal," mailman, chairman, the man in the street, etc.
- ☐ I make more money than my professional counterparts of the other gender.

The more boxes you ticked, the more gender-based privileges you are likely to have in the workplace.

Remember, privileges comes in many forms – our age, cultural background, disability status, sexual orientation and so on also affect the different privileges we do and don't have. So a man may have many gender-based privileges at work but a man from an ethnic minority background may also experience culturally/ethnically-based *disadvantages*.^{11,12}



WHY ENGAGE MEN – WHAT HAVE MEN GOT TO DO WITH GENDER INEQUALITY?

To change gender inequalities we have to involve men – but why? In short, because men are part of the problem of gender inequality and so they are therefore a crucial part of the solution.

Gender shapes everyone's lives – men's and women's

Men's lives are shaped, as much as women's are, by gender.

The term 'gender' refers to the meanings and patterns of men's and women's lives. It includes:

- How people are divided into 'male' and 'female',
- The meanings given in any society to being male and female, such as how men and women are 'supposed' to talk, think, look and behave – including how men *should* behave towards women and vice versa,
- The different images and representations of women and men (e.g. women typically being represented as gentle and nurturing while men are usually represented as confident and assertive), and
- How men's and women's lives are organized – in terms of power (who makes decisions and holds formal and informal power), work (who does what kinds of work), sexuality (patterns of sex, relationships, and intimacy), and so on.

'Masculinity' therefore refers to the meanings given to being male and the typical ways that boys and men look, think and feel, and behave – including how they behave towards women and girls. Boys and men learn to be properly masculine in society – through families, media, sport, work, and a host of other influences.

Men's lives, like women's, are shaped not only by gender but by sexuality – for example, by homophobia (negative attitudes and discrimination directed at people who are not heterosexual).

Men are part of the problem – and so also part of the solution

We will not make much progress towards gender equality without men's active involvement.

Not because women are weak and can't do it on their own. Not because men have been left out and are now the victims. No, but because men are part of the *problem*.

Gender inequalities are sustained in large part by men – by how many men think, behave, and relate to women and other men. Men's attitudes and behaviours may support the sexist status quo.

Men may be part of the problem. But they are also a crucial part of the solution.

Men have a vital role to play in building a world of gender equality – and many already are doing so.

- Some men live in gender-just ways in their personal lives: they respect and care for the women and girls in their lives and they reject sexist norms of manhood.
- Some men play a public role in fostering gender equality, as advocates in businesses and trade unions, supporters of violence prevention campaigns such as the White Ribbon Campaign, or change-makers in other domains.

And there is much more that men can do.

Men will benefit from greater gender equality

Men have much to gain from a more gender-equal world.

The most important reason why men should support gender equality is that it is the right thing to do. Men receive unfair or unjust privileges, and men have an ethical obligation to address that privilege, to make things fair.

But it is also in men's interests to change. Men themselves will benefit from progress towards gender equality. Men will benefit personally, in their intimate and family relationships, and in their workplaces and communities.

With some gains come some losses.

Men will gain from gender equality. And there are some things some men will lose. To make real progress towards gender equality, men will have to share economic power and political power with women.

Men will lose *unfair* privileges and *unearned* advantages. Is this an unfair loss or hardship? No. It is about what is fair, what is right.

WHAT'S IN IT FOR MEN?

MEN GAIN WHEN WOMEN GAIN

Because gender equality is good for women and girls, it is good for men too. Men and boys share their lives with women and girls – their wives and partners, sisters, daughters, mothers, aunts, friends, co-workers, and so on. The quality of every man's life depends to a large extent on the quality of those relationships.¹³ Men gain when the women and girls around them have lives which are safe and fair.

WELL-BEING

Men's own well-being is limited by narrow ideas about how they are "supposed" to behave. Men often pay heavy costs – in the form of shallow relationships, poor health, and early death – for conformity with narrow definitions of masculinity.¹⁴

Feminism gives men greater choices about their working and family lives by questioning narrow, restrictive gender roles for women and men (e.g. women must be the full-time stay-at-home carer and men must be the full-time breadwinner).

RELATIONSHIPS

Gender equality is good for men's relationships and sexual lives. US research finds that men with feminist partners report greater relationship stability and sexual satisfaction than men with non-feminist partners.

In turn, feminist men are good for women. Women with feminist male partners have relationships with greater quality, equality, stability and sexual satisfaction than women with non-feminist male partners.¹⁵

FRIENDSHIPS

Gender equality is good for men's friendships, as it reduces the pressure on men to be stoic and avoid emotion, making more room for friendships with other men and women which are intimate and supportive.

PARENTING

Men also benefit from active involvement as fathers in their children's lives.¹⁶

COMMUNITIES

Gender equality is good for our workplaces, communities, and country. Gender progress benefits the communities in which men live. Our communities benefit from flexibility in divisions of labour, improvements in women's health and well-being, reductions in violence against women, and other signs of growing gender equality.

DIVERSITIES

Gender equality also tends to open up room for diverse sexualities, creating greater space for same-sex and queer relationships and communities.

WORK EXPERIENCES

With progress towards gender equality in workplaces, men will enjoy workplaces with greater productivity, creativity, and diversity because of the wider pools of talent and fairer processes on which they are based. Men will also experience higher quality work resulting from greater teamwork and collaboration and a reduced emphasis on competitiveness. Finally, men will benefit psychologically from being active participants in the process of positive change.¹⁷



HOW ENGAGED ARE MEN?

What are the barriers to, and opportunities for, men's engagement in gender equality?

The bad news...

Less supportive

Studies in countries across the globe find that men consistently show less support than women for women's and men's equal treatment and access to resources.¹⁸

This sentiment carries over into the workplace, with research showing that men are not as receptive as women to organisational efforts to eliminate gender bias.¹⁹ Men are less supportive of diversity programs and more likely than women to respond with backlash.²⁰

Moreover, there are also men who say they support gender equality but do not live up to this in practice or their support for gender equality is partial or contradictory.²¹

Less aware

Among men, the most significant barrier to engagement in work towards gender equality is that many simply do not recognise, or indeed defend, existing gender inequalities. Men have been shaped by lifetimes in a gender-unequal world, so that sexism becomes normal, taken-for-granted, and invisible.

- A US survey found a stark difference of opinion between women and men about whether or not sexism still exists, with 63% of women but only 41% of men saying obstacles continue to make it harder for women than men today.²²
- In Australia, there was a trend towards more progressive community attitudes up until the mid-1990s, but it flattened and even reversed on some issues after this.²³

In order for men to confront sexism, they must first recognise it. They must recognise actions or situations as discriminatory towards women. However, men on average have greater trouble identifying sexism than do women, as a series of studies show.²⁴

- Men are less likely than women to recognise interpersonal sexism (e.g. derogatory statements about women, sexually harassing behaviours) and institutional forms of discrimination (e.g. how promotion based on length of service favours men over women, because women are more likely than men to have had time away from work to care for children).
- Men are particularly unlikely to detect discrimination and recognise its severity when the sexism is more subtle, such as when it involves paternalistic 'protective' behaviours (e.g. not offering a career opportunity because it involves travel or is in a male-dominated work environment).²⁵
- Even men in 'male champions' groups may be unaware of, or unwilling to raise, the full range of barriers to workplace equality, including more serious or controversial ones such as sexual harassment and bullying.²⁶

View gender equality as a ‘women’s issue’

Even if men are supportive of gender equality, some see this as a ‘women’s issue’^{27,28,29}, something that affects mainly women rather than men as well, and that is largely a result of women’s ‘choices’.

For example, if women say that they feel they are not heard at work, some men may assume that this is because women aren’t speaking up, not because they are being ignored.³⁰ This view of gender equality as a women’s issue produces ‘cultural inoculation’, in which men are immune to programs designed to engage them.³¹

Overestimate other men’s support for sexism

Men routinely overestimate the extent to which their peers agree with sexism. They overestimate each other’s comfort with sexist, coercive and derogatory comments about and behaviour towards girls and women.^{32,33,34,35} This means that men who oppose sexism may go along with sexist behaviours because they believe mistakenly that they are in the minority in opposing them, while men who show sexism continue to do so because they believe falsely that they are in the majority.³⁶

Fear being judged

Some men fear how others, especially other men, will perceive them if they speak or act in support of gender equality. They do not intervene in other men’s sexism or violence because of fears about being seen as too ‘soft’ or ‘sensitive’ and concerns about rejection by and loss of social standing among male peers.^{37,38,39}

Uncertain what to do or say

Another factor is men’s lack of knowledge of or skills in intervention. While many men are supportive of gender equality, they may not speak up or act because they lack the capacity and confidence to act or they simply do not know what to say or do.

The good news...

Much of this may sound like bad news. But there is good news as well: (1) Most men support gender equality, at least broadly; (2) Men can and do come to strong support for gender equality; and (3) Men can create change.

Most men *broadly* support gender equality

First, international surveys find that most men have broad attitudinal support for gender equality, including women’s fair treatment in education and the workplace, although there is less universal support for sharing household labour and decision-making.⁴⁰

Some men advocate for gender equality

Men can arrive at passionate personal support for gender equality. Research among the men who participate in gender equality advocacy finds common themes in their paths to involvement and commitment.

- *Exposure to or personal experiences with issues of gender inequality.*⁴¹ Men may be ‘sensitised’ to issues of sexism or violence (e.g. by hearing from the women and girls they love, through friends, or through parenting).^{42,43,44}
- *Support and encouragement from female mentors*⁴⁵, *as well as peers and role models.*⁴⁶
- *Having a strong sense of fair play*^{47,48} or social justice ideals or other politically progressive commitments.⁴⁹

- *Defiance of some masculine norms* (e.g. not avoiding all things feminine, showing a devotion to helping others, and having a weaker sense of male bonding).⁵⁰
- *Opportunities for involvement* (e.g. some men become involved in anti-violence advocacy because they have opportunities or invitations for involvement, and they make sense of these experiences in ways which are motivating).⁵¹

Men can create change

Men can be effective advocates for change. Indeed, men may have some advantages over women in advocating for gender equality.

Men who act are viewed positively

While men are less likely than women to recognise and confront sexism, when they do so, they receive more positive reactions from others, experience fewer negative consequences, and their actions are taken more seriously.⁵²

- In the workplace, while female and non-white executives who promote diversity are punished for this (in their bosses' ratings of their performance and competence), white men are not.⁵³
- In a US study among male university students, men who did violence prevention work were seen in a positive light, and indeed some saw them as *more* masculine, with masculinity here associated with being responsible, caring and helpful.⁵⁴

Because men at the higher levels of workplaces can take for granted their gender and leadership positions and their acceptance by masculine establishments, they are more able than women to act as public champions.⁵⁵ Those men who do advocate on behalf of gender equality often are perceived positively, while the reverse is true for female champions of gender equality.

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Events

- Debates and events organised or sponsored by both industry organisations and institutions (such as recent events by Catalyst, DCA, and the University of Sydney),
- Regular visits to Australia by international scholars and advocates on men and gender such as Michael Kimmel, and
- Partnerships between Male Champions of Change and organisations such as Chief Executive Women (CEW).

Projects

Networks

The Male Champions of Change (MCC) initiative⁶⁰, in which male chief executives step up beside women, to lead on gender equality, has gained considerable momentum both in Australia and overseas.⁶¹ This has also included the extension of the MCC model to specific industries such as real estate and property.⁶²

Lessons learned

The 'engaging men' field has become increasingly sophisticated as it has developed. There have been productive debates regarding how best to involve men in change and a shift away from some simplistic assumptions and approaches. There have also been some important lessons learned.



'Engaging men' is not a 'magic bullet' for gender equality

It is just one of many important areas on which organisations and individuals can focus when progressing gender equality.



Maintaining women's initiatives and women-focused approaches is vital

These initiatives are effective and also ensure women are actively involved in challenging the career barriers they face and opening up opportunities for career progress.



Avoid putting men on a pedestal for being actively engaged in gender equality

Focusing on men, and powerful men in particular (e.g. being involved in sponsorship programs for women), can risk reinforcing the very power structures we wish to change, and must be done in partnership with and accountable to feminist women.

Focusing only on male 'champions' can further entrench male-dominated leadership.



Engage men at every level in your organisation

Focusing only on senior male leaders in organisations, while not taking steps to engage the broader group of men at all organisational levels, limits one's efforts.



Men are not all the same

Efforts to engage men must adopt intersectional approaches which address diversities (e.g. men's different cultural backgrounds, sexual orientations, disability status) and hierarchies among men (e.g. organisational level, role).⁶³



Make personal change

Involvement by men, whether senior leaders or recent recruits, does not mean much if it does not include critical reflection on gender and personal change.



Drive organisational change

While initiatives should seek to change the attitudes and behaviours of individual men, they must also go beyond these and towards organisational and structural change. Furthermore, if having individual champions is the only strategy adopted, this can leave diversity strategies vulnerable, and it can suggest that equity is merely a personal value rather than the responsibility of all leaders and part of the mandate of the organisation.⁶⁴

RECOMMENDATIONS: HOW CAN ORGANISATIONS EFFECTIVELY ENGAGE MEN ON GENDER EQUALITY?

What are the principles and practices which will increase the effectiveness and impact of efforts to engage men on gender equality at work?



GET THE FOUNDATION RIGHT –
by ensuring gender equality initiatives involve women and men as active and equal partners



GET THE FRAMING RIGHT –
by treating gender equality as a business issue, not a women's issue



GO WIDE – by making visible and targeting all key gender equality areas (i.e. paid work, power and decision making, financial security, personal safety, interpersonal work relationships, caring, and community involvement)



GET THE MESSAGING RIGHT – to appeal to men as well as women



ENGAGE A DIVERSITY OF MEN –
by including men in various organisational roles and levels and from diverse demographic backgrounds (e.g. ages, cultural backgrounds, sexual orientations)



EDUCATE ABOUT HOW TO LEAD CHANGE EFFECTIVELY –
by resourcing initiatives, being visible and persistent, and 'walking the talk'



MAKE THE CONNECTION BETWEEN WORK AND HOME –
by implementing initiatives that encourage gender equality in caregiving



MAKE THE CONNECTION BETWEEN WORK AND COMMUNITIES – by framing gender inequality as a societal/ community problem



BUILD INDIVIDUALS' GENDER CONFIDENCE AND CAPABILITY – by providing opportunities for both men and women to change their mindsets, assumptions, and behaviours



ENCOURAGE MEN AND WOMEN TO CHALLENGE AND CHANGE GENDER BIAS
in organisational policies and practices and practices



GET THE FOUNDATION RIGHT – WOMEN AND MEN AS ACTIVE AND EQUAL PARTNERS

Ensure that any gender equality initiatives involve women and men as active and equal partners – active in advocating, being role models, and being change agents.

Equal leadership opportunities	Ensure both women and men hold visible formal and informal leadership roles	<i>Implement the Plus One Pledge</i> where men at all levels pledge to add at least one woman to their team when roles become available. ⁶⁵
Equal voice	Ensure that in all public forums and panels women and men are <i>equal</i> partners – where men's voice is not privileged over women's	<p><i>Commit to the Panel Pledge.</i> In 2015, the Male Champions of Change (MCC) committed to the Panel Pledge. As of 2016, more than one hundred leaders have committed to the Panel Pledge. When asked to be involved in or sponsor a panel or conference, the MCC inquires about organiser efforts to ensure female leaders are represented and how gender balance will be achieved. The MCC also provide suggestions of women and how organisers might identify women.</p> <p>Telstra, for instance, has introduced speaker forms that state: "Our CEO David Thodey is a member of the Male Champions of Change. As part of this, we are committed to ensuring that events we participate in are gender balanced. Please take this into consideration when submitting your request."⁶⁶</p>
Equal decision-making	Change the way meetings are run, as well as decision-making approaches to include different perspectives	<p><i>Try "amplification".</i> When President Obama took office, two-thirds of his top aides were men. Women indicated that they had to elbow their way into important meetings and, when they got in, their voices were sometimes ignored. Female staffers adopted a meeting strategy they called "amplification" – when a woman made a key point, other women would repeat it, giving credit to its author. This enabled men in the room to recognise the contribution — and minimised any chance they may claim the idea as their own.⁶⁷</p> <p><i>Conduct post-meeting reviews</i> to check how decisions were made and by whom.⁶⁸</p>

Equal participation	Get men along to diversity events and initiatives	<i>Include an "Ask"</i> (i.e. to bring along one male colleague) when sending out invitations to events.
Include a diversity of men and women	Ensure that gender-focused events include a diversity of women and men	<i>Look beyond the 'usual suspects'.</i> Check speakers, panelists and audience to see whether men and women from a diversity of cultural backgrounds, disability status, Indigenous backgrounds, and sexual orientations and gender identities, are represented. Connect with key stakeholder groups to tap into talent in these pools (e.g. Australian Employers Network on Disability, Federation of Ethnic Communities Council of Australia, National Centre for Indigenous Excellence, Pride in Diversity).
Create connections	Build supportive relationships between women and men through informal relationship-building strategies, mixed-gender mentoring, and more inclusive formal mentoring ⁶⁹	<i>Mentor emerging directors:</i> The Australian Institute of Company Directors' Mentoring Program involves senior listed company chairs and senior directors mentoring emerging female directors. The program is a professional development tool providing an opportunity to extend professional director networks, improve governance knowledge and gain unique boardroom insights. ⁷⁰

Equal in Leadership Opportunities

CEOs for Gender Equity (CGE) adopt a leading practice approach to championing gender equality in which women and men work together to drive change through sharing voice, visibility, and participation. CGE's leadership includes Her Excellency, the Governor, Kerry Sanderson AO as Patron, and Chris Sutherland, Managing Director of Programmed, as Chair. Female CEOs currently represent 33% of its membership, more than double the state and national averages, and CGE is publicly committed to changing these numbers for the better.

Equal Voice in Change Initiatives

Linfox and Women's Health Victoria partnered to conduct the *Working Together Against Violence* project, which aimed to strengthen the organisational capacity of Linfox's male-dominated workplace to promote gender equality and non-violent norms. Importantly, the training was conducted by a male and female facilitator working together to model respectful relationships.



GET THE FRAMING RIGHT – A BUSINESS ISSUE, NOT A WOMEN'S ISSUE

Ensure that gender equality is framed as a business issue, and not simply as a women's problem in which initiatives focus (intentionally or unintentionally) on 'fixing' women. This requires that gender equality is an integral part of your business strategy.

Create a mixed gender team	<p>Employ a mixed-gender project team to develop a gender equality strategy.</p> <ul style="list-style-type: none">• Ensure your team includes women and men, people from a diversity of cultural backgrounds, Indigenous Australians, people with disability and/or people who are who identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (and remember that the <i>Sex Discrimination Act</i> recognises genders other than female and male e.g. people who are non-binary, gender-fluid etc.)
Develop a business-focused gender equality strategy	<p>Use the following framework:</p> <ul style="list-style-type: none">• Define what gender equality means in your organisation,• Identify the business arguments for gender equality, emphasising direct links between gender equality and business objectives (e.g. links between gender equality and increased workforce capability),• Conduct research to investigate the current state of gender equality,• Identify the future state you want to achieve in relation to gender equality, and• Design, implement and evaluate actions to achieve the desired outcomes
Align your gender equality strategy with your business strategy	<p>Identify the ways gender equality will enable specific business outcomes, and build gender equality initiatives into this strategy.</p> <ul style="list-style-type: none">• For example, having high quality relationships between women and men should increase opportunities for the contribution of a diversity of perspectives, leading to both improved decision-making and to the development of innovative products and services.

Align your gender equality strategy with your business strategy

“At Deloitte, we view diversity and inclusion as central to our firm’s culture and our ability to tackle our clients’ most complex business problems.” – Cindy Hook, CEO, Deloitte Australia

“At Programmed, the diversity of our people is one of our great strengths. We aim to create an inclusive environment and recognise the value of attracting, engaging and retaining employees with different backgrounds, experience and perspectives. Understanding and drawing on diversity is at the heart of meeting the needs of our customers, building strong relationships across the communities we serve and engaging the many talents of our team.”

– Chris Sutherland, Managing Director, Programmed

Use the Workplace Gender Equality Agency’s (WGEA) Gender Strategy Toolkit on its website to step you through building a gender equality strategy that aligns to your business.

WGEA also has many examples of leading practice organisational gender equality strategies.



GO WIDE – MAKE VISIBLE ALL KEY GENDER EQUALITY AREAS

When developing your Gender Equality Strategy adopt an expanded framework that targets the full range of key gender equality areas.

	Paid Work Opportunities	Focus on achieving gender equality in all roles, and in the opportunities men and women have to apply for or be considered for the roles.
	Power & Decision-Making	Conduct a gender audit of contributions to formal and informal decision-making processes and outcomes.
	Financial Security	Conduct gender pay equity analyses, including examining gender differences in job security (e.g. casual work), and structural inequalities in pay (e.g. pay differentials for jobs dominated by women and men).
	Personal Safety	Include questions about feelings of personal safety in employee surveys.
	Inter-Personal Relationships	Develop measures of the quality of inter-personal relationships between women and men and include these in your regular staff surveys (e.g. respondents' experience of sexist or harassing incidents, management of conflict, and open communication).
	Caring	Conduct a gender-based work and caring audit to identify caring responsibilities and impact on workplace opportunities (e.g. survey employees about current and expected future caring responsibilities, perceptions of workplace support, and of whether caring responsibilities impact on workplace opportunities).
	Community Involvement	Include measures in regular employee surveys of the extent of community involvement by staff members. (e.g. being a volunteer, an office-bearer at a school or in a community action group).



GET THE MESSAGING RIGHT – TO APPEAL TO MEN AS WELL AS WOMEN

Use individual tailored invitations. An effective way to get men in the door, from experience in the violence prevention field, is by individual, tailored, invitations.⁷¹

Work with supportive men. Target men who have been identified as supportive and/or already act in gender-equitable ways (e.g. through female staff, word-of-mouth, or who hold relevant positions such as contact officers, harassment or equity officers, or union representatives). Send invitations to them, and encourage them to invite other men in their areas, units, or circles.

Work through existing groups of men, whether informal or formal social and professional networks.⁷²

Bring senior men on board. Target men who are – or who should be – accountable for gender equality outcomes as part of their positions.

Go wide. Engage both men and women at multiple levels of the organisation, in multiple settings, and through multiple strategies.

Use messaging which will engage men:

- *Use the right messengers.* Try to use messengers with whom men identify, who are respected by them, or who appeal to them.⁷³
- *Identify small, practical actions men can take.*⁷⁴ Men can be invited, for example, to listen to female colleagues and value their views and experiences, don't laugh at or condone sexist jokes, ask why there aren't more women in work groups if they are male-dominated, support work-life flexibility for women and men, and pay attention to the differing standards by which men and women are judged.^{75,76}
- *Appeal to a sense of fairness.* Motivate men to support gender initiatives using appeals which have been shown to work, including heightening their sense of fair play and tackling common barriers to support including apathy, fear, and ignorance.⁷⁷
- *Appeal to men's care and concern for the women they know,* such as for female family members, friends, and colleagues. But also emphasise principles of fairness, equality, justice, and equal opportunity.
- *Emphasise the positive.* Suggest that many male staff are supportive of gender equality or fairness, but do not know what to do.^{78,79}
- *Emphasise that other men agree,* that most men support efforts towards gender equality.⁸⁰
- *Encourage engagement for social justice (not just self-interest).* Move men from being allies for self-interest (with limited paternalistic motivations for involvement, a focus on 'other' and 'bad' men, and little sense of wider inequalities) to allies for social justice (who have stronger, justice-oriented motivations, acknowledge their own privilege and complicity, and recognise the problem as grounded in systems and structures).⁸¹
- *Emphasise that men have a valuable role to play,* without minimising the reality of gender inequalities or men's sexist behaviour.
- *Appeal to men as bystanders* – to men's ability to speak up about and intervene in sexist behaviour and attitudes by other men (and women).
- *Appeal to men as allies to women,* including as friends and colleagues.



ENGAGE A DIVERSITY OF MEN

Engage with the diversity of men in the organisation – men in different organisational roles and levels, and with a variety of demographic backgrounds (e.g. ages, cultural backgrounds, sexual orientations.)

This means taking an *intersectional* approach, recognising that men's and women's workplace experiences are shaped by the intersecting influences of gender, class, ethnicity, sexuality, and other differences. For instance, some men have male partners, or speak a language other than English at home, or face Mecca to pray, or were the first in their family to finish school, or were raised female. Recognise that class, sexuality, ethnicity, and so on involve disadvantage for some people *and* privilege for others.

Get clear on men's understanding of gender equality	<p>Do your homework on male staff's understandings of and commitments to gender equality.</p> <p>There is a strong correlation between men's awareness of gender bias, and how important they feel it is to achieve gender equality.</p>	<p>Measure staff commitment to gender equality using the employee consultation tools available on the WGEA website: https://www.wgea.gov.au/lead/consulting-employees</p>
Messaging	<p>Craft messages which will engage and inspire.</p>	<p><i>Review 'Get the messaging right' on the previous page.</i></p> <p><i>For messages about shared caring and flexible work, take a look at WGEA's Equilibrium Man Campaign⁸² or <i>The Guardian's</i> Father's Day video.⁸³</i></p> <p><i>For Pay Equity, try ANZ's #Equal Future video.⁸⁴</i></p>
Messengers	<p>Draw on a diversity of advocates, educators, and spokespeople.</p>	<p><i>Connect with key stakeholder groups such as Australian Employers Network on Disability, Federation of Ethnic Communities Council of Australia, National Centre for Indigenous Excellence and/or Pride in Diversity.</i></p>



LEAD CHANGE – EFFECTIVELY

Many organisations rely on executive leaders, in particular male executive leaders, to be ‘champions’ for gender equality and organisational change, but this is not enough.

The Opportunities: Men in some ways are more able than women to act as champions, because they can take for granted their gender and leadership positions and their acceptance by masculine establishments.⁸⁵

The Limitations: Having senior male advocates for gender equality makes good sense, but focusing only on male ‘champions’ can inadvertently further entrench male-dominated leadership. It can mean that other, vital organisational and structural strategies are neglected, and gender equality is seen as merely a personal value rather than all leaders’ responsibility and an organisational commitment.

Whether female or male, senior leaders are more effective in supporting and driving change, according to the research⁸⁶, if they do the following.

Remember to resource	Champions should secure funding and put pressure on other decision-makers to support initiatives.	<i>The Male Champions of Change</i> initiative has achieved recognition and take-up in part because it is well-resourced, and each participating organisation has its own committed and visible CEO as well as a dedicated implementation leader.
Are visible and persistent	Champions should try to attend events, give talks, and offer public support. They should remain connected to diversity initiatives over time.	Programmed’s ongoing commitment to gender balance in leadership is driven by its Managing Director, who was a founder of CEOs for Gender Equity in Western Australia and who regularly participates on panels, discussing gender segregation particularly in relation to science, technology and trades, engineering, and mathematics (STEM) education and careers.
Walk the talk	Champions should show consistent attention to ‘walking the walk’ not just ‘talking the talk’.	Consider a <i>Pledge for Parity</i> campaign ⁸⁷ . Ernst & Young developed the campaign to accelerate change within their firm. By participating in the <i>Pledge for Parity</i> , their staff commit to taking one of nine specific concrete actions to advance women in their workplace.

“Our vision is to boost women’s workforce participation, lift productivity and increase economic growth by sustainably improving gender equity in jobs and pay in enterprises throughout Western Australia.”

Eighteen of Western Australia’s most influential CEOs launched CEOs for Gender Equity at Government House in 2014, when statistics showed that nationally, Western Australia has the lowest female representation on boards and the highest gender pay gap.

The Equal Opportunity Commission prompted the formation of the inaugural group of CEOs in 2012 and has seen it grow to represent CEOs from the corporate, not-for-profit and government sectors.

The initiative aims to grow awareness of gender inequity and its impact when addressed, as well as set an example for other enterprise leaders who want to bring about change within their workforce.

Ideally, a leading practice approach to championing gender equality enables women and men to drive change through sharing voice, visibility, and participation. CGE’s approach reflects leading practice through its focus on striving for gender balance in membership:

- CGE’s leadership includes Her Excellency, the Governor, Kerry Sanderson AO as Patron, and Chris Sutherland, Managing Director of Programmed, as Chair.
- Female CEOs currently represent 33% of their membership, more than double the state and national averages, and CGE is publicly committed to changing these numbers for the better.



MAKE THE CONNECTION BETWEEN WORK AND HOME

Implement initiatives that encourage gender equality in caregiving.

Value both women and men as carers

Be explicit that your organisation understands and places priority on both women and men as caregivers.

Use DCA's [Men Get Flexible! Report](#) to mainstream flexible work and flexible careers for both men and women.⁸⁸

Implement 'Men and Work' programs. Men and Work is an innovative evidence-based program designed for men in the workplace.⁸⁹ It provides a fresh approach to examining the key challenges men experience today, including negotiating work and personal/family lives, achieving health and well-being, having satisfying close relationships, and being an effective father and mentor. The program has been delivered in ANZ, AMP, Alcoa, IBM, Colgate Palmolive, ABC, Edith Cowan University, Monash University, Australian Federal Police, WorkCover and the South Australian Department of Finance. In all, 96% of participants indicated that they would recommend the program to other men and that the program should be offered more extensively in their own workplace.

Make male care-givers visible

Make the role of men as caregivers visible and provide support for this.

Use WGEA's [Equilibrium Man Campaign](#)⁹⁰ or [The Guardian's Father's Day](#) video⁹¹

Implement 'Staying Connected' programs. This is a work-based program aimed at engaging men who have recently experienced divorce and/or separation. It was designed in partnership with the Child Support Agency, and focuses on men looking after their physical and mental well-being, staying connected with their children, and developing and maintaining effective relationships with their former partners.

Ensure equal access

Ensure that men and women have equal access and organisational support (e.g. through supervisors) to paid parental leave and flexible work.

Implement a shared care policy: Aurizon has designed a highly innovative policy that expands the child care options for staff.⁹² It involves providing a financial incentive based on half-pay for a partner to stay at home and care for their child in their first year, and for the Aurizon staff member to return to work full-time. This policy is inclusive of all parents including same sex couples, single parents, and both birth and adoptive parents.

Ask about men's and women's experiences of flexible work. Include questions in your regular employee surveys that ask about whether a person applied for leave or to engage in flexible work, whether it was approved, and if it wasn't approved, what reasons were given.

Provide tools to design work more flexibly

Use DCA's *Future-Flex* tools to (re)design jobs and work that have as their beginning assumption gender equality in paid work and caregiving.

*Future-Flex*⁹³ is a DCA initiative comprising evidence-based practical guidelines for HR and diversity practitioners and managers and team leaders, on how to implement and mainstream flexible work through job and work (re)design.



MAKE THE CONNECTION BETWEEN WORK AND COMMUNITIES

Link to, and change, communities by framing gender inequality as a societal/ community problem.

Take action on family violence

Provide education and support within your organisation for issues that have a direct link to gender inequality, and to social and individual well-being, for example:

- Provide leave for victims of family violence,
- Conduct workplace awareness programs on both the precursors and impact of domestic violence,
- Investigate whether and how workplace systems (e.g. power based hierarchical job and decision-making structures), accepted norms of behaviour (e.g. aggression, competitiveness) and leadership models (based on masculine stereotypes) contribute to the development of poor quality gender relationships and gender-based violence.

Partner with White Ribbon Australia.

In 2015–2016, 64 workplaces went through White Ribbon Australia's Workplace Accreditation Program, more than 200 worked towards accreditation, and a further 800 organisations have expressed interest in becoming accredited.

Introduce Family Violence policies. In 2013, NAB was Australia's first major bank to introduce a Domestic Violence Support Policy, to support employees who experience domestic violence by providing access to counselling and additional leave, flexibility in managing their work schedules and if needed, the location as well.

Engage with NGOs

Actively engage with and provide support for community organisations focused on addressing gender inequality (e.g. violence against women organisations, women's groups, White Ribbon Australia, PLAN International).

In 2016, Commonwealth Bank engaged Our Watch, the national foundation to prevent violence against women and their children, to review its 'Start Smart' in-school financial literacy program, to ensure this promoted gender equality to young Australians to support financial independence and security for young women.

Contribute to community discussions	Contribute to community discussions about gender equality and social policy – for example, by promoting the economic and social argument for gender equality, actively engaging in debates about gender-based violence, and contributing to policy development.	<i>Impact the national conversation.</i> The eight Founding Male Champions of Change group members have spoken at 500+ events within Australia and around the world.
Sponsor research	Sponsor and/or support research on gender equality particularly in relation to the interdependence between workplace factors, social policy and community wellbeing.	<i>Raise public awareness of the state-of-play.</i> Between 2002 and 2012, ANZ supported the Australian Census of Women in Leadership to track the representation of women in board and senior executive positions in ASX-listed companies. Committing to research over a long term enables a deeper understanding of an issue and trends.



BUILD INDIVIDUALS' GENDER CONFIDENCE AND CAPABILITY

Provide opportunities for both men and women to engage in *individual* change (in their own mindsets, assumptions, and behaviours).

Build gender consciousness and gender confidence

Use a variety of strategies to build men's awareness of gender inequalities and their willingness and skills to take action and to engage in gender-based conversations with women and men, including to challenge other men about their attitudes or behaviours.

Encourage recognition of gender bias: AB Volvo's "Walk the Talk" program, which began in 1998, involves senior male managers meeting for 15 days over a year, dialogue, reverse mentoring, and other processes both in and outside the meetings to foster gender awareness.⁹⁴

Educate about gender stereotyping. View Programmed's [It's Up To You](#) video.⁹⁵ As part of Programmed's strategy to change behaviours, it produced this video which features three female employees in trades or AFL careers.

Provide guidance on how to have 'the courage to call' sexist behaviour. Read DCA's [Words At Work](#)⁹⁶ for tips on challenging non-inclusive language in the workplace. Audiostream DCA's [Can't Take a Joke](#)⁹⁷ event to learn how we can empower bystanders to intervene around everyday sexism at work.

Increase men's sensitivity to sexism and privilege

Use educational programs to increase men's recognition of the pervasive and harmful nature of sexism and gender inequalities.⁹⁸

- Use reflection and discussion, rather than merely lecture-based presentation,⁹⁹ particularly on addressing male privilege.^{100,101,102,103}
- Use these programs to increase men's willingness to act against sexism, drawing for example, on models of bystander intervention.¹⁰⁴

Both goals have been articulated for example in 'ally training' (e.g. among management employees, union members, white collar professionals, and academic staff).^{105,106,107}

Increase sensitivity to sexist language – use DCA's [Words At Work](#) Guidelines to show what sexist language can look like and the significant negative impact it can have at work. The Guides also provide suggestions on how people can 'have the courage to call it' when it comes to sexist words at work.

Educate about "dripping tap" sexism. You can watch [Laura Bates' TED talk](#) on Everyday Sexism to learn more about the prevalence of everyday sexism. Bates provides concrete examples of these interactions and explains how they can create gender biased exclusionary organisational cultures.

Increase men's sensitivity to sexism and privilege (continued)

*Try increasing people's sensitivity to male privilege by viewing BuzzFeed's Privilege videos – the US and the Australian versions – or participating in DCA's knowledge program called *Privilege: What's in My Invisible Backpack?*¹⁰⁸*

Make the connection between masculinity, inequality, and violence and bullying. In a private telecommunications company with a predominantly male workforce (over 95%), about 1,500 union members and 125 management employees participated in jobsite educational seminars. These included a "Men and women as allies" training workshop and other sessions linking issues of domestic violence, bullying, and workplace violence. Verizon partnered with a local, community service provider to craft positive, engaging workplace education.¹⁰⁹

Draw on existing curricula for engaging men (and women) in discussions about masculinity, gender, and gender inequalities.¹¹⁰

Build inclusive leadership capabilities

Review your approach to leadership to ensure that this includes inclusive leadership capabilities, including listing gender-inclusive behaviours.

Consider using DCA's five factor model of Inclusive Leadership: Identity Aware, Relational, Open & Curious, Flexible & Responsive, and Growth Focused.¹¹¹

Build organisational support

Recognise that men's and women's capacity to act in support of equality in workplaces depends too on organisational processes and support.¹¹² This will also involve addressing workplace processes for 'voice' and whistle-blowing.

Cultivate men as allies: Ernst & Young has made focused efforts to engage men in conversations about gender equity and cultivate men as allies, including through firm-wide leadership workshops, local "straight-talk" gender dialogues, and the development of locally owned strategies and solutions.¹¹³



CHALLENGE AND CHANGE GENDER BIAS IN ORGANISATIONAL POLICIES AND PRACTICES

Men (and women) need to engage in *organisational* change, including changing organisational systems, policies, procedures, and practices.

Assumptions about gender (e.g. that women are more caring and have better relationship skills than men) that are built into organisational systems, policies, procedures and practices can affect gender equality.

Change organisational systems

Conduct analyses at all levels of an organisation to understand and make visible the extent to which workplace systems are influenced by gender, and then redesign these based on the principles of gender equality. This analysis should include:

- Organisational structures and design (e.g. those based on hierarchies and power differentials),
- Who makes decisions and how they are made,
- Leadership capability models,
- Performance, promotion and development systems,
- Career frameworks, and
- Remuneration and rewards.

KPMG identified that there was an absence of women in senior positions and that despite a women in leadership strategy being in place, a lack of explicit prioritisation and insufficient articulation was limiting its impact. KPMG took action – systematically reviewing the promotion process. KPMG's CEO was closely involved as the program sponsor and, if gender balance was not being achieved, personally intervened to challenge the Partners to 'go back and try again'.¹¹⁴

Create different models of success

Challenge and change gender-biased models of success by:

- Conducting an organisation-wide analysis to explore both explicit and implicit (e.g. staff views about 'who is successful') models of success, particularly assumptions about the ideal worker (e.g. a man without any caring responsibilities), ideal work (e.g. full-time) and ideal careers,
- Including a representative sample of women and men, and examining possible gender differences in views.
- Reframing models of success to be more diverse, and
- Redesigning jobs, work and careers to enable gender equality.

Use DCA's *Future-Flex: Mainstreaming Flexibility by Team Design* Guidelines, which include information on how to challenge the notion of 'ideal worker' and 'ideal work'.

Increase accountability	<p>Increase the level of accountability by including the achievement of broadly based gender equality outcomes in position descriptions (especially for those in management positions), key performance indicators and in personal development plans.</p>	<p>In 2015, PwC took the unusual step of publicising its gender pay gap figures. Luke Sayers, CEO at PwC, said at the time: "We made the decision to go one step further and disclose the results publicly yesterday because we believe transparency is one of the most powerful ways we can address the issue of pay equity.</p> <p>"We hope that by sharing our results, others will follow, and we will start to close the gap, which is unacceptable in our society. Talking about the issue and saying we are taking action is not good enough. We have to back the rhetoric and hold ourselves accountable and one of the ways companies can do this is by disclosing their results."¹¹⁵</p>
Design gender-based immersion experiences	<p>Design immersion experiences that include both women and men to enable both to understand better how norms and assumptions about men and women create gender inequalities at work. Where possible design these activities around the gendered experiences reported by your own staff (e.g. an experience of being excluded on the basis of gender).</p>	<p>In 2014, Dan Priems, Warrant Officer Class Two, swapped his life managing an Army maintenance workshop to work at DCA as part of the Australian Army's Outplacement program. Go to DCA's website to read Dan's revealing and insightful blog on his immersion experience.</p>

**Establish
advocate and
ally programs**

Develop advocate and ally programs, creating spaces and networks in which men (and women) can act as public advocates for gender equality.

To help improve women's representation and participation in STEM disciplines, a US university created a male advocates program. Working alongside female staff members, male staff advocated for gender equity on campus. The men were identified through an application and interview process. In regular meetings, they (a) participated in a program of reading and discussion, through which they participated in self-education and eventually created training modules for other men, and (b) contributed to gender equality events on campus. The program generated valuable insights on how to engage and involve men in advocacy for gender equality.¹¹⁶ This kind of initiative readily can be taken up in other organisations. As research among Male Champions of Change finds, joining with other peers in ally and advocacy groups generates valuable instrumental and social support.¹¹⁷

**Adopt a
different
approach
to change
initiatives**

Adopt innovative approaches to the design of organisational change initiatives by creating a process that is based on establishing effective team-based partnerships between women and men.

Ideally these change initiatives should be designed with a dual purpose:

- To improve the quality of working relationships between women and men, and hence result in a reduction of bias and stereotyping, and
- Enhance gender equality outcomes.

General principles to guide the establishment of these team-based partnerships are:

- Team members should be of equal status,
- The activity is framed as requiring cooperation and collaboration,
- There is a common goal, a purpose, and a problem to solve (e.g. increasing gender inclusion to increase business outcomes),
- There is executive team support and sufficient resources, and
- All activities and processes are designed to be gender inclusive in their nature.

Create gender equality measures and targets

Develop organisational strategies and measures based on the expanded 'go wide' framework for gender equality (see principle 2). This could involve creating gender equality measures and targets for:

- All roles in the organisation ('all roles gender equal'),
- Involvement in decision-making (at all levels),
- Accessing parental and carers' leave.

Westpac has a target of 50% of leadership roles to be held by women by 2017 (currently tracking at 48%). They have also:

- Introduced a 'women in leadership' target of 40% for General Managers by 2017 and 30% for the Westpac Group Board, and
- Mandated that there should be 50% women on recruitment shortlists for all leadership roles and that 50% of high potential program and graduate program participants be women.¹¹⁸



RESOURCES

Web resources

XOnline materials on men and workplace gender equality:

<http://www.xonline.net/category/article-content/work-class>

XOnline materials on engaging and working with men:

<http://www.xonline.net/category/article-content/working-boys-and-men>

Recommended readings

NOTE: Also see the publications cited in the Endnotes below.

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ENDNOTES

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See <http://malechampionsofchange.com/>
See <http://onthemarc.org/home>
See <http://the100percentproject.com.au>
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- 4 G. Russell, L. Barclay, G. Edgecombe, J. Donovan, G. Habib, H. Callaghan, and Q. Pawson, *Fitting Fathers Into Families: Men And The Fatherhood Role In Contemporary Australia*, Canberra, Commonwealth Department of Family and Community Services, 1999.
- 5 R.W. Connell, *Masculinities*, Sydney, Allen & Unwin, 1995.
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