



BUILDING A GENDER-BALANCED AND INCLUSIVE PRESENCE

TEST THE MESSAGES YOU PROJECT



This is not pink washing or window-dressing. Expectations of women and men are changing. These actions will help to advance the way women are welcomed, engaged, valued and celebrated across a range of sectors.

– Elizabeth Broderick, Founder Male Champions of Change



If you are only presenting a male 'face' to the world, then you are effectively telling women it is not a place for them. Organisations need the best talent to be successful, so unwittingly turning people away on the basis of gender makes no sense.

– Ken Morrison, CEO Property Council of Australia

About Male Champions of Change

The Male Champions of Change is a coalition of CEOs, Secretaries of government departments, Non-Executive Directors and Community Leaders. The Male Champions of Change believe gender equality is one of the nation's most significant societal and economic issues. Established in 2010, by then Australian Sex Discrimination Commissioner Elizabeth Broderick, our mission is to step up beside women to help achieve a significant and sustainable increase in the representation of women in leadership.

www.malechampionsofchange.com

About the Male Champions of Change Sport

The members of the MCC Sport group represent diverse experience, have a deep personal commitment to gender equality and have extensive reach in Australian sport in both their organisations and the community. They also represent the key sports (in terms of economic contribution) in the Australian landscape. In 2017 they conducted an audit of the 'public face' of their organisations as part of wider work to identify and 'break the mould' on cultures that may, or may appear to, exclude women.

Test the messages you project

Building a gender-balanced and inclusive presence

Male Champions of Change aim to achieve gender equality and accelerate the advancement of more women into leadership positions. Creating environments where women from all backgrounds feel welcomed, personally engaged and valued is essential to achieving these goals.

The public presence or 'face' of organisations must be addressed as part of deeper efforts to identify and improve organisational cultures that may, or may appear to, exclude women. These can be perpetuated and reinforced through the use of outdated stereotypes, language and imagery, unjustified gender imbalances, symbols of success and barriers to entry.

The discipline of regularly testing the messages you project draws the eye to a range of improvement opportunities - from small to significant. Taken together, there is considerable organisational, community and commercial upside to capitalise on.

The following pages contain details of lessons learned through this process and offer examples of high impact actions that may be directly replicable in other organisations across the following areas:

- 1. External presence**
- 2. Employee experience**
- 3. Engagement activities**
- 4. Awards, recognition and honour systems**
- 5. Workplace symbols and barriers to inclusion**

Male Champions of Change actions in these areas have sought to create more inclusive cultures for women, promote and normalise their roles and contributions and raise the visibility of authentic female role models across multiple sectors.

Thank you to the women and men leaders who have contributed to these audits and led the way in developing a more contemporary face for our organisations.

“ An imbalance in language and symbols reinforces a history where women and girls were not included and celebrated in 'traditionally male' environments. Many organisations will be able to identify opportunities to address this through genuinely reconsidering the 'face' they are projecting, both internally and externally.

– James Sutherland, CEO Cricket Australia

1 External Presence



Have you considered gender-balance in language, imagery and tone in your brand?

Are you reaching out and engaging women in the communication of who you are and aspire to be?

Does your brand relate to the contemporary needs and interests of women you are targeting?

HIGH IMPACT ACTIONS

- ✓ Create an external presence that is inclusive and connects with a diverse range of current and future employees, consumers and partners.
- ✓ Elevate the portrayal and visibility of women in marketing collateral to challenge stereotypes and historic imbalances.
- ✓ Ensure your gender equality goals are considered in commercial arrangements, partnerships and shared activities.
- ✓ Encourage and support partners and suppliers to represent and engage women in a welcoming, respectful and inclusive way.

PRACTICAL EXAMPLES

CSIRO

Stereotypes of 'mad scientists', men in white lab-coats and 'absent-minded' professors risked alienating employees, future talent, collaborators and CSIRO's brand as a world-class innovator. The *Faces of CSIRO* campaign was developed to showcase the leadership and excellence of its diverse workforce by representing a range of ages, genders and cultures through strong imagery and storytelling. The campaign reached nearly two million people on social media, amassing more than 16,000 likes and 800 comments over an eight-month period. It also performed 124% better than the agency's regular social media content.

Racing Victoria

Racing Victoria audited its portrayal of women across social media channels and its broader public presence. Key teams were involved to ensure its engagement strategy of *Racing for All*, and commitment to gender equality, were at the forefront of decisions about marketing, education and career development, and ambassadorial programs. The impact of the assessment is evident, for example, in successive marketing campaigns for Racing Victoria's flagship Spring Racing Carnival. In 2016, the campaign featured both men and women artistically 'dressed' with body paint. This year, it celebrates men and women in a range of traditional and non-traditional roles who together deliver Australia's premier and internationally renowned thoroughbred racing carnival. This includes Michelle Payne, in her high profile and dual industry roles as a horse trainer and jockey.

Carlton Football Club

Carlton Football Club secured one of the first licences for the AFL Women's league. The club immediately adopted a *One Club, Two Teams* marketing strategy, with the women's team receiving equal prominence across membership collateral, flagship branding and high-profile events such as the start-of-season jumper presentation. This bold action elevated the status of the women's team among the club's overwhelmingly male supporter-base. A comprehensive and fully subscribed engagement process called *Carlton Listens to Women* extended the focus on gender equality to supporters, suppliers and partners. The goal was to better understand the needs and interests of women in relation to the club. Here, the feedback was clear: on-field success was critical, together with the continuing development of a welcoming, respectful and inclusive environment. Women's membership grew 11% in one year, while a packed stadium of 25,000 people attended Carlton's first AFLW home game – 67% of whom were female.

Male Champions of Change Architects

The Male Champions of Change for Architects have expanded project case studies and talent featured in key marketing documents – including credentials and tender submissions – to elevate the profile and expertise of women in the sector. Such collateral traditionally features the work of practice leaders who are currently largely male, reinforcing a public face of architecture as a male-dominated industry. The group has tracked gender representation in submissions over two years, set targets to feature at least one woman in each submission and evaluated progress at its quarterly meetings. The initiative also ensures current and potential clients are apprised of the diverse experience and perspective each firm brings to a project.

St Kilda Football Club

St Kilda Football Club is situated in Bayside Melbourne, an area home to one in four women and girls playing Australian Rules Football in Victoria. The club has 40% women members, secured an AFLW licence for 2020, and takes a strong public position championing all forms of inclusion.

Its audit identified that women and girls were under-represented across its marketing material, website and digital platforms. In response, the channels were redeveloped to accurately reflect St Kilda's values, the variety of roles women play throughout their organisation and actions underway to support its aim to be a leader in the development of women's football at all levels.

Unilever

In 2016, Unilever publicly announced its *Unstereotype* initiative – challenging all its brands and the wider fast-moving consumer goods industry to advance advertising away from unhelpful stereotypical portrayals of gender. Some Unilever brands have long understood the need to unstereotype. For example, Dove has championed *Real Beauty* since 2004. Others have more recently changed their positioning such as Lynx's new *Find Your Magic* campaign, which embraces the individuality of real, modern men. In 2017, Unilever accelerated this commitment, launching the *Unstereotype Alliance* to eradicate outdated stereotypes in advertising and all brand led content, in partnership with UN Women, WWP, IPG, Google, Mars, Microsoft and J&J.

“ Apart from the vital societal reasons for change, there's a compelling business case no brand can afford to ignore. Progressive adverts are found to be 25% more effective than those featuring more traditional portrayals of gender. They also deliver better-branded impact.

– Clive Stiff, CEO Unilever Australia and New Zealand

2 Employee Experience



Are women leaders visible in your organisation?

Are they profiled in stereotypical or traditional gender roles?

Do you understand what women value most in your employment offering?

Do you demonstrate interest in a range of experiences, styles and achievements?

HIGH IMPACT ACTIONS

- ✓ Promote the diverse and expansive careers available to women and the contribution they make.
- ✓ Highlight policies, programs and initiatives in place to build respectful and inclusive environments for all.
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- ✓ Raise the profile of eminent women to celebrate their impact and provide role models others can aspire to.

PRACTICAL EXAMPLES

Medibank

Medibank refreshed outdated perceptions of roles, career paths and opportunities available at the health insurer as part of a comprehensive program to attract more women to its workforce. A key target audience of this program was women returning to work following parental leave. Research showed values, diversity, female leadership and flexibility were highly valued by current and future employees. The program profiled diverse leaders in a range of roles and responsibilities, as well as flexible policies, development opportunities and recognition programs available at Medibank across different channels and formats. Since the program launched, unique visits to the Medibank Careers website increased from an average of 6,000 to over 31,000 per month. Job applications for female talent are some 50% higher (month-on-month) than male applications. The program contributed to an overall increase in women's representation across four out of five employment categories tracked by the organisation.

Male Champions of Change Sport

The Male Champions of Change Sport: Women in Sport Sponsorship Program matches high potential women from member organisations with CEOs, Directors and Senior Executives from some of Australia's biggest sports. The program builds networks, visibility and accelerated development opportunities for participants by organising formal sponsorship arrangements with influential leaders in the sector. The Rio Role Models social media campaign supported the goals of the program, capitalising on community interest in the 2016 Olympics to celebrate and normalise sport career pathways for women. Eighteen female leaders were featured across coaching, management, high performance and medical roles in organisations such as the Australian Sports Commission, Swimming Australia, Rugby Australia, Tennis Australia and Basketball Australia. Today, 120 people are involved as either sponsor or sponsees in the sponsorship program, a 50% increase on the prior year.

Richmond Football Club

Led by the first female president of an AFL/VFL club Peggy O'Neal, the Richmond Football Club commissioned an independent report with the AFL and Australian Sports Commission: *Gender Equity – What it Will Take to Be the Best* in 2014. Its findings highlighted the importance of tackling unconscious bias, promoting flexible career pathways and increasing the visibility of women throughout the club and the broader code to create a culture of gender equity. Since then, Richmond has introduced *All Roles Flex* for staff; prioritised increasing women's representation in corporate and administrative roles; hosted elite female athletes at Punt Road Oval; established the Male Champions of Change Sport; undertook unconscious bias and cultural awareness training, and secured a VFLW licence for 2018 and an AFLW licence for 2020. Externally, a gender-balanced lens ensures a strong representation of women and girls across membership and merchandise branding, promotions, family and game-day experiences, and corporate events. Since the *Gender Equity Report* was released, employee engagement has remained above the AFL benchmark. 76% of staff agree

they are genuinely supported to make use of flexible working arrangements – an increase of 7% from 2015. Further, 80% of staff indicated the work-life blend available is the most positive aspect of the club's employee offering. Fans have also embraced the approach, with 79% of respondents to the club's 2016 membership survey stating they were 'proud that Richmond is actively involved in community and social issues such as gender equity for elite sport.'

Attorney-General's Department

The Australian Government Attorney-General's Department found that the flexible work arrangements it offered were not being taken-up by employees at rates expected. Feedback suggested flexible work policies needed high profile promotion and role modelling from leaders to dispel a myth that they were – in practice – only available to people with caring responsibilities. In response, men and women - including members of the SES - shared details of their flexible work arrangements via a high-profile intranet series called *Our People, Our Story*. The goal was to change the 'face' of flexible work by demonstrating the broad

application of the policies amongst staff. The outcomes were positive with 81% of staff surveyed in the 2017 Employee Census agreeing that their supervisor actively supports the use of flexible work arrangements. This was compared to 61% of staff in 2016 feeling supported to access flexible working arrangements.

Aurecon

Engineering firm Aurecon developed *Aurecon Women Bringing Ideas to Life* after recognising their communication channels predominantly featured the outcomes and achievements of male leaders. The program profiled the leadership, technical excellence and innovations of 24 eminent Aurecon women through internal channels and across the firm's strong industry social media following. The initiative proved effective in engaging senior women and elevating the profile of authentic role models for junior and mid-level women in the sector, while reinforcing Aurecon's broader focus on developing a diverse and inclusive workforce.

“ We want to drive a cultural shift that will enable more effective engagement with our female stakeholders internally and externally to address the very real issue of gender inequality.

– Brendon Gale, CEO Richmond Football Club

3 Engagement Activities



Are your public spokespeople gender-balanced?

Do you explicitly value input from a broad range of perspectives in internal and external forums?

Does your organisation reinforce gender-stereotypes in roles performed at functions you host or attend?

HIGH IMPACT ACTIONS

- ✓ Strive for gender balance in spokespeople and experts approved to represent your organisation.
- ✓ Take the *Panel Pledge* to participate only in panels and fora when women leaders are included.
- ✓ Embed the *Panel Pledge* in sponsorship agreements to change behaviour among conference organisers.'
- ✓ Ensure gender-balanced audiences and evenly distribute people in senior positions at events and functions.
- ✓ Seek gender equality in people performing ancillary or support roles.
- ✓ Reconsider events that exclude or diminish women.

PRACTICAL EXAMPLES

ANZ

ANZ's *Notable Women* program develops women executives as authoritative and expert spokespeople for the bank and themselves. A lack of visibility is often cited as a potential limitation to women's career opportunities and advancement. At the same time, conference organisers claim there is a lack of women to participate on their panels or as keynote speakers. *Notable Women* supports a bank strategy to build business-focused, professional profiles and visibility for its executive team across media, social media and events as an important part of modern leadership. Participants learn about effective communication techniques, command and presentation skills, issue framing and key message delivery. The program has proven effective in helping more women elevate their leadership profile; advancing ANZ's gender balance goals and supporting the bank's *Panel Pledge*. It has since been adapted for other organisations such as Cricket Australia.

The Property Council of Australia

The Property Council of Australia organises more than 350 industry-wide events nationally each year. Ensuring a diversity of perspectives are presented is now a strategic priority in the historically male-dominated sector. A live dashboard tracks in real time the gender-balance of speakers and attendees at all events. Progress is reported at every Board and Executive Committee meeting where members have related targets as part of their performance agreements. Gender balanced panels are now the norm, supporting the Property MCC's *Panel Pledge*. The campaign has also extended to promote equality in audiences at Property Council signature forums.

Walter and Eliza Hall Institute

Walter and Eliza Hall Institute found historical norms and systemic barriers were elevating the visibility of male researchers ahead of their female counterparts in speaking and session chair roles at scientific symposia, conferences and meetings. Its *Gender Equity in Speakers Policy* was introduced to promote gender equity in spokespeople, chairs and presenters at all forums organised or financially supported by the institute's sponsorship committee. The committee is empowered to ask conference organisers to address imbalances in proposals as a condition of their involvement. The policy is backed by initiatives such as financial assistance for travel and childcare. This enables more female researchers to attend important scientific conferences – often critical to the profile, funding and advancement of their research.

McKinsey

McKinsey Australia and New Zealand's prestigious *Executive Leadership Program* targets around 150 rising leaders from the public, private and social sectors. To ensure a richness of experience and perspectives, McKinsey asked CEOs to nominate their high-potential leaders and required an equal number of male and female nominees. Given the current gender imbalance in executive ranks, the participant group would have otherwise been dominated by men. The group of more than 40 panellists and speakers was also gender-balanced. This resulted in the inclusion of a high number of powerful female speakers – more than the participants had usually experienced at other events with top-level speakers. Participants found that the gender-balanced mix of speakers in the cohort created a refreshing and psychologically safe learning environment that few had previously experienced. Many participants said their key takeaway was the importance of listening deeply to the diverse perspectives of their teams. Others noted a stronger appreciation of the energy that true diversity in thought brings, and its ability to unlock distinctive performance.

Carlton Football Club

Carlton Football Club has instructed its events team and suppliers to ensure gender balance in people performing ancillary roles at club functions and entertainment. This includes occasional staff hired to administer fundraising activities, welcome guests and provide catering. As part of its wider equality strategy *Carlton Respects Women*, the club is challenging long-held footy traditions where women are typecast into support functions and men are positioned as the 'main game.'

“Elevating the visibility of female scientists is critical to the profile, funding and advancement of their research. Conferences and symposia that do not include all of our best minds have the potential to hold back vital medical advancements. That is just unacceptable.

– Doug Hilton, Director of Medical Research, Walter and Eliza Hall Institute

4 Awards, Recognition and Honour Systems



Do the 'heroes' celebrated by your organisation represent the achievements of women and men?

Do assessment criteria unconsciously favour men or gendered views of merit?

HIGH IMPACT ACTIONS

- ✓ Aim for gender balance in experts, role models and 'heroes' profiled by your organisation.
- ✓ Recognise key contributors to successes – beyond the 'lead' - particularly in male-dominated sectors.
- ✓ Ensure honour, award and recognition criteria are gender-balanced.
- ✓ Be proactive in nominating women for external awards and recognition programs.
- ✓ Use language, imagery and naming that does not diminish the role and status of women.

PRACTICAL EXAMPLES

Cricket Australia

Cricket Australia's *Belinda Clark Award* was introduced in 2002 to recognise Australia's leading female international cricketer. The award is announced annually at the *Allan Border Medal* presentation, where Australia's leading international male cricketer is recognised with the Allan Border Medallion. Five secondary level awards recognise male cricketers with each winner receiving a set of 'golden stumps'. Until 2017, this was the same trophy as the recipient of the pre-eminent women's *Belinda Clark Award*. The situation perpetuated a narrative among players, media and sponsors that the men's game was more important than the women's. In response, a new medallion for the *Belinda Clark Award* was crafted, creating a prestigious and highly identifiable trophy for Australia's most outstanding female cricketer. Two new women's awards, also introduced this year, recognise the Young Player of the Year and Domestic Player of the Year, mirroring like awards for male cricketers.

Deloitte

Deloitte Australia's intranet features weekly profiles and photographs celebrating team successes working with their clients. An analyst tracked women's representation in the *Win of the Week* over a six-month period, confirming that most of the teams featured were either all male or male-dominated – where women currently represent some 37% of senior managers and 41% of managers. The analysis revealed a gender bias in the way high-performing teams were identified and showcased, together with reluctance amongst women to profile their achievements. Alerted to the findings, the marketing team is now active in identifying for the firm women-led teams, women-only teams and women contributors to outstanding outcomes.

“ Cricket cannot hope to be a sport for all Australians, if it does not recognise the power of words and the respect for women that sits behind our decisions.

– David Peever, Chair Cricket Australia

Football Federation Australia

Football Federation Australia has changed the name of its annual awards to equally profile and celebrate its elite male and female soccer players. The *Hyundai A-League Awards* were renamed the *Dolan Warren Awards Night* in 2017, honouring former Socceroo Hall of Famer Johnny Warren, and Julie Dolan, a former Westfield Matilda and Football Federation Australia Hall of Fame recipient. This simple and highly symbolic change supports a wider Football Federation Australia strategy to ensure women are equally at the forefront and involved in all Football Federation Australia decisions.

Australian Women's Cricket Team

The Australian Women's Cricket Team was nicknamed the *Southern Stars* in the 1990s to assist in building a profile in the crowded Australian sports sector. Their male counterparts were simply referred to nationally as *Australia*. With both teams at the pinnacle of the country's cricketing pathways, the imbalanced naming convention diminished the female team at a time when Cricket Australia was proactively transitioning to a gender-equal sport and championing an historic pay increase for female elite cricketers. Coinciding with the team's departure for the 2017 ICC Women's World Cup, Cricket Australia announced that its national teams would from then on

be known as the Australian Women's Cricket Team and the Australian Men's Cricket Team. The Women's Team sponsor Commonwealth Bank was strongly supportive. Fans and commentators unanimously backed the move. Most importantly, the Australian Women's Cricket Team felt more valued seeing their achievements and status appropriately and equally positioned alongside their male counterparts.

Tennis Australia

The Australian Open introduced equal prize money for women and men in 1984 driven by its support for gender equality and belief that the best player of the Grand Slam event – both male and female – should be rewarded for their ability to achieve at the highest level of tennis, rather than sets played or the time spent on court. Since then, the approach has extended to equal prize money for women at all Australian Money tournaments (since 2005) and all International Tennis Federation (ITF) Pro Circuit and Women's Tennis Association (WTA) events held in Australia. Women's tennis shares equal billing with men in promotion and prime time coverage of the Australian Open and equal resources are committed to male and female high performance teams and development pathways. Tennis Australia has extended its community advocacy for gender equality, nationally and internationally through its *Australian Open Inspirational Women's Series*, and as a signatory

to the *UN Women's Empowerment Principles*, with CEO Craig Tiley sharing details of Tennis Australia's work and the Male Champions of Change Sport program at their global forum in 2017. In January 2018, the *AO Inspirational* half-day symposium will run on the same day as the Australian Open women's semi-finals and focuses on empowering women leaders and recognising influential women in our community. The forum will be led by inspirational gender equality and human rights champion, Billie Jean King.

Male Champions of Change Founding Group

The Order of Australia is an important national honour, recognising people who make outstanding contributions to their community and our country. Women are currently underrepresented in nominations for, and appointments to, the Order of Australia. From 1975 to 2016 around 28% of nominations and 30% of awards conferred were for women. These figures can't be representative of the talent and contributions of women to the Australian community. The Male Champions of Change have undertaken to nominate more women for the Order of Australia honours, and encourage all Australians to nominate inspiring women. Nominations for honours can be made by anyone. Further information is available at www.gg.gov.au/australian-honours-and-awards/nomination-forms.

5 Workplace Symbols and Barriers to Inclusion



Are physical environments developed with the needs and aspirations of men and women in mind?

Are the needs of all genders incorporated into design, infrastructure and equipment?

Do physical symbols of power and success within your workplace fairly represent men and women?

HIGH IMPACT ACTIONS

- ✓ Develop or redesign workplaces and processes to enable equal access to roles and opportunities.
- ✓ Design facilities and equipment to capitalise on the talents and capabilities of women and men.
- ✓ Include a critical mass of women on tender evaluation teams for major investments and purchases to ensure gender equity criteria and a diversity of perspectives are considered.
- ✓ Ensure symbols of success do not unfairly elevate the contribution of men or exclude women altogether.

PRACTICAL EXAMPLES

South32

Due to the nature of the equipment and processes, women had previously been excluded from accessing drilling roles at South32's Worsley Alumina bauxite mine in Boddington. The Engineering, Operations and Leadership teams worked together to identify and subsequently modify practices and equipment to reduce the physically demanding nature of drilling work. Three new drill rigs were built with improvements in ergonomics and functions to enhance usability by a more diverse workforce. Drilling teams were trained on the new rigs and employees in other operational areas were invited to participate. Since making the modifications, one of three drilling crews onsite is now all-women and the team has quickly exceeded its peers in the key measure of metres drilled. A healthy competition has developed among drilling teams, lifting mining performance overall.

Yarra Trams

Low employee attrition and perceptions of tram driving as an occupation poorly suited to women led to entrenched underrepresentation of women in the driver population at Yarra Trams. Research also found that physical amenities inhibited efforts to attract and retain more women. These workspaces – some over 100 years old – were designed before a historic ban on women drivers was lifted in 1975 and therefore not built with women's needs in mind. In some depots, female toilets were non-existent, or since they were not required, used for mop storage. The *Driven Women* recruitment campaign aimed to increase representation of female tram drivers, while investment in depot upgrades ensured amenities – in particular break areas, quiet rooms, showers and toilets – were welcoming and inclusive for women and men. This practical and symbolic action has contributed to a 50% increase in women drivers since 2012, towards Yarra Trams' aspiration for a workforce that is truly representative of the community it serves.

Douglas Partners

Engineering firm Douglas Partners recognised that under its Discrimination, Sexual Harassment and Workplace Bullying policy, reporting and escalation points across management, HR and the Board were overwhelmingly male. The situation may have presented an invisible barrier discouraging women from raising concerns. The issue was highlighted at a women-only *Listen and Learn* engagement session. An interim response saw a new, predominantly female Support Group established. The group is empowered to assist, advise and accompany staff who wish to make a complaint. Overall complaints remain low, but staff saw swift action and an immediate fix to a potentially intimidating situation, as medium-term strategies to advance more women to leadership are pursued.

Australian Army

The Australian Army issued an ambitious recruiting target to increase recruitment of regular and part-time female Army personnel over 2016-17 as part of its efforts to achieve a 15% female participation rate by 2023. Research showed that on average, women valued more extensive contact with the Army before deciding to join and throughout the recruitment process. The Army found women were seeking a much deeper understanding of its employment offering than male counterparts, together with a

more specific picture of what a life in uniform would be like for them. Specialist recruitment teams for women were established to market to women, encourage them to join, and then guide and mentor them through each recruitment stage. Entry criteria were reviewed and unnecessary barriers were removed for all applicants. A preconditioning and resilience-building program that enables the recruitment of women who may have not previously had the opportunity to enter the Army was also introduced. While the Army's target was not fully achieved, it recorded its highest number of female recruits. This approach has since been expanded regionally, to Indigenous recruitment processes and in targeting women candidates in engineering and technical trades.

Australia's Department of Foreign Affairs and Trade

Australia's Department of Foreign Affairs and Trade's (DFAT) meeting rooms and landmarks, including the main building that houses DFAT, were traditionally named after former secretaries or foreign/trade ministers – all of whom were men. Five were named after native flowers and fauna, with others known by generic names or numbers. None were named after women. DFAT addressed this highly symbolic imbalance as part of its broader *Women in Leadership* strategy. Eight meeting rooms were renamed after pioneering and inspirational women across the history and breadth of DFAT's work. This is particularly important as these

meeting rooms often host foreign dignitaries extending the symbolism to external audiences. Each room was fitted with photos of their namesake and a synopsis of their contribution to the department and Australia. A number of the eminent women featured joined DFAT leaders, staff and media to celebrate the launch of the new room names. DFAT has subsequently audited the gender balance of photo displays in its Canberra buildings and is working towards achieving balance, while many missions abroad have also adopted the practice.

University of Sydney

The University of Sydney recognised that prestigious portrait galleries throughout their historic and 19th century ceremonial halls and spaces did not reflect the significant history of women's leadership, excellence and contributions to the life of the University. In response, the University commissioned contemporary artist, Celeste Chandler, to paint two new portraits of leading female academics who are groundbreakers in their field. Portraits of Professor Nalini Joshi and Professor Emerita Margaret Harris were officially welcomed to MacLaurin Hall in 2017. These new portraits were supported by an extensive marketing and communications campaign highlighting the contributions of women to the University of Sydney throughout the years, culminating in a piece on the *10 Women Shaping the Future of Sydney* which was promoted across internal, external and social media channels.

“ That our new commissions of these remarkable women will hang here is recognition of the importance of women's achievements, and a powerful reminder of our shared responsibility to create a more gender-inclusive world.

– Belinda Hutchinson, Chancellor University of Sydney

Building a gender-balanced and inclusive presence

Test the messages you project

HIGH IMPACT ACTIONS

1. External Presence

- ✓ Create an external presence that is inclusive and connects with a diverse range of current and future employees, consumers and partners.
- ✓ Elevate the visibility and portrayal of women in marketing collateral to challenge stereotypes and historic imbalances.
- ✓ Ensure your gender equality goals are considered in commercial arrangements, partnerships and shared activities.
- ✓ Encourage and support partners and suppliers to represent and engage women in a welcoming, respectful and inclusive way.

2. Employee Experience

- ✓ Promote the diverse and expansive careers available to women and the contribution they make.
- ✓ Address the needs and aspirations of current and future female employees in your recruitment campaigns.
- ✓ Highlight policies, programs and initiatives in place to build respectful and inclusive environments for all.
- ✓ Raise the profile of eminent women to celebrate their impact and provide role models others can aspire to.

3. Engagement Activities

- ✓ Strive for gender balance in spokespeople and experts approved to represent your organisation.
- ✓ Take the *Panel Pledge* to participate only in panels and fora when women leaders are included.
- ✓ Embed the *Panel Pledge* in sponsorship agreements to change behaviour among conference organisers.
- ✓ Ensure gender-balanced audiences and evenly distribute people in senior positions of power at events and functions.
- ✓ Seek gender equality in people performing ancillary or support roles.
- ✓ Reconsider events that exclude or diminish women.

4. Awards, Recognition and Honour Systems

- ✓ Aim for gender balance in experts, role models and 'heroes' profiled by your organisation.
- ✓ Recognise key contributors to successes – beyond the 'lead' – particularly in male-dominated sectors.
- ✓ Ensure honour, award and recognition criteria are gender-balanced.
- ✓ Be proactive in nominating women for external awards and recognition programs.
- ✓ Use language, imagery and naming that does not diminish the role and status of women.

5. Workplace Symbols and Barriers to Inclusion

- ✓ Develop or redesign workplaces and processes to enable equal access to roles and opportunities.
- ✓ Design facilities and equipment to capitalise on the talents and capabilities of women and men.
- ✓ Include a critical mass of women on tender evaluation teams for major investments and purchases to ensure gender equity criteria and a diversity of perspectives are considered.
- ✓ Ensure symbols of success do not unfairly elevate the contribution of men or exclude women altogether.



Renaming workspaces isn't revisionism. It's deepening our understanding of the department's history of leadership and our own unique social history. The key reason women have received so much less formal recognition in Australia's diplomatic service is that historically women were excluded from the work.

– Frances Adamson, Secretary DFAT



We've demonstrated through equal prize money and exposure that women's tennis can more than hold its own and has massive appeal. This gender balanced and inclusive approach has resulted in overwhelmingly positive outcomes for Tennis Australia.

– Craig Tiley, CEO Tennis Australia

