

**EMBARGOED UNTIL 11.00AM THURSDAY 23 NOVEMBER 2017**

**MEDIA RELEASE: Thursday 23 November 2017**

## BUILDING A GENDER BALANCED AND INCLUSIVE PRESENCE DELIVERS BUSINESS BENEFITS

Simple and constructive changes to create gender-balanced brands and more inclusive workplaces are delivering real business benefits according to a new report released by the Male Champions of Change (MCC) today.

The report: *Building a Gender-Balanced and Inclusive Presence: Test the Messages You Project* was led by the Male Champions of Change Sport who, throughout 2017, systematically audited the public face of their organisations as part of wider efforts to address cultures that may, or may appear to exclude, women.

It details high impact actions drawn from 25+ case studies provided by MCC organisations such as Cricket Australia, Football Federation Australia, CSIRO, Medibank, ANZ, The Australian Army, Unilever and miner South32. Five focus areas are highlighted: External Presence; Employee Experience; Engagement Activities; Awards, Recognition and Honour Systems; Workplace Symbols and Barriers to Inclusion. For example:

- **CSIRO** is repositioning historical perceptions of its staff to more accurately reflect its diverse workforce and assist in attracting new talent and partners.
- **Unilever's** global *Unstereotyping* marketing strategy is driving better commercial outcomes and customer engagement.
- **Property Council of Australia** is bringing a wider range of perspectives to its policy development by ensuring women are represented on all committees and speaker panels for its 350+ forums annually.
- **Cricket Australia's** renaming of the Southern Stars to the 'The Australian Women's Cricket Team' was a change popular amongst players, fans and sponsors and served as a powerful symbol of the game's transition to a gender-equal sport.
- **South32's** re-engineered equipment is enabling more women to operate drilling equipment, expanding the available workforce and challenging the perception that drilling activities are for men only.

According to Cricket Australia CEO James Sutherland, addressing overt and subliminal messaging on gender has been an important focus as Cricket Australia pursues its strategy of *A Sport For All*.

"An imbalance in language and symbols reinforces a history where women and girls were not included and celebrated in 'traditional 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," he said.

Unilever Australia and New Zealand CEO Clive Stiff outlines the business case for change, which has been the foundation of the FMCGs drive to 'unstereotype' their marketing campaigns – a pursuit that global brands Google, Microsoft and J&J have now also signed up to.

"Apart from the vital societal reasons for change, progressive advertisements are proven to be 25% more effective than those featuring more traditional portrayals of gender," he said.

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Property Council of Australia CEO Ken Morrison says ensuring a diversity of perspectives is now a strategic priority for the property sector.

"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."

MCC founder and Convenor of the Sport Group Elizabeth Broderick said the discipline of assessing messages projected through a gender equality lens draws the eye to a range of improvement ideas.

"This is not pink washing or window-dressing. Expectations of women and men are changing. We've seen how simple and significant actions in response to this review can offer real organisational, commercial and community upside in building a contemporary and more relatable brand presence. These actions will help to advance the way women are welcomed, engaged, valued and celebrated across a range of sectors."

The *Building a Gender-Balanced and Inclusive Presence: Test the Messages You Project* report is available on the Male Champions of Change website.

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Read full report at [www.malechampionsofchange.com/sport/](http://www.malechampionsofchange.com/sport/)

See Page 3 for a summary of High Impact Actions Detailed in the Report.

#### **About the Male Champions of Change for 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. The group is chaired by Elizabeth Broderick and includes:

Mark Anderson – CEO, Swimming Australia  
Matt Finn – CEO, St Kilda Football Club  
Kate Palmer (Special Advisor) – CEO, Australian Sports Commission  
Marne Fechner (Special Advisor) – CEO, Netball Australia  
Brendon Gale – CEO, Richmond Football Club  
David Gallop – CEO, Football Federation Australia  
Todd Greenberg – CEO, National Rugby League  
Cain Liddle – CEO, Carlton Football Club  
Anthony Moore – CEO, Basketball Australia  
Peter Murphy – Acting CEO, Collingwood Football Club  
Bill Pulver – CEO, Australian Rugby Union  
Dominic Remond – CEO, Sydney Sixers  
Giles Thompson – CEO, Racing Victoria  
James Sutherland – CEO, Cricket Australia  
Craig Tiley – CEO, Tennis Australia  
Steven Trigg – Former CEO, Carlton Football Club

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# BUILDING A GENDER-BALANCE AND INCLUSIVE PRESENCE:

## *Test the messages you project*

### Summary of High Impact Actions outline in the report

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#### **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 forums 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.

#### **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 equipment and workplaces 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.

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