

Sponsorship Track

A practical guide to gender
inclusive progression



Contents

Leading on sponsorship	4
1. Why sponsor women?	4
◆ Gender balanced teams deliver better results	4
◆ Sponsorship can be a bias disruptor	5
◆ Sponsorship supports career advancement	6
◆ Inclusive leaders identify and develop talent through sponsorship	6
2. Mentoring and sponsorship are not the same	9
3. What to consider when building your initiative	12
◆ Purpose and approach	12
◆ Sponsorship goals	14
◆ Implementation	15
4. Tips for participants	18
5. Common questions about sponsorship initiatives	22
6. Roadmap for success	26
7. Case Studies	28
8. Further resources and support	38

We recognise women in all their diversity

Efforts to advance gender equality have not lifted all women equally. By highlighting the specific demographics of people who experience exclusion, we increase its visibility and boost understanding of how exclusion is experienced within organisations and in society more generally.

Inclusive gender equality recognises that diversity, equity and inclusion strategies must consider and engage all genders in global efforts to achieve gender equality, with a particular focus on elevating and advancing currently under-represented and marginalised groups.

At its core, the intent is to create respectful, safe and inclusive cultures of belonging for all. Throughout this document, the terms **women, women in all their diversity, women experiencing intersecting inequalities** and **diverse people** are used. Women includes both cis and trans women. We acknowledge that non-binary people face similar barriers and similarly need sponsorship. This resource can be used to guide organisations' approaches to including non-binary people in sponsorship initiatives.

In referring to women experiencing intersecting inequalities, we mean the structural inequalities and multiple, intersecting and compounding barriers to inclusion and progression faced by:

- ◆ women from socio-economically disadvantaged backgrounds
- ◆ First Nations women
- ◆ ethnically and/or racially marginalised women
- ◆ single parents and sole caregivers
- ◆ women with disability (visible or invisible)
- ◆ neurodivergent women
- ◆ LGBTIQ+ women.

When referring to **diverse people**, we mean the wealth and variety of people and aspects of identity that broadly make up Australia's population.

Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work and live. We pay our respects to Elders past and present, and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The workplaces of our people and Champions of Change Coalition Members span the nation and the world. We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live. The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'.

Sponsorship supports career advancement



Relationships and networks are an important factor in securing critical line roles that lead to C-suite positions, but women and men don't have the same access to these networks.⁹



A formal sponsorship initiative, pairing emerging women with influential senior leaders, can help to increase the representation of diverse women in senior leadership roles.¹⁰

At critical points in an individual's career, decisions about advancement tend to be informed by a person's reputation, networks and experiences in delivering high-profile work programs. For those wanting to step into more senior positions, endorsement from other leaders is essential.

Sponsorship can play a key role in talent pipeline development and progression, yet women are only half as likely to have a sponsor as their colleagues who are men.¹¹

Without active sponsors, women are less likely to be in the line of sight for 'gateway jobs' and other experiences that provide opportunities to develop the critical foundations and profile that typically underpin and enable progression to leadership. This situation is likely to be exacerbated for people with caring commitments, working remotely and/or who are from diverse, marginalised and under-represented groups.

Closing the sponsorship gap is key to achieving diverse and gender-balanced leadership teams. It involves building a culture and practice where all genders receive the benefits of sponsorship.

Inclusive leaders identify and develop talent through sponsorship

Sponsorship initiatives provide growth opportunities for sponsors, talented employees, and organisations. Identifying and supporting the promotion of diverse talent delivers immediate and long-term benefits to organisations and individuals, and is a leadership capability expected in many organisations.

A sponsor is a highly regarded senior person who volunteers to advocate on behalf of someone else. They know what to do, where to go and who to speak to in order to open doors for the person they are sponsoring. In short, the sponsor's authority enables them to make a case for a person's advancement and be heard in situations where the person they are sponsoring may not be.

A sponsorship recipient can also return value to their sponsor. They are in a unique position to share different perspectives on their industry and organisation, as well as innovative approaches that their sponsor could consider. In this way, sponsoring someone can give leaders new insights and understanding of the nuances of their teams, organisation or processes that they may not have previously considered.

Executives and senior leaders play an essential role as promoters of change. By virtue of their position, they can champion a successful sponsorship initiative that leads to a robust leadership pipeline and positive organisational outcomes – or not.

⁹ HBR (2019) *A lack of sponsorship is keeping women from advancing into leadership.*

¹⁰ McKinsey & Co (2022) *Women in the Workplace.*

¹¹ Bain & Company (2022) *Take it from the top: Accelerating women's representation in executive leadership.*



The power of effective sponsorship for women cannot be overstated. An effective sponsor is senior and powerful and uses their political capital to invest in, advocate for and create opportunities for a more junior person. For women, in particular, sponsors can help to play a critical role in helping to advance their careers because they often recognise qualities that women may not see in themselves. Reflecting on the significant impact sponsors have had on my career, I think about the times I've leaned on sponsors for extra support. This is particularly true for the leadership opportunities presented to me over the years, where my sponsors encouraged me to take on new roles.

Virginia Briggs, Chief Executive Officer & Managing Partner, MinterEllison
Champions of Change, National 2015 Group


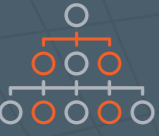



What leaders can do

If you are a leader, you can:

- ◆ **Embed** the expectation that all leaders in your organisation will actively and intentionally sponsor diverse talent (that is, talent that reflects the wider organisation and not just your immediate network or your organisation's predominant leadership profile) to support inclusive gender equality.
- ◆ **Normalise and emphasise** your responsibility to grow diverse teams and a pipeline of 'ready-now' and visible successors for critical roles.
- ◆ **Develop** sponsorship initiatives that build a strong, sustainable and connected cohort of diverse leaders for the whole of your industry or sector.

Taking time to monitor, review and reflect on your sponsorship approach will help define your initiative's goals. The following table suggests areas for reflection.

Area of sponsorship practice	Areas for reflection
<p>CEOs</p> 	<ul style="list-style-type: none"> Do you personally sponsor women, including women from diverse backgrounds? What types of diversity (visible and invisible), including gender, is represented among those you sponsor? Do you sponsor people who look like you and/or have the same background or world view, or are they diverse? What signal does this send to your team and the organisation? Is your sponsorship visible in the organisation? When you sponsor men, do they represent the values and behaviours your organisation is striving for, including your focus on gender equality and inclusion?
<p>Leadership teams</p> 	<ul style="list-style-type: none"> Do you advocate for sponsorship of women in your organisation, and particularly within your senior leadership team? Does this include women in all their diversity? Does your leadership team sponsor women from diverse backgrounds and/or under-represented or marginalised groups? What is the breakdown of gender and diversity among those people your leadership team sponsors? Is the leadership team's sponsorship visible? When they sponsor someone, what signal are they sending to the wider organisation?
<p>Organisation or sector</p> 	<ul style="list-style-type: none"> What gateway jobs or career acceleration opportunities in your organisation offer pathways to senior leadership roles (consider opportunities specific to your sector)? In the past 12 months, who has and who has not been provided with high-visibility opportunities? In the past 12 months, whose careers have been advanced and whose have not? How does your organisation's sponsorship offering support women in all their diversity?

2. Mentoring and sponsorship are not the same

Although mentoring can form part of the sponsorship process, sponsorship is usually a more intensive form of support. **Sponsors actively advocate for people, providing them with connections, experiences and opportunities they would not normally have access to and that can accelerate their development. Women are over-mentored and under-sponsored.**¹²

The varying roles of mentors, coaches and sponsors

<p>Mentor: A person who formally or informally helps another person navigate their career and provides guidance on career decisions.</p>	<p>Coach: A person who guides an employee's development. Coaches often focus on soft skills such as active listening, rather than technical skills such as financial acumen.</p>	<p>Sponsor: A senior leader who uses their influence to help a talented team member access high-value, high-visibility assignments, promotions or opportunities that could lead to a leadership role.</p>
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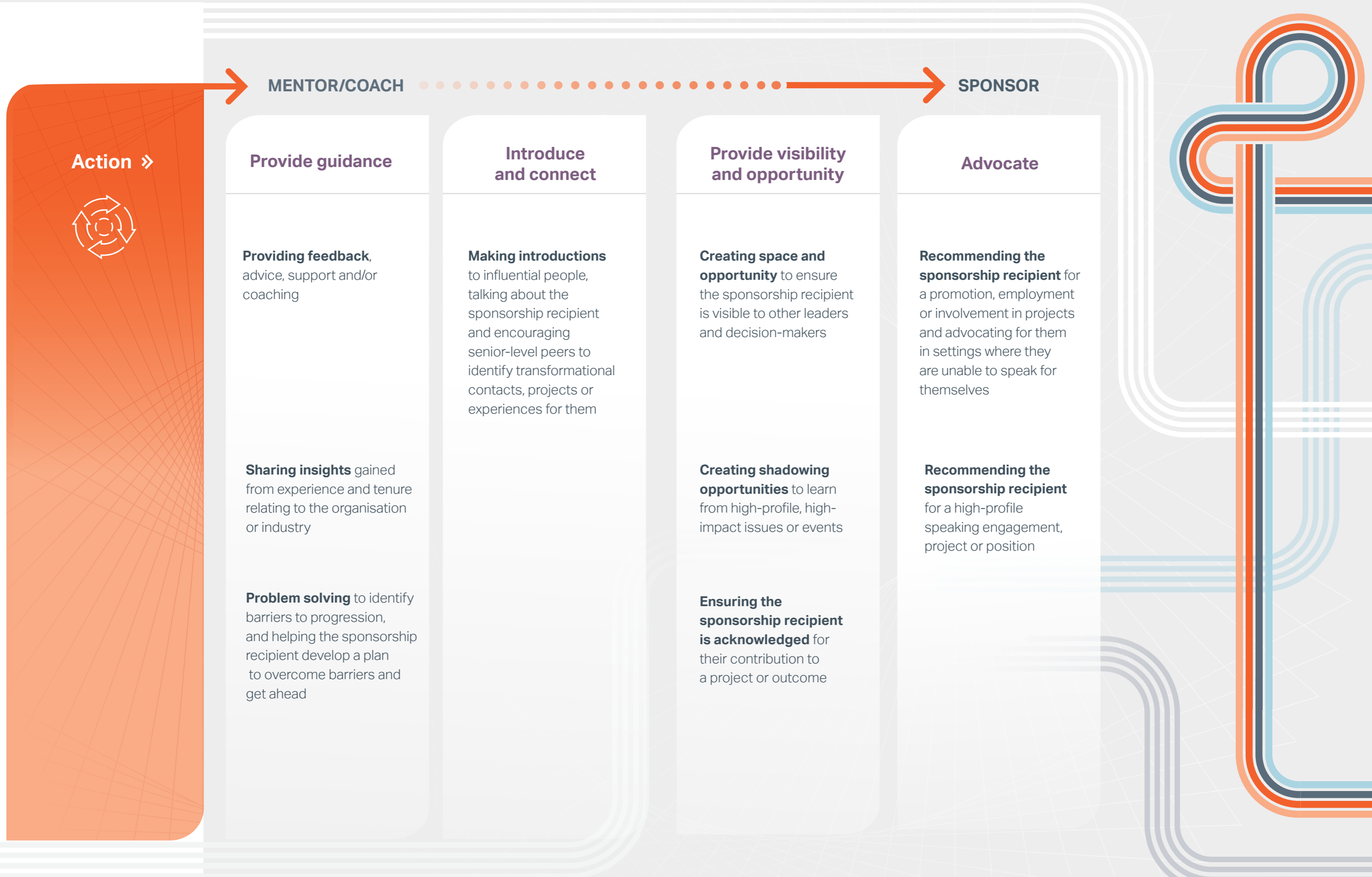
A coach talks **to you**, a mentor talks **with you** and a sponsor **advocates for you**.
While a mentor is someone who has knowledge and will share it with you, **a sponsor is a person who has power and will use it for you.**

From mentoring to sponsorship

Sponsorship initiatives are sometimes seen as needing an all-or-nothing commitment. A more flexible approach is to think of sponsorship as a spectrum of different kinds of support that can have a real impact on recipients while allowing sponsors to use their influence in ways in which they are most comfortable.

Undertaking sponsorship requires considered risk taking. Senior leaders who sponsor aspiring talent expend their own time and personal capital in support of advancing others. Sponsors cannot be expected or mandated to jump straight to providing a job or promotion for those they sponsor, particularly if the sponsorship arrangement is new. However, these opportunities can be built up over time, once both parties to the sponsorship have developed a level of trust and willingness to vouch for each other.

¹² HBR (2019) *A lack of sponsorship is keeping women from advancing into leadership.*



3. What to consider when building your initiative

Sponsorship initiatives will differ depending on the size, resources and objectives of your organisation. However, every organisation should consider a few key steps when establishing a formal sponsorship initiative.

Purpose and approach

- ◆ Consider how your initiative can contribute to your larger business or talent strategy and your organisation's or industry's gender and diversity strategies and targets.
- ◆ Identify teams or business areas that lack a sufficient pool of diverse candidates in pipeline roles.
- ◆ Consider how your organisation could use sponsorship to support talent from diverse backgrounds gaining senior leadership roles in identified business areas.
- ◆ Think about ways to support employees to move into new teams in these areas (for example, from operations to information technology).
- ◆ Ask employees to register their interest in the sponsorship initiative. Then identify a willing group, ideally consisting of 10–20 sponsorship recipients and 10–20 sponsors, to test the initiative's design and delivery before scaling.

Are informal or formal sponsorship arrangements more effective?

Informal or more individualised approaches to sponsorship can be more flexible and 'organic'.

However, unconscious bias tends to come into play with these approaches; for example, sponsors choosing recipients from a limited or typical talent pool, meaning women and members of minority groups can miss out.

Often, this is due to generally masculine, Western or Anglo-Saxon expectations of 'what a leader looks like'; that is, proactive, outspoken and extroverted. Women who experience exclusion in the workplace, or who are from cultures where being loud, individualistic, assertive, ambitious or expressive is inappropriate, may have different leadership styles that are overlooked and/or invalidated.

In addition, individuals can and will initiate their own informal sponsorship arrangements, reinforcing the status quo for an acceptable 'leadership type'.

Having a formal, structured sponsorship initiative in place is an intentional action that counterbalances the tendency of informal arrangements to reinforce the status quo. The clear parameters and transparent process associated with formal sponsorship also guard against perceptions of favouritism that can emerge when informal sponsorship takes place. With careful thought, formal sponsorship initiatives can help to foster relationships and opportunities for the entire pool of potential talent.

Should sponsorship be targeted to support one gender?

Sponsorship initiatives should be part of a broader organisational and/or talent strategy, and linked to achieving inclusive gender equality in the workplace. As such, representation of different genders within sponsorship initiatives should align to the organisation's inclusion and diversity representation targets.

Sponsorship initiatives are not intended to 'fix' people. They are intentional interventions to disrupt bias within recruitment, development and promotion processes; level the playing field; accelerate women's careers; and build the diversity and capability of senior leadership.

Sponsorship goals

It is important to have goals for your sponsorship initiative and participant pairing. You can adapt the following guidance to meet the specific needs of your organisation.

Goals should be ...	Examples and additional guidance
Specific and ambitious	<p>Set the tone for your sponsorship initiative by first establishing your high-level aspirations. For example, the sponsorship initiative aims to:</p> <ul style="list-style-type: none"> ◆ create and build a visible pipeline of diverse women for senior leadership roles ◆ develop a strong cohort of role models for emerging talent ◆ signal the values, behaviours and capabilities you consider critical to your organisation's future success.
Measurable	<p>Ensure goals are clearly defined and measurable, making them easy to assess at the end of the sponsorship initiative. Example goals include:</p> <ul style="list-style-type: none"> ◆ a x% increase – from x% to y% – by (date) in the proportion of women in senior leadership roles ◆ x% of women being sponsored are promoted or moved to a more senior role within your organisation or industry within x months of completing the initiative.
Attainable	<p>Ensure your sponsorship initiative has the resources needed to reach identified goals; for example, leadership commitment and participation, and training and administrative support for individual pairings.</p>
Relevant	<p>Tie your objectives to overarching business and/or talent strategies and the larger ambition of fostering inclusion at all levels of the workplace to support better performance, innovation, employee engagement and market reputation.</p>
Timebound	<p>Align time-based targets for your business or talent strategy with your targets for inclusive gender equality; for example, one-year, three-year and five-year targets.</p>

Implementation

How you deliver your sponsorship initiative will depend on whether it is designed to be used internally, within your industry or across sectors. You can tailor the following guidance to meet your needs.



Objective

Actions

Invite input from sponsors, sponsorship recipients and managers to guide the approach to pairing participants

- ◆ Collect information about career goals and expectations from those being sponsored.
- ◆ Understand the opportunities and time commitment sponsors are able and willing to provide.

Pair participants



- ◆ Develop 'matches' between sponsors and those wanting to be sponsored based on their preferences and availability.
- ◆ Arrange formal introductions.
- ◆ Schedule the first meeting between paired participants, and regular meetings thereafter.

Raise awareness of the sponsorship initiative



- ◆ Encourage the CEO and ELT to visibly demonstrate their support for the sponsorship initiative; for example, by participating in interviews for case studies in staff communications or by discussing the initiative in staff forums.
- ◆ Formally launch the sponsorship initiative with an event or announcement.
- ◆ Emphasise that the sponsorship initiative has measurable goals and time frames to track achievements – and that, if successful, it will be repeated and/or scaled up to enable more people to participate.
- ◆ Embed sponsorship in scorecards or performance matrices of senior leaders and as a component of succession planning.

Check progress



- ◆ Institute the following checks and reports to ensure the sponsorship initiative is having the desired effect:
 - progress reports compiled by sponsors for the CEO and initiative manager, and presented at monthly meetings
 - regular check-ins between the HR or initiative manager and all participants
 - a formal check-in with the CEO at the mid-point of the initiative
 - a formal check-in with participants to see how the pairing is working and gauge any impacts on the sponsorship recipient's career – this could be done via a simple online survey and/or roundtable debrief at various points
 - a preliminary assessment of the initiative against initial targets and key performance indicators.

Objective

Actions

Evaluate outcomes



- ◆ Questions for those being sponsored might include:
 - What opportunities have been offered? Have any new career pathways been opened up to you?
 - How many new connections with senior leaders can you attribute to your relationship with your sponsor?
 - Have you been offered and taken part in any stretch projects that have given you the opportunity to develop your leadership skills and increase your exposure and visibility to senior leadership? If not, do you know why?
 - Have you applied for or been considered for promotion or been given an opportunity to move into another team that will advance your career?
 - Have you requested or received a pay increase in the past six months?
 - How were you supported by your immediate manager and team in fulfilling your existing work commitments and participating fully in the sponsorship initiative?
- ◆ Questions for sponsors might include:
 - What did you learn from the process? Would you undertake sponsorship again?
 - What opportunities are there for continuous improvement?
 - Do you think further training or awareness raising around specific topics would be useful before engaging other sponsors?
- ◆ Questions for the organisation might include:
 - Did the sponsorship initiative meet the business, talent and inclusive gender equality objectives set out at the start?
 - Was the sponsorship initiative sufficiently resourced, including for assessment and wrap-up?
 - Where there any negative outcomes from this initiative? What can we learn from these outcomes?

4. Tips for participants

Ultimately, the quality of the relationships between paired participants determines the success of sponsorship initiatives. Carefully matching participants who are equally committed is the first step to ensuring success. In the best arrangements, paired participants complement each other. Considerations for pairing participants are outlined in the following table.

Sponsor	Sponsorship recipient
<p>To ensure success, initiative managers should look for sponsors who:</p> <ul style="list-style-type: none"> ◆ have an appropriate level of seniority and influence, and strong, diverse networks that can genuinely give those they sponsor opportunities they could not otherwise access ◆ demonstrate a commitment to building capability, connections and advancement opportunities for future leaders ◆ are comfortable leveraging their personal and political capital to advocate for and benefit others ◆ understand and are committed to the requirements of the initiative. <p>Previous experience sponsoring colleagues informally or formally is preferable, but this should not be a threshold criterion.</p>	<p>To make the most of sponsorship opportunities, recipients tend to:</p> <ul style="list-style-type: none"> ◆ have the aspirations, capabilities and values that will accelerate their advance to leadership and/or high-potential roles – these attributes might not be immediately visible as some employees might ‘fly under the radar’ without proactive encouragement ◆ be prepared to leave their comfort zone to receive and action constructive feedback, and to question reasoning or decisions made by their sponsor ◆ display behaviours and perform in ways that demonstrate their potential – as determined by the organisation and backed by evidence from managers and colleagues.

Characteristics or attributes

Sponsor

Effective sponsors:

- ◆ publicly share the fact that they are a sponsor and demonstrate their commitment to equity and advancing diverse women in leadership
- ◆ objectively examine their own career path and share insights
- ◆ identify barriers, challenges and experience gaps and work with the person they are sponsoring to identify strategies to overcome them – sharing their own experiences of difficulty
- ◆ regularly share objective evidence with their network that demonstrates the competence of the person they are sponsoring
- ◆ nominate the person they are sponsoring for opportunities and experiences that will accelerate development (after discussing the opportunities with them to ensure they are appropriate)
- ◆ recognise and value the perspectives, ideas and experiences of the sponsorship recipient, tapping into them to find new approaches
- ◆ embrace the opportunity to develop diversity in leadership as part of their stewardship of their organisation, sector and industry.

Sponsorship recipient

To make the most of sponsorship opportunities, recipients:

- ◆ respect and acknowledge the investment their sponsor is making in them by listening to feedback and ideas openly, taking action to address issues, and embracing agreed opportunities generated by their sponsor
- ◆ recognise personal challenges and aspirations, and share them with the sponsor, including any relevant changes to circumstances – this information can be used to co-develop realistic and achievable career and development plans
- ◆ offer insights into issues the sponsor might not have considered, sharing their own experiences where appropriate
- ◆ respectfully interrogate or challenge attitudes and ideas that are outdated or exclusionary, and provide constructive suggestions or discussion to contribute to better solutions
- ◆ ‘pay it forward’ by sponsoring emerging women leaders and junior colleagues on completion of the sponsorship arrangement.

Commitment and capabilities



To really work, sponsorship initiatives need to create transformational connections versus transactional connections ... authentic, deep, relational ties that are reciprocated. This requires specialised support to bring it to life, very rarely will it occur naturally.

Dr Jess Murphy, Convenor Champions of Change Architects



Sponsor

Effective sponsors publicly share the fact that they are a sponsor and demonstrate their commitment to equity and advancing diverse women in leadership:

- ◆ prioritise regular time for connecting with the person they are sponsoring – this means committing diary time and not rescheduling prearranged meetings, unless it is vital to do so
- ◆ apply an open mind and a growth mindset to generational, cultural and other differences between them and the person they are sponsoring – this can help them gain new insights and perspectives and inform their organisational knowledge
- ◆ understand their **Leadership Shadow** and are aware of power imbalances – these factors may affect how much weight a sponsor carries in an organisation and how comfortable the person they are sponsoring is in being open and honest about feelings and experiences
- ◆ request feedback and reflect on how they can improve their approach to ensure the arrangement is productive and meets the needs of the person they are sponsoring.

Sponsorship recipient

To make the most of sponsorship opportunities, recipients:

- ◆ make time to connect with their sponsor – this means attending agreed meetings or other opportunities, unless cancelling is unavoidable
- ◆ proactively and thoroughly prepare for meetings and development opportunities
- ◆ apply an open mind and a growth mindset to generational, cultural and other differences between them and their sponsor, to help them unlock industry insights
- ◆ agree on how the success of the arrangement will be measured, and are clear about when and how it will formally conclude
- ◆ regularly reflect on their learning, feedback and motivations to ensure they progress towards identified goals.

Behaviours

Reasons why sponsorship initiatives fail

As sponsorship initiatives rely heavily on strong personal and professional connections, they have a high risk of failing if relationships stagnate. Following are some common reasons for failure.

- ◆ **Role ambiguity** – Paired participants are not clear on individual roles and expected behaviours.
- ◆ **Relationship mismatches** – The communication style of paired participants does not allow them to give advice or receive feedback constructively.
- ◆ **Underestimation of the time commitment** – Paired participants are not aware of the significant amount of time required, including for regular one-on-one meetings. Sponsors need to factor in time to speak with their colleagues, and to create and follow up on opportunities for the person they are sponsoring.
- ◆ **Over-use of personal capital** – Leaders feel they are being forced to expend their political or personal capital advocating for people they don't know well. Alternatively, sponsorship recipients are not mindful of, or do not respect, the time, confidence and trust their sponsor may need before they commence advocating for them.
- ◆ **Lack of trust in the initiative** – Sponsors feel that they are investing significant personal and professional capital in supporting a sponsorship initiative that is not aligned to the organisation's talent management system. They may not be confident that the initiative has a transparent and competitive selection process which mitigates the risk of the initiative being labelled as 'favouritism' and secures support from within the wider organisation.

Dealing with failure

From time to time sponsorship arrangements won't work out. If either party decides to conclude the sponsorship arrangement, it is best to communicate this decision as quickly as possible once the decision is made - at the same time, valuing the generosity of spirit in which it was entered.

Clear, respectful communication, outlining the cause of the mismatch (e.g. changing priorities, mismatched skills and experiences) and closing out the agreement is appropriate.

If the arrangement has failed due to inappropriate behaviour by either party, the organisation's conflict resolution, bullying and harassment, and/or sexual harassment processes are the appropriate pathway to resolution and repair.

5. Common questions about sponsorship initiatives

Many perceived challenges of sponsorship initiatives have simple solutions. Following are answers to common questions about how a sponsorship initiative might operate, with scenarios that can play out in any organisation.

Is the arrangement expected to last forever?

Ideally, the sponsorship arrangement has a defined start and finish date, or this may be agreed on by the sponsor and sponsorship recipient. The intent is to provide the recipient with the experience and connections they need to take on more responsibility through a project or role. Both participants should be clear about their expectations and the commitment they are willing and able to make, and should regularly review the arrangement.

If the sponsorship has been effective, a time will come when the arrangement is no longer necessary.

Sponsors need to be aware of how their power and status may affect the person they are sponsoring and strive to create a trust and a sense of psychological safety.

Sponsors can build rapport by reflecting on their pathway to leadership and being open about their own past challenges and opportunities. Where appropriate, and where sponsors feel comfortable doing so, sharing personal or professional goals and experiences can also help to build a level of familiarity and comfort.

Being able to relate to and work with more senior people is a key competency for future leaders. Working with a sponsor provides a situation where sponsorship recipients can build those skills.

Won't the sponsorship recipient feel intimidated by the sponsor?

How can sponsorship initiatives work when workplace sexual harassment has made it impossible for a man to sponsor a woman?

There is no place for sexual harassment in any workplace. Greater awareness of personal and professional boundaries and privacy has helped people better understand the nuances around workplace sexual harassment and the importance of creating safe, respectful and inclusive environments for all.

Awareness and understanding of the unequal power dynamics that underpin workplace sexual harassment shouldn't prevent men from sponsoring women.

The sponsor must be aware of any power imbalance, work to create respectful and empowering interactions, and make sure they don't exploit their position. This takes sensitivity, humility and professionalism – and the confidence to graciously receive and act on feedback.

What happens when differences of opinion about ideas, words, actions or behaviours arise?

If there is a difference of opinion about ideas, words, actions or behaviours, both participants should feel comfortable calling it out and explaining their different perspectives. Once an issue is raised, both participants need to consider each other's perspective, determine whether there is an opportunity to learn, and consider how best to respond. Many sponsors and sponsorship recipients say that bridging gaps in understanding is one of the mutual benefits of successful sponsorship arrangements.

The sponsor and sponsorship recipient should approach disagreements with an open mind – and with empathy for generational, cultural and individual differences that may inform differing views. Recognising that both parties are participating in good faith and with good intent is key to resolving conflict.

If either the sponsor or sponsorship recipient remains uncomfortable, it may be worth working with a third party to help mediate or resolve the issue in the spirit of mutual learning and progressing the relationship. In formal sponsorship initiatives, there is usually a sponsorship manager who can serve as mediator if conflict arises.

If disagreements can't be resolved or perspectives are irreconcilable, it may be time to end the arrangement – at the same time, valuing the generosity of spirit in which it was entered into.

What if my best talent is poached after participating in a sponsorship arrangement?

It is natural that sponsors will be inspired by the talent they meet. Sponsorship recipients will also be keen to apply what they are learning. Whether that occurs in your workplace or somewhere else will depend on the roles and experiences you can offer.

If career advancement opportunities arise and your employee moves on, that's a win for the individual, the sector and others within your organisation looking to progress. The stories of employees who exit having had a positive and supportive experience with your organisation can be used to attract and retain emerging and new talent.

Retaining talented people and not giving them opportunities to develop and grow also creates the risk that they will leave or begin to become disengaged in their role.

Ultimately, we are all working together to improve our collective chance of successfully advancing inclusive approaches to gender equality across all levels of leadership – be it within our organisations or industries, or across sectors.

What if people in the industry assume the relationship is more than professional?

Champions of Change explicitly supports formal sponsorship arrangements for this exact reason. We want people to understand that the sponsorship of talented people occurs all the time, is entirely professional, and is as critical to the advancement of women as it is to the advancement of people of other genders.

We want to normalise the practice of all leaders working with and advocating for women in our workplaces.

Sponsors and sponsorship recipients can address unhelpful perceptions by sharing details of the arrangement with their colleagues, friends and family. We encourage all those involved in sponsorship initiatives to visibly promote their involvement, their sponsorship initiative's goals, what's involved, and what they are gaining from it.

As a result of unconscious bias, it is more likely that men will have access to sponsorship opportunities, particularly in male-dominated sectors. For those sectors that lack women in senior leadership roles especially, it is important to provide opportunities to women who might otherwise be overlooked.

When including men in sponsorship initiatives, it is important to ensure the initiative design aligns with overall goals to promote inclusive gender equality. This can be done by:

- ◆ identifying men who can role model values of inclusive gender equality, and behaviours expected of and prioritised in future leaders
- ◆ having men sponsored by senior women in leadership positions to challenge any residual 'boys' club' mentality and give them experience in working with diverse managers and directors
- ◆ ensuring the gender split of the sponsorship cohort addresses the under-representation of either gender across an entire organisation, or in specific divisions or functions of an organisation.

Is it fair to lock men out of these formal sponsorship opportunities?

Does this mean some people will be fast-tracked over others?

The sponsorship initiative is deliberately set up within set time frames to avoid the perception of ongoing favouritism. Making the opportunity open to all via an expression of interest – and being transparent about how applicants will be assessed – also demonstrates a commitment to identifying and supporting talent from across the organisation.

We advocate specifically for sponsorship of women because they are typically sponsored less frequently than men. Some organisations choose to make sponsorship available to all genders, and in doing so prioritise the selection of men who demonstrate a commitment to gender equality, and to creating safe, respectful and inclusive cultures of belonging – both within their teams and within the larger organisations in which they work.

What about sponsorship of men?

Sponsorship is the concept of using your power to influence by talking **about** a person rather than **to** them.

An important part of sponsoring someone is to create opportunities and succession through the system, thereby continuously eliminating gaps.

Andrew Stevens
Chair, Champions of Change Coalition

6. Roadmap for success

Stage	Sponsorship recipient	Sponsor	Further considerations (mutual)	Outcomes
Introduction Month 1	<ul style="list-style-type: none"> Contact your sponsor to arrange a meeting time Send your CV to them Research their career Think about your own career aspirations and challenges 	<ul style="list-style-type: none"> Prioritise a time to meet the person you are sponsoring Read their CV Reflect on how you can best support them 	<ul style="list-style-type: none"> Assess whether you have enough background information to make the first meeting constructive and productive 	<ul style="list-style-type: none"> Meeting times (including frequency), locations and any other relevant details are confirmed Preparation for meetings is completed
Exploration Month 2	<ul style="list-style-type: none"> Explain your career aspirations, perceived barriers and challenges, and the experience you think you need to achieve your goals Share your initial thoughts about how your sponsor could assist you 	<ul style="list-style-type: none"> Ask about the interests, professional life, and personal and career priorities of the person you are sponsoring Think about how you might be able to assist them 	<ul style="list-style-type: none"> Test and confirm expectations for the arrangement Set a good foundation, ensuring mutual respect for and understanding of the arrangement to enable it to be productive Test whether the sponsor can help with the sponsorship recipient's specific career challenges Establish a mutually agreeable meeting schedule 	<ul style="list-style-type: none"> Paired participants are confirmed as being a good fit and are able to work together Paired participants have agreed on what is expected of them and of the arrangement Meeting frequency and other types of engagement are agreed
Advice Month 3	<ul style="list-style-type: none"> Provide a detailed description of your current career progress (achievements, experiences and obstacles) 	<ul style="list-style-type: none"> Think about your sponsorship style and what opportunities may suit the person you are sponsoring 	<ul style="list-style-type: none"> Establish that the sponsorship recipient's expectations are realistic Confirm that the recipient has all the skills needed to advance 	<ul style="list-style-type: none"> Projects and other opportunities for the sponsorship recipient are confirmed and documented
Action Months 4-8	<ul style="list-style-type: none"> Embrace the sponsor's recommendations and commit to action 	<ul style="list-style-type: none"> Share actions you will take to support the person you are sponsoring 	<ul style="list-style-type: none"> Assess whether the proposed action and/or advice was useful Find out whether the sponsorship recipient would like to ask anything more of their sponsor 	<ul style="list-style-type: none"> An action plan is created, including responsibilities for both paired participants
Mid-point check-in Month 5	<ul style="list-style-type: none"> Share your experiences of the sponsorship arrangement to date 	<ul style="list-style-type: none"> Share your experience of the sponsorship arrangement to date 	<ul style="list-style-type: none"> Assess what is working well Identify adjustments that would improve the sponsorship initiative 	<ul style="list-style-type: none"> Adjustments are made to improve the sponsorship initiative
Initiative wrap up and evaluation Month 9	<ul style="list-style-type: none"> Provide feedback on the effectiveness of the action plan and your sponsor's engagement 	<ul style="list-style-type: none"> Provide feedback on the sponsorship recipient's engagement with the action plan 	<ul style="list-style-type: none"> Establish whether it has been a worthwhile experience for the paired participants Assess whether the paired participants want the arrangement to continue Identify what has been learnt that might benefit others 	<ul style="list-style-type: none"> Outcomes of the action plan are evaluated

7. Case Studies

Women in sport sponsorship of talent program

Champions of Change Sport Group

The Sport Group was established in May 2015 and today includes 16 members who lead organisations that have reach and influence across Australian society. Members work within and across their sports to advance gender equality, leveraging the unparalleled influence and power sport has in this country to shift cultures and mindsets. The Group's priorities include: advancing more women into leadership positions; developing more inclusive sporting cultures; and pay equity for athletes.



Commitment

The goal of the program was to create structured opportunities for women to access the sponsorship and networking that has existed in informal and highly gendered ways of sponsorship arrangements between Champions of Change Sport CEOs, directors, chairs and executives, and female talent in Member organisations, to accelerate the advancement of women in – and across – sport.

Key themes

A key and originally unintended outcome of the sponsorship program was the opportunity for sponsorship recipients to build critical experience essential for senior roles, which were historically difficult for women in sport to gain through normal leadership pathways. This outcome has provided an opportunity outside lengthy apprenticeship models (that involve 'doing your time'), which are still perceived to be the meritorious and only path to leadership positions.

In one sponsorship arrangement, women participants in events and operations, and aspiring women CEOs, were able to shadow key Tennis Australia executives, including CEO Craig Tiley, throughout the Australian Open Grand Slam Tennis Tournament.

Sarah Walsh from Football Australia was sponsored by experienced sports administrator Todd Greenberg during his time as CEO of the National Rugby League (NRL). Sarah gained valuable insights and connections into the world of sports media through Todd. As a former member of the Matildas – the Australian women's soccer team – Sarah was able to provide insights and feedback to Todd as the NRL worked to establish its women's league, so the sponsorship arrangement proved mutually beneficial.

Industry and organisational context

Sport, as with many other environments, is not an industry shared equally between men and women. Despite the fact that women are significant consumers of and participants in sports across the country – and never more so than in the past five years – gender inequality remains firmly entrenched. This is particularly the case at the leadership, governance and high-performance levels of most sporting organisations.

Recognising this gap, the Members of the Champions of Change Sport Group sought to develop a program for reciprocal sponsorship across Member organisations, committing themselves and members of their senior leadership teams to sponsor emerging talent from other sport organisations. This was the first sector-wide sponsorship program of its kind for Australia's sport industry.

The Group's *Women in Sport Sponsorship of Talent Program* ran from 2015 to 2020 and has been paused since the COVID-19 pandemic. This report captures many lessons from the first iteration of the program.

Methodology

1. Members nominated sponsors and sponsorship recipients from their organisation to participate in the program.
2. Women and men were eligible to participate as sponsors, with a focus on women's sponsorship recipients.
3. A thorough process was undertaken to match sponsors and sponsorship recipients across organisations and sports.
4. Each sponsorship arrangement ran for a maximum of 12 months.

Action taken

Action	Impact
265 women leaders in sport were matched with sponsors	<p>The program has made the following achievements since 2015:</p> <ul style="list-style-type: none"> ◆ The percentage of Members with a gender-balanced board has increased from 0% to 50%. ◆ The percentage of Members with gender-balanced key management personnel or executives has increased from 27% to 50%. ◆ The percentage of gender-balanced senior management teams has increase from 27% to 56%.
Lessons and insights	<p>Many lessons and insights from the sponsorships have been identified and shared to further improve the program from year to year, and to inform the methodology outlined in the Sponsorship Track resource. These recommendations include:</p> <ul style="list-style-type: none"> ◆ giving clear guidance on the role of sponsors and sponsorship recipients ◆ explaining how sponsorship differs from mentorship, including the actions sponsors can take ◆ providing support when a sponsorship arrangement doesn't work out as hoped ◆ setting a defined period or end date for the arrangement (which could be anywhere from a one-off opportunity to a 12-month program of engagement) ◆ openly communicating and celebrating the program as a cross-industry investment in the development of future women leaders.

Lessons and advice for others

- 1 Don't assume everyone knows how to sponsor or be sponsored. Ensure sponsors understand their responsibilities and the commitment they are making. Think about how to build their capabilities where there are gaps.
- 2 Think innovatively about how the sponsorship might be delivered, beyond a regular cadence of meetings, in order to build networks and leadership capability critical to your industry context.
- 3 Ensure those being sponsored have a clear plan for what they want to achieve from the arrangement, and are prepared to outline their longer-term goals and objectives.

Parks Victoria & Emergency Management Victoria The Sponsorship of Diverse Talent Pilot

Parks Victoria

Parks Victoria's estate attracts more than 100 million visits every year and we are committed to providing accessible, enjoyable, diverse programs and destinations while protecting and enhancing environmental and cultural values.



EMV

EMV supports the Emergency Management Commissioner to lead and coordinate emergency preparedness, response and recovery across Victoria's emergency management sector in conjunction with communities, government, agencies and business.



Issue being addressed or objectives identified

- Victoria's emergency management (EM) sector responds to complex, intense and prolonged emergencies that have far-reaching implications for people, property, the environment and society. As Victoria's communities grow and change, and the potential scale and complexity of future emergency events increase, the EM sector must adapt to ensure that it adequately reflects the diversity of the communities it serves. It must make the most of the full spectrum of skills, experiences, ideas and insights to ensure it is future-ready.

- The EM sector benefits from an increasingly inclusive culture that fosters diversity. EM is already a high-performing, agile sector that works collaboratively to improve outcomes for all communities in a changing risk environment. Well-designed sponsorship programs can be an effective mechanism to continually cultivate inclusive cultures. Diversity without inclusion is not sufficient to improve diversity of thought, leverage capabilities, and make the most of the depth and breadth of experience on offer.
- A lack of sponsorship and the consequent lack of contacts, networks and exposure opportunities can have a significant limiting effect on women's careers. With this in mind, the Sponsorship of Diverse Talent Pilot was established to create opportunities for women within the EM sector. It was designed to secure advocacy for women from senior leaders who could use their influence to facilitate access to high-profile networking and development opportunities and, potentially, promotions.

Action taken

- The pilot was developed by a multi-agency working group, and co-led by Parks Victoria and EMV to investigate sponsorship as a tool for retaining and promoting women in the sector.
- Launched in May 2022, the pilot paired 21 women and 21 senior leaders from 9 EM organisations for a 12-month program.
- Support for the pilot included a launch event, the creation of information packs, a LinkedIn page (providing an online networking forum), an online networking event and an in-person closing event.
- Three online surveys were completed to monitor and evaluate the pilot.
- Sponsor recipients were selected on merit, and ranged in age and employment status.

They included:

- women who speak a language other than English at home (14%)
 - First Nations women (4.7%)
 - people who identify as LGBTIQ+ (9.5%)
 - women with disability (4.7%)
 - women of faith (9.5%)
 - women with caring responsibilities (23.8%)
- The pilot was promoted with a presentation, and posters displayed at the Australasian Fire and Emergency Services Authorities Council (AFAC) 2023 event, as shown below.

EMERGENCY MANAGEMENT SPONSORSHIP OF DIVERSE TALENT
LILY BROWN - PARKS VICTORIA

WHY SPONSORSHIP
Well-designed sponsorship programs can be an effective mechanism for cultivating inclusive cultures. This pilot aimed to create opportunities for women to be advocated for by senior leaders as a tool to retain and promote talent within the sector.

WHY WOMEN*
Diverse, inclusive organisations and industries are higher-performers, more innovative, and adapt better to change. Women are over mentored and under sponsored. A lack of sponsorship and the consequent lack of contacts, networks, and exposure opportunities can have a significant limiting effect on women's career progression.

WHAT DID WE LEARN

- Selection of sponsors and sponsees is a key driver of a successful relationship.
- Identify clear goals and skills to support the pairing process.
- Strategic document sharing to foster relationship building and clarify roles.
- A rigorous evaluation framework and communications plan is required.

SPONSOR VS MENTOR
A sponsor talks about you. A mentor talks with you.

THE PILOT

- 21 women from 9 organisations
- 12 months
- high satisfaction and engagement

Logos: Ambulance Victoria, CFA, Emergency Recovery Victoria, Life Victoria, ESTA 000, SES, Victoria Police, Fire Rescue Victoria, Parks Victoria, EMV.

Outcomes or early indicators of success

- Surveys and interviews indicated those paired through the sponsorship program had mixed experiences. While there were high levels of satisfaction and engagement overall, some sponsors and sponsorship recipients experienced challenges in contacting the person with whom they had been paired. Recipients expressed feeling that there was limited diversity among sponsors. Sponsors and sponsorship recipients experienced challenges balancing workload and emergency operational priorities while pursuing their sponsorship goals. For sponsors, moving from a mentoring role to a sponsoring relationship required thought and effort. The need to travel as part of the sponsorship program presented challenges for those located regionally.
- Many sponsorship recipients had opportunities to attend high-level meetings, conferences and taskforces. Sponsors used their network to connect sponsorship recipients with those whose specialist knowledge could help with long-term career goals.
- Factors promoting successful relationships included:
 - regular scheduled meetings, to help keep both parties accountable for the success of the sponsoring relationship
 - clear, open and honest communication
 - being proactive and taking ownership of tasks
 - following through on commitments
 - keeping each other updated on goals, meetings and events.

Lessons, key insights and advice for others

- 1 The biggest impact of the pilot was reflected in the sponsorship recipients' perceptions of self, with improved self-confidence, broader career aspirations and a better understanding of their own leadership capacity.
- 2 When a partnership worked, it worked really well. Some pairs built relationships quickly, with frequently planned activities and good network sharing.
- 3 The following key learnings will inform future iterations, and enhance implementation and overall success of the initiative:
 - ◆ Including sponsors below executive level at the agency's discretion may improve diversity.
 - ◆ Collecting more detailed information about potential participants' goals and aspirations would help the pairing process, and increase the chances of a successful partnership.
 - ◆ Comprehensive planning and a well-defined timeline are essential to establish clarity for and commitment from organisations and their implementation co-ordinators.
 - ◆ It's important that each organisation involved in a sponsorship arrangement – and especially the sponsorship recipient's line manager – understand the time needed for sponsorship activities. Creating templates for briefing and attaining the support of line managers can help in the selection process.
 - ◆ Effective communication strategies, including early engagement, tangible relationship timeline examples and up-to-date information packs, are crucial in ensuring participants' understanding and commitment to the sponsorship program.
 - ◆ Continuous centralised support including the establishment of clear expectations, regular accountability emails, and a structured timeline of prompts and contact points is instrumental in maintaining sponsorship recipients' engagement and progress throughout the program.
 - ◆ Sharing real examples of sponsoring activities at launch events via documented case studies can empower sponsors to step out of a mentoring role into a sponsoring role.
 - ◆ Creating a rigorous evaluation framework is valuable for measuring the long-term impacts of sponsorships.
- 4 Past participants recommended the following improvements:
 - ◆ creating a clearer program structure, with a minimum number of required meetings, and more events and professional development opportunities
 - ◆ providing funding and time-management support to attend meetings and events
 - ◆ more compatible sponsor-recipient pairings
 - ◆ providing more guidance on effective sponsorship, to avoid reverting to mentorship
 - ◆ having more accountability measures.

“

I was honest about not having specific career goals or goals for the sponsorship pilot other than my general goal in life, which is just *'do things better'*.

With this as my lens, and an interest in specific things like Aboriginal Land management and fire practices, resilience, mental wellbeing, and inclusion and diversity, Tony was able to connect me with people who had experience or interest in these same areas, which made all my interactions valuable.

Lili Prins, Planning Officer – Fire & Emergency, Parks Victoria,
paired with Tony Pearce, Inspector General of Emergency Management

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Next iteration:

The second iteration of the program was launched on 30 October 2023, with 26 pairings across eight organisations.

The program has incorporated learnings from the pilot to enhance the experience for the 2023–24 cohort, including:

- ◆ testimonials from past sponsors at the launch event to upskill the new cohort
- ◆ a mini workshop for sponsor recipients to clarify their goals for the program
- ◆ funding to enable sponsor recipients to attend the Emergency Services Foundation International Women's Day event as a professional development opportunity
- ◆ a tour of the State Control Centre, and an in-person networking event with senior leaders from the sector.

Initial surveys and interviews indicate a positive experience for both sponsors and sponsorship participants.

Property Council of Australia's 500 Women in Property sponsorship program

Property Council of Australia

The Property Council of Australia is the leading advocate for Australia's largest industry, championing a strong, thriving sector that leaves a positive legacy for all Australians.

The Property Council works with 2,500 member organisations to advance the industry and its contribution to the community.



Issues being addressed or objectives identified

In 2016, the Property Council of Australia launched 500 Women in Property to support industry-wide work established to increase women's representation in leadership roles, and build a pipeline of female talent.

An initiative of the Property Council's Diversity, Equity and Inclusion Committee, the sponsorship program aims to accelerate more women into leadership positions in the property industry through sponsoring high-potential talent.

The highly successful program involves a personal commitment from sponsors (women and men) to identify and champion women in their organisation or network who would benefit from profiling and professional development opportunities.

Actions taken

- ◆ The 500 Women in Property program runs each year and includes:
 - ◆ exclusive 500 Women in Property networking events, including launch, mid-year and wrap-up events
 - ◆ an opportunity to observe a Property Council committee meeting
 - ◆ bespoke, virtual professional development masterclasses
 - ◆ full complimentary access to the Property Council Academy Learning Management System
 - ◆ monthly Coffee Roulette sessions where participants are randomly matched for a one-on-one coffee catch-up
 - ◆ opportunities for sponsors to host participants at events
 - ◆ digital badges to mark sponsors' and sponsorship recipients' participation in the program.



Nomination process

- ◆ Nominations are submitted via an online portal.
- ◆ Nominations are open for two weeks and successful sponsors and sponsorship recipients are announced on the Property Council's website.
- ◆ The program and nomination phase are promoted via targeted communications to council members, social media posts and local marketing events.
- ◆ As the program is sponsor-driven, the Property Council does not undertake a matching process. Nominations include the names of a sponsor and a recipient. The program is most successful when sponsors proactively champion their selected sponsors.
- ◆ The program is only available to Property Council members.

Outcomes or early indicators of success

When the Property Council started the program in 2016, it set an ambitious goal to sponsor 100 women annually. The aim was to catalyse a substantial and enduring surge in women's representation within senior leadership roles in the property sector, and cultivate a robust pipeline of future leaders.

The program's impact has surpassed expectations, with the active participation of 260 women and their corresponding sponsors in the first year. Participation in the next year grew to 500 participants plus their sponsors, leading to a rebranding as '500 Women in Property'.

In 2023, the momentum continued, with a cohort of 650 participants and their sponsors. The program's cumulative participation since launch has exceeded 3,600 women, playing a key role to promote gender equality in the property industry.

Lessons, key insights and advice for others

- 1 The program's ongoing success relies on the personal commitment of the sponsors and recipients to actively engage in the opportunities on offer. Sponsors advocate for recipients in the workplace and help build their network and profile, leading to positive development outcomes.
- 2 Key resources developed by the Property Council to support program participants include a handbook for sponsors and recipients, and reflection question cards to support initiating conversations and help build relationships. Regular, organised check-ins between sponsors and recipients, and professional development opportunities ensure that participants stay engaged and involved in the program.
- 3 The program will be refreshed and relaunched for FY2025 to fill identified gaps and improve program outcomes. This includes improved data collection methods to better understand the career trajectory and progress of sponsored participants, and the program's impact on their careers.

Unlocking effective sponsorship arrangements

Lessons from *The Last Mile* podcast

Champions of Change Architecture

The Architecture Group was established in 2015 to address the acute under-representation of women in the senior levels of the architecture profession. It now has six practices working to increase the representation and influence of women at the highest levels of the profession. In 2024, the Group's Members are located across 11 jurisdictions, leading more than 2,800 employees.



The Architecture Group created a podcast series, *The Last Mile*, to highlight the transformative power of sponsorship relationships for both individuals and organisations. The podcast reveals the key components of a good sponsorship arrangement, as described below.

Mutual benefits

An effective sponsorship arrangement goes beyond simple mentorship. It is a mutually beneficial partnership through which the sponsor not only provides support and facilitates opportunities for the sponsorship recipient but also – like the recipient – gains valuable insights. Individuals can leverage the reciprocal nature of sponsorship to achieve success and growth.

Clear communication and goal setting

One of the cornerstones of a successful sponsorship arrangement is open communication and the establishment of clear goals. By fostering a transparent dialogue and setting concrete objectives, a sponsor can effectively guide and support the sponsorship recipient to fulfil their career aspirations.

Advocacy and support

A good sponsorship arrangement involves more than just providing opportunities; it requires active advocacy and unwavering support. The sponsor plays a crucial role in advocating for the sponsorship recipient, lifting their profile, and creating pathways for their advancement within the organisation.

Co-leadership and collaboration

The power of co-leadership in a sponsorship arrangement cannot be overlooked. By fostering a collaborative environment where the sponsor and the sponsorship recipient work together as equals, individuals can unlock collective potential, drive innovation, and navigate challenges with confidence.

Diversity and inclusion

An effective sponsorship arrangement is inclusive and sensitive to diversity. By understanding and advocating for the lived experiences of others, the sponsor can create a supportive and nurturing environment that values different perspectives and voices.

Self-awareness and confidence

A good sponsorship arrangement thrives on a foundation of self-awareness and confidence. A sponsorship recipient who believes in their competencies and skills, and a sponsor who exudes confidence in providing support, can collectively harness the power of sponsorship to achieve remarkable success.

In conclusion, the essence of a good sponsorship arrangement lies in its ability to inspire, empower and uplift individuals to achieve their full potential. By embracing the key messages shared in *The Last Mile*, individuals can forge a meaningful and impactful sponsorship relationship that encourages personal growth and fosters a culture of support and excellence within their organisation.

“

If somebody wants to do something, that is important, and I can actually give them a voice.

So we test people out and then let them go. It's like getting on a bike – you hold them, ride with them ... hold the back seat, and then let them go.

Georgia Singleton, Woods Bagot

”

“

I felt I could put my best foot forward. And it also means I felt I could fail, and that I could openly ask for help, or I could get access to things when I needed them.

Sally Campbell, BVN

”

8. Further resources and support

Sponsorship

Sponsorship Toolkit, National Centre for Women in Technology, <https://ncwit.org/resource/sponsor/>.

Sponsoring Women to Success, Catalyst, <https://www.catalyst.org/research/sponsoring-women-to-success/>.

'How to do sponsorship right', *Harvard Business Review*, <https://hbr.org/2022/11/how-to-do-sponsorship-right>.

'How to be an Effective Sponsor', *Harvard Business Review*, <https://hbr.org/2015/05/how-to-be-an-effective-executive-sponsor>.

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'The Men Who Mentor Women', *Harvard Business Review*, https://hbr.org/2016/12/the-men-who-mentor-women?utm_campaign=harvardbiz&utm_source=twitter&utm_medium=social.

Male Allies Publicly Advocate and Sponsor, Smith D., Johns Hopkins University and Johnson B., U.S. Naval Academy, <https://rbr.business.rutgers.edu/sites/default/files/documents/rbr-060202.pdf>.

Mentorship

'Men, Commit to Mentor Women', Lean In, <https://leanin.org/mentor-her#!>.

Evaluating a Mentoring Program Guide, National Centre for Women in Technology, <https://ncwit.org/resource/mentoringeval/>.

'Men are afraid to mentor women. Here's what we can do about it', Adam Grant, <https://www.linkedin.com/pulse/men-afraid-mentor-women-heres-what-we-can-do-adam-grant/?trackingId=1br487wuCimHAhbkznVUQ>.



The Champions of Change Coalition includes CEOs, secretaries of government departments, non-executive directors and community leaders who believe gender equality is a major business, economic, societal and human rights issue. Established in 2010 by Elizabeth Broderick AO, our mission is inclusive gender equality across our workplaces by 2030 and a significant and sustainable increase in the representation of women in leadership.

championsofchangecoalition.org

**CHAMPIONS
OF CHANGE
COALITION**

Listen, learn and lead with action