

Practical actions for everyday male champions of change

Outcomes of the ‘Engaging Men’ workshop held on 24th September 2019

The Property Male Champions of Change (Property MCC) is a group of 21 senior leaders in the property industry, who came together in 2015 determined to achieve a significant and sustainable increase in the representation of women in leadership in the property industry.

Men stepping up beside women on gender diversity and inclusion is at the heart of the MCC strategy. For too long, women alone have led the way when so many men also hold power to support change. The Property MCC meet quarterly to discuss progress advancing their Action Plans, and share insights and challenges in accelerating change.

As part of the strategy to drive change in our organisations, the Property held a workshop with men at different levels of their organisations to discuss what it means to be a male champion of change and identify actions that all men can take to accelerate progress towards gender equality. Following is a summary of the actions identified.

| Action | Details |
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| <p>1</p> <p>Adopt the Panel Pledge</p> | <ul style="list-style-type: none"> ◆ Commit to only speaking at external and internal panels and events that are gender balanced and actively promote the inclusion of women’s voices in events ◆ Share your commitment and invite other men to take the Panel Pledge (See MCC Panel Pledge resource) |
| <p>2</p> <p>Reflect on your leadership shadow</p> | <ul style="list-style-type: none"> ◆ Use the Leadership Shadow model to reflect on your personal leadership and invite team members to do the same ◆ Regularly seek formal and informal feedback on your personal leadership on gender equality |
| <p>3</p> <p>Build an authentic case as to why gender equality matters to you and regularly communicate your ‘why’</p> | <ul style="list-style-type: none"> ◆ Reflect on why gender equality matters to you at different levels – personally, organisationally and for society as a whole ◆ Regularly communicate why it matters to you, particularly to other men, and share the actions you (and the organisation) are taking to advance gender equality |
| <p>4</p> <p>Model respectful behavior and call out inappropriate behaviour</p> | <ul style="list-style-type: none"> ◆ Regularly seek feedback from women on how they experience everyday sexism and exclusion at work to build your own understanding ◆ Be responsive and call out inappropriate behavior (See MCC Everyday Sexism resource) ◆ Be conscious of unintended exclusion of women (and men) and actively include them in conversations, events etc |

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| 5 | Model flexible work and make your caring responsibilities visible | <ul style="list-style-type: none"> ◆ Be explicit about working flexibly and communicate to your team how you are working flexibly ◆ ‘Leave loudly’ and make your caring responsibilities visible (“I’m leaving now to care for my sick mum. I’m leaving now to pick up my kids”) |
| 6 | Support women and men in your team to balance work with caring responsibilities | <ul style="list-style-type: none"> ◆ Ask women and men about what you can do to support them to balance their paid work and caring responsibilities ◆ Make sure to ask both women and men about their parental leave plans and flexible work when they are expecting a child. |
| 7 | Make flexible work the norm in your team | <ul style="list-style-type: none"> ◆ Ask all team members about how they would like to work flexibly to do their job better ◆ Embed questions about flexibility into performance and team discussions |
| 8 | Visibly sponsor women to progress in their careers | <ul style="list-style-type: none"> ◆ Visibly sponsor women in their careers by identifying opportunities and advocating for their careers ◆ Seek feedback to understand the particularly ‘pivot points’ for women’s careers (e.g. return from parental leave, transition to management) |
| 9 | Ask 50/50 if not, why not at all stages of recruitment | <ul style="list-style-type: none"> ◆ As a manager, personally review different stages of the recruitment process (advertising, shortlisting, interview, selection etc.) to ask 50/50 if not, why not? ◆ Regularly review your data on team hires and attrition for gender balance ◆ Set targets for gender diversity ◆ Proactively grow the talent pool including through engagement in <i>Girls in Property</i> and other programs with schools and universities |
| 10 | Take the message of gender equality to others | <ul style="list-style-type: none"> ◆ Engage other men in discussions about gender equality, particularly around why it matters to them and what action they can take in their sphere of influence ◆ Drive change through the supply chain by modelling gender balance on teams receiving bid-teams and asking suppliers about women’s representation and gender diversity initiatives in their organisations |