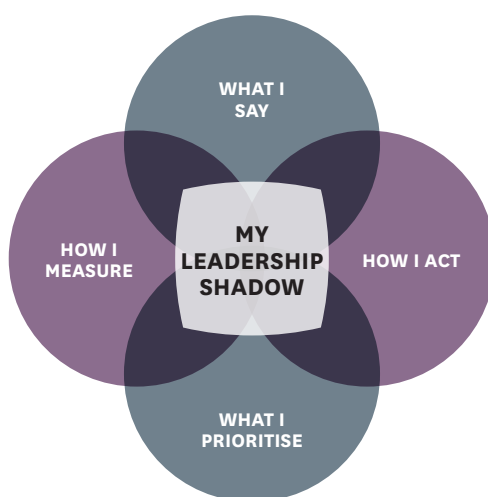


WHAT WE CAN DO TO DRIVE BUY-IN

Using the Leadership Shadow model, guide and assess your performance on advancing gender equality and enhancing your impact.

- Are you continuing to reflect on your Leadership Shadow?
- Do you understand and address different attitudes and experiences of gender equality in what you say, how you act, what you prioritise and how you measure?



WHAT I SAY

- I reflect on whether there are things I say which may create backlash and adapt my communication to support all employees in progress toward gender equality
- I regularly speak about gender equality as an organisational priority
- I reinforce the business case for gender equality, specifically as it relates to my organisation
- I tell stories which have impact and describe how challenges have been overcome
- I encourage others to ask questions and have respectful, open discussions to ensure all views are heard

HOW I ACT

- I seek to understand and address the 'unspoken responses' or covert backlash
- I commit resources to build leadership skills on gender equality
- I bring leaders and employee groups together to work collectively on gender equality
- I sponsor talented men and women employees and expect my leaders to do the same
- I personally engage key team members whose leadership on gender is critical
- I address employee behaviour which falls short of inclusive values

WHAT I PRIORITISE

- I include gender equality metrics in my KPIs and those of my executive team
- I place importance on the 'why' as well as the 'how' of gender equality initiatives
- I make it clear that gender equality initiatives are core business, not another project
- I set clear behavioural expectations of my leaders, explaining it's the right thing to do, but also the right thing for our business

HOW I MEASURE

- I use both quantitative and qualitative measures of success
- I use cultural surveys to understand the experiences and views of my colleagues and the types and level of resistance and buy-in in my organisation
- I reinforce gender equality initiatives with formal mechanisms which support the changes I'm asking people to make, holding others accountable for progress
- I reward leaders who work constructively and support gender equality