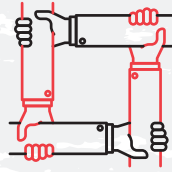


Actions Organizations Can Take to **BUILD ADVOCATES FOR GENDER EQUITY**

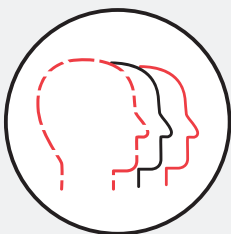


ADVOCATES ARE PEOPLE COMMITTED TO BUILDING POSITIVE RELATIONSHIPS WITHIN AND ACROSS GROUPS TO ACHIEVE SHARED GOALS.

Anyone can be an advocate for gender equity. Advocacy involves humble listening, learning from one another, reflecting, and exerting effort. Organizations must work to create an environment that empowers all employees to be advocates. Not sure how to start this journey? The Catalyst advocacy continuum shows all the steps. This journey has no real end, since the job is never completed. An advocate listens and learns every day as they continue to push for equity.

THESE STEPS ARE A GUIDE FOR YOUR ORGANIZATION TO SUPPORT INDIVIDUALS NO MATTER WHERE THEY FALL ON THE ADVOCACY CONTINUUM.

THE ADVOCACY CONTINUUM



ABSENT

Unaware of issues of gender inequity.



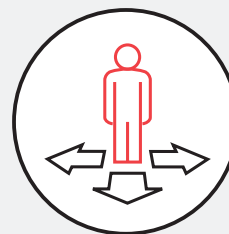
AWARE

Aware of issues, but not fully aware of the impact.



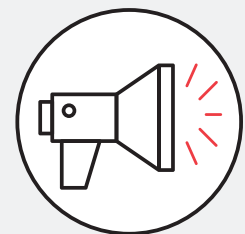
ACCEPTING

Recognizes that issues are real barriers, but not yet engaged in making change.



ACTIVE

Engages when asked.



ADVOCATE

Proactively seeks opportunities to enhance gender inclusion.

MOTIVATE MEN TO GET INVOLVED

- Challenge a climate of futility—where employees feel they can't make a difference—if it is present.
- Expose the costs everyone—not only women—faces due to gender bias, inequity, and restrictive norms. Demonstrate what everyone—men included—gains in inclusive environments.
- Implement a campaign to create inclusive culture change based in gender partnership. Enlist everyone regardless of gender identity to work together to change organizational norms and structures that perpetuate an exclusive culture.
- Encourage influential managers to participate in programs, invite employees to participate, and share managers' learnings from their journeys.
- Be open to make organizational shifts based on men's recommendations.

Engaging Men:
Ask Catalyst Express

Creating a D&I Strategy:
Ask Catalyst Express

Webinar Recording:
First Steps: Engaging
Men as Change Agents

Webinar Recording:
Action for Impact -
Engaging Men in
Gender Initiatives

HELP MEN RECOGNIZE GENDER BIAS

- Provide men with opportunities for discussions about gender in the company of other men exclusively so that they do not feel inhibited.
- Provide opportunities for cross-gender mentoring. Women and those who are non-binary can play an important role in challenging men to think critically about gender and other inclusion topics.
- Ask senior leaders to invite men to learning opportunities that increase their awareness of inequity and encourage men to address gender disparities and advocate for inclusion.

Video:
Engaging Men
in Equity and
Inclusion

Webinar Recording:
#GuysforEquality:
The Opportunities
for Men in
Inclusion Efforts

REMOVE BARRIERS TO MEN'S SUPPORT

- Develop a clearly stated policy regarding gender equity to discourage zero-sum thinking, the perception that gains for women mean losses for men.
- Demonstrate the business imperative for a culture of inclusion and integrate it into the organization's mission.
- Include men in gender-related initiatives and events to signal that they have an important role.
- Publicly recognize men who advocate for gender equity, elevating them as role models.

The Business
Case for D&I:
Ask Catalyst Express

Video:
A Conversational
Exploration of
Gender Partnership

Advancing Equity and
Inclusion Through Gender
Partnership: CatalystX

PROMOTE DIALOGUE

- Challenge a climate of silence, where employees believe speaking up will bring negative repercussions or fear their voice won't be heard, if it exists. Promote opportunities for critical dialogue—open-ended, nonjudgmental conversations in which differences in perspectives and experiences are validated.
- Engage business leaders as inclusion champions.
- Equip leaders with the skills they need to engage in conversation, with each other and direct reports, about how their gender and racial/ethnic identities have shaped their experiences in the workplace.
- Encourage leaders to show vulnerability and empathy.
- Create or strengthen employee resource groups (ERGs) and other forums dedicated to building the skills needed for gender partnership.

COMMIT TO ACTION

- Hold men leaders accountable for progress on diversity and inclusion by linking behaviors and progress to outcomes such as performance reviews, annual bonuses, and merit increases.
- Challenge a combative culture, shaped by the quest to dominate others and compete for power, authority, and status, if it exists.
- Offer flex work options to all employees, not just women, allowing them to choose when, where, and how they work. Promote flex work not as an accommodation for some individuals but as a talent management tool.
- Provide paternity, or bonding, leave and encourage men to use it to help challenge gender stereotypes, benefit their families, and contribute to a culture of inclusion.

RESOURCES TO SUPPORT YOU



[Video: What is MARC Dialogue Teams?](#)

[Infographic: Does Your Organization Have a Climate of Silence?](#)

[Infographic: Conversation Ground Rules](#)

[Sponsorship and Mentoring: Ask Catalyst Express](#)

[Webinar Recording: This is How You Dad: "Maternity" Leave for Men](#)

[The Business Case for Flex Work: 6 Essential Resources](#)

[10 Reasons Every Company Should Offer Paid Paternity Leave \(And Every Father Should Take It\)](#)

