# Leadership Shadow Model

## What we say

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| **Behaviours** | **Actions** |
| Being vocal about zero tolerance approach | Share your position, why you feel this way and how it creates a better culture for your organisation. Be clear about this approach in written communications and in verbal updates. |
| Be clear in your approach and communication | Clearly communicate values (e.g., honesty, integrity, trust, authenticity, courage), shared principles (e.g. on transparency and confidentiality), responsibilities and actions to address unacceptable behaviours. Be consistent in your messaging and storytelling. |
| Speak up for self and others, become a trusted influence in your organisation | Commit to, and be, visibly proactive in your steps to prevent sexual harassment. Where appropriate, share your own experiences and reflections on the impact of strong workplace culture in preventing and responding to sexual harassment. |
| Encourage workers to call out unacceptable behaviour | Explain the role that all workers play in identifying and calling out unacceptable behaviour. Develop key messages and be consistent in how these are articulated and shared with your workers. Empower workers to speak up. |
| Have open conversations about sexual harassment | Be prepared to discuss this issue with workers, encourage them to ask questions and listen to their experiences and feedback. Be authentic and transparent in your approach. |
| Share progress with workers of all levels | Be transparent about mistakes and opportunities to better support your people, explain what is being done and how it is going. Anticipate and address resistance. |

**How we act**

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| **Behaviours** | **Actions** |
| Lead by example | Understand your rights and obligations, and role-model the expectations outlined in employment contracts and code of conduct. Champion the behaviours you expect from your people. Behave with sympathy towards impacted staff. Advocate for best practice externally and engage your suppliers and/or clients to share learnings where possible. |
| Demonstrate a willingness and ability to take on sexual harassment in the workplace | Understand the impacts, what to do if you see, experience, or have a worker reach out to you about sexual harassment and how it manifests in your own organisation and industry, including online. Share these learnings with your organisation and mobilise bystanders. Take responsibility and be accountable on the approach to the issue and the impact your communication and change will have. |
| Challenge unacceptable behaviour | Call out unacceptable behaviour that you see and praise other employees for doing so. Motivate or nudge people to change their behaviour. Consider any personal biases you may have and challenge those you see around you. |
| Behave with sensitivity towards impacted staff | Support those going through an issue and be considerate when discussing sexual harassment recognising that it may be triggering for some. |
| Celebrate progress | Spotlight how your workplace has taken active steps to prevent and respond to sexual harassment in the workplace. Acknowledge and celebrate those that engage in best practice and demonstrate active steps to prevent and respond to the issue. |
| Create a team that reflects your community | Be aware of diversity in your team and ensure that you consider the message a balanced leadership team sends to your workforce. Reward and promote people who demonstrate inclusive leadership. Consider inclusion and diversity in your strategy and objectives. |

**What we prioritise**

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| **Behaviours** | **Actions** |
| Establish best practice processes for reporting and support | Invest in the development or uplift of processes to support employees seeking to raise issues. Ensure that these are evaluated and updated in line with best practice. Embed expectations (values and behaviours) in processes across employee lifecycle and ensure strategy includes sexual harassment prevention as a priority. |
| Make information accessible | Ensure that the relevant information is accessible to employees of all levels and that they understand where to find this if they need it. This includes information necessary to understand work health and safety requirements in the workplace. |
| Encourage learning and change | Participate in training yourself and encourage and allow time for your workers to do the same. Engage and apply learnings to accelerate organisational cultural change. Outline the benefits and embrace the changes necessary to progress your organisation. Reset values where necessary and shape a culture of trust, safety and respect that better protects and supports workers. Leverage industry events to promote continuous education on the issue. Ensure that employees understand the concept of psychological safety and that the culture of your workplace fosters this. |
| Consider risks and take action | Identify risks and drivers through a systematic risk assessment process and use this to inform your sexual harassment strategy. Be mindful of higher risk situations and make expectations clear e.g., social events. Identify higher risk workers and what could mitigate those risks e.g., gender balance in the organisation. |
| Establish a feedback loop and use it | Normalise conversations about sexual harassment. Involve your employees in the approach by listening to and using what’s shared to improve. For example, use listening tours to develop an understanding and ‘conversation cafes’ to learn – create time and space for the hard conversations (e.g., role playing and storytelling). |
| Understand intersectionality in your workforce and advocate for inclusion and diversity at all levels of the organisation | Be aware of different risk factors and how these may intersect for your employees. Understand where the lower worker diversity ratios are in your team and support them. Consider how you could better protect high risk employees in your workforce. Encourage employees to embrace diversity of thought and include all members of the team. |
| Ensure that the board understands the issue and is active in progressing the approach | Include sexual harassment in the code of conduct and self-regulate. Recognise sexual harassment as a non-financial risk to the organisation and part of your ESG strategy. Ensure that sexual harassment is scheduled as a regular topic at board meetings. Inform board of all policies and programs that have been established to prevent sexual harassment. Report on any incidents that have occurred and the responses to those incidents. Ensure that there is gender balance on the board and that all directors are educated on the issue. Make a public commitment, and where appropriate, report on findings, recognising best practice and progress. |
| Take opportunities to collaborate with and learn from other organisations | Leaders should collaborate with their networks and join groups, such as the Champions of Change Coalition – seek and share learnings and experiences from other organisations, and consider how those learnings can be applied to your own organisation to strengthen your approach. |

**What we measure**

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| **Behaviours** | **Actions** |
| Invest in regular and timely data collection | Evaluate the current state, track changes, and identify trends. |
| Collect the information needed to improve your approach | Ensure that you are collecting data that works to enhance your approach and transparency. Engage with other organisations and professional associations to inform improved data collection and analysis activities. |
| Identify the impact of leaders | Track changes in worker engagement, understanding and approach to sexual harassment that may indicate positive impacts of leader communication and prioritisation of the issue. |
| Commit to staying informed | Dedicate time to receive updates and discuss insights collected by the teams responsible for data collection and management related to sexual harassment. |
| Use data-led decision making | Share with your employees how data has been used to make decisions regarding the approach or strategy to prevent and respond to sexual harassment in your workplace. |