

HAVE A WORD

MAYOR OF LONDON

Turning bystanders into women's
allies against male violence
in London

Ogilvy

EXECUTIVE SUMMARY

Male violence against women and girls is an epidemic in the UK. A woman dies at the hands of a man every three days and 97% have been sexually harassed.

Historically, the onus has been on women to adapt their behaviour to protect themselves.

But it’s not women who need to change, it’s men. Not just the perpetrators, but those who stand by and let misogynistic behaviour go unchallenged.

Our challenge was to hold men accountable, shifting their role from passive spectators in a bystander culture to allies of women.

But our biggest risk was alienating them, like other campaigns before us.

We used behavioural science to identify the most effective way to change men’s behaviours: using peer-to-peer pressure.

‘Have a word with yourself, then your mates’ is a simple, yet powerful call-to-action that challenges men to reflect on their own behaviour and compels them to act whenever they witness misogyny happening. What started as a PR brief became a campaign that ran on social, cinemas, Premier League football games and anywhere harassment is commonplace. Pubs. Restaurants. Even male bathrooms. Men had nowhere to hide.

The campaign

Which is why “Have a word” is the example of how marketing can be a force for good, not only driving positive change today, but creating a legacy that will impact generations of women to come.



who saw the campaign said they would now call out misogyny if they see it

WHAT WAS THE CHALLENGE YOU FACED?

Male violence against women and girls is one of the oldest problems faced by our society.

But in the UK, we were watching it reach an epicentre. An epidemic of violence against women that we all started to get too familiar with.

The statics were shocking:

97 %

of women have suffered sexual harassment or abuse¹

1 IN 4

women have been raped²

A woman is killed by a man every³

3 DAYS



Fig 1: Victims of male violence against women and girls (Sarah Everard and Sabina Nessa)

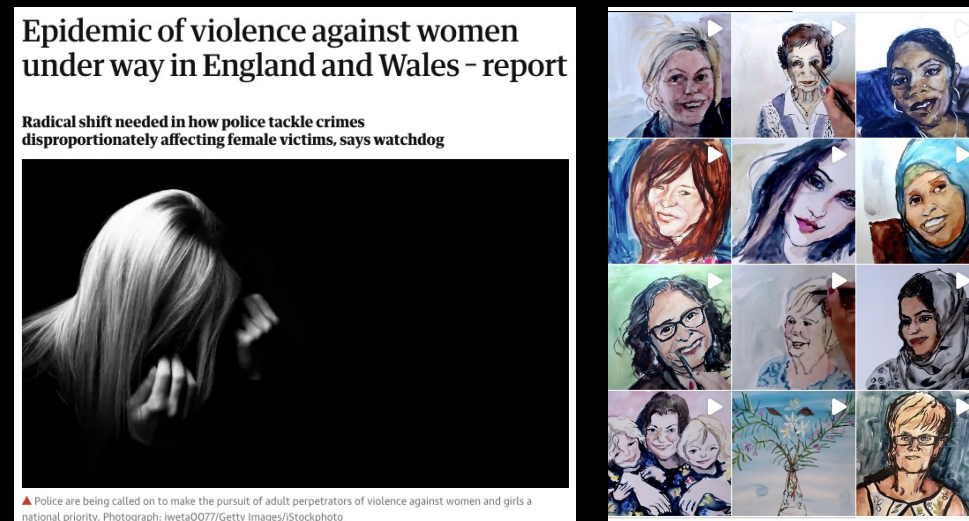


Fig 2: Media coverage around male violence against women and girls in London (The Guardian, Stylist)

The truth is research shows most offences against women are perpetrated by men⁴. And most violent crimes start with low level misogyny⁵. A “harmless” WhatsApp ‘banter’. An inappropriate comment to a woman on the street or in the pub.

Yet, men remained passive bystanders when witnessing it. Acts of misogyny were met with silence at best, an awkward laugh at worst. Often dismissed as harmless and playful. This ‘banter culture’ is what creates the conditions that allow violence against women and girls to take place.

Whilst there’ve been campaigns to help women feel safer before, most of them talked to the wrong people: women. Putting the pressure and responsibility on women to make themselves safe.

But we believed it shouldn’t be a women’s job to fix this. It’s men. And it was about time men were the ones who were made to feel uncomfortable, not women.

Our challenge was to not only hold men accountable for violence against women and girls, but to make them part of the solution - shifting their role from passive spectators in a bystander culture to allies of women.

Fortunately, one man wanted to do something about it.

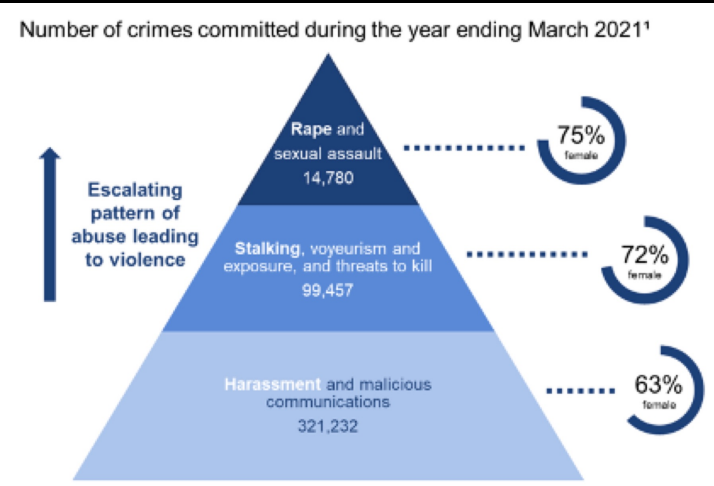


Fig 3: Escalating pattern of abuse - Mayor of London Statistics

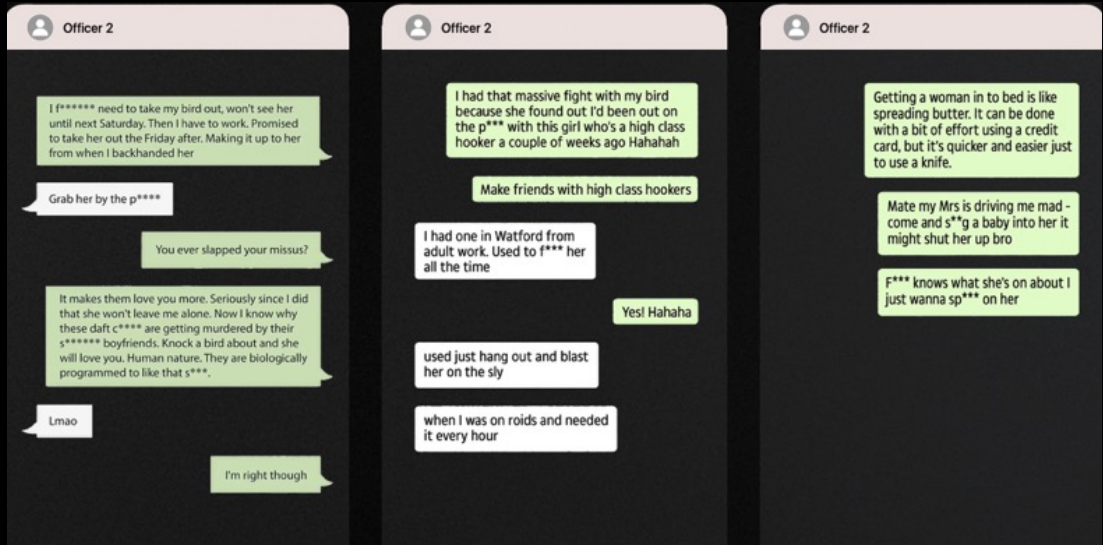


Fig 4: WhatsApp messages from MET police

WHAT WAS YOUR DESIRED OUTCOME?

"My ambition is to make every woman and girl to be safe, and to feel safe - whatever time of day, whatever they are wearing and wherever they are in the capital"

Sadiq Khan | Mayor of London

This was personal for Sadiq Khan. As Mayor, he had seen the public lose faith in the Metropolitan police after the death of Sabina Nessa and particularly Sarah Everard, who was murdered by a serving officer.

The brief he gave to his own Office, his own team, was asking for "a campaign that would provide genuine behaviour change but critically, didn't blame women".

When the Mayor's team briefed our agency, we knew this campaign had to be different from many others that have gone before.

We needed a campaign that shifted the responsibility from woman to men to making women safe.

We had two key objectives for the campaign:

01	Challenge and prevent misogynistic attitudes and behaviours by men:	Get all men to reflect on their own misogynistic behaviour, call it out in others and become women's allies.
02	Increase awareness about the scale and urgency of the issue:	Get PAN-LONDON to understand the issue and that misogyny can escalate.

The expectation from us was to deliver a PR-led campaign - which we could have done - but we knew this wouldn't be enough to solve such big challenge.

Only by uniting our deep knowledge in PR to our expertise in Advertising and Behaviour Science, we would truly create behaviour change. Not only changing the behaviours of men today but changing how new generations of men will behave towards women in the future.

HOW CREATIVE & INNOVATIVE WERE YOU IN YOUR APPROACH? DID YOU PUSH BOUNDARIES? WHAT DID YOU DO DIFFERENTLY?

We identified that to truly change male behaviours, “violence against women and girls” campaigns had to change. We needed fundamental changes in our approach.

It was by peeling away each layer of the challenge and stripping away each element of the male psyche that we could create a strategy that, this time, would work.

THE FIRST FUNDAMENTAL CHANGE: REFRAMING THE CONVERSATION

98% of violent crimes against women are being committed by men⁶.

Yet, we realised that when the sector, the media (and even the client) was talking about the issue, they talked about “violence against women and girls” (a known acronym: VAWG).

But this was not something that was just passively happening to women. It was **male violence against women and girls**. Not making men a part of this phraseology was making the perpetrator anonymous. And without naming the problem, we wouldn’t be able to tackle it. A very small detail, that made all the difference.

So, we decided to reframe the conversation.

FROM
“VIOLENCE”
TO
“MALE VIOLENCE”

Making “Have A Word” the first campaign to address men head on.

THE SECOND FUNDAMENTAL CHANGE: A UNIQUE FOCUS ON THE BYSTANDER, NOT THE PERPETRATOR

Since our challenge was driving behaviour change, we used a behavioural science model called COM-B to analyse the barriers to shifting men's behaviour and tackling male violence against women and girls.

COM-B is a simple but robust model to understand strategically how best we can influence people and encourage prosocial behaviours.

It sits at the heart of the government's behaviour change wheel, typically used on challenges like recycling, public health behaviours, amongst others.

The model works by asking ourselves 3 simple questions:

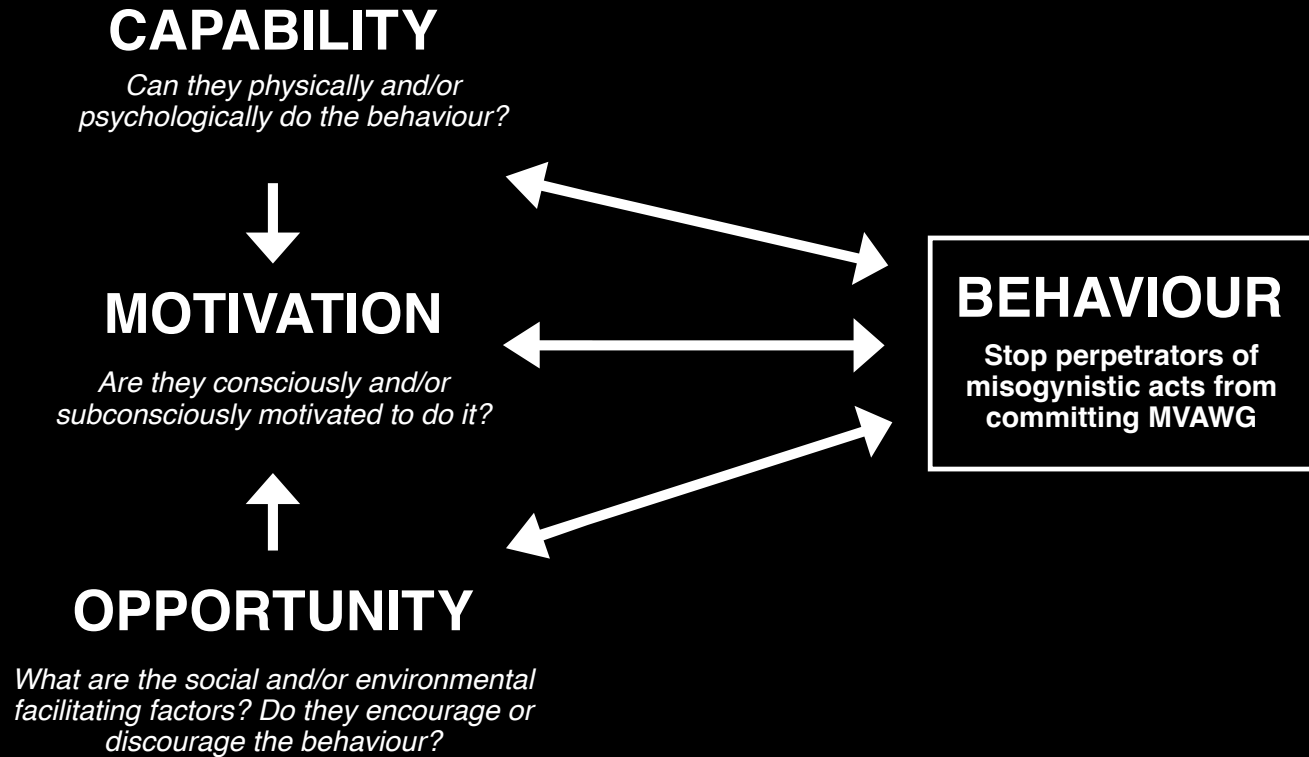


Fig 5: COM-B model S. Michie, M. Stralen & R. West (2011) The Behaviour Change Wheel.

We used the model to analyse where we could strategically make the biggest impact with our campaign, recognising that the three elements needed to combine to drive behaviour change.

CAPABILITY

First we recognised that we couldn’t reduce a perpetrator’s ability to commit acts of violence, because we couldn’t police every man and every act. We couldn’t psychologically or physically prevent misogyny.

MOTIVATION

Most previous campaigns tackling “male violence against women” had either targeted women, advising them to change their behaviour or, more recently, had begun to target perpetrators, telling men not to harass women.

We could have also tried to motivate perpetrators not to act in misogynistic ways. Those campaigns worked well on paper. However, they were easy for most men to ignore.

“I’m not that person” - men said.

They triggered a defense and irrelevance response from perpetrators who don’t see themselves in these ads, and from a wider audience that sees no role for them to play. Because in what psychologists call a “cold state” of rational decision-making, very few men would identify themselves as perpetrators of misogynistic behaviour.

We needed to make **all men** agents of change through a scenario every man could relate to.



Fig 6: The Daily Positive article addressing “Safety Tips” for women



Fig 7: The Guardian article about Police Scotland “Don’t be that Guy” campaign

OPPORTUNITY

Men weren't the enemy. Men were the solution.

Not all men are violent misogynists. Even fewer see themselves that way. But nearly all recognize the behaviour of low-level misogyny. Men recognise when a line has been crossed, when the “harmless banter” turns into something more sinister. They might not do it themselves, but they’ve definitely seen it and that makes them necessarily part of a cultural norm in which low level misogyny is tolerated.

We recognised that the bystander culture was our real enemy.

So instead of speaking to the perpetrator, and a role no one identified with, we decided to speak to the bystander, the man who could have a role in preventing misogyny by changing the social norm in which a perpetrator would act. By stopping the bystander culture, we could tackle low level misogyny. A first step to prevent extreme violence.

Behavioural science insights had also shown us that social environment and cultural norms can facilitate behaviours and powerfully prevent bad behaviours, thanks to injunctive (or moral) social norming.

So, if men weren't listening to women, what if the message came from other men instead?

COM-B helped us identify that **peer-to-peer pressure would be the most effective way to change men's behaviour** (where all other methods had failed).

Unlocking this insight was a vital leap off point to an approach which challenged and changed behaviour. In doing so we could create a culture where misogyny was not OK and where men spoke out against other men when they saw it.

This was the creative strategy brief:



Fig 8: Creative Strategy brief

THE THIRD FUNDAMENTAL CHANGE: SHOWING, NOT TELLING

Instead of just telling bystanders to act, we needed a campaign that **made men feel uncomfortable witnessing misogynistic** behaviour and encouraged them to break their own inertia about acting against it.

From a complex problem, an utterly simple idea:

‘Have a word with yourself, then your mates’ challenges men to take a cold hard look at their own behaviour and creates discomfort if they don’t do something when they know what’s right – it’s their internal barometer that makes them act, step in and stop it.

The mirror device we used in our film further emphasizes what psychologists call “cognitive dissonance”, an ego threat that asks men ‘what type of person are you, and who do you want to be?’ and assumes that they already know what the standard is that they could fall short of, if they do nothing. We’re not telling them anything they don’t know, we’re showing them who they are.

The film asset we created was unflinchingly relatable – instead of showing extreme acts of misogyny we showed “a friend going too far” and a scenario most men had witnessed before. By incorporating the visceral reaction and discomfort of the woman featured in our film, we showed men something they rarely see – the aftereffects of their abuse and harassment.

A campaign that not only inspired men to reflect on their attitudes and those of their friends, but changed the role of men in safe-guarding women.



Fig 9: Have a Word Campaign OOH



Fig 10: Have a Word Campaign Film Scenes

THE LAST FUNDAMENTAL CHANGE:
CREATING A MOVEMENT IMPOSSIBLE TO IGNORE

We had to speak to men where they were subjected to listening. Recruiting our allies everywhere they went.

A linear thread through the media continued this - challenging the male ego in a way that couldn't be ignored.

We went to where harassment is commonplace. To pubs. Restaurants. Cinemas. Launched our campaign by taking over half time intervals at Premier League football games.

Women's bathrooms are usually full of safety advice, telling them how to behave. Men's bathrooms didn't have anything like that. So we went into every bathroom of every premier rugby and football club, as well as gyms, pubs and clubs across the capital, with a simple mirror decals invoking the film - a true behavioural intervention at the very moment of possible reflection.

Men couldn't eat, drink or workout, they couldn't even go to the toilet, without seeing our message. They had nowhere to hide.

Out of home took over Piccadilly Circus and Transport for London.

We put our film on social platforms such as Instagram Stories and it quickly gained traction via the very popular influencers who reacted so passionately to it.

A photo call with the Mayor of London and other sports stars was used to drive media coverage, and we placed interviews with the Mayor and spokespeople across broadcast and print media.

In the end, we not only reframed the whole conversation about "male violence against women and girls", but changed **who** to talk to, **how** and **where**.



Fig 11: Bathroom decals



Fig 12: Out of home at Piccadilly Circus

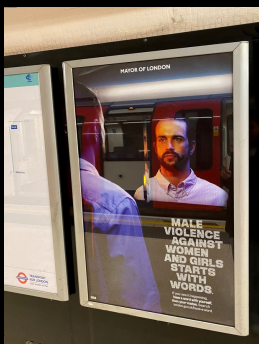


Fig 13: Out of home at TFL

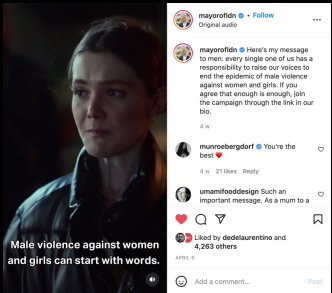


Fig 14: Sadiq Social media post



Fig 15: Sadiq with sports stars



Fig 16: Campaign Launch at Crystal Palace vs Manchester City Match

WHAT RISKS DID YOU TAKE?

This was about creating a behaviour change campaign that was laser focused on making men accountable, not women, by ending bystander culture with peer-to-peer pressure.

Our biggest risk was alienating the very own audience we were trying to pursue: men.

Knowing that the delicate male psyche was sensitive to attack and likely to reject being “told what to do” – a concept called “reactance” in psychology – determining the right tone of our comms was key for success.

It was important not to alienate men, but for them **to feel like our allies** in tackling male violence against women and girls.

The risk of rejection from men feeling victimised and internet “incels” criticising our campaign was also real. Avoiding conflict has long been part of the British cultural psyche; confrontation is best avoided. And this is exacerbated by a legacy male mindset of “good guys don’t snitch on other guys”. We had to approach them in exactly the right way. That’s why we were nervous to execute the idea without as much psychological insight as the strategy itself. It wasn’t enough to just tell men what to do, or what not to do.

Carefully finding the right approach to the writing was integral to the creative idea. It needed to feel authentic. We wanted every man watching this to relate to what they were witnessing. The misogynistic language needed to reflect the language they either throw around themselves or stand by and watch other men throwing around. It was important it reflected how this language is often dismissed as being playful, before building to being intimidating and threatening. We absolutely did not want the dialogue to feel scripted or this would have allowed the viewer a way to distance themselves from what they were seeing.

If in one hand, getting the campaign wrong would have alienated men and triggered a defensive response. On the other hand, we could have had no impact at all.

The ambition from the Mayor’s Office was to launch our campaign in March, not only because this was the month where International Women’s Day was celebrated, but also a period that marked one year of Sarah Everard’s death.

Launching a campaign tackling “male violence” during this period not only had the risk of shutting men off, but being lost in a sea of noise and media coverage within that subject. Or worse, even being a genuine cause for Sadiq and his team, it could have felt opportunistic coming from the Mayor.

We had to make our campaign stand out and bring to life Sadiq’s city-wide leadership in tackling violence against women and girls.

WHAT WERE THE MEASURABLE RESULTS?

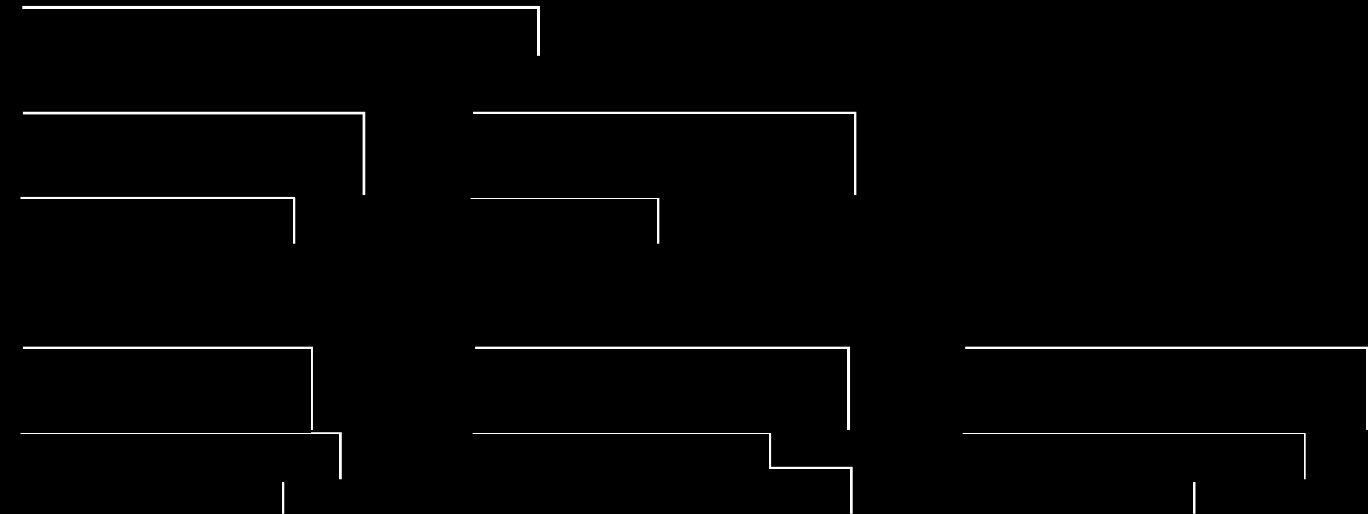
It's because it's so raw and unflinching but relatable that 'Have A Word' has been phenomenally successful.

But different from traditional marketing campaigns, we were not looking for revenue or profit results. This campaign was about driving social and cultural impact.

We can demonstrate the impact of the campaign by revisiting our key objectives.

We wanted to increase awareness about the issue in London.

"Have a word" not only did that but got every section of society reacting to it.



The campaign was shared by large international organisations such as Fifa, the UN, NHS, universities, councils, NGOs, sports stars and influencers - with no paid support.



Fig 19: Campaign mentions

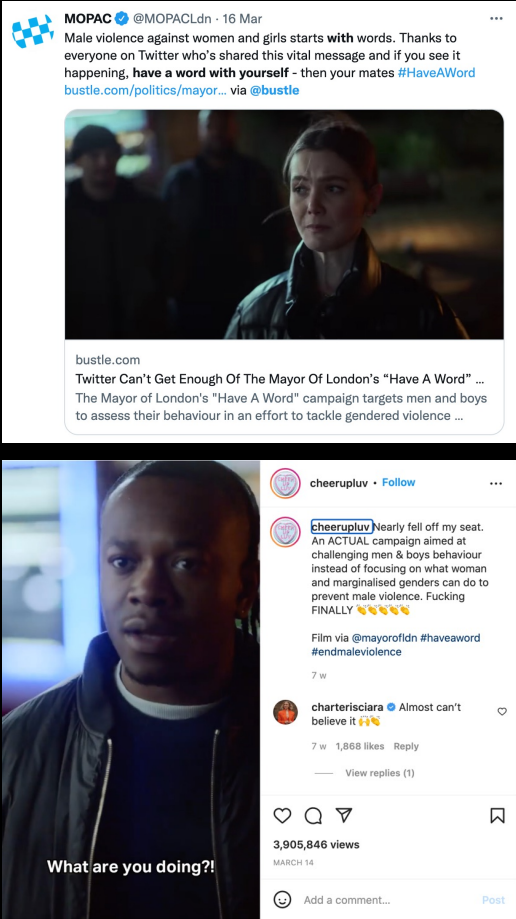


Fig 20: Social mentions

And whilst the campaign came from the Mayor of London it soon spread far and wide - to France, Italy, Sweden, Australia, Singapore, America and Brazil.

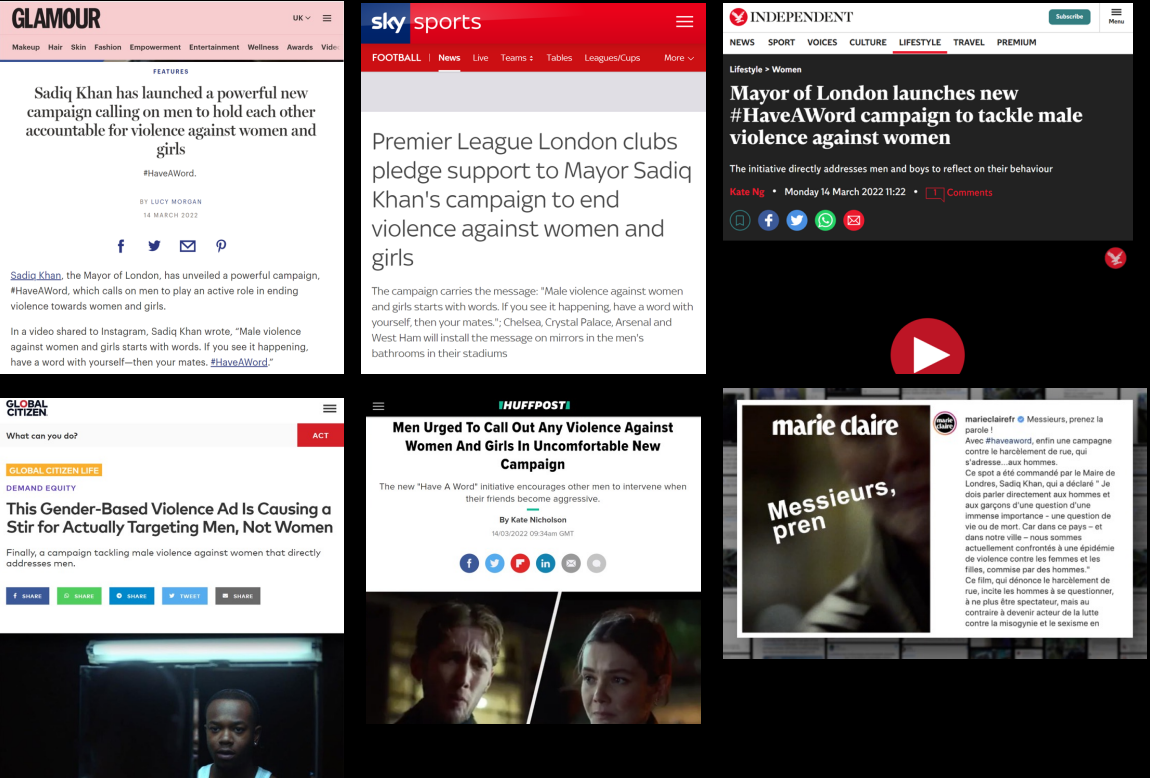


Fig 21: Media coverage



But our job wasn't just driving a conversation. We set out to change behaviour.

We wanted to get men to reflect on their own misogynistic behaviour, call it out in others and become women's allies.

Which is why it's critical that

65%

of total social commentary was by men¹⁴,

with...

77%

of positive sentiment¹⁵

Most importantly,

85% OF MEN

who've seen our campaign say they would now call out bad behaviour if they saw it¹⁶.

However, genuine social change was our ambition.

And we’re seeing unprecedented levels of action and change.

Both in the short and long-term.

The UN included the campaign in training materials, being rolled out in schools and Universities across Britain to millions of men. Over 3.250 schools across London added the campaign to their curriculum¹⁷, educating over 9 million children. As a result of our campaign, the Mayor invested an additional £18m in funding to support schools – ensuring every boy across London should now see our campaign.

Companies like McDonald's, Ministry of Sound, Fabric, Deliveroo, The O2, The 100 Club, and others are joining and spreading our campaign. All London's football and rugby clubs pledged support to our message.

Proving that our campaign is being used to educate and **bring concrete change in culture.**



Fig 22: ITV article on Mayor’s fund



Fig 23: The Guardian article and photo of “Have a Word” Campaign being used as educational tool in schools

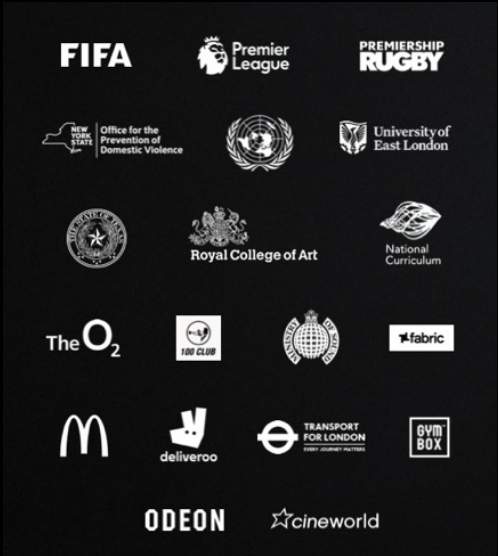


Fig 24: Brand logos that pledged their support to the campaign



Fig 25: UN Women UK quote

17. Mayor of London statistics

HOW DOES YOUR WORK ADVOCATE THE REPUTATION/ IMPORTANCE OF THE MARKETING INDUSTRY?

"Have a word" is the perfect example of how marketing can be a force for good across society and drive social impact. It proves that creativity can help deliver meaningful and tangible changes to the world. And more, that it can drive long lasting change.

We set out to address an age-old problem, a problem as old as men and woman and a challenge that will not be fixed overnight. But our strategy recognised that to change behaviour tomorrow we needed to change culture today. We needed to not just drive awareness and conversation – but to change attitudes that would infuse our culture. Attitudes that would last.

"Have a word campaign", unlike other campaigns it's creating a legacy.

The campaign is changing men's attitudes now, it's changing culture now – and as social creatures we know that changing social norm will impact behaviour – but most importantly, it is changing behaviour of generations of young boys to come. A change in behaviour that will not only impact new generations of men, but new generations of women and girls.

Which is why it was the only campaign in the UK awarded with "The Glass Lion for change" – the Lion that honours campaigns that truly made a difference, where marketing helped change the world. This is DMA Grand Prix winning work because of the legacy we are creating. It's not just this year, it's next year, it's your children and their children.

This campaign was for all of us.

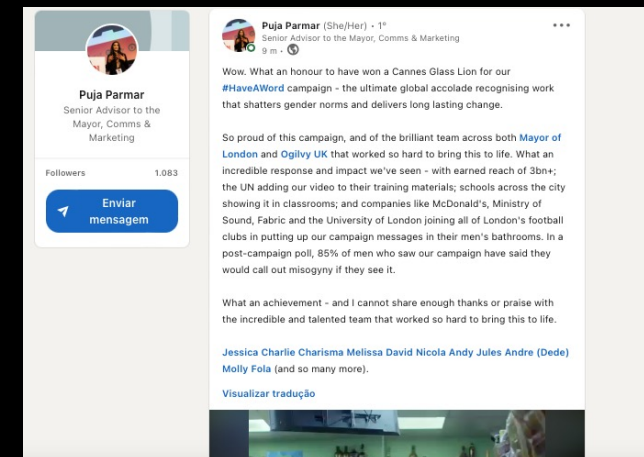


Fig 26: Puja Parmar's (Senior Adviser to the Mayor of London) LinkedIn post

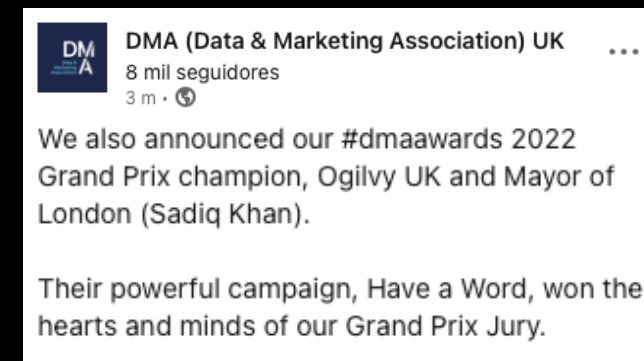


Fig 27: DMA's LinkedIn post

CHANGING TODAY
CHANGING TOMORROW

MAYOR OF LONDON

Ogilvy