

Submission to the Second Action Plan under Australia's National Plan to End Violence against Women and Children 2022–2032

YGAP | Polished Man

July 2026

About Polished Man (powered by ygap)

In 2014, ygap launched Polished Man in Australia to inspire men to raise awareness and funds to help end gender-based violence (GBV), raising over \$10M and reaching +100,000 men and women.

ygap is a global organisation that backs under-estimated social innovators to shape thriving communities. Since 2008, ygap has supported more than 800 grassroots innovators, predominantly women working in underserved communities, on the principle that lasting change is best led by the people closest to the problem.

In 2025, ygap brought its broader innovation and capacity building expertise together with Polished Man's national platform. The result is a model built on a single premise: prevention at scale depends on local leaders, and the role of a national campaign is to bring people in en masse, then create pathways for them to lead change in their own communities. Those pathways include:

- Campaign ambassadors telling their stories, grounded in evidence and trained in best-practice messaging, to reach the "movable middle" of men and boys (**Polished Man Campaign**).
- Business and community leaders in male-dominated spaces shaping safer cultures and modelling positive masculinity, amplified as industry leaders through the campaign (**Polished Spaces**).
- Grassroots innovators with culturally responsive FDSV prevention solutions, leading change within their own communities (**Polished Innovators**).
- Community members running local activations to raise awareness of FDSV prevalence and create safe spaces for dialogue.
- Expert partners conducting research and developing resources that build the capability of positive male role models and enable behaviour change.

No single actor can deliver prevention at scale, which is why Polished Man is designed as a coalition rather than a program. Our partnership with UnLtd supplies the creative capability to reach people en masse. Business partners supply reach into settings men already occupy. Specialist organisations

hold the expertise, with Capyble delivering Polished Spaces in male-dominated workplaces. Researchers ground the messaging and test whether it works. An advisory panel of FDSV sector experts provide guardrails and diverse perspectives. Our role is the connective tissue between them while grounding an approach in local leadership and community mobilisation.

Executive Summary

This submission responds primarily to **Priority Area 2 (Prevention and early intervention)** and **Priority Area 5 (System integration and workforce)** and draws on ygap's experience both in Australia and internationally, alongside a case study of a comparable global prevention model, to explore opportunities for the Second Action Plan.

There is a gap in **how innovation is nurtured and sustained**. Our own experience running social enterprise support programs is grounded in the knowledge that people with direct lived experience and community proximity to the problem have the ideas, credibility in their communities, and insight to build effective solutions, but lack the operational, financial and governance support needed to make those solutions sustainable or capable of scaling. It is vital that grassroots innovation tackling FDSV prevention from new angles is nurtured and invested in, because culturally-responsive solutions led by local leaders deliver stronger long-term outcomes, with the potential for scale.

There is also a gap in how prevention reaches people at scale. Much of Australia's prevention activity currently sits at one end of a spectrum: broad public awareness campaigns, or deep but small-scale community-led programs, with relatively few models deliberately built to link the two, including businesses as entry points for change. A global case study reviewed in this submission suggests that connecting mass-reach engagement with trained local leadership is both achievable and fundable.

Framing the Problem

The need for creative, innovative solutions and space to try new things

A national Listening Tour [1] ygap conducted with practitioners, advocates, entrepreneurs and people with lived experience across the sector between November 2024 and February 2025, found that participants identified a deep need for innovative approaches to prevention.

"We need support to build a culture of innovation in the sector – There have been huge changes since the 90s which has been fantastic, but in many ways, things are still being

done the same way they've been done for years," one Listening Tour participant observed. Others pointed to a more specific gap: the lack of time and flexible funding needed to actually develop new approaches. **"You need time for innovation, that's often what we don't have –** having unrestricted grants provides some space to actually think and develop ideas." This suggests the opportunity for the Second Action Plan to create genuine space (time, flexible capital, and permission to test) for the sector to develop and refine new models.

Lived experience-led innovation exists but it's under-supported

The Listening Tour, and our recruitment process for Polished Innovators, surfaced promising innovation led by people who have direct lived experience of family, domestic or sexual violence, or deep proximity to the communities most affected by it. The Listening Tour found that these individuals often have the ideas and lived expertise to start something meaningful, but aren't equipped with the skills or support to sustain it. As one participant reflected: **"A lot of people who advocate or start initiatives in the spaces do so because they have lived experience – no one necessarily shows you how to do this work sustainably."** Another described the same gap: "I know my stuff – but I don't know how to sell it." A third summarised it simply: "We're great at having ideas but not always sure how to make that a reality – we need support to develop a model that is sustainable."

This is not a marginal operational detail; it is a **structural risk to the sector's capacity to innovate**. When a social enterprise cannot keep its doors open, a creative and potentially impactful solution can fail simply because it was never supported to build a sustainable operating model. This was reflected directly in Listening Tour feedback on funding models: **"Most organisations rely heavily on grants and donations – there is a need to support organisations to build long-term funding models,"** and "exploring social enterprise models is so important – you can't just wait around for grants." Participants also cautioned against assuming money alone solves this problem: "Grants are like a sugar-rush – **I'm sure everyone would want more money, but ... Growing in competencies and capabilities is key** – otherwise you may not spend your grant money well." The evidence points to a specific and addressable gap: lived-experience-led innovation is not scarce in this sector, but the business, governance and financial sustainability support needed to help it survive is.

No one size fits all model – there is a need for contextually relevant prevention work guided by local leaders

Prevention and response models that work in one community will not necessarily work in another. As one Listening Tour participant noted in relation to engaging young men specifically: **"It's not going to be a one-size fits all approach.** Young men come from very different backgrounds. Some come from privilege and entitlement. Some come from a background of violence themselves. There are young men with mental health issues that manifest in a particular way. **There are cultural differences and norms to consider too."**

This diversity of need is particularly acute for First Nations and culturally and linguistically diverse communities, where the evidence is clear that outcomes remain unequal. The Second Action Plan itself identifies a need to strengthen culturally safe responses for First Nations and diverse communities as a key opportunity area. Addressing this requires backing local leaders who understand the specific context of their own communities, and supporting them to drive initiatives that are contextually relevant, rather than assuming a single national program design can be applied uniformly everywhere.

Local leadership should be extended to businesses, workplaces and community organisations who are able to drive change in their particular context. **Workplaces are one of the few settings that reach large numbers of men consistently over time, and male-dominated industries are the very audience prevention efforts struggle to reach.** What we have observed is not resistance but a capability and connection gap: willing leaders, no practice standards, and no clear pathway linking what they do to the specialist services around them.

Defining prevention too narrowly

This points to a broader understanding of what "prevention" means. ygap's Polished Innovators program has adopted a definition of prevention as **preventing the occurrence and recurrence of violence, in consultation with an advisory committee of experts drawn from across the FDSV sector.** This reflects that a strong response to violence that has already occurred is, in itself, a form of prevention, reducing reoccurrence and interrupting intergenerational cycles of harm. This broader framing was echoed throughout the Listening Tour, including in the observation that "if you invest in long-term holistic trauma recovery – that's the best prevention work that you can support."

Engaging the "movable middle" of men and boys as the influence of the "manosphere" is mainstreamed

The need for more initiatives that work with boys, young men and adult men was a strong theme that emerged through the Listening Tour, particularly holding nuance around how to engage men in ways that bring them into the conversation rather than alienating them from it. As one participant put it:

"We need more men in the [prevention] space, or the men's rights groups pushing hyper-masculinity will dominate."

This concern is borne out by the broader evidence base. Movember Institute research [2], surveying more than 3,000 young men aged 16 to 25 across Australia, the UK and the US, found that **"nearly two-thirds of the young men in our study regularly engage with men and masculinity influencers. Far from being a fringe subculture, this content is mainstream when it comes to both its themes (fitness, financial success, relationships) and its reach."**

The same evidence base also points to what shifts this. A recent Australian study found that boys and young men often disengage from misogynistic online communities when they gain access to supportive relationships and positive role models, suggesting the protective factors are social connection, emotional literacy and environments that meet the need for belonging without misogyny [3]. Longitudinal data points the same way: men who grew up with positive father figures who expressed affection were 48% less likely to perpetrate family violence in adulthood [4]. Read together, these findings suggest prevention with men and boys is less a matter of correcting attitudes through information than of supplying credible relationships and role models at scale.

Plan International Australia's Gender Compass research [5] identifies a **"movable middle" making up 59% of the Australian community: people who are not firmly opposed to gender equality, but who are also not yet engaged**, spanning the Hopeful (24%), the Moderate (23%), who tend to believe equality has largely already been achieved, and the Conflicted (12%), who support equality in principle but hold contradictory views shaped by their own upbringing and community. Critically, this research finds that people in the movable middle are the least likely of any segment to know who they would trust to talk to them about this issue, but where prompted, **they consistently nominate people they already have a personal connection to, such as local community figures and coaches, over public commentators or institutions.**

Taken together, this evidence points to the same conclusion the sector itself is already reaching: the movable middle cannot be reached only by traditional prevention infrastructure. Progress depends on meeting men where they already are, in the media they consume and the community settings, relationships and trusted local figures that shape their attitudes day to day.

Australian Case Study

YGAP Social Innovation Case Study: First Nations-Led Violence Prevention in Regional VIC

This case study demonstrates early traction for backing local leaders with enterprise support to nourish and scale innovative prevention solutions in Australia.

The pilot program

The Polished Innovators Pilot supported four grassroots organisations working to prevent FDSV in Australia, running from April to November 2025, through regular mentorship, strategic connections, online learning content, peer support sessions, small grants of \$5,000 AUD each, and a showcase event that raised a further \$2,000 AUD per innovator and facilitated additional investor and peer networks. Below is a case study of one of our innovators.

Who this innovator is, and why they started this work

One Polished Innovator is a First Nations man based in regional Victoria with lived experience of family violence. Reconnecting with cultural practices and traditional ways of healing became a turning point for him, helping him find grounding, strength and a sense of identity. By speaking openly within his community, he discovered his experience was shared by many others, shifting his sense of isolation into collective understanding, and sparking a strong desire to give back and support others facing similar struggles.

Critically, he identified a specific service gap in his own region: there were very few men's behaviour change programs servicing his area of regional Victoria, and none that were culturally grounded. This path led him to found a culturally grounded men's behaviour change program, run in regional Victoria, equipping First Nations men with the tools to heal and break cycles of family violence.

Before the program: passion and insight, without an operating model

He had experience as a facilitator, but was unsure how to turn his program into a sustainable model. He felt he was operating in a silo, without guidance on finance, budgeting, or strategic planning; he knew what his community needed but lacked the tools and experience to scale and sustain programs; and his early organisational efforts were limited by uncertainty around long-term strategy.

What changed through the program

Through the accelerator, he became more adept at aligning team goals with broader organisational objectives, and built stronger internal leadership, communication and peer learning practices. "I've become more open to networking and learning from others, rather than staying in my own bubble. Listening to different perspectives has helped me grow, make better decisions, and build stronger connections."

He explored new revenue streams and improved budgeting and forecasting, including learning to separate personal from business costs and structure revenue effectively. Most significantly, he shifted his program's model from compliance-focused to relationship-based engagement: **"Previously, our focus was heavily on attendance and completion metrics. But through the program, we recognised that genuine behaviour change requires deeper engagement, trust-building, and ongoing reflection."** This led him to redesign his intake process around motivational interviewing and readiness assessments, rather than simply tracking who showed up and finished.

Evidence of violence prevention & sustained impact

These organisational changes translated into concrete impact: of the 12 men in his first cohort, he had a 100% completion rate and was able to divert two from incarceration, providing access to counselling, employment opportunities and healthcare to prevent the recurrence of violence.

During the program he secured a significant grant and described a pivotal change in his capability: "I've noticed a big shift in my leadership. I'm now more confident taking charge while also listening to my team. I've learned to accept criticism and handle failure with maturity, which has helped me grow and support others more effectively." In his own words, describing the broader shift across the program: "Over the course of the program, we made several strategic shifts to better align our organisation with trauma-informed, culturally safe, and accountability-focused practice... These changes have led to more meaningful participant engagement, improved safety outcomes for affected family members, and a stronger, values-driven organisational culture."

Why this matters for the submission

This case study shows lived-experience-led expertise in action: a First Nations community member who recognised a real, specific gap in his own region, the absence of culturally grounded behaviour change work, and had both the relationships and cultural knowledge to design a response, but not yet the operating model to sustain it. It also shows the real impact of wrap-around support within a relatively short pilot. This was a nine-month program, and the shifts described above, in strategy, leadership, and program design, emerged within that limited window. Reflecting this, ygap's own program evaluation has moved toward a three-year support model for future cohorts, recognising that sustainability and scale take longer to build than a single pilot allows, and this innovator will be continuing on in the program to measure long-term outcomes in community over the next three years.

Global Case Studies

Australia's own evidence base names the gap these cases speak to: most men who use violence never reach a formal behaviour change intervention, and we know very little about those who never contact a service or the justice system.

We are not proposing to import programs. Context differs and neither case has been evaluated in an Australian setting. What transfers is the delivery architecture: staged enterprise support that takes a lived-experience solution through to scale, and a trusted consumer platform supplying reach while independent experts deliver the behaviour change work at a local level. Both are mechanisms rather than models, and both already shape Polished Man's strategy, which is why we offer them for testing rather than replication.

YGAP Social Innovation Case Study: Rio Fish, Kenya

This case study demonstrates how backing local leaders with innovative prevention solutions, through structured enterprise support rather than one-off grants, can scale impact well beyond the original point of intervention. It draws on ygap's own track record delivering this model and supporting a social innovator in Kenya, with parallels to our programs run in Australia.

The problem: exploitation embedded in market structure

Rio Fish was founded in 2018 to address a specific, entrenched form of gender-based exploitation within the traditional fishing economy of Kenya's Lake Victoria region. Women fish traders in the region faced routine exploitation by predatory middlemen through jaboya, the practice of exchanging sexual favours for access to scarce fish supply. This is not incidental abuse; it is a system that has been designed to give middlemen direct leverage over women's bodies as a condition of economic survival. The founder's motivation for the social enterprise was rooted in direct, lived proximity to this problem.

The innovation: removing the structural conditions that enable the exploitation of women

Rio Fish addresses the underlying economic dependency that makes it possible. The model combines:

- **15 franchise fish hubs** that aggregate fish from local smallholder farmers, guaranteeing a buyer and stable pricing for their fish, giving women traders safe and legitimate fish supply that bypasses predatory middlemen.

- **Capacity and cold-chain investment:** structured cooperatives, training in sustainable aquaculture and financial literacy, and tech-enabled infrastructure such as solar-powered cold rooms and ice makers to prevent post-harvest spoilage, which otherwise forces traders back into dependency on whoever controls fresh supply.

ygap's enterprise support role, and what it demonstrates about scaling grassroots innovation

The founder entered ygap's Kenya Accelerator Program in 2019, when Rio Fish was operational but constrained by a lack of structured milestones, commercial strategy, and investor readiness. ygap's support included:

- **Strategic coaching and early stage validation funding** of \$4,000 AUD that helped pivot the business model from a standalone fish farm to a scalable aggregation model, materially expanding its growth ceiling and community reach.
- **Within 18 months**, Rio Fish achieved revenue growth from \$40,000 USD operating a single hub to \$100,000 USD across fifteen franchised hubs.
- **A follow-on \$25,000 AUD investment in digital innovation**, which funded an e-commerce platform and application enabling smallholder farmers to track production, maintain quality standards, and connect directly with buyers.
- **Investor readiness support**, including building the founder's first formal pitch deck, giving her the narrative and commercial tools to attract external capital.

Evidence of sustained and scaled impact

Today Rio Fish aggregates 300 metric tonnes of fish annually, generating \$900,000 USD in revenue for smallholder farmers, growing from employing 10 to 60 full-time staff and **has protected 700 women traders from exploitation by giving them a viable, dignified alternative to the predatory jaboya system.**

Why this matters for the submission

While this case study draws from a Kenyan social enterprise operating in a different context, it highlights the impact of backing and scaling innovative, grassroots prevention models. It demonstrates that staged enterprise support over time (small validation grants, coaching, investor readiness, follow-on capital) can take an idea grounded in personal proximity to the problem, through to measurably scaled impact innovation.

National Innovation Case Study: Whole of Society Prevention at Scale

The National Plan is explicit that ending violence requires governments, services, employers, industries and communities acting together. Few Australian examples deliver both mass reach and

structured local delivery. That is Polished Man's core approach, which has reached over 100,000 men and women since 2014, and which this case study shows sustained at national scale over a decade:

- **Values-aligned partnerships** with brands and businesses, reaching the movable middle in relatable and engaging ways.
- **Amplification of core messages** through trusted ambassadors and community leaders.
- **Funnelling mass reach** into locally driven impact.
- **A whole of community approach** connecting brands, businesses, NGOs and everyday people activating their own spheres of influence.

Carling Black Label, South Africa's largest beer brand, launched the #NoExcuse movement in 2017 to mobilise men against gender-based violence, directly naming the link between alcohol and abuse rather than avoiding it. The campaign responds to South Africa's abuse rate being five times higher than the global average, with three women dying daily at the hands of their partners. Since then, #NoExcuse has operated continuously for close to a decade, combining mass-reach brand activations with structured, on-the-ground delivery through NGO partners.

We name the tension in drawing on an alcohol brand. Harmful alcohol use is a recognised driver of violence and the Consultation Paper rightly identifies it as a target for legislation, regulation, policy and programs. We do not propose replicating the category, and Polished Man does not partner with alcohol or gambling brands. The mechanism is category-agnostic: a trusted consumer brand supplies reach and creative capability, while independent expert partners hold message control and deliver the work.

The core mechanism: mass reach paired with acute, expert-delivered activations

What distinguishes #NoExcuse from a standard awareness campaign is that the brand does not attempt to deliver behaviour change itself. Mass-reach creative activations exist to build awareness and drive men toward a specific, structured program, the Champions for Change course, which is designed and delivered by specialist partner organisations, chiefly Father-A-Nation and LifeLine. Similar to Polished Man's own simple call to action, painting a single nail blue, the brand's reach and creative capability get people to the door through accessible entry points, then channel people toward deeper action to prevent violence. Expert delivery partners do the work once they're through it.

Impact of brand-led creative activations

Carling Black Label's activations are genuinely distinctive, not conventional advertising, and this appears central to their reach. The 2018 "Soccer Song for Change" saw a women's choir hijack South Africa's national football anthem mid-song at the Soweto Derby, reaching 45 million people by changing the lyrics live to highlight gender-based violence at a sold-out, televised stadium [6] (video).

The 2022 "Bride Armour" activation built an armoured wedding gown from resistant materials, informed by real survivor testimony, unveiled at South Africa's largest fashion week before touring bridal expos and taverns in known GBV hotspots (video). The campaign reached 38 million people and drove a petition for a new marriage vow, to love, protect and never abuse, which was later printed on beer cans and adopted by real couples in their ceremonies [6].

The brand has also used its own product as a physical distribution channel for the message: during 16 Days of Activism, the brand released 5 million special-edition #NoExcuse cans carrying the campaign's message directly into everyday consumption, turning a routine purchase into a repeated touchpoint at national scale.

This points to something specific and replicable: values-aligned brand partnerships that men already trust and engage with in an everyday context, football, a pub, a beer in hand, may have more credible reach into male audiences than a standalone government or NGO campaign competing for the same attention. The brand is not incidental to the message; it is the delivery mechanism for reaching an audience prevention campaigns often struggle to access. This is what we are exploring through Polished Man brand partnerships and emotive, creative agency-led campaigns through our partnership with UnLtd.

High-profile men as amplifiers

Elite footballers have played a direct, ongoing role in extending the campaign's credibility and reach among the audience #NoExcuse is trying to shift. TS Galaxy head coach Bernard Parker has publicly backed the campaign, describing it as important to developing society and inspiring the next generation of young men to grow into people of strong moral character. Young players have framed the campaign as a duty to be role models both on the field and in their homes and relationships, not just during matches. Beyond South Africa, the campaign's reach has extended internationally partly through unpaid amplification by high-profile figures: former Ivory Coast captain and the country's all-time top scorer Didier Drogba publicly shouted out the campaign, contributing to its spread beyond South Africa's borders. This demonstrates the power of a public ambassador model to further reach, similar to how the Polished Man campaign functions, elevating trusted and respected ambassadors across sports, popular culture and communities.

Partnerships that funnel mass reach into deeper impact

The campaign's delivery partnerships, chiefly with Father-A-Nation (on-the-ground mentorship) and LifeLine (counselling), are where mass awareness converts into structured, sustained engagement. A few concrete examples from Father-A-Nation's delivery of the Champions for Change program [7]:

- **Champion Conversations:** sixteen trained mentors across four regions ran a planned series of six conversations each with small groups of men in their own communities, completing 316 conversations over 2020 alone.
- **Champ Camps:** multi-day residential retreats, typically 40 to 90 attendees per camp, offering a deeper, more intensive format.
- **The "Bravest Thing" WhatsApp helpline:** launched during Covid lockdown as a discreet support channel, it was resourced by just sixteen mentors but engaged approximately 10,500 men seeking help between April and December 2020, and organically produced peer support groups ("Bands of Brothers") that mentors had not designed or anticipated.
- **The online course funnel:** a free, self-paced online course covering why gender-based violence happens and how to stop it, taken via video modules and a quiz to become a "Champion for Change," with a live public completions counter tracked on the campaign's own site, a genuine, measurable funnel from mass digital reach through to completed behaviour-change training.

This funnelling mechanism reflects the direction Polished Man is already delivering, through the pathways for local leadership set out at the start of this submission.

A note on evidence quality

A majority of the figures cited in this case study, reach numbers, brand sentiment data, course enrolments and completions, come from **Carling Black Label's** or **Father-A-Nation's** own commissioned research and campaign reporting, not an independent third-party evaluation. Even without independent evaluation, the structural design of **#NoExcuse** (mass-reach creative activation funnelled deliberately into trained local delivery via named expert partners) remains a useful and instructive model for the connective mechanism this submission argues Australia currently lacks.

Opportunities for the Second Action Plan

The evidence shows sustained national effort is working, with most forms of violence having declined at the population level, yet progress remains uneven. Two structural gaps still exist: lived-experience-led prevention innovation is not scarce in Australia, but the support to sustain it is.

And prevention clusters at two ends of a spectrum, broad awareness or deep small-scale community work, with little built to connect them.

1. Fund lived-experience-led prevention innovation as a distinct category, with capability alongside capital.

People with lived experience have the ideas and credibility but not the operational, financial and governance capability to sustain them [1]. Grants alone do not close that gap.

2. Invest in models that convert mass reach into sustained engagement.

Few Australian examples pair mass reach with structured local delivery under one model. The #NoExcuse campaign demonstrates the potential for both mass reach and deep impact, delivered through expert partnerships, to enable a scaled approach to prevention.

3. Resource and build capacity for trusted local leaders driving contextually relevant change.

59% of the community sits in a “movable middle”: open to change, but unsure who to trust on this issue. When asked, they don’t point to institutions, they point to people they already know: local figures and coaches [5]. This matters in practice too: boys disengage from harmful online influences when they have supportive relationships and positive role models [3], and men raised with affectionate father figures are 48% less likely to use family violence themselves [4]. These trusted local leaders, alongside community-embedded and lived-experience-led workers more broadly, are often the first point of contact when someone reaches out for help, yet they sit outside formal workforce planning, training and funding.

Appendix

Polished Man Strategy Snapshot: <https://canva.link/5vn9OwnrOv3hst5>

Polished Innovators Listening Tour Report: <https://canva.link/zl6c8ylgh697wi3>

A note for further discussion

We would welcome the opportunity for further discussion on this submission, and can be reached at:

██████████ CEO, ygap - ██████████

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