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## New submission from 2020 Shared Value Awards application - Trailblazer

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### Biography and photograph

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#### Name of applicant or nominee

Lee McDougall

#### Biography

Lee is a purpose-led sustainability professional with Australian and international experience in the corporate, not-for-profit and consulting sectors. Since joining IAG over 10 years ago, Lee has worked in leadership roles driving shared value innovation, strategic community partnerships and corporate sustainability.

As Executive Manager, Shared Value Strategy & Projects, Lee leads a portfolio of social innovation projects and multi-sector collaborations focused on building safer and more resilient communities. She also Chairs the Australian Business Roundtable for Disaster Resilience & Safer Communities Liaison Group and the Shared Value Project Advisory Board. In previous roles, Lee was responsible for developing and driving IAG's disaster preparedness and resilience partnerships and initiatives.

Lee completed her Master of Arts in International Relations as a Rotary International Ambassadorial Scholar at Keele University in the UK.

#### What makes the individual a trailblazer?

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#### How has the individual made an impact on the development of shared value in the region?

Since joining Australia and New Zealand's largest general insurance company more than 10 years ago, Lee has worked in leadership roles driving shared value strategy, innovation and critical socio-economic thinking. Leveraging her influence, expertise and passion for a more resilient and sustainable way of doing business, she continues to advance shared value across the region by increasing its evidence base, and through her public endorsement.

As a leader in Australia's first corporate shared value team (now called Safer Communities) she has played an integral role in embedding the concept into IAG's strategy, operations and leadership programs – adding to the prominence and legacy of shared value across the Group. This includes supporting a shared value understanding and focus among the Board, Group Executive, partners and employees across IAG.

A widely respected shared value practitioner, Lee has encouraged the adoption of shared value via speaking engagements and thought leadership (see below), welcoming the chance to educate and empower others with IAG's knowledge. And as the manager of a high-performing team, her example, mentorship and training is instilling shared value principles in the minds of future leaders.

Lee has long contributed her time, energy and creativity to support the growth of shared value through the Shared Value Project. In 2020, a time of great disruption and equal shared value potential, she stepped into the role of SVP Advisory Board Chair to guide the direction and impact of SVP and its member network; having been an active member of the Board for over a year. This is a further testament to Lee's courage and dedication to the movement.

As Chair of the Australian Business Roundtable for Disaster Resilience & Safer Communities Liaison Group, she is playing a critical role in enabling collective impact and influencing corporate leaders to recognise the commercial benefits of addressing complex societal issues.

## How has the individual contributed to the shared value knowledge base?

As one of the region's first adopters, Lee has welcomed every opportunity to enhance shared value awareness and practice. This includes:

- Offering her expertise as part of SVP's Advisory Board, and now in her capacity as its Chair
- Sponsoring and partnering with SVP to deliver its annual Shared Value Summit Asia Pacific for the past six years. This includes active input into its content focus, speakers and delivery format
- Spearheading IAG's involvement in the development of the research Creating Shared Value: The Business Imperative to Improve Mental Health in Australia, an enormously successful report which attracted more than 150 corporate and community leaders to its Melbourne launch in October 2019, and has spurred a number of productive conversations with federal and local government (eg. SVP's recent participation in the Mentally Healthy Workplaces Roundtable held by the Royal Commission into Victoria's Mental Health System)
- Playing a leadership role in developing the Planet Sapien Shared Value Simulation in collaboration with Sapien and SVP in 2018. The simulation encourages participants to immerse themselves in the complexity of shared value decision-making where they must collaboratively address a real-life issue. It was shared with participants at that year's Shared Value Summit Asia Pacific, at the 2019 Shared Value Leadership Summit in Boston, and has been employed by academia in the teachings of Duke University in India and UNSW's NBA program (more here)
- Leading development of the Resilient City shared value simulation with Sapien in 2018-19. This simulation is an immersive, interactive experience designed to build capabilities in systems thinking, courageous conversations, empathy, true co-creation and complex problem solving. The simulation has been tested with IAG employees and key partners
- Sharing IAG's operational and cultural shared value experience via speaking opportunities, including at the 2019 Shared Value Summit Asia Pacific (as a panellist and addressing corporates on the Shared Value Learning Tour), the Advancing CSR for Sustainable Futures Conference (November 2019), the aforementioned mental health report launch, and within SVP's Shared Value Podcast
- Engaging in thought leadership and shared value advocacy across multimedia eg. via website articles (example here), as SVP's monthly Shared Value Champion and across social media (Twitter & LinkedIn)
- Continuing to advance shared value practice and knowledge at IAG within her team, and more broadly through internal collaboration, strategic planning, education and training at all levels. This includes:
  - o Working with strategic planning, risk and innovation teams to incorporate shared value, safer communities and responsible business thinking and initiatives into Group and Divisional strategic plans
  - o Regular meetings with senior leaders to increase shared value awareness and activity
  - o Leading a program of shared value learning involving shared value masterclasses for employees and key partners (18 masterclasses to date, across four cities), a series of shared value speaker events and creation of a Safer Communities learning hub with a dedicated shared value section
  - o Building shared value expertise into a wide range of initiatives across the Group – from customer distribution, financial inclusion, the IAG Research Centre and marketing through to exploring adjacencies, digital ventures and M&A opportunities – to increase the commercial value of improving safety at home, work and on the road

## What experience has the individual had in terms of developing and delivering shared value programs within organisations?

Since joining IAG over 10 years ago, Lee has worked in leadership roles driving shared value innovation, strategic partnerships and responsible business.

She has played a significant role in developing and embedding its Safer Communities Framework; an exemplary decision-making tool to help the company identify which shared value initiatives it will pursue, relative to their impact. The Framework and IAG's new Safer Communities Business Plan are critical to the Group delivering on its purpose to make your world a safer place in a way that aligns to its commercial business agenda.

Lee leads implementation of prioritised shared value and social impact projects, through her team, collaboration with other teams across the Group and with external partners. Her current shared value portfolio, includes projects focused on:

- Climate resilient living customer propositions
- Resilient infrastructure investment
- Bushfire resilience of homes and communities, and
- Resilience of First Nations small and medium enterprises.

Previous shared value and social innovation projects have included:

- Kickstarting the work to create the Get Prepared emergency preparedness app with Australian Red Cross
- Creation of the First Place virtual reality experience to engage people with hazards around the home and encourage them to take action to reduce the risk
- Working with cross-functional teams to explore behaviour change and technology to improve road safety in high

crash zones

- Target at-risk communities with innovative flood monitoring devices in areas susceptible to flash flooding.

Learnings from these projects have been shared widely to inform the current shared value innovation project portfolio and other initiatives across the Group.

Lee has made an important contribution to engaging and empowering people across IAG to consider socio-environmental issues in their day-to-day work. This has included delivering a program of shared value learning opportunities and events to engage people with IAG's purpose and how it relates to their roles.

Earlier in her tenure at IAG, Lee was instrumental in developing and driving shared value partnerships with emergency services partners (including NSW SES). The aim was to improve awareness of risks from natural hazards (flood, storm and cyclone) and home fires, encourage IAG people, customers and their communities to take action to reduce the risk, and in turn to reduce the cost and frequency of claims when disasters occurred in those locations.

Whilst contributing to the ongoing evolution of shared value at IAG, Lee has helped to strengthen its foundations – championing its important work around shared value assessment, measurement and reporting. Lee led development of IAG's shared value assessment tool that supports people to consider the shared value potential – purpose and strategy alignment, social and commercial value – of shared value ideas at various stages of their evolution.

### **How has the individual contributed to promoting shared value within their professional networks?**

Aside from Chairing the SVP Advisory Board, the speaking engagements and thought leadership achievements outlined above – plus her shared value advocacy within influential corporate groups such as the Australian Business Roundtable for Disaster Resilience & Safer Communities – Lee takes a shared value lens to every business interaction and project. She plays an active role in SVP's corporate community, providing a leading example and generously sharing her experience, expertise and inspiration with the wider network.

Internally, she continues to build awareness of shared value through regular engagement with senior leaders and other key stakeholders across the business. She has engaged extensively with IAG's strategy, risk and planning contingents to ensure shared value considerations are factored into decision-making.

### **Official endorsement**

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#### **Endorsement**

- I am authorised to submit this application on behalf of my organisation and confirm that all required approvals have been sought and received.
- I acknowledge that in order to finalise this application I will pay the relevant administration fee.