

# The price of Success

A Study on Men's Relationships with Success,  
Happiness, and the Role of Brand Communications

“We are at a tipping point which is at once scary and exciting. Do we want men to return to the old ways or progress to a better future? The obvious answer requires first imagining and then enacting a genuinely sustainable masculinity.”

Dr Joseph Gelfer

## Methodology

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This quantitative study was conducted by Harris Interactive using the Toluna panel between August and September 2022.

It consisted of 4,000 surveys among men aged between 18 and 75 years old. 2,000 in the United Kingdom and 2,000 in the United States.

The sample is nationally representative by age, gender and region, income and education and any statistically significant differences use a confidence level of 95%.

In addition, New Macho continuously studies the subject of masculinity via ongoing monitoring of media, communications, literature, and numerous studies conducted in partnership with our various Clients, who are looking to understand and improve gender equality. ♂

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# Executive summary

**W**hat makes a man successful? What makes him happy? How are advertising and the media portraying these values? And, maybe more importantly, how is this affecting men and the world around them? These are just some of the questions that sparked this report. Using extensive research in the UK and US, we were able to corroborate some positive changes in values around success common among men. However, findings also showed the weight of social expectation can get men to regress to old, unhealthy standards. This is what is at stake. Are advertising and the media failing men, and society at large, by not doing what they need to evolve? We show this conflict in detail, and propose some recommendations on how communicators can do better.

New Macho is BBD Perfect Storm's strategic unit devoted to helping

brands grow through developing a relevant narrative in a society where men's beliefs, values and perspectives are fundamentally changing.

The report covers these six sections:

## Success is broken

The traditional idea of success for men venerated material wealth and professional ambition, at the expense of emotional intelligence. In a world of gender equality and shifting norms, it is no longer fit for purpose.

## Men are evolving

Our proprietary research shows that most men aren't resisting the changes to society that have taken place in recent years, but are embracing them. They have a different idea of success than they used to – one that puts a higher value on relationships, good health, and love.

## How we're depicting men doesn't add up

These changes in how men feel are not yet being reflected in popular culture. Representations of men still rely to a large extent on the old idea of what it meant to be a successful man. That disconnect matters because it's becoming a barrier to male happiness.

## Men at the tipping point

Our data reveals that men's private ideas of success are in conflict with the public ideas of it that they see around them. This mismatch is making men feel worse about themselves, by raising impossible expectations. It is having a negative impact on men's mental health. Some cultural influencers promise a return to the old model of masculinity. The result is that men are at a tipping point. They're either about to make a great leap forward or a big leap back.

## How change happens

According to the experts who study it, social transformation occurs when there's a growing mismatch between how people feel in private, and how the outside world represents them. Then, when an unmissable public signal of change happens, a pent-up desire for change is liberated. We believe that's where we are with masculinity. Men expect the media to take a lead on this. By showing men new models of success, we can trigger a forward-looking transformation which will have a beneficial impact on male mental health, and on the relationship that men have with those around them – including the next generation.

## The way forward

We think it's time to listen and respond to what men are telling us. There is no one model of success for men; there are only models –

lots of them. The way forward is to showcase and celebrate the glorious variety of ways in which men can feel fulfilled. We provide a summary of how we think brands can advance modern masculinity. ♂

## Part 1

# Success is broken



**Inset:** Daniel Craig for Omega Watches.

**W**hat does it mean to be a successful man? Not so long ago, the answer to that question would have seemed obvious. A successful man is one who enjoys the most conspicuous trappings of wealth: fast cars, luxury watches, yachts. He is fiercely ambitious, relentlessly focused, and doesn't sleep until he lands the top job. He can mix a good martini and perform a mean golf swing. At work and at play, he is intensely compet-

itive and hates to lose. He projects confidence and savoir-faire in every situation. He is always well groomed, unfailingly charming, and emotionally self-possessed. Women find him irresistible and perhaps a little mysterious. If single, he has his pick of partners; if married, he lives with his perfect family in his large and luxuriously appointed home.

This was the paradigm of success for men, the ideal for every man to

aspire to. It was virtually hard-wired into twentieth-century popular culture, and thus into our brains. Its most obvious avatar was James Bond. Now, the paradigm is shifting; even James Bond is allowed to display emotion. But the old ideal was a powerful one, and it still holds sway over many. It is time to challenge it.

Why? Because if it ever did make sense, it stopped doing so long ago.

Men have realised that traditional ideas about success are damaging to their health and wellbeing.

The conventional ideal of success for men is a terrible fit for the real world, for at least three reasons.

First, because it is rooted in gender inequality. It assumes that men are always leaders and providers, and women are either homemakers or objects of desire. In case anyone hadn't noticed, we no longer live

in that world, and most of us don't want to return to it. While there is still a lot to do, women are taking strides towards equality at work and there are fewer exclusively masculine jobs and roles. Nearly 40% of boardroom roles in the UK are held by women compared to 12.5% ten years ago\*, and the gap is only going to narrow. Success can't be a male-coded word anymore. It needs to be reimagined for a fairer, more equal, less gendered world.

Second, the better representation of women has seen the spread of conventionally feminine values. At work and in society, there's less emphasis on winning at all costs; on displaying your wealth and power; on working until you drop. In turn we're seeing greater emphasis on collaboration; on empathy and kindness; on mental health, and work-life balance. Success in today's world means understanding the limitations of the old model.

Third, we live and work in more complex and uncertain times than our parents or grandparents did. Success isn't as simple as climbing a corporate ladder to the top, rung by rung. That's partly because companies and economies don't offer us the ladder anymore, and partly because we're wondering if we want to climb it in the first place.

Recently, the pandemic and lockdown caused many of us to re-evaluate our values and goals. Rather than taking our script from society, we started

asking questions of it, and of ourselves. When we're not in the office, who are we, who do we want to be, and how do we really want to spend our time? The answers we arrive at may well be different to the ones we had only a couple of years ago.

Success is meant to make us happy. But success – or what men have been raised to think of as success – is no longer having that effect.

Worse – it has been making men unhappy by posing impossible aspirations and starving men of their

emotional needs (in the US, 12% of men say they have no close friends, up from 3% in 1990\*\*). As the New York Times columnist David Brooks puts it, men are like Britain after World War II: they have lost an empire but not yet found a role. ♂

**Left:** Monica Belluci for Martini Gold.

**Centre:** Justin Bieber and Lara Stone for Calvin Klein.

**Bottom:** Jalen Green for Invictus.



\*FTSE Women Leaders Review, Feb 2023 \*\*American Perspectives Survey, May 2021.

## Part 2

# Men are evolving

### Forces shifting the paradigm of success for men

- 1 Traditional model of success is rooted in gender inequality
- 2 The rise of female power has spread conventionally feminine values
- 3 We live in more complex and uncertain times

**T**he passing of the traditional model of success for men should not be thought of as a sad story. In fact, for most men, it represents a world of opportunities. If men don't have one clear role to aspire to anymore, that's OK. They can have many possible roles.

In the past we have simply swapped one model of masculine success

for the other – breadwinner for metrosexual, say. Now, many men are learning to explore different models, without feeling trapped by any of them.

Men are starting to define success differently – and on their own terms. To find out more about this quiet revolution in the state of man, we carried out a major piece of research,

consisting of 4,000 surveys among men aged 18 to 75 years old, 2,000 in the United Kingdom and 2,000 in the United States.

Here are a few of our most striking findings.

When we asked men about their definition of success, they told us it has changed. When they were young, it was all about money, consumer goods, glamour, and fame.

Now, it's about less quantifiable things: feeling happy day-to-day, good relationships with those around them, good health, and a loving partner. Men are more likely to think of success as being able to help themselves and those they love live better, more fulfilling lives.

Men are realising that the “traditional” model of success is no longer fit for purpose. They are realising it's OK, in fact it's good, to express their softer sides in public; to admit to uncertainty and fear; to put time with friends and family before overtime at work; to do things that are meaningful to them and the world around them. They are aspiring to different values. They are evolving.

That's the reality of most men today. However, is it reflected in the stories and images that surround us? ♂

## How men define success has changed from materialistic to less tangible\*

### When I was younger

- 1 23.0%  
Making lots of money
- 2 20.2%  
Having material things that I want
- 3 17.0%  
Having a glamorous lifestyle
- 4 17.0%  
Being famous

### Me today

- 1 22.6%  
Feeling happy and content about my day-to-day life
- 2 22.5%  
Having good relationships with the people around me
- 3 21.6%  
Being able to take care of my health and wellbeing
- 4 21.2%  
Having a life partner who loves and supports me

\*Q: How did you define success when you were younger and how do you define it today? a) Me when I was younger b) Me today. Top four answers. **Sample:** UK/US men 18-75yo.



## Part 3

# How we're depicting men doesn't add up



Look at the images of male aspiration on TV, in movies, and on social media. What do you see? Heroic male superheroes single-handedly winning battles and the hand of the girl. Political leaders and influencers who offer a cartoonish parody of how a 'real man' should be. Male billionaires who glorify an obsessive work ethic. The promotion of the old model of success.

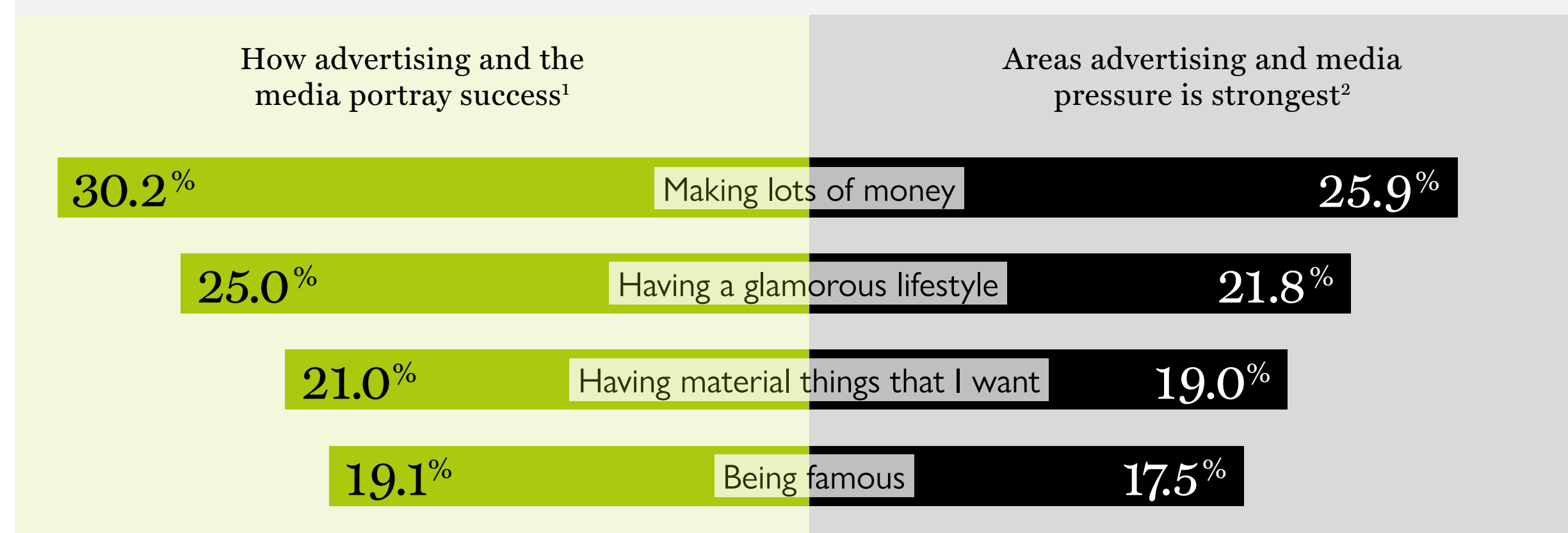
These stories aren't speaking to men as they are, but to men as they were. But they're everywhere. When we asked men what they thought about how the media portrays success, this is what they told us.

The stories around them still emphasise money, material goods, glamorous lifestyles – looking the part of a successful man, rather than being one.

Why does this matter? Well, it means that these stories will be less compelling than they ought to be, at least for many men, since they're not tapping into truths about modern masculinity.

But there is a deeper problem here too – one which doesn't only affect communicators, but all of us. It's this. An outdated ideal of success promoted in the media is hindering the process of male change. In doing so, it is becoming a barrier to male happiness. ♂

The dominant ways in which advertising and the media portray success are also considered to have the strongest negative impact\*



\*Q: <sup>1</sup>When advertising and the media portray success, what is most emphasised. <sup>2</sup>You said advertising and the media negatively impacts how successful you feel. In which areas do you feel advertising and media pressure is strongest? **Sample:** UK/US men 18-75yo.

## Part 4

# Men at the tipping point

**T**here is a mismatch between how men feel about success and how society represents it. Our private ideas of success are in conflict with the public idea of it that we see around us. This mismatch is making men feel worse about themselves.


You can see this incongruity in our data. For instance, men want to be seen as caring, but believe that society wants them to be cool and unflustered. Men like to win while believing it's unhealthy to get too obsessed with it – but they see society as promoting the idea that winning is everything. Men have a nuanced relationship to material possessions – thinking they can be useful and fun, but also pointless.

Meanwhile, society defines possessions solely as signs of success and glamour. Men like to look stylish, while believing that good character counts for more than good looks. Society puts all the emphasis on the superficial. Men increasingly believe that the work they do should be meaningful as well as money-making, that it should have a broader social purpose. But they do not see this reflected in social attitudes to work, which seem more likely to emphasise the macho ethos of “work hard, play hard”.

The mismatch, between how men feel about success, and how they see society portraying it, has deeply problematic effects.

It is putting pressure on men to conform to an ideal that they no longer believe in, and men have told us that this is negatively impacting how successful they feel. The outdated but still-powerful stories they see around them are increasing their anxiety, making them feel worse about not living up to an unrealistic and undesirable ideal.

This effect is felt across the generations but is most evident among the young. Gen Z and Millennials, heavy users of social media, are bombarded with glossy pictures of success 24/7. Young men tend to be particularly sensitive to the media's cultural signals, since they are more likely to be exploring their identities and searching for romantic partners.



The mismatch, between how men feel about success, and how they see society portraying it, has deeply problematic effects.

It is increasingly recognised that many men are suffering from bad mental health. Men report lower levels of life satisfaction, and three times as many as women die by suicide. At the same time, men are less likely to access psychological therapies than women, or admit to feeling unwell – perhaps because they have been led to believe, for so long, that doing so is a sign of failure.

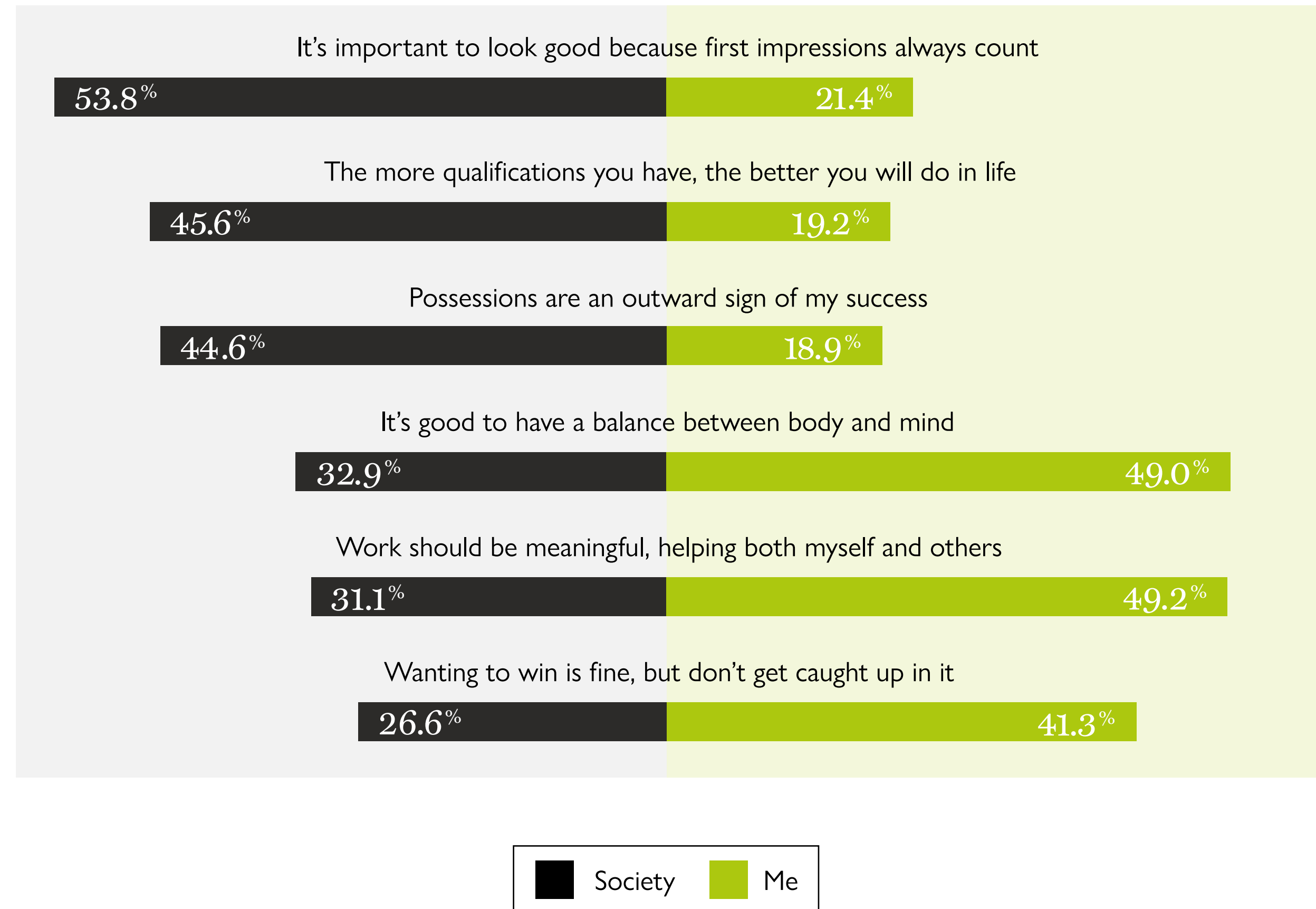
We believe that in order to be happy, men need to live in the world as it is, not as it was. But as modern men seek to evolve and advance to a healthier state of being, certain forces are trying to drag them back into the past. Some of the most successful influencers have built brands on being unreconstructed macho men. There are online movements devoted to misogynistic ideologies. Populist politicians invoke outdated stereotypes of ‘real men’.

This counter-reaction might be backward-looking, but it is potent. Many men are uncertain about what the world wants from them. There’s something comforting about getting clear and simple answers – even if they’re based on a fantasy that is ultimately bad for male mental health.

We believe that men are at a tipping point. They are either about to take a big step forward: to throw off once and for all old, unhealthy ideas about what it means to be a successful man. Or they could be about to go backwards: to succumb to the siren call of the cultural voices telling them everything will be better if they ignore reality.

Whichever way it goes, the change will happen fast. ♂

## Men’s beliefs differ significantly from their perception of society’s beliefs

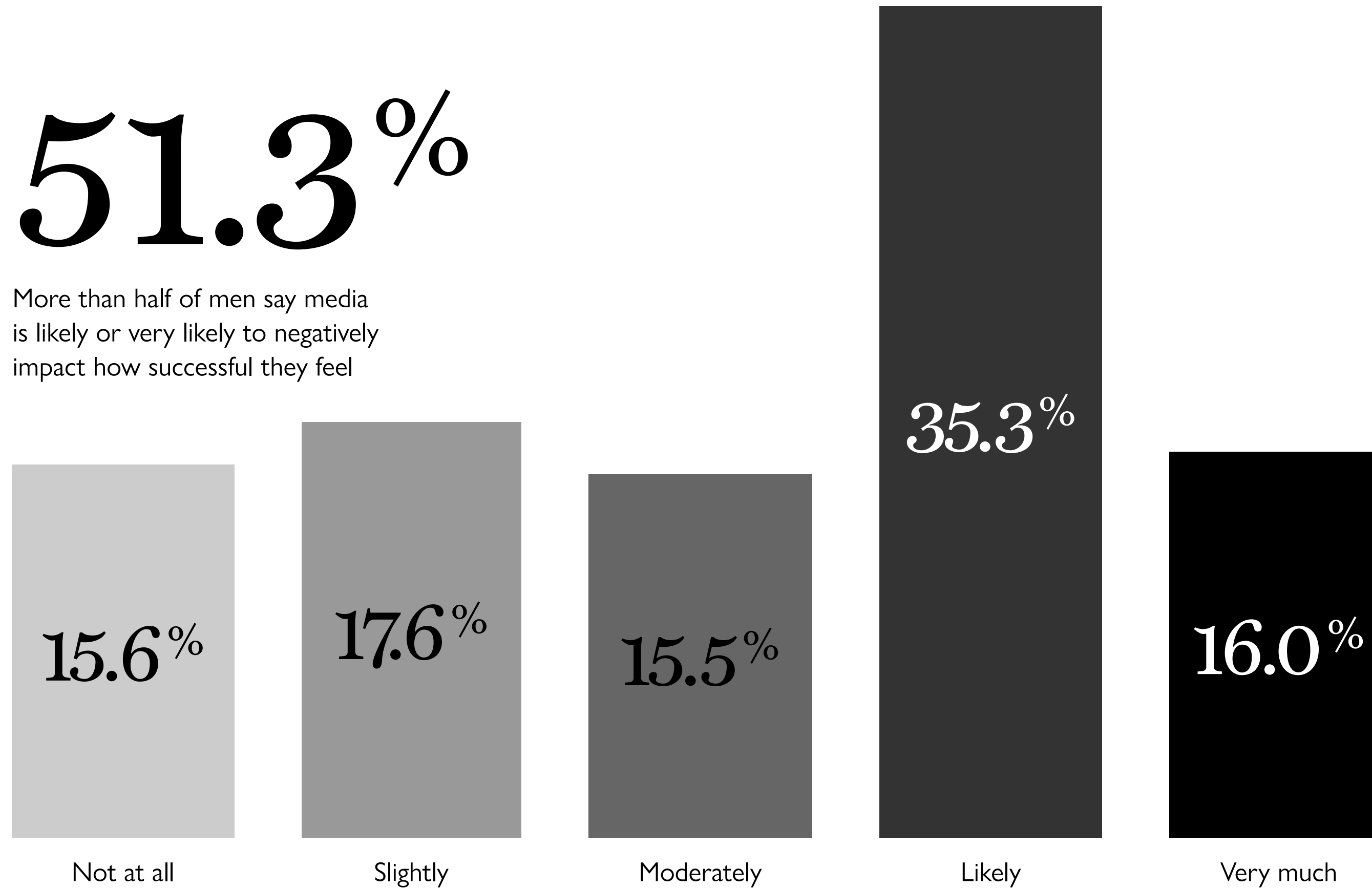


Q: How do you feel about X? How do you think society feels about X? Please choose one for each section. **Sample:** UK/US men 18-75yo.

## Advertising and the media is making men feel worse about themselves

51.3%

More than half of men say media is likely or very likely to negatively impact how successful they feel



## This is especially true among Millennials and those with higher incomes

66.5%

of Millennial men say advertising and the media is likely or very likely to have a negative impact on how successful they feel

61.1%

of men with high incomes say advertising and the media is likely or very likely to have a negative impact on how successful they feel

Q: To what extent does advertising and the media negatively impact how successful you feel? **Sample:** UK/US men 18-75yo.

# Part 5 How change happens

**E**rnest Hemingway described the process of going bankrupt like this: “gradually, then suddenly.” According to experts, that description fits big, societal changes. Things change gradually under the surface, unnoticed, until boom – they transform. So, what triggers that kind of change?

Professor Timur Kuran, one of the world's most respected experts in social change, says it's the moment when everyone realises that everyone else is thinking what they're thinking. It's the moment when they realise they're not alone.

Kuran studied attitudes of people in Eastern Europe before and after the collapse of the Soviet Union. He found that while most people had always wanted change, few felt able to say so because they thought they might be in the minority. When The Berlin Wall fell, suddenly everyone realised their neighbours felt the same way as they did. At that point, change happened – and fast.

Social transformations occur when there's a growing mismatch between how people feel in private, and how

the outside world represents them. Then along comes an unmissable public signal of change, like news of The Berlin Wall falling, and that pent-up desire for change is liberated.

The media has a vital role to play in these moments because it is capable of turning private feelings into public ones. Fifteen years ago, attitudes to gay marriage changed very quickly once people saw YouTube videos of loving, committed gay couples exchanging vows. In 2017 the viral spread of the #MeToo hashtag led

to a transformation in female attitudes to male sexual harassment at work - they no longer felt they had to pretend it was OK. When that kind of cultural airing takes place, our whole idea of 'normal' is transformed - and so are we.

Anyone who requires confirmation of how important the media is when it comes to masculinity can ask men. We did. As you can see, men believe that advertising and the media have a vital role to play in shaping a better future – more important than

religions or charities, and almost as important as governments.

Men expect and want communicators to promote the values they believe in: integrity and honesty, inclusivity, health and wellness.

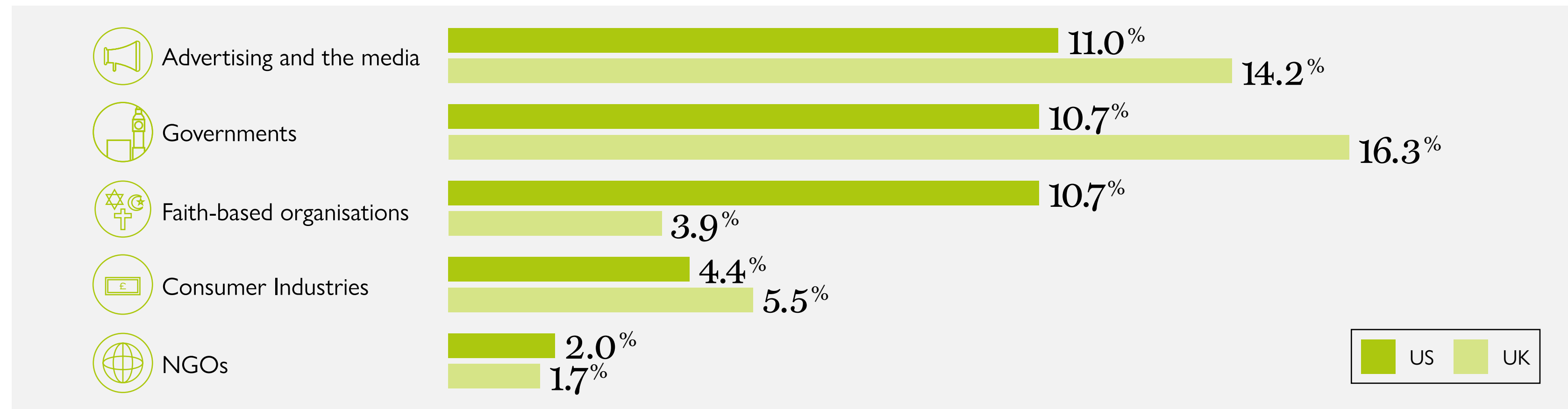
Men are gravitating towards content and brands with a more subtle understanding of their needs and values; ones which aren't rooted in the old paradigm of success. When we asked men how a luxury brand they find aspirational makes them

feel, they said it makes them feel happy, motivated and inspired rather than respected, powerful, and rich. That's a crucial distinction some of us have been slow to recognise.

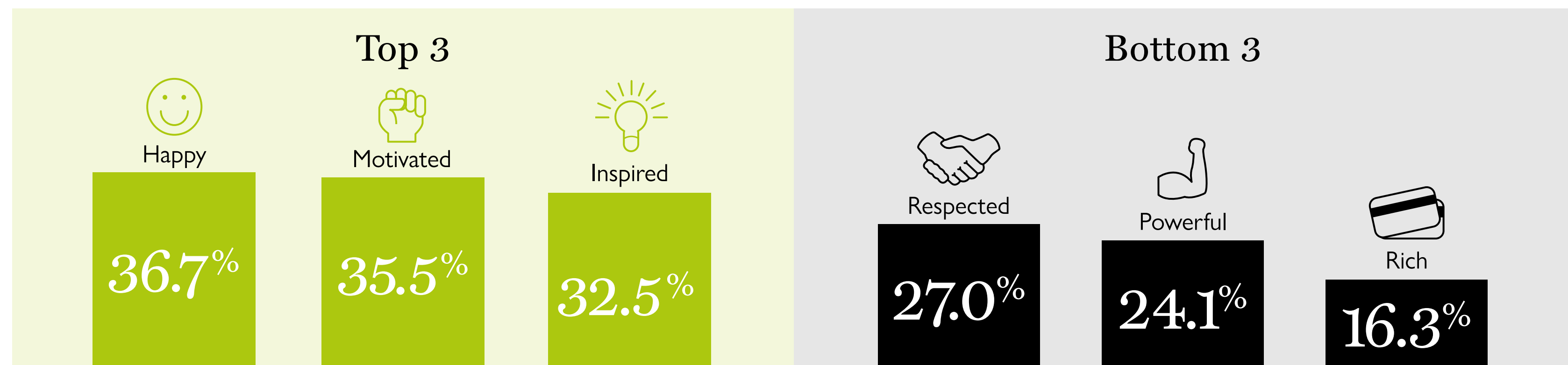
We in advertising and the media have a responsibility to represent success for men truthfully and progressively. Doing so will help us make a stronger connection to our audiences and create a positive social and psychological impact.

By showing men new, reality-based models of success we can trigger a revolution in the state of man – one that will have a beneficial effect on men's mental health, and be better for everyone. ♂

## Men believe advertising and media can have one of the biggest positive impacts on the future - on par with government\*



## How aspirational luxury brands' communications make men feel\*\*



\*Q: When you think about the challenges men face today who do you think can have the biggest positive impact on shaping a better future? Please select one option. \*\*Q: Thinking of a luxury brand that you find aspirational; how does its communication make you feel in general? Select top 3. **Sample:** UK/US men 18-75yo.

## Part 6

# The way forward



**T**hey might be doing it quietly, but men are calling for big changes in how they are represented, and in how male success is portrayed in the media. We think it's time to listen up, and respond.

Some social media influencers have gained a following by doubling down on outdated clichés of manhood –

they are combative, swaggering, ostentatiously wealthy. This is unsurprising. Whenever society's norms undergo change, anxiety is generated, as people wonder how to behave without them. Until the new norms emerge, it is tempting to fall back on the old ones, which have been trained over a lifetime, or many lifetimes. Progressive brands can

celebrate stories of men who make the leap and happily embrace new ways of being successful, rather than falling back, fearfully, on the old ones.

You'll notice that although we've said quite a lot about how the traditional model of success for men is outdated, we haven't said quite so much about what the new model looks like.

That's because we don't think there is one model of success for men; there are only models – lots of them. The way forward isn't to replace one fixed ideal of success with another, but to showcase and celebrate the glorious variety of ways in which men can feel fulfilled.

We'll return to this theme, but first, here's a summary of what we think brands, and communicators in general, can be doing to make progress on this issue. These recommendations are based on our research and our reading of the cultural trends impacting men today.

## Move on from stereotypes

If brands want to help the culture move on from the old ideals of what it means to be a successful man, they need to do more than just avoid or attack them. Research into how misinformation is combated suggests the best way to counter inaccurate or untruthful statements isn't simply to ignore or challenge them, but to tell a new, more compelling story that overcomes the falsehoods. We think the same principle applies to cultural stereotypes that don't fit reality anymore. Let's blow them away with better stories about male success. Brands can't and shouldn't define new standards, but perhaps they can show men that there are many different ways to be successful now, and that they should enjoy the freedom to be whoever they want to be. Instead of showing them models of the perfect male lifestyle, we can provide stimulation and inspiration, giving men the tools they need to go on journeys of self-discovery.

## Make the journey aspirational

As mentioned above, creating new stories of male success doesn't mean making a new box to fit men into. We should try not to replace one set of rules of behaviour with another. Better to think of this as a journey of discovery. Men are evolving and experimenting, trying things out, seeing how they go. What's important is not that they discover the 'correct' way to be a successful man, but that they feel free to explore different paths to success, and different routes to happiness, without feeling under pressure from society to go in one direction or another. Don't worry about where we're going to end up too much; just enjoy the journey.

## Stop promising, start questioning

Those of us who work in marketing have a tendency to try and sell people on our ideas. It's our job, after all. We suggest solutions to people's problems – solutions that

we promise will bring everlasting happiness, or at least a little pleasure. It is highly unlikely that we have all the answers just now. If we try too hard to sell people on our ideas about how to be a successful man, we'll sound as if we're preaching. And if there's one common thread joining men of the past to men of today, it's an aversion to being preached to, especially by brands. Confident brands should be content to ask questions and start conversations rather than leaping in with the answers.



**Top Right:** The Macallan encouraged men to take a risk for the chance to fly, without specifically telling them what to do.



**Bottom Right:** Zegna started a conversation about modern masculinity by asking (not telling) men what makes a man, and sharing the many different answers.





**Top:** Belvedere presents Daniel Craig being himself, in stark contrast to performing as one of the most iconic male role-models, James Bond.

**Left:** Nike and Marcus Rashford look beyond individual performance to shine a light on communal aspects of inclusivity and diversity.



## Celebrate our differences

As with so many other areas of society, this is a story about increasing diversity. Rather than there being one or two socially recognised ways to be a successful man, there will be many. Some men will pursue and promote a defiantly retro version of masculinity – and you know what, that's OK (as long as it doesn't involve harming others). Others will run a mile from any of the cues or behaviours of conventional men, and that's cool too. Most men will be somewhere in between, taking what they like from the past and experimenting with what's possible in the present. Brands should celebrate the multifarious, eclectic universe of masculinities.

## Showcase selfless benefits

One of the striking changes we've witnessed in the outlook of men is that communal goals (to do with relationships, friendship groups, having a positive social impact at work) are becoming relatively more important versus individual goals

(to do with money, possessions, glamour and fame). Brands can align themselves with this trend by highlighting the benefits people gain from communal life: the shared experiences, the connections that get made, the happiness that comes from feeling part of something bigger than ourselves.

## Look beyond men

Since we're talking about men, it's easy to ignore what's going on with everyone else. But of course, being a man is inherently bound up in relationships with people of other genders – whether as partners or friends or co-workers. Women and non-binary people are also grappling with shifting norms around gender roles, and working out how they want men to relate to them.

Again, there is not one answer to this question but many. What brands can do is, even when their ads are targeted at men, be aware of women and non-binary people as an audience for their advertising. Marketers have a tendency to co-create and gain feedback only from their primary audience, in this case men, but it is important to get input and feedback from wider audiences. They are part of this conversation too.

## Help men shape the future

We've found that men are more likely than before to define success as being able to look after others. For those who are, or are hoping to become, male role models (fathers, uncles, coaches, etc) this is particularly important. We also found that men are more worried than ever about the prospects for future generations. Brands should seize opportunities to help men feel that they are shaping happier, more secure lives for the next generation. ♂



**Top:** Bumble started a conversation about dating misconceptions to help men and women grapple with changing expectations.

**Bottom:** Dove Men+Care helps dads' care for their own mental wellbeing so they can offer better care for their kids.



## Our vision

Imagine a world in which society's ideas about success have been transformed.

Where you feel free to pursue your own ideas of what success looks like, without the pressure of society telling you otherwise.

A world in which you don't feel like a failure because you don't conform, but where we define success in a more individual, diverse, and healthier way.

Where boys and men grow up feeling confident to be whoever they want to be, and no one feels trapped by the ambitions men used to aspire to.

Where advertising and the media make people feel better about themselves, not worse, and actively work with us to help create a healthier culture for today and tomorrow.

When we stop believing that being 'successful' will make us happy and realize our happiness makes us successful we can pave the way to a more sustainable gender balance and a healthier world for everyone. ♂

# An expert. view

By Dr. Joseph Gelfer,  
Director at Masculinity Research Ltd and author

A noticeable disconnect emerges in the New Macho survey. Society, the media and brands have commonly-accepted ideas about what makes a man successful (such as earning lots of money, being powerful, and so on), and then there is the reality for men that is often quite different. This disconnect has significant ramifications.

What do you think happens to a man when he looks around and fails to recognise himself in society's image of success? It is at best disorienting, and at worst infuriating. Then add another layer. What do you think happens to a man when he hears about everything that is bad about men and masculinity and doesn't really recognise himself in that either? He starts to think there's something wrong with the messages he's receiving and begins to push back.

There's a lot of legitimate concern these days about bad guys on the internet influencing (particularly young) men with misogynistic hate speech. This concern is real and should certainly be addressed. But it's just as easy for men to be "radicalised" as a response to this sense that there is something wrong with the messages they're receiving: this often unarticulated feeling of being misrepresented by society can leave men unmoored.

Now, if you're one of those bad guys on the internet, you know that these unmoored men are ripe for manipulation. This unmooring is a liminal space, an in-between zone where normal rules do not apply. If you have bad intentions, you can capitalise upon this, directing men toward outcomes that are bad for both them and society as a whole.

But equally, there's an opportunity here to redirect men toward something better. This is the strategic value of the "tipping point" revealed in the survey discussion.

This process of redirection is at once simple, but also subtle. Firstly, it's about delivering messages that feel true to men. Part of this messaging will involve a more nuanced understanding about what defines success these days. Most people are happy to accept this part of the equation, as it seems like a natural evolution. But this also needs to be complemented with a more nuanced understanding about what's supposedly "wrong" with men and masculinity: this tends to meet more resistance, but it too evolves.

Secondly, it's about giving a platform to role models who are going to

speak to the largest number of (particularly young) men as possible, not just a tiny niche. One good example is Sebastian Vettel who manages to walk a fine line between many of the traditional signifiers of success for men, while at the same time delivering a more subtle message. When Vettel recently retired from Formula One he made a direct reference to the influence of climate change on his thinking, and here lies another opportunity that we must leverage with urgency: the theme of sustainability.

When we talk about men we have a choice: we can frame the discussion in negative terms (what we don't want to see) or positive terms (what we do want to see). The majority of discussion about men in recent years has opted for the negative frame, such as "toxic masculinity". But we all

know the old phrase “give a dog a bad name”, right? So let’s give more attention to the positive frame, and start repeating the term “sustainable masculinity”.

Sustainable masculinity initially speaks to men themselves and their private lives, such as sustainable health and

sustainable relationships. But sustainable masculinity also speaks to men in their public lives in the form of sustainable actions within the environment. Many of the most “successful” men (by traditional standards) in society often turn later in life to thinking about their legacy.

What legacy are we encouraging men to leave for future generations? Earning more money and buying more stuff, or living sustainably and acting as agents of change and regeneration?

Ultimately, sustainable masculinity opens up a good-faith dialogue. We might have different ideas about

what sustainable masculinity means, but most people are going to agree on its value without any historical baggage being an obstacle. It works at the personal level for friends and families. It works at the social level for communities and businesses. It works at the geo-political level for peace and

stability. It works at the planetary level for climate and biodiversity. Seriously, what more could you ask for? ♂

## About New Macho:

**N**ew Macho is a strategic unit within the brand and cultural transformation company, BBD Perfect Storm. In a society where men’s beliefs, values and perspectives are fundamentally changing, we are devoted to developing more relevant male narratives to pave the way towards a more sustainable gender balance. If you want to understand more about how you can build a better narrative for your brand or organisation we’d love to hear from you. ♂



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Daisy Proctor,  
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