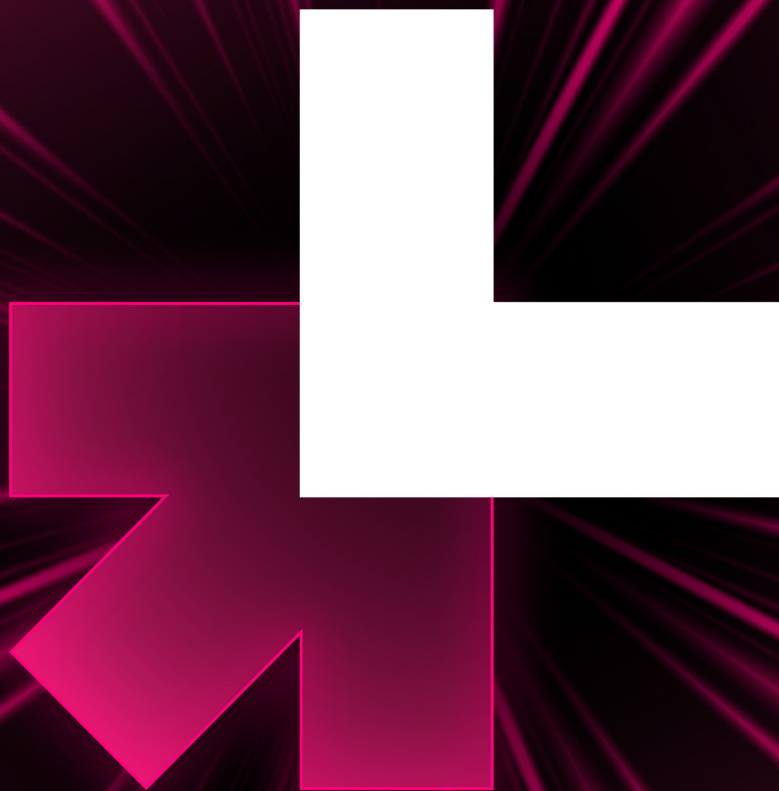


# HeForShe Alliance IMPACT REPORT 2024



A DECADE OF IMPACT  
2014 - 2024





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# Abbreviations

<b>AWOME</b>	Accelerating Women Owned Micro-Enterprises
<b>CSI</b>	Corporate Social Investment
<b>CSR</b>	Corporate Social Responsibility
<b>CWGLL</b>	Center for Women, Gender and Global Leadership
<b>DEI</b>	Diversity, Equity and Inclusion
<b>DVA</b>	Domestic Violence and Abuse
<b>ERG</b>	Employee Resource Group
<b>ESG</b>	Environmental, Social and Governance
<b>GBV</b>	Gender-based Violence
<b>GEDI</b>	Gender, Equality, Diversity and Inclusion
<b>GSF</b>	Global Survivors Fund
<b>HBCU</b>	Historically Black College and University
<b>HR</b>	Human Resources
<b>I&amp;D</b>	Inclusion and Diversity
<b>IRC</b>	International Rescue Committee
<b>ITF</b>	International Tennis Federation
<b>KPIs</b>	Key Performance Indicators
<b>LGBTQIA+</b>	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and others
<b>MBA</b>	Master in Business Administration
<b>MIM</b>	Master in Management
<b>NATO</b>	North Atlantic Treaty Organization
<b>OSRSG-SVC</b>	Office of the Special Representative of the Secretary-General on Sexual Violence and Conflict
<b>PWC</b>	PricewaterhouseCoopers
<b>PWD</b>	Persons with disabilities
<b>SBU</b>	Strategic Business Unit
<b>SDGs</b>	Sustainable Development Goals
<b>SRSG-SVC</b>	Special Representative of the Secretary-General on Sexual Violence in Conflict
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNICEF</b>	United Nations Children's Fund
<b>VAWG</b>	Violence Against Women and Girls
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WEF</b>	World Economic Forum
<b>WEPS</b>	Women's Empowerment Principles
<b>WHO</b>	World Health Organization
<b>WISH</b>	Women in Sport High-Performance Pathway
<b>WPS</b>	Women, Peace and Security



Emma Watson at the UN Women event for the HeForShe campaign at the United Nations Headquarters, UN Women, Simon Luethi, 2014

## Foreword From UN Women Executive Director

All of us, in all our diversity, are agents of change. We all have a responsibility to step up and speak out.

Gains in gender equality are under threat on nearly every front. Social norms and attitudes critical to progress are not shifting fast enough. Some are even deteriorating. A 2024 survey of Gen Z men in 31 countries found that 60 percent believe that “women’s equality discriminates against men”. And they are more likely than men of the previous generation to think that a man who stays home with his children is “less of a man”.<sup>1</sup>

Fortunately, while some men might be stepping back, millions are pushing forward for gender equality and a more just world for all.

Take Saket Mani. Inspired by the HeForShe mission, he mobilized people in Pune, India to make over 120,000 personal commitments to gender equality. He understood that individual action matters. “We are engaging people to end stereotypes and take up initiatives that instill a sense of belonging,” Saket says. “It is up to you what you want to do once you take the pledge.”

This report tells the story of the HeForShe movement at the heart of social mobilization for positive change. Ten years ago, UN Women launched a call to create a global community of gender equality supporters, across generations and geographies. Today on its tenth anniversary, HeForShe has connected over 2 million local activists who spark over 3 billion online conversations about gender equality every year.

Its partners include government, corporate and civil society champions who collectively make decisions that influence over 600 million citizens and customers. In a world where women are still paid less than men and where the gender gap in leadership may continue until 2200, HeForShe champions are leading the charge to take down barriers and achieve gender equality now, not in the distant future.

Since HeForShe began, we have seen how change can unfold at a rapid speed and scale when men and boys show up for gender equality. Iceland passed equal pay legislation, Malawi made significant progress towards ending child marriage and UK Policing began tracking gender equality progress – a practice now spreading throughout many forces in the United Kingdom.

The DeBeers Group doubled its share of women leaders to 35 per cent. Among HeForShe champions as a whole, 64 per cent brought more women into top leadership positions. The International Tennis Federation last year delivered on its promise of equal rewards for female athletes in the world’s leading tennis tournaments. Vodafone’s “Apps Against Abuse” drew a million users in 13 countries, providing critical support and resources for survivors of domestic violence.

These are just a few examples of what we can achieve together. They remind us of the many opportunities we must seize with intent, urgency and ambition. There is simply no more time to wait in a world where social contracts are fraying and crisis and conflicts are escalating at devastating rates. Over 600 million women now live in or within 50 kilometers of an armed conflict,<sup>2</sup> while the virtual world feeds violence, hate and polarization. The fallout hits marginalized people most of all, compounding vulnerabilities and pushing gender equality even further out of reach.

On the eve of the thirtieth anniversary of the 1995 Beijing Fourth World Conference on Women, and with the clock ticking down on the 2030 Agenda for Sustainable Development, we need radical action that galvanizes rapid progress for all women and girls. The proven successes of HeForShe Alliance members offers both hope and tangible paths forward through global sharing and amplification.

Each one of us must be a leader in building a gender-equal world.  
Let us make our voices heard and our actions count.

**Sima Bahous**  
Executive Director  
UN Women

<sup>1</sup> <https://www.ipsos.com/en/millennials-and-gen-z-less-favour-gender-equality-older-generations>  
<sup>2</sup> Forthcoming SDG report



# Joint Statement From HeForShe Alliance

This year marks the 10th anniversary of the launch of the UN Women's HeForShe Initiative and its Alliance. We, the Alliance members, proudly carry the torch of the HeForShe mission and use this opportunity to celebrate all the game-changers, activists and partners who have contributed over the past decade to building the HeForShe solidarity movement. We applaud your commitments, actions and results. We invite the HeForShe community to stay the course and accelerate the pace of implementation of the Sustainable Development Goals (SDGs).

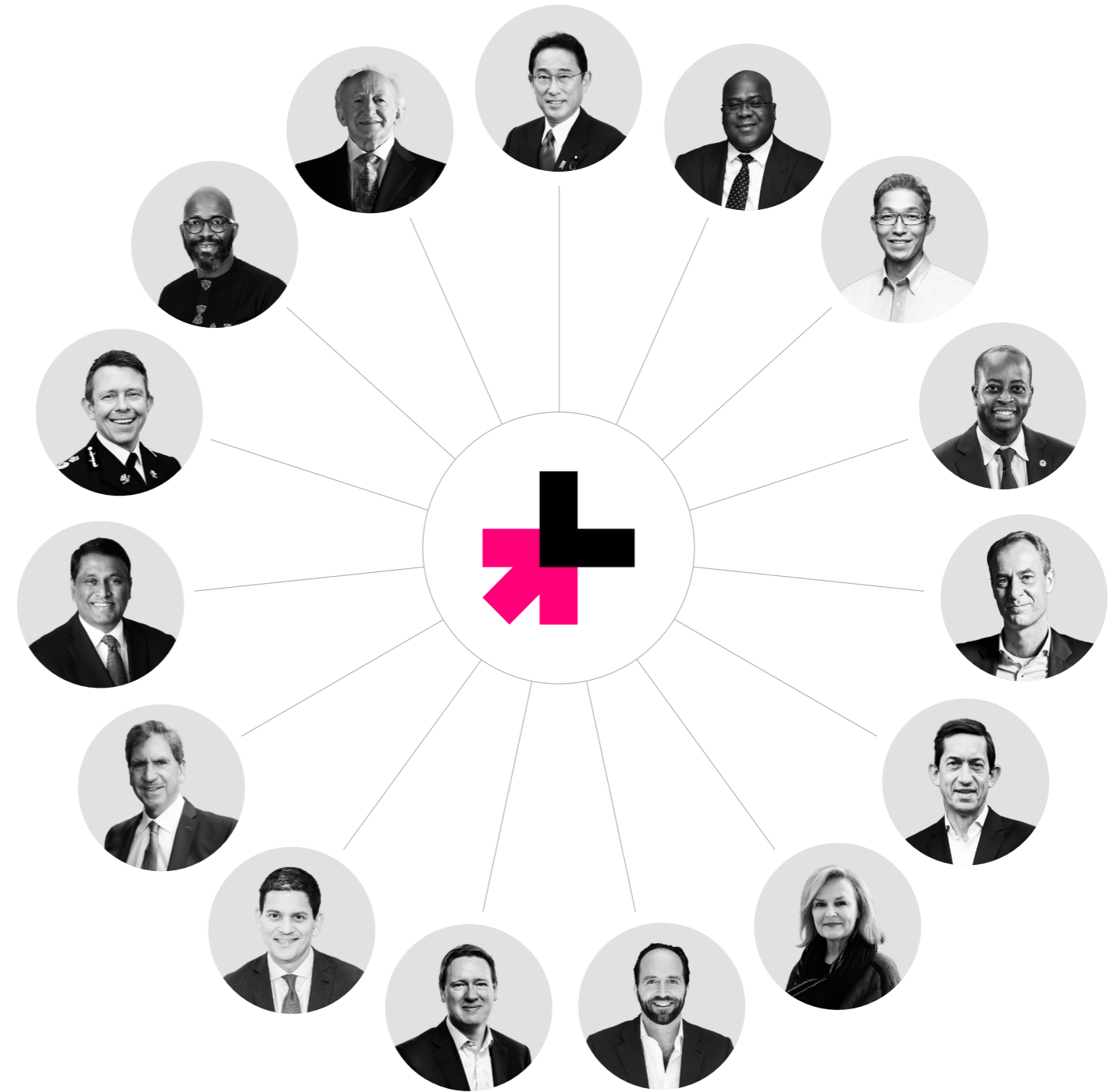
The 10th anniversary of UN Women HeForShe initiative celebrates the achievements, results, and progress made so far. Millions have voiced their support for the HeForShe mission, generating billions of conversations, demonstrating that male allyship for gender equality is already embraced by many. Business leaders, high-ranking state officials, civil society and university leaders have all put their reputations and leadership to the service of tangible, measurable gender equality results. And they delivered.

Nonetheless, the reality of too many women's lives reveals how much remains to be done. Based on current trends, over 340 million women and girls will live in extreme poverty by 2030. Currently, over five women or girls are killed every hour worldwide by someone in their own family. The backlash against gender equality has intensified, sometimes reversing women's most fundamental rights. These deepening challenges for women's and girls' freedoms and rights are imperiling progress on all SDGs. Of the 18 indicators within SDG 5 that measure progress on gender equality alone, only two are "close to target". UN Women and the United Nations Conference on Trade and Development (UNCTAD) have estimated that an additional investment of \$360 billion annually is required to bridge the gender equality gap in developing countries to meet the 2030 target.

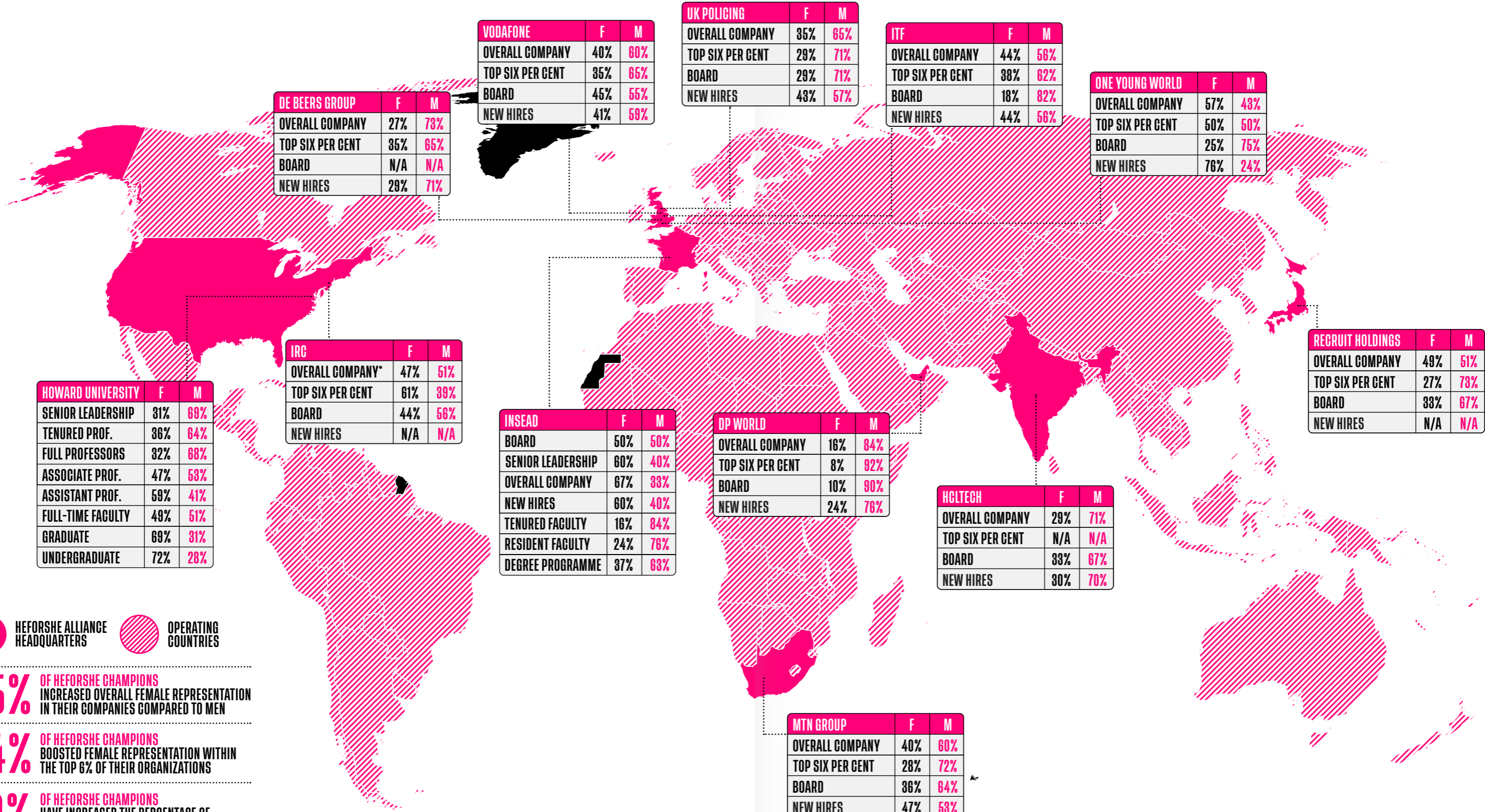
Gender equality is a unique key accelerator for achieving every one of the 17 SDGs. The HeForShe Alliance members' results are proof of that. Each partner institution of the Alliance, whether public sector, private sector or third sector, has benefitted from the transformational change brought about by the pursuit of gender equality created on our own terms and in specific contexts. From making our workplaces a safer space for every survivor of domestic violence and generating a supportive environment that empowers survivors, to promoting male allyship for gender equality, female leadership across the organizations and closing the gender pay gap, we have created safer, better, and more appealing organizations for our employees. This report presents individual organization's results and cumulative HeForShe Alliance achievements, with intention to showcase concrete examples of change and progress.

The HeForShe Alliance offers tangible evidence that gender equality is good for business, delivers better results for our constituents and puts the values that inspire us into practice. We hope this report emboldens our peers across the globe to make ambitious commitments on gender equality and to hold themselves accountable to deliver the much-desired change for a better, safer, gender-equal world in our generation's time.

## HeForShe Champions



# Reach of the HeForShe Alliance



**45%** OF HEFORSHE CHAMPIONS INCREASED OVERALL FEMALE REPRESENTATION IN THEIR COMPANIES COMPARED TO MEN

**64%** OF HEFORSHE CHAMPIONS BOOSTED FEMALE REPRESENTATION WITHIN THE TOP 6% OF THEIR ORGANIZATIONS

**50%** OF HEFORSHE CHAMPIONS HAVE INCREASED THE PERCENTAGE OF WOMEN ON THEIR BOARDS OF DIRECTORS WITH INSEAD ACHIEVING GENDER PARITY ON THEIR BOARD IN 2022

**55%** OF HEFORSHE CHAMPIONS HAVE INCREASED THE NUMBER OF NEW WOMEN HIRED

\*With the remainder not available or prefer not to say in 2023.

# A Decade of Transformative Impact Stories

2014 SEPTEMBER	2015 JANUARY	2016 JANUARY	2017 SEPTEMBER	2018 APRIL	2019 FEBRUARY	2020 OCTOBER	2021 JULY	2022 MARCH	2023 JANUARY
<b>Launch of The HeForShe Initiative</b>	<b>Equal Pay Legislation in Iceland</b>	<b>Eliminating Child Marriage in Malawi</b>	<b>De Beers AWOME Programme</b>	<b>HeForShe Türkiye and Fenerbahçe Sports Club Partnership</b>	<b>World Scouting Movement</b>	<b>HeForShe in Jordan</b>	<b>HeForShe Lithuania Olympics Committee</b>	<b>HeForShe at Howard University</b>	<b>HeForShe at Davos and COP28</b>
<p>A special event was held to start the HeForShe movement on 20 September 2014 at the headquarters of the United Nations in New York City. It was hosted by <b>UN Women Goodwill Ambassador Emma Watson</b>, whose speech about her call to involve men and boys in promoting gender equality was widely circulated via social media.</p> <p>Grounded in the idea that gender inequality is an issue that affects all people, socially, economically and politically, <b>HeForShe is a global effort that seeks to involve men and boys in achieving equality by taking action</b> against negative gender stereotypes and behaviours.</p> <p>Its logo represents the <b>union of women and men working together to achieve gender equality</b>, by joining together aspects of both the female and male symbols.</p>	<p>Consistently ranked at the top of the Global Gender Gap Index, Iceland is well on the road to achieving gender equality and <b>its HeForShe commitment was to close the gender pay gap by 2022</b>. By enacting groundbreaking legislation and fostering cultural change, Iceland set a powerful example for the world. Under the framework of its HeForShe commitment, one of the measures the government took in order to close the gender pay gap was the law on the <b>Equal Pay Certification, adopted in 2018</b>.</p> <p>The law required companies and institutions of 25 or more employees to undergo an audit to ensure that they offer equal pay for work of equal value, based on the implementation of an Icelandic Equal Pay Standard (IST85:2012). In addition, <b>1 in 20 Icelandic men had signed the HeForShe pledge</b>.</p>	<p>Former President Peter Mutharika's commitment to HeForShe spurred significant strides in Malawi's fight against child marriage. With a prevalence rate surpassing regional averages, child marriage posed a multifaceted challenge rooted in poverty and cultural norms. Legislative reforms and community engagement initiatives, supported by HeForShe, catalyzed a notable reduction in child marriage rates.</p> <p>The government amended the Republican Constitution to raise the marriage age to 18 years and defilement to 16 years of age. The government also enacted a number of progressive gender-related laws on marriage and gender-based violence. These efforts culminated in the <b>general reduction of child marriage rates by 8 per cent to 42 per cent between 2015 and 2020</b>.</p>	<p>In September 2017, De Beers partnered with UN Women to become a HeForShe Thematic Champion and pledged to make a tangible difference. Part of its HeForShe commitment is the <b>AWOME (Accelerating Women-Owned Micro-Enterprises) programme</b> in partnership with UN Women and local government, which aims to support women micro-entrepreneurs build their businesses, create more jobs and generate a more secure income.</p> <p>Since then, AWOME has been run in partnership with UN Women and local government, providing business training and mentorship to more than <b>2,400 women entrepreneurs in Botswana, Namibia and South Africa</b>, as well as qualifying over 50 local trainers to ensure the programme's sustainable future. Additional funding will expand the programme and enable our journey towards achieving our <b>Building Forever Goal of supporting 10,000 women entrepreneurs by 2030</b>. With a focus on sustainability and inclusivity, AWOME continues to expand its reach, embodying the spirit of HeForShe in creating tangible opportunities for women in business.</p>	<p>In 2018, Fenerbahçe Sports Club in Türkiye collaborated with HeForShe to promote gender equality in sports, pioneering initiatives under the "Equal Together" movement. The HeForShe partnership with Fenerbahçe Sports Club has reached the club's extensive fan base, which is estimated to be <b>around 27.3 million people globally</b>.</p> <p>The club's soccer team proudly wore the HeForShe logo on their jerseys, demonstrating solidarity during matches. Through this partnership, Fenerbahçe aimed to set a global example, advocating for gender equality within the sports community and beyond.</p>	<p>From 2017 to 2019, the World Scouting Movement partnership with HeForShe made a significant impact, involving millions of Scouts globally in the quest for gender equality. By incorporating gender equality principles into scouting activities, the partnership effectively mobilized the enthusiasm and creativity of youth to challenge societal norms and bring about meaningful change.</p> <p>As part of their HeForShe commitment, Scouts worldwide collectively dedicated <b>over 2 billion hours to community service aligned with the Sustainable Development Goals (SDGs)</b>. Additionally, HeForShe and the Scouts jointly created the <b>"HeForShe Action Kit"</b>, available in five languages, which offers a range of activities for scout groups to better understand gender inequality and take concrete actions to address it.</p>	<p>During the height of the COVID-19 pandemic, over <b>500 HeForShe volunteers mobilized across Jordan to advocate for gender equality</b>, highlight the importance of helping one another and sharing burdens during times of crisis. With several initiatives in the pipeline for 2020, HeForShe volunteers had to quickly revisit their plans and to find creative ways to support other young people coping with the stress of the lockdown.</p> <p>Aware of the heightened risk for women and girls to face physical, sexual, psychological and economic violence during crises, HeForShe volunteers in Jordan were among the first youth network to address the gender impact of the COVID-19 pandemic.</p> <p><b>Inspired by the #HeForSheAtHome campaign, they organized the 'Gender Equality Hour' on social media</b> to share positive examples of a fair share of households' responsibilities and tasks, and to inspire others to do the same.</p>	<p>In 2021, the National Olympic Committee of Lithuania embarked on a campaign in support of HeForShe with a focus on gender equality in sports. The campaign <b>invited men to become allies for equality by discarding old stereotypes</b> and becoming united for change.</p> <p>The project opened in Lithuania on the 8 March, with former President of Lithuania, Dalia Grybauskaitė, becoming its patron. Five touching stories were published throughout the campaign. <b>These stories revealed the problematic nature of gender inequality in sport</b> and served as a call to action for men to support women's ambition to strive for career heights in sports.</p>	<p>In 2022, Howard University's Center for Women, Gender and Global Leadership held an <b>annual HeForShe Town Hall</b> for the greater university community. The HeForShe Town Hall allows students and faculty to have a meaningful conversation about the role of men, specifically on campus, in promoting gender equality, challenging patriarchy and dismantling systems of intersectional gender oppression.</p> <p>The 2023 Town Hall recognized the Howard University men's basketball team for their allyship and commitment to Black maternal health. The team presented the work they have been doing with the organization Mamatoto, a non-profit combating racism and health disparities for black mothers, babies and their families <b>by supporting black women in maternal health equity</b>. The team is committed to continuing this work and exposing others to the needs of this population.</p>	<p>HeForShe took centre stage at Davos, the annual meeting of the World Economic Forum (WEF). <b>As part of the Generation Equality initiative</b>, HeForShe facilitated solutions- focused conversations with leaders from governments, businesses, and civil society organizations. With the support of <b>HeForShe Alliance members HCLTech and DP World</b>, we urged corporations worldwide to join the global efforts for gender equality by making new commitments or expanding existing ones.</p> <p>The HeForShe Alliance took center stage at COP28, strategically engaging in a mission to propel gender-responsive climate action to the forefront. The vision: <b>to ensure that the rights and interests of women and girls, in all their diversity, become integral to every facet of climate initiatives</b> deliberated and implemented.</p>

# HeForShe Advocacy Impact and Reach

Over the past 10 years, HeForShe's advocacy work has contributed to UN Women's larger strategic goal of changing social norms by engaging men and boys to challenge and transform discriminatory attitudes and behaviours, promoting gender equality and positive social norms. The movement has sparked over

**3 billion conversations** both online and in-person, with more than

**2 million activists** in our community. HeForShe's messaging reached over

**1 billion people** through direct advocacy campaigns.

Below is an overview of the key campaigns carried out over the past decade to advance gender equality.

## Call to Action: Disrupt Sexist and Misogynistic Speech and Patterns of Behaviour

Over the last two years, HeForShe has leveraged three innovative campaigns with a call to action to challenge and disrupt sexist and misogynistic speech and patterns of behaviour across various spaces: #ChangeThePunchline in comedy, #RespectfullyDisruptive in institutional settings, and #JustSayBro in a community.

Each campaign has strategically targeted different spaces and constituents, building upon each other to create a cohesive thread aimed at transforming the status quo and mobilizing men to actively contribute to gender equality.

### #ChangeThePunchline

In early 2024, HeForShe launched the #ChangeThePunchline campaign to challenge and disrupt misogyny in the comedy and entertainment business. Building on the "Respectfully Disruptive" theme of the 2023 HeForShe Summit, this campaign leveraged comedy to provide young men with an approachable way to call out their peers for making sexist comments. Seven male comedians were engaged to push out the messaging and launch the campaign. The campaign **earned 20.2 million impressions and reached 11.2 million users**, while receiving **an organic engagement rate of 4.87 per cent** (exceeding the industry benchmark of 2-3 per cent). Measuring the engagement rate is crucial as it quantifies active involvement and mobilization, showing how men are engaging with the content and potentially changing behaviours and attitudes.

### #RespectfullyDisruptive

At the 2023 HeForShe Summit, HeForShe unveiled the #RespectfullyDisruptive campaign to disrupt sexism in professional and corporate spaces, with leaders issuing a resounding call to action to disrupt gender inequalities in institutional settings. Central to this transformation is the positive role of men as allies for gender equality. #RespectfullyDisruptive was a call to men and boys to be active agents of change, committed to reshaping the global landscape for a sustainable, gender-equal future. The summit and subsequent campaign **achieved a total reach of 492,000 and garnered 16,000 engagements** on social media.

### #JustSayBro

In 2022, HeForShe introduced the #JustSayBro campaign as a call to action to disrupt sexism and misogynistic patterns in everyday behaviours and language. HeForShe created a movement that redefines the word "bro" that most men hear daily as a single-word response to intercept sexist comments. Taking advantage of TikTok and Instagram algorithms, the campaign allowed HeForShe to grow its presence on the platforms and engage men who want to use their voices for change for gender equality. Overall, the campaign **earned 34.5 million impressions (439 per cent higher than projected) with 11 million users reached**.

## #IDo Campaign

In 2021, HeForShe launched the #IDo campaign with a call to action for more male allyship by celebrating the positive role model of men who act in support of gender equality, and how they show up to end gender discrimination around the world. The #IDo campaign was inspired by the commitment made when taking vows, encouraging men and boys to make a pledge to advance gender equality in their lives. The campaign **received 1.6 million views** and grew our audience by **26 per cent across TikTok**.

## #HeForSheAtHome

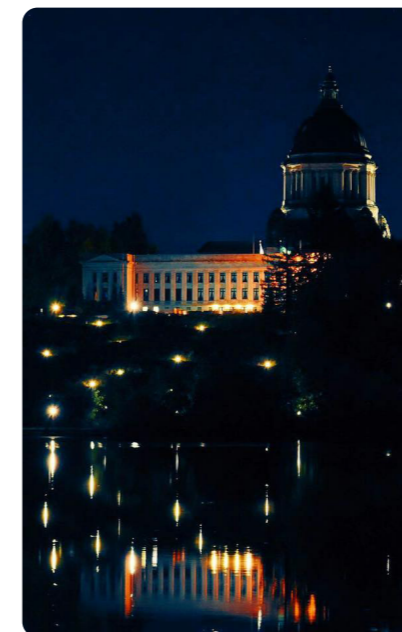
In 2020, HeForShe launched the #HeForSheAtHome global campaign in response to the COVID-19 pandemic, which, along with lockdown measures to curb it, resulted in exacerbated gender inequalities. The burden of unpaid care work, increase in domestic violence and other forms of gender-based violence (GBV) became increasingly evident as the world was grappling with the global public health crisis. The HeForShe campaign called on men to step up and take on their share of unpaid care work and show up as allies and partners for equitable relationships. The goal of the campaign was to inspire men aged over 25 to publicly share their stories of balancing the responsibility of care with the women in their household. #HeForSheAtHome in India alone **generated over 1 billion views on TikTok**. More than **200 men and celebrities from all corners of the world** contributed to the campaign, including heads of UN agencies, country ambassadors, actors, musicians and Olympic athletes.

## EA Campaign

In 2019, supported by funding from Electronic Arts (EA) Play to Give, HeForShe commenced a campaign aimed at transforming online gaming culture to foster inclusivity. Timed between the launch of EA Play to Give and an inclusion event in San Francisco, the campaign **achieved over 4 million social media impressions**, effectively spreading its message and encouraging a more inclusive gaming environment.

## #MorePowerfulTogether

In 2018, HeForShe partnered with world leaders to launch #MorePowerfulTogether in conjunction with the United Nations General Assembly and the annual HeForShe Summit. The campaign **invited 25 iconic world landmarks across 18 cities and 8 countries around the world**, most notably the Empire State Building in New York City, the Burj Khalifa in Dubai and the CN Tower in Toronto, to turn off half their lights to demonstrate the power lost when women are underrepresented from society. The campaign was kicked off in a highly publicized event at the Empire State Building. **A total of 30,000 gender-equality pledges** were made as a result of the campaign. Overall, **more than 560 million and social media impressions were generated worldwide**, while web traffic **increased fivefold** on pre-campaign traffic.



Washington State Capitol Building  
Washington, USA



Burj Khalifa  
Dubai, United Arab Emirates



Lowry Avenue Bridge  
Minnesota, USA





HeForShe #GetFree Tour at British Columbia Institute of Technology | Vancouver, Canada, 2019

# Announcement of New HeForShe Champions

**Government  
of Spain**  
**Pedro Sanchez**  
Prime Minister

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**African Development  
Bank Group**  
**Dr. Akinwumi A. Adesina**  
President

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**Movember**  
**Michelle Terry**  
CEO

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**Global Citizen**  
**Hugh Evans**  
CEO

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# WELCOMING NEW HeForShe CHAMPIONS

## THE GOVERNMENT OF SPAIN

### HeForShe Commitments

The Government of Spain commits to promote gender rotation in the presidency of the United Nations General Assembly by supporting the candidacy of a female Secretary-General of the UN; to continue supporting and strengthening the work of UN Women by increasing its funding; to promote gender parity and equality in Spain, the EU, and globally through the Parity Law among other instruments; promote global care systems; and ensure a feminist approach in all policies, including those that are part of the triple transition: social, digital, and ecological.

### New HeForShe Champion

**H.E. Pedro Sánchez**  
President

"The Government of Spain commits to promote gender rotation in the presidency of the United Nations General Assembly by supporting the candidacy of a female Secretary-General of the UN; to continue supporting and strengthening the work of UN Women by increasing its funding; to promote gender parity and equality in Spain, the EU, and globally through the Parity Law among other instruments; promote global care systems; and ensure a feminist approach in all policies, including those that are part of the triple transition: social, digital, and ecological."



## AFRICAN DEVELOPMENT BANK GROUP

### HeForShe Commitments

The African Development Bank commits to mainstreaming gender considerations across all its investment projects and operations. This includes incorporating gender-responsive indicators into project monitoring and evaluation frameworks to track progress in enhancing women's financial inclusion. By embedding gender criteria in its processes, the Bank has the potential to lead the financial sector in promoting gender equality, setting a new standard for development finance institutions globally.

### New HeForShe Champion

**Dr. Akinwumi Adesina**  
President

"Africa can only reach its full development potential exponentially increasing opportunities for women. Advancing gender and empowering women are central to the African Development Bank Group's work across the continent. I sincerely thank UN Women and HeForShe for this recognition. Becoming a HeForShe Champion reflects my personal, as well as the Bank's, unwavering commitment to promoting gender equality and to delivering increased access to finance for Africa's women entrepreneurs. I am resolute in my conviction that when Africa's women win - Africa wins."



## MOVEMBER

### HeForShe Commitments

Movember and HeForShe will collaborate to advance research on the intersections of men's health and gender equality, focusing particularly on promoting healthy masculinities. This partnership will involve sharing research findings with HeForShe partners and developing guidelines for effective communication around healthy masculinities. This partnership will equip organizations with the tools to foster positive masculinity, benefiting the broader field of gender equality by addressing harmful gender norms.

### New HeForShe Champion

**Michelle Terry**  
CEO

"At Movember, we believe that achieving gender equality requires all of us to be part of the solution. Our goal is to elevate the voices and experiences of boys and men, engaging them as integral parts of the solution to gender inequality. We know that when men are healthier - both mentally and physically - it benefits everyone and is essential to achieving true gender equality. By promoting healthier expressions of masculinity, we aim to foster more respectful behaviors and create healthier, safer communities for all. We are proud to join the HeForShe Alliance and stand alongside those who are driving positive change and challenging outdated norms - together, we can build a world where everyone, regardless of gender, has the opportunity to thrive."



## GLOBAL CITIZEN

### HeForShe Commitments

Global Citizen and HeForShe commit to using their respective platforms and advocacy to showcase and speak about girls and women's empowerment and advancing gender equality in partnership under the HeForShe Alliance. This includes inter alia featuring HeForShe initiatives and messages at Global Citizen events, campaigns, and activations, while also showcasing Global Citizen's gender-focused efforts through the HeForShe Alliance. By joining forces, HeForShe and Global Citizen will broaden their reach and influence, driving greater public awareness and advocacy for gender equality across multiple sectors.

### New HeForShe Champion

**Hugh Evans**  
Founder and CEO

"It's not possible to end extreme poverty without putting the health and economic rights of women and girls front and center. Across all aspects of society - in the home, the boardroom, governments, classrooms - we need to equalize the playing field and ensure women and girls have the equity and agency to lead. I'm excited to join forces with the HeForShe movement and continue to amplify this call to action, for the benefit of us all."



# The Women's Empowerment Principles (WEPs)

The Women's Empowerment Principles (WEPs), developed by UN Women and Global Compact, offer comprehensive guidance to businesses on advancing gender equality and women's empowerment in the workplace, marketplace, and community. WEPs are grounded in international labour and human rights standards, recognizing the critical role businesses play in driving social change and economic development. HeForShe embraces and promotes these principles as they provide a robust framework that aligns with its mission to foster inclusive and equitable environments for all genders. By adopting the WEPs, HeForShe underscores the importance of gender equality as a fundamental human right and a key driver of sustainable growth.

For HeForShe Alliance members, the integration of WEPs into their operations is a testament to their commitment to transparency, accountability, and continuous improvement. The principles require members to measure and publicly report their progress, ensuring that their gender equality efforts are aligned with global standards and open to scrutiny. This reporting mechanism fosters a culture of accountability and encourages organizations to set ambitious goals while tracking their achievements. Additionally, the WEPs facilitate the sharing of best practices and lessons learned among Alliance members, promoting a collaborative approach to tackling gender inequality. This collective effort amplifies the impact of individual actions, creating a ripple effect that contributes to broader societal change. By embedding the WEPs into their core operations, HeForShe Alliance members demonstrate leadership and dedication to a sustainable and equitable future for all.

The seven WEPs principles that HeForShe Champions bring to life in their work for gender equality are >



HeForShe #GetFree Tour at University of Leicester | Leicester, England, 2015



## Principle 1

Establish high-level corporate leadership for gender equality.



## Principle 2

Treat all women and men fairly at work- respect and support human rights and nondiscrimination.



## Principle 3

Ensure the health, safety and well-being of all women and men workers.



## Principle 4

Promote education, training and professional development for women.



## Principle 5

Implement enterprise development, supply chain and marketing practices that empower women.



## Principle 6

Promote equality through community initiatives and advocacy.



## Principle 7

Measure and publicly report on progress to achieve gender equality.



## Visit





To learn more about the Women's Empowerment Principles (WEPs) and more visit: [weps.org](https://weps.org)

# Cumulative Impact of The HeForShe Alliance in 2023

The HeForShe Alliance has generated significant positive impacts for women and girls through the coordinated commitments and initiatives of its Champions under the umbrella of the WEPs.

## Progress on Key Performance Indicators (KPIs) related to gender-equal representation:

By holding themselves accountable, the Alliance members have made significant strides in gender-equal representation in their institutions. Between 2021 (baseline) and 2023:

-  **45% of HeForShe Champions** increased overall female representation in their companies compared to men.
-  **64% of HeForShe Champions** boosted female representation within the top 6% of their organizations.
-  **50% of HeForShe Champions** have increased the percentage of women on their boards of directors, with INSEAD achieving gender parity on its board in 2022.
-  **55% of HeForShe Champions** have increased the number of new women hired.

These achievements underscore the power of collective efforts in advancing gender equality and empowering women and girls globally. HeForShe Champions have created inclusive workplaces, supported survivors of violence, promoted gender parity, empowered women in leadership and STEM fields, and fostered economic and educational opportunities.

## Overall Assessment

### › Outreach Capacity

The HeForShe Alliance has had a significant global impact in 2023, reaching over 36.9 million external beneficiaries, including women, girls, and those in crisis-affected areas. This demonstrates a vast outreach capacity, particularly in regions requiring urgent support.

### › Financial Investment

The Alliance's financial commitment to gender equality and women's empowerment is substantial, with at least \$5.7 million in known direct investments. This figure highlights the strong dedication of member organizations to funding and sustaining HeForShe initiatives globally.

### › Employee Engagement

Internally, the Alliance engages over 307,000 employees across multiple organizations, emphasizing the integration of gender equality commitments within workplaces.



Prime Minister of Iceland, Bjarni Benediktsson during the Observance of the 2017 International Women's Day at UN headquarters in New York, UN Women

## Cumulative impacts achieved by 2023 include:

### Increased Female Representation in Leadership:

HeForShe Champions have made substantial progress in increasing the representation of women in leadership and technical roles. For example, De Beers increased female representation in senior leadership to 35 per cent, and DP World appointed 21 women to 39 board seats. INSEAD achieved gender parity on its Board of Directors, while Recruit Holdings increased the number of women in senior executive positions across its strategic business units.

### Promotion of Gender Parity and Pay Equity:

HeForShe Alliance members Government of Japan, Recruit Holdings, MTN Group, HCLTech, and De Beers Group have prioritized pay equity to close the gender pay gap in their institutions.

### Empowering Women in STEM:

Empowering women in STEM fields has been a priority of several Champions, who have supported STEM scholars and empowered female students in STEM fields. MTN Group supported Girls in ICT and STEM through various initiatives, and De Beers Group directly supported over 80 STEM scholars in Canada, focusing on young women from First Nations communities.

### Leadership Development and Mentorship:

HeForShe Champions have implemented leadership development and mentorship programmes to support women's career advancement, resulting in the scale-up and expansion of female mentorship programmes across 25 countries (IRC and MTN) and achieving in some cases a retention rate of over 89 per cent (HCLTech).

### Economic Empowerment Initiatives:

In 2023, economic empowerment initiatives have cumulatively reached over 4,200 women and girls. De Beers' Accelerating Women Owned Micro-Enterprises (AWOME) programme has supported 2,645 women, aiming to assist an additional 1,500 over three years. DP World partnered with Barefoot College International, training women as "Solar Mamas" who helped bring light to over 1,000 households across 26 villages. Additionally, DP World sponsored 10 women from Somaliland to attend Zanzibar training college, benefiting around 50 households. These initiatives have significantly enhanced women's economic empowerment by improving household conditions and providing sustainable income sources.

### Infrastructure and Health Support:

DP World's support for developing sustainable water, sanitation and hygiene (WASH) infrastructure with WaterAid in Mozambique and Nigeria, and the sponsorship of 42 clinics with UNJANI, have improved health and living conditions for women and girls in these regions.

### Support for Survivors of Domestic Violence:

Vodafone has led HeForShe Alliance efforts to map and identify good institutional practices in setting up and implementing policies in support of survivors of domestic violence and abuse (DVA). The Vodafone Foundation sponsored pioneering research by the UN Women HeForShe Alliance, unveiling how FTSE 100 companies support employees experiencing domestic violence and abuse. HeForShe Alliance members, representing organizations with over 1 million employees across 154 countries, used the results of the research to review and assess policies and practices in support of domestic violence and abuse, focusing on the importance of the workplace as a safe and supportive environment for employees.

### Awareness and Advocacy for Gender Equality:

The HeForShe Alliance has successfully raised awareness and advocated for gender equality. Howard University's HeForShe Town Hall engaged students and faculty in discussions on gender equality. Vodafone's "1 in 3" campaign raised awareness about domestic violence within digital settings. UK Police published an annual report on Gender Equality in UK Policing, sharing data and best practices across police forces to address gender imbalances and sexism in police culture. HCLTech's #ShePowersProgress campaign celebrated and supported women's contributions in technology, with employee stories achieving over 6 million video views and a digital reach of over 409 million.

### Inclusive Hiring and Career Advancement:

The HeForShe Alliance has successfully ensured inclusive hiring practices and supported women's career advancement. The Government of Japan's corporate engagement through WEPs, HCLTech's 99 per cent return rate of women post-maternity, DP World's increased percentage of female new hires, and Recruit Holdings' rise in women in senior executive roles are all examples of concrete results in this area.

### Educational Support and Scholarships:

HeForShe Champions INSEAD, DeBeers, and Howard University have provided educational support and scholarships to women in higher education, including MBA programmes and gender studies, as well as support to female STEM scholars.

### Sports and Equal Opportunities:

In 2023, the International Tennis Federation (ITF) raised prize money in women's Billie Jean King Cup Finals to match that of men in the equivalent Davis Cup tournament and invested \$2.5 million to boost women's tournaments and prize money. This has set a precedent for gender equity in sports, delivering on a promise of equal opportunities for female athletes.

# Highlights of HeForShe Champions Results in 2023

The 2024 Alliance Report illustrates the positive impact generated for women and girls by the HeForShe Champions' leadership through the commitments they have made to advance gender equality. Under the umbrella of the WEPs, each Champion has provided an impact story including data on the representation of women in their organizations.

## The Government of Japan

- + **Reduced Gender Pay Gap:** Mandatory disclosure of gender pay gap data by the Government of Japan has led to a 3-point reduction in the pay gap from 2015 to 2023. Additionally, this policy has contributed to a 2 per cent increase in monthly salaries for nurses and a 17 per cent increase for long-term care workers over the past 15 years.
- + **Expanded Global Assistance:** Japan's cooperation with and contributions to UN Women have significantly enhanced support for women and girls in conflict zones, including aid for displaced Ukrainians and resilience-building in the Middle East, Africa, and Central America.
- + **Increased Corporate Engagement:** Japan's partnership with UN Women led to 319 Japanese companies signing WEPs and the successful Unstereotype Alliance event, driving further corporate commitment to gender equality.
- + **Effective World Assembly for Women (WAW!) 2022 Outcomes:** The Tokyo-hosted WAW!2022 resulted in concrete recommendations that advanced women's economic empowerment and crisis support, influencing future actions on women's participation in decision-making.
- + **Strengthened Global Response to Gender-Based and Sexual Violence:** Japan's contributions have enabled the United Nations Special Representative on Sexual Violence in Conflict (SRSG-SVC) and the Global Fund for Survivors (GSF) to implement key initiatives in Sudan and conduct global reparations studies across 25 countries.

## HCLTech

- + Achieved five-year aggregate retention rate of 89 per cent in women leadership development programmes.
- + A total of 99 per cent of women returned post maternity.
- + Inclusion training completed by 77 per cent of the total workforce.
- + Gender ratio improved exponentially by 26 per cent in the last five years, up from 28 per cent to 29.2 per cent in last financial year alone.
- + #ShePowersProgress campaign celebrated and supported women's contributions in technology, with employee stories achieving over 6 million video views and a digital reach of over 409 million.

## Vodafone

- + **Support for Survivors:** Vodafone Foundation's "Apps Against Abuse" initiative, including the Bright Sky app and website, has reached 1 million users across 13 countries, providing critical support and resources for survivors of domestic violence.
- + **Expansion of Support Networks:** Launched the "Allies Against Abuse" network, training over 250 colleagues on recognizing, responding to, and referring cases of domestic violence in the workplace, thus embedding the support policy more broadly.
- + **Groundbreaking Research:** Sponsored research by UN Women into workplace support for employees experiencing DVA, providing an overview of FTSE 100 companies' support measures and establishing a baseline for measuring progress.
- + **Awareness Campaign:** The 1 in 3 campaign exposed the hidden reality of domestic violence within familiar digital settings, raising awareness and directing people to Bright Sky for support, while encouraging social media sharing to amplify the message.

## Recruit Holdings

- + Increased the Group's representation of women in leadership to achieve its gender parity commitment for fiscal year 2030.
- + Increased the representation of women in senior executive positions in the HR Technology SBU around 43 per cent in fiscal year 2023 from 29 per cent in the previous fiscal year.
- + Increased representation of women in managerial positions in the Matching & Solutions SBU, to around 32 per cent in fiscal year 2023 from 30 per cent in the previous fiscal year.
- + Raised the number of women in senior executive positions at the Staffing SBU to 38 per cent in fiscal year 2023, a 2 per cent increase over fiscal year 2022.
- + Realized a significant boost in representation of women on the Board of Directors members from 20 per cent in 2021 to 33 per cent in fiscal year 2023.

## MTN Group

- + Female representation increased, with women now making up 40 per cent of MTN's workforce. The number of women in management roles rose by 1.4 per cent in 2023 over the previous year, while those occupying technology roles increased by 3 per cent, surpassing the 2025 target.
- + Significant strides made closing the gender pay gap through targeted interventions and focused hiring of women in senior and critical roles.
- + Women's empowerment supported through the "Women@Work" platform, which facilitated networking, exclusive opportunity sourcing, and developmental access for women, and the "Rising Leaders" programme, which engaged 249 women across 18 countries, strengthening leadership pipelines.
- + Supported Girls in ICT and STEM through participation in Girls in ICT Day in collaboration with over four operating companies and by taking part in a 40-hour experience empowering final-year female students in STEM fields coordinated through the NextGen STEM programme.
- + Strengthened commitment to creating an inclusive workplace culture and empowering women at all levels through various initiatives and programmes.

## International Tennis Federation (ITF)

- + Achieved equal prize money – In 2023, thanks to title sponsor Gainbridge, the Billie Jean King Cup Finals offered a record \$9.6 million in player prize money, \$1.6 million more than the previous year and matching the Davis Cup 2023 men's prize money.
- + Increased board diversity – Following a constitutional reform at the 2022 ITF Annual General Meeting, starting in 2027, the ITF Board will include at least five men and five women. Female representation increased from 14 per cent (four members) in 2019 to 24 per cent (seven members) by 2023.
- + Raised investment in women's tennis – The ITF allocated \$2.5 million to enhance women's tournaments and prize money, aiming for gender equity. Further initiatives are planned to address remaining imbalances by 2026.

## UK Policing

- + Launched a fifth annual report looking at Gender Equality in UK Policing in December 2023. This report features data and a good practice example from every police force in the UK.
- + Launched a HeForShe Development Programme, aimed at supporting women officers and staff to increase their self-confidence to apply for promotions. The programme consists of six modules and takes place over one year. The programme pilot and results have been shared across the HeForShe UK policing network, with many forces implementing similar programmes.
- + Expanded the HeForShe policing network outside of the UK with Guernsey Police making a formal commitment to the Alliance in July 2023. The network is likely to expand further in 2024 with talks continuing with police forces within the British Overseas Territories.

## International Rescue Committee (IRC)

- + Representation by people who identify as women on the Board of Directors increased of 5 per cent from 2021, currently representing 44 per cent of the board.
- + Made progress in meeting leadership diversity goals: 40 per cent of senior leadership identifying with one of the defined race or ethnicities and 63 per cent of all IRC staff band 5+ identifying as women.
- + Through a global pay review project, 89 per cent (48 out of 54) of IRC countries adapted compensation, benefits, and global mobility practices to lead to more inclusive and gender equitable outcomes for staff.
- + Scaled up female mentorship programme to seven countries and over 200 staff, and increased women staff's access to development programmes. In 2023, 67.5 per cent of employees who completed their week-long in-person Navigator manager training were women.

## One Young World

- + Maintained 50/50 gender balance of senior leadership and started a process to expand the size of the board, with a particular focus on gender diversity.
- + Developed sector-leading people policies on key issues which disproportionately affect women. For example, the forum prioritizes health and wellbeing and has developed a menopause policy to provide enhanced support which includes reimbursement for hormone replacement therapy. OYW is also developing an extensive domestic abuse policy to support those affected.

## Howard University

- + Hosted fireside chat on "The Role of HBCUs in Promoting Generation Equality" to highlight Howard University's leadership in gender equity within HBCUs.
- + Held HeForShe Town Hall in partnership with Howard University's Office of the President and the HeForShe initiative, engaging students and faculty in discussions on campus role in promoting gender equality.
- + Highlighted minor in Women, Gender, and Sexualities Studies, with courses focusing on men as champions and allies for women's equality. A total of 48 students enrolled in the minor.
- + Partnered with multiple men's organizations across campus through the HeForShe Town Hall, fostering future collaborations with groups such as the National Pan-Hellenic Council, the Society of Collegiate Black Men, Alpha Phi Alpha Fraternity, Howard University Basketball Team, Men of the Mecca, and CASCADE (LGBTIQ+) organizations.

## DP World

- + Increased investments in its "Women on Board" initiative, with 21 women appointed to 39 board seats in 2023.
- + Increased the percentage of female new hires from 14 per cent in 2021 to 24 per cent in 2023.
- + Introduced the requirement for shortlisted candidates to include at least one female representative to proceed to the interview stage for more inclusive hiring processes.
- + Implementing progress across all WEPs and reporting annually: 1) WEPs 4 and 5: Partnering with Barefoot College International to train two groups of women as Solar Mamas, benefiting 26 villages and lighting over 1,000 households. Sponsored 10 women from Somaliland to attend Zanzibar training college for six months, benefiting around 50 households. 2) WEPs 3 and 6: Sponsoring 42 clinics in partnership with UNJANI to enhance patient engagement; 3) WEP 6: Supporting the development of sustainable WASH infrastructure in Mozambique and Nigeria with WaterAid.

## INSEAD Business School

- + Achieved gender parity on the Board of Directors as of September 2023.
- + Senior leadership roles held by women reached 60 per cent of the total in 2023.
- + Increased representation of women in MBA and MIM programmes, with women now forming 36 per cent of MBA students and 38 per cent of MIM students.
- + Increased average scholarships for women from €19,400 to €23,600 over two years, with 51 per cent of women on the MBA programme receiving scholarships in 2023, up from 40 per cent in 2021.
- + Revised marketing strategies for MIM programme to encourage women applicants based on résumé matches.
- + Established inclusive faculty hiring guidelines.

## De Beers Group

- + Increased female representation in senior leaders across the workforce from 17 per cent in 2017 to 35 per cent in 2023.
- + Achieved 36 per cent female representation on its executive committee, from zero in 2017.
- + Supported 2,645 women in developing their businesses and enhancing their entrepreneurial skills through the AWOME programme, with a plan to support an additional 1,500 over three years.
- + Directly supported over 80 STEM scholars in Canada, with a focus on young women from First Nations communities.
- + Increased female representation in new hires to 36.9 per cent in 2023 (up 10.7 percentage points compared to 2022), with consistent representation among leavers at 31.8 per cent.
- + Developed and implemented guidelines for progressive gender portrayals in marketing programmes, and joined the UN Women Unstereotype Alliance, conducting Unstereotype's "3Ps" training across De Beers teams in 2022.



## HeForShe in Arts HeForShe Arts Week

### A Decade of Impact and Social Mobilization

HeForShe Arts Week, initiated by UN Women in 2016, leveraged the arts to spotlight gender equality efforts globally. Partner institutions across eight cities hosted events ranging from ballets to Broadway shows, raising awareness and funds for UN Women's initiatives. Notable landmarks, like the Empire State Building, were illuminated in HeForShe magenta to honor International Women's Day. Throughout the initial week, HeForShe reached more than 1 billion global media impressions, 7 million social media impressions, and the Empire State building, an iconic landmark of New York City, was lit in magenta in honor of UN Women and gender equality.

After the inaugural 2016 Arts Week, in 2017, this week-long celebration took off in eight cities: Bangkok, London, Mexico City, New York, Panama, Paris, Reykjavik and São Paulo. During this week of activism, arts venues and partners shared their perspectives on gender equality through performances, shows and special events, while helping raise much-needed funds to advance UN Women's work to empower women and girls.



# HeForShe Alliance Champions 2023 Report

As the HeForShe initiative celebrates its 10-year anniversary and the global community approaches the 30th anniversary of the Fourth World Conference on Women and the adoption of the Beijing Declaration and Platform for Action (1995), we reflect on the strides made towards gender equality.

To commemorate these milestones, the 2024 Impact Report highlights the commitments and achievements of HeForShe Champions. It also examines the ongoing efforts needed to achieve SDG 5 on gender equality, and how these efforts can contribute to revitalizing global cooperation to improve people's lives and advance the objectives of Agenda 2030.

As we are witnessing a global backlash against women's rights and the push for gender equality, we are reminded of the need for strong, unwavering leadership in driving forward the gender equality agenda.

**The Government of Japan**  
H.E. Fumio Kishida  
Prime Minister

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**Vodafone Group**  
Joakim Reiter  
Chief External & Corporate  
Affairs Officer

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**UK Policing**  
Jeremy Vaughan  
Chief Constable

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**Recruit Holdings**  
Hisayuki "Deko" Idekoba  
Representative  
Director & CEO

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**One Young World**  
Kate Robertson  
& David Jones  
Co-founders

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**MTN Group**  
Ralph Mupita  
President & CEO

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**International Tennis Federation**  
David Haggerty  
President

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**International Rescue Committee**  
David Miliband  
CEO & President

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**INSEAD**  
Francisco Veloso  
Dean

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**Howard University**  
Wayne A. I. Frederick  
Former President

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**HCLTech**  
G Vijayakumar  
Managing Director & CEO

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**DP World**  
Sultan Ahmed Bin Sulayem  
Group Chairman & CEO

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**De Beers Group**  
Al Cook  
CEO

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# THE GOVERNMENT OF JAPAN

This section details the self-reported progress in advancing gender equality made by the Government of Japan under the leadership of His Excellency, Prime Minister Fumio Kishida, who has been a HeForShe Champion since September 2022. For the past 10 years, the Government of Japan has been a dedicated partner of HeForShe, with Prime Minister Kishida continuing the work of the late Prime Minister Shinzo Abe, who served as a HeForShe Champion from 2015 to 2021.

## HeForShe Commitments

### 1. Women's Economic Independence

In December 2020, the Cabinet of Japan approved the Fifth Basic Plan for Gender Equality, setting specific performance targets for the promotion and employment of women. Based on the idea that it is important to ensure diversity in the Japanese economy and society and link it to innovation through cross-cutting efforts to strengthen the basis for women's empowerment, Japan has placed "women's economic independence" at the core of its "New Form of Capitalism", an eye-catching policy of the Cabinet. Further efforts will be made to achieve gender equality based on "The Basic Policy on Gender Equality and Empowerment of Women 2022," which addresses prioritized measures for fiscal year 2022 and 2023. Specifically, Japan is taking accelerated action to increase women's incomes, such as through mandatory corporate disclosure of the gender pay gap, reskilling women for the digitalization, and wage increases in fields such as nursing, caregiving and childcare. Furthermore, the government is striving to promote women's economic independence from various perspectives by incorporating a gender perspective into social security and taxation systems as well as eliminating stereotyped gender roles.

### 2. Proactive Dissemination of Information on Women's Participation and Advancement

In the second Kishida Cabinet, inaugurated in November 2021, Prime Minister Kishida appointed a Special Advisor to the Prime Minister as the first Advisor on Women's Empowerment. The Kishida administration, including the Minister in Charge of Women's Empowerment and the Special Advisor to the Prime Minister on Women's Empowerment, will actively disseminate information on the government's efforts to promote women's empowerment in Japan and abroad, raising awareness of the importance of women's participation, empowerment, and gender equality, as well as the significance and impact of male involvement in achieving and promoting them.

### 3. Further Enhancement of the Partnership with UN Women

Japan has consistently supported, cooperated and collaborated with UN Women. Based on the Fifth Basic Plan for Gender Equality, Japan will continue to maintain and strengthen its partnership with UN Women, particularly in promoting the empowerment of women and girls worldwide through support for various UN Women projects and collaboration in public relations. The Government of Japan, in close cooperation with the UN Women Japan Liaison Office, will strengthen its efforts to publicize and promote UN Women's activities to the Japanese people, including the "HeForShe Movement," and its wide-ranging activities in the international community.

### 4. Efforts toward the End of Conflict-related Sexual Violence

Japan will contribute to ending the culture of impunity surrounding sexual violence and provide support that puts survivors of violence at its centre in the peace-building process. Through strengthening partnership with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC) and other relevant international organizations, the government will further work on crime prevention by increasing the prosecution of perpetrators while also increasing protection and support for survivors of conflict-related sexual violence. The government will also continue to support and actively contribute to the management of GSF to help the survivors achieve economic independence and come out of social isolation.

## Context

Women's economic empowerment is at the core of the New Form of Capitalism under the Kishida administration, aiming at a virtuous cycle of "growth and distribution". The gender mainstreaming perspective can shed a light on diversity and equity to promote further growth and distribution. There are still many challenges to achieving gender equality especially in women's empowerment and participation in public spheres, including in economic and political activities. To achieve this, the support and empowerment of women, as well as the engagement of men, should be a foundation of our efforts.



HeForShe Champion

**H.E. Mr. Fumio Kishida**  
Prime Minister of Japan

**"As Prime Minister, I pledge once again to do my utmost to help all women in our country and around the world follow the path they have chosen for themselves."**



## The HeForShe Actions, Activities and Interventions

- + Disclosing information on the gender pay gap between women and men is now mandatory for officials and private companies with over 300 regularly employed workers. Along with closing the gender pay gap, a key priority is also increasing the average wages of care workers. In Japan, the majority of care workers, such as nurses, long-term care workers, and teachers at preschools and nursery schools, are women. Therefore, this policy can positively impact women's average income. In addition, the government has been expanding the coverage of employees' insurance. This allows those who are working under various types of contracts, including part-time workers, who are likely to be women in Japan, to increase their pension and receive greater insurance benefits. The government also addresses unconscious biases in gender roles by hosting workshops and awareness campaigns for local municipalities and economic organizations.
- + World Assembly for Women (WAW!) 2022 was an opportunity for Japan to share the idea of "Mainstreaming Gender into a New Form of Capitalism". Government officials and experts gathered in Tokyo to discuss various issues, including support for women affected by the Covid-19 pandemic, conflicts and disasters, and men's engagement for gender equality.
- + Along with women's economic empowerment, Japan strongly promotes the Women, Peace and Security (WPS) agenda, deepening its cooperation with UN Women, whose instrumental role on the WPS agenda has been stipulated by UN Security Council resolutions. Japan's contribution to UN Women has increased almost tenfold over the past decade. In addition to the core budget, 13 projects in 20 countries have been initiated this year. In Japan, the UN Women Tokyo Liaison Office is a crucial hub for coordinating with the government, municipalities, private companies, educational institutions, and civil society to promote gender equality and the empowerment of women and girls.
- + Japan has been continuously contributing to the Office of the United Nations Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC) and the Global Fund for Survivors of Conflict-Related Sexual Violence (GSF) to eliminate, prevent, and respond to sexual violence, providing assistance to victims and survivors of sexual violence.

## Results & Impact

Government-mandated disclosure of the gender pay gap has positively influenced companies, motivating them to reduce the pay gap and implement new measures and systems to address it. The pay gap in private companies is on a shrinking trend with an improvement of about 3 points from 2015 to 2023. In addition, the monthly salary of nurses has increased by 2 per cent in the last two years, while the monthly salary of long-term care workers has increased by 17 per cent in the last 15 years. Furthermore, the government implemented measures to improve the wages of nursery school teachers by 23 per cent between 2013 and 2023, with additional pay for those who enhanced quality of care.

The Tokyo Declaration of WAW!2022 included future actions and recommendations from youth and local communities on women's economic empowerment, support for women facing difficulties, women's participation in decision-making processes, and WPS.

As a result of cooperation with UN Women, Japan has provided assistance to displaced persons in Ukraine, as well as protection, resilience strengthening, and livelihood support to women and girls in the Middle East, Africa, Asia, and Central America. In addition, the following are highlights of UN Women's contribution in Japan: (1) the total number of Japanese companies that have signed the WEPs as of April 2024 is 319; and (2) the Unstereotype Alliance event was held with 50 companies to commemorate International Women's Day and discuss how to accelerate efforts for gender equality.

With the funding from Japan, OSRSG-SVC started to support risk reduction and response strengthening for gender-based violence and conflict-related sexual violence in Sudan this year. Furthermore, the GSF has also initiated global reparations studies in 25 countries and published 15 reports between 2021 and 2023 in collaboration with 40 civil society organizations. All these efforts align with Japan's WPS National Action Plan Third Edition formulated in April 2023.

## Closing & Next Steps

Gender equality is essential for achieving a society that respects diversity. It allows everyone to fully express their individuality and abilities and feel fulfilled in life. Additionally, gender equality drives innovation to Japan's economy and society and ensures sustainable development. HeForShe is an important initiative to bring this idea to everyone in society, including men and boys. HeForShe's message can be instrumental in transforming traditional gender norms that cast men as the primary breadwinners and women as caregivers. It encourages men to take on their fair share of care work, such as housework, childcare, and caregiving, while also promoting a more equitable distribution of responsibilities. This shift not only provides men and boys with more diverse life options but also supports women in pursuing opportunities beyond traditional caregiving roles. Achieving gender equality in society requires everyone's engagement.

# VODAFONE GROUP

## HeForShe Institutional Commitments

In 2019, Vodafone launched a global domestic violence and abuse policy becoming the first company to offer employer support to survivors of domestic abuse on a global scale. The policy sets out a comprehensive range of workplace support, security and other measures for employees at risk of, experiencing, and recovering from, domestic violence and abuse. Vodafone is committing to build upon this policy with additional tools, awareness and leadership strategies to help ensure the safety of employees globally especially in these unprecedented times.

## WEPs Alignment 2 3

Vodafone's impact falls under UN Women Empowerment Principles 2 and 3.

## Context

Gender equality and empowering all women and girls is unattainable without ending all forms of violence against women and girls (VAWG). Nearly one in three women will experience GBV in their lifetime. Domestic violence and abuse is the most widespread form of GBV globally. It devastates lives and exerts significant impact on societies, workplaces and economies, serving as a substantial barrier to women's progress and economic empowerment. The global cost of violence against women amounts to at least \$1.5 trillion, or roughly 2 per cent of the global GDP per year.

## HeForShe Champion

**Joakim Reiter**  
Chief External Affairs Officer

"Vodafone stands firm in its commitment to prevent domestic abuse and violence. Our Foundation's Bright Sky app, our workplace policies, and our awareness campaigns demonstrate our continued support to enable a society where every individual can live free of fear and harm. Active allyship for survivors is critical if we are to make progress to ensure that the basic human right of living a life from violence and abuse is a reality"

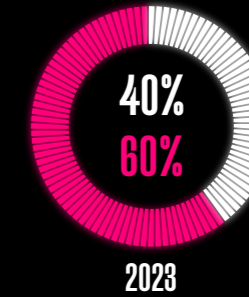
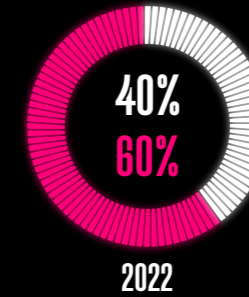
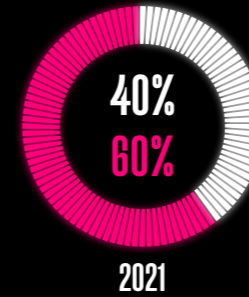


# DATA RESULTS

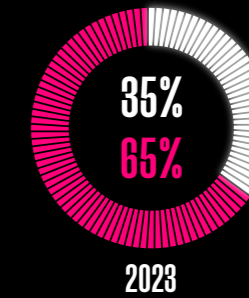
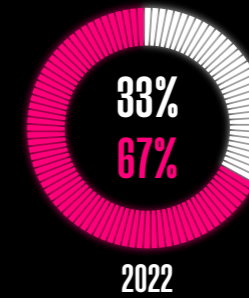
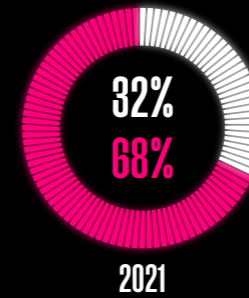
Below are Vodafone's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male

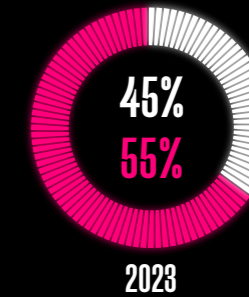
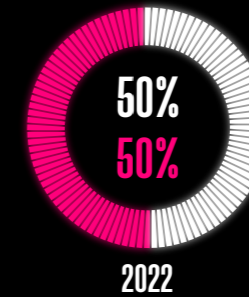
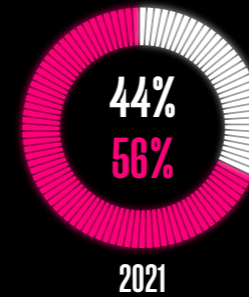
### Overall Company



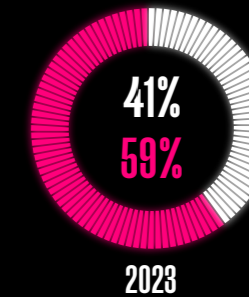
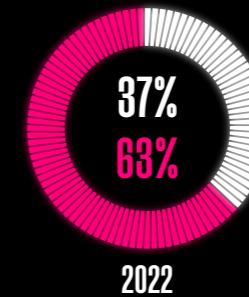
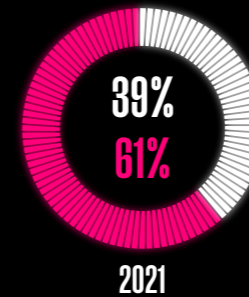
### Top Six Per Cent



### Board



### New Hires



## The HeForShe Actions, Activities and Interventions

Addressing DVA through ongoing survivor support and awareness is critical to end the cycle of abuse and achieving gender equality.

- + Vodafone Foundation's "Apps Against Abuse" have provided survivors with support for over a decade. This includes Bright Sky, a free to use app and website which is live across 13 countries in Europe, North America, Oceania and Africa. The Bright Sky platforms have reached 1 million people and provide survivors with support through connecting them with specialist services and increasing awareness of abuse.
- + Vodafone launched its employer policy in 2019 and to further expand support has launched an "Allies Against Abuse" network. Over 250 colleagues will be trained this year on how to "Recognize, Respond and Refer" in the workplace, helping to embed the policy and create a broad support network for survivors.
- + Vodafone Foundation sponsored ground-breaking research by UN Women into workplace support for employees experiencing DVA. This research provides an overview of support provided by FTSE 100 companies, and the challenges still to be overcome to gain wider recognition of DVA as a workplace issue. As well as a resource, it serves as a baseline to measure progress over time.
- + The "1 in 3" campaign aimed to expose the hidden reality of DVA within familiar digital settings, raising awareness and signposting support in a context that would resonate deeply with a broad audience across multiple markets. The campaign revealed domestic abuse in our everyday life through a digital lens, while sensitively portraying the experiences of survivors. Vodafone encouraged the audience to support the campaign against domestic violence and abuse by sharing the campaign images and videos on their social networks and by accessing Bright Sky for support and information.

# IMPACT STORY

## Vodafone Foundation: 1 in 3 Campaign

"Vodafone Foundation's 1 in 3 campaign reached over 65 million people, including 51 million women, helping to engage users and encourage them to take action."

UN Women estimate that globally one in three women – or around 736 million – will experience domestic abuse at least once in their lifetime. For International Women's Day 2024, Vodafone Foundation launched the 1 in 3 campaign to highlight the prevalence of this issue, raise awareness and provide support for those affected.



## Link to the HeForShe Commitment

Around the world, people spend 11.5 billion hours a day on social media, a place where things are often made to look better than they really are. Our 1 in 3 campaign aimed to make people think twice about what they see. The videos begin by showing everyday content, like makeup tutorials or cooking tips. But then, we reveal the sinister reality of domestic abuse which affects one in three women.

This change in tone highlights the often-hidden and insidious nature of abuse in order to raise awareness and signpost support, including that provided by the Bright Sky app and website. Bright Sky gives access to support and information for anyone experiencing domestic abuse or anyone worried about someone they know.

We know anecdotally that survivors have reached specialist support sooner when accessing Bright Sky than they would have done without, underscoring the need for increased awareness through public campaigns.

When one in three women experience abuse, we need to use all avenues to reach every survivor with support. Beyond the campaign, Vodafone expanded help for survivors in the workplace by launching its Allies Against Abuse programme. It has created a community of 250 allies specifically trained to Recognize, Respond and Refer colleagues who might be affected by DVA to expert support and resources. Vodafone partnered with "Hope After Harm's Rise for Change" programme, to take a trauma informed approach to training allies.

Additionally, in collaboration with UN Women and HeForShe, Vodafone Foundation commissioned an independent survey to explore the impact of FTSE 100 companies' support for DVA survivors. The research serves as a baseline over time to measure progress and, it is hoped, will spark further action and change, paving the way for greater support for DVA survivors across all businesses.

## Results & Impact

Public awareness campaigns are critical in raising awareness of domestic abuse. By leveraging various digital platforms – including Facebook, Instagram and TikTok – Vodafone Foundation's 1 in 3 campaign reached over 65 million, including 51 million women, helping to engage users and encourage them to act.

The campaign directed individuals to essential resources and support services, including Bright Sky. Bright Sky has now been accessed by over 1 million people, with 60,000 more people supported through the platform during the campaign. A bespoke landing page was also created at [vodafone.com/1in3](http://vodafone.com/1in3) to include additional resources and information, including a new widget feature which opens a pop-up window enabling users to access a questionnaire to spot signs of abuse, better understand their situation, and access Bright Sky's service directory. These links leave no internet history and provide a quick exit option for the person seeking information.

Recognizing the global scale of this issue, the campaign was adapted in Albania, Czechia, Greece, Hungary, Ireland, Italy, Luxembourg, Portugal, Romania, South Africa, and the United States of America. By activating on social media, the campaign encouraged wider sharing and discussion to support survivors and their allies.

## Closing & Next Steps

Vodafone Foundation has used technology for over 15 years to connect over 2.8 million people affected by DVA and hate crime to advice, support and education. We will continue with campaigns to increase awareness of abuse and help find safe routes to support, including Bright Sky, while championing that we all have a role to play in ending domestic abuse

Vodafone has added a new feature to its website to support people affected by domestic abuse in a safe and discreet way. Following the adoption of Vodafone Foundation's Online Safe Spaces widget in the UK, and a Bright Sky widget in Europe and North America, the company hopes that more providers will place widgets on their internal and external websites to provide access to domestic abuse support.

UN Women's research sponsored by Vodafone Foundation provided valuable learning and opportunities for companies to build on. This research formed an important step in sharing learning and forming partnerships to work across sectors to offer survivors support more broadly across the FTSE 100. We plan to normalize employer policies supporting survivors. This, combined with the continued expansion of Bright Sky, aims to widen the scale of support available to reach every survivor.

# UK POLICING

## HeForShe Institutional Commitments

UK policing has made three clear commitments towards gender equality. The first is to address the gender imbalances of middle management teams. The second is to address and remove the sexism and misogyny, where it exists, in police culture. Finally, UK policing has committed to sharing annual gender equality information in the form of an annual report.

### WEPs Alignment 6

UK Policing's impact falls under Principle 6.

### Context

Policing is a traditionally male-dominated profession, with women officers still underrepresented at every rank throughout the UK. Progress has been made at senior levels, but middle management has the lowest representation of women officers. This forms the first commitment for UK policing.

Several high-profile reports within the UK have provided evidence of sexism and misogyny existing in police culture. This forms the second commitment for UK policing. This leads into the wider issue of violence against women and girls and how police respond to keep their communities safe.

### Key Institutional Results and Highlights

- + The overall representation of women officers throughout UK policing increased from 33 per cent in 2021 to 35 per cent in 2023.
- + The representation of women officers in middle management throughout UK policing increased from 25 per cent in 2021 to 27 per cent in 2023.
- + A fifth annual report looking at Gender Equality in UK Policing was launched in December 2023.

## HeForShe Champion

# Jeremy Vaughan

## Chief Constable

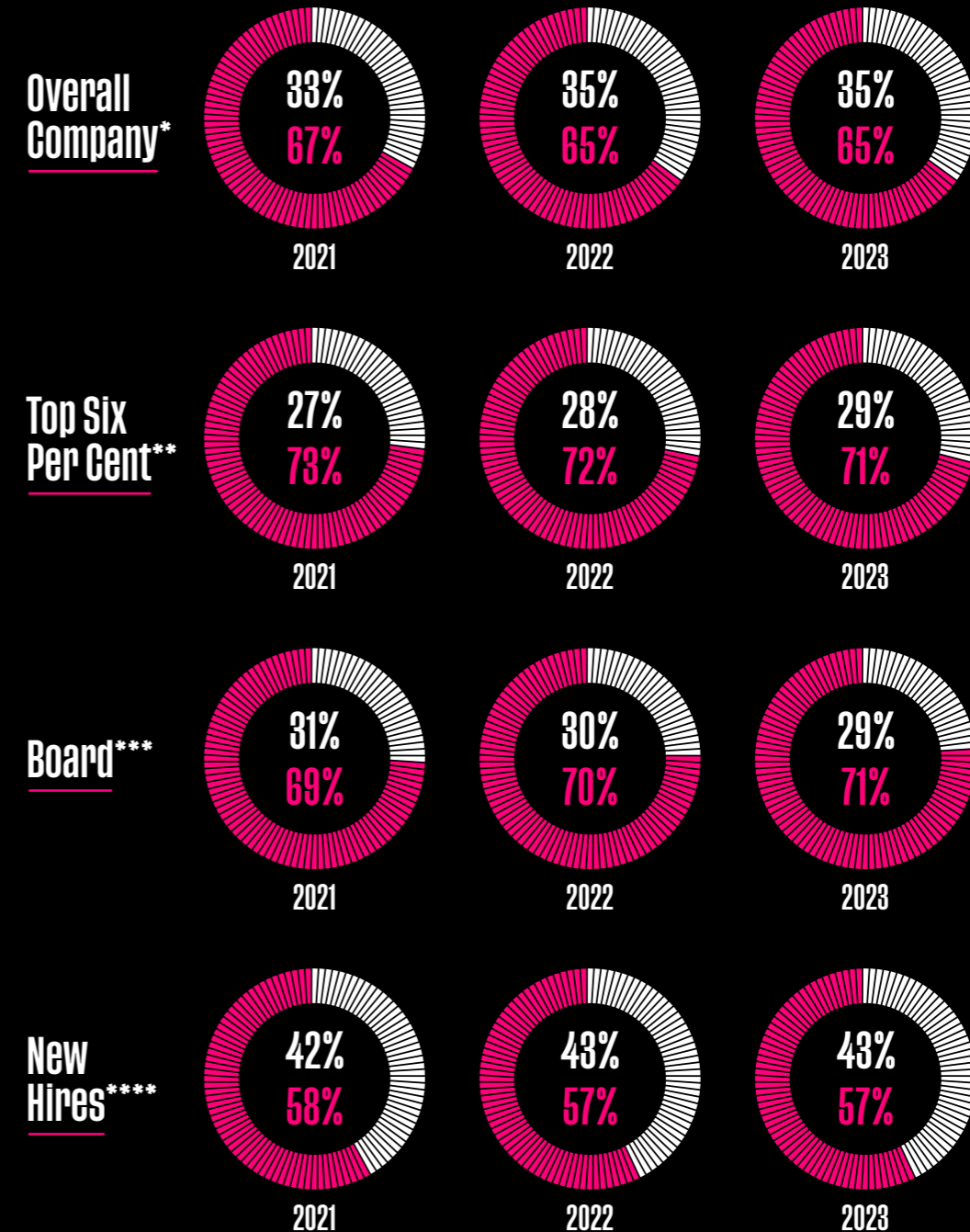
"We all need to work together to achieve gender equality. For too long, progress towards gender equality has been left to women and I am calling on officers and staff from across the UK to become HeForShe allies."



# DATA RESULTS

Below are UK Policing's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male



\*Data as of 31 March 2024. Includes Police Officers only. Does not include police staff data, a further third of our workforce. The data available for police staff cannot be broken down by rank or grade so all data points cannot be completed.

\*\*Top 7% has been included, this includes Inspector rank and above.

\*\*\*Rank of Chief Officer included here.

\*\*\*\*Does not include transferees only new starters.

## The HeForShe Actions, Activities and Interventions

The specific activities, actions, initiatives, or programmes implemented by UK Policing under our HeForShe commitment in 2023 include:

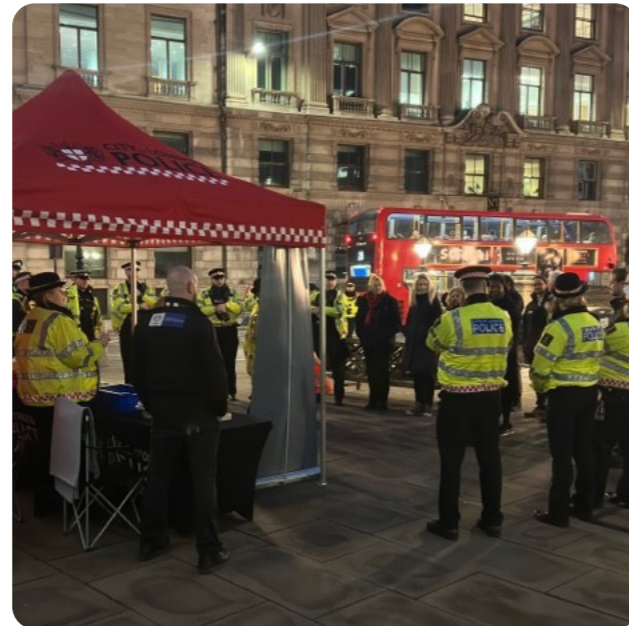
- + A fifth annual report looking at Gender Equality in UK Policing was launched in December 2023. This report features data and a good practice example from every police force in the UK.
- + A launch event for the fifth annual report was hosted by West Yorkshire Police on 1 December 2023. This event showcased several initiatives working towards gender equality, providing learning for all forces.
- + A UK Policing HeForShe Newsletter was launched in the summer of 2023. This quarterly newsletter provides updates and shares good practice across the HeForShe UK policing network.
- + Three virtual good practice events were held in 2023. These highlighted a range of work, including supporting officers and staff going through the menopause, assisting women officers and staff to increase their self-confidence to go for promotions and encouraging women officers to join specialist policing units.
- + A HeForShe Development Programme was launched, aimed at supporting women officers and staff to increase their self-confidence to apply for promotions. The programme consists of six modules and takes place over one year. The programme pilot and results have been shared across the HeForShe UK policing network, with many forces implementing similar programmes.
- + The HeForShe policing network has expanded outside of the UK with Guernsey Police making their formal commitment in July 2023. The network is likely to expand further in 2024 with talks continuing with police forces within the British Overseas Territories.
- + The recruitment of HeForShe male allies within policing moved into sport, with Police Scotland's male rugby team showing their support for gender equality.

# IMPACT STORY

## Operation Reframe

"Op Reframe is heading into its third year of proactively targeting violence against women and girls. This has resulted in 1,848 police officer hours and 1,512 volunteer hours, all dedicated to different effective prevention themes. I am proud of our male allies who continuously support this initiative. It is fantastic to see so many people coming together to make the City of London the safest place in the world, for residents, workers and visitors alike."

**Inspector Caroline Hay**



## Link to the HeForShe Commitment

City of London Police introduced Operation Reframe to create a safe space for women visiting the local night-time economy. The operation aims to "reframe the night" and is based on academic research, showing that a night-time economy "facilitated" rather than "policed" reduces violent crime.

City of London Police worked with several partners for Operation Reframe. This included licensing teams, street cleaning, environmental and community teams, security agencies, St John Ambulance and the Samaritans, as well as a group of volunteers from across their force.

Interventions through Operation Reframe focused on promoting the safety of women whilst building trust and confidence in the police. These interventions included helping women to get home safely, inspections of private hire vehicles, provision of mental health and medical teams, a welfare tent, testing drinks for spiking, capable guardians to help women where needed and providing awareness to women where appropriate.

Underage drinking tests were conducted with Police Cadets too; four out of 11 premises sold alcohol to children and were fined, with strong advice given.

The interventions also saw the testing of "Ask for Angela" in licensed premises, a safety initiative in the UK where individuals can ask for Angela in bars and clubs to highlight they need help and feel unsafe in their current situation. Over a five-month period, 69 tests were conducted with 19 premises been referred for further training.

The operation ensures a local police presence, allowing officers to respond in real-time to any incidents of crime, whilst providing reassurance for women from all parts of the city.



## Results & Impact

Operation Reframe has demonstrated how the police and partner agencies can work together to keep women safer. Feedback from members of the public showed a clear appreciation for the work being undertaken. Since its inception, the partnership has completed 467 licensed premises visits, trained 120 venues to support vulnerability, conducted large numbers of Ask for Angela checks and underage sales tests, and helped well over 300 women at the welfare tent.

The initiative is breaking new ground by embracing male colleague support, with advocates and allies giving up their time to upskill through "active bystander" training and then supporting women in the city as guardians.

This theme continues through the successful coordination of "capable guardians", with volunteers from across the police and businesses. Commitment has been secured from tens of businesses to give up time and resources to support this initiative, moving away from conventional policing tactics towards a more collaborative and supportive approach.

Surveys conducted with those people who had contact with Operation Reframe found that 86 per cent agreed that they would be confident in approaching a guardian volunteer as part of the operation, showing the value in this approach to supporting women.

## Closing & Next Steps

City of London Police will continue to work with partners to implement Operation Reframe at various points throughout the year. The operation is reviewed and debriefed routinely to monitor success and look for opportunities to expand and improve.

The initiative has successfully utilized the voluntary support of the City of London Police Women's Network and HeForShe Allies and looks to continue this. The HeForShe movement is providing more support in terms of allies becoming guardians and offering time and skill to support Operation Reframe delivery.

The excellent work by the City of London Police to keep women safe has been documented within UK policing's fifth annual report looking at Gender Equality in Policing. Their work will be highlighted at a good practice event later in the year providing them with the opportunity to showcase their work and share learning with other police forces throughout the UK.

# RECRUIT HOLDINGS

## HeForShe Institutional Commitments

Recruit Holdings is committed to achieving gender parity by fiscal year 2030 across all levels of Recruit Group (hereinafter referred to as "the Group"), including in the boardroom and at senior executive level.

### WEPs Alignment 1 2

Recruit Holdings signed the UN WEPs in 2022. Their impact falls under Principles 1 and 2.

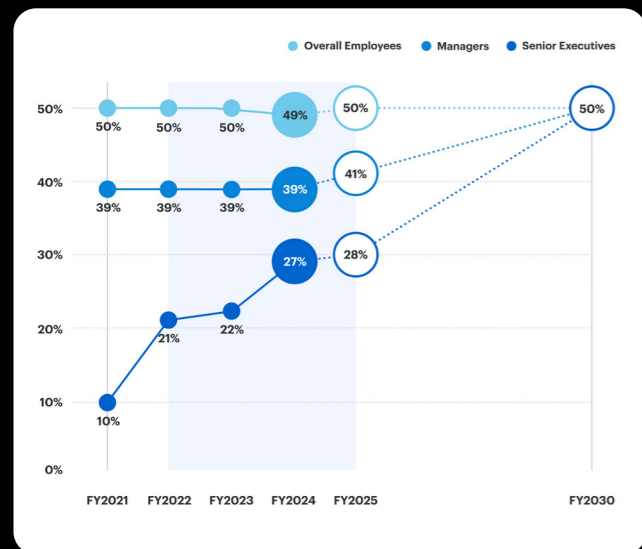
### Context

The Group consists of three autonomous Strategic Business Units (SBUs) and Recruit Holdings.

Each SBU is working to overcome its own unique challenges in order to speed progress toward gender parity by fiscal 2030.

The status and challenges to realize gender parity vary by each SBU. Staffing SBU has already achieved gender parity among all employees with the exception of senior executives. By comparison, the HR Technology and Matching & Solutions SBUs are still in the process of realizing their targets for managerial positions. They are planning and implementing measures in line with their respective environments and challenges.

Figure 1.



## HeForShe Champion

# Hisayuki "Deko" Idekoba

Representative Director,  
President and CEO

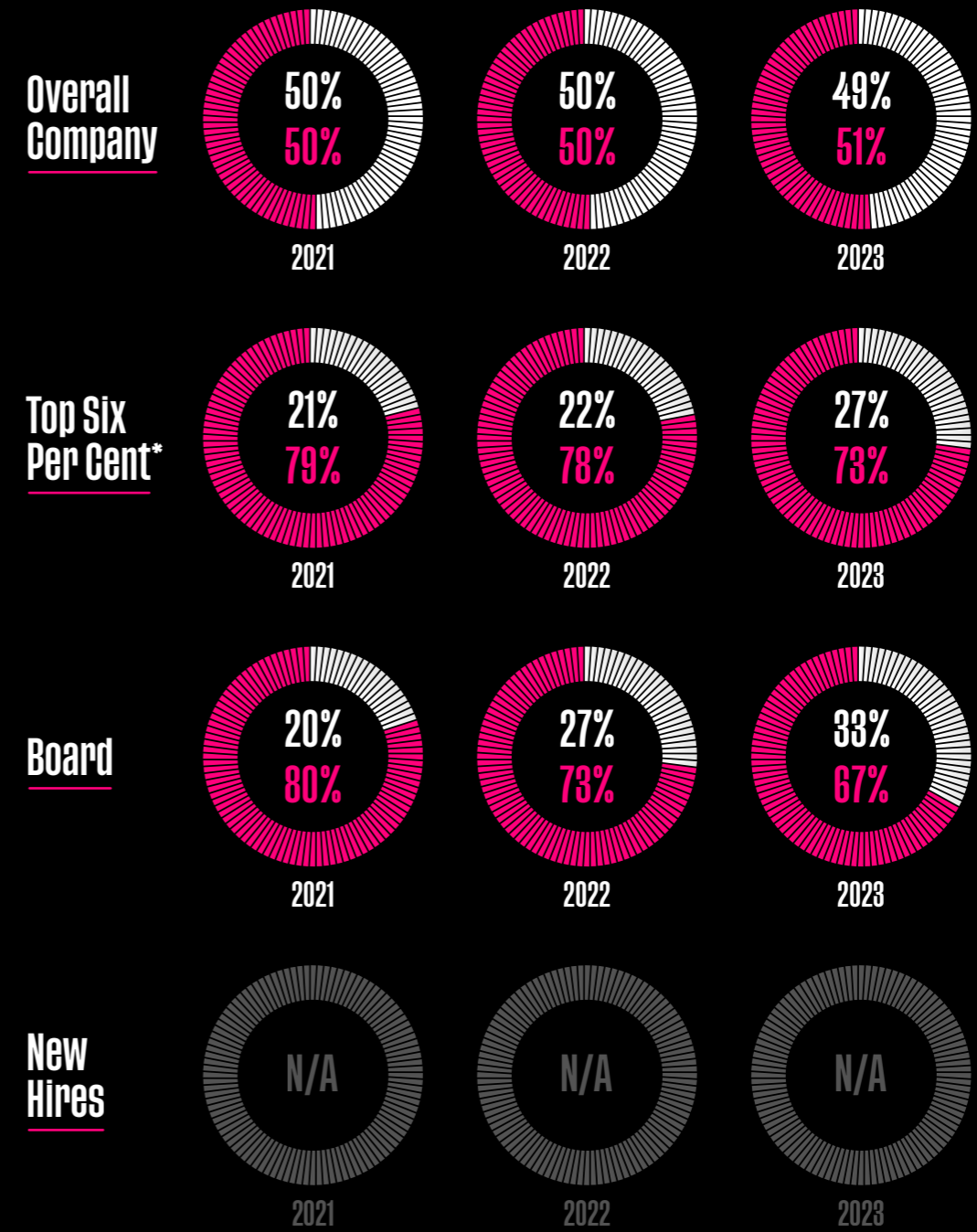
"Respecting individual differences is ingrained in Recruit Holding's culture. We value and nurture individual curiosity, investing in ideas and passions that bring out people's best. As an employer, we are fully committed to employing 50 per cent women across all levels of our company. As an HR matching technology company, it is our responsibility to drive change and foster inclusivity. As a father of two girls, Recruit Holdings President and CEO Hisayuki Idekoba is committed to a future where equal opportunities are limitless. We wholeheartedly support the HeForShe movement and pledge to collaborate for a brighter, more equitable tomorrow."



# DATA RESULTS

Below are Recruit Holding Group's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male



\*Top Six Per Cent represents Senior Executives.

## Key Institutional Results and Highlights

- + Recruit Group made progress in increasing the Group's representation of women in leadership to achieve its gender parity commitment for fiscal year 2030.
- + At the HR Technology SBU, the percentage of women at senior executive positions rose to around 43 per cent in fiscal year 2023, from 29 per cent in the previous fiscal year.
- + At the Matching & Solutions SBU, representation of women in managerial positions in its largest subsidiary, Recruit Co. Ltd., rose to around 32 per cent in fiscal year 2023 from 30 per cent in the last fiscal year.
- + At the Staffing SBU, the representation of women in senior executive roles increased to 38 per cent in fiscal year 2023, a 2 per cent rise over the last fiscal year.
- + In addition, representation of women on the Board of Directors members jumped to 33 per cent in fiscal 2023 from 20 per cent in fiscal year 2021.

## The HeForShe Actions, Activities and Interventions

Starting in April 2022, the Group set a three-year target to accelerate efforts to increase the representation of women across all levels by fiscal year 2030. To achieve the target, each SBU worked to expand the pool of management candidates in fiscal year 2023 by providing employees with opportunities to expand their capacity and skills.

To further incentivize change, the achievement of the three-year target is linked to a portion of long-term compensation\* for executive directors and senior vice-presidents, who are responsible for driving and realizing the Group's sustainability goals.

\*Compensation based on ESG target achievements is set as a part of BIP trust (stock) compensation. Eligibility to receive this award and the level of the payout will depend on whether the three-year target is achieved.

# IMPACT STORY

## Empowering Change: Innovating Strategies to Remove Workplace Bias Against Women

"A homogenous organization tends to be slow to cope with major environmental changes. Furthermore, creating leaders with diverse strengths is expected to positively impact the organization and the business, resulting in diverse strategies being more feasible. Suppose we have a mosaic of diverse people working together. In that case, there will always be people who can play to their strengths, even in times of major change."

### Matching & Solutions SBU Driving Gender Equity



## Link to the HeForShe Commitment

To improve the number of women at managerial level, the Matching & Solutions SBU has taken steps to ensure that gender bias is removed from the talent management process, along with providing training programmes that support women's career advancement.

Following an analysis of the promotion process that highlighted challenges at the appointment stage, the SBU defined new managerial position requirements free from biases related to must-have skills or necessary work styles. Following the implementation of these requirements in several organizations within the SBU, not only did the number of women candidates increase, but the number of men candidates also rose, indicating a move towards diverse leadership irrespective of gender. Due to its success, the SBU expanded the managerial requirements programme in 2023 from a trial for a specific division's manager position to include other divisions and higher levels.

In order to promote gender equity, it is also essential to openly address existing biases among women themselves and among managers in general.

Since fiscal 2012, the SBU has implemented training programmes tailored for women employees and managers. These include the "Career Cafe 28" initiative, which is offered to women employees around the age of 28 as a place to learn to identify their strengths and build their careers ahead of time, "Career Cafe Next Step," which also supports women employees in their 30s in demonstrating career ownership, and "Career Cafe for BOSS," which is for managers to learn about managing diverse talents.

The SBU has also introduced a development programme that values individual differences. This programme formalizes the knowledge of understanding people and development design that the SBU has cultivated over the years. In this programme, managers and inhouse coaches collaborate to support the career building of employees, including women, by enhancing each employee's intrinsic motivation.

## Results & Impact

Since the SBU first established measures to promote DEI almost two decades ago, the number of women managers has risen considerably. Thanks to efforts to promote job satisfaction and a flexible work environment suiting individual needs, as of April 2024, the ratio of section managers stood at 36 per cent, more than three times higher than in 2006, with women directors at 24 per cent, about six times higher, and the ratio of women vice-presidents at 13 per cent, more than double.

The combined percentage of women in managerial positions\* of the SBU is 32 per cent, well above the national average of just under 13 per cent.\*\* The Group will continue to promote initiatives to ensure that the percentage of women employees and the percentage of women managers are at the same level.

## Closing & Next Steps

The diversity of Recruit Group's employees has been the source of its value creation from the very beginning. Betting on the passion and ideas of employees has long been the Group's competitive advantage.

With this in mind, the Group is working to achieve gender parity across all levels by fiscal 2030, including in the boardroom. In fiscal year 2024, the final year of the three-year interim target, the Group will intensify its efforts to meet this goal and will continue to expand the pool of management candidates through the initiatives mentioned.

By leveraging the strong commitment from top leadership and the collaborative efforts of all teams, Recruit Group is confident that it will continue to make progress towards gender parity in the coming years. It remains committed to achieving its goals through fostering an inclusive and diverse workplace where everyone can thrive.

\*\*"Managerial positions" refers to all of those that have subordinates, except for senior executive positions.

\*\*Ministry of Health, Labour and Welfare "2022 Basic Survey on Employment Equality" Survey of 6,000 companies nationwide with 10 or more employees. The percentage of women managers in positions equivalent to section manager or above was 12.7 per cent.



# ONE YOUNG WORLD

## HeForShe Institutional Commitments

When tendering for services, One Young World pledges to make a mandatory requirement for suppliers to demonstrate the diversity, and specifically the gender balance, of their teams so that we can use our buying power to promote gender equality.

### WEPs Alignment 1 2 3 4

One Young World's impact falls under Principles 1, 2, 3 and 4.

### Context

One Young World empowers and develops young leaders to build a fair, sustainable future for all. Therefore, it is committed to promoting gender equality within the organization, as well as in society as a whole.

## HeForShe Champion

# Kate Robertson & David Jones

## Co-Founders

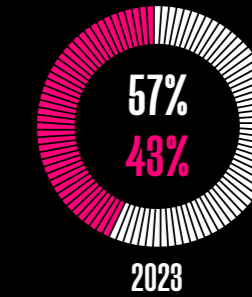
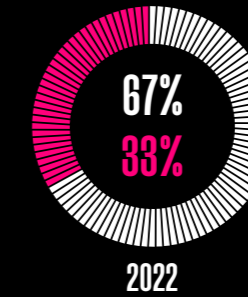
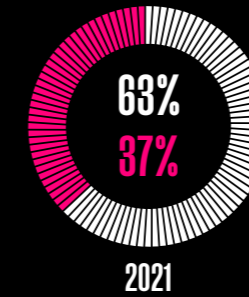
"Gender equality has never been more critical. We will not achieve progress in areas such as climate change, health equity, or education unless every woman and girl can meet her full potential. Men are essential partners in this fight. At One Young World, we develop young leaders who are taking action to solve the world's biggest challenges. All of our community are tasked to work towards a more gender-equal world. Allyship is integral to this mission. We are proud to be HeForShe Champions and empower the next generation of male allies to step up and take action on SDG 5."

# DATA RESULTS

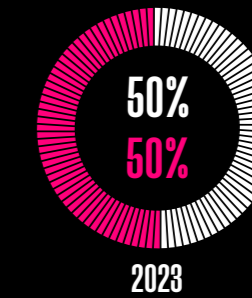
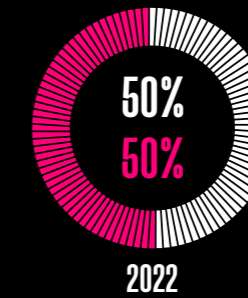
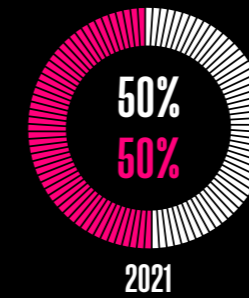
Below are One Young World's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male

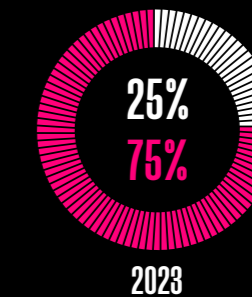
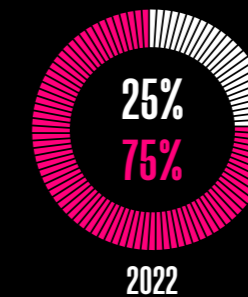
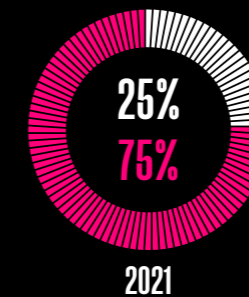
### Overall Company



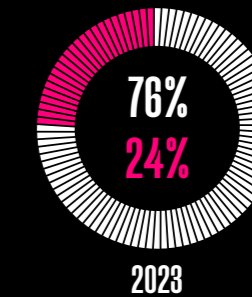
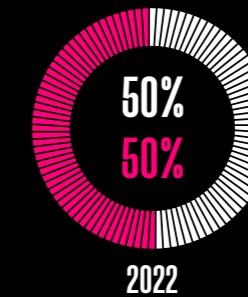
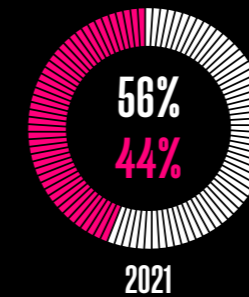
### Top Six Per Cent



### Board



### New Hires



## The HeForShe Actions, Activities and Interventions

One Young World's annual summit is held in a different city around the world each year. This means that the majority of services and suppliers required changes annually. Therefore, the inclusion of diversity (and specific gender balance) requirements in tenders for these services is an incredibly important part of the impact the organization has all around the world to promote gender equality.

## Key Institutional Results and Highlights

The organization has maintained the 50/50 gender balance in senior leadership and has started a process to expand the size of the board, with a particular focus on gender diversity. It has developed sector-leading people policies and tackled key issues which disproportionately affect women. For example, in the area of health and wellbeing, a menopause policy has been put in place to provide enhanced support, including reimbursement for hormone replacement therapy. One Young World has also developed an extensive domestic abuse policy to support those affected by domestic abuse.

## Results & Impact

As the global forum for young leaders, One Young World is uniquely placed to be at the forefront of advocating for gender equality. We do this in our workplace, across our community, and through the impact we have globally. We have continued to provide a platform for young leaders all around the world who are advocating for gender equality and seeking to address gender inequality through their work.

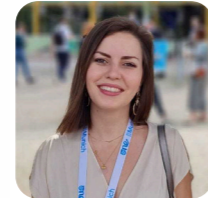
## Closing & Next Steps

One Young World is proud of the incredible work of our people and our community to champion gender equality. We will continue to provide the space and the platform for this, recognizing that around the world there is a lot of work to be done.

We are grateful to Angélica for sharing her experience at One Young World and applaud how she supports other young women within our organization. We look forward to continuing to support her passion, commitment, and dedication, particularly in leading our diversity, equity and inclusion (DEI) Committee.

# IMPACT STORY

"It's so important to see women in leadership and at One Young World we have the ability to see strong women leading discussions from senior management level to our ambassadors all over the world. I hope throughout my experience I can inspire other women to find their voice, and to be equally loud about it."



**Angelica Huffstot**  
Associate Director  
One Young World

## Link to the HeForShe Commitment

"Over my time at One Young World, I have had four different roles, where I was given progressively more responsibility and growth opportunities to consistently showcase my skill set. Having joined the team as an Account Executive and now holding the title of Associate Director, there were learning curves and struggles, but also wins.

As a young woman working in the business world, I still face specific challenges when dealing with clients, colleagues, or when managing teams. Despite an increased awareness of the importance of having women sit at the table, more work remains to be done within businesses to ensure women have an equal voice and occupy the same level of seniority in a professional context. None of this can be done and achieved without the concept of strong allyship and healthy working environments that promote equal opportunities. From early on, I knew my growth and development were strongly supported and encouraged by my manager - the Director of Partnerships. The level of cooperation we achieved was built from a learning process based on respect, listening, and understanding his views, as well as my own.

Today, I am responsible for some of our biggest corporate clients, I have consistently driven sales, co-managed the sales team, and also led our DEI efforts. There is a lot to be said about having personal drive, but there is even more to say about the importance of having someone who supports you, creates opportunities, sees you as an equal and at the end of the day, you know he has your back."





## HeForShe in Arts

# HeForShe and Cal Arts

### A Decade of Impact and Social Mobilization

In Spring 2018, as part of the university's partnership with HeForShe movement, the School of Film/Video at the California Institute of the Arts (CalArts) offered a special class called Animated United Nations Women. Students created 13 original films addressing gender inequality, which premiered at the HeForShe Summit alongside the United Nations General Assembly. This partnership showcases how educational institutions can engage students in meaningful dialogue and creative expression to drive cultural change and promote gender equality.

# MTN GROUP

## HeForShe Institutional Commitments

MTN Group has three main priorities. First, to achieve gender parity across all levels of the workforce by 2030, from a base of 39 per cent in 2021. Second, to ensure that women occupy at least 30 per cent of technology roles by 2030 from an existing base of 17 per cent. Third, to close the gender pay gaps that exist across the business.

MTN's approach to gender equality is not only about the women in the business but about the girls and women in broader society. Working with UN Women, MTN will develop and upskill women and girls to ensure they can actively participate in the digital economy.

## WEPs Alignment 1 4 6

MTN signed the UN Women WEPs in 2021. The impact of MTN's initiatives fall under Principles 1, 4, and 6.

## Context

As a pan-African mobile operator, leading the charge with more than 288 million subscribers, MTN is focused on delivering services in a manner that best aligns with global best practice, while adhering to local laws, legislation, cultural nuances, and drivers of success. Our values guide our interactions across the continent, and through partnerships with initiatives such as HeForShe we can encourage change towards our standing beliefs on gender equality – a proven practice that results in good business for all.

## HeForShe Champion

# Ralph Mupita

## Group President & CEO

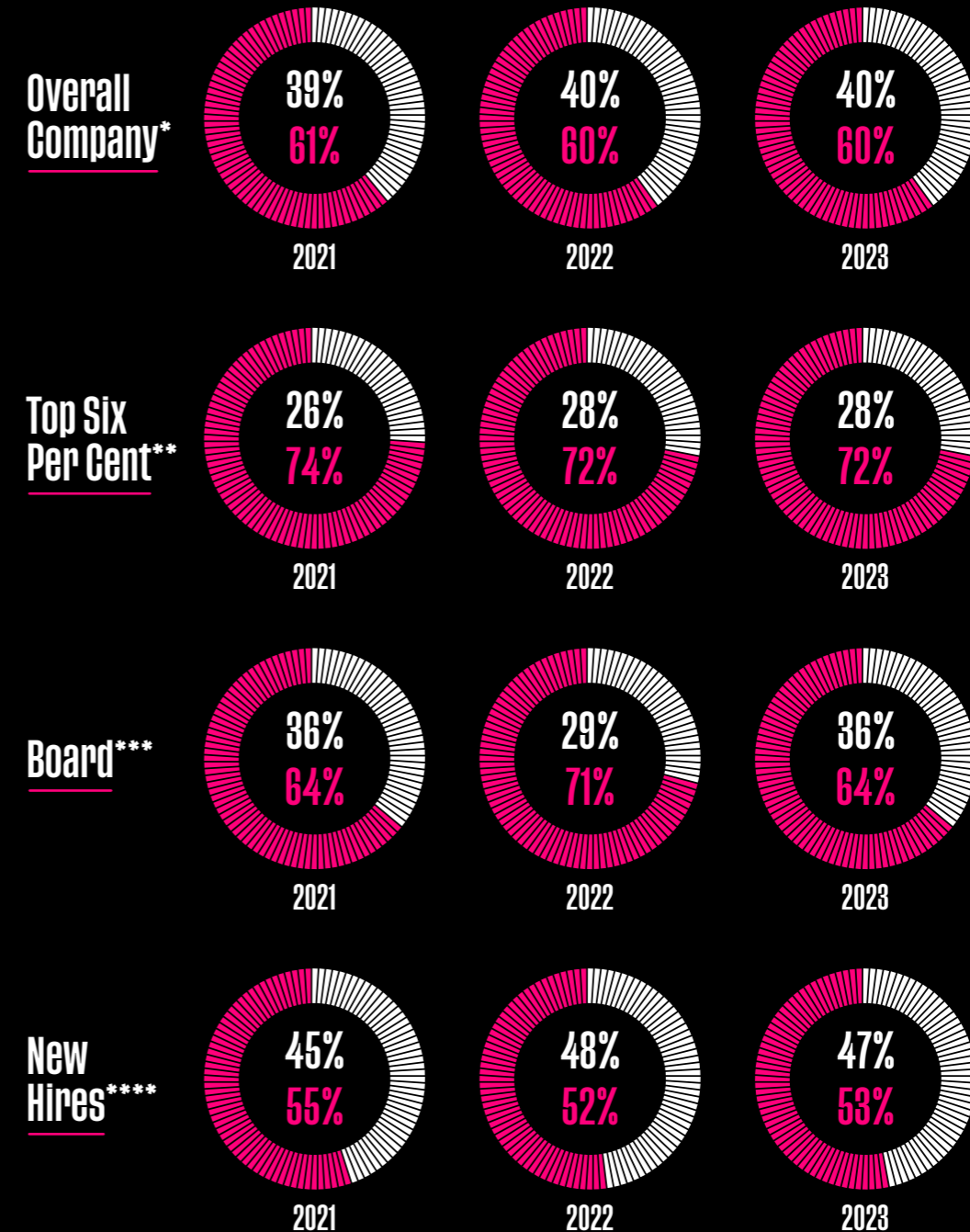
"Through targeted recruitment, executive management initiatives, and addressing pay gaps, MTN is making significant strides. We have committed to reaching gender parity in our workforce by 2030, and with women already making up over 40 per cent of employees, we expect to hit the target well before the deadline. As a father, husband, and leader, my role as a male ally is more important than ever as my actions create ripples of change across the organization. MTN remains dedicated to the HeForShe partnership, and we encourage further companies to act as allies in this journey towards a more inclusive, equal future."



# DATA RESULTS

Below are MTN Group's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male



\*Overall company is defined as all permanent employees and payroll-based temporary employees across MTN active markets.  
 \*\*Top Six Percent only includes leadership grades (permanent and payroll-based temporary employees) of MTN across our active markets.  
 \*\*\*Board specifically refers to the MTN Group Board for the headquarter company.  
 \*\*\*\*Overall company is defined as all permanent employees and payroll-based temporary employees across our active markets.  
 Point-in-time reporting as on 31 December for each year.

## The HeForShe Actions, Activities and Interventions

MTN has participated in a number of initiatives in support of HeForShe goals.

- + In November, MTN engaged with women's groups and employees in support of the "16 Days of Activism against GBV" campaign under the UN-defined theme of "UNITE! Invest to prevent violence against women and girls!". The campaign was supported by MTN operating companies across 10 different countries. Participants broadcast statistics on violence against women and girls, shared messages and made pledges backing an end to GBV.
- + In partnership with One Billion Rising, the global campaign to end sexual violence against women and girls (VAWG), MTN launched a specialized USSD mobile connection pilot designed to provide support for GBV victims in Eswatini. The company aims to roll this out to further markets in 2024.
- + MTN engaged in International Women's Day initiatives, as highlighted below.
- + MTN took part in Girls in ICT Day, with the collaboration of four operating companies. The initiative is supported annually across the Group's operating markets, highlighting the incredible work done by respective Corporate Social Investment (CSI) foundations in supporting girls in ICT and STEM.
- + MTN was also a participant in the NextGen STEM programme, a bespoke 40-hour experience designed to empower final-year female students in STEM fields. Through masterclasses led by MTN executives, industry leaders, and experts, the programme bridges the gap between academic theory and real-world application.
- + The company is constantly engaged in internal activities to advance women's roles, such as using the "Women@Work" platform designed by MTN's HR team to help women advance within MTN. In tandem with this, MTN continually celebrates the work of female leaders within MTN and within our communities.
- + MTN maintains a strong focus on women and youth within its CSI activities, which feeds into how the company establishes partner relations and develops programmes across its markets.

## Key Institutional Results and Highlights

DEI is at the heart of MTN's people strategy. This is reflected in the company's ambition to achieve gender parity in the workplace by 2030. As part of these efforts, MTN is also focused on achieving gender pay parity.

The company is committed to attaining improving gender representation in strategic programmes across the business, with a minimum target of 30 per cent women in business transformations, upskilling programmes and specialized initiatives that form part of the "Ambition 2025" corporate strategy.

MTN continued to advance gender equality through its HeForShe commitment, showing significant results over the past year:

- + Increased representation: Women now comprise 40 per cent of our workforce, with a 1.4 per cent increase in management roles and a 3 per cent increase in technology roles, surpassing the 2025 target.
- + Pay equity progress: Notable strides have been made in closing the gender pay gap through targeted interventions and a focus on hiring women in senior and critical roles.
- + Empowering initiatives: The internal Women@Work platform facilitated networking, exclusive opportunity sourcing and developmental access for women in MTN, while the expanded "Rising Leaders" programme engaged 249 women across 18 countries, strengthening our leadership pipeline.
- + HeForShe impact: Our commitment to HeForShe further strengthened our commitment to creating an inclusive workplace culture and empowering women at all levels.

We are proud of our progress but recognize that the journey towards gender equality is ongoing. We remain dedicated to further enhancing women's representation, fostering pay equity, and providing equal opportunities for all.

# IMPACT STORY

## MTN's Women's Month Male Allyship Drive

"Thank you for your commitment to women's diversity and inclusion, and for your efforts to promote male allyship. Your work is making a positive difference in the lives of women, and we are grateful for your dedication. Keep up the great work and know that your efforts are truly appreciated. I for one am in full support."

**Quote from an MTN employee after attending the male allyship webinar.**

### Link to the HeForShe Commitment

In an effort to iron out existing inequalities in the sector, MTN Group strives to ensure that men and women benefit equally from ICT. In partnership with HeForShe, the company has committed to prioritize gender equity by 2030, higher representation of women within technology roles, and to close gender pay gaps across our businesses.

Under the 2024 International Women's Day theme of "Invest in Women: Accelerate progress", MTN hosted a series of programmes that particularly emphasized the role of male allyship to advance these aims. MTN strongly believes that in order to reach these targets, and to truly make a lasting impact, a collective effort is needed to influence and change the status quo – especially with regards to the actions of male allies. In a speech to employees kicking off the month's activities, MTN's Group CEO and President Ralph Mupita reviewed progress to date and encouraged all employees, stakeholders, customers, and competitors to stand up and take action.

Following this a webinar was hosted under the topic of "Be the change; commit to supporting women through male allyship". The panel included Paul Norman (Group CHRO), Tobe Okigba (MTN Nigeria CCSO), Djibril Ouattara (MTN Côte d'Ivoire CEO), and Jens Schulte-Bockum (MTN Group COO). These allies discussed how supporting women is good for business, and the pivotal role men can play in the drive to advance female representation. Finally, rounding off the month's activities, MTN facilitated an internal drive for employees to complete the HeForShe "Building Gender IQ" online course, guiding them to become change agents and lobbyists for the HeForShe messaging across MTN's networks.

## Results & Impact

Through this work, we are seeing an increasing number of men start to stand up for equality. Through mentoring programmes, or just in daily life, employees are understanding the role that they all need to play in order to increase gender equality. The change process starts within – and building an understanding of the business case for gender equality has been a key factor in reinforcing the need for change.

Through clear focus on its three key strategic goals, the company has made tangible, qualitative progress on recruitment, hiring, and the promotion of women within the technology sector, with year-on-year growth in roles at all levels for women.

It has also established an internal publication, TECHNia, which serves as a showcase, commemoration and remembrance of women in tech. This helps to shine light on the women within MTN and further inspire other women at all stages in their technology career.

## Closing & Next Steps

MTN is committed to continuously driving gender equality initiatives throughout the year. There is a diversity and inclusion strategy not only at the Group level, but also at each operating company level. The targets that are set within the company's three priority areas are measured across all operating companies, and there is constant reporting, reviewing and adjusting of programmes to ensure a continued path towards success.

For MTN, it is about making changes both internally and externally. Through internal communications, events and awareness campaigns, we are able to share the work of HeForShe, including resources, best practice, and research, with employees. They in turn share within their own lives and are able to make changes where they are needed.

From an external perspective, through many of its CSI initiatives and more, MTN continuously drives the gender equality agenda, focusing on multiple campaigns throughout the year. By following annual events and supporting causes aligned to making change, it is able to scale work and remain on a sustainable path.

# INTERNATIONAL TENNIS FEDERATION

## HeForShe Institutional Commitments

The International Tennis Federation (ITF) has set a number of clear, measurable goals

### GOAL 1. On the Court

Create equal number of playing opportunities for women:

- + Enact a global development strategy to close the gender gap and address a drop in women and girls' participation.
- + Invest in and offer a balanced tournament calendar with equal playing opportunities and pathway for rising men and women stars.

### GOAL 2. Off the Court

Increase the number of women in high-level, decision-making roles in leadership, officiating and coaching:

- + **Leadership:** 18.7 per cent of board members are women, minimum target of 30 per cent
- + **Coaching:** 22.3 per cent of coaches are women, minimum target of 30 per cent
- + **Officiating:** 31 per cent of White Badge level officials are women, minimum target of 40 per cent.

## WEPs Alignment 2 3 4 6 7

The ITF's impact falls under Principles 2, 3, 4, 6 and 7.

## Context

The challenges of promoting gender equality in tennis remain significant, given the range of socioeconomic and cultural differences across over 200 ITF member nations.

These challenges include: cultural differences, family responsibilities, and different opportunities, or awareness of opportunities. It is only through intentional, progressive and sustainable actions that long-term changes will occur.

The ITF "Advantage All" programme not only promotes the importance of gender equality across leadership, coaching and officiating, but seeks to encourage more member nations to adopt their own gender equality strategies and programmes to effect change that can significantly impact the lives of women and girls.

## HeForShe Champion David Haggerty President

"The role of men cannot be underestimated. It is our combined duty and responsibility to work out the best way to redress gender imbalance. As a UN HeForShe Champion, I say to you it is time for all of us to start championing the Champions. We invite male leaders across all sports, industry, political and non-profit sectors to become male allies. Commit to making a tangible and measurable investment in women and guarantee your future growth.

In 2019, the ITF embarked on a pathway to parity with a five-year investment plan to deliver equal playing opportunities for women and men professional tennis players; we achieved parity in 2023. In the same year, we reached another seminal moment – Equal Prize Money at the 2023 World Cup of Tennis – Davis Cup and Billie Jean King Cup. These investments have resulted in greater diversity, attracted increased sponsorship, data, and broadcast revenues. Our investment has exponentially increased value for the women's game. And this is only the beginning. Please join me as a male ally. Stand up for progress. Invest in Women."

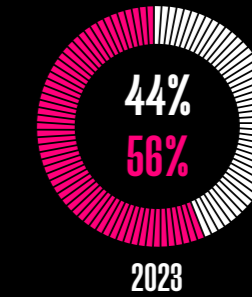
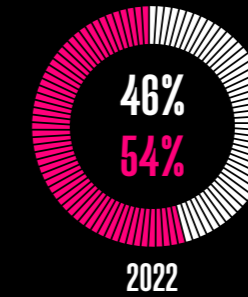
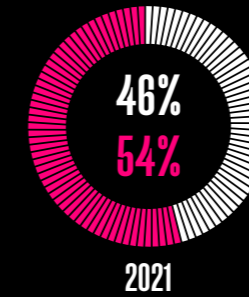


# DATA RESULTS

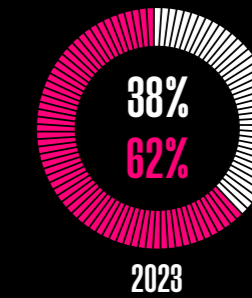
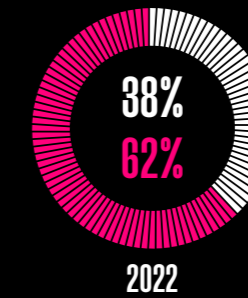
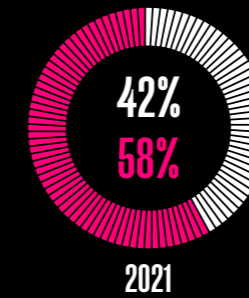
Below are International Tennis Federation's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male

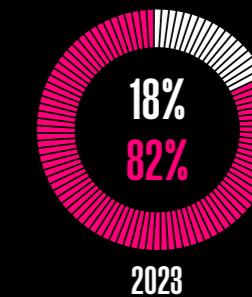
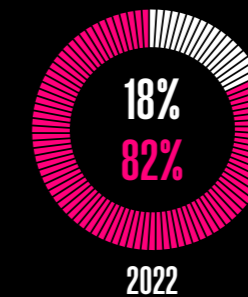
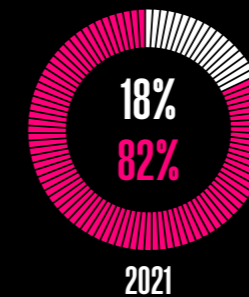
### Overall Company



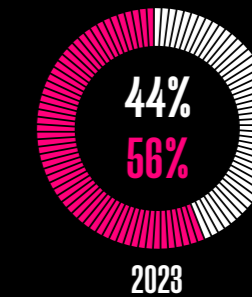
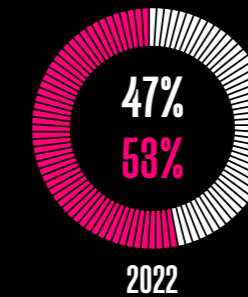
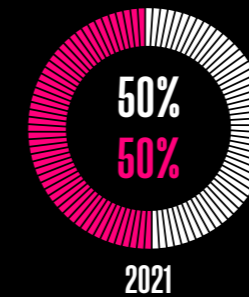
### Top Six Per Cent\*



### Board



### New Hires



\*Senior Leadership Team.

## The HeForShe Actions, Activities and Interventions

The ITF Advantage All strategy provides an overarching framework for specific initiatives and actions related to HeForShe commitments, including actions around leadership, coaching and officiating, as well as those focusing on equality in terms of playing opportunities, prize money and global communications.

### Leadership:

- + The ITF constitutional change, approved in 2023, will ensure minimum gender representation on the board from 2028 onwards. At the 2027 elections, at least five out of 16 board members, or 31 per cent, must be female (including one female athlete representative).
- + The ITF has supported regional association (RA) constitutional reforms to facilitate the promotion of female candidates and help deliver greater gender equality on boards, for example within the Confederation of African Tennis, board representation has increased from nil in 2021 to 28 per cent in 2023.
- + The Advantage All Leadership Programme continues to provide webinars, networking and mentoring opportunities to female leaders.
- + Following an Advantage All "I Pledge" campaign, 85 national association (NA) and RA presidents have committed their organizations to tackling gender equality.
- + The Advantage All Reward & Recognition Programme, now in its third year, recognizes and showcases the best gender equality initiatives globally.
- + The ITF Men as Allies programme, launched in 2023, continues to encourage male leaders to address gender equality within their spheres of influence and become champions of change.

### Coaching:

- + Female Coaches Network webinars were held in all ITF Development Officer regions.
- + At the Worldwide Coaches Conference in November 2023, 40 per cent of keynote speakers were women, along with 36 per cent of workshop presenters.

### Officiating:

- + Paris 2024 Olympic and Paralympic Games planning includes Advantage All seminars and networking sessions and a commitment to 50/50 gender balance in assigning officials to matches.

## Key Institutional Results and Highlights

- + **Equal Prize Money** – Under new title sponsor Gainbridge Insurance Agency, the 2023 Billie Jean King Cup Finals event offered record player prize money of \$9.6 million, \$1.6 million more than the previous year and equivalent to the player prize money awarded to the men in the 2023 Davis Cup.
- + **Women in Leadership** – Following constitutional reform passed at the 2022 ITF AGM, there is a requirement for a minimum of five men and five women on the ITF board from 2027 (including one male and one female appointed player representative). Since 2019, the percentage of female candidates putting themselves forward for election has nearly doubled from 14 per cent in 2019 to 24 per cent in 2023.
- + The ITF has invested \$2.5 million to increase both the number of women's ITF tournaments on the World Tennis Tour and the prize money at women's tournaments to offer an equal number of playing opportunities for men and women at this professional level, with further plans to address other imbalances by 2026.



## IMPACT STORY

### Olha Khaniukova, ITF Level 3 / High Performance Players Coach, Leads 12&U Ukrainian Girls' Team to Finals at Tennis Europe Winter Cups Amidst War

"By participating in the coaching course Level 3, I gained modern, in-depth, structured knowledge of various types of tennis training: technical, tactical, physical, and psychological. The professional tutors, especially Rafael Martinez-Gallego and a highly qualified group of coaches who shared their experience, made the course very interesting and effective. All of this allowed me to conduct quality analysis, plan and create a positive learning environment for the players."

The WISH (Women in Sport High-Performance Pathway) programme has helped me to realize my own achievements, increase my self-confidence and work on my communication skills, which helped me a lot in communicating with players. After all, tennis is an individual sport and it is very difficult to unite players for a team result."



**Olha Khaniukova**  
ITF Level 3 / High Performance  
Players Coach  
Ukrainian Tennis Federation / ITF



## Link to the HeForShe Commitment

The underrepresentation of women among elite coaches is one of the biggest challenges to achieving gender equality at all levels in sport. The ITF education department, supported by ITF Advantage All, is committed to help develop more elite women coaches and make tennis an equal advantage sport. Specific ITF initiatives include:

- + Encouraging more women to progress through the ITF coaching courses.
- + Providing grant support for women to attend the WISH programme. The programme is a bespoke coach leadership initiative designed to help women coach at elite levels, with funding from Olympic Solidarity, the International Olympic Committee (IOC) global development initiative.
- + Promoting attendance at the ITF World Coaches Conference, providing a valuable opportunity for female coaches to share their experiences, with a gender-balanced programme of speakers and panellists.

Olha Khaniukova from Ukraine completed her ITF Level 3 / High Performance Player coaching course, the highest level attainable, in 2022. The course includes how to coach high performance players technically, tactically, physically and mentally.

Olha is also one of seven coaches selected to take part in the WISH programme. She shared her WISH experience with other coaches at the 2023 World Coaches Conference.

The skills learned by Olha have made a huge difference to her as a coach. Against the backdrop of war in her country, Olha recently led the 12&Under Ukrainian girls' team to Tennis Europe's Winter Cup Finals.

Olha explained how, once on the court, the players momentarily forget the troubles in their country and focus on their love of the game. She described the friendly and supportive team environment for tours to Czechia and the UK, and how the players have thrived despite the challenges of balancing practice and disrupted family life in a country under conflict.

This is a great example of how tennis is helping to make a difference to those facing many challenges in their daily lives in a war-torn country.

## Results & Impact

Olha has put the knowledge and skills gained from both her ITF coaching qualification and the WISH programme into practice, both on and off the court including:

- + Workshop presentation about her WISH experience at the ITF World Coaches Conference 2023 in Colombia, building confidence and acting as a role model to others.
- + Enhanced coaching skills (ITF Level 3 course) applied to the Ukraine 12&Under girls' team including on-court psychology, working with parents and developing a positive mindset.
- + Team management skills, in the face of adversity and conflict, and with the extra challenges of travelling and securing visas at a time of conflict in Ukraine, Olha led the team to the 2024 Tennis Europe Winter Cup Finals.

This success has had a hugely positive impact on the mental state of everyone involved and Olha should be recognized and commended for her commitment to helping the team succeed.

The ITF's commitment to gender equality, through Advantage All, and the associated HeForShe goals, continue to increase the opportunities for women to become and develop as coaches at all levels. However, there are still many challenges including cultural and social issues, aside from the devastating impact in some countries of conflict and war.

It is only through sustained and intentional action to address gender imbalances that change will occur. For example, guided by the Advantage All strategy, the ITF has made a conscious effort to increase the gender balance of speakers at its global conferences and create role models for aspiring coaches. At the World Coaches Conference 2023, 38 per cent of presenters and speakers were female (an increase from 23.5 per cent in 2019 and 33 per cent in 2021).

## Closing & Next Steps

The ITF education department and Advantage All continue to invest in enrolling more female coaches on to the WISH programme, so that coaches from every region can benefit.

Coaches who have previously graduated have continued their journey with WISH, either as mentors, or by presenting their experience and learning to other coaches.

The ITF education department has set specific key performance indicators for 2024 to involve all WISH graduates in creating and delivering regional workshops across the world (nine in total) to develop female coaches' leadership and coaching skills.

The same will apply to Olha when she graduates from the WISH programme in 2024. The ITF education department and Advantage All will ensure she is given the opportunities to put her skills into practice.

Quote from Olha:  
 "During the war, you begin to understand the true values (life, health, family, friends and home). All the tennis fears of losing don't seem so scary. It makes you think more about how to learn to play, not just win. Playing tennis distracts you from the scary military environment. We can't even use balloons, which are a great way to train kids, because they are afraid of the sound of a balloon popping. Tennis has become an activity for us that helps Ukrainians survive during the war."





# INTERNATIONAL RESCUE COMMITTEE

## HeForShe Institutional Commitments

The International Rescue Committee (IRC) is committed to the fight for gender equality within our organization, client programming, and through advocacy to drive change within the humanitarian sector. We commit to 25 per cent of our funding going to local organizations. We commit that half of the organizations with which we establish strategic partnerships will be women-led or women-focused. We also commit that 50 per cent of our global and regional senior leaders identify as races/ ethnicities underrepresented in global power structures by 2025.

## WEPs Alignment 2 4 7

The IRC's impact falls under Principles 2, 4 and 7.

## Context

The Gender, Equality, Diversity and Inclusion (GEDI) Action Plan is the IRC's three-year action plan that establishes the organization's global commitments and metrics while aligning with our strategic ambitions. Drawn from IRC's Diversity, Equality and Inclusion (DEI) strategy document and previous lessons, the GEDI Action Plan builds a strong governance mechanism to hold leaders accountable for making progress toward GEDI goals while allowing for contextual adaptation. The GEDI Action Plan is structured on the pillars of the IRC DEI strategy: who we are, what we do, what we say and how we engage.

## HeForShe Champion

# David Miliband President and CEO

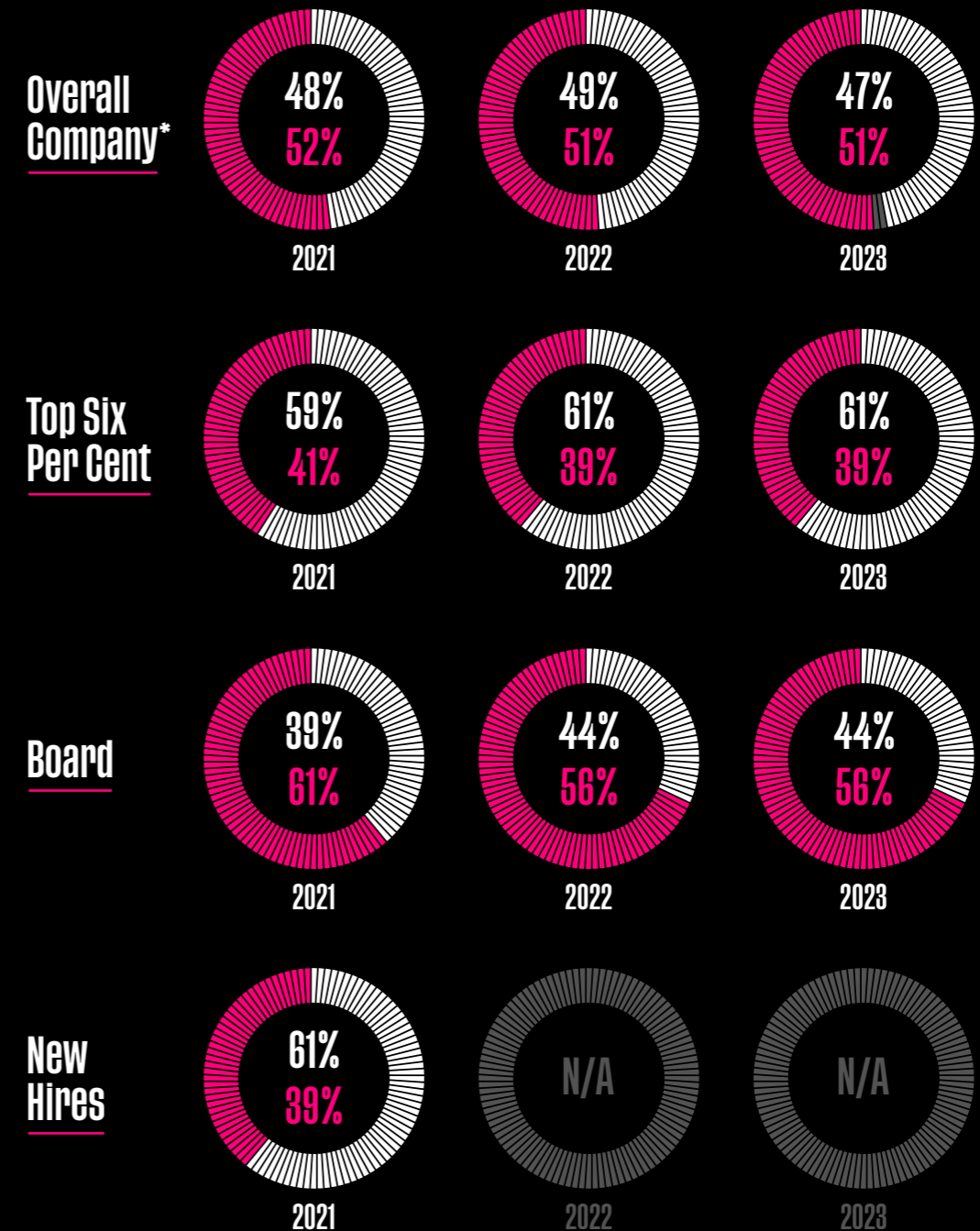
"The IRC believes that to be a successful humanitarian organization, we must also be a feminist organization. That means tackling gender inequalities in all that we do, and we track our progress both within our own organization and in our programmes. Being an ally means making decisions in accord with this imperative and using our voice as well as our actions to help drive progress. The structural inequalities faced by women and girls will only be addressed by sustained and combined efforts of this kind."



# DATA RESULTS

Below are International Rescue Committee's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male



\*With the remainder not available or prefer not to say in 2023.

## The HeForShe Actions, Activities and Interventions

With regards to HeForShe actions, activities, and interventions, the IRC shares common goals in promoting gender equality and women's empowerment, particularly in crisis-affected communities.

As of the end of fiscal year 2023, 78 per cent of the IRC's GEDI Action Plan milestones are on track. This year marked significant progress in IRC's commitment to fostering a diverse, equal and inclusive environment for both staff and clients. In last year's report, IRC committed to focusing on findings from our employee survey the People Survey to improve the workplace, incorporating GEDI principles into core programming and progressing on GEDI learning and leadership diversity goals. In 2023, the organization embraced learning and growth. IRC took additional steps to bring to life its feminist commitment and embed GEDI principles into workplace culture and the core of all programmatic efforts.

Over the past 12 months, IRC has made progress in reaching leadership diversity goals, with 40 per cent of the senior leadership group identifying with one of the defined race or ethnicities and 63 per cent of all IRC staff in leadership roles identifying as women.

IRC's female mentorship programme has been scaled up to seven countries and over 200 staff, with access increased to development programmes for women staff. This pioneering initiative focused on empowering national female staff in middle management by providing mentorship relationships with seasoned professionals from across the organization. In addition, in 2023, 67.5 per cent of employees who completed the IRC's week-long in-person manager training were women.

## Key Institutional Results and Highlights

Overall, GEDI has gained momentum and attention from leaders and staff across the organization. More and more people committed to GEDI goals, and GEDI principles were integrated into strategy planning and contextualized initiatives.

Empowering teams to invest in locally led and culturally contextualized initiatives has generated effective and scalable solutions with visible impact (e.g., female mentorship, a gender-and disability-inclusive workplace, regional GEDI circle of discussion, engagement with clients).

Setting department-level commitments across the organization (e.g., salary compa-ratio, parental leave) have led to impact at scale. A project was launched with the aim to adapt current compensation, benefits, and global mobility practices such that they lead to more equitable outcomes for staff. Aimed at fostering equity and transparency, this initiative endeavours to establish a globally inclusive compensation framework, reflecting the diverse needs and contributions of the workforce while upholding core values.

Embedding GEDI-related commitments into programme office strategic plans has helped make strides toward more gender-sensitive and transformative programmes serving IRC's clients (e.g., increased use of GEDI tools to inform programme design, improvement in the percentage of women clients in programming, more use of intersectional approaches to ensure diverse populations are included, increased partnership with women-led organizations, and so on).

Coordinated and targeted support by GEDI staff, technical teams and learning teams has helped in testing and piloting approaches to gender-inclusive and transformative programming on the ground.

# IMPACT STORY

## Pathways Female Mentorship Initiative

IRC Global (Chad, Kenya, Nigeria, Somalia, South Sudan, Uganda and Yemen)

"The mentorship started when I was still new at IRC, so it helped me to have the resources and skills to onboard quickly....my mentor guided me through the systems, coaching me and showing me the ropes."

### Mentee - Kenya programme

"I experienced reverse mentorship. I realized there are some things that I was learning from her, for instance, I was inspired by the fact that she is a volunteer finance person in a community organization and that really challenged me."

### Mentee - Kenya programme

## Link to the HeForShe Commitment

Initiatives such as the IRC's Pathways Female Mentorship programme provide tangible support for the career growth of women across diverse fields and countries, fostering an inclusive environment where women can thrive professionally. The aim of the programme is to connect female staff to role models and mentors, who can support them to progress towards their career goals, increase their visibility and networks, and expose them to the professional opportunities that exist within the IRC. The programme consists of ready-to-use tools for training mentors/mentees, setting targets, tracking progress, and building safe relationships, that can be easily adapted, depending on the context.

## Results & Impact

In response to the need for greater representation of women in leadership roles within the IRC, the Pathways programme was successfully launched in Chad, Kenya, Nigeria, Somalia, South Sudan, Uganda and Yemen.

This pioneering initiative focused on empowering national female staff in middle management by providing mentorship relationships with seasoned professionals from across the organization. The programme, which ran for a six-month period, engaged over 200 women staff members.

It was grounded in a meticulously crafted curriculum, initially piloted and refined in South Sudan during 2021-2022. The female mentorship programme is invaluable, with benefits for both mentees and mentors. Mentees are provided with access to role models, guiding them through their career progression. Mentors have the rewarding experience of contributing to the growth of others, enhancing their own leadership skills and gaining new insights and knowledge. Initiatives like this help create pathways for leaders and support the progress of our leadership diversity goals.

The current programme in South Sudan led to a 5 per cent increase in roles with a higher level of responsibilities, and significant improvements in self-reported soft and hard skills by mentees.

The IRC's Kenya country office was the second country programme to launch and complete a Pathways mentorship programme. Most participants reported having extremely positive mentorships which advanced their leadership abilities, technical skills, soft and hard skills and expanded professional networks. Results from the mentorship programme spanned from impact on performance evaluations to promotions to senior positions.

- + 76 per cent of mentees reported improved performance evaluation scores.
- + Six (20 per cent of) mentees accessed promotions within the IRC following the programme.
- + Three mentees accepted more senior positions outside IRC, and two mentees secured temporary transfer assignments to another team and exposure visit, respectively.

## Closing & Next Steps

Looking ahead, we are planning a comprehensive evaluation of the participants' skill development, network expansion and overall exposure. We are also planning to expand the programme's reach by including more countries and offices, further reinforcing the IRC's commitment to cultivating women leadership.

# INSEAD

## HeForShe Institutional Commitments

The INSEAD HeForShe commitment involves an organization-wide movement where senior-level male allies – including the Chairperson and Deans – work in consultation with the INSEAD Gender Initiative and women leaders on a number of targets. These include achieving a gender-balanced board by 2023, increasing representation of women students in the Master in Business Administration (MBA) and Master in Management (MIM) programmes, attracting and retaining more women faculty and working with global industry and academic partners to continue our path-breaking research on gender issues to identify effective interventions in different global settings.

### WEPs Alignment 4

INSEAD's impact falls under Principle 4.

### Context

In 2023, INSEAD has continued its focus on fulfilling its HeForShe commitments by championing and putting in place measures to increase gender equality across all levels of the organization – from the school's leadership to student and faculty bodies, to cutting-edge research. This year, the school also had the pleasure of welcoming a new Dean, Francisco Veloso, who has enthusiastically taken over the role of INSEAD HeForShe Champion from his predecessor, Dean Ilian Mihov.

## HeForShe Champion

# Francisco Veloso

## Dean

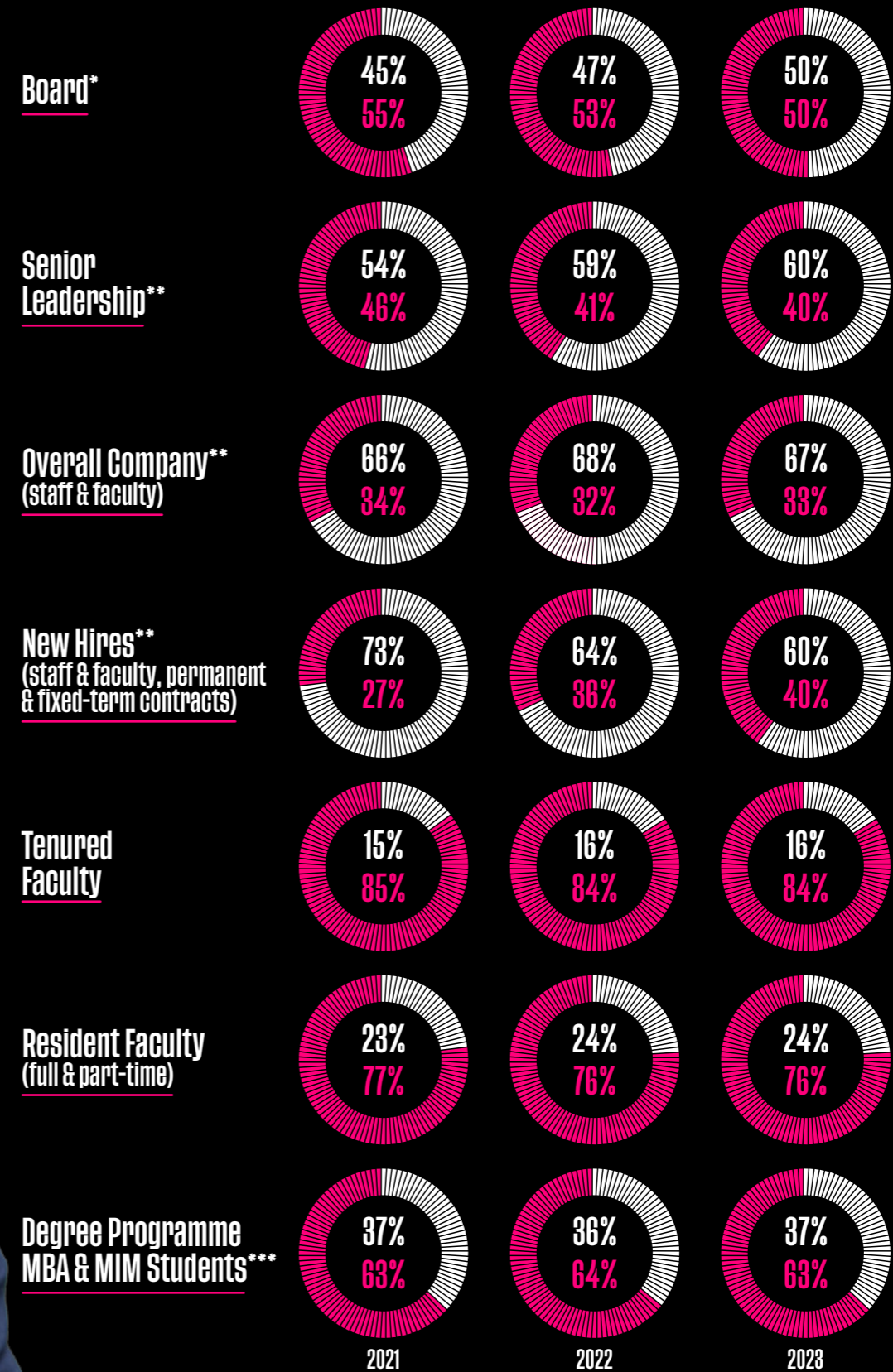
"I am proud to have taken over the role of HeForShe Champion and am encouraged by the strides that the school has already made with regards to our commitment to advancing gender equity at INSEAD, and, as a result, in business and society. It is important that we walk the talk as an institution and go beyond educating leaders on how to lead more responsibly. As such, diversity and inclusion are a key focus of the school's refreshed strategy. Thank you to my predecessor Ilian Mihov for laying such a solid foundation for me to build on."



# DATA RESULTS

Below are INSEAD's data for 2021, 2022, and 2023 highlighting the percentage of male and female faculty and students in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male



\*As of September 2023, the university reached gender parity on its board.

\*\*As at 31 December 2023.

\*\*\*Average figure for classes of MBA'23D&24J and MIM'24.

## The HeForShe Actions, Activities and Interventions

In 2023, in order to increase more women applicants to the MIM programme, INSEAD changed its marketing efforts to include in-person meetings at university fairs to review students' résumés and to strongly encourage women to apply when their résumé suggested a good match. The change was a response to findings that such encouragement is more needed for female undergraduates – on average – particularly in Europe.

In line with its HeForShe commitment to attract and retain more women faculty, INSEAD established a working group for developing guidelines for inclusive hiring, chaired by Professor Kaisa Snellman. The new guidelines were introduced to the Committee of Area Chairs in fall 2023.

INSEAD is a proud member of [Equal4Europe](#), a consortium of seven business schools in Europe that aims to remove barriers faced by women in academia, address gender imbalance in decision-making, and integrate gender into research and innovation. Professors Kaisa Snellman and Maria Guadalupe served as Academic Co-Directors of this European Union-funded initiative, collaborating closely with Sharon Brooks, former Executive Director of Diversity, Equity, and Inclusion. As part of this partnership in 2023, INSEAD led workshops to address gender bias in hiring of faculty and staff at European business schools and contributed to the project's final report, [Handbook for the Implementation of Gender Equality Plans by AHMSSBL Institutions](#).

The Women Leadership and Diversity & Inclusion faculty designed a portfolio of courses to train current and future leaders looking to advance diversity and inclusion in their organizations. These include Executive Open Enrolment and Customized Programmes tailored to specific business needs. In 2023, we launched a new online executive education programme, [Advancing Diversity and Inclusion](#). The programme, which runs over five weeks, equips participants with the understanding, the vision and the frameworks to identify the obstacles, build the strategies, and nurture the inclusive culture, processes and interpersonal dynamics to truly lead change.

## Key Institutional Results and Highlights

In September 2023, INSEAD attained one of its HeForShe targets by achieving a gender-balanced board. Moreover, the number of women in senior leadership roles rose to 60 per cent compared to 36 per cent in 2022.

There has been a steady increase of women on the MBA and MIM programmes, at 36 per cent and 38 per cent respectively. While still far from overall gender equality targets, recruitment of women students is rising through initiatives such as the "Limitless: Ambition Has No Gender" marketing campaign and by offering scholarships to women candidates.

In 2023, we ran the fourth installment of this successful marketing campaign, which showcases stories from diverse INSEAD alumnae. The stories shared are of women who have made an impact in progressing gender equality by providing solutions through their work, or who have lessons to share from their own career journeys. The aim is to inspire and attract more women to apply to study at INSEAD. Launched on International Women's Day, the campaign led to a 24 per cent increase in website traffic to the [Master Programmes](#) web page and a 61 per cent increase in traffic to the [In The Know](#) website, which is focused on career development topics.

In further efforts to attract women participants to our programmes, in the past two years we have increased the average amount of scholarships awarded to women from €19,400 to €23,600, with 51 per cent of the women on our MBA programme receiving a scholarship in 2023, as opposed to 40 per cent in 2021. Such scholarships not only transform the lives of the recipients but also create a broader impact on our student body, alumni network, and the global community we serve by facilitating inclusion of diverse and talented students in our MBA programme, enriching peer-to-peer learning, excellence, and class diversity.



## IMPACT STORY

"I am immensely grateful for the opportunities brought about by INSEAD's commitment to gender equality. It has not only shaped my career but also enabled me to be a catalyst for change in Africa's corporate landscape; I have always wanted to be part of the narrative of solving Africa's issues."



**Pamela Selase Antwi**  
Current student in the  
MBA Class of December 2024  
INSEAD Scholarship recipient

### Link to the HeForShe Commitment

Pamela Selase Antwi's story exemplifies the catalytic power of education, coupled with INSEAD's commitment to bringing together people, cultures and ideas to develop responsible leaders who transform business and society. Her path is evidence of the tangible impact of such ambitions, both in her personal growth and in the broader organizational landscape.

### Results & Impact

Pamela Selase Antwi's professional trajectory embodies a narrative of resilience, determination and a solid commitment to catalyzing meaningful change. Hailing from humble beginnings in Ghana, Pamela's path winds through challenges and triumphs, ultimately leading her to her role as a Market & Business Analyst at Halliburton and her latest chapter as an MBA candidate at INSEAD. Pamela has seized each opportunity to thrive and uplift her organization and community.

- + Pamela's dedication and proactive approach bridged critical market analysis gaps at Halliburton, empowering the Business Development team to make informed decisions that directly translated into improved profit margins across the sub-Saharan Africa region. Her exceptional contributions brought swift promotion to a permanent Market & Business Analyst role within that geography.
- + Pamela's elevation to an MBA candidate at INSEAD serves as a poignant reminder of the immediate effects of gender-inclusive scholarships on women's career trajectories. Pamela shines a light for other aspiring female leaders, showcasing the transformative power of educational opportunities.
- + Through INSEAD's MBA programme, facilitated by a commitment to gender equality, Pamela will deepen her expertise, broaden her network and hone her leadership acumen.

- + "The INSEAD MBA is changing me from the inside out to make a difference; I am being pushed to unlearn and relearn," she says.
- + Positioned as a prominent advocate for social impact and corporate sustainability, Pamela is poised to drive meaningful change in her field, an opportunity that simply wouldn't have been afforded Pamela if it weren't for winning her scholarship.
- + Pamela's entrepreneurial spirit and long-term vision converge with the overarching goals of HeForShe and INSEAD's dedication to inclusive leadership. With aspirations to establish a social impact research and innovation firm, she aims to bridge the socioeconomic gap between Africa and the global community, leaving an indelible mark on future generations; a journey, she says, of hope and faith.
- + "INSEAD has taught me that you can't separate business and society. There exists a sweet spot between business, society and policy and I now aim to make decisions that impact all three."

Pamela's story exemplifies the tangible results of INSEAD's commitment to gender equality through HeForShe. By providing scholarships to talented individuals like Pamela, INSEAD not only promotes diversity and inclusion within its student body but also equips aspiring leaders with the resources and support they need to drive meaningful change in their respective fields and local communities.

### Closing & Next Steps

In her drive and need to bring attention to Africa, Pamela is inspiring a generation of leaders to strive for a more equitable and prosperous future for all. By empowering women like Pamela to thrive and lead, HeForShe and INSEAD are not only transforming individual lives but also driving systemic change towards a more equitable and prosperous future for all.

At INSEAD, we will continue to use scholarships as a tool to increase representation of women in our MBA and MIM programmes by providing talented women from around the world the opportunity to gain a world-class business education, regardless of their financial circumstances. In addition to helping us meet our commitment of increasing representation of women in our degree programmes, such scholarships play an integral role in enhancing diversity among our students in terms of number of countries, nationalities, academic and professional backgrounds.



## Community Mobilization Barbershop Toolkit A Decade of Impact and Social Mobilization



In 2016, Iceland developed the Barbershop Toolbox to enable others to mobilize the men around them for gender equality. The first Barbershop Conference, held at the United Nations Headquarters in New York in January 2015, was a great success with over 500 attendees including around 100 Permanent Representatives. Since then, several other events have been held, including one at NATO Headquarters in Brussels and one at UNESCO in Paris.

In 2018, Malawi was chosen as the first country in Africa to adopt the Barbershop Toolbox and has since mainstreamed it as a tool to help foster attitudinal and behavioural change at community level. For example, the Toolbox was used to engage religious leaders on GBV and HIV/AIDS, as well as during the COVID-19 emergency to help women access health services. The Toolbox has since been adopted in a number of other countries, including Hungary, Japan, Latvia, Lebanon, Nigeria and Trinidad and Tobago.

"DGACM has launched a series of Barbershop sessions. Why Barbershop sessions? Because the barbershop sessions that I attended address gender inclusiveness and gender inequality in a safe environment where male colleagues voice their fears, voice their concerns and express their hopes. After attending these sessions, I went home with a number of lessons learned and I felt empowered. I became an agent of change in my own corner, and I started empowering my female colleagues, providing them with opportunities to prove their merits."

- Male member of the Department for General Assembly and Conference Management (DGACM)

# HOWARD UNIVERSITY

## HeForShe Institutional Commitments

As an institution of higher education with a predominately female student body, Howard has a greater opportunity and responsibility to cultivate opportunities for aspiring and current women leaders. We are creating educational programmes with diverse stakeholders to understand the primary issues obstructing gender equality while also generating the solutions to overcome them. We are leveraging our standing as a pre-eminent historically Black college and university (HBCU) to mobilize our communities throughout the United States and African diaspora to take a stand and take action on this issue.

### WEPS Alignment 2 4

Howard University joined the WEP in March 2021. Howard University's impact falls under Principles 2 and 4.

## Context

Howard University has a primarily female student body, although senior positions in administrative and faculty positions are held mostly by men. To overcome this disparity Howard faces many challenges; these include creating equal and equitable opportunities for females to secure higher-level administrative and faculty positions, as well as faculty and student mentorship opportunities, and lowering barriers to women in STEM. Providing research or graduate assistance, research funding, and professional development would aid in relieving some of the challenges the university faces in securing upward mobility. Facilitating knowledge, scholarships, conferences, and travel opportunities would enhance student experiences and provide exposure to networks that can help them navigate spaces such as STEM.

## HeForShe Champion

# Wayne A. I. Frederick

## Former President

"Women have been the backbone of societies throughout history, supporting and upholding our economies, cultures, and traditions in often unseen and underappreciated ways. As Howard University continues to lead the caravan of social justice, there is little we can do that will have a greater impact on championing the cause of women's leadership. Equality and justice can only be attained when those who have historically been excluded from seats of power are finally invited to the table when the voices of those who have for so long been silenced are listened to and amplified."



# DATA RESULTS

Below are Howard University's data for 2021, 2022, and 2023 highlighting the percentage of male and female faculty and students in various categories.

● Female ● Male



## The HeForShe Actions, Activities and Interventions

The Center for Women, Gender and Global Leadership (CWGGL) organized several events to sustain and illustrate Howard's engagement with HeForShe. For instance, the fireside chat hosted by the Center under the theme "The Role of HBCUs in Promoting Generation Equality" was an opportunity to discuss the pivotal role of Howard University in leading the charge for HBCUs in the global fight for gender equity. Furthermore, as part of the university's commitment to sustain and enhance opportunities for women's leadership by 2026, the Center held a virtual event featuring distinguished guests who discussed the responsibility of HBCU presidents in promoting gender equality policies on campus. In March 2023, the Center hosted a HeForShe Town Hall in partnership with Howard University's Office of the President and the HeForShe initiative. The event brought together students and faculty to engage in a meaningful conversation about the role of men, specifically on campus, in promoting gender equality, challenging patriarchy, and dismantling systems of intersectional gender oppression. By questioning power dynamics and through candid conversations on gender imbalances, the panelists called for a campus that champions gender equality.

Lastly, HeForShe ambassador at Howard University and senior mathematics student Joshua B. Hughes represented the University and the Center at the HeForShe Summit 2023 in New York. Joshua participated in a panel along with other leaders from various fields. He shared his perspective on gender equality and what it means for him as a Black man.

## Key Institutional Results and Highlights

- + The CWGGL conducted a "Women in Leadership: An Oral History Storytelling Project" to centre the experiences and perspectives of women in leadership at Howard University; over 10 stories were told of women in leadership at the university to highlight the roles and contribution of Women of Color across campus.
- + The CWGGL plays a key role in promoting participation in the minor course in Women, Gender and Sexualities Studies, examining ways in which men can be champions and allies for women's equality. A total of 48 students were enrolled in the minor in 2023/24.
- + The Center has named Calvin Hadley, PhD and Phiwokuhle Mnyandu, PhD as Champions for HeForShe on its Executive Council.
- + The CWGGL is hosting a Fulbright scholar as a Visiting Professor. She taught courses on women, gender and the law through the minor.
- + The Town Hall meeting in March 2023 gave CWGGL an opportunity to partner with multiple men's organizations across the campus with a view to future collaborations. These groups included: the National Pan-Hellenic Council, the Society of Collegiate Black Men, Alpha Phi Alpha Fraternity, Howard University Basketball Team, Men of the Mecca, and CASCADE (LGBTIQ+) organizations.



## IMPACT STORY

"Being selected as a representative for the Howard University HeforShe conference has impacted me tremendously. I have learned from highly esteemed professionals and gained a broader understanding of how I can best be an ally to women everywhere. The opportunity to simultaneously learn from and educate others was my greatest takeaway from the event."

**Joshua Hughes**  
Mathematics Major  
Men of the Mecca

### Link to the HeForShe Commitment

Joshua participated as a representative of the Howard University CWGGL at UN Women's HeForShe Summit in New York. He engaged in a panel discussion alongside prominent figures to explore narratives of masculinity and advance gender equality. As a young Black male student leader, his perspective was valued, particularly concerning the gender ratio at Howard University and its implications. His involvement empowered him to contribute to the dialogue on gender equality and inclusion, amplifying the voice of youth and boosting impact on campus and beyond.



## Results & Impact

A short-term goal for the HeForShe initiative would be to increase the number of robust conversations with men and different genders about their knowledge of the challenges faced by women and students in the workplace. A medium-term commitment consists of starting a consortium with other HBCUs to host one virtual event per year with all of the HBCUs. Lastly, a long-term goal would be to increase the number of women in tenure-track positions by 10 per cent within the next five years.

The HeForShe initiative on Howard University's campus has garnered robust conversations around the upward mobility of women within the community. Our former president is adamant about highlighting the need for women to be in leadership. He wanted to see his daughter have the same opportunities that her male counterparts would have in the workplace.

Some persisting challenges that need addressing in the future are creating programming led by men to implement policies that are supportive for the upward progression and economic stability of women. In addition, we need to create opportunities for funding for students who are interested in STEM.

### Closing & Next Steps

Howard University supports the signing of a Memorandum of Understanding with other HBCUs in order to collaborate on women's initiatives championed by men in the United States of America and abroad, thus furthering the cause of gender equality.

The university continues to work towards a future where male and female students have equal access to the same opportunities and resources within its community.

Our message to others who are doing or aspiring to do similar work, is to seek out the support of men in executive leadership positions and be intentional about producing tangible, quantitative results to help women gain access to power and resources to improve the quality of their lives.

# HCLTech

## HeForShe Institutional Commitments

HCLTech is committed to achieving gender parity in recruitment across the whole organization by 2025. The company is also working through sports sponsorships to meet the collective goals of the HeForShe Alliance in creating a gender equal world. It is continually improving social performance and has set goals and targets across various social dimensions. In terms of its gender diversity goal, the company has committed to reaching 40 per cent female representation within the workforce and 30 per cent at senior leadership level by 2030. HCLTech has developed pathways for diversity, equity and inclusion across all operations and more broadly in the communities where it has a presence. Several of the programmes run through the corporate social responsibility arm, HCL Foundation, are focused on improving the lives and outcomes for women throughout India.

## WEPS Alignment 1 2 3 4 5 6 7

HCLTech signed the UN WEPs in 2012. The impact of HCLTech falls under all seven Principles.

## Context

A tough macroeconomic environment led to a freeze on technology spending over the past year. Net headcount fell as employees leaving were not replaced. With a drop in recruitment, we focused on retention strategies to maintain gender equality.

HCLTech made a conscious effort put in place policies that foster a sense of belongingness, and which support the wellbeing and development of staff. The company has created a safe working space where employees are encouraged to actively participate in wellness initiatives that enable them to maintain a healthy work-life balance.

## Key Institutional Results and Highlights

- + Women leadership development programme's five-year aggregate retention is 89 per cent.
- + 99 per cent of women returned post maternity.
- + HCLTech's gender ratio improved exponentially by 26 per cent in last five years, rising from 28 per cent to 29.2 per cent over the last financial year alone.

## HeForShe Champion

**C Vijayakumar**  
CEO & Managing Director

"Diversity is an integral element of today's rapidly evolving business and social environment. It brings in an additional perspective that is an essential ingredient for organizations to thrive and innovate. At HCLTech, we foster a culture of diversity and inclusion, wherein every individual gets the opportunity to learn, contribute and grow. We believe HCLTech is a great place for women to build rewarding, long-term careers in technology and business while being part of our growth journey."

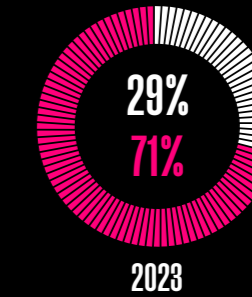
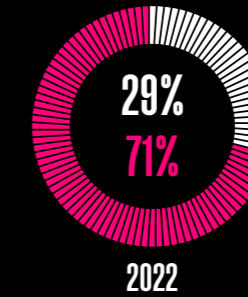
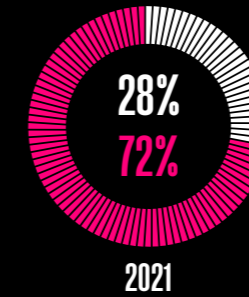


# DATA RESULTS

Below are HCLTech's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

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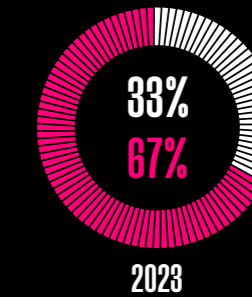
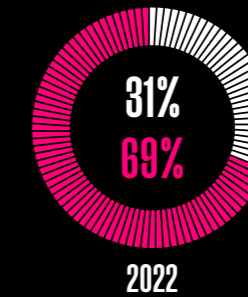
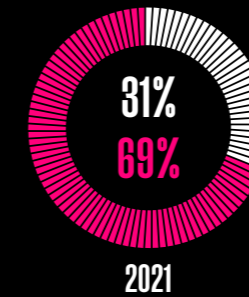
### Overall Company



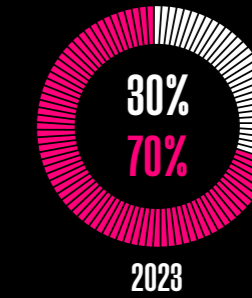
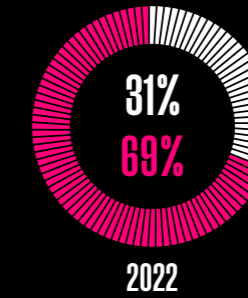
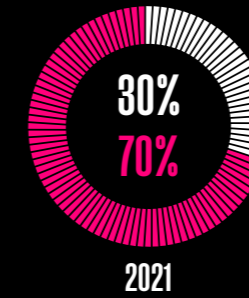
### Top Six Per Cent



### Board



### New Hires





## The HeForShe Actions, Activities and Interventions

HCLTech views its dual focus on developing and empowering its teams, as well as diversifying the talent pipeline, as a key to success. Its commitment to gender inclusion is central to this and is seen through a variety of programmes, including:

- + **Diversity @ Leadership Roles:** Targeted sourcing at leadership level across skills with good branding presence across media platforms.
- + **Alumni Network:** This promotes constant networking and engaging with former employees to attract and rehire diverse talent.
- + **Returnship Program:** This programme is a unique blend of learning journey and career path, designed by HCLTech as the perfect restart to work after a break.
- + **Focus on Campus Hires:** HCLTech believes that millennials and GenZ are the future of workforce. There is a focus on hiring talent and skills from education institutions to bring in a diverse range of capabilities and develop them to drive organizational growth. With a focus on hiring at least 50 per cent women in STEM, the company provides equal employment opportunities for all.
- + **Tech Bee:** This graduate training programme focuses on ensuring fair representation of a diverse range of candidates in the hiring process to attract top talent, supported by gender-neutral résumé screening.
- + **Woman for Woman:** This programme is leveraging leadership involvement to drive the agenda of hiring a female employee to replace any woman who leaves the company. A mandate has been introduced to block redundancies for women at senior management level.
- + **Insightful Conversations:** This is a policy designed to empower and support women employees through one-on-one interactions to foster growth and enhance their workplace experiences.
- + **Momtastic:** This initiative was launched to help all young mothers and mothers-to-be to have a smooth transition and ease the dilemmas and decision-making process when they come back to work post maternity leave. Support is extended to women in three different phases: Pre-natal, pre-conceptual support, support for returning mothers.

## IMPACT STORY

"As leaders, it's our responsibility to foster an environment where every employee feels empowered to bring their authentic selves to work, knowing they are valued for who they are."



**Jagadeshwar Gattu**  
President  
Digital Foundation Services

"Facing the reality of being unable to stand or walk, and having no sensations in my lower body, I find strength in comparing my challenges to those dealing with more severe conditions. This change in mindset empowers me to accept my current situation with gratitude for what I do have. It's a lesson in appreciating the value of what's present rather than focusing on limitations. In a broader context, acknowledging the importance of what we possess becomes vital when we realize the struggles that many individuals worldwide face just to meet basic survival needs. HCLTech has provided me with a platform to showcase my abilities uniquely and stand tall."



**Priyanka Srivastava**  
Manager  
Digital Foundation Services

## Link to the HeForShe Commitment

HCLTech is a longstanding advocate of DEI in the workplace. DEI is at the heart of the company's ethos, underpinning its mission to develop an inclusive, socially responsible business model backed by robust and inclusive supply chains, and focused on delivering positive socioeconomic impacts.

As part of its efforts to redefine the workplace, the company is dedicated to creating and sustaining a culture of equality, self-awareness, authenticity and accountability regarding gender, ethnicity multiculturalism, disabilities, and LGBTQIA+ inclusion. HCLTech aims to attract, retain and develop diverse talent through developmental and professional programmes, networking and advocacy programmes, employee resource groups (ERG) and accessibility initiatives.

Priyanka Srivastava is part of the Ability Connect Network ERG that has connected her with fellow colleagues with diverse disabilities and strengths. This community regularly meets to discuss and review existing DEI programmes running globally and share feedback on the specific needs of persons with disabilities (PwD). Members have the autonomy to influence change in organizational policies, practices, and support systems, including accountability for equitable treatment of PwD employees. The Network provides a space to develop interpersonal communications skills for every employee in the community, or to those who support them as allies.

Priyanka has participated in various professional and personal advancement forums with support and sponsorship from Digital Foundation Services President Jagadeshwar Gattu in his role as mentor and ally. As a leader, Mr Gattu actively supports organizational goals to create a culture of inclusion and collaboration, encourage innovation, and build productive teams in which each member feels valued, respected and empowered. As part of these goals, he has contributed to the establishment of various programmes that provide women employees with a flexible work environment, empowering them to thrive both personally and professionally.

## Results & Impact

- + Female representation in the company reached 29.2 per cent during fiscal year 2023.
- + The number of employees with disabilities has increased by 9 per cent.
- + 27 per cent of senior women employees were employed in revenue-generating roles.
- + 77 per cent of the total workforce has completed inclusion training.
- + An Inclusion Lab was set up to improve the "inclusion quotient" of senior leaders, business leaders and people leaders, covering 23,000 employees.
- + Over 10,000 different technical and behavioural training sessions were offered to employees.

## Closing & Next Steps

HCLTech is proud of ongoing efforts to support a sustainable and equitable future through its DEI policies.

The company has developed a Diversity Maturity Index (DMI) that will act as a method for continuous evaluation of its internal people practices, ensuring that inclusivity is established and maintained across the organization.

HCLTech also foresees the need for more mentors who support women in the workplace by providing essential guidance, encouragement, and networking opportunities. They will help navigate challenges, develop skills and overcome barriers to advancement, fostering a more inclusive and supportive work environment.

In support of this, HCLTech has set up a MentorMe platform where employees, managers, and leaders come together to share knowledge and experience for mutual enrichment and development. Through one-on-one mentorship meetings and peer mentoring circles, MentorMe provides opportunities for colleagues to share their expertise while building interdepartmental networks and creating a supportive team culture.

Through a profile-matching algorithm, mentees find mentors who can provide expert advice on the subjects and skills they need for future or current roles. Topics range from how to navigate a professional relationship to career development guidance. MentorMe furthers HCLTech's commitment to continuously promoting employees' growth and development.

# DP WORLD

## HeForShe Institutional Commitments

DP World aims to raise female representation across the group to 20 per cent by 2025, from 16 per cent in 2023. In its commitment to gender diversity and inclusivity, the company has implemented a requirement for shortlisted candidates for posts at the band 4 employment level and above to include at least one female representative to proceed to the interview stage. DP World has also committed to increasing the number of women on corporate boards through the "Women on Board" initiative, resulting in the appointment of 21 women to 39 board seats, with efforts under way to boost this figure further. We are making progress across all WEPs and are committed to reporting publicly on this annually through publications such as the 2023 environmental, social and governance (ESG) report.

## WEPs Alignment 1 2 3 4 5 6 7

DP World signed the UN Women WEPs in 2015 and commenced reporting on progress in 2022. DP World's impact falls under all seven Principles.

## Context

DP World is working towards challenging gender stereotypes and overcoming unconscious bias. Over the course of 2023, a series of workshops and training sessions were held on these topics, with the company remaining committed to acting upon any proven discriminatory behaviour. It has also made efforts to enhance workplace engagement. In many of its business units, DP World recognizes the need to build adequate, clean, and safe locker rooms, changing rooms, and toilets. It acknowledges the importance of providing female-friendly uniforms, gloves, and tools, as well as exploring flexible working arrangements to support gender equality goals. Furthermore, the company continues to prioritize the recruitment and hiring of competent women in key positions globally, recognizing their potential to make a tangible difference.

## HeForShe Champion

**Sultan Ahmed Bin Sulayem**  
Group Chairman & CEO

"Gender equality is not a woman's issue; it's a business imperative that requires active male allyship. As Chairman and a HeForShe advocate, I affirm our collective duty to elevate gender equality as a core value at DP World. We must embrace this mission not just in policy but in practice-by mentoring, supporting, and advocating for our women colleagues. I call on men within our ranks to be conscious allies, actively contributing to an environment where everyone, regardless of gender, can succeed and contribute fully to our shared goals."

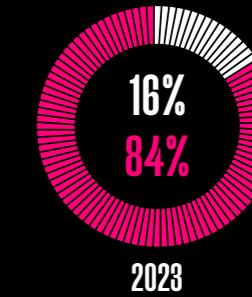
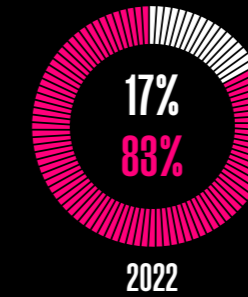
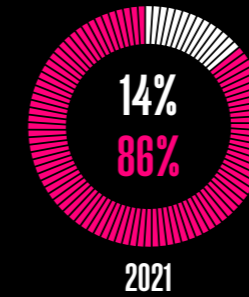


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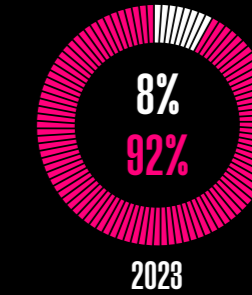
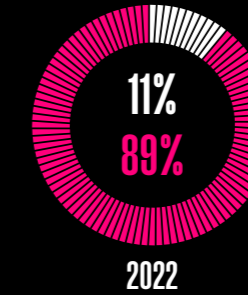
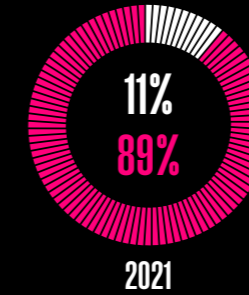
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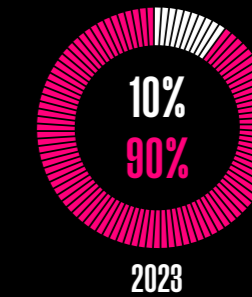
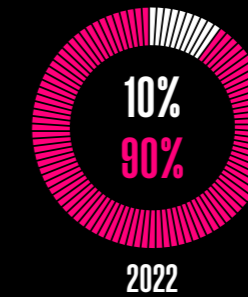
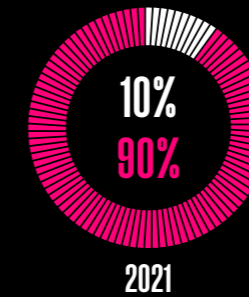
### Overall Company



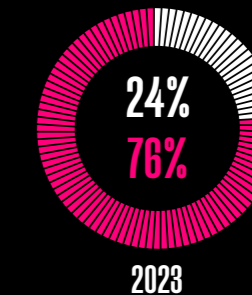
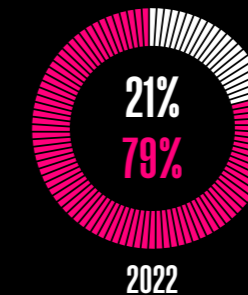
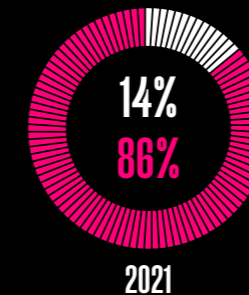
### Top Six Per Cent



### Board



### New Hires



## The HeForShe Actions, Activities and Interventions

In 2023, DP World made substantial progress towards fulfilling its HeForShe commitments. The percentage of new female hires rose to 24 per cent compared to 21 per cent in 2022 and 14 per cent in 2021. The number of women employed across the company as a whole stands at 16 per cent compared to the 2025 target of 20 per cent.

Reflecting an ongoing commitment to inclusivity in the hiring process, the company has introduced the requirement for shortlisted candidates at band 4 and above to include at least one female representative to proceed to the interview stage.

It has increased investment in the Women on Board initiative. Through the second Women on Board programme, which aims to fast-track the career development of female employees and prepare them for board-level roles, 21 women have been appointed to 39 seats within the company.

Finally, DP World has made progress across all WEPs and reports publicly on this annually. In partnership with Barefoot College International, two groups of women were trained as "Solar Mamas" working across 26 villages and electrifying over 1,000 households. Funding scholarships were provided for 10 women in Somaliland to attend the Zanzibar training college for six months, to then return and electrify their village homes, reaching around 50 homes in total. Additionally, in partnership with UNJANI, DP World sponsored 42 clinics that have delivered 50 per cent of total patient engagement providing over 2 million consultations to patients. Through a partnership with WaterAid, the company supported the development of sustainable, climate resilient water, sanitation and hygiene (WASH) infrastructure for healthcare facilities, reaching an estimated 13,500 people in Mozambique and around 15,000 in Nigeria.

## Key Institutional Results and Highlights

DP World has made significant investments aimed at breaking down barriers and creating a level playing field for women in the industry. The Women's Council was re-established in 2023 and held its first meeting during the year. A key outcome from this meeting was a directive from the Group Chairman and CEO for an annual target to monitor and increase the representation of women across the Group to 20 per cent by 2025. In addition, the Council also launched the first women's business network group to address issues related to gender equality in the workplace.

The company's gender equality strategy outlines its approach to advance the position of women, applying a gender lens to how it attracts, develops and retains women employees. It also provides guidance on how DP World will contribute towards enhancing gender equity in the communities in which it operates.

A Gender Equality Statement has been developed and endorsed by the Women's Council for all employees. It provides a clear vision for every business unit on how to approach gender equality.

# IMPACT STORY TECH4WOMEN

"Reflecting on the initiative's impact, Nadia Mohammad, Ambassador for the Corporate Head Office, remarked, "Tech4women isn't just a programme, it's a catalyst for change. It's empowering us to break barriers and build bridges in the tech world. A programme run by women for women. The skills and confidence I've gained are immeasurable, and seeing this replicated across my peers is nothing short of inspiring"

**In today's digital era, where innovation and technology are paramount, DP World has embarked on a transformative journey through its Tech4women initiative. At its core, this initiative is dedicated to providing digital skills training for every woman in technology, ensuring that no one is left behind in the rapidly evolving digital landscape. This case study outlines the inception, implementation, and impact of the Tech4women business network group, illuminating its pivotal role in driving gender inclusivity and empowerment in the technology sector.**

## Link to the HeForShe Commitment

The Tech4women initiative was conceived with the express purpose of creating a future-proof platform for women at DP World. It leverages a multi-tiered strategy to promote learning, innovation, foresight, and transformational thinking (LIFT). Through LIFT, Tech4women aims to elevate the professional trajectory of women by equipping them with the necessary digital skillsets and innovative problem-solving capabilities.

At the heart of Tech4women are four strategic pillars: innovation through hubs, global dialogues, mentorship sponsorships and coaching, and upskilling in tech topics. These pillars serve as the foundational blocks to:

- + Cultivate awareness and confidence in technology's transformative potential
- + Guide career development through technology-driven paths
- + Enhance digital skills needed for the future workforce
- + Foster creative technological solutions.

The initiative thrived on the collaborative efforts of Regional Ambassadors and Champions who were pivotal in implementing the programme across the organization. They worked diligently to execute the agenda, drive volunteer engagement, and ensure the initiative's resonance at the regional level.

## Results & Impact

The achievements of Tech4women are not merely anecdotal; they are substantiated by impressive metrics:

- + Six out of seven regional teams were successfully established, closely aligning with the business structure.
- + Over 900 global followers joined the Tech4Women Yammer community, building a robust online network.
- + Multiple global webinars were hosted, including a notable event to celebrate International Women's Day.
- + The first regional upskilling workshops on "Introduction to Microsoft Power BI" took place in March, coinciding with International Women's Day, with the aim of upskilling 110 women globally.
- + Mentorship programme pilot with nine mentees, one from each region.

## Closing & Next Steps

The Tech4women initiative has established a solid foundation and charted a clear path for future success. Our upcoming endeavours encompass a full-scale launch of all programme pillars accompanied by rigorous monitoring of key performance indicators, intensified mentorship and coaching initiatives, and sustained upskilling drives. These efforts are poised to bolster women's presence and influence in technology roles within DP World for years to come.

The Tech4women initiative exemplifies DP World's progressive vision for gender equality in the digital era. Through confronting challenges, celebrating successes, and persistently driving for advancement, Tech4women underscores the transformative potential of a thoughtfully designed programme. Its trajectory extends beyond empowering women within DP World; it serves as a catalyst for industry-wide change, establishing a precedent for others to emulate.

# DE BEERS GROUP

## HeForShe Institutional Commitments

De Beers commits to increasing the number of women in technical roles and leadership, and to reaching gender parity across the company by 2030. It aims to meet those commitments through:

- + Setting clear definitions for technical roles and targets to drive and assess progress
- + Implementing and tracking talent development and succession programmes
- + Rolling out training and awareness activities to encourage dialogue and challenge stereotypes
- + Delivering regular impact reviews, based on metrics and ongoing workforce feedback, to shape its approach
- + Promotion of and access to STEM careers and education.

## WEPs Alignment 1

De Beers Group signed the UN WEPs in 2017. De Beers' impact falls under Principle 1.

## Context

De Beers is committed to achieving gender parity across the business by 2030. We believe in the value of a balanced and diverse workforce, recognizing that economic inclusion of women is a long-term enabler for thriving communities. Because we operate in a historically male-dominated industry, increasing the representation of women – especially in technical and senior roles – is both challenging and critically important.

## HeForShe Champion

**AI Cook**  
CEO

"Our partnership with HeForShe demonstrates our belief in the value of a balanced and diverse workforce and our recognition that economic inclusion is a long-term enabler for thriving communities and a future-proof business."

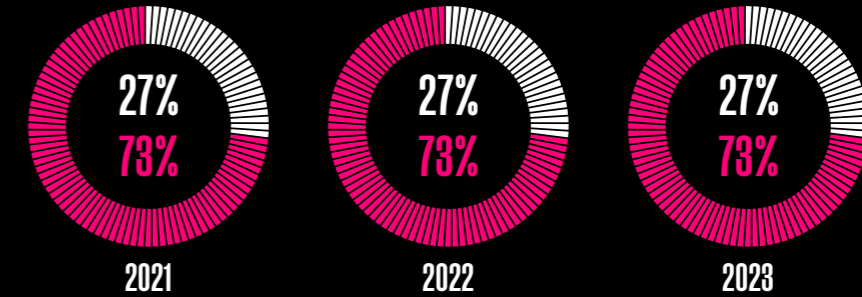


# DATA RESULTS

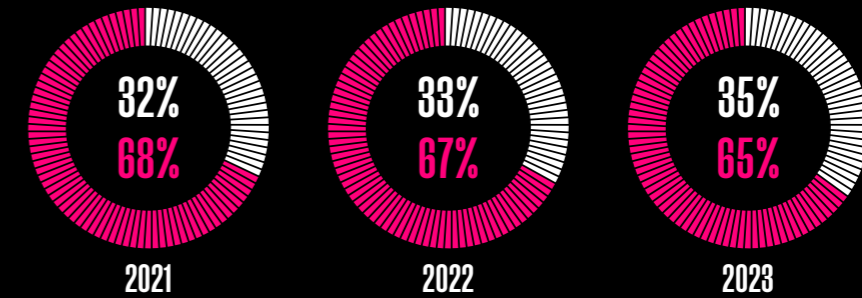
Below are De Beers Group's data for 2021, 2022, and 2023 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

● Female ● Male

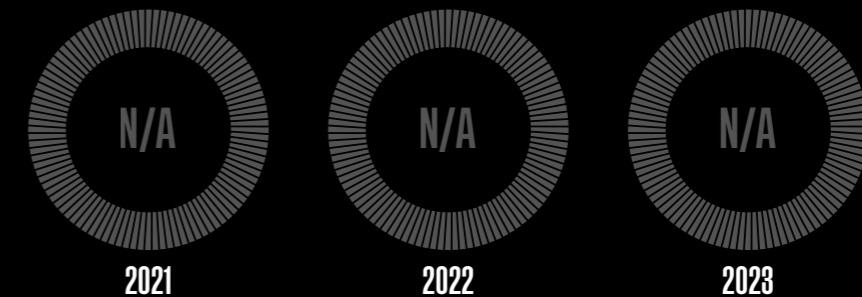
### Overall Company



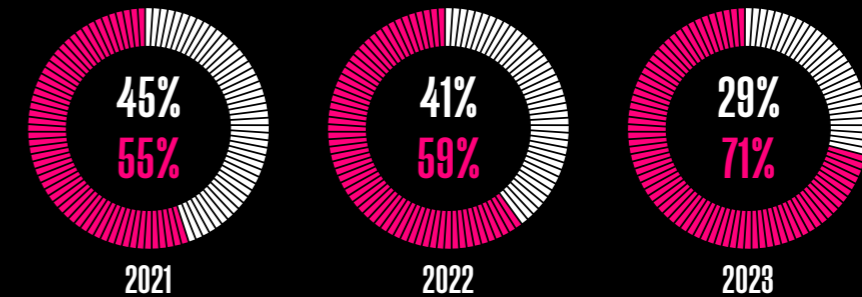
### Top Six Per Cent



### Board\*



### New Hires\*\*



\*Newly appointed executive team aligned to the launch of the new De Beers Group strategy.  
\*\*This is representation in appointments to senior management positions.

## The HeForShe Actions, Activities and Interventions

During the first generation of allyship the company achieved gender parity in appointments to senior leadership and maintains this target as an effective leading indicator. Women currently make up 35 per cent of senior leaders, from a baseline of 14 per cent in 2017. They also account for 28 per cent of executive committee members, compared to 2017 when there was no female representation at this level.

Our multi-phased EntreprenHER programmes in Botswana, Namibia and South Africa (previously known as Accelerating Women Owned Micro-Entrepreneurs, or AWOME) were started in 2017 and provide training and support for female entrepreneurs. During the COVID-19 pandemic, activities were reorganized to offer greater support for digital learning for women micro-entrepreneurs, allowing them to access opportunities through lockdowns. So far, AWOME has supported 2,645 women. The latest phase was launched in January 2024 and aims to support a further 1,500 women over three years.

De Beers has also directly supported 98 STEM scholarships in Canada, with a focus on making these scholarships accessible to young women from First Nations communities located close to company operations.

The Group has developed and implemented guidelines to support progressive gender portrayals in marketing programmes, reflecting an increasingly deliberate focus on inclusive marketing. Broadening our commitment to progressive portrayals, we joined the Unstereotype Alliance, adopting its "3Ps" framework in 2022, and continue to track the impact of our work through the Unstereotype metrics.

De Beers takes a holistic approach to implementing its commitments through the HeForShe Alliance in order to embed a culture and systems that support equal opportunity and psychological safety so we can all thrive.

## Key Institutional Results and Highlights

In 2023, women made up 36.7 per cent of overall new hires, a rise of 10.7 percentage points on 2022, while leavers remained consistent at 31.8 per cent.

In partnership with UN Women, the company completed the second phase of the AWOME programme, recently rebranded EntreprenHer, which provides mentoring, networking, business and life skills training with the aim of creating new, stable jobs and a wider range of businesses to help local communities to thrive.

De Beers also launched the first cohort of "Trailblazers" in partnership with pan-African incubator WomHub. As an accelerator programme for women-led tech businesses with a sustainable environment focus, it aims to accelerate economic inclusion and support diverse voices to help shape the future of business, communities and society.

# IMPACT STORY

## De Beers Group Trailblazer Accelerator

"My experience in the Trailblazer programme has been nothing short of phenomenal. As an entrepreneur I knew I wanted to have impact and I also wanted to commercialize and make money. But in every room I was in, I was often better able to communicate the social impact more than how to make money from the project. Through the Trailblazer programme, from the very first masterclass on product strategy to the recent one on investor landscapes, we were taught how to commercialize our green innovations in a way that doesn't take away from the impact, but rather packages it in a way that it is still investible."



**Granny Mmatho Leslamang**  
Clauseph Enterprises

### Link to the HeForShe Commitment

Female Entrepreneurs are the job creators and economy builders of the future, yet female-led businesses in Southern Africa are severely underrepresented and under resourced.

De Beers recognizes that to drive sustainable change and build a more inclusive economic landscape in its countries of operation, the company must support women to start and build businesses.

In 2023, De Beers launched the first cohort of the Trailblazer Accelerator programme; a nine-month in-residence leadership and business development programme for women-led tech or tech-enabled businesses creating positive impact in waste reduction, green energy transition, water and hygiene, nature-based solutions, and biodiversity conservation in Botswana, Namibia and South Africa.

By focusing on climate and nature positive businesses we hope to support the development of a forward-looking and sustainable economy which will, in turn, allow others to grow and thrive.

## Results & Impact

The mission of the Trailblazer programme is to grow existing sustainable tech businesses through access to:

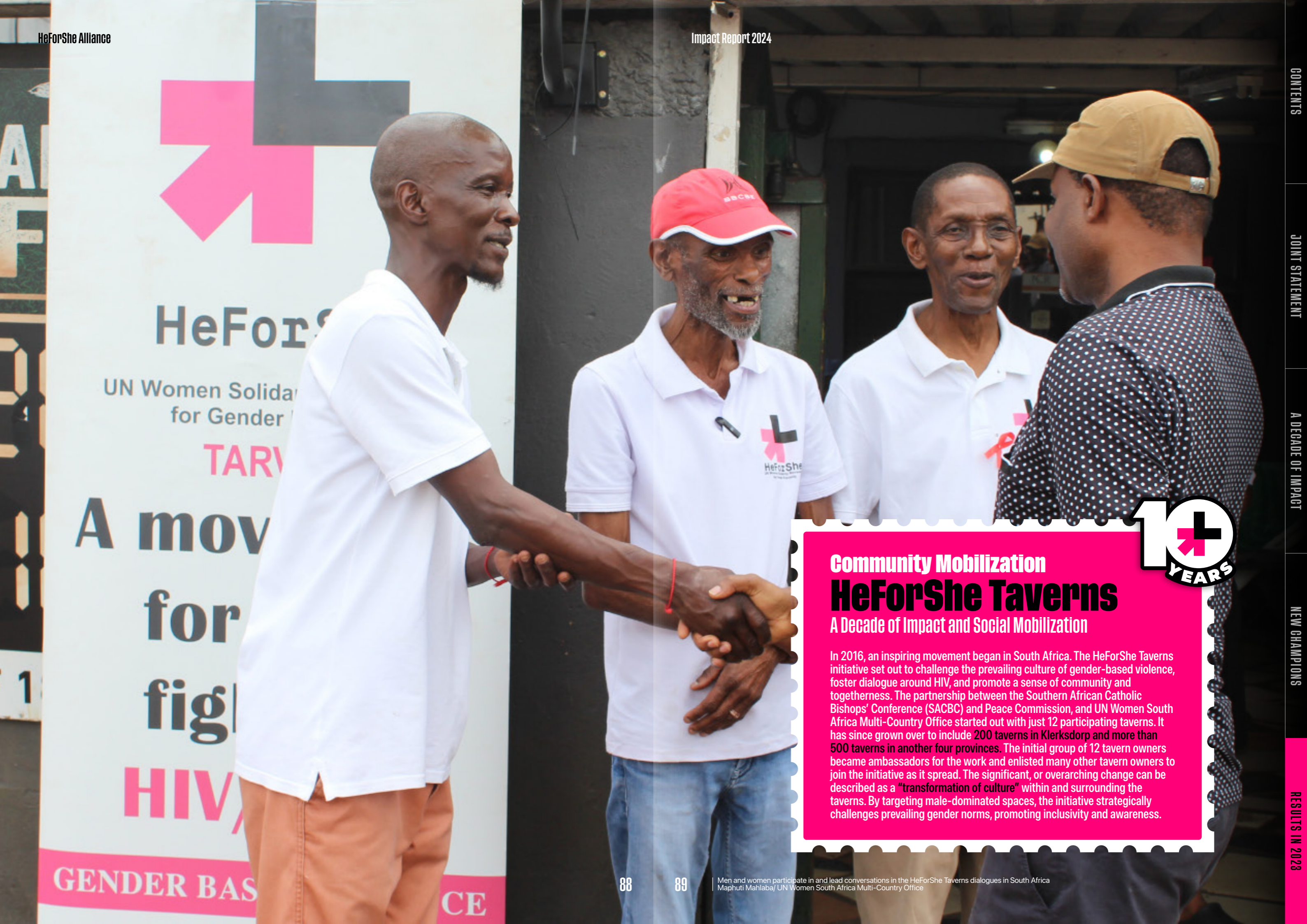
- + Deep insight into sustainability challenges and initiatives on the African continent
- + Customized learning and development experiences tailored to the founder's specific needs
- + Access to mentorship, industry expertise and leading-edge technology skills.

Trailblazer is part of a wider range of endeavours that aim to connect female-led businesses to resources and to our own supply-chain activities, thus building a positive legacy for individuals, communities, our corporation and the planet.

## Closing & Next Steps

Through supporting female-led, sustainable organizations to grow and thrive, De Beers hopes to provide opportunities for women now and in the future to start and develop sustainable businesses and, thus, allow them to act as future employers and role models within communities and geographies where young women and girls are often underrepresented in the formal economy.

By making women a key part of the solution to climate and conservation-related economics, we hope to inspire the next generation as to the value of a diverse economic landscape and therefore create a more robust business environment that will, in turn, support more economically, socially and environmentally sustainable practices into the future.



## Community Mobilization HeForShe Taverns A Decade of Impact and Social Mobilization



In 2016, an inspiring movement began in South Africa. The HeForShe Taverns initiative set out to challenge the prevailing culture of gender-based violence, foster dialogue around HIV, and promote a sense of community and togetherness. The partnership between the Southern African Catholic Bishops' Conference (SACBC) and Peace Commission, and UN Women South Africa Multi-Country Office started out with just 12 participating taverns. It has since grown over to include 200 taverns in Klerksdorp and more than 500 taverns in another four provinces. The initial group of 12 tavern owners became ambassadors for the work and enlisted many other tavern owners to join the initiative as it spread. The significant, or overarching change can be described as a "transformation of culture" within and surrounding the taverns. By targeting male-dominated spaces, the initiative strategically challenges prevailing gender norms, promoting inclusivity and awareness.



# Long-term HeForShe partners: 10 Years of Impact

As the milestone 10th anniversary of HeForShe is celebrated, it is a time to commemorate the incredible journey and impactful contributions of Champions who have been integral to the initiative since its inception in the first phase (2015-2020) and who continue to champion gender equality through the HeForShe Alliance (2020-ongoing). This special section spotlights the transformative journey and achievements of Vodafone, De Beers, and UK Policing, returning Champions of both Impact 10x10x10 and the Alliance. Their powerful narratives highlight their organization's evolution, successes, and future aspirations in driving gender equality.

Additionally, insights from PwC, a graduate partner of HeForShe, reflect on its near-decade long partnership, progress towards gender parity, and lessons learned from Bob Moritz, PwC's Global Chair from 1 July 2016 to 30 June 2024, emphasizing the continued call to action for corporate leaders.



# VODAFONE

HeForShe Champion since 2015

## Global Context

At Vodafone we want our business to reflect the customers we serve and the broader societies in which we operate. Close to 50 per cent of the world's population is female and it is our long-standing commitment, as part of our pledge to the United Nations Sustainable Development Goals, to achieve gender equality and empower all women and girls.

Being part of HeForShe has propelled forward our efforts to tackle gender inequality within and outside the boundaries of our organization. We recognize the power of technology to connect people and help accelerate the pace of change. Through our various programmes, we are connecting more women to mobile technology, and addressing barriers to women's economic empowerment, such as illiteracy, lack of access to opportunities and DVA. We also champion women at work through our diversity and inclusion initiatives.

## Commitment to HeForShe: A Dual-Generation Allyship Journey

Our purpose is to empower people so they can connect to a better future. At Vodafone, we believe that connectivity is a force for good, which is why we are committed to connecting everyone regardless of who they are or where they live.

To address the digital gender gap Vodafone connects women to mobile in markets across Europe and Africa, helping them to take advantage of technology and the benefits it offers. We are using our mobile technologies to enhance the quality of women's lives through programmes that support education, skills and jobs; improve health, wellbeing and safety; and enable economic empowerment.

We also recognize that gender equality and empowering women and girls is unattainable without putting an end to all forms of VAWG. In tackling domestic violence and abuse, Vodafone Foundation provides support through the Bright Sky app and by raising awareness of this issue through digital campaigns. Our latest campaign, launched on International Women's Day, aimed to unmask the reality of domestic violence and abuse, empowering people to spot the signs, speak up and seek help.

Within our organization, we aim to increase female representation in management and senior leadership and to hold our leadership team accountable for maintaining and encouraging diversity and inclusion among their teams. As part of our approach, we ensured that there is gender diversity when resourcing for roles. To address barriers to gender equality, we introduced parental leave for all families in their diverse forms to help families share caring responsibilities in the home; and recognizing that menopause will affect half the world's population, we are clear about our support at work for women experiencing menopausal symptoms.



Apps Against Abuse: A portfolio of apps designed to enable more people to live a life free from abuse.

## Results & Impact

In 2022, we met our goal to connect an additional 20 million women in Africa and Turkey four years ahead of schedule.\* Through services such as the m-mama platform, which currently connects women in some of the most remote parts of Africa to emergency care, we are helping to save lives and promote maternal health. Since its launch, m-mama has reduced maternal mortality by as much as 38 per cent in the countries where it operates.

To address the gender gap in the technology industry, we enable more women and girls to participate in tech. Our programme was launched in 2017 to create opportunities for girls to enter careers in STEM and in 2020, we launched the #ChangeTheFace initiative, calling on technology leaders to accelerate inclusion in the industry.

In 2019, Vodafone launched the first global domestic violence policy, which set out a comprehensive range of workplace supports, security and other measures for employees at risk of experiencing or recovering from DVA. This includes: ensuring confidentiality and non-retaliation against survivors; paid safe leave; financial support; safety measures at work (such as physical, cyber security and flexible working); and specialist referral support. At the same time, the Vodafone Foundation's Apps Against Abuse has supported 2.8 million people across the world affected by domestic violence, abuse, and hate crime by connecting them to advice, support, and education.

In 2019, we reached 31 per cent female representation in management and leadership positions, surpassing our 2020 goal of 30 per cent. By 2024, we had reached 36 per cent women in management and senior leadership, including appointing our very first female CEO. Our early careers programmes continue to hire 50 per cent women and our board and executive committee are over 40 per cent women.

## The Next Decade of Successes

We aim to expand the availability of Bright Sky to more users, in addition to continuing campaigns to increase awareness of abuse through the work of Vodafone Foundation.

We will continue to support our female colleagues in the workplace through widening Vodafone's DVA policy, training, and awareness programme to reach more of our employees across Europe and Africa and by increasing female representation in leadership positions to 40 per cent by 2030, among other initiatives.

"Vodafone is proud of our partnership with HeForShe on gender equality over the last decade. Together, we've championed diversity and paved the way for a more inclusive future. I am proud of the progress we've made. We know there's still more that we must do to create a future where equality is not just a goal but a reality for all."

- Joakim Reiter, Vodafone Group  
Chief External and Corporate Affairs Officer



#CodeLikeAGirl programme inspiring girls to enter careers in STEM.

\*Vodafone, Inclusion for all: Improving access & connectivity, accessed (2023), <https://www.vodafone.com/news/empowering-people/inclusion-for-all-improving-access-connectivity>



# DE BEERS GROUP

HeForShe Champion since 2017

## Global Context

De Beers Group's commitment to gender equality is as much a priority today as it was when we developed our HeForShe commitments in 2017. However, we know that we need to be agile to the changing context.

In particular, the COVID-19 pandemic raised new challenges for our colleagues and our communities; lockdowns prevented entrepreneurs from developing their businesses and often pushed women back towards more gender-stereotypical roles. We also saw increased cases of GBV and mental health issues. Working with our partners, including UN Women, to adapt to meet immediate needs, we recognized and responded to a wider range of issues and continue to evolve our programmes to drive increased inclusivity.

## Commitment to HeForShe: A Dual-Generation Allyship Journey

De Beers pledged to two generations of allyship, recognizing that we still have further to go to achieve gender equality in our organization. The company remains committed to accelerating awareness and delivering sustainable group-wide changes to policies, targets and guidance.

Our business is driven by our belief in the value of a balanced and diverse workforce and in the equal inclusion of women, who play a vital role in the long-term health of communities and economies. Through the inclusion of women and men from different backgrounds the company benefits from a range of innovative, diverse views and increased problem-solving abilities, creating a more robust future.

In 2020, we launched an ambition to "Accelerate Equal Opportunity" as part of our "Building Forever" sustainability framework; this includes 2030 goals to attain gender parity in our workforce, engage 10,000 girls in STEM, support 10,000 women entrepreneurs, and increase the diversity of creative talent in the jewellery sector.

Feedback from our colleague network continues to highlight the complexity and diversity of the challenges to be overcome to achieve equal opportunity for all. We also continue to benefit from learning through the HeForShe Alliance and the network of likeminded members.



Lebogang Elsie Machaba is one of the micro-entrepreneurs involved in the EntreprenHER programme.



Ramaphabana Nyaluvhani – is one of the micro-entrepreneurs involved in the EntreprenHER programme.

## Results & Impact

In 2017 De Beers committed to:

- + Gender parity in appointments to senior leadership.
- + Supporting women micro-entrepreneurs in southern Africa.
- + Supporting access to STEM education in Canada.
- + Progressive gender portrayals in marketing materials.

These pledges and the programmes that were launched in our first generation of allyship have been strengthened in our commitment to Building Forever and our 2030 goals.

During the first generation of allyship we achieved gender parity in appointments to senior leadership and remain committed to maintaining it as an effective leading indicator. Across our workforce, we now have 35 per cent female representation in our senior leaders, from a baseline of 17 per cent in 2017. And today 36 per cent of our executive committee members are women, compared to none in 2017.

Our multi-phased EntreprenHER programmes in Botswana, Namibia and South Africa (previously known as AWOME) were started in 2017 and provide training and support for female entrepreneurs. During the COVID-19 pandemic, the programme switched direction to offer greater support for digital learning, allowing women micro-entrepreneurs to access opportunities during lockdowns. So far, AWOME has supported 2,645 women and aims to support a further 1,500 in the next three years.

De Beers supported over 80 STEM scholars in Canada, focusing on providing accessible scholarships to young women from First Nations communities.

We have also developed advertising guidelines that encourage progressive gender portrayals, focusing on inclusive marketing. Further broadening our commitment to inclusivity, De Beers joined the Unstereotype Alliance, rolling out its 3Ps training across global marketing teams in 2022. The company continues to track the impact of its work through the Unstereotype metrics.

## The Next Decade of Successes

On its journey towards achieving gender parity by 2030, De Beers has set an interim target of reaching 30 per cent female representation across our workforce by 2025, with 40 per cent of senior roles occupied by women. There is still further to go to meet these demanding goals. We intend to deliver our ambition through a systemic approach to identifying and supporting female talent, and by using new and emerging technologies within our industry to create greater opportunities for women in our workplaces. Allyship, sponsorship and targeted development will continue to be a key enabler to women's representation and ability to progress. We strive to create workplaces where women feel safe, can do their best, and can benefit from policies and processes that support them to succeed.

Beyond our organization, ensuring women have a voice in shaping our changing world is critical. We believe a focus on women in STEM and technical trades is important to allow women to forge futureproof careers and open businesses that are set up to thrive, especially in the emerging sectors of technology and sustainability.



Micro-entrepreneurs attending the EntreprenHER training session in South Africa.

# UK POLICING

HeForShe Champion since 2017

## Global Context

UK policing made its formal commitment to HeForShe in 2017. At the time, the lowest representation of women officers was in senior leadership teams, with only three police forces out of the 45 in the UK having women Chief Constables. Today, there are 17 Chief Constables who are women. This has allowed us to change our focus away from senior leadership to middle management; 35 per cent of officers are women but at the ranks of Sergeant and Inspector only 27 per cent are women.

UK policing has seen a significant recruitment campaign over the last few years, with 43 per cent of newly recruited officers now being women.

The increased global focus on VAWG has made us evaluate our response to gender-based violence and how we keep women and girls safe in our communities. Internally, this has moved our focus to removing sexism and misogyny, where it exists, from police culture.

## Commitment to HeForShe: A Dual-Generation Allyship Journey

Policing is traditionally a male-dominated profession, with women still underrepresented throughout many areas. The police also have a key role in responding to VAWG and keeping women and girls safe in our communities. Working with HeForShe and actively encouraging men and boys to work towards gender equality is key to us achieving gender equality within policing.

The first phase of HeForShe for UK policing was to raise awareness and gain commitment. Surrey Police and Sussex Police became the first UK police forces to commit to HeForShe in 2017. With this came the responsibility to roll out the movement across policing. In 2019, all police forces in the UK and several police organizations made their own commitment to HeForShe. At the end of 2019, an annual report was produced bringing together the HeForShe UK policing network, which initiated sharing of good practice towards gender equality.

The second phase was starting from a point of commitment, allowing us to move to action. This has included having a HeForShe Tactical Lead in every UK police force and establishing a clear process for sharing good practice and producing template resources.

The last year has seen emphasis on the role of HeForShe allies; individuals who act to address gender inequalities and normalize what it means to stand for equality. These individuals will drive forward local activity and accelerate change towards gender equality. A national event was held in April 2023 in South Wales, informing Tactical Leads how to recruit and motivate a network of HeForShe allies. UK policing has deployed a range of resources over the last year to support this continued activity.



UK Policing Annual Gender Equality Reports

## Results & Impact

The first phase of HeForShe for us saw a clear commitment from leaders across UK policing. This was demonstrated with the most senior male in every force making a clear commitment to HeForShe, with every force in the UK signing up by 2019.

Since this time, we have produced five Gender Equality in UK Policing annual reports. These reports contain data and good practice from every force in the UK. The reports hold forces to account and ensure the sharing of innovative practice across the network.

The sharing of good practice, through events and reports, and the introduction of HeForShe allies has allowed police forces across the UK to make improvements towards gender equality. The most recent recruitment campaigns have seen more women than ever joining policing to become officers. Considerable improvements can also be seen at senior levels where women officers are better represented.

Good practice relating to parenting leave, development programmes, health conditions that disproportionately impact women, promotion processes and improving culture relating to sexism and misogyny have been shared across the network. This has resulted in several changes within forces to improve the working environment for women. Further good practice relating to support for men and trans and non-binary individuals has supported the move to gender equality.

HeForShe within policing has developed into a strong network of supportive good practice sharing and bold action by passionate allies. This movement will continue, growing and accelerating change towards gender equality.

## The Next Decade of Successes

HeForShe has been embedded within UK policing and can demonstrate clear progress over the last seven years. A powerful network has been developed allowing police forces to work together towards gender equality, no longer leaving women to drive change. HeForShe within UK policing recognizes that gender equality benefits everyone and everyone should be working towards it.

UK policing will continue to move towards women being equally represented at all ranks and grades and building a culture free of sexism and misogyny. HeForShe allies will be empowered to be "respectfully disruptive" and continue to accelerate change towards gender equality.

The network will continue to be supported through HeForShe events, good practice sharing and annual reports, ensuring areas of improvement are identified and practical solutions shared.

There is still a long way to go but the progress shown over the last seven years is positive and a catalyst for the movement to continue.



Male Allyship Toolkit available now on [HeForShe.org](https://www.heforshe.org)

# PricewaterhouseCoopers PwC Impact Case Study: A Perspective From A HeForShe Champion

*in the period between 2015 to 2023*

Back in 2015, PwC was confirmed as one of the first HeForShe Impact 10x10x10 Corporate Champions. Fast-forward to 2020, and the network doubled down on its commitment to gender equity by transitioning to membership of the UN Women HeForShe Alliance partnership. This year, after nine years supporting and collaborating wholeheartedly with the HeForShe movement, PwC has graduated from the Alliance.

In this case study, we look back on PwC's near-decade long partnership with HeForShe, explore the progress the network has made towards gender parity during that period, and hear from Bob Moritz – PwC's Global Chair from 1 July 2016 to 30 June 2024 – about the lessons he has learned along the journey, and his continued call to action for corporate leaders.



## PwC's HeForShe Commitments

During its partnership with HeForShe, PwC made – and worked to achieve – five explicit HeForShe commitments. Here they are, along with the headline impacts of each.

### 2015-2019

## HeForShe 10x10x10 Corporate Champion Commitments

### Launch a Global Inclusion Index to further increase the representation of women in leadership roles

In 2014, PwC conducted the first ever comprehensive global evaluation of women's participation and representation across all levels of the PwC network, covering an extensive set of milestone criteria including hires, promotions and engagement. Based on the insights from this evaluation, each PwC strategy council member firm was able to develop tailored interventions and action plans to respond to this data. The insights were also used to create and launch a Global Inclusion Index – the PwC network's first formal inclusion and diversity (I&D) accountability framework – with a specific focus on increasing women's representation in leadership.

### Develop and launch an innovative male-focused gender curriculum to reach people around the world

Leveraging its deep educational expertise and extensive footprint, PwC developed an innovative 35-minute e-learning curriculum designed to educate and empower men to be more effective gender equality advocates. Created in partnership with world-class experts in the field, the curriculum set out to tackle the root causes of gender inequality, including unconscious biases and power dynamics. Launched at the annual HeForShe Summit in September 2016, PwC's Building Gender IQ course was made available in eight languages, and was both promoted internally with PwC staff and also offered externally for use by like-minded organizations. The e-learning was completed by over 10,000 PwC professionals, as well as being used by the United Nations and several large corporations and universities.

### Raise the global profile of HeForShe with PwC people, clients, and communities

Cascading the HeForShe campaign across the global PwC network, PwC drove widespread awareness of HeForShe both within and beyond PwC. To maximize the impact, the PwC launched extensive online communications tools that encouraged people to commit online, and to take specific actions towards gender equality both at work and at home. In parallel, PwC's Global Chair joined heads of state, global CEOs and leading academics in actively championing gender equality at the annual HeForShe summits and other high-profile events, such as the World Economic Forum (WEF) annual meeting in Davos.

At PwC's annual Global Leadership Summit in 2015, the territory senior partners of all PwC member firms worldwide made their own HeForShe commitments. A total of 102,574 PwC partners and people personally made the HeForShe pledge.



### 2020-2023

## HeForShe Alliance Commitments

### Explore the development of an internal "badge" to recognize learning in the areas of belonging and inclusive leadership

PwC views inclusive leadership as a non-negotiable skill. Why? Because the firm knows from first-hand experience that inclusive leaders bring out the best in diverse teams to deliver impact and value, while also fostering an environment of psychological safety, belonging and allyship for their people and their wider community of solvers. That's why, for PwC, learning on inclusive leadership represents a key investment: one designed to support a culture and everyday personal behaviours that foster an even greater commitment to women, gender equity and the development of male allyship – in addition to fostering a broader focus on diversity, equity, inclusion and belonging.

Launched in late 2021, this pioneering 11-hour, self-paced learning pathway brings together an array of innovative learning mediums including videos, assessments, simulations and interactive discussions. The content centres on important I&D constructs such as micro-inequities, unconscious bias, societal systemic advantage and intersectionality, while also helping to develop key human skills such as empathy, curiosity, allyship and intentional networking. In this way, PwC helps its people to explore the core capabilities that are essential to practising everyday inclusive behaviours and leadership as well as active allyship.

From entry-level associates to partners and territory senior partners, this groundbreaking learning programme is now broadening the inclusive mindsets of PwC's people every working day. It does this in many ways – including by bringing our people opportunities to learn more about inclusion and diversity, engage with colleagues who have very different lived experiences from them, and identify personal opportunities to become more inclusive leaders and allies.

This learning underlines PwC's long-term commitment to continuing to scale and invest in Inclusive Mindset and broader Inclusive Leadership upskilling initiatives across its network. And the learning is already having a concrete and measurable impact. More than 140,000 learners from 144 countries have now completed or are currently undertaking this learning. Among those who have completed it, the programme constitutes a total time investment of over 635,000 learning hours dedicated to inclusion upskilling. What's more, an overwhelming 91 per cent of the participants agree that this learning will strengthen the culture of inclusion and belonging at PwC – and that it has enhanced their own individual ability to practise more inclusive behaviours in their day-to-day interactions. Furthermore, PwC's key I&D people scores indicators have significantly increased since the upskilling programme launched (+ 6 percentage points).

"I earned the Inclusive Mindset badge, and it was an eye-opening and humbling experience. As part of the exercise, I paired up with a colleague who is very different from me. I learned a great deal about different types of micro-inequities and micro-inclusions, and dug deeper into what it really means to come from privilege. Most of all, I realized how critical it is that I use my privilege to enable equal opportunities for others. This requires a conscious effort on my part, each and every single day."

- Nicolas Marcoux, CEO, PwC Canada

"We all understand the importance of an inclusive culture, but it all starts with each of us having an inclusive mindset which helps us to create an environment in which individuals and teams can thrive. Proud to have earned PwC's Inclusive Mindset badge, this training has definitely been an eye-opener."

- Linda Ummels, Director, PwC UK

### Embedding common ESG standards to aid companies around the globe in their sustainable value creation

PwC was an early supporter of the WEF Stakeholder Capitalism Metrics and has been actively encouraging its stakeholders and clients to use these metrics for their own reporting. As part of its commitment to promoting transparent and comparable reporting, PwC has published an overview of its own disclosures against these metrics for the past three years. As part of this exercise, PwC has elevated the transparency of its diversity reporting by including more comprehensive representation disclosures and the first ever publication of its global pay figures.

# Reflections From Bob Moritz HeForShe's Wider Impact and Footprint at PwC

## Creating a Legacy of Inclusive Leadership

"During my time as Global Chair of the PwC network, we reinforced our commitment to leadership diversity, along with a strong focus on building a culture of inclusion, equity and belonging for all of our people. Senior leaders across the PwC network were asked to work together to double down on accelerating our I&D efforts and progress. HeForShe is important because the journey toward gender equality – and broader equality and inclusion – can only gain pace and momentum when men are directly involved as stakeholders. For that reason, it's hugely important to engage men to be activists and disruptors making change happen for the benefit of others. The end point of that journey is clear: a better understanding for all of us that gender equality, and inclusion and diversity more broadly, create a better workplace, better business outcomes, and a better quality of life, for everyone.

With all of this in mind, we made our HeForShe commitments – and we are proud of the impact each has delivered both within and beyond PwC. Beyond those commitments, we have also seen real progress across the PwC network, whether we look at our representation of women, the stronger embedding of I&D within our succession planning and all talent processes and decision-making, or our unwavering focus on inclusive leadership upskilling and on creating an everyday culture of belonging and inclusion for all of our people. Crucially, in the years since we signed up as a HeForShe Champion, one of our most impactful changes has been our shift to a data-driven and business-led approach to I&D. We recognize we still have a long way to go but are proud of the progress we have made so far.

## Raising the Bar, Widening the Lens: Our Global I&D Council

To support this progression, we transitioned our I&D governance in 2020 from a Global I&D Leader position to a newly established Global I&D Council. At root, this decision came from a recognition that accountability and progress for I&D was bigger than one person, and that we needed to weave and embed I&D more tightly with the business. The Council is made up of some of our most senior leaders across the network, and a key premise of its role is respectful disruption. This is delivered via peer-to-peer leadership discussions, focus and accountability for I&D. The Council has been a vital enabler in driving a steadfast focus on I&D – particularly in the midst of accelerated disruption driven by forces such as the impact of climate change or artificial intelligence (AI), and in times of crisis, for example during the COVID-19 pandemic. We are proud that during the pandemic, which is often referred to as a period of "Shecession", we not only maintained but also continued to increase our levels of women's representation and hiring at senior levels. As a Council we have also been instrumental in putting in place stronger I&D accountability mechanisms, both through the introduction of our seven network I&D leadership key performance indicators (five of which focus on gender), and also by formally embedding a need for and review of I&D within our Annual Network Standards Review process.

An important step forward came when the Council endorsed our new global I&D strategy – "Inclusion First" – which we launched in December 2022. This strategy is our action plan to do more, be more and affect more I&D change both within and beyond PwC. Instituting a more stringent focus on inclusion, with a focus on inclusive and equitable behaviours and systems, Inclusion First requires all member firms to have a gender equity-focused action plan, in addition to a broader lens on dimensions of diversity. We recognize that solving the challenges of tomorrow requires a different way of thinking and different behaviours: Leaders will need new and different skills to lead through and manage uncertainty, foster inclusive cultures, and support transformation to achieve sustained outcomes. In light of this, we embarked on a journey to evolve our behaviour framework, which shapes the behaviours we expect from all of our people to lead and deliver value. Never before have I&D elements been so ingrained in these expected behaviours – and ultimately in how we will hire, develop, reward and progress our people in the future. A particular highlight is the inclusion of allyship as an expected behaviour for the first time.

## Building Trusted Leadership Through Upskilling

This embedding of I&D into everything we do is underpinned by our view that inclusiveness is a non-negotiable aspect of our behaviours – and is reinforced by our commitment to creating trusted leaders at all levels through an ongoing upskilling journey. As a first step on this pathway, we've developed an innovative Inclusive Mindset knowledge badge. This fulfils one of our HeForShe commitments, and is designed to enhance our people's ability to listen to those around us, learn from the experiences of others, and create change through our everyday actions. Inclusive Mindset is PwC's first global knowledge badge centred on human skills, sending an important signal to our leaders and people that I&D is a business imperative. Through a variety of learning content, scenario-based exercises, personal reflection and interactive discussions, this curriculum empowers our people to be more trusted leaders, whatever their role.

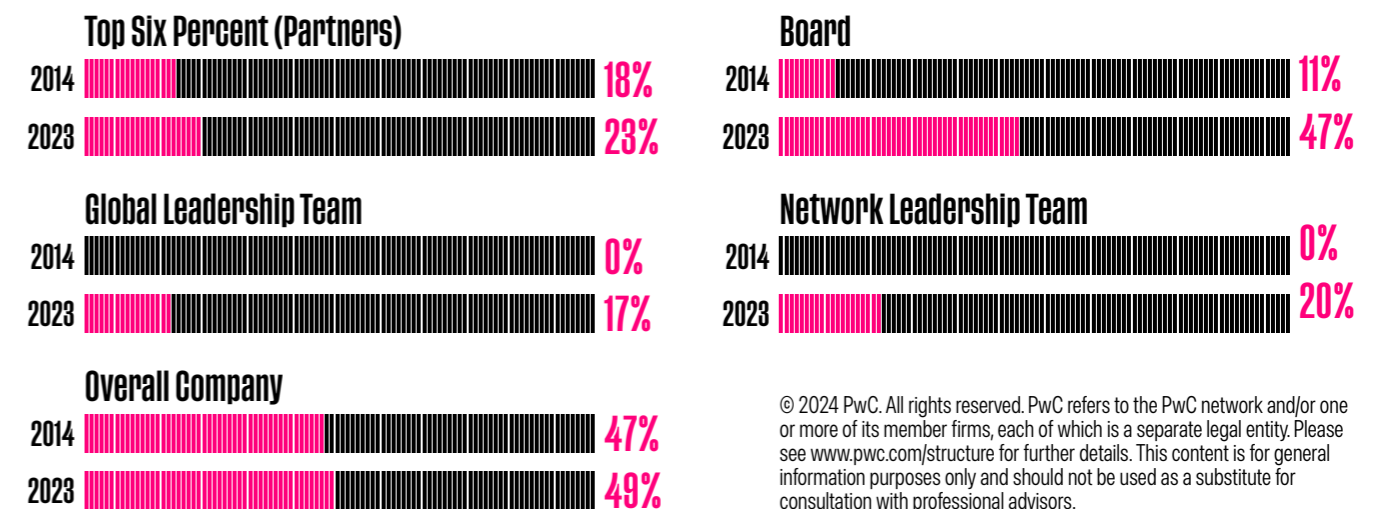
## Driving Systems Level Change

Being a HeForShe Impact Champion is about more than driving gender equity within PwC; it's about driving change in society too. One of our focus areas has been on youth and climate. We know climate change will disproportionately impact youth, in particular girls, and we also know they have an important role to play as partners in climate action. That's why we have been working to support an initiative led by UNICEF, Generation Unlimited and other partners called Green Rising. The initiative aims to create pathways for at least 10 million children and youth in developing countries to take grassroots action through volunteering; green skills building, jobs and entrepreneurship; and advocacy by 2025 – while mobilizing hundreds of millions more to do the same through an ecosystem of other public, private, and youth stakeholders. Collectively, these young Champions are taking action to adapt their communities to the changing climate and to catalyse systems level change.

Beyond climate, we are also focused on upskilling people for the digital world, which is crucial to empowering women and girls. Since launching our New World. New Skills programme, PwC has reached more than 10 million people through our community projects focused on improving their knowledge, understanding and skills for the digital world. Amplifying our message and action via a systems approach highlights the scale of the impact that business can have when addressing some of society's most significant challenges.

Serving as an UN Women HeForShe Champion has been an honour and a privilege. I've had the opportunity to use my voice as a male ally for change not just within PwC but on the global stage with many other HeForShe male allies, via the annual HeForShe summits and at key HeForShe events at critical leadership junctures, such as the WEF leadership summit in Davos. While I'm proud of what we have achieved, there is so much more that still needs to be achieved, both within and beyond PwC. The HeForShe legacy that I hope to have imprinted includes the need for the focus on I&D to be steadfast, driven via respectful disruption, the awareness that men must be part of the solution, and an appreciation of the fact that we need to move faster. And I look forward to continuing to be an active ally and advocate both personally and professionally."

### HeForShe Data points with baseline representations as of 2014 compared with 2023



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## Youth Engagement HeForShe #GetFree University Tours

A Decade of Impact and Social Mobilization

In 2015, HeForShe launched the [HeForShe Get Free University Tour](#), a grassroots effort to connect with passionate student activists across HeForShe's global network. On this first tour, HeForShe visited six universities across the UK and France: University of Leicester, University of Nottingham, the Paris Institute of Political Science, University of Cambridge, London School of Economics, and Imperial College London. Building on the success of the #GetFree Tour in the UK and France, which engaged more than 140,000 students, UN Women partnered with US energy company Exelon to bring the tour to the USA and Canada.

The tour reached approximately 85,000 students at the following five universities: Georgetown University, Morgan State University, University of Delaware, Columbia University, and Stony Brook University. The tour featured special guests including Édgar Ramírez, Gugu Mbatha-Raw, Douglas Booth and Paul Brandt, country music superstar and founder of #NotInMyCity.



[HeForShe.org](http://HeForShe.org)



[UNWomen.org](http://UNWomen.org)