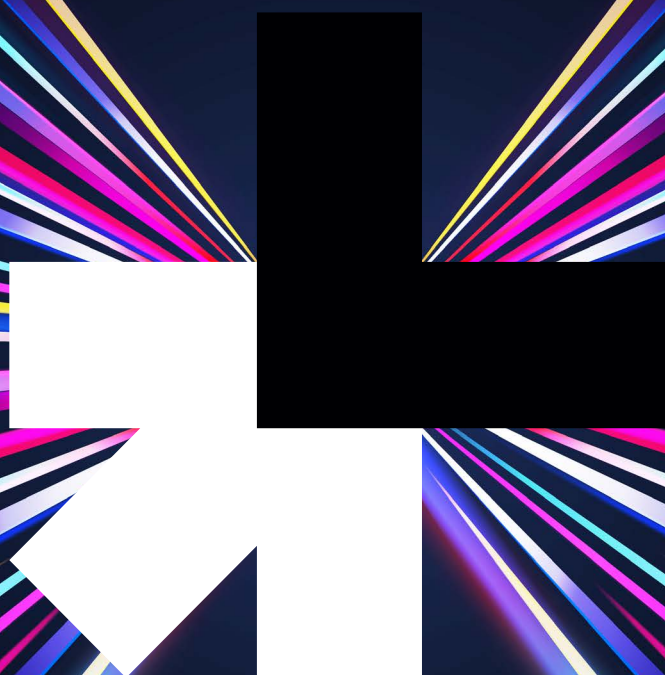


# HeForShe Alliance IMPACT REPORT

2023



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## TABLE OF CONTENTS

- 04 Foreword by UN Women Executive Director >
- 06 Joint Letter From HeForShe Alliance >
- 08 Advocacy Overview >
- 09 Women's Empowerment Principles >
- 10 HeForShe Champions' Results >

# ABBREVIATIONS

<b>CWGGL</b>	Center for Women, Gender and Global Leadership
<b>DEI</b>	Diversity, equity and inclusion
<b>ERG</b>	Employee resource group
<b>ESG</b>	Environmental, social and governance
<b>GBV</b>	Gender-based violence
<b>HBCU</b>	Historically Black college and university
<b>HR</b>	Human resources
<b>I&amp;D</b>	Inclusion and diversity
<b>ICRC</b>	International Committee of the Red Cross
<b>IRC</b>	International Rescue Committee
<b>ITF</b>	International Tennis Federation
<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>PwC</b>	PricewaterhouseCoopers
<b>SBU</b>	Strategic business unit
<b>STEM</b>	Science, technology, engineering and mathematics
<b>WEP</b>	Women's Empowerment Principles
<b>WTA</b>	Women's Tennis Association

# HeForShe CHAMPIONS

**De Beers Group**  
Bruce Cleaver  
CEO

**DP World**  
Sultan Ahmed Bin Sulayem  
Group Chairman & Chief Executive Officer

**Havas**  
Yannick Bolloré  
Chairman and CEO

**HCLTech**  
C Vijayakumar  
CEO & Managing Director

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

**HSBC**  
Michael Roberts  
CEO of US and Americas

**INSEAD**  
Ilian Mihov  
Dean

**International Committee  
of the Red Cross**  
Robert Mardini  
Director-General

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

**International Tennis Federation**  
David Haggerty  
President

**MTN Group**  
Ralph Mupita  
Group President & Chief Executive Officer

**PwC**  
Bob Moritz  
Global Chairman

**Recruit Holdings**  
Hisayuki "Deko" Idekoba  
President, CEO & Representative Director of the Board

**UK Policing**  
Jeremy Vaughan  
Chief Constable of North Wales Police

**Vodafone**  
Joakim Reiter  
Chief External and Corporate Affairs Officer



# FOREWORD BY UN WOMEN EXECUTIVE DIRECTOR

Nine years ago, the UN Women HeForShe initiative marked a turning point in advocacy for gender equality as we called on men and boys to step forward, to stand shoulder to shoulder with women and girls and challenge harmful and destructive gender stereotypes. We wanted to create a bold, visible and united force for gender equality. Since then, 600 million people around the world have joined our call to be part of the movement. It has sparked more than 3 billion conversations on the topic of gender equality on social media every year. Gender equality is in our discussions and on our minds.

The unique group of HeForShe Champions – dedicated individuals from across government, business, non-profits and academia – also answered our call. They formed a HeForShe Alliance for change, with specific commitments to keep bringing gender equality closer to reality across their own institutions. So far, HeForShe Alliance corporate Champions have increased the participation of women on their Executive Boards to a minimum 40 per cent, along with an overall increase in the number of new women hired. The Government of Iceland launched an Equal Pay Certification Policy and has since closed 89.2 per cent of its gender wage gap. As an investment in a promising future, HeForShe reached more than 700,000 students in universities and 54 million Scouts worldwide, inspiring the gender-equal leadership of tomorrow. I am proud of our HeForShe work, the global movement and Alliance we have founded together, and all of our partnerships for change. Together, we can proudly claim that we moved the needle in these last nine years and made a difference.

Gender equality and women's rights are under siege. The anti-rights and anti-gender movements are increasingly organized and resourced, their pushback is palpable, and bias is becoming worse, especially among younger men. The **Gender Equality Attitudes Study 2022**<sup>1</sup>, launched by the Unstereotype Alliance under the leadership of UN Women, reveals that discriminatory social norms and attitudes continue to hinder progress for women and girls everywhere. The study, which surveys attitudes towards gender across 20 countries, shows that overall men are less supportive of gender equality than women. Worryingly, this is seen most clearly among younger cohorts of men: 58 per cent of young men aged 16–19 believe that men are better political leaders than women, and 53 per cent believe women should work less and devote more time to caring for their families. And, most concerning, nearly one in four young men believe there are acceptable circumstances in which to hit a partner or spouse. Gender biases are pronounced in both low and high Human Development Index countries. They hold across regions, incomes, levels of development and cultures, making them a global issue.

Today, we also experience the daily grip of social media that enables the rapid rise of influencers, good and bad. Advances in Artificial Intelligence are outpacing our ability to curb gender bias, with the risk that bias will be exponentially amplified by new technologies.

We need the HeForShe movement now more than ever.

Men and boys need to question their patriarchal privileges and the bonds that hold all of society tied to patterns that hamper progress. Beliefs about women being of less value than men are inevitably reflected in men's attitudes, behaviours and language that perpetuate inequality. Men and boys, as allies, have the task of demonstrating what positive male identity looks like. Men and boys must be proactive, intentional and responsive, seizing every opportunity to push forward with these more positive behaviours. Men and boys must act with the speed of the Internet to be **respectfully disruptive** of harmful social norms, misogyny and gender inequalities.

The **HeForShe Alliance Impact Report 2023** is an inspiring demonstration of leadership by example. It shows the true meaning of being respectfully disruptive in pursuit of gender equality. HeForShe Champions are breaking down the barriers that stand in the way of the promise of the Sustainable Development Goals. The formidable energies of the HeForShe movement are driving change and can only grow stronger as the need to accelerate progress toward gender equality becomes ever more apparent and urgent.

**Ms. Sima Bahous**  
UN Women Executive Director



<sup>1</sup> Unstereotype Alliance and UN Women, The Levers of Change: Gender Equality Attitudes Study 2022 (New York, 2022). Available at <https://unstereotypealliance.org/en/resources/research-and-tools/the-levers-of-change-gender-equality-attitudes-study-2022>.



# JOINT LETTER FROM HeForShe ALLIANCE

Despite the decades of institutional and activist-led push forward for the improvement of women's human rights, we are witnessing an organized pushback on gender equality gains that hampers progress towards the achievement of the Sustainable Development Goals by 2030. Intersecting crises such as conflict, public health emergencies, climate change-related disasters and other disruptive events with compounding effects are adversely affecting an already dire situation of inequalities. Unprecedented advancements in technology with Artificial Intelligence are carrying both the promise of progress and the threat of perpetuating and deepening gender bias.

The UN Women **Gender Equality Attitudes Study 2022** reported that only 60 per cent of men believe that more respect for women's rights is 'completely important', compared to 74 per cent of women. Concerningly, university education is considered to be more important for boys than for girls: 32% of young men and boys aged 16-19 agree that it is more important for a boy to get a university education than a girl<sup>2</sup>. This stems from the belief that a man's job is to earn money and a woman's is to look after the house and family. Such beliefs sustain social norms that uphold inequalities of outcomes. The latest **SDG Report** shows that young women remained more than twice as likely (32.1 per cent) as young men (15.4 per cent) to be excluded from access to education, employment or training in 2022<sup>3</sup>.

In 2021, we, HeForShe Champions, formed the HeForShe Alliance with a mission to respectfully disrupt patriarchal structures and transform social norms that uphold patriarchal masculinities and perpetuate gender bias and its manifestations throughout our industries, governments, non-profit organizations, universities and, ultimately, everyday lives. Now, more than ever, we feel compelled to push back against the anti-rights pushback and inspire by the example of our leadership the establishment of systems that are accountable for change towards gender equality in every segment of public and private life, now and everywhere. Our commitment is to create impact at scale by respectfully disrupting the existing structures, norms, values, attitudes and practices that are barriers to the realization of human rights for all, especially those experiencing intersecting forms of oppression. We are committed to assertively inspire our colleagues and communities to act with us.

In our second report as a unified HeForShe Alliance, we hold ourselves accountable to the bold and transformative commitments we individually laid out to realize our shared goal of an equal future. We reflect on our progress and highlight the impactful work of the people we work in partnership with to effect change. Our commitment as Champions in the HeForShe Alliance is to inspire and be part of the change. Our allyship is the model that aims to inspire the vision of equality at every level, in every decision and in every action. We call upon our peers around the world to join us and act with us - to respectfully disrupt every barrier between now and the gender equal world.

- HeForShe Alliance

<sup>2</sup> Unstereotype Alliance and UN Women, The Levers of Change: Gender Equality Attitudes Study 2022 (New York, 2022). Available at <https://unstereotypealliance.org/en/resources/research-and-tools/the-levers-of-change-gender-equality-attitudes-study-2022>.  
<sup>3</sup> United Nations, The Sustainable Development Goals Report 2023: Towards a Rescue Plan for People and Planet (New York, 2023). Available at: <https://unstats.un.org/sdgs/report/2023/>.



# ADVOCACY OVERVIEW

HeForShe spearheaded global advocacy campaigns engaging Champions to amplify reach and spread the message in a contextual way to global audiences.

## #JustSayBro

Building on our shift in communication goals from awareness to action, HeForShe launched a new campaign at the end of 2022, #JustSayBro, intended to support men who believe in equality and in taking action to make it a reality. As many would confess, some men feel uncomfortable at the sexist behaviour of others, but are inhibited in attempts to change anything. HeForShe is encouraging men to use their voice and challenge misogynistic speech when it happens. The #JustSayBro campaign reached 11 million men and boys aged 18–34 in 45 days, and achieved 34.5 million impressions across social channels like TikTok and Instagram in 15 countries. This campaign platform focused on allyship in action was also embedded into the HeForShe Alliance Allyship Working Group, and partners like UK Policing have incorporated it into allyship trainings.

## #IWD2022 HeForShe Campaign

The UN Women theme for International Women's Day 2022 was "Gender equality today for a sustainable tomorrow". Building on this, HeForShe implemented an #IWD2022 advocacy campaign to drive awareness about climate action and the need for men to be active allies in efforts for gender equality. The content reached a collective 6 million followers with 1 million impressions across all social media channels.

**11 MILLION**  
MEN AND BOYS REACHED IN 45 DAYS  
with #JustSayBro Campaign

**6 MILLION**  
COLLECTIVE FOLLOWERS  
with #IWD2022 Campaign

## #HeForSheSummit

Surrounding the first in-person HeForShe event since 2019, the HeForShe Summit press activities reached a total potential audience of over 225 million people. The hashtag #HeForSheSummit reached over 6 million people leading up to and on the day of the event. Our social campaign on the sidelines of the Summit had the goals of raising awareness of the HeForShe Summit and growing our follower base of men and boys aged 18–34. We partnered with HeForShe advocates and leveraged their voices on TikTok to gain momentum for the movement. Using authentic content on allyship to drive audience growth, we grew our TikTok following by 65 per cent in four weeks, engaging men and boys specifically.

## #HeForShe

Our always-on communications, focusing on the engagement of men and boys in the achievement of gender equality, continues to perform strongly as a resource for this audience. Through 2022, we prioritized message effectiveness in our organic communications and increased our average post engagement rate by 17 per cent and our impressions by 104 per cent across platforms. Emphasizing data-backed insights, actionable messages and culturally relevant content enabled the HeForShe accounts to grow engagement rates across platforms, and grow our audience on key platforms like Instagram, TikTok and LinkedIn.

**104%**  
INCREASE IN OUR IMPRESSIONS  
across Platforms in 2022

**225 MILLION**  
REACHED THROUGH PRESS  
with HeForShe Summits since 2019

# THE WOMEN'S EMPOWERMENT PRINCIPLES (WEPS)

The Women's Empowerment Principles (WEPs) are a set of Principles offering guidance to business on how to advance gender equality and women's empowerment in the workplace, marketplace and community. Established by UN Women and UN Global Compact, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment.

WEPs are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda

and the United Nations Sustainable Development Goals. By joining the WEPs community, the CEO signals commitment to this agenda at the highest levels of the company and to work collaboratively in multistakeholder networks to foster business practices that empower women. These include equal pay for work of equal value, gender-responsive supply chain practices and zero tolerance against sexual harassment in the workplace. The seven WEPs principles that HeForShe Champions bring to life in their work for gender equality are:

- + **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.

# RESULTS

12 **De Beers Group >**  
Bruce Cleaver  
CEO

18 **DP World >**  
Sultan Ahmed Bin Sulayem  
Group Chairman & Chief Executive Officer

22 **Havas >**  
Yannick Bolloré  
Chairman and CEO

26 **HCLTech >**  
C Vijayakumar  
CEO & Managing Director

30 **Howard University >**  
Wayne A. I. Frederick  
President

34 **HSBC >**  
Michael Roberts  
CEO of US and Americas

38 **INSEAD >**  
Ilian Mihov  
Dean

42 **International Committee  
of the Red Cross >**  
Robert Mardini  
Director-General

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

48 **International Tennis  
Federation >**  
David Haggerty  
President

52 **MTN Group >**  
Ralph Mupita  
Group President & Chief Executive Officer

56 **PwC >**  
Bob Moritz  
Global Chairman

60 **Recruit Holdings >**  
Hisayuki "Deko" Idekoba  
President, CEO & Representative Director of the Board

64 **UK Policing >**  
Jeremy Vaughan  
Chief Constable of North Wales Police

68 **Vodafone >**  
Joakim Reiter  
Chief External and Corporate Affairs Officer

# HeForShe CHAMPIONS' RESULTS

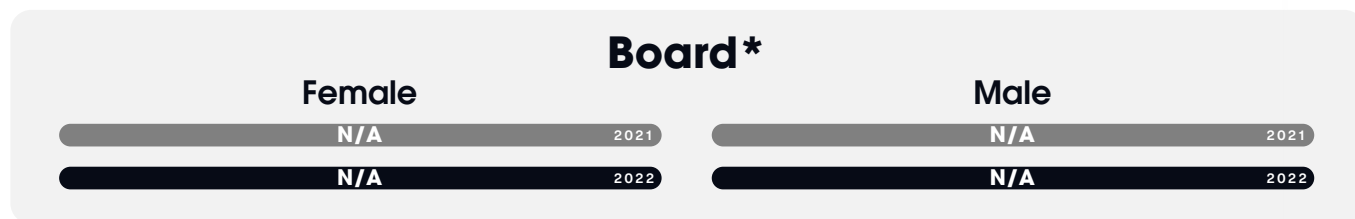
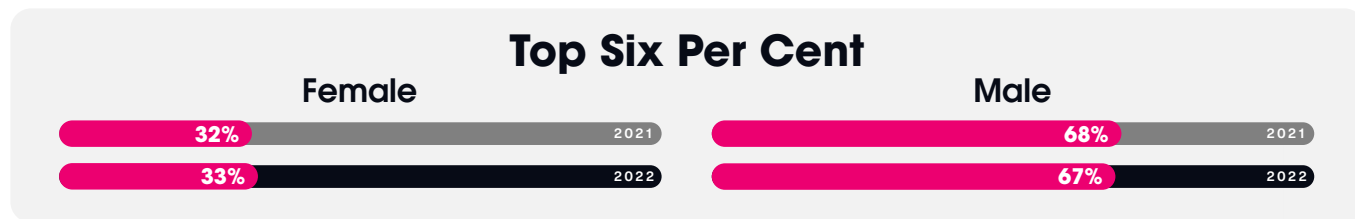
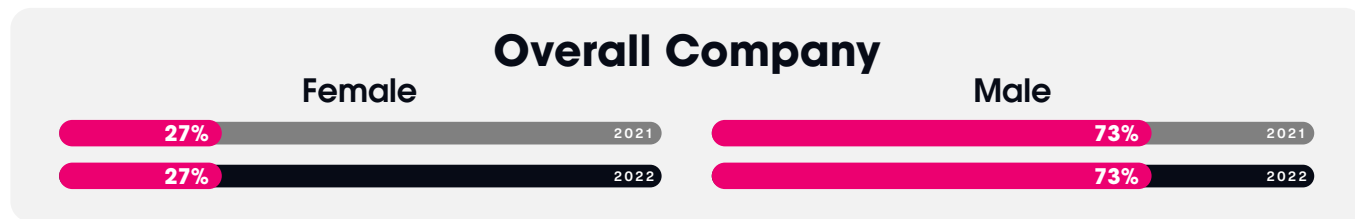


# DE BEERS GROUP

HeForShe CHAMPION SINCE 2017

Below are De Beers Group's data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The baseline for the 5-year reporting period is 2021. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*Executive Committee female representation is 33 per cent.  
 \*\*Representation in appointments to senior management positions.

# AL COOK

CHIEF EXECUTIVE OFFICER



At De Beers we're committed to achieving gender parity across our business by 2030. 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.

We're proud of our progress and have prioritized diversity in leadership teams. Our female leaders are powerful role models both for men and women and are inspiring more young women to pursue STEM careers.

With still much work to do, male allyship will be crucial. As a HeForShe Champion, we pledge to accelerate gender equality and call upon male colleagues to commit to shaping a world of equal opportunity."



## HeForShe COMMITMENTS

We commit to increasing representation of women in technical roles and leadership and promoting a culture that achieves gender parity by 2030, through:

- + Clear definitions for technical roles and targets to drive and assess progress
- + Talent development and succession programmes
- + Training and awareness activities to encourage dialogue and challenge stereotypes
- + Regular impact reviews, based on metrics and ongoing workforce feedback, to shape our approach
- + Promotion of and access to STEM careers and education.

## WEPs ALIGNMENT 1

As part of De Beers' partnership with UN Women, De Beers signed the WEPs in 2017 when then CEO Bruce Cleaver became a HeForShe Champion. As well as De Beers' commitment to gender parity in the workforce, De Beers also committed to engaging 10,000 girls in STEM and supporting 10,000 women entrepreneurs.

The impact story relates to Principle 1: Establishing high-level corporate leadership for gender equality.



# KEY RESULTS FROM 2022

In 2022, De Beers focused on strengthening our culture of listening and inclusion by:

- + Establishing an EDI Council of Junior Leaders from across the business to increase the influence of colleague voices in our inclusion and diversity approach
- + Conducting focus groups to understand colleagues' experiences of inclusion and identify priorities for action
- + Continuing reciprocal mentoring with 22 women and colleagues from other under-represented groups.

Other key results include:

- + De Beers increased female leadership to 33 per cent at the end of 2022 (from 17 per cent in 2017). To help maintain this progress, 44 per cent of our leadership talent pipeline is female.
- + To strengthen the talent pipeline, we relaunched our partnership with WomEng including GirlEng to raise awareness of STEM careers in schools and with fellowships to support talented undergraduates to prepare for employment. These programmes help create a diverse talent pool in Botswana, Namibia and South Africa. In 2022, we piloted GirlEng in Canada, so we consistently engage girls in STEM across our four producer countries. Since 2019, WomEng and De Beers have engaged 3,730 young women in STEM.
- + De Beers supports gender-based violence (GBV) survivors through policies including risk assessment, safe accommodation, paid leave (up to 10 days), flexible work and financial aid.



"I am grateful that the Bullying, Harassment & Victimization Training has equipped me with the understanding and actions to ensure unwanted behaviours are addressed before a situation becomes more threatening."

Attendee at Bullying, Harassment and Victimization Training

**Rene Johnson**  
Senior Digital People Specialist  
Information Management



"I am a De Beers Domestic Violence Assessor which means I have been trained in how to identify domestic violence and how to best help survivors through creating a safety plan to support them practically, emotionally and financially...it's great to offer this support and train designated people in the company to make sure those who need it are receiving the support they need."

Domestic Violence Risk Assessor

**Ellyn Bramley**  
Human Resources Generalist  
Human Resources



"Our ignorance, silence and lack of sensitivity make us all complicit and accomplices to this social ill. GBV demeans us all and we can certainly do better, as a responsible corporate citizen with an activist soul!"

**Maenge Shipiki Kali**  
Business Optimization Manager  
Debmaringe

# IMPACT STORY

De Beers' dialogue on gender diversity and inclusion in the workplace has increased understanding and focus on GBV. Specifically, De Beers has rolled out policies and training to address bullying, harassment and victimization, recognize and respond to domestic violence and provide support to community-based organizations addressing GBV around De Beers' operations in South Africa, Botswana, Namibia and Canada.

The policy, which has supported several survivors of domestic violence, includes risk assessments and safety plans, access to safe accommodation, paid leave of up to 10 days, flexible working time and financial assistance. De Beers' community partners on GBV have upgraded a number of facilities and services for survivors of GBV, including provision of counselling services, increased accommodation and washing facilities for children and tailored campaigns to engage men in the conversation to prevent violence.

To address the stigma of GBV and understanding that GBV is endemic across societies and workplaces, in 2022 the General Managers of De Beers diamond mining and recovery operations made a standing commitment to address GBV across the organization.

De Beers' General Managers requested a workshop where they, their human resources and community-focused teams could increase their knowledge to help reduce GBV. Attendance featured representatives of different races, ages, cultures and genders.

The workshop allowed all participants to share and reflect on personal experiences of violence as well as their "hopes", "fears" and "commitments" in tackling GBV.

The dialogue clarified that women are more vulnerable because of harmful and persistent gender norms and inequalities that are present in everyday interactions and embedded in the workplace and in our communities.

Participants explored how sexuality, migrant status, cultural context and social history all impact and increase how violence is perpetrated and experienced.

Following the workshop, each mining operation developed a GBV implementation plan, championed by their General Manager.





## RESULTS & IMPACT

Understanding GBV and how it appears in everyday life, the workplace and harmful cultural norms is essential for addressing the root causes of GBV.

**Workshop participants developed skills and awareness by:**

- + Increasing vulnerability, empathy and authenticity as leaders and the understanding that collaboration with both internal and external partners will be key to success.
- + Learning to avoid creating divisions around stereotypes in gender norms that can lead to failure to deliver long-term change.
- + Understanding how the nature of the mining sector can exacerbate GBV.

The General Managers' stand on GBV provides role models of inclusive leadership and increases psychological safety for colleagues to raise concerns.

In the long term, this stand demonstrates potential for leaders to tackle challenging barriers to inclusion. Their deep and authentic understanding has been critical to informing sensitive and effective GBV response and prevention.

## NEXT STEPS

To continue addressing GBV, each site team identified prioritized activities in key areas, which included:

- + Deepening leadership understanding across the organization of the key elements necessary to tackle GBV.
- + Strengthening organization-wide understanding of GBV, how it manifests in different contexts and the root causes that need to be addressed.
- + Ensuring GBV policies, procedures and grievance mechanisms are in place, functioning and monitored.
- + Implementing GBV prevention programmes across the organization and within communities.
- + Strengthening GBV response pathways both within the organization and local community.
- + Spreading and incorporating the principles of learning and empathy into other issues is essential to organizational success in tackling GBV.

In addition to GBV, leaders will engage in learning and conversation on broader values of inclusion, diversity, equality and psychological safety that are critical to successfully addressing GBV and the broader commitments to inclusive workplace and equal opportunity for all.

**Specifically, these efforts will include:**

- + Cross-functional leadership, of both women and men
- + Empathetic listening and courageous conversations
- + Willingness to explore personal triggers and blind spots
- + The need to balance the desire for action and solutions with the need for longer-term cultural and personal change for greater equality.



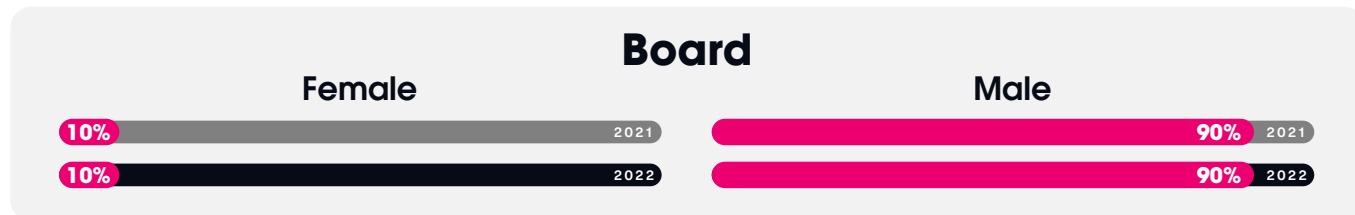
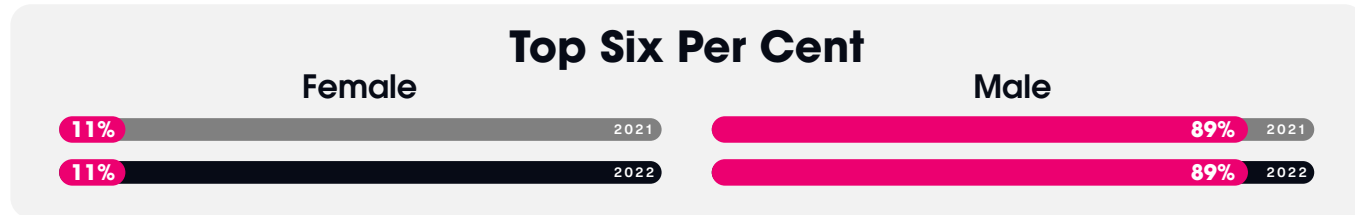
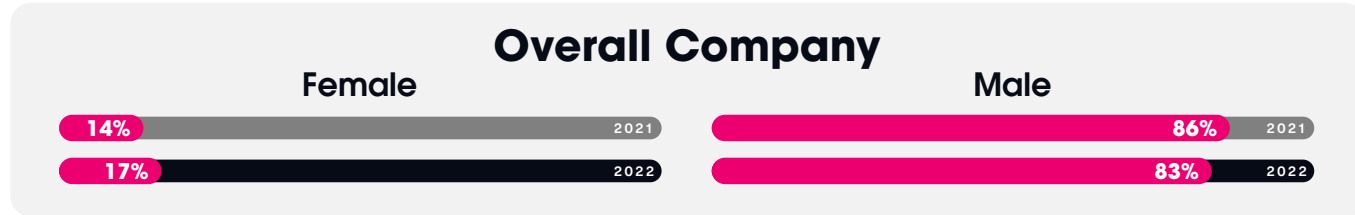


# DP WORLD

HeForShe CHAMPION SINCE 2021

Below are DP World's data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



# SULTAN AHMED BIN SULAYEM

GROUP CHAIRMAN & CHIEF EXECUTIVE OFFICER



At DP World, we are alarmed by the lack of progress in the last decade towards gender equality. It is not just the responsibility of women to fight for this change. The society, its organizations and its leaders play an equally important and crucial role in building a global ecosystem that is equitable and fair for all.

Applying a gender lens must extend beyond organizational settings and be included in our daily lives within our communities. Through combined efforts, collaboration and advocacy we can drive meaningful change and work towards a world where everyone has equal opportunities and rights."

## HeForShe COMMITMENTS

By 2025, DP World is committed to increasing female representation across the group to 20 per cent. In 2022, we achieved progress to our goal, with 17 per cent of our total workforce comprising women.

We also introduced the requirement that all lists of shortlisted candidates for positions in our "band 4+" category must include at least one female representative to proceed to the interview stage. We are committed to developing this process and applying a gender-focused lens to our hiring process.

In addition, through our "Women on Board" initiative, DP World is committed to increasing the number of women board officers. So far, 12 women have been appointed to 33 board seats, and we are striving to increase this number.

As our 2022 environmental, social and governance (ESG) report makes clear, DP World remains steadfastly committed to progress across all WEPs and will report publicly on this annually.

## WEPs ALIGNMENT 1 2 5 7

DP World signed the UN WEP in 2015 and started publicly reporting progress in our 2022 ESG report. We have applied efforts and delivered on Principles 1, 2, 5 and 7.



# KEY RESULTS FROM 2022

**DP World has made significant investments aimed at breaking down barriers and creating a level playing field for women in the industry**

Our initiatives and programmes have helped DP World achieve the following progress and impact:

- + The percentage of female new hires increased from 14 to 21 per cent, from 2021 to 2022.
- + From 2021 to 2022, the total number of female employees increased by 68 per cent.
- + Female employees in the MentorHer programme increased 26 per cent during 2021-2022.
- + DP World's 2022 "Women on Board" initiative prepared women for director roles, leading to 12 appointments in 33 seats - a 37.5 per cent increase since 2021. In 2023, 14 more women enrolled in the programme.
- + Launched our Gender Balance Strategy which is dedicated to fulfilling our commitment to gender equality and equity by centering our efforts around four key pillars (Attracting, Developing, retaining and contributing). These pillars serve as the driving forces in our journey towards achieving our goal.
- + Reinstated the Group Women Council with new members, purpose, and objectives. The council oversees the implementation of the DP World women's empowerment vision and action plan to drive our gender balance commitments across all aspects of the company's portfolio.
- + Chairman cascading annual target to all regions and business units with DP World to aid in progressing the women representation commitment by 2025 - the 2023 is 1.5% improvement from where we started the year.
- + Establishing women Business networks to support with building the skills and capabilities in STEM for our women community within DP world. Announced the first Tech4Women business network, and working on establishing the Women in Engineering network.
- + Launching our first mandatory learning on Anti-DHB which support in fostering a safe and conducive work culture.

# IMPACT STORY

"Being on a board has been really great so far; the board members have been extremely supportive. Coming from a finance background, I had to learn to leave the 'finance hat' at the door and look at the business from all angles.

The Women on Board Programme has given us the opportunity to truly exhibit the wide spectrum of experience that we have gained over the years in a forum such as this, that allows us to consolidate our position as experienced professionals."

**Henadi Abedin**  
Regional Vice President  
Treasury & Revenue Assurance  
Finance UAE Region

DP World's Women on Board initiative was launched in 2022 and prepares women with the technical and behavioural skills needed to join the Board of Directors. The programme provides opportunities to discuss the key challenges that women face during transition to board positions and promotes empowerment and self-awareness among women through mentoring, education and by demystifying board roles.

The programme is made up of several components designed to develop a pipeline of women ready for board roles in our subsidiary companies, including peer group coaching to exchange experiences, reflections, successes and experiments with their peers. A professional coach guides rich discussion to support the transition to a director or board role and focus on creating the future career that participants want.

Individual development plans are designed for each participant, setting out a concrete set of actions, strategies and timelines to help with reaching their goals. DP World Hub follows up with each participant to implement their plan.

Participants are paired with existing board members as their mentors, providing support and a collaborative relationship to finding solutions for challenges and ideas to progress to the board member position.

# RESULTS & IMPACT

Gender equality is a key legacy objective for DP World. We are committed to making lasting positive impacts for women in our industry and in our communities. Approaching DP World's "Our World, Our Future" strategy under a gendered lens means creating a culture free from workplace discrimination and harassment, while also improving access to high-quality career opportunities.

Through our Women on Board initiative, 12 women have been appointed to more than 33 seats within the company, where they now make up 37.5 per cent of board officers.

In 2023, 14 more women have been enrolled in the programme to continue to increase the number of women on our subsidiary boards.



# NEXT STEPS

From its initial conception our Women on Board programme has aimed to equip women to take more leadership responsibilities and transition to board level. Even more than increasing the number of women board officers, DP World is focused on developing abilities and leadership qualities of women who assume these roles so that they can make significant, meaningful impact on the attitudes and beliefs about women in our business. In the future, we plan to evaluate how having more women on our subsidiary boards will impact our business and consider establishing a target for board positions held by women.



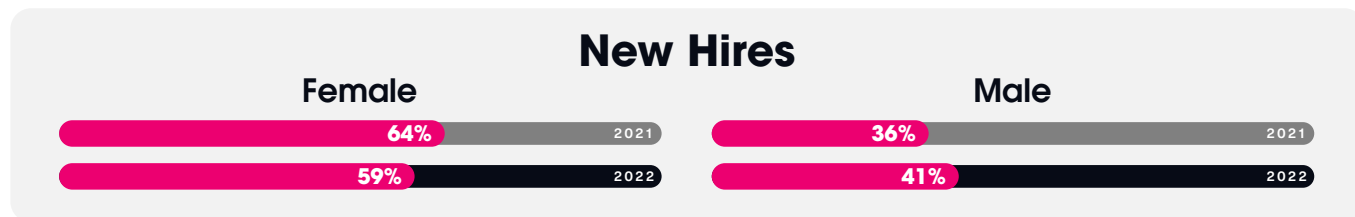
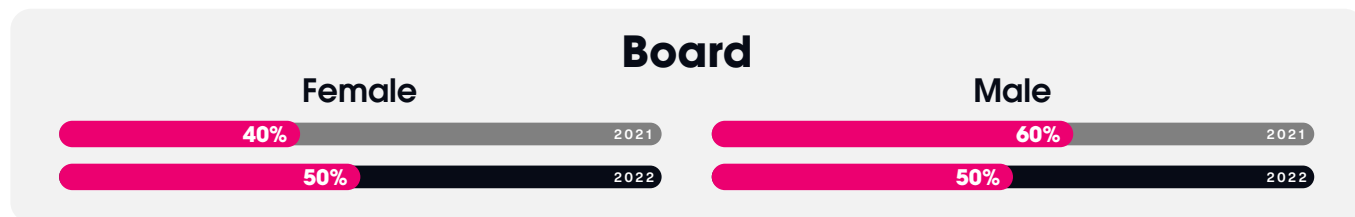
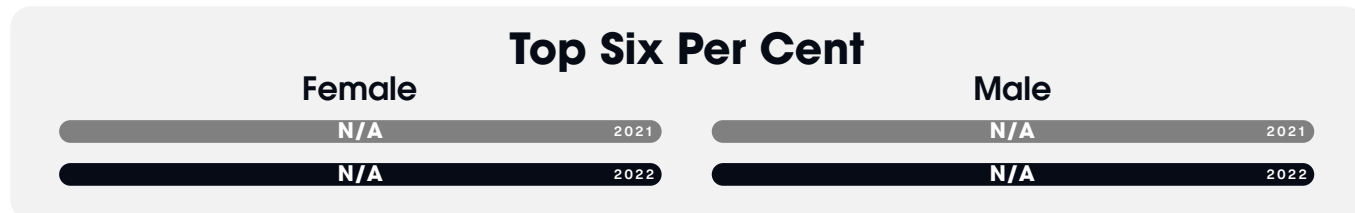
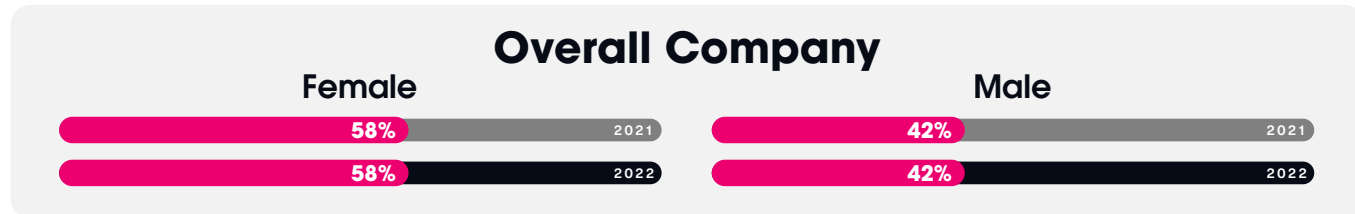


# HAVAS

HeForShe CHAMPION SINCE 2021

Below are Havas' data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022, there was significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



# YANNICK BOLLORE

CHAIRMAN & CHIEF EXECUTIVE OFFICER



We at Havas believe it is crucial to include a diversity of voices within our organizations and leverage different perspectives to constantly push us forward. Together, we can go further in promoting equality between men and women in the workplace by increasing the number of female role models. This will help improve our work, boost creativity and, ultimately, make the world a better place. It's time to listen, to understand and to make change."

## HeForShe COMMITMENTS

Havas' commitment continues to focus on increasing the number of women in creative roles from 42 per cent to parity by 2025, with a specific focus on improving representation in creative leadership. Havas is moving towards this goal through the engagement of a Women's Creative Leadership Council that is advising on key issues to address, as well as the FRIDA programme which is focused on the development and advancement of creative director-level women, and investment from top creative leaders globally.

## WEPs ALIGNMENT 1 4 7

Havas signed the UN WEPs in 2019. Havas' impact falls under Principles 1, 4 and 7.





# KEY RESULTS FROM 2022

Since joining the HeForShe Alliance in 2021, the focus and initiatives that Havas has put forth have resulted in the number of women in creative roles rising from 42 to 46 per cent. With a specific focus on the number of women in creative leadership roles, Havas has seen a significant improvement from 5.7 to 24.8 per cent – a nearly 20 per cent increase in only 2 years. These roles include Chief Creative Officer, Chief Experience Officer, Executive Creative Director and Group Creative Director.

With these increases in representation, Havas is aiming to set the standard for a more equal industry where women feel they can grow their creative careers, have leadership role models to learn from and succeed in work environments that are supportive and conducive to them as women and working mothers.

# IMPACT STORY

“After the most eye-opening experience of my career, I realized it wasn't a once-in-a-lifetime opportunity. It was a start-of-a-lifetime opportunity. I'm so grateful to work for a company who understood that from the get-go and is making important and impactful investments in my career trajectory.”

**Stacy Burghardt**  
2023 FRIDA Participant



Havas launched FRIDA in 2020 to improve the gender disparities in creative organizations, which are historically male-dominated.

According to The Drum, “The creative industry is undergoing a significant shift as more and more women step into leadership roles as creative directors, but more is needed; currently, only 12.6 per cent of creative directors globally are women.”

Designed to develop and advance women creative directors into more senior leadership positions, Havas' FRIDA programme provides a leadership development path that enables participants to embrace themselves as leaders, connect with one another, share experiences and become a community. Another important programme component is their participation in the Cannes Lions International Festival of Creativity. The paramount event in the creative industry, Cannes Lions gathers industry leaders for a week of award-winning work, talks and panels, networking events and inspiration.

In 2023, Havas sponsored 11 global women creative directors for the Cannes Lions experience, compared to four in the 2022 pilot programme.

Beyond having full access to the festival's exclusive content programming, FRIDA participants were paired with our top creative leaders for mentoring and guidance during the week, and spent time connecting with one another. Two participants also had the opportunity to speak on panels during the week.

Another meaningful aspect was coming together with Havas HeForShe Champion Yannick Bolloré and the Havas Global Creative Council for an intimate discussion on the support and advancement of women creatives at Havas. The dialogue allowed participants to share personal challenges and experiences, discussed how the work environment can be more conducive for women and voiced questions and perspectives from our male leaders for better understanding.

By the end of the discussion, the group had clear goals in place, and participants spoke of their pride being members of an organization where the gender equality commitment exists at the very top.

# RESULTS & IMPACT

Driven by the success of Havas Femmes Forward, Havas' women's advancement programme has promoted 55 per cent and retained 72 per cent of its 350+ participants globally since 2018.

Since joining the HeForShe Alliance and acting on its commitment, the number of women in creative roles at Havas has risen from 42 to 46 per cent.

Most notably, the number of women in creative leadership roles has more than quadrupled from 5.7 to 24.8 per cent – a nearly 20 per cent increase in leadership representation in only 2 years. These roles include Chief Creative Officer, Chief Experience Officer, Executive Creative Director and Group Creative Director. Having senior women role models inspires younger women and will also help create supportive environments at Havas for women and working mothers.

There is also a specific focus by our Chief Commercial Offices (CCOs) to increase the number of women on their teams. For example, women make up 9 of 11 recent creative hires at Havas New York, including Group Creative Director and Associate Creative Director positions.

Havas' European Creative Council is working to increase its women's representation from 20 to 30 per cent, and the Global Creative Council plans to achieve gender parity in the next year.



# NEXT STEPS

FRIDA participants left their 2023 Cannes Lions experience with a new sense of inspiration and motivation, as well as a genuine feeling of support and commitment from their workplace. While they will continue their learning journey in the programme, their inclusion in the experience increased their creative confidence and set a new standard for the future of creative gender equality at Havas. Through their example, Havas expects to continue the momentum for years to come and will keep improving the experience of women creatives.

Havas will continue to run FRIDA programmes each year to invest in the growth and advancement of our women creatives and provide them with the exposure to educational and inspirational experiences like Cannes Lions. Havas will also monitor local and regional programmes to ensure they are providing opportunities to more women in creative roles as we move the needle towards gender parity in creative by 2025.

Havas encourages other industries and organizations with similar gender disparities to begin listening to their workforce to understand the key challenges and opportunities, and to engage leaders around small changes that can create big impact.



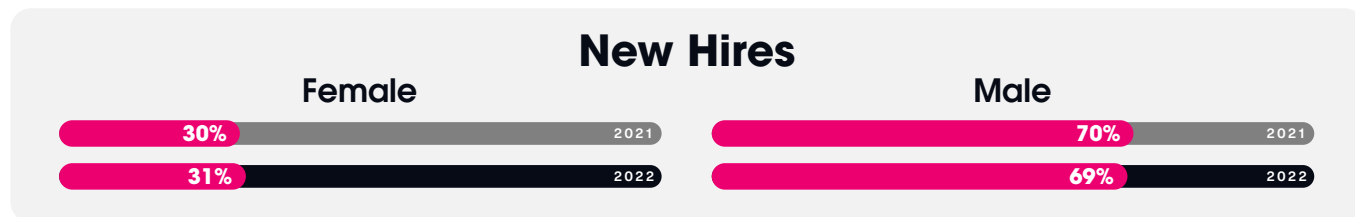
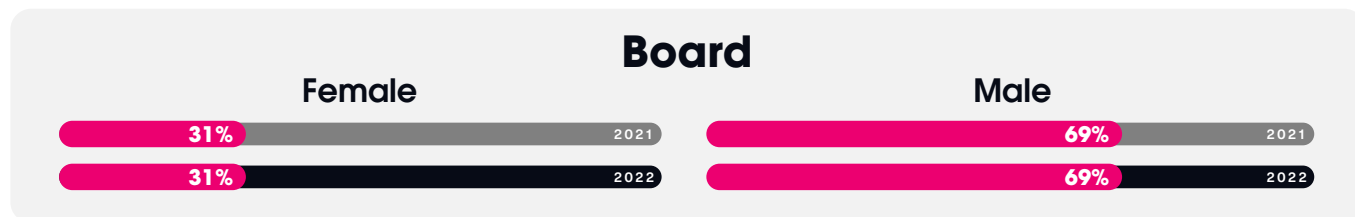
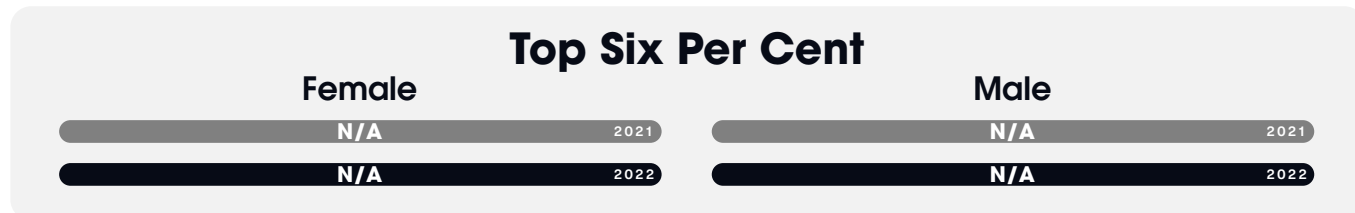
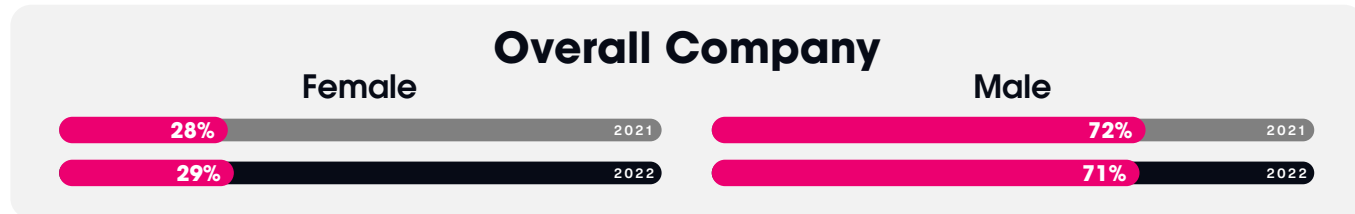


# HCLTech

HeForShe CHAMPION SINCE 2022

Below are HCLTech's data for 2021 and 2022, highlighting the percentage of male and female employees in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



# C VIJAYAKUMAR

CHIEF EXECUTIVE OFFICER & MANAGING DIRECTOR



According to the 2023 World Economic Forum Global Gender Gap Report, at the current rate of progress, it will take us 131 years to reach full parity. To supercharge our efforts, we need to increase focus on narrowing the gender gaps specifically in skills of the future and jobs of the future. We all play a very critical role in identifying potential and presenting them with high-impact opportunities."

## HeForShe COMMITMENTS

HCLTech is committed to achieving gender parity in recruitment across the organization globally. We are also working through sports sponsorships to achieve the collective goals of the HeForShe alliance on achieving a gender equal world. HCLTech is committed to improving our social performance and has set goals and targets across various social dimensions. We have set our gender diversity goal:

40 per cent of our workforce and 30 per cent of our senior leadership will be women by 2030. We have developed pathways for diversity, equity and inclusion across our operations and more broadly in the communities where we have a presence. Several of the programs run through our HCLFoundation, which delivers our corporate social responsibility agenda in India, are focused on improving the lives of and outcomes for women.

## WEPs ALIGNMENT 1 2 4

HCLTech signed the UN WEPs in 2012. The impact of HCLTech falls under Principles 1, 2 and 4.





## KEY RESULTS FROM 2022

- + HCLTech has established pathways for diversity and inclusion across its operations and communities, notably through HCL Foundation's programmes in India that enhance women's lives and livelihoods.
- + In our financial year 2022-23, our women's leadership development program achieved a retention rate of 93 per cent, while 80 per cent of participants saw advancements in their roles. 98.7 per cent of women returned to work post maternity and there has been a 40 per cent increase in the representation of persons with disabilities.
- + HCLTech experienced a 1.5 per cent year-over-year enhancement in the gender ratio across the overall workforce.

## IMPACT STORY

"I believe in the power of collective effort for genuine change. Embracing male allyship, confronting harmful norms and advocating an inclusive world leads us towards equity. Let's act now to ensure every voice is valued in shaping a brighter future for all genders."

**Vijay Anand Guntur**  
#BeAnAlly #ActNowForChange

Today's workforce is more inclusive and diverse than ever - in culture, ethnicities and gender orientation. An organization's ability and resilience to engage with such a diverse workforce defines its growth trajectory and ability to endure. HCLTech aims to inspire young women in STEM roles by creating an equitable and inclusive environment through strategic intakes and mentorship and sponsorship initiatives.

We have enabled various programmes organization wide, providing women employees with a flexible work environment and empowering them to strive personally and professionally. One of our HCLTechies, Pooja Gupta, received the National Award for the Empowerment of Persons with Disabilities under the "Shreshth Divyangjan" category from the President of India.

Pooja has Thalassemia major, a rare blood disorder. She tirelessly works raising awareness about this disorder and in related community work. Pooja's commitment and determination are admirable - a true inspiration to everyone at HCLTech.

"Of all the many things that I appreciate about working at HCLTech, I think the culture that we are continuously building is what separates us from other organizations. It's a culture that embraces flexibility, celebrates diversity of thought and approach, and one that makes it easier to come to work every day. The personal growth that is not only encouraged but celebrated shows each employee how valued they really are. I have been provided with ample opportunities to learn, develop and grow to diversify my skill set to take a position where one can engage in meaningful work professionally and personally.

At HCLTech, they genuinely care about their employees. Fostering a positive employee experience and inclusive mindset is always leadership's top priority. Across the organization, the focus resonates on making a positive impact on all the stakeholders by working collectively to provide meaningful, action-oriented solutions to cultivate a diverse, equitable and inclusive workplace for all."

- Pooja Gupta

## RESULTS & IMPACT

- + 85 per cent of employees have affirmed a better connection with their peers and team members, which translates into being collaborative, uncovering shared experiences and developing shared goals.
- + 90 per cent of employees confirmed experiencing psychological safety to contribute actively towards business goals, as they can share ideas, have equal opportunities and receive credit.
- + 97 per cent of employees expressed that they can freely express their views and ideas, which leads to enhanced innovations and better business outcomes.

## NEXT STEPS

Diversity, equity and inclusion (DEI) is a journey that evolves with time and HCLTech has been working passionately on this mission for years now. HCLTech understands from its experience that DEI is not just a HR agenda but a business imperative that requires leadership commitment and support from every stakeholder in the organization and outside to make it work. HCLTech is committed to having its exterior image reflect the internal values it upholds. Therefore, fostering a diverse, egalitarian and inclusive workplace and environment will continue to be a top priority in the upcoming year.

HCLTech plans to use machine learning algorithms to identify and address biases in hiring and performance management. HCLTech is enabling data-driven insights' measurement of the effectiveness of its gender inclusion initiatives and making data-backed adjustments for better outcomes. HCLTech is building DEI strategies to enhance learning experience via gamified interactive simulations to learn from consequences of actions that employees take in the challenges.

HCLTech's DEI CoE team is in the process to create an influencer programme where the powerful and inspirational effect of women leaders will be amplified across the organization to create a ripple effect to inspire other women in the organization.

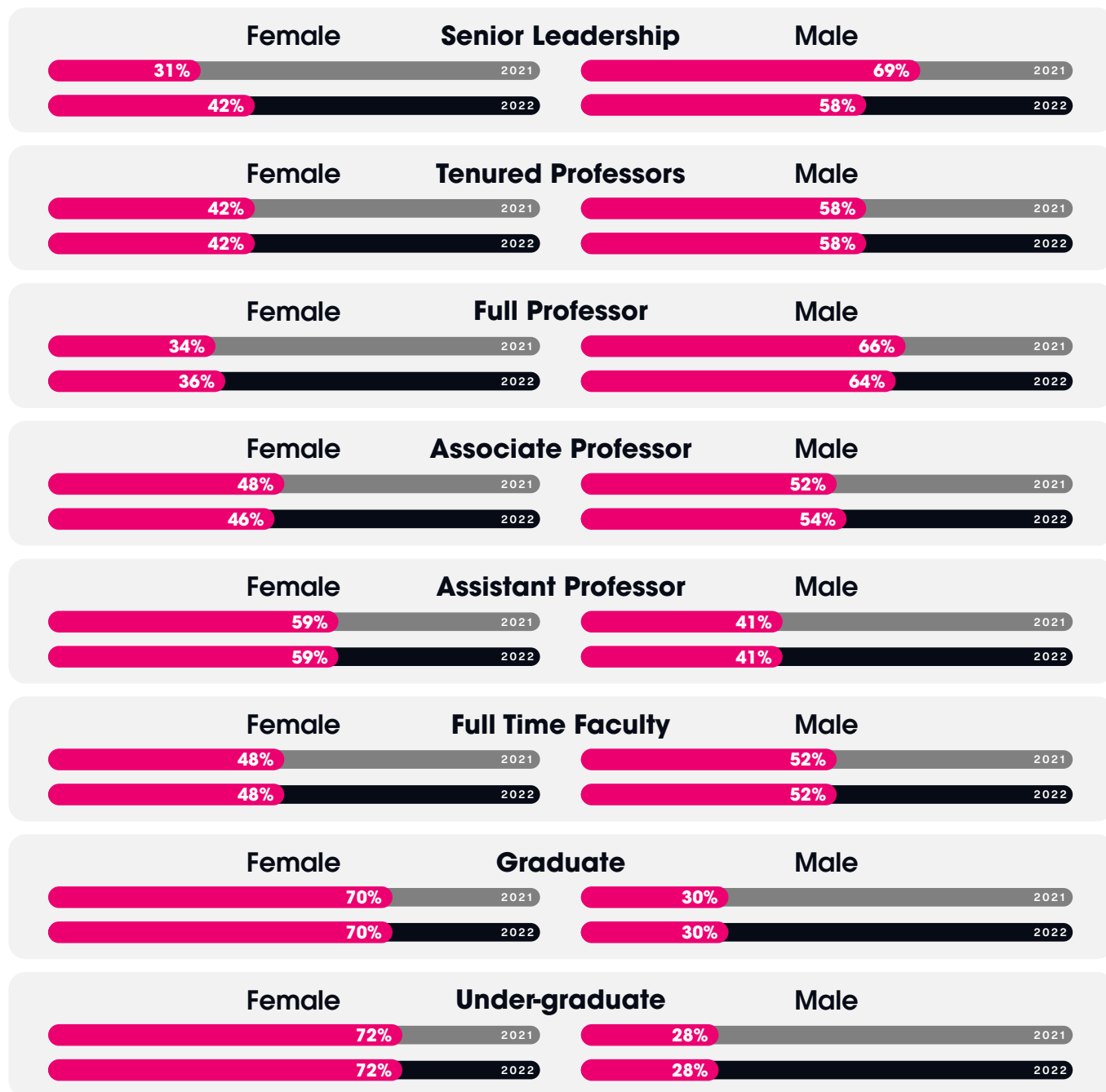


# HOWARD UNIVERSITY

HeForShe CHAMPION SINCE 2021

Below are Howard University's data for 2021 and 2022, highlighting the percentage of male and female faculty and students in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



## WAYNE A. I. FREDERICK

PRESIDENT



Advancing the rights of women is not just a gender issue – it is a social imperative. If women are not given opportunities to succeed and reach the highest limits of their potential, our society will fall short of its capacity to serve all people. Men have a responsibility to advocate for gender equality because the future of our society depends on it.”

### HeForShe 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 1 4 6

Howard University's impact falls under Principles 1, 4 and 6.





## KEY RESULTS FROM 2022

- + Howard University's representation of women in senior leadership positions increased to 42 per cent in 2022 from 31 per cent in 2021.
- + The representation of women in Full Professor positions in 2022 increased to 36 per cent from 34 per cent in 2021.

## IMPACT STORY

"Male allyship, understanding and development are all important concepts in the gender equality conversation, especially on a co-ed college campus where less than 30 per cent of the undergraduate population identifies as male. Since its inception, the Center for Women, Gender and Global Leadership has been unapologetic about advocating for the advancement of women (with great results!) in the campus community, while also engaging male community members around the principles of HeForShe. This can be a delicate dance in an environment where males are severely outnumbered and often feel 'out of place' on campus, but HeForShe has created a productive environment for engagement, education, understanding and allyship. The second annual #HeForShe Town Hall was a shining example of this."

**Carollette Norwood Nishikawa**

Ph.D., Chair and Professor

Howard University Department of Sociology

The Center for Women, Gender and Global Leadership (CWGGL) hosted our second annual #HeForShe Town Hall alongside the University President's office and the HeForShe Global Initiative. This allowed 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.

Panellists focused on the state of gender equality at Howard University, emphasizing the importance of men's involvement in the fight for gender equity. The panellists emphasized the importance of recognizing the hegemonic position of men on campus despite the imbalanced ratio of men to women at Howard and HBCUs overall.

The HeForShe movement aims to advance gender equality, reduce gender-based harm on campus and empower male allies to champion gender equality. Through our alliance with UN Women, as the only HBCU HeForShe Champions, we reaffirm our commitment to achieving gender equality.

Anthony Dohman, a Howard alum, shared his personal journey as a student ambassador for the CWGGL towards becoming a gender equity advocate. He spoke about the importance of male self-reflection and challenging of privilege to understand that "We can't get through this without each other...the reality is as powerful as our Black women are, they can't do it alone." The conversation continued by emphasizing responsibility, both of individuals in positions of power and of the oppressed.

The town hall was a powerful reminder that, as Joshua Hughes, junior mathematics student, put it, true advocacy and allyship requires "Authentic and unapologetic communication...a mutual understanding of each other and our needs." To achieve gender equality for all, men must speak out against gender biases and become true allies in this movement. By questioning power dynamics, rectifying gender imbalances and through spaces like the town hall, we can create a campus that champions gender equality.

## RESULTS & IMPACT

Howard University's CWGGL hosted the second annual #HeForShe Town Hall for the greater university community. This was hosted in coordination with the university's Offices of the President, Provost and Student Affairs and Undergraduate and Graduate Student leaders, alumni and staff.

Approximately 60 Howard University community members attended, with the impact felt far beyond those who attended physically. A major portion of the impact of the engagement was exposure to HeForShe and its principles, to some of the resources on campus and ultimately to some of the work already taking place as well as needing to take place.

The event 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 by supporting Black women in maternal health equity. The team is committed to continuing this work and exposing others to the needs of this population.

Many Howard University community members were exposed to HeForShe for the first time and expressed interest in participating in future events related to creating a more gender-equal campus.

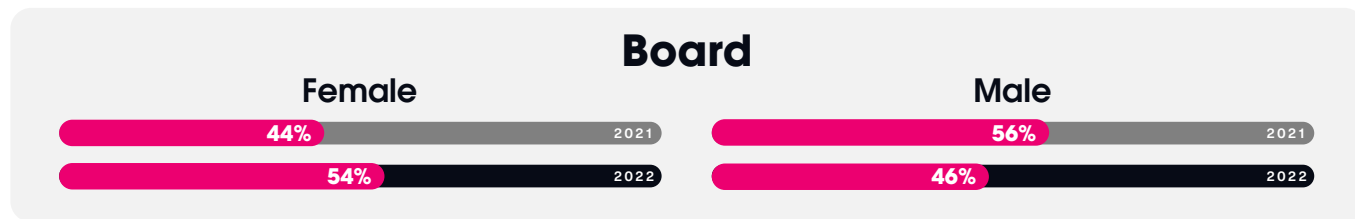
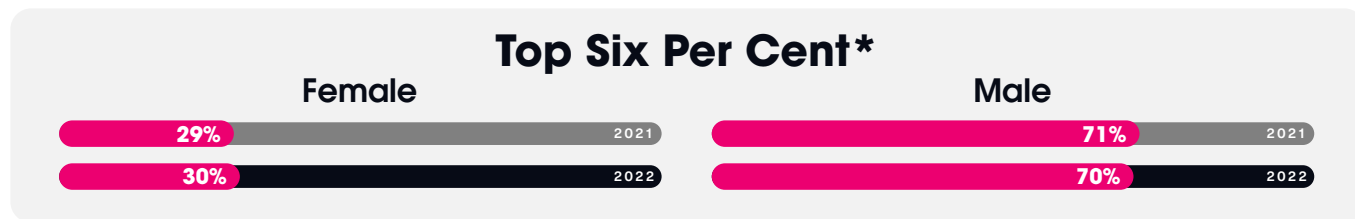
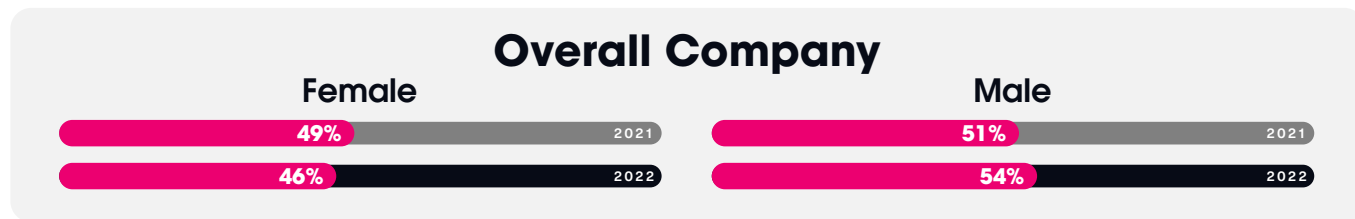


# HSBC US AND AMERICAS

## HeForShe CHAMPION SINCE 2021

Below are HSBC's data for 2021 and 2022, highlighting the percentage of male and female faculty and students in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*Top Six Per Cent represents 'Senior Management'

## MICHAEL ROBERTS

CHIEF EXECUTIVE OFFICER



Advancing the rights of women is not just a gender issue – it is a social imperative. If women are not given opportunities to succeed and reach the highest limits of their potential, our society will fall short of its capacity to serve all people. Men have a responsibility to advocate for gender equality because the future of our society depends on it.”

## HeForShe COMMITMENTS

HSBC commits to increasing female senior leadership to 35 per cent by 2025. We will achieve this by focusing on all aspects of an employee's corporate life cycle (on-boarding/hiring, talent development, retention and promotion). HSBC has also committed to publish our gender pay gap annually in the US to demonstrate thought leadership in this space and data transparency best practices.

## WEPs ALIGNMENT 1 4 7

HSBC's impact falls under Principles 1, 4 and 7.



# KEY RESULTS FROM 2022

During 2023, Balance membership increased by 24 per cent, making it HSBC's largest ERG in the region. Men comprise 25 per cent, bringing Balance closer to one key goal of our HeForShe strategy.

In addition to Balance promoting gender equity, HSBC USA championed important initiatives on supplier diversity, community programmes and employee benefits that impact our gender equity agenda:

- + HSBC USA partnered with 27 diversity and inclusion broker dealer firms across several industries to raise debt capital for ourselves and our clients, resulting in \$6.2m in underwriting fees paid to diverse-owned firms, with 30 per cent paid to firms that are women-owned or have a gender lens mission.
- + In 2021, HSBC USA announced a workforce development programme with Feeding America and Microsoft, helping low-income households re-enter the workforce through meaningful employment. This operates in eight US cities, with 63 per cent of participants women of colour and/or single women. We are actively expanding this across Feeding America's food-bank network to build wraparound services and address systemic gaps on food/economic insecurities.
- + HSBC USA improved gender parity for parental leave. Birth mothers receive 18 weeks of leave and all parents, regardless of sex, gender orientation or gender expression, receive 12 weeks.

In January 2023, the Balance ERG held its first leadership summit in New York City, attended by national Balance leaders and our US senior management Advisory Board. The summit focused on:

Cultivating a culture where diversity, equity and inclusion (DEI) can thrive

Understanding the impact of expectation biases

Navigating expectations and role modelling inclusive behaviours

Teaching leaders accessible ways to take initiative, create a dynamic of understanding and integrate DEI enablers in their daily practices.

Discussions at the summit focused on understanding others' perspectives. A key outcome was a campaign where members were encouraged to communicate to all HSBC employees that #BalanceisforEveryone (and not only women). The goal was to create a forum for richer, more inclusive conversations and increase ownership of gender equity efforts across the entire workforce.

A number of nationwide events and initiatives have been spearheaded by Balance leadership including:

1Q23: Michael Roberts, HSBC's US and Americas CEO and HeForShe Champion, hosted a discussion with US Sponsor and Americas Head of Human Resources, Mabel Rius, that was open to all US employees and focused on HSBC's commitment to female leadership, diverse representation and transparency in our pay gap reporting.

2Q23: US Balance hosted its first external client event since the COVID-19 pandemic. The event offered an opportunity for industry leaders, clients and HSBC leaders to have broader, cross-sectional conversations dedicated to progressing gender equity. Balance showcased four esteemed panellists who led a discussion about how "Being a Self-Starter Doesn't Look Like It Used To." As business owners and leaders in their fields, the panellists spoke about their personal experiences as self-starters, and how to advocate for yourself throughout your career while lifting those up around you and removing barriers for those who follow you.

Balance continues to offer members opportunities to push gender equity forward, fuelled by the passion of its members and senior management to advance gender equity at HSBC USA and in our communities

# IMPACT STORY

"We are inspired by all the people volunteering their time to work with us in the Balance Employee Resource Group to move the dial on gender equity both within HSBC and our communities."

**Leigh Smith & Sarah Kaiser-Cross**  
National Balance Co-chairs

Balance is HSBC's Employee Resource Group (ERG) focused on supporting gender equity. Balance supports recruitment, retention, development and advancement of a gender-balanced workforce at HSBC.

# RESULTS & IMPACT

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- + HSBC USA improved gender parity for parental leave. Birth mothers receive 18 weeks of leave and all parents, regardless of sex, gender orientation or gender expression, receive 12 weeks.

# NEXT STEPS

As part of our organizational goals and being a proud HeForShe Alliance Member, HSBC strives to achieve true gender equity. Male allyship is critical to scale change and create lasting impact on our culture. As leaders in this space, HSBC, in partnership with Balance, is spearheading three work streams – Male Allyship, Women in Leadership and the Gender Pay Gap – to drive tangible change both inside and outside the organization.

Led by female and male co-chairs, the strategic HSBC HeForShe working groups have launched Allyship Circles, one of our flagship HeForShe initiatives. This initiative provides space for male and female employees to have conversations around male allyship in a psychologically safe space. The programme is structured around four thematically curated sessions.

The initial pilot programme conducted in 2Q 2023 was met positive engagement from senior male HSBC leaders across the firm. Outcomes include heightened awareness for the need of male allyship, an enriched discussion about equity with different perspectives and role-modelled best practices at a grassroots level across the organization.



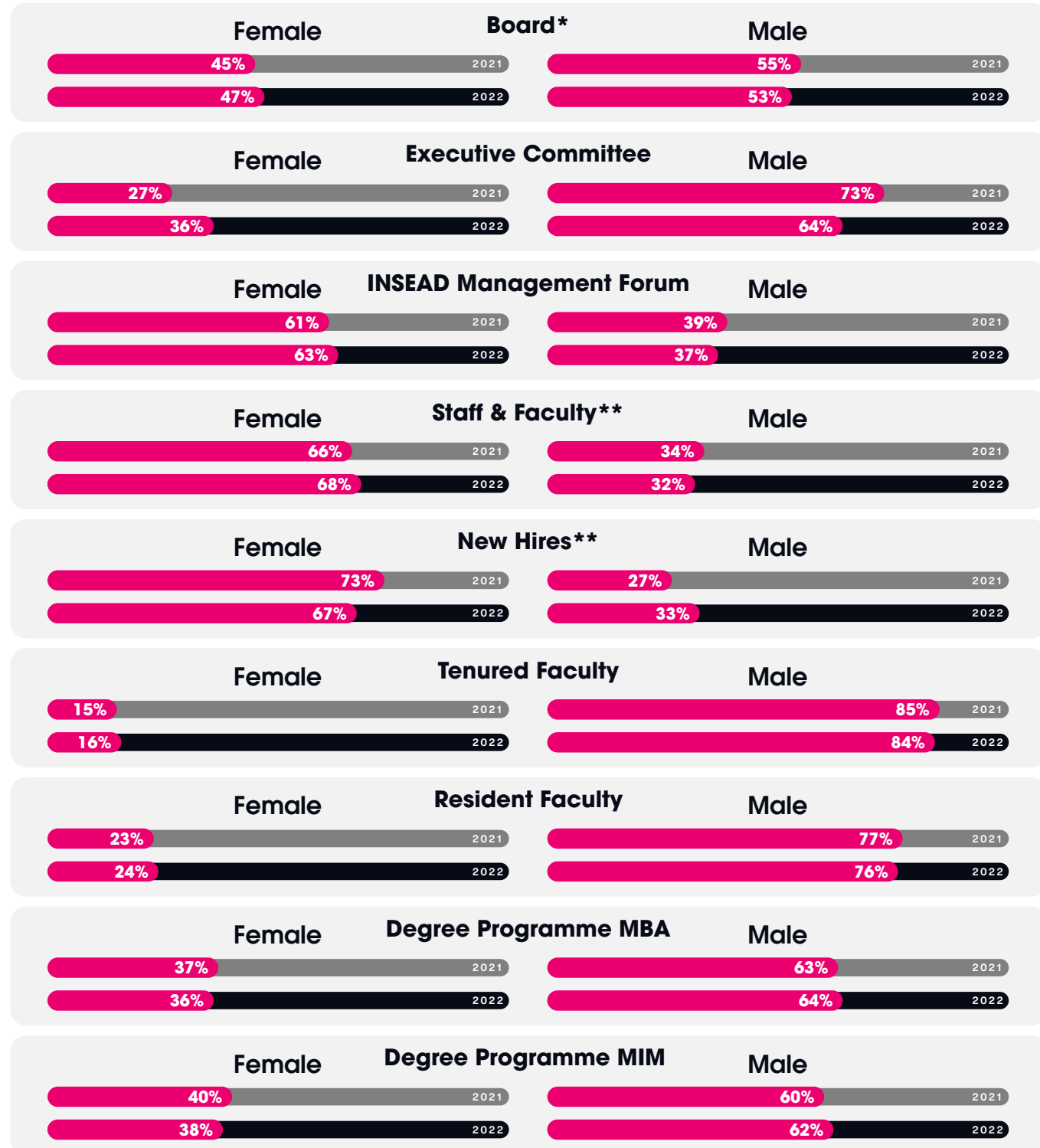


# INSEAD

HeForShe CHAMPION SINCE 2021

Below are INSEAD's data for 2021 and 2022, highlighting the percentage of male and female community members in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*As of September 2023, we have reached gender parity on our Board

\*\*As at 31 December and hires during calendar year 2022

## ILIAN MIHOV DEAN



As I reflect on my ten years as Dean of INSEAD, one of the most impactful initiatives has been championing INSEAD's core value of diversity and allyship as a means of making the community more inclusive. This has seen us achieve key milestones in gender representation on our governing board and in our student body, increasing gender parity in our faculty and on my leadership team, and advancing our goals as members of gender equality global alliances, such as the U.N. Women HeForShe movement and Equal4Europe supported by the EU."

## HeForShe COMMITMENTS

The INSEAD HeForShe commitment involves an organization-wide movement where senior level male allies - including the Chairman and Deans - work in consultation with the INSEAD Gender Initiative and women leaders on a number of targets. These include having a gender-balanced board by 2023, increasing representation of women students in our MBA and 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 gender equality initiatives have focused on Principle 4.



# KEY RESULTS FROM 2022

**INSEAD has achieved a number of gender equality goals:**

- + INSEAD Board of Directors has achieved gender parity – as of September 2023, there is 50 per cent representation of women in the board.
- + Approximately 50 per cent of INSEAD faculty offers were extended to women candidates.
- + INSEAD launched an Anti-Harassment Policy across our community.

**As part of Equal4Europe, INSEAD has:**

- + Continued implementation of its tailored Gender Equality Plan.
- + Contributed to E4E case studies and resources on conducting gender sensitive research.
- + Contributed to the E4E Toolkit for Gender Sensitive mentoring programmes.
- + Contributed to the development of LinkedIn Gender Equality and Diversity Officers European Network (GE&DO).

As part of its partnership with HeForShe, INSEAD has committed to increase the representation of women in its MIM and MBA programmes. One way the school does this is through scholarships.

Julia Linthicum is passionate about making a difference in the world. Indeed, that is what attracted her to INSEAD – The Business School for the World – whose mission is to develop responsible leaders who transform business and society.

Thanks to receiving scholarships to study at INSEAD – the INSEAD L'Oréal Scholarship, and the Reaching Out LGBT Fellowship – Julia was able to make her dream a reality. As Julia is paying off university loans and was not earning a high salary, attending INSEAD would have been difficult without this financial support.

Carrying less debt after her studies has allowed Julia to seek a job and career that she is most passionate about, but may not pay as much as other post-MBA jobs.

Prior to joining INSEAD, Julia was already making an impact on the world by raising global awareness on how effective medical treatments saved lives via her role as Account Supervisor at a New York City advertising agency.

As a proud and out asexual, she has also helped LGBTQIA+ individuals in need by ensuring the A – often forgotten and misunderstood – is recognized more widely. Volunteering as a digital crisis counsellor with the Trevor Project, Julia spent an average of 6 hours a week talking with LGBTQIA+ youth who were going through a crisis. She spoke with a wide range of 13-24-year-olds who were facing issues such as bullying and suicidal thoughts. Through their conversations, she helped to validate and support these young people and collaboratively create a plan to de-escalate the crisis. Thanks to the Trevor Project, millions of LGBTQIA+ youth have received support.



# IMPACT STORY

“When I was admitted to INSEAD, I was elated but thought they had made a mistake. It wasn't until I received the scholarships that I began to believe in myself, my experience and the power of my voice.

At INSEAD, I was able to be my authentic self and be fully out as an asexual person. I educated several classmates and put a face and story to a letter that is often forgotten or misunderstood. I hope my cohort now has a stronger understanding of the queer community and is equipped to be allies as we move into leadership roles.”

**Julia Linthicum**  
INSEAD MBA '23J Alumna

# RESULTS & IMPACT

While studying at INSEAD, Julia served as co-president of the OUTSEAD student club. The club hosted several events that helped to educate Julia's classmates on the LGBTQIA+ population and strengthen the existing queer community. They hosted a queer movie night with more than 40 attendees and celebrated Pride month by networking with the OUTSEAD founder and 30 recent alumni in Paris. OUTSEAD also organized career chats with top consulting firms, so queer students could learn about the support and work environments within those companies. Thanks to OUTSEAD and the Voice of INSEAD podcast, Julia was able to tell her story to hundreds of people and classmates and highlight why it's important that asexuals are recognized as part of the queer community.

Julia has also raised awareness of diseases that primarily affect women, such as rheumatoid arthritis. By advertising the availability of safe and efficacious treatments, hundreds of thousands of women have been able to continue working. She has also educated and advocated for queer and women's rights, campaigning for the Biden-Harris election and working with the Trevor Project. Her efforts help women through turbulent times and provided a safe space where they can go for support and validation.

# NEXT STEPS

Recently graduated, Julia will soon move to Paris to work at L'Oréal as an International Project Manager. There, she will lead the creation of the global marketing campaigns for Vichy skincare.

Julia is excited to use her power as a marketer to make others feel seen and respected. She also hopes she will help improve people's lives by selling quality products and increasing representation of a variety of genders and ethnicities across advertising mediums. She looks forward to applying concepts learned at INSEAD into real situations and to continue sharpening her business skills.

Julia plans to continue her efforts educating others on asexuality by carrying on living her authentic life. She would like to join or start a support group for other “aces” and be a vocal part of the queer community. She also plans to join the LGBTQIA+ group in her company to ensure the ace voice is represented and visible. By continuing to embrace who she is, she hopes to educate more individuals and support the broader queer population.





# INTERNATIONAL COMMITTEE OF THE RED CROSS

HeForShe CHAMPION SINCE 2021

**ROBERT MARDINI**  
DIRECTOR-GENERAL



It's a key priority for me that the ICRC upholds gender equality as an integral part of our principle of impartiality, always striving for the best possible response to humanitarian needs. We will continue to deepen our understanding of social power dynamics - with particular attention to gender - among people and communities affected by conflict and other forms of violence to address barriers faced by women and girls. The ICRC will further equip its managers to be active in the prevention of and response to sexual harassment at the workplace."

## HeForShe COMMITMENTS

The International Committee of the Red Cross (ICRC) commits to:

- + Create diverse and inclusive management teams through the achievement of gender parity at HQ and in country delegations, with consideration of all aspects of diversity (i.e. contract type, ethnicity and/or nationality, and disability).
- + Advance our understanding of social power dynamics within communities affected by conflict and violence to identify and address barriers that certain groups, namely diverse women and girls, face in accessing humanitarian services.

## WEPs ALIGNMENT ① ② ③ ⑥

The ICRC impact falls under Principles 1, 2, 3 and 6.

## NEXT STEPS

While we can point to programmes targeting women and girls, further efforts are necessary to truly understand the underlying social dynamics that affect people's lived experiences. Women and girls are not inherently vulnerable and, in some contexts, other diversity factors may exacerbate the situation or lead to greater discrimination. Continuous reflection on these issues is necessary for contributing towards greater gender equality and inclusive programming.

The institutionalization of efforts to analyse the social context needs to continue and be monitored for the effect it has (or doesn't have) on operations. In parallel, continued accompaniment and coaching is necessary to ensure efforts reflect the spirit of inclusiveness and don't translate into pure statutory targeting.

## KEY RESULTS FROM 2022

Key results for ICRC over this past year include:

- + Achieved gender parity at HQ, with 51 per cent of managerial roles held by women and 49 per cent by men.
- + Globally, 44 per cent of managerial roles are held by women, and 56 per cent by men, with no change in the proportion of female managers despite increased numbers.
- + The ICRC has advanced its methodology for analysing and responding to social power dynamics, namely through the development and implementation of guidance and tools for micro-level social context analysis.

The ICRC has advanced its methodology for analysing and responding to social power dynamics, namely through the development and implementation of guidance and tools for micro-level social context analysis. This seeks to understand how diversity factors, intersectionality, social power dynamics and accessibility barriers impact the lived experience of crisis-affected people. In 2023, this methodology was further mainstreamed into specific programmes (e.g. Toolkits for Forensics) and institutionalized through its inclusion in the orientations for Situation and Problem Analysis in the ICRC's annual planning cycle. The adoption of the Inclusive Programming Policy in 2022 further enshrined these practices, specifically through the adoption of a new - more inclusive - definition of gender and a reiteration of the ICRC commitment to gender equality. These efforts will be given more visibility in the development of the Gender & Diversity Policy (scheduled for Q3 2023). Finally, the ICRC adopted a Sex, Age and Disability Disaggregation, to harmonize and institutionalize a minimum level of analysis that should be expected across all contexts and programmes.

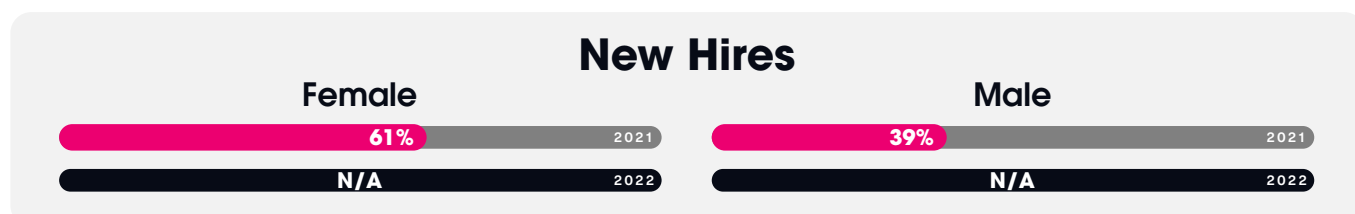
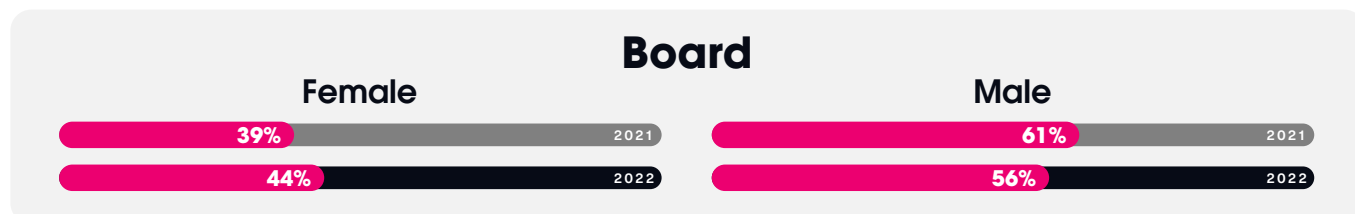
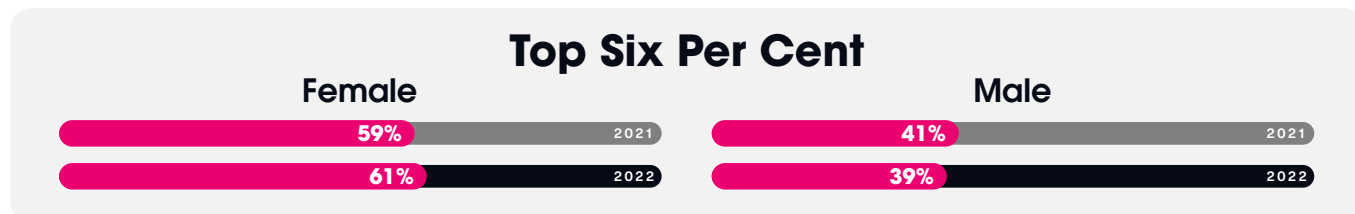
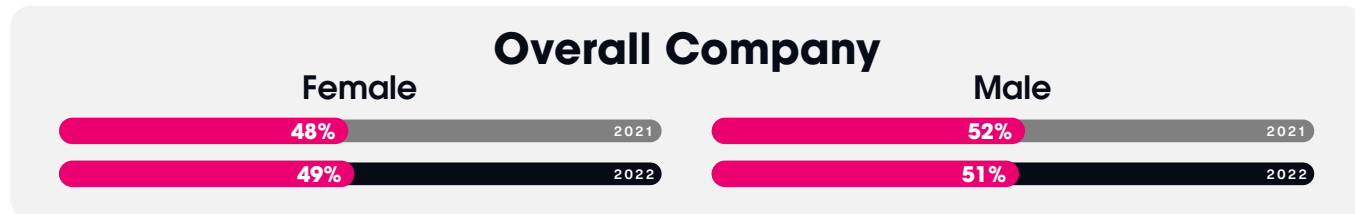


# INTERNATIONAL RESCUE COMMITTEE

HeForShe CHAMPION SINCE 2021

Below are International Rescue Committee (IRC)'s data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022, there was significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



## DAVID MILIBAND

PRESIDENT & CHIEF EXECUTIVE OFFICER



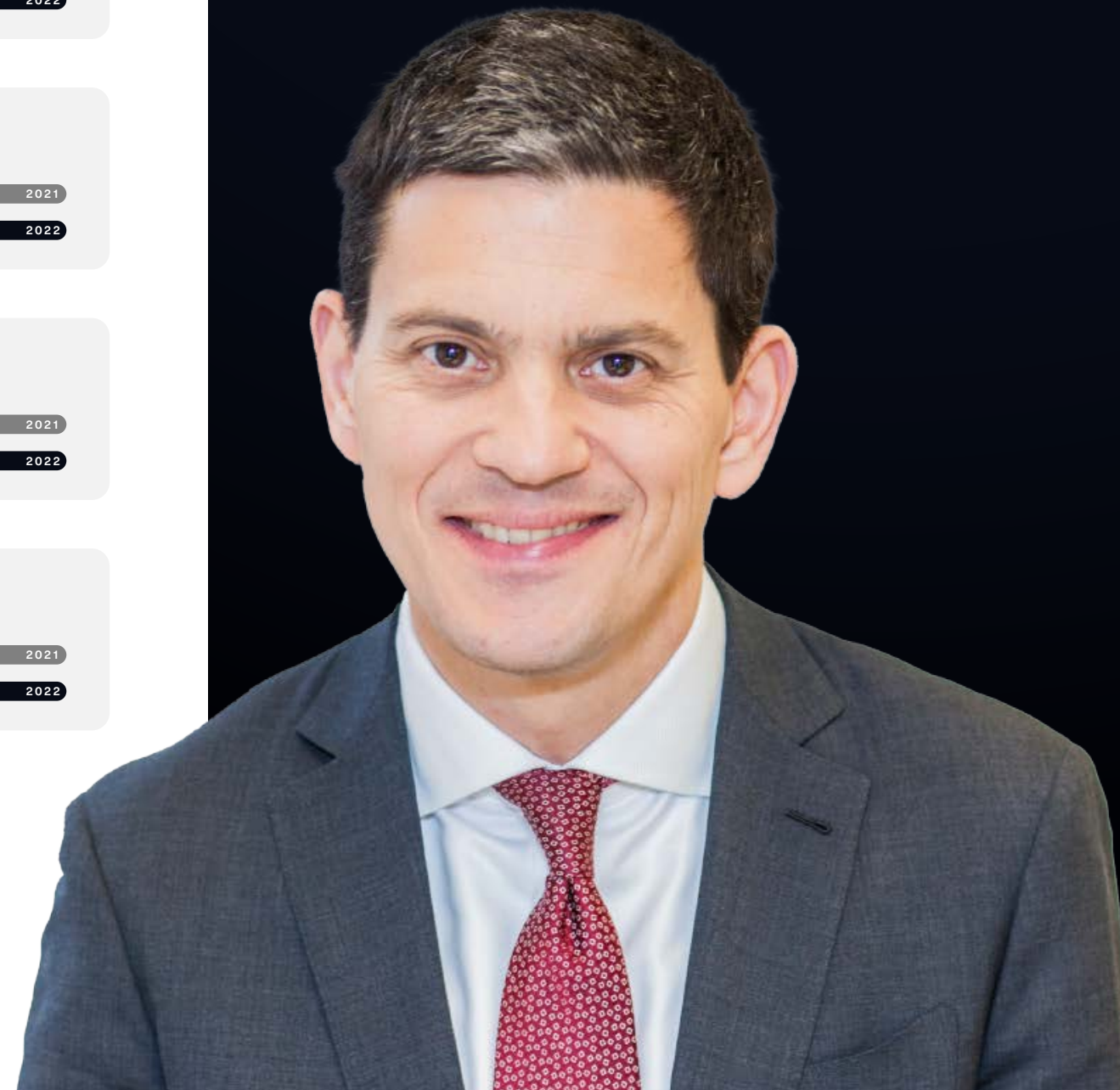
At the IRC, we all have a role to play in making gender equality a reality, from ensuring that women have a seat at the table and that the specific challenges women and girls face are accounted for in the programs we design and deliver. I am proud to lead an organization that strives to be a feminist organization and committed to advance gender equality through the work we do."

### HeForShe COMMITMENTS

The 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, at least half of which will be women-led. We also commit that 50 per cent of our global and regional senior leaders identify as races/ethnicities under-represented in global power structures by 2025.

### WEPs ALIGNMENT 2 6

The IRC's impact falls under Principles 2 and 6.





# KEY RESULTS FROM 2022

- + The number of women hired overall in the organization increased from 48 per cent in 2021 to 49 per cent in 2022.
- + The IRC has also increased the representation of women in the top six per cent from 59 per cent in 2021 to 61 per cent in 2022.
- + IRC's representation of women on the Board of Directors increased by 5 per cent between 2021 and 2022, with women currently representing 44 per cent of the board.

# IMPACT STORY

"You, as a survivor, can give a hand to someone who at the moment is a victim," Omaira says on what she's learnt from being a support worker. "You have to say, 'You're no longer a victim, you're going to be a survivor.'"

**Omaira**  
IRC client from Colombia

Omaira, 39, is a Colombian woman who has been displaced twice in her life. First, she had to leave her home country of Colombia after her parents, who were social leaders in the community, were threatened and attacked by non-state armed groups. Together with her family, she started a new life in another country. Years later, when living conditions started to deteriorate, the family knew they could not stay and decided to go back to Colombia, where they found a home and built community in an irregular settlement in a border city.

Omaira is survivor of GBV. She was attacked when travelling from Colombia in 2008. After surviving GBV, Omaira has become a Women's Protection and Empowerment Advocate (participating in an IRC programme funded by ECHO), as part of a group of approximately 25 women. They all participate in workshops and sessions with the IRC, where they are empowered to take ownership for their community and identify ways to prevent - and even respond - to GBV cases that their neighbours might experience.



**HeForShe Summit**

FIRESIDE CHAT

## Disrupting Bias in Artificial Intelligence

MODERATOR

**DR. SASHA LUCCIONI**  
RESEARCH SCIENTIST AND CLIMATE LEAD  
HUGGING FACE

**LEONARDO NICOLETTI**  
DATA VISUALIZATION REPORTER  
BLOOMBERG NEWS

**MAYA NICOLE DUMMET**  
STUDENT  
HARVARD UNIVERSITY

**JOAKIM REITER**  
CHIEF EXTERNAL AND CORPORATE AFFAIRS OFFICER  
VODAFONE

**DR. JO**  
FOUNDE  
JUSTICE  
OF UNM

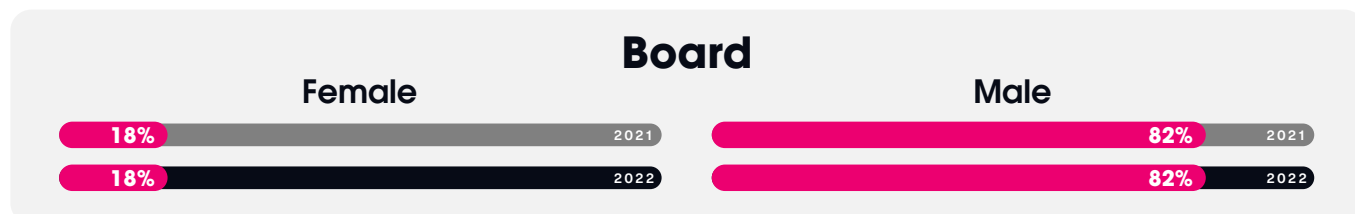
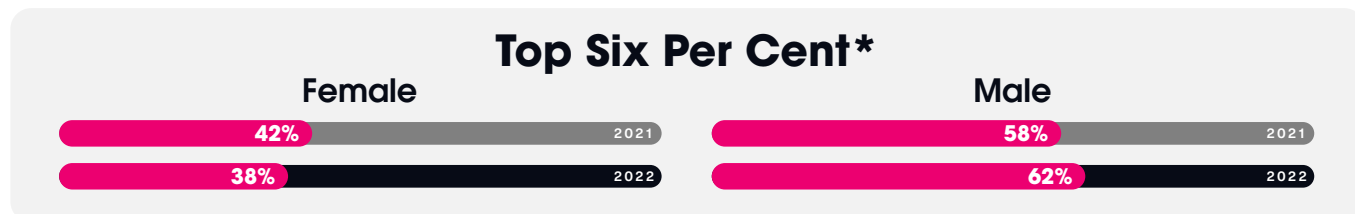
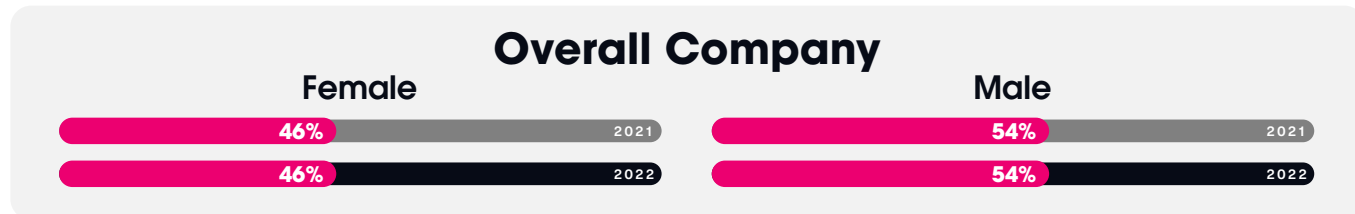


# INTERNATIONAL TENNIS FEDERATION

## HeForShe CHAMPION SINCE 2021

Below are the International Tennis Federation (ITF)'s data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*Senior Leadership Team

# DAVID HAGGERTY

PRESIDENT



As the global governing body of tennis, ITF believes the global engagement of male tennis leaders is essential to achieving a better gender balance in every nation. ITF is pleased and proud to have launched the Advantage All "Men as Allies" programme. I encourage all men, whether they are working in tennis, in other sports or in other sectors to step up to the challenge and make sure we address the gender imbalances that exist across all parts of society. Gender equality should not just be our ambition, but our collective obligation."

## HeForShe COMMITMENTS

The ITF has set a number of clear, measurable goals:

### GOAL 1 On the Court

Create equal number of playing opportunities for women:

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

### GOAL 2 Off the Court

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

- + Leadership - 18 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 - 28.7 per cent White Badge level officials are women, minimum target of 40 per cent.

## WEPs ALIGNMENT 2 6 7

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





# KEY RESULTS FROM 2022

- + As a result of a constitutional reform approved during the 2022 ITF Annual General Meeting, from 2027 at least 5 men and 5 women will be required to serve on the ITF Board.
- + ITF's Advantage All program has almost doubled the female candidates for the 2023 election of the ITF Board – from 4 (14% of all candidates) in 2019 to 7 (24% of all candidates).
- + The ITF invested \$2.5M to boost women's tournaments and prize money, aiming for gender equity. Further actions are planned to address imbalances by 2026.

Women playing on the World Tennis Tour have seen significant changes over the past year and have positively benefited from the ITF's Advantage All programme. These changes were achieved by continued and consistent efforts to achieve gender parity in playing opportunities and the level of player support. These changes include:

1. An increase in women's tournament (W) numbers, equalizing the number of competitive playing opportunities for women and men at the W40K to WTA 125K levels.
2. A new W40 Category. The WTA and ITF Boards approved the new W40 category for 2023 to drive more prize money and higher-level playing opportunities into the women's game.
3. Enhanced hospitality. From 2023, the ITF's flagship women's tournaments (W100 and W80) are required to cover hotel accommodation costs for players – an initiative funded by the ITF to match the ATP Challenger events for men, all of which offer some form of hotel accommodation assistance to players. Pre-2023, no ITF women's tour events were mandated to do this meaning that the cost of competing was, in some cases, prohibitively higher for women. From 2023, 35 per cent of the ATP Challenger-equivalent tournaments for women will provide hospitality for women with further progress anticipated for future years.

# IMPACT STORY

"I am delighted to represent players on the ITF Player Panel and to have been a part of the ITF's drive to deliver gender parity in professional tennis. The introduction of free hospitality at the higher levels adds to the status of women's tennis and reduces player costs. We look forward to working with the ITF to continue to develop and grow the status of women's tennis."

**Sabastiani Leon**  
ITF World Tennis Tour Player Panellist

"More prize money at more tournaments is such a boost to the number of women who can see professional tennis as a legitimate career. The two W40 events in Pune and Bhopal in India this year really raised the profile of women's tennis in India, which is particularly close to my heart – especially given the all-women's officiating team in Pune for the first time in India. Looking forward to more!"

**Sravya Shivani Chilakalapudi**  
ITF World Tennis Tour Player Panellist

# RESULTS & IMPACT

With the addition of new W40 events, the number of higher-level professional tournaments for women on the ITF World Tennis Tour increased in 2022 from 120 (including WTA 125K events) to approximately 190 in 2023 – on a level with the number of men's ATP Challenger events.

Around 50 new W40 events have been added in 2023, at no loss to the number of tournaments in higher categories (W60, W80 and W100 events). This is a massive change that has closed the gap between the number of women's and men's events and is increasing the number of women who can realistically consider a professional tennis career.

In 2023, mandatory hospitality was introduced at W100 and W80 events (subsidized by the ITF) to provide the same benefits for women as for men. As a result of this funding, the number of women's ITF tournaments (ATP Challenger equivalent) that provide hospitality has increased from 15 per cent in 2019 to 35 per cent in 2023 (67 out of 190). This is significant progress but is still below the men's tour where hospitality is mandatory at all events. Additional funding is needed to increase the hospitality requirement to cover W60 and W40 levels in due course.



# NEXT STEPS

While the number of playing opportunities for women on the ITF World Tennis Tour have increased and are now at an equal level to the men's tour, there are still disparities in terms of the prize money available at this level and also the mandatory hospitality provided to players to help reduce their costs.

The ITF is committed to further investment to reduce these remaining imbalances and building on the significant progress made in the last 2 years.

For others doing similar work, the ITF believes it is crucially important to have a clear strategy that has specific goals and measures and to communicate clearly and consistently to update stakeholders on progress.

Over time – and as a result of the ITF's gender equality efforts – event organizers who understand the ITF's priorities are now coming to the ITF.

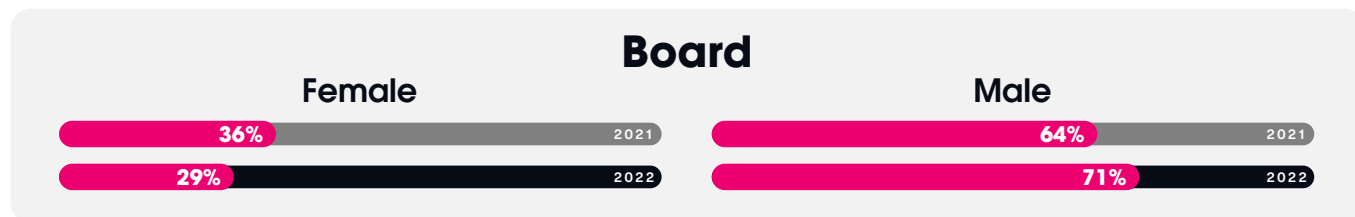
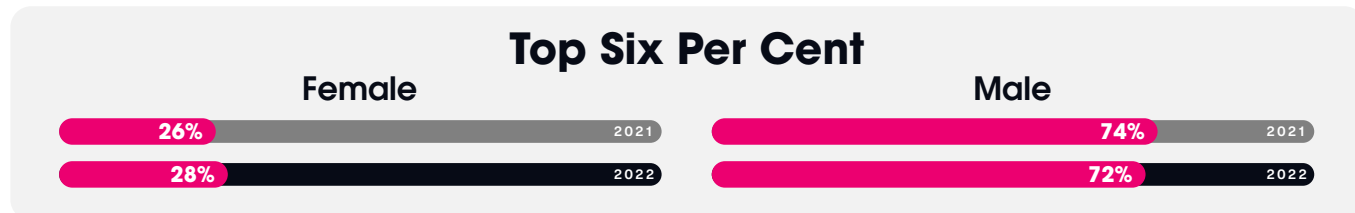
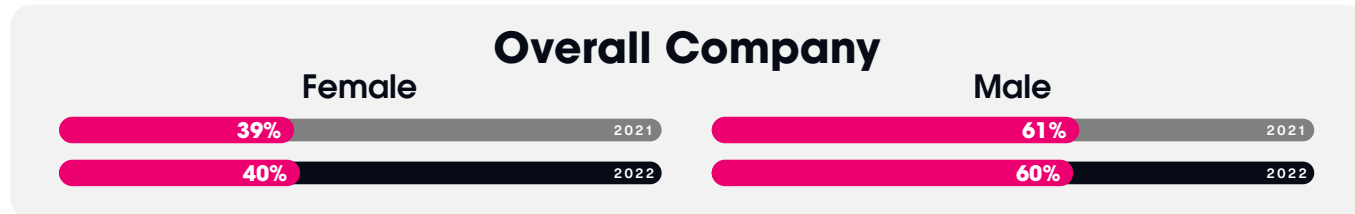


# MTN GROUP

HeForShe CHAMPION SINCE 2021

Below are MTN Group's data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



# RALPH MUPITA

PRESIDENT & CHIEF EXECUTIVE OFFICER

## HeForShe COMMITMENTS

MTN Group has three priorities. First, to achieve gender equity by no later than 2030, with a target of 50 per cent women in the workforce, from a 2021 base of 39 per cent. Our efforts on gender equity extend to the executive leadership groups and the boards within our governance structures. Second, higher representation of women within technology roles, with a goal of at least 30 per cent by 2030, off an existing base of 17 per cent. Third, to close the gender pay gaps we have across our businesses.

The approach of MTN 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 WEPs in 2019. Their impact falls under Principles 1, 4 and 6.





# KEY RESULTS FROM 2022

**MTN Group's main achievements of 2022 include:**

- + Representation of women in the workforce and management increased from 33 per cent in 2021 to 40 per cent in 2022
- + Women's representation in the "Top Six Per Cent" increased by 2 per cent from 2021, standing at 28 per cent
- + Inclusion of women in technology increased by 2.5 per cent, with the workforce comprising 20 per cent women
- + Continued our mission to increase transparency and gender pay parity
- + Launched our home-grown digital platform "Women@Work" to enable networking, exclusive opportunity sourcing and developmental access for the women of MTN
- + Continued our marquee leadership programme for women (Rising Leaders programme) bringing on-board and developing over 150 aspiring women leaders and managers across diverse areas of business
- + We empowered over 2.5 million women and girls by investing in programmes that ensure girls, female youth and women have the necessary digital skills and knowledge to actively participate within the digital economy.

# IMPACT STORY

"Organizations are authentically inclusive when its people are empowered, trusted and inspired to live their true passion and potential. My own experience with MTN for over two decades stands testimony to how allyship, authentic leadership and an ecosystem of inclusion can transform the narrative for women at the workplace."

**Mrs. Jemima Kotei Walsh**  
 Chief Customer Relations Officer  
 MTN Ghana

Jemima Kotei Walsh's passion for people and service is deeply ingrained. Her early life and education led her to discover her true calling, she says: to be in service and better the lives of those around her.

Jemima began her career as a Customer Service Representative a few years after MTN Ghana was established. As a young graduate, she was elated at the prospect of serving customers for a company that aimed to connect people from all walks of life.

When Jemima started out, customer service was in its nascency. She discovered through her early experiences that meaningfully engaging customers not only helps her understand their distinctive needs but also builds a customer for life. To embed this philosophy, she volunteered to develop MTN Ghana's first customer service training programme to uplift service standards.

Her primary focus was to upskill their teams, drive innovation and instil MTN's customer-first mission. The leadership subsequently appointed her as Executive for Customer Relations. Their trust encouraged her to seize opportunities and step out of her comfort zone, leading to game-changing innovations. Today, MTN Ghana is the largest Telco operator in the country, and Jemima serves as the Executive Leader for Customer Relations and Experience and on the Executive Committee.

Looking back, she reflects, change has been rapid. She feels privileged to have played various roles, from embracing motherhood and growing her family to managing a vibrant team of professionals and taking on organizational leadership roles.

Jemima says she has learned that organizations are authentically inclusive when their people are empowered, trusted and inspired to live their true passion and potential. Her experience with MTN for over two decades stands testimony to how personal courage, allyship, authentic leadership and an inclusive ecosystem can transform the narrative for women in the workplace.



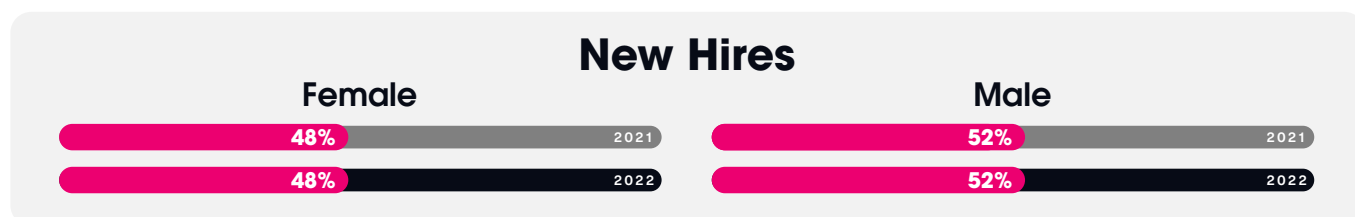
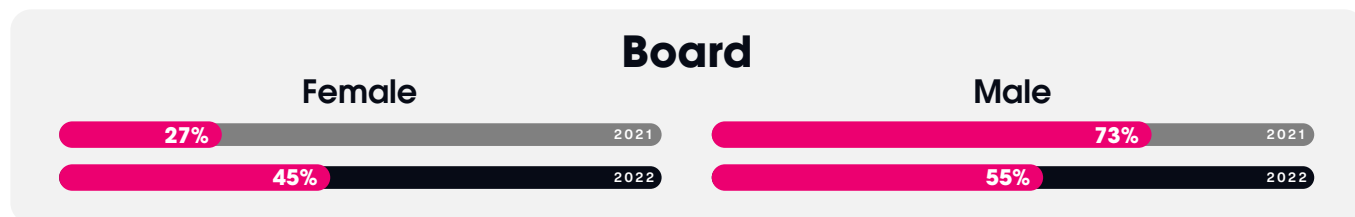
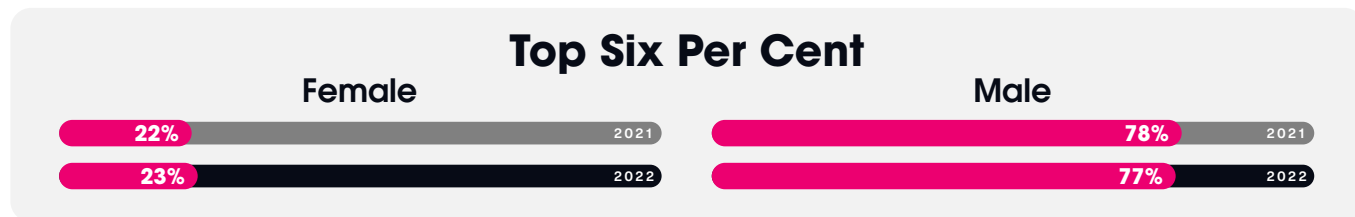
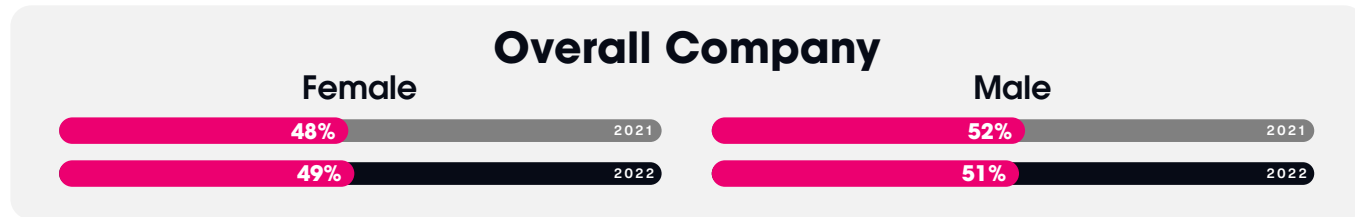


# PricewaterhouseCoopers

HeForShe CHAMPION SINCE 2015

Below are PricewaterhouseCoopers (PwC)'s data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



# BOB MORITZ

GLOBAL CHAIRMAN



We need to bring everyone with us on this journey towards stronger allyship. Continuing to engage men to be activists and disruptors, to make a change for the benefit of others is hugely important. Gender equality is not a zero-sum game and men need to be part of the solution."

## HeForShe COMMITMENTS

As part of the HeForShe Alliance, we at PwC are committed to:

- + Exploring the development of an internal badge to recognize learning in the areas of belonging and inclusive leadership

PwC is committed to the extensive upskilling of our people globally to be inclusive leaders for a shifting world and exploring opportunities to bring this learning to an external audience in future years.

- + Embedding common environmental, social and governance standards to aid companies around the globe in their sustainable value creation

PwC is committed to supporting the need for providing stakeholders with trustworthy information upon which to evaluate business performance against this broader conception of value, through common standards such as the World Economic Forum's International Business Council (WEF IBC) standards.

## WEPs ALIGNMENT 1 2 4 5 7

PwC signed the UN WEPs in 2019. PwC's impact falls under Principles 1, 2, 4, 5 and 7.





## KEY RESULTS FROM 2022

PwC continues to see gains in the level of representation of women at the very top levels of the PwC network, for example our Strategy Council leadership team representation has increased in the past year from 10 to 19 per cent, and our Network Leadership team representation increased from 0 to 20 per cent. PwC has also seen increases in the number of women partners – this number has grown to 23 per cent this year, an increase from 18 per cent when PwC first began collaborating with HeForShe as an Impact 10x10x10 champion back in 2015.

PwC has seen 59,354 of their people from across 137 countries engage with their Inclusive Mindset badge. This constitutes a total of 314,890 learning hours invested in inclusion training on key topics such as allyship, unconscious bias and societal systemic advantage. (Commitment 1)

PwC is about to move into their third year of externally reporting against WEF IBC reporting standards, which includes many diversity and equality measurements, including their global gender pay gap. (Commitment 2)

PwC's Board saw an 18 per cent increase in the number of female representatives from 2021.

## IMPACT STORY

"I recently earned my own 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 ensure equal opportunities for others. This requires a conscious effort on my part, each and every single day."

**Nicolas Marcoux**  
CEO  
PwC Canada

"By practising inclusive behaviours such as empathy and allyship, we can uplift each other and access sources of experiences, perspectives and skills. This adds to greater creativity and innovation and makes us even better at problem-solving. I greatly enjoyed this learning experience and feel it equipped me with more knowledge and skills to further develop my inclusive mindset."

**Lotte Brughuis**  
Associate  
PwC Netherlands

"Recently, I completed this Inclusive Mindset Learning Path which has proven the importance that PwC puts in encouraging their people to be inclusive leaders and build a sense of belonging. With topics like unconscious bias, societal systemic advantage, emotional intelligence and allyship, it was such a good learning for me. Proud to be part of a firm that prioritizes inclusivity and diversity!"

**Nur Amalina Halim**  
Manager  
PwC Malaysia

This past year PwC moved into the second year of their Inclusive Mindset knowledge badge being available across the PwC network (initially launched in October 2021). This is the first stage in their extensive commitment to Inclusive Leadership upskilling as part of their first HeForShe Alliance Commitment. PwC views Inclusive Leadership as a non-negotiable skill; because inclusive leaders bring out the best in diverse teams to deliver impact and value while fostering an environment of psychological safety, belonging and allyship for their people and their wider community of solvers. This learning is a key investment 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 broader focus on diversity, equity, inclusion and belonging.

This pioneering learning pathway brings together an array of state-of-the-art learning mediums such as videos, assessments, simulations and interactive discussions. It centres on key inclusion and diversity (I&D) constructs such as micro-inequities, unconscious bias, societal systemic advantage, intersectionality and key human skills such as empathy, curiosity, allyship and intentional networking as PwC helps their people explore the key skills essential to practising everyday inclusive behaviours, leadership skills and active allyship. From entry-level Associates to Partners and Territory Senior Partners, this learning is broadening the inclusive mindsets of PwC's people, giving them opportunities to learn more about inclusion and diversity, colleagues who have different lived experiences to them and identify personal opportunities to become more inclusive leaders and allies.

## NEXT STEPS

Continuing to build on and enhance PwC's diversity is fundamental to PwC's The New Equation business strategy. PwC's focus for the year ahead is to continue engaging leadership across the network to drive wider adoption and scaling of their Inclusive Mindset learning with their people across the world. PwC will also be developing a subsequent badge, the "Inclusive Culture" skill badge to further strengthen our Inclusive Leadership upskilling agenda. This badge builds on the Inclusive Mindset knowledge and concentrates on building active Inclusive Leadership skills.

PwC's Inclusive Leadership upskilling initiative is executive sponsored by Dion Shango, CEO for PwC's Africa Central and Southern Africa and a member of PwC's Global Inclusion & Diversity Council. Dion is the first Black person appointed as Regional Senior Partner of PwC South Africa as well as the first Black person appointed as the CEO for PwC Africa Central and Southern Africa. An active male ally for gender equity and creating opportunities across all dimensions of diversity, Dion has championed extensive diversity advancements during the past year, with the number of women partners in PwC South Africa increasing from 22 to 32 per cent, and the number of Black partners increasing from 32 to 40 per cent.

## RESULTS & IMPACT

PwC is still early in its Inclusive Leadership upskilling journey, but the impact of Inclusive Mindset is already being felt. Key steps have been:

- + Engaging a supporting team of I&D subject matter specialists from diverse territories representing the breadth of the global PwC network
- + Developing consistent PwC definitions for key I&D constructs to drive common understanding across the globe no matter the level of I&D maturity in any given location
- + Involving a disability accessibility expert and PwC people with disabilities throughout the process
- + Piloting and incorporating feedback on the end deliverable with PwC people from across the globe

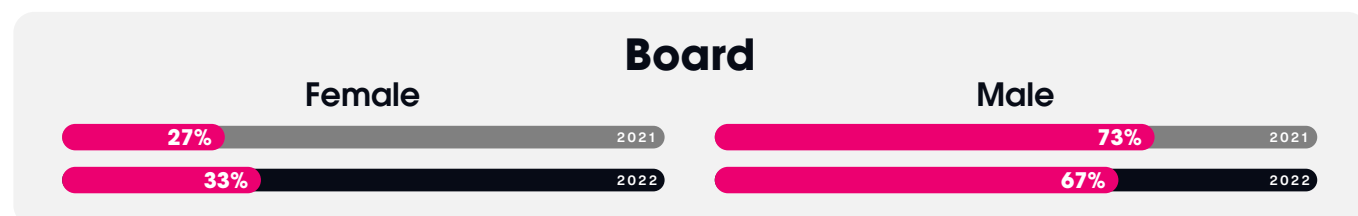
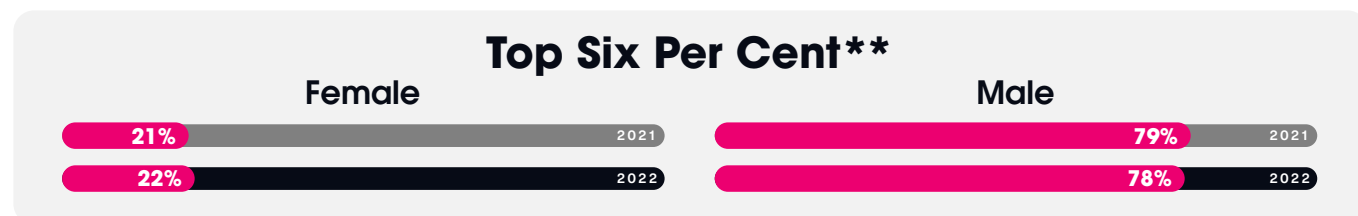
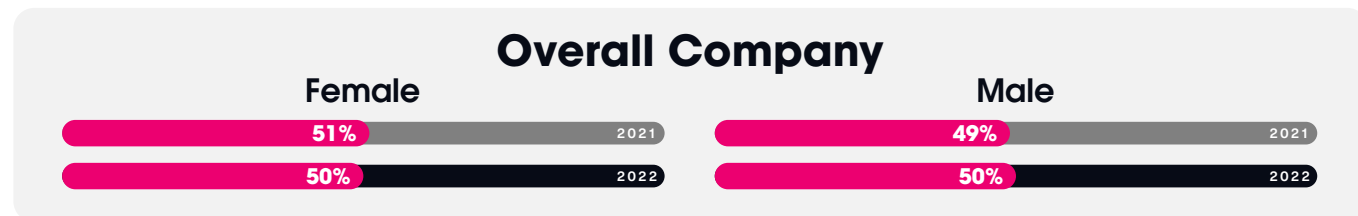
- + Going beyond our global business language of English to release Inclusive Mindset in 11 languages at point of launch
- + Developing a single global curriculum but providing customization opportunities
- + Developing group activities as a core part of the curriculum to enable open discussion specifically nuanced and culturally relevant to the learner.
- + Over 59,354 learners from 137 countries completed or are currently undertaking this learning.
- + Ninety-two per cent of participants agree that this learning will strengthen the culture of inclusion and belonging at PwC.
- + Ninety-two per cent of participants agree that this learning enhanced their ability to practise more inclusive behaviours in day-to-day interactions.

# RECRUIT HOLDINGS

HeForShe CHAMPION SINCE 2021

Below are Recruit Holdings' data for fiscal 2021 and 2022\*, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2023 there is already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*Figures for 2021/2022 results are as of April 2022/2023  
 \*\*Top Six per Cent represents Senior Executives

## HISAYUKI "DEKO" IDEKOBA

REPRESENTATIVE DIRECTOR,  
PRESIDENT & 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."

### HeForShe COMMITMENTS

Recruit Holdings is committed to achieving gender parity by Fiscal 2030, achieving 50 per cent women, across all levels, including the Boardroom, Senior Executives and managers.

### WEPs ALIGNMENT ① ②

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





# KEY RESULTS FROM 2022

Recruit Holdings made great progress in increasing the number of women in leadership across all the three strategic business units (SBUs) to achieve its gender parity commitment for Fiscal 2030.

At our HR Technology SBU, we introduced the Inclusive Interview Rule to eliminate bias in hiring, which mandates that the final candidate slate must include at least one woman. In 2022, the percentage of women at vice-president level and above rose to around 36 per cent, from 25 per cent in 2020.

At our Matching & Solutions SBU, representation of women in management positions in its largest subsidiary Recruit Co. Ltd. rose by 3.4 per cent year-on-year, reaching 30.4 per cent in 2023. This was achieved primarily by eliminating bias in the talent selection process.

At our Staffing SBU, where we already achieved 50 per cent representation of women across both manager and employee layers, we insisted on a gender-balanced shortlist of candidates to increase women in senior executive positions. Consequently, women in executive roles increased from 14 to 36 per cent for the last 2 years.

In addition, representation of women in our Board of Directors members increased to 33 per cent in 2023, from 20 per cent in 2021.



# IMPACT STORY

"A homogeneous organization tends to be weak in coping with major environmental changes. Furthermore, creating women 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."

## Recruit Male Leader Driving Gender Equality

To achieve our gender parity goal by Fiscal 2030, our operations in Japan had many challenges due to the existence of deep-rooted, gender-based role divisions in Japan, where unconscious gender bias remains stronger than in other countries.

At our Matching & Solutions SBU, operating mainly in Japan, we have taken steps to ensure that gender bias is eliminated from the selection process for managerial positions. One of the ways we achieve this is by clarifying the requirements for such positions.

We clarified the necessary level of the competencies and skills required for managerial roles within each organization, providing a foundation for discussions during the selection process. As a result of implementing these requirements, the number of women candidates for first-line management positions increased by 1.7 times across the organization. In some departments, the women candidates for management positions even doubled, highlighting the positive impact of these changes. It is also worth noting that the number of men candidates also increased by 1.4 times, indicating a move towards diverse leadership regardless of gender.

Through self-reflection and dialogue, the management team at our Matching & Solutions SBU gained valuable insights which helped us challenge traditional assumptions about sought-after managerial skills and work methods that heightened their awareness. Clarifying position requirements eliminated bias and enabled us to make decisions based on competence.

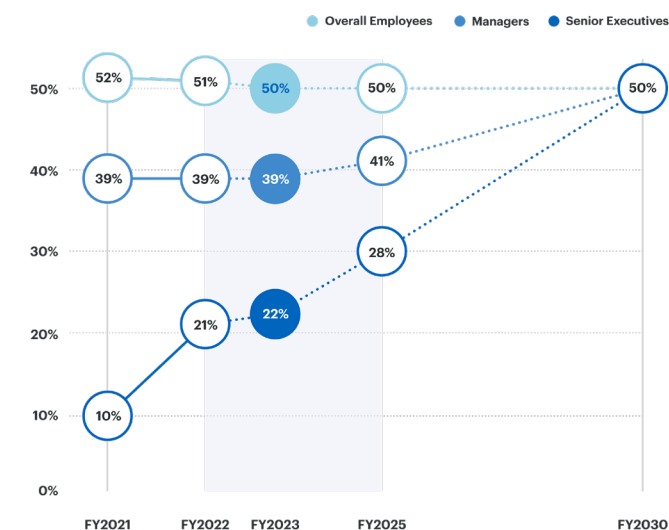
# RESULTS & IMPACT

The increase in women candidates for leadership roles has already yielded positive results in the number of women leaders. The largest subsidiary of Matching & Solutions SBU, Recruit, surpassed 30 per cent representation of women in managerial positions in April 2023, up 3.4 per cent compared to the previous year.

This was remarkable, as Recruit had been struggling for several years to achieve a target of 30 per cent of women in managerial positions after women's representation as first-line managers rose past the 20 per cent mark in 2014.

Since then, we have implemented flexible work-styles and provided intensive support for women to come back from their maternity and parental leave. Nonetheless, we have found that we cannot break the barrier of 30 per cent solely through an inclusive work environment. The key was implementing an equitable system into our core HR system, including the process for selecting managers.

There is still a lot for us to do to achieve 50 per cent women in managerial positions in Recruit Group as a whole, but this finding was a great step towards our ambitious goal.



# NEXT STEPS

While Recruit Group's non-managerial workforce is already 50 per cent women, we aim to achieve 50 per cent women at all levels of the organization by Fiscal 2030, including the boardroom and senior management.

We have set a 3-year target to increase women leaders across the group, with a portion of long-term incentive compensation for CEO and senior vice presidents linked to the achievement of these targets.

To ensure progress towards our goals, Recruit has implemented a comprehensive action plan that involves the commitment and leadership of each organizational head, working in tandem with the dedication of our teams on the ground. This approach has a great impact on each organization, encouraging them to expand their initiatives to increase women leaders. In fact, the initiative to clarify the requirements of managerial positions shown above has also been brought about by those efforts.

By leveraging the strong commitment from our top leadership and the collaborative efforts of our teams, we are confident that we will continue to make significant strides in the coming years. We remain dedicated to fostering an inclusive and diverse workplace where everyone can thrive and contribute to the success of Recruit Group.

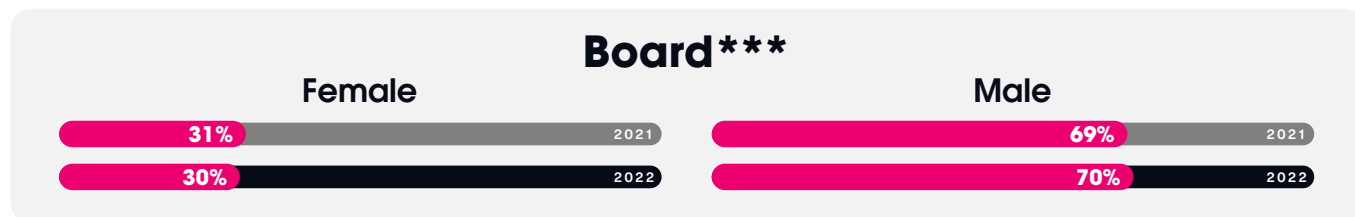
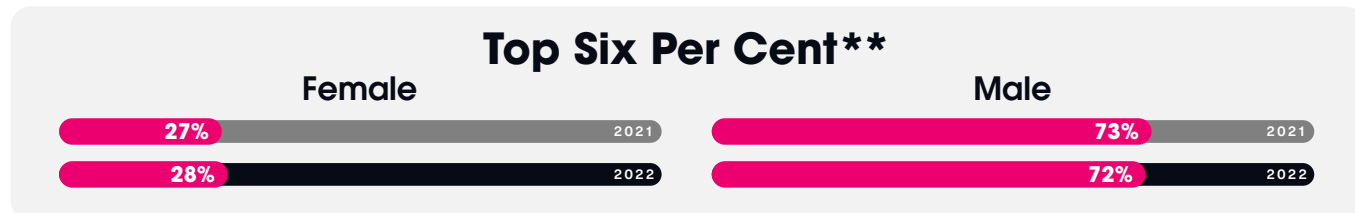
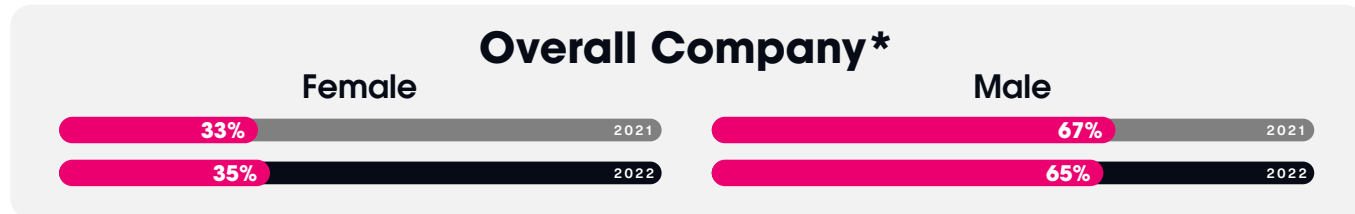


# UK POLICING

HeForShe CHAMPION SINCE 2017

Below are UK Policing's data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



\*Data as of 31 March 2023. 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.

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

## JEREMY VAUGHAN

CHIEF CONSTABLE OF SOUTH WALES POLICE



"Achieving gender equality is everyone's responsibility, but for too long it has been left to women.

Every single police force across the UK has made a commitment to HeForShe, and UK Policing calls on officers and staff from across the UK to become HeForShe Allies.

Let's be clear, this isn't about women needing help from men. It's about all genders working together to achieve gender equality."

### HeForShe 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 from police culture sexism and misogyny anywhere they exist. Third, UK Policing has committed to sharing annual gender equality information in the form of an annual report produced every November.

### WEPs ALIGNMENT ① ② ③ ⑦

UK Policing's impact falls under Principles 1, 2, 3 and 7.





# KEY RESULTS FROM 2022

Chief Constable Jeremy Vaughan has taken over as the new HeForShe UK Policing Lead, following the retirement of Chief Constable Carl Foulkes. This appointment continues UK Policing's clear commitment to HeForShe. Chief Constable Vaughan has a history of taking bold steps to move towards gender equality and brings clear direction and leadership to the movement.

UK Policing launched its fourth annual report looking at "Gender Equality in UK Policing" in November 2022. This report brings together data and good practice examples from every police force, demonstrating their progress towards their HeForShe commitments.

A HeForShe Ally event was held in April 2023 and was attended by representatives across policing. This event gave information and resources to assist every force with developing an active network of HeForShe Allies.

# IMPACT STORY

"I have always been interested in becoming a firearms officer but did not fit the traditional stereotype. Being a woman, having a young family and working part-time were not things usually associated with firearms officers. The work that Sarra has undertaken has given me the confidence and support needed to succeed.

I have now been a firearms officer for 18 months and thoroughly enjoy the role. The role is demanding, both physically and mentally, but I am realizing my dream. My hope is that I can inspire and support other women wanting to work in specialist roles in policing."

**Bethan Thomas**  
Police Constable  
Joint Firearms Unit

Within UK Policing, every force has a specialist unit with officers who carry firearms. Historically, these units were very male dominated, and in 2022 only 6 per cent of officers within these units were women.

South Wales Police has undertaken a programme of work to improve the representation of women within their specialist firearms team. Key to this was the appointment of Sergeant Sarra Kew as the first female Deputy Chief Firearms Instructor. Sarra has worked incredibly hard to break down barriers faced by women officers joining a specialist unit, by holding awareness days, ensuring the kit is suitable for women and breaking myths about the role.

Bethan joined Gwent Police in 2005 and has always been interested in undertaking a specialist role within the firearms unit. However, Bethan has a young family and worked part-time - two elements that were usually a barrier to undertaking this type of role.

Bethan benefited from Sarra Kew's new approach. After attending an awareness session to find out more, Bethan decided to take on the challenge of becoming a firearms officer. Bethan did not pass her first 13-week initial training course, but Sarra saw potential in her, and produced a development plan to help Bethan obtain the skills and experience required.

The 13-week training course has previously had a "one-size fits all" approach, but Sarra transformed this, ensuring the course can adapt and fit an individual's needs without removing content or lowering necessary standards. Bethan's second, successful attempt of the course fully demonstrated this. Bethan was supported to balance her family responsibilities while travelling a long distance to complete the demanding course. This included being provided two nights a week, on a flexible basis, in a hotel to reduce her travel and allowing her to focus on the course.

# RESULTS & IMPACT

Since South Wales Police have had this new approach, their joint firearms unit has increased its representation of women to 11 per cent.

Bethan worked incredibly hard to pass her second initial training course and was on one of the first courses in the country that had a 50:50 split of men and women officers participate. This dramatically changed the dynamic of the training course, moving from a competitive team-building environment to a much more supportive, team-building environment.

Bethan is now a specialist firearms officer, acting as a role model for women officers across policing, while supporting the force's objective of moving away from a male-dominated team. The culture of the unit has already seen changes, and more women are continuing to join.

Bethan's story relates to just one of the individuals that Sarra has helped achieved their dream of becoming a firearms officer. Her new approach has allowed a much more inclusive environment and is starting to break down the barriers faced by women officers when undertaking a specialist role.

# NEXT STEPS

The brilliant work being undertaken by South Wales Police is being shared with all forces across the UK. Sarra spoke at the HeForShe event held in London in 2022, and their work features in the most recent annual report examining Gender Equality in UK Policing.

It is hoped that forces across the county can replicate this success, dramatically changing the make-up and culture of specialist units within policing. The Baroness Casey Review into the Metropolitan Police published in March 2023 highlights concerns in this area.

Clear leadership for change, as well as a diverse and inclusive management team has allowed for a change in thinking and improvements on the way things have always been done. This has gained momentum and started the process of breaking down barriers for women in specialist roles.

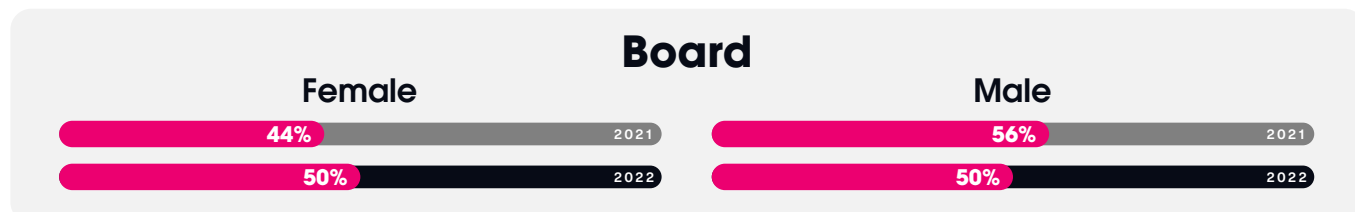
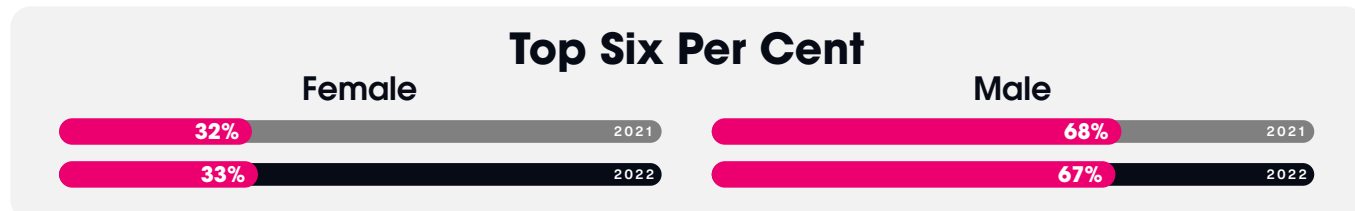
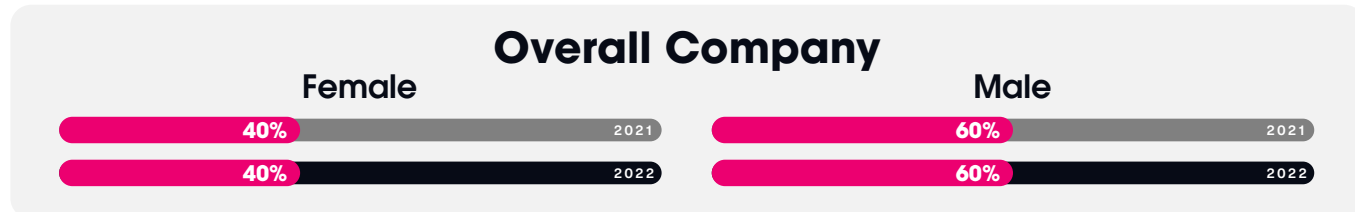


# VODAFONE

HeForShe CHAMPION SINCE 2015

Below are Vodafone's data for 2021 and 2022, highlighting the percentage of male and female staff in various categories. The 5-year reporting period uses 2021 as a baseline. In 2022 there was already significant progress in several categories.

● DATA FROM 2021 ● DATA FROM 2022



## JOAKIM REITER

CHIEF EXTERNAL AND CORPORATE AFFAIRS OFFICER



Domestic abuse impacts almost one in three women globally. At Vodafone, we stand up for those suffering through our workplace policies, our Bright Sky app and the support and information we provide on how to respond to domestic abuse. Our campaigns raise awareness of the issue for millions more women globally, enabling others to be active allies."

### HeForShe COMMITMENTS

Vodafone is committed to build on its work to prevent domestic abuse through its workplace policy, apps against abuse and research.

### WEPS ALIGNMENT 2 3

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



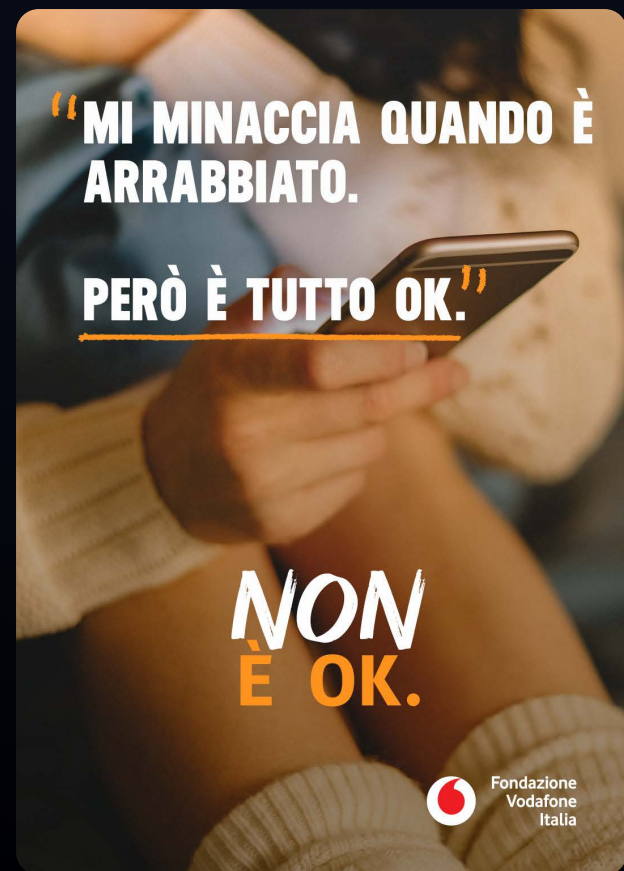


# KEY RESULTS FROM 2022

In 2022, Vodafone's Board of Directors achieved gender parity, with an increase of 6 per cent of women on the Board of Directors from 2021.

The Bright Sky app is available across 13 countries in Europe, North America, Oceania and Africa, giving more women access to support. It has seen 60,000 journal entry submissions, 100,000 service directory uses and 400,000 guide views. By using the app, we know anecdotally that survivors have reached help sooner than they would have done without.

Increasing awareness of abuse is supported by public campaigns on coercive control to promote public awareness of this type of abuse. Vodafone Foundation's "It's not nothing" campaign reached 17.2 million women across the globe.



# IMPACT STORY

"Thank you very much for the informative app. I'm using it to make myself aware of what's going on in my relationship and document any occurrences of unnecessarily insensitive behaviour, while I'm looking for help and thinking what to do."

## Bright Sky User

UN Women estimates that, globally, 736 million women - almost one in three - have been subjected to physical and/or sexual intimate partner violence, non-partner sexual violence or both at least once in their life. Research commissioned by the Vodafone Foundation revealed that 37 per cent of working people surveyed across multiple industries have experienced domestic abuse (Domestic violence and abuse (vodafone.com)).

Bright Sky empowers survivors, friends, colleagues and professionals to better understand what could be happening and know what support is available.

A survivor was introduced to Bright Sky after they had reached specialist help and assigned a case worker. The case worker used Bright Sky in sessions to help the survivor better understand their situation by accessing the information, understanding the signs of abuse and working through this together. After using the risk assessment in the app, the survivor continued to access information in between sessions. Through the journal function in the app, they gathered information that helped the survivor understand a pattern of controlling behaviour. Throughout the week the survivor sent journal entries to the caseworker through Bright Sky. Journal entries described interactions that left the survivor feeling "confused" and "crazy." Over time they began to build a timeline that helped the survivor see that her experiences were very real.

A user from Ireland shared that Bright Sky supports her to better understand her situation with her partner, document evidence of continued behaviours and begin to make informed choices about what she wants to do. The app provides her with information to better understand what is going on, validating her experiences. Bright Sky supports survivors to understand their choices in a world where it likely feels like there is no choice or way out due to abuse and allows them to make choices that are right for them.

# RESULTS & IMPACT

Bright Sky is available across 13 countries in Europe, North America, Oceania and Africa, giving more women access to support. It has seen 60,000 journal entry submissions, 100,000 service directory uses and 400,000 guide views. By using the app, we know anecdotally that survivors have reached help sooner than they would have done without. Increasing awareness of abuse is supported by public campaigns on coercive control to promote public awareness of this type of abuse. Vodafone Foundation's "It's not nothing" campaign reached 17.1 million women across the globe.

Through education and early intervention, there is a reduction in incidents experienced and less ongoing escalation of violent incidents. Long-term, better education and prevention can lead to greater gender equality and, undoubtedly, to a reduction in domestic abuse cases, which reduces the cost and strain to health, social and criminal services.



# NEXT STEPS

Domestic abuse does not discriminate and is experienced by people, in large majority women and girls, the world over. Expanding a "Tech for good" app does not come without its challenges. There is cultural nuance that must be woven throughout the content to ensure that a user feels that Bright Sky is made for them. Throughout any development of Bright Sky, we bring together the expertise of local specialists, government and law makers, to ensure content is localized for each country and the needs of those experiencing violence are at the centre of our decision making.

Being able to easily access the information and resources of Bright Sky everywhere would allow more people to spot the signs and find safe routes to support, and we continue to expand availability, with a target of one million Bright Sky users by the end of 2023.

In addition, we will continue our campaigns to increase awareness of abuse, championing that we all have a role to play in ending domestic abuse. The Vodafone employee policy continues to be promoted internally through training and awareness. We promote Bright Sky in these training sessions, which reaches thousands of our employees each year.



