



 HeForShe

Male Allyship Toolkit

2024

 UN
WOMEN 



Acknowledgements

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Abbreviations

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
DEI	Diversity, Equality & Inclusion
GEDI	Gender, Equality, Diversity & Inclusion
GBV	Gender-based Violence
IRC	International Rescue Committee
ITF	International Tennis Federation
KPIs	Key Performance Indicators
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSAGI	Gender Issues and Advancement of Women



Introduction

Launched in 2014 by UN Women, the HeForShe solidarity movement for gender equality is an international platform that encourages men and boys to take action in support of gender equality. HeForShe invites men and boys to complement the work of the women's movement as equal partners, crafting and implementing a shared vision of gender equality that will benefit all of humanity.

At the heart of the HeForShe initiative lies the HeForShe Alliance, an essential component designed to engage leaders within the public, private, and third sectors, encouraging them to advocate for gender parity across industries and regions. Through this Alliance, UN Women brings together an intimate group of the most ambitious leaders from across public, the corporate world, and third sector to drive transformative change and develop scalable solutions for gender equality challenges. These HeForShe Champions, as trailblazers within their respective fields, lead by example, inspiring others across nations, organizations, and communities to embrace the power of allyship in advancing gender equality. The HeForShe Alliance stands as a testament to the transformative potential of multi-stakeholder partnerships in reaching this goal.

This toolkit is a collaborative effort by members of the HeForShe Alliance, including UK Policing, De Beers Group, HCLTech, INSEAD, the International Rescue Committee (IRC), the International Tennis Federation (ITF) and MTN Group. Each of these organizations has contributed their unique experiences and insights gained from their own gender equality and male allyship journeys. They have shared practical strategies, successful initiatives, and lessons learned in promoting gender equality and supporting male allies. This toolkit synthesizes their collective learning and practices, offering valuable guidance for others seeking to foster male allyship and drive gender equality in their own contexts.

The toolkit is divided into three key steps to support organizations at any stage of their male allyship journey.

It is designed to be useful for a diverse range of entities, including private-sector companies, non-profits, academic institutions, and public-sector agencies across various sectors. Whether you are just starting to engage with male allyship or looking to deepen existing efforts, this toolkit provides valuable guidance for fostering gender equality and promoting inclusive practices within your organization.

The three steps outlined in this toolkit will guide you through establishing a strong foundation for male allyship, implementing effective strategies, and maintaining momentum for long-term impact:

Step 1: Introducing Male Allies

Step 2: Developing An Active Network of Male Allies

Step 3: Supporting Male Allies to Make Lasting Change

STEP 1***Introducing
Male Allies***

It is important to fully understand the benefits of male allyship as an organization from the outset. This will allow you to establish a clear and consistent set of standards and practices to encourage and support those wishing to be allies. The HeForShe male allyship practices are inspired by the Transforming Patriarchal Masculinities (TPM) approach. This approach emphasizes the need to challenge and transform the entrenched patriarchal norms that uphold gender inequalities. Patriarchal masculinities inform social norms and operate individually through attitudes and behaviors, institutionally through policies and practices, and ideologically through social norms and cultural narratives. This is why the TPM approach focuses on challenging behaviours, systems, institutions, and ideologies that create, uphold and perpetuate inequalities. Importantly, patriarchal norms

are not only detrimental for women and non-binary individuals' realization of rights but also restrict men from expressing their full human potential by pressuring them into rigid roles that can lead to lower life expectancy, mental health issues, and impacts their emotional/psychological and physical wellbeing. Gender roles and norms also impact men's agency and choices, influencing their career paths and reinforcing societal expectations that men should be the primary breadwinners. The TPM approach benefits people of all genders by promoting a more inclusive and healthy society. The TPM approach also aims to transform gender norms, societal structures and institutions that sustain and reproduce patriarchy, emphasising the need for structural change in addition to individual/behaviour change.

As effective allies in the workplace, men actively engage in practices that confront these patriarchal systems in all their forms, working to dismantle the structures that sustain gender inequality. Male allyship, in this context, goes beyond just promoting gender equality and challenging sexist behaviors; it involves addressing the broader cultural and institutional practices that reinforce unequal power dynamics. In practice, male allies can dismantle systemic barriers by advocating for inclusive policies, challenging discriminatory behaviors such as discriminatory hiring practices, and creating safe spaces for open dialogue about gender issues. These efforts not only advance gender equality but also benefit men by creating healthier, more equitable workplaces for everyone.



1.1. *Why Have a Male Allyship Programme in the Workplace?*

Gender equality benefits everyone and everyone should be working towards it. For too long, gender equality has been seen as a women's issue for women to deal with. HeForShe is specifically engaging men and boys to accelerate change towards gender equality.

Male allies can proactively disrupt culture and organizational processes that do not support gender equality, using their position in the organization to amplify women's voices and dismantle harmful gender stereotypes. They can also actively work to influence reforms to organizational structures, systems and policies to ensure they are more gender equitable.

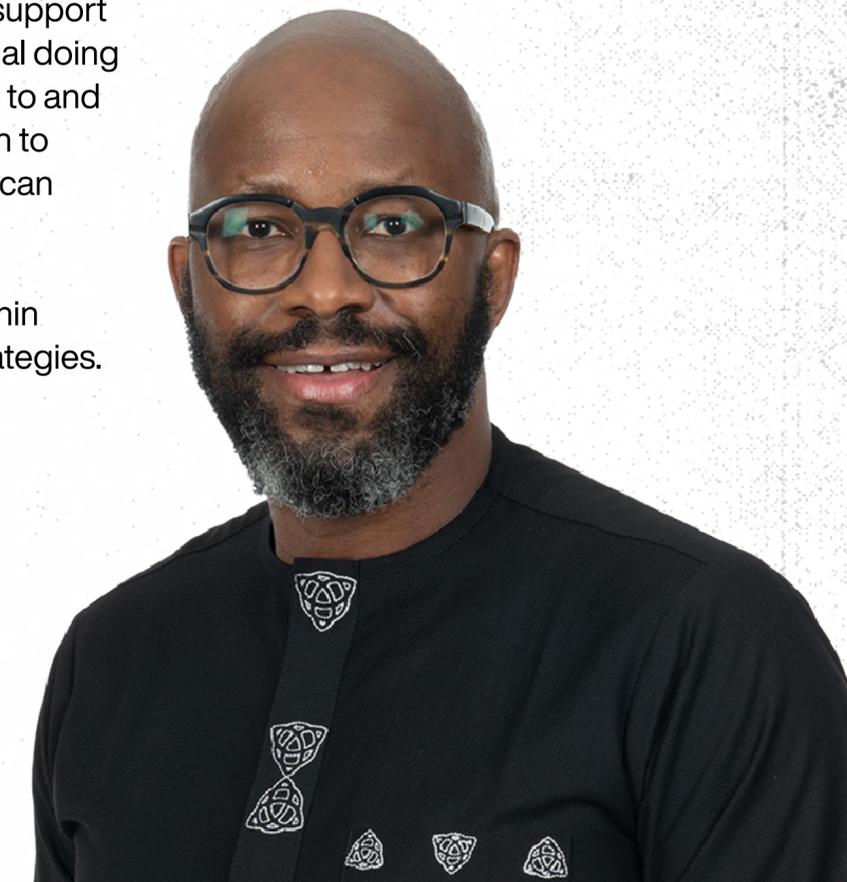
Case Study: **MTN Group**

MTN Group President and CEO Ralph Mupita spoke about the importance of male allyship during a Male Allyship Masterclass. He raised awareness of the barriers that women face in the workplace, arguing for more women in tech pay equity and greater female representation throughout the organization.

He appealed to men to become allies, reiterating the importance of HeForShe. He spoke about the power of diversity and highlighted the benefits of mentoring. The video can be seen on [LinkedIn](#).

Men can often feel unsure about how to support women in the workplace or whether actual doing so is helping them. It is important to listen to and work with the women in your organization to better understand what forms of allyship can best help them.

Reasons for having male allies can sit within wider diversity, equality and inclusion strategies.



Ralph Mupita
President & CEO
MTN Group



Case Study: **HCLTech**

HCLTech represents 167 nationalities, 224,285+ employees across 60 countries. Our strategy focuses on leveraging Diversity, Elevating Equity and Leading Inclusively. HCLTech prides itself as an organization with an open, transparent and inclusive culture. We focus on creating and sustaining an enabling environment for all our employees coming from varied backgrounds. Our DEI strategy pillars include Gender, Culture, Disability and LGBTQIA+.

The introduction of allies to HCLTech aims to foster a more inclusive and supportive work environment. Allies play a pivotal role in supporting our four pillars of diversity and inclusion by advocating for the rights and representation of underrepresented groups within the company. They provide essential support to colleagues facing discrimination or challenges related to their identity, helping to create a safer and more equitable workplace. Additionally, allies contribute to raising awareness about the issues faced by marginalized groups, fostering a culture of understanding and empathy. By encouraging equal opportunities and ensuring that all employees have access to growth and advancement, allies help enhance employee engagement and job satisfaction. Ultimately, these efforts contribute to a healthier workplace culture, improved employee morale, and overall organizational success.

HCLTech recruit allies to support diversity and inclusion initiatives by implementing the following strategies:

- ERG and Accessibility Initiatives foster an inclusive, engaged culture, drive business growth and innovation where allies can join, participate and contribute to support women and other minorities.
- We have policies that promote fair and inclusive environment. These policies encourage employees to become active allies.
- The company's leadership commitment to gender diversity, setting the tone for employees to actively engage in allyship.

1.2. *Definition of An Ally*

There are many different definitions of what it means to be a male ally. This toolkit uses the definition that an ally, in relation to gender, is someone who recognizes women's rights are not just a women's issue, but also a human rights issue. In the workplace, they will question power dynamics in their actions and words and take responsibility for change.

Across the HeForShe Alliance, organizations witness men who are committed to building positive relationships with women, taking into consideration the inequalities present in the world today and taking everyday actions to address them. An ally can be anyone within an organization, regardless of rank or role.

The men of HeForShe aren't on the sidelines – they are working with women and each other to build businesses, raise families and give back to their communities.

Introducing a male ally role profile and identifying a range of activities can be beneficial to set clear expectations for any male ally within your organization.



Role Profile

A role profile will set out expectations for the commitment, behaviour, and involvement of men within your organization.

Case Study:

UK Policing

UK Policing introduce a HeForShe ally role profile to help define the role of male allies.

HeForShe Ally - Role Profile

HeForShe is an invitation for men and people of all genders to stand in solidarity with women to create a bold, visible and united force for gender equality.

All UK police forces have made a commitment to HeForShe to:

- Address the gender imbalances in middle management teams, in particular the ranks of Sergeant and Inspector.
- Address and remove the sexism and misogyny, where it exists, in police culture.
- Support the annual reporting of gender equality information.



A HeForShe Ally will be someone who:

- Educates themselves on different identities and experiences, taking into account gender in all its forms.
- Recognizes there is a gender imbalance within policing and the communities we serve.
- Takes action to address gender inequalities and normalize what it means to stand for gender equality.
- Inspires and encourages others to take action.
- Amplifies women's voices and takes everyday actions to address the inequalities they face.
- Dismantles the stereotypical notions of masculinity and gender that can be harmful to men themselves, as well as people of all genders.
- Works to help transform inequitable policies, systems and structures in their organization, so as to advance gender equality and other forms of equality (with regard to race/ethnicity, sexual orientation, and other aspects of identity).

A HeForShe Ally will:

- Learn more about the global [HeForShe movement](#)
- Raise awareness of HeForShe and take action as a male ally through conversations with colleagues and presentations, or through attendance at meetings and events.
- Promote gender equality through their everyday actions.
- Challenge and report sexist and misogynistic behaviour.
- Support the force in meeting its HeForShe commitments through project work and other coordinated tasks.
- Work with other HeForShe allies to create a united force for gender equality.
- Drive forward local HeForShe activity.

HeForShe allies will embody the promotion of gender equality and largely meet their role by promoting gender equality through their everyday actions, however the above list is not exhaustive and HeForShe allies will be called to support and undertake work, as required, to meet the force's HeForShe commitments.



Range of Activities

Understanding the various ways to make an impact is crucial for male allies. The following activities, inspired by [HeForShe Turkey's guide](#), encompass both everyday actions and efforts for structural change:

Everyday Actions

- 1. Communicate With Women and Girls:**
Listen to and support the women in your life. Ask how you can help and act in solidarity.
- 2. Mentorship and Sponsorship:**
Actively mentor and support female colleagues in their career advancement.
- 3. Ensure Diverse Representation:**
Advocate for women to be included as speakers and decision-makers.
- 4. Respectful Communication:**
Demonstrate respect by actively listening, avoiding interruptions, and giving credit where it is due.
- 5. Inclusive Meetings:**
Foster an environment where all voices are heard and diverse perspectives are encouraged.
- 6. Use Egalitarian Language:**
Avoid language that belittles or discriminates against women.
- 7. Avoid Normalizing Violence:**
Refrain from sharing or supporting content that portrays violence against women.
- 8. Support Women's Organizations:**
Volunteer for and support local women's associations.
- 9. Be Proactive Against Violence:**
Intervene and report appropriately when witnessing violence against women.
- 10. Self-reflect and Educate Yourself:**
Examine your own behaviours for gender-based stereotypes and learn about the women's rights movement.





Advocating for Structural Change

1. Policy Development

Advocate for and help develop policies that promote gender equality, such as parental leave and anti-harassment measures.

2. Parity Goals

Support and work towards organizational goals for gender parity in hiring and promotions.

3. Awareness Campaigns

Participate in or initiate campaigns that raise awareness about gender equality and unconscious bias.

4. Feedback and Improvement

Regularly review and provide feedback on existing gender equality initiatives and suggest improvements.

By integrating these actions into their roles, male allies can drive both individual and systemic change towards a more gender-equitable society.

Case Study: Barclays

Barclays developed a list of impactful tangible actions to support their male allies. Sharing the small steps that allies can take can encourage more men to make change happen and challenge inequality. **The actions are:**

- Mentor a female rising star to support her career growth, or engage in reverse mentoring, where a senior man learns from a junior woman to gain insight into workplace challenges and drive gender equality through greater empathy and informed decision-making.
- Act as role models to other co-workers, visibly challenging gender bias.
- Actively develop female talent, hold career conversations and provide mentorship and guidance.
- Create ex-officio roles for aspiring female leaders.
- Champion flexible working and role-model it themselves, enabling all colleagues to balance work and life without having to scale back. It's crucial for workplaces to implement policies supporting these practices. Male allies can advocate for such policies and, once established, lead by example in utilizing them.
- Ensure there is no bias in hiring decisions and actively provide targeted opportunities for female colleagues to progress.
- Recognize the impact of intersectionality – that the many elements of an individual's identity overlap and therefore the disadvantages they face in society are compounded.



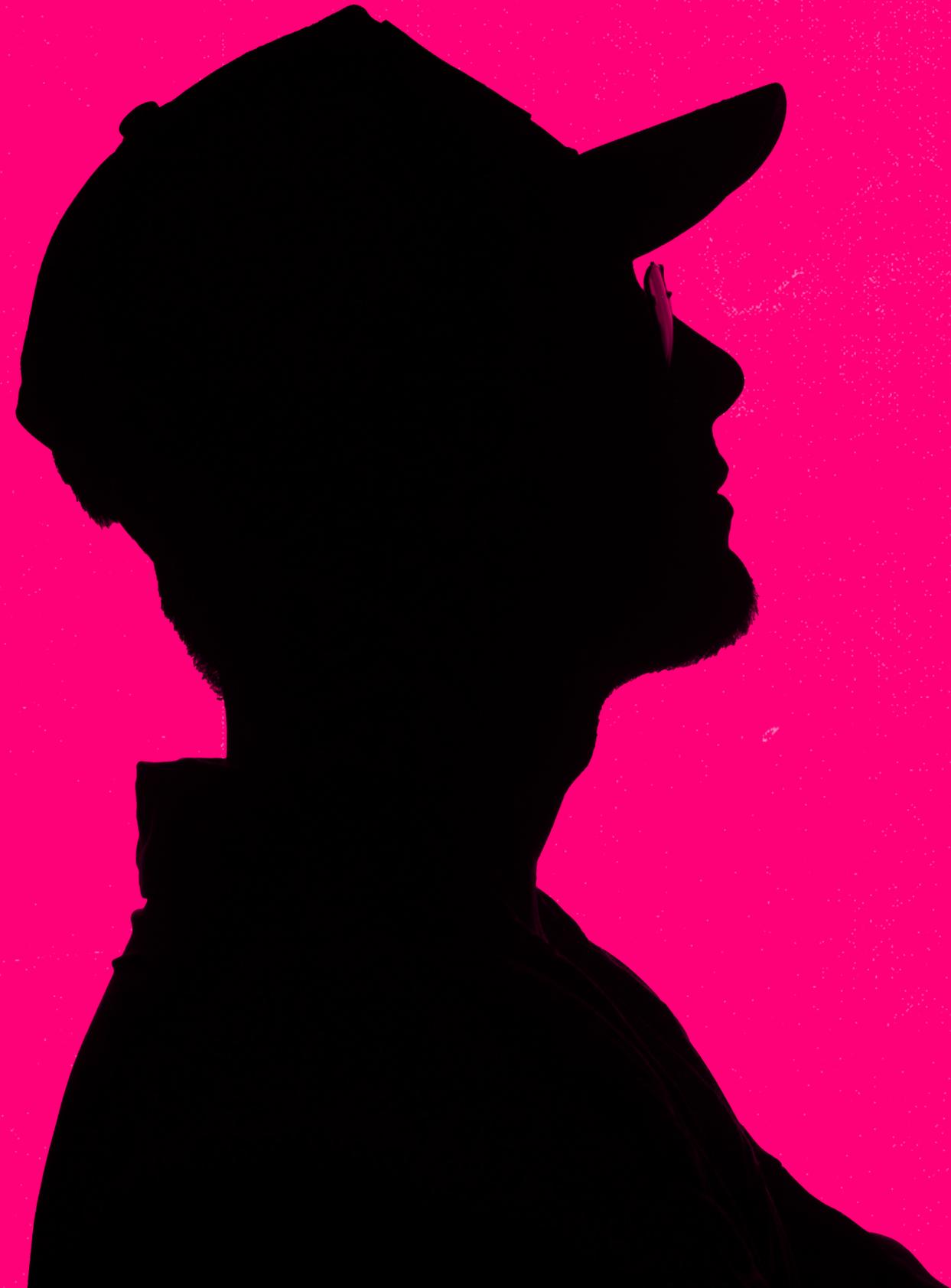
Case Study: **HCLTech**

HCLTech provided an overarching definition of what a male ally should do and clarified this with a list of activities a male ally should undertake:

Allies actively support and advocate for equality and the rights and opportunities of women and other minorities. This involves listening to, learning from, and amplifying the voices of those affected by inequality, challenging sexism and discriminatory behavior, and using his position and privilege to promote positive change. Allies strive to create inclusive environments, both personally and professionally, and work towards dismantling systemic barriers that perpetuate disparities.

Allies at HCLTech engage in various activities to support equality and inclusion within the company. These activities typically include:

- Allies help in providing guidance and support to underrepresented employees to help them navigate their careers and achieve their professional goals.
- They advocate for marginalised groups and ensure their contributions are recognized. It also involves sponsoring them for leadership roles and high-visibility projects.
- Allies at HCLTech lead training sessions and workshops covering topics on DEI, gender sensitivity, inclusive leadership etc.
- Allies plan and support events and activities that celebrate diversity and foster a sense of community within the workplace.
- They make an effort to listen to the concerns of marginalised colleagues and provide constructive feedback. This helps create a culture of openness and continuous improvement.





1.3. *Recruitment of Allies*

Many organizations informally recruit male allies to create a central group, which helps provide updates and monitor activities effectively. An ally can be anyone within an organization, of any rank or grade.

To encourage men to sign up to any male allyship programmes, it is important for the programme to be well set out, with clearly stated goals and be endorsed by leadership at the highest level.

***Commitment is easy.
Taking informed action
is more difficult.***

Case Study: MTN Group

The ITF “Men as Allies” programme was launched in 2023 following an Annual General Meeting (AGM) vote in support of gender balance at board level.

Key steps to attract male allies to the programme included:

- Setting out the programme goals and objectives in a clear and easy to understand format.
- Publicizing the programme. ITF President David Haggerty, who instigated the Men as Allies programme, suggested raising awareness of it at the ITF AGM where all key leading figures from across tennis were present.
- Encouraging male leaders from every member nation and region across the globe, not only to pledge their support to gender equality but to commit to becoming a male ally and making tangible commitments.
- Using a commitment form to encourage male allies to document their intentions and commitments, with measurable key performance indicators (KPIs) and deadlines for action in place where possible.
- Hosting online webinars and follow-up sessions to encourage all male allies to take informed action within their own sphere of influence that makes a difference to their organization.



A HeForShe Barbershop

can be held to raise awareness of male allyship and initially recruit allies. An internal email or intranet article can then be used to recruit further male allies. Learn more about the [HeForShe Barbershop Toolbox](#)

What is HeForShe?

HeForShe is an invitation for men and people of all genders to stand in solidarity with women to create a bold, visible, and united force for gender equality.

Let's be clear, this isn't about women needing men to help them but about everyone, all genders, working together to achieve gender equality.

The men of HeForShe aren't on the sidelines. They're working with women and with each other to take action to address gender inequalities whenever they see or experience it.

Sadly, within policing, the scale of sexism and misogyny across forces has been highlighted in recent reports and shocking cases. Most, if not all of you, will have seen, heard or experienced sexist or misogynistic behaviour at work.

It hurts the individual, creates a toxic workplace, and erodes trust and confidence in the police service. So called "everyday sexism" often referred to as "banter" is also a widespread issue.

There are concerns around barriers to progression, support of women's health and wellbeing in the workplace, and the availability of flexible and agile working.

Case Study: UK Policing

UK Policing introduced a template intranet article for any individual police force to adapt and use. It included a video of a HeForShe Champion appealing to male police officers and staff. **The template article and link to the video can be found below:**

Could you be a HeForShe ally?

Chief Constable Jeremy Vaughan, the national lead for HeForShe, is appealing for colleagues to become HeForShe allies and outlines the difference we can all make as we work towards improved gender equality in policing.

[WATCH THE VIDEO](#)

This means there are several areas where HeForShe allies can support.

Violence against women and girls is a priority for all forces, and it is important to recognize the gender inequalities within our communities. Moreover – how can we, as police forces, best support our victims when we have officers and staff with sexist and misogynistic attitudes and behaviors? As HeForShe allies, you can be part of the solution to overcome this problem.

We must also remember that gender equality benefits everyone, and that includes men. Harmful male stereotypes

can lead to men behaving in a way that they don't want to, not having a work-life balance, not seeking help, and not speaking out about how a traumatic event has affected them. Men are significantly more likely to die by suicide than women.

Where do I sign up?

If you want to become an ally within **[FORCE NAME]** or if you have any questions.

Please contact **[NAME]** for further details and resources.

[More about HeForShe](#)



Case Study:

ITF

The ITF set out clear expectations when developing its Men as Allies programme, linked to its broader gender equality programme, “Advantage All.”

All male allies joining the programme are asked to:

1. *Identify Your Commitment*

- Identify up to three key commitments that demonstrate your support for gender equality. These may be personal commitments or organizational commitments.
 - Organizational commitments may include a commitment to develop a gender equality strategy, to balance your board, to be a mentor or develop women’s leadership programmes.
 - Personal commitments include changes to personal behaviours or actions such as social media posts, attendance at women’s events, and championing or mentoring an individual to help them achieve their goals.
- Set out your KPIs. Where possible, these commitments should have tangible outcomes that can be measured.

2. *Create an Action Plan on How to Achieve These Commitments*

- The what, how, who and by when.

3. *Take Action to Implement Your Plan*

- Set your plan in action? How can you elicit change?
- Recruit supporters or mobilize your team to achieve your commitments.
- Publish or promote your commitment and communicate progress publicly.

4. *Measure Your Progress*

- Monitor progress on an annual basis.
- Report back to the central male allyship team.

Organizations may also wish for each male ally to make a pledge or personal commitment as to how they are going to work towards gender equality. These can be published internally and updated over time.



1.4. Terminology

This section contains further information on some commonly used terms when talking about gender equality and allyship. Sources have been provided for further learning.

Ally

in relation to gender, an ally is someone who recognizes women's rights across the world are not just a women's issue, but also a human rights issue. In the workplace, an ally for gender equality will question power dynamics in their actions and words and take responsibility for change. The below source provides nine ways that men can become allies for equal rights.

Source: [9 Ways Men Can Become Allies For Equal Rights](#)
UN Women | Europe and Central Asia

Gender

Gender refers to the roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In addition to the social attributes and opportunities associated with being male and female, and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis, including class, race, poverty level, ethnic group, sexual orientation, age, etc.

Source: UN Women | [OSAGI Gender Mainstreaming - Concepts and definitions](#)



Gender Equality

refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.

Source: UN Women | [OSAGI Gender Mainstreaming - Concepts and definitions](#)

Gender Identity

reflects a deeply felt and experienced sense of one's own gender. A person can identify in many ways, for example as a woman, a man, as non-binary, or as gender fluid.

Source: [Transgender people](#) | OHCHR

Gender Equity

The preferred terminology within the United Nations is gender equality, rather than gender equity. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women. Such use of equity in relation to the advancement of women has been determined to be unacceptable. During the Beijing conference in 1995 it was agreed that the term equality would be utilized.

This was later confirmed by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) committee in its General recommendation 28:

States parties are called upon to use exclusively the concepts of equality of women and men or gender equality and not to use the concept of gender equity in implementing their obligations under the Convention. The latter concept is used in some jurisdictions to refer to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

Source: UN Women | [OSAGI Gender Mainstreaming - Concepts and definitions](#); Committee on the Elimination of Discrimination against Women (2010), General recommendation No. 28 on the core obligations of States parties under article 2 of CEDAW.



Gender Parity

statistical measure used to show the ratio between men and women. The Charter of the United Nations stipulates that there shall be no restrictions on the eligibility of men and women to participate in every capacity and under conditions of equality in the system's principal and subsidiary organs.

Source: [How We Work: Gender parity in the United Nations | UN Women – Headquarters](#)

Intersectionality

is the acknowledgement that everyone has their own unique experiences of discrimination and oppression, and we must consider everything and anything that can marginalize people – gender, race, class, sexual orientation, physical ability, etc.

Source: [Intersectionality Resource Guide and Toolkit \(unwomen.org\)](#)

Transgender

is an umbrella term used to describe people whose sense of their own gender is different to the sex that they were assigned at birth. This toolkit includes trans individuals when referring to men or women.

Source: [Transgender people | OHCHR](#)

Mentorship

is a relationship where an experienced individual (the mentor) provides guidance, support, and knowledge to a less experienced person (the mentee) with a focus on professional and personal development. In the context of gender, mentorship involves actively supporting individuals of all genders, with particular attention to addressing gender-specific challenges and barriers. This relationship can help mentees navigate gender dynamics in the workplace, develop their careers, and build skills needed for advancement. Mentorship can occur between individuals of any gender and does not require the mentor to hold a management position.

Source: [Harvard Business Review](#)

Sponsorship

builds on mentorship and involves an advocate (the sponsor) who actively champions and promotes the career advancement of their protégé, particularly focusing on overcoming gender-related barriers. In this context, sponsors use their influence to enhance the visibility and opportunities of their protégés, addressing gender imbalances and advocating for equitable advancement. Sponsors may recommend protégés for promotions, involve them in high-profile projects, and support their achievements, with an emphasis on addressing gender inequities. Sponsorship requires a deeper level of commitment, as the sponsor's reputation is tied to the protégé's success and progress.

Source: [Harvard Business Review](#)

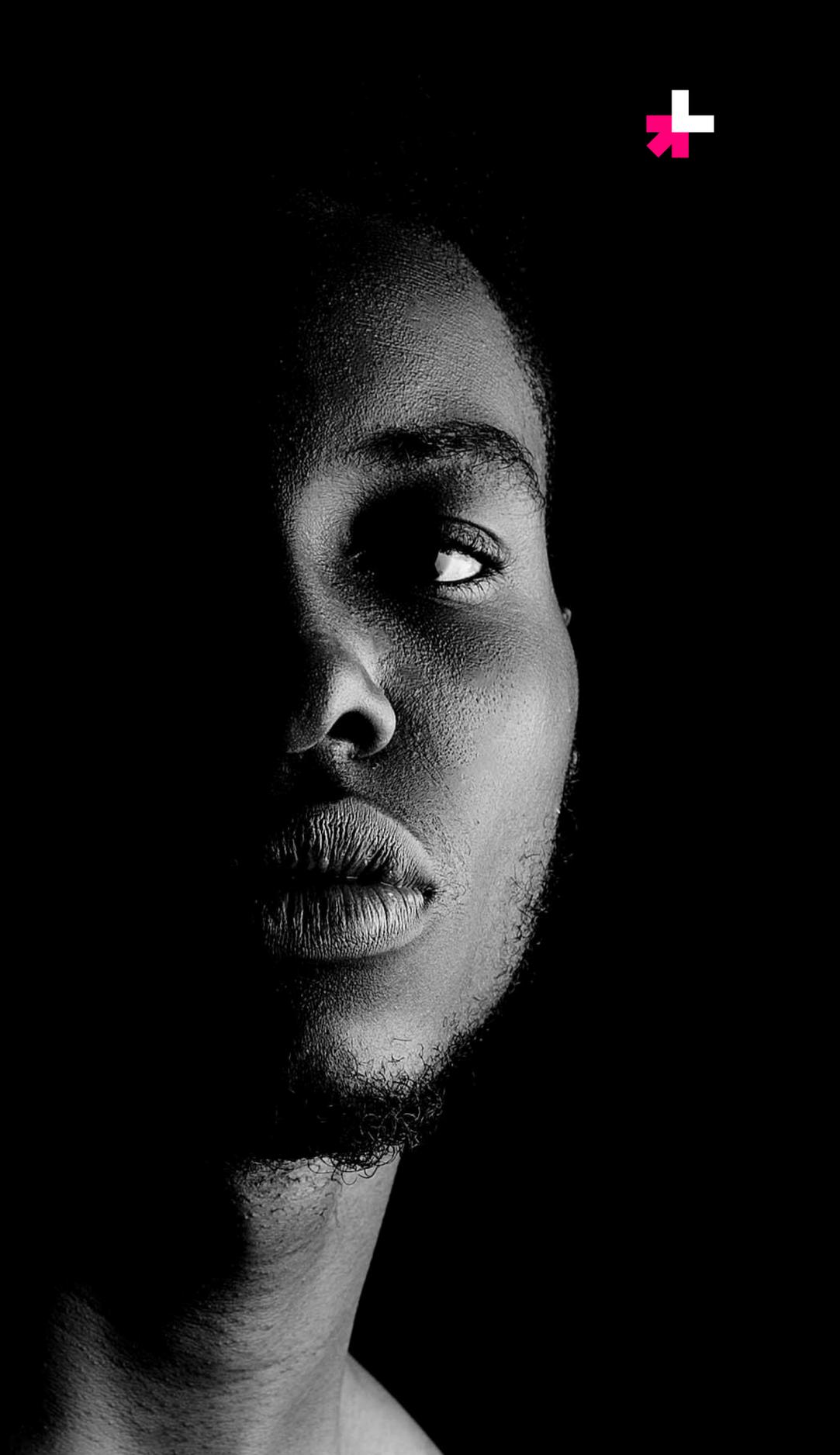


Transforming Patriarchal Masculinities

“Patriarchal masculinities” refer to ideas about and practices of masculinity that emphasize the superiority of masculinity over femininity and the authority of men over women. Patriarchal masculinities serve to maintain gender inequalities and power hierarchies more broadly. They include norms, laws, and structures that privilege men over women, ranging from individual attitudes and behaviours to institutional policies and cultural narratives.

The approach that groups like the HeForShe Alliance use to foster male allyship in the push forward for gender equality is grounded in transforming patriarchal masculinities, or TPM. This approach encourages men to use their existing structural privilege in society to disrupt the social structures that give them such privilege in the first place. This can be done by allying with women, amplifying women’s voices, and challenging gender stereotypes, throughout society.

The TPM approach focuses on challenging behaviours, systems, institutions, and ideologies that create, uphold, and perpetuate inequalities. This means standing up for women’s full and equal rights, while also creating space for men to break free from social norms that restrict them from expressing their full human potential. By transforming ideas around gender roles, TPM can have positive effects for all people, allowing them freedom in choosing a vocation, being able to participate in care, and otherwise dismantling rigid gender roles.





Case Study:

PwC

The "**Building Gender IQ**" course, a collaborative effort between HeForShe and PwC, is an online educational platform designed to enhance understanding of gender equality and its significance. Launched by UN Women, the course aims to educate users on the impact of gender norms and stereotypes, offering practical insights into how they can contribute to a more equitable workplace.

Learning Objectives

- Understand the benefits of gender equality and the costs of gender inequality
- Recognize unconscious bias and its effects on decision-making
- Explore societal constructs around gender and the ongoing need for gender equality
- Learn how challenging gender assumptions can lead to a more equal world

Audience

This course is aimed at the general public, including employees at all levels within organizations, who seek to deepen their understanding of gender issues and their broader societal impacts. It is particularly relevant for professionals looking to foster inclusive workplace cultures.

Format and Structure

Length

Approximately 35 minute

Methodology

The course combines video-based expert lectures with interactive activities to engage users and build awareness.

Modules

- 1. Introduction – Understanding Gender & Gender Norms:** Provides foundational knowledge on gender and societal norms.
- 2. The Global Cost of Gender Inequality:** Examines the economic and social impacts of gender disparities.
- 3. The Benefits of Gender Equality:** Highlights the advantages of achieving gender parity for individuals and organizations.
- 4. Call to Action:** Encourages participants to implement inclusive practices and contribute to gender equality.

Uptake and Reception

The course has been well-received by a diverse audience, including corporate employees, educators, and the general public. Participants have praised its engaging format and practical insights. Many organizations have integrated the course into their training programmes, using it to raise awareness and drive discussions on gender equality within their teams.

Implementation and Impact

Organizations that have adopted the Building Gender IQ course report increased awareness of gender issues and improved understanding among employees. The course has been used to complement broader diversity and inclusion initiatives, contributing to more informed discussions about gender equity and inspiring actionable changes within workplaces. Feedback indicates that the course has successfully fostered a more inclusive culture and encouraged employees to actively support gender equality.

[HeForShe Building Gender IQ Online Course](#) is available to all.



HeForShe

STEP 2

Developing an Active Network of Male Allies



Once male allyship has been promoted within an organization and individuals have been identified to take on that role, it is important to support them on an ongoing basis to drive forward activity and maintain momentum. Additionally, there should be periodic recruitment of new male allies to ensure that engagement continues to grow and evolve. By creating structured opportunities for others to join in, organizations can foster a more inclusive environment and sustain long-term commitment to allyship.

2.1. Feedback

Once a network of male allies has been recruited and starts to be active, it is important to gain feedback from the allies, women in the organization and the organization to ensure the programme gains momentum and is effective.

Male Allies

Having regular meetings or drop-in sessions with your allies will allow them to update on their progress but also offer any feedback as to what is working well and what is not. Online channels can be used to keep allies connected and anonymous surveys can ensure honest feedback is received.

Case Study: UK Policing

Essex Police currently has over 60 male allies supporting the HeForShe movement. They meet regularly to identify areas of action and update on progress. They also have access to an online resource hub sharing information and resources to support them in their activity.

To improve understanding and identify gaps in knowledge, a short and anonymous online survey was produced for allies. Feedback provided suggested more guidance and information were needed to build confidence in holding general discussions around gender equality and promoting the HeForShe movement.



It is important to listen to your male allies and identify any gaps in their knowledge or understanding.

Providing them access to up-to-date gender equality information can help them make time to expand and develop their thinking.

You may also wish to host routine training or development sessions for male allies. These sessions can focus on a range of areas to enhance their skills and knowledge, including:

Understanding Gender Dynamics

Explore the impact of gender norms, unconscious bias, and power dynamics in the workplace.

Effective Allyship Practices

Learn strategies for supporting and advocating for gender equality, including how to challenge discriminatory behaviors and practices.

Communication Skills

Develop techniques for having difficult conversations about gender and inclusion, and effectively communicate support for gender equality.

Resource: **Equimundo**

Equimundo works to promote gender equality and create a world free from violence by engaging men and boys in partnership with women, girls and individuals of all gender identities.

They have produced an **Engaging Men for Gender Equality in the Workplace Manual** that can be used to tailor activities and discussions.

Mentorship and Sponsorship

Gain insights into how to mentor and sponsor women in the workplace, including identifying and addressing barriers to their advancement.

Cultural Competency

Understand and respect diverse perspectives and experiences related to gender, including intersectional issues that affect different groups of women.

Leadership in Gender Equality

Acquire skills to lead and implement gender equality initiatives within the organization, including policy development and programme management.

Topics include: gender basics; gender roles and norms; gendered divisions of work; power; gender-based violence; sexual exploitation, abuse and harassment; male allyship; and interpersonal communication skills.

The manual and relevant resources can be accessed for free on the [Equimundo website](#).



Creating a feedback loop with male allies and monitoring the impact of any training or inputs provided to them is recommended and can give evidence of allyship. Furthermore, giving allies tangible actions to complete after training is another way to hold them to account and monitor their activity.

Case Study: **HCLTech**

HCLTech pride in being a company that focuses on building bridges that leads humanity into a sustainable and equitable future. This ideology reflects in their efforts to be diverse, equal, and inclusive with their entire workforce.

HCLTech's Allyship program is a critical element to understand, appreciate and advocate diversity in the workplace, it is must to have allies supporting gender, ethnicity multiculturalism, disabilities, and LGBTQIA+ inclusion. Allyship is a virtual instructor led training module to further the DEI agenda by creating DEI champions who, as allies, will help address the specific inclusion practice internally and call out non-inclusive behaviors.

The learning objectives of allyship at HCLTech aim to equip people managers with the knowledge, skills and attitudes necessary to support and advocate underrepresented groups effectively.

The program modules:

- A. Why inclusion and allyship is important,**
- B. What is allyship,**
- C. What type of ally are you,**
- D. Creating Gender inclusion promise,**

focuses on following key learning objectives:

- 1.** Clarify the meaning of allyship within the context of diversity and inclusion, emphasizing the support and advocacy for marginalized groups.
- 2.** Identify common barriers such as biases, stereotypes and fear of speaking up, that hinder individuals from becoming effective allies.
- 3.** Encourage self-reflection on personal biases and privileges. Helps participants understand how these factors influence their ability to be effective allies.
- 4.** Inspire participation to reflect on their own biases and commit to taking concrete steps towards becoming better allies in their workplace and community.

Upon completion of cohorts, we witnessed extreme several positive effects:

- They were more aware of the challenges faced by underrepresented groups and develop a heightened sensitivity towards diversity and inclusion issues.
- People managers, who attended the cohorts, added marginalized employees in their teams.
- The inclusive culture enhanced employee satisfaction, which lead to higher engagement and improved retention rates.



HCLTech's

Hire and Promote

promise by allies focuses on enhancing gender diversity and inclusion in the workplace.
This promise involves below key commitments:



My Gender Inclusion Promise

Please let me know when
I am not demonstrating the following behaviours.

Complete the following sentence

My Gender Inclusion Promise is to use my *Value 1 (Authenticity)* and *Value 2 (Humility)*
by *Behaviour 1 (Say what I mean)* and *Behaviour 2 (Invite others' view)*
while interacting with my women team members. **I will ensure to hire women team members
and promote women team members this year.**

Date: DD/MM/YYYY



Women in the Organization

Gender equality benefits everyone and everyone needs to be working towards it. HeForShe is not a call for men to achieve gender equality in isolation, it is for them to stand in solidarity with women, who for generations have taken on the burden to progress change.

Male allies must be conscious to work as collaborative partners with the women in their organization. One way to do this is for male allies to attend the meetings of any gender or women's networks your organization may have. Updates on activity can be shared and opportunities to work together identified.

It is important that male allies work with women to identify and dismantle barriers and not assume they know what women need.

Case Study: **UK Policing**

Police Scotland recently integrated a women's rugby team into the well-established Scottish Police Rugby section, which traditionally featured only men's teams. From the outset, every member of this united section has fully embraced the HeForShe initiative, striving not only to stand for gender equality but also to be recognised as a singular, cohesive team rather than separate entities. The HeForShe banner is proudly displayed on their playing kits and casual wear, symbolising their commitment to gender equality. However, Scottish Police Rugby is determined to demonstrate their commitment goes far beyond mere symbols.

The women's matches have been given prominence as the main fixtures during specially organised joint events, ensuring that inclusion and equal opportunities are central to every aspect of the player experience, regardless of gender. This inclusive mindset extends beyond the pitch, influencing every detail of the hospitality and fan experience. Scottish Police Rugby is dedicated to making everyone feel like part of the team, both on and off the field.

Scottish Police Rugby like to challenge traditional norms. They focus on small but significant changes that have a big impact, always listening to the perspectives of their female players and value crucial support from the HeForShe UK Policing Team.

Efforts include the replacement of the traditional male-focused tie presentation for a player's first appearance with a gender-neutral pin badge. This initiative has evolved further, with the adoption of gender-neutral polo shirts as the standard post-match attire, reinforcing the message that they are one unified team.

With these foundational changes firmly in place, Scottish Police Rugby is now focusing on ensuring equality in funding and support, ensuring that all players, regardless of gender, have the time and resources they need to thrive.

More information can be found on the [HeForShe website](#).



Another effective way to work together with women and gain a deeper understanding of their experiences in the workplace is through reverse mentoring.

In this approach, a senior male leader is mentored by a woman in a more junior position within the organization. This mentoring relationship provides the senior leader with valuable insights into the experiences and challenges faced by women in the workplace.

While reverse mentoring is not a primary tool for systematically assessing workplace experiences—where surveys and interviews are more comprehensive—it is valuable for enhancing allyship.

These mentoring sessions can focus on how men can better support and advocate for women in the workplace, offering practical guidance and feedback that the male leader can act upon.

Case Study: **De Beers**

De Beers run a Reciprocal Mentoring Programme, where all participants are equal partners, each taking on the role of both mentor and mentee to exchange knowledge and insights in equal measure. These topics range from:

- The unique challenges of underrepresented communities in the workplace
- How to overcome setbacks in career
- Unconscious bias and exclusionary behavior in the workplace
- Building more equitable workplaces
- Social change affecting the workplace

Through the programme, leaders get to see and experience De Beers through a different lens and get closer to everyday realities. In the past this programme has been delivered with a distinct gender lens; enabling senior male leaders to gain insight from women more junior in the organization. Participants of the programme are committed, ready to learn and focused on system change.

The programme actively seeks to understand the deep-rooted challenges that exist for underrepresented groups such as women.

Participants aim to co-create solutions together to help support and develop new cultural initiatives and career strategies helping to eliminate gender barriers.

One woman participant said,

Knowing that your views and opinions are not only appreciated but actually encouraged makes it very easy to effortlessly contribute without any fear of judgement and exclusion.

Another women participant said,

Male allyship is so important in making sure that all views are heard, that everyone feels seen and that no one is looked down on or disparaged because of their gender.



Organizational Feedback and Support

HeForShe and male ally activity should have executive sponsorship. Executive sponsorship involves senior leaders actively supporting and endorsing these initiatives, ensuring they are integrated into the organization's strategic priorities and resource allocation. It is crucial for progress to be shared at relevant boards and working groups relating to equality, diversity, and inclusion. This engagement provides opportunities for feedback to be obtained and helps drive accountability and sustained commitment.

Male allies play an important role in organizational change, improving policies, processes, and culture in support of gender equality. It is important for male allies to have a voice at meetings across all levels of the organization to help cast a gender lens over each area.

Case Study: **INSEAD**

Since joining the HeForShe Alliance, INSEAD senior male leaders have acted as role models in male allyship. This has driven forward the HeForShe movement internally and has supported feedback across the organization.

At the time of joining the HeForShe Alliance, the then Dean of INSEAD, Professor Ilian Mihov, was actively engaged as a dedicated ally working to sponsor women throughout the school, whether they are faculty, staff, students, executive participants or senior leadership. He was instrumental in driving efforts to achieve a gender-balanced board and was also congratulated by UN Women as a male Champion.

This commitment to male allyship has continued as INSEAD's new senior leadership team has taken charge this year, led by the current Dean, Professor Francisco Veloso. Supporting him in his efforts are other senior male allies, Dean of Faculty, Professor Peter Joos, Dean of Europe Campus & Degree Programmes, Professor Mark Stabile, and Dean of Asia Campus & Executive Education, Professor Sameer Hasija.

Working closely with other faculty, senior staff, alumni and students of all genders, male allies inspire by example and motivate others to actively sponsor and promote women within the INSEAD community and beyond. Two significant recent developments highlight the school's continuing efforts in this direction: the appointment of Kristin Skogen Lund as first female Chairperson of the INSEAD Board of Directors; and the appointment of Professor Kaisa Snellman as the first Associate Dean of Diversity, Equity & Inclusion.

INSEAD's male allyship efforts, while informally organized, have been effective through role-modeling by high-profile senior leaders who are able to influence change and motivate progressive actions by others, irrespective of gender.



2.2. *Making Changes*

Responding to feedback and making improvements is an important part of any male allyship programme. Section 2.1 identified how to obtain feedback and it is key to continually reflect on what is working well and what is not.

It is important to remember that cultural shift and changes within organizations take time; continue what is working well and adapt and update if necessary to ensure consistent activity.

Case Study: **ITF**

One year since the launch of the ITF Men as Allies programme, a review of progress revealed that around 75 per cent of the male allies committing to the programme were from Europe.

As the world governing body of tennis, working with 213 member nations across the world who have recognized national tennis federations, the ITF set about revitalizing the programme to extend its reach and impact across the globe.

This involved recognizing that every region, nation and organization has a different set of challenges specific to their context.

In consultation with the ITF's Advantage All Committee, which oversees the ITFs work promoting gender equality, several actions were discussed.

These actions included:

- Meeting with the top level of leadership in each ITF regional association (RA) (Africa, Asia, Central America and the Caribbean, Europe, Oceania and South America) to engage them with the programme and encourage more involvement from them and their member nations.
- A coordinated communications effort including a global "call to action" as well as more targeted requests for key individuals to become male allies.
- Developing case studies from each RA to bring the programme to life and help potential male allies understand what it means to be a male ally.
- Aligning the Men as Allies programme with the ITF Advantage All leadership programme to ensure that more men stand up for, support, sponsor and mentor aspiring women leaders.

Lessons learned:

- Regular reviews and check-ins on progress are vital.
- The importance of clear and regular communication on what it means to be a male ally.
- The value of case studies to bring the challenges to life.
- That concerted and sustained efforts are needed over years (not months) to effect global change.

“The ITF Men as Allies programme is a crucial part of how the ITF is effecting global change in gender equality in tennis. By engaging our regional associations, we want to see more male allies working in every nation around the world so that women and girls have the opportunity and support that they deserve.”

David Haggerty
ITF President and
HeForShe Champion





2.3. Motivation

After the initial activity by male allies, it is useful to support them and motivate them to continue their allyship.

Routine meetings or drop-in sessions, along with email updates or newsletters, are a great way to maintain their interest in and engagement with HeForShe, as well as providing information on how they can be better allies. Sharing success stories or positive activities undertaken by allies is also a great motivator.

Case Study:

International Rescue Committee

At the IRC, a male ally:

- Is a member of a powerful group that supports efforts to eliminate the systemic oppression of less powerful groups.
- Believes all human beings are equal and deserving of the same rights and opportunities.
- Is prepared to take risks to support the advancement of women and other marginalized groups.

The IRC is keen to establish a supportive environment for its Gender, Equality, Diversity and Inclusion (GEDI) initiatives, where men are included as both beneficiaries and allies. However, although men expressed a desire to support women's empowerment and gender equality initiatives, they often felt unsure about how to do this effectively.

To address these issues, the East Africa regional office of the IRC organized a pilot "Male Campfire" series consisting of six sessions. These sessions are aimed at male staff across Ethiopia, Kenya, Somalia, South Sudan and Uganda who are interested in building their skills and knowledge on gender equality and allyship.

Covered concepts were:

- Crisis of masculinity in the African context
- Gender as a social construct and concept of "masculinities"
- Impact of patriarchy
- Focus on men's mental health
- Why men need feminism
- Male allyship with women

Guest speakers, including both IRC staff at different levels of seniority as well as external experts, were invited to share their experiences during the sessions. External facilitators, who were seen as more neutral and objective, were supported by internal co-facilitators from human resources and GEDI to provide contextual insights. Videos were used to generate interest and presentations were kept brief to allow more time for discussions.

Feedback has been very positive:

- All participants thought the discussion series were useful
- All would like the series to continue
- A total of 80 per cent said their own understanding of gender concepts improved "a great deal" or "a lot"

After attending the discussion series, the men were more likely to consider themselves feminists and want to support the IRC's "**Women@Work**" networks and initiatives.



Lessons learned:

- Creating a safe space is critical for effective learning, reflection, and candid dialogue. Such environments allow participants to ask questions, share their experiences and concerns openly, and engage in honest discussions without fear of judgment or repercussions. This openness is essential for fostering understanding and growth in the context of gender equality and allyship.
- Being aware that men would also prefer forums to discuss issues affecting them, such as navigating challenges related to work-life balance, dealing with societal expectations of masculinity, addressing mental health concerns, and understanding the impact of gender norms on their personal and professional lives. These forums provide a space to explore how these issues intersect with their role as allies and contribute to a more nuanced and empathetic approach to gender equality, beyond conventional gender training or awareness programmes.
- These sessions are not for all men; be realistic about who is recruited, starting with reaching out to more moderate men and those interested first and using this to create momentum afterwards.

- Seeking support from male facilitators who are GEDI experts or have GEDI skills is essential.
- While men are keen to continue, discussions may need to be tailored on an ongoing basis to address current organizational challenges and create a deeper connection to IRC workstreams.
- Consistent attendance was a challenge.

The IRC is using the results and feedback to agree on a scalable format of engagement that can be shared across the organization.

Attendees said:

“We need to talk about hegemonic masculinities and continue on this topic again and again.”

“Thank you for creating male spaces (virtually)! These are important issues!”

“As men, we need to share our problems and share among ourselves. Problems shared are problems half solved.”

***Allyship
is usually
an addition
to a day-job
so any resources
or information
you can give
male allies
to support
them is
beneficial.***



Case Study: **UK Policing**

UK Policing developed an online resource hub to easily share resources with allies. They also held quarterly online good practice sessions to share examples of positive ally activity across policing. Both provided support and motivation to allies.

Online Resources Hub

This provided a central online hub for all relevant ally resources. This could be accessed at any time, by any ally across the HeForShe policing network and included resources such as template presentations to support gender equality discussions, template documents relating to specific project work and HeForShe branding.

Quarterly Good Practice Sessions

these online sessions are held every quarter and provide an opportunity for any ally to share their experiences and what they have learned. Sessions are open to all UK Policing allies and usually focus on a theme such as the menopause, or attraction to specialist police units e.g. firearms, roads policing etc.

2.4. Obstacles

Male allies may face obstacles in their support for gender equality, such as resistance from peers, balancing allyship with other responsibilities, and misunderstandings about their intentions. Overcoming these challenges requires persistence and a commitment to effectively support gender equality.

One obstacle often spoken about is having the time to be an ally. However, allyship is not always a specific task to complete but is also a general approach to one's interactions, providing an opportunity to include a gender equality and empowerment lens in everything you do. Allyship can be as simple as supporting a woman within your team to go for promotion or scheduling an important meeting within term time rather than within school holidays; not all ally activity has to be as big as working to change an organizational policy or process.

Male allies may also find objection to the work they are doing from all genders. Evidence-based activity and taking time to explain actions can be a great way to overcome this.

Case Study: **UK Policing**

UK Policing undertook a survey among women officers to better understand why specialist firearms units had such low representation of women.

Advertising of the survey gained significant commentary from men and women. Some men within the organization interpreted the survey as an intention to lower the standard that is required to be a firearms officer or to give positions to women just because of their gender.

Some women who were existing firearms officers explained that they had adapted themselves to fit in with the male-dominated team and that the survey would highlight their difference, causing them to be seen in a negative light.

UK Policing found it was important to address these comments both personally and throughout the organization. Data were provided to show the low levels of women officers within specialist firearms units and discussions held on gender equality provided ideas about why women were not joining these units at the same rate as men. Discussions about the characteristics and benefits of a more gender-balanced team highlighted positives such as enhanced team dynamics, diverse viewpoints fostering better decision-making, and increased innovation. These insights were endorsed by leadership and key stakeholders, who in turn garnered stronger support for initiatives aimed at achieving gender balance.



It is important for male allies to understand that supporting gender equality does not mean just supporting women. Often the actions of male allies can be misinterpreted by other men in the organization, who think the male allies are trying to take away something from men to give to women.

Promoting gender equality and the benefits it brings to all genders is important.

Case Study: **UK Policing and Movember**

UK Policing hosted a HeForShe **“Working Together”** event bringing together police forces to explore ways police of all genders could work together towards gender equality.

One session was held by men’s mental health charity Movember, where representatives spoke passionately about their support for men’s physical and mental health. They started a positive dialogue about supporting the men in our lives to speak about how they are feeling and how to access healthcare.

This continued into a panel discussion where men from Movember and male officers and staff from policing spoke about their experiences, with their own health and in supporting colleagues, friends and family.

The [Movember website](#) has a huge number of resources to support men.





2.5. *Accountability*

It can be useful to have some way to hold those acting as male allies to account, ensuring they are continuing to act and promote gender equality.

A visible pledge or published promise by each male ally (e.g., photos of men holding signs with their specific commitments on the organization website) is one way to hold male allies to account and can be updated annually to show progress and reconfirm their commitment.

Any form of updates or an activity log can also be used to monitor and track progress.

Case Study: **UK Policing**

UK Policing produces an annual report to demonstrate progress on gender equality and share good practice throughout its HeForShe network. This report also has the intention of holding individual police forces and male allies to account.

Every police force that has signed up to HeForShe must provide an annual update detailing one thing they are doing to support HeForShe and gender equality, which is then published in the report. This encourages activity and provides an element of healthy competition between forces.

UK Policing has published five annual reports so far, their most recent can be found on the [HeForShe website](#).



STEP 3

Supporting Male Allies to Make Lasting Change



Male allies can have a positive impact on any organization. Steps 1 and 2 of this toolkit can support you in establishing an active network of male allies.

However, there is always an option to be bolder, to go further and to make lasting change towards gender equality. This may involve advocating for changes in policies, restructuring organizational frameworks and refining systems to ensure they are more inclusive and equitable. By pursuing these deeper changes, you can help create a more profound and enduring impact on gender equality within your organization.

3.1. Professionalizing

Supporting, motivating and coordinating a large network of male allies can be developed into a full-time role. This will help continue the momentum of the allies and provide consistent action towards gender equality.

Case Study: **UK Policing**

London's Metropolitan Police Service (MPS) has developed a network of almost 2,000 HeForShe Allies. As the network grew, a role for a HeForShe Coordinator was created. The Coordinator supports the MPS's two HeForShe senior leads, and works to recruit more allies, supporting them as they collaborate to engender a more gender equal culture.

The Coordinator keeps records of allies and where they sit in the organisation, regularly updating them via newsletters and through other central comms channels. These celebrate best practice and inform the wider organisation on relevant strategic activity. The Coordinator has developed a bespoke HeForShe 'encyclopaedia' of material which informs and educates allies. They facilitate monthly 'HeForShe Explores' sessions, which seek to breed empathy and a deeper understanding in allies about issues pertinent to gender equality, through the engagement of people with relevant lived experience sharing stories. The HeForShe Coordinator has become a subject matter expert and a useful point of contact for anyone in the organisation or partnering with it, seeking to develop gender equality work.



3.2. *Ally Activity*

Most ally activities will involve small, daily interactions that promote gender equality and contribute to cultural change. These may include challenging biased language, supporting colleagues in career development, or advocating for equal opportunities. However, allies also have opportunities to engage more deeply through actions such as:

Advocating for Policy Changes

Proposing and supporting revisions to workplace policies to ensure they are inclusive and equitable, such as introducing flexible work arrangements, fair parental leave, or anti-harassment policies.

Initiating Programmes

Launching or supporting programmes aimed at increasing gender diversity, such as mentorship initiatives, diversity training workshops, or employee resource groups focused on gender issues.

Championing Specific Projects

Leading or participating in projects that address gender disparities, such as audits of pay equity, assessments of recruitment practices, or evaluations of promotion processes.

By taking these actions, allies can drive significant and meaningful progress toward gender equality within their organizations.

Case Study: **MTN Group**

The MTN Group has produced templates and pledge kits to help people within the organization to share their views and key messages across certain campaigns.

An example of this is the “UNITE! Invest to Prevent Violence against Women and Girls” campaign that ran during the 16 days of Activism against Gender-Based Violence starting on the 25 November 2023.

Leaders were able to use the resources to demonstrate allyship and raise awareness of gender-based violence (GBV) and MTN Group’s response to it. This included using images to state the Group’s pledge - “I promise to do my part to make the world a safer place for women and girls. Join me in doing more to prevent gender-based violence”. Details were shared of MTN Group’s engagement with women’s groups and employees, its collaboration with organizations combatting GBV, governments and stakeholders, as well as its commitment to providing support, resources and investing in technology solutions.

MTN Group found this approach enabled leaders to show their support and be effective allies, without attending an event or having to free up significant amounts of time. This approach also had the impact of rallying others to show their own support, be they employees or external stakeholders.

An example of this campaign can be seen on [LinkedIn](#).



✦ Allyship Calendar ✦

- **20-24 January**
World Economic Forum
- **24 January**
International Day of Education
- **6 February**
International Day of Zero Tolerance to Female Genital Mutilation
- **11 February**
International Day of Women and Girls in Science
- **8 March**
International Women's Day
- **10-21 March**
CSW69 / Beijing+30 (2025)
- **7 April**
World Health Day
- **22 April**
International Mother Earth Day
- **25 April**
International Girls in ICT Day
- **15 May**
Day of Families
- **17 May**
International Day Against Homophobia, Transphobia, and Biphobia
- **1 June**
Global Day of Parents
- **18 June**
Father's Day (US)
- **12 August**
International Youth Day
- **26 August**
Women's Equality Day
- **10 September**
Start of the 79th Session of the UN General Assembly (UNGA 79)
- **18 September**
International Equal Pay Day
- **20 September**
HeForShe Anniversary
- **24 September**
HeForShe 10th Anniversary Summit
- **10 October**
World Mental Health Day
- **11 October**
International Day of the Girl Child
- **11 November**
United Nations Climate Change Conference
- **19 November**
International Men's Day
- **25 November**
International Day for the Elimination of Violence against Women
- **25 November – 10 December**
16 Days of Activism Against GBV
- **10 December**
Human Rights Day
- **20 December**
Human Solidarity Day

Having a calendar of dates or list of activation points can be useful to identify opportunities to raise awareness of gender equality and male allyship.



3.3. *Industry Influence*

The annual [HeForShe Alliance Impact Reports](#) publicly share good practice and progress from each Alliance member.

Organizations with active male ally networks may wish to share their learning and the benefits of male allies with other organizations within their sector. Industry events are a good opportunity to do this.

Remember everyone needs to be working together towards gender equality, this is not a time to operate in silos or to be in competition.

The benefits of allyship, within wider inclusion work, may be shared further with the supply chain of an organisation, developing a 360-degree approach to an organization's approach.

Case Study: **BMC Software**

BMC Software proactively raises awareness of HeForShe and the importance of male allyship externally and encourages key partners to engage in activity.

Online articles produced by BMC such as [How to be an Ally](#) and [Mitigating Bias by Becoming an Ally](#) share their learning and encourage others to become involved. The key is demonstrating the benefits of male allyship to men who are considering getting involved and including straightforward information and resources to support others in the journey.

BMC hosts a “Global Move” event in October, using its influence to fundraise and drive awareness for HeForShe by encouraging its entire workforce and ecosystem to move, walk, run or roll for 132 minutes. The length of time is intentional, raising awareness that gender parity will take 132 years to achieve unless we all work together.

More information about BMC's support for HeForShe can be found on the [BMC website](#).

Case Study: **HCLTech**

HCLTech has undertaken comprehensive efforts to support lasting change through allyship. The company provides extensive training, workshops, and certification programs to equip employees with the skills needed to be effective allies.

By expanding mentorship programs, establishing peer networks, and engaging in community outreach, HCLTech fosters a supportive environment for underrepresented groups.

At HCLTech Diversity, Equity, and Inclusion (DE&I) strategy focuses on Leveraging Diversity, Elevating Equity and Leading Inclusively for being a responsible business by redefining workplaces, renewing ecosystems, and repaying to society. Our 360-degree approach to DE&I strategy continues to act, adapt, and advance on journey of transformation. DE&I in all forms is central to our methodology of corporate social responsibility that creates a robust and inclusive supply chain and to bring socio economic impact. The company is consciously dedicated to creating and sustaining a culture of equality, self-awareness, authenticity, and accountability in the realms of gender, ethnicity multiculturalism, disabilities, and LGBTQIA+ inclusion.



3.4. *How To Be Bolder*

Once male allyship has successfully been introduced to an organization and shared with like-minded industries, there is an opportunity to be bolder. Going even further to shift the dial towards gender equality.

This may include expanding and developing male allyship work to not only support those in your organization but those in your communities.

Being bolder can also include leveraging multi-stakeholder partnerships to ensure that discussions on male allyship and gender equality are integrated into international forums beyond those dedicated to these topics.

Case Study: **De Beers**

De Beers has introduced policies and training to recognize and respond to domestic abuse and as a result has provided support to community-based organizations addressing GBV located around De Beers operations in Botswana, Canada, Namibia and South Africa.

Through this work, De Beers' community partners on GBV have been able to upgrade several facilities and services for survivors, including provision of counselling services, increased accommodation and washing facilities for children. It also supported tailored campaigns to engage men in the conversation to prevent violence.

This increased awareness across De Beers led to their senior leaders at the mining sites requesting a workshop where they, and their human resources and community-focused teams could increase their knowledge to help reduce GBV. Attendees represented various races, ages, cultures and genders. The workshop allowed all participants to share and reflect on their personal experiences of violence and their hopes, fears and commitments for tackling gender-based violence. Following the workshop, each mining operation developed a Gender-Based Violence Implementation Plan.





Case Study:

DP World and HSBC in collaboration with UN Women

Both DP World and HSBC took action to propel gender-responsive climate action to the forefront of discussions at COP28.

DP World held a panel discussion shining a light on the pivotal role of women in climate resilience. They worked with other HeForShe Alliance members to highlight that when women actively engage in and lead climate solutions, communities thrive.

HSBC hosted a roundtable event, bringing together private-sector entities interested in pursuing gender equality in their business practices. The discussion focused on the pivotal role of male allyship for advancing gender equality in the private sector.

This HeForShe activity on a global stage raised awareness, shared best practice and fostered collaboration, resulting in a call to action urging stakeholders to make clear commitments to integrating gender-responsive approaches into climate action and promoting male allyship within their organizations. Further details on the COP28 HeForShe events can be found on the [HeForShe website](#).





Resources

[Allyship in the Workplace: Training For An Inclusive Culture \(leanin.org\)](#)

[Gender Equity Allies Programme \(lse.ac.uk\)](#)

[Gender-parity-Vacancy-announcements-good-practices-en \(unwomen.org\)](#)

[HeForShe is Calling All Male Allies to Become #RespectfullyDisruptive to Achieve Gender Equality](#)

[Male allyship - how men can become better allies to women - Diversity Project](#)

[MALE ALLIES RESOURCE HUB - everywoman](#)

[MARC by Catalyst | Catalyst](#)

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