

HeForShe

2021

Proven  
Solutions



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# Introduction



# Opening letter from the Executive Director



## **HeForShe is a remarkable initiative that has brought people together to work for gender equality in their communities, workplaces and universities.**

The HeForShe Champions stepped forward in 2015 to bring their insights and influence to bear on achieving gender equality, and to commit the organizations they lead to realizing clear, sustainable change.

Millions of people have become involved; countless relationships have changed and women and girls have seen their lives improve across the globe through men behaving differently, in ways that benefit men too.

From inclusive production lines in Turkish factories to statutory equal pay in Iceland, from reduced numbers of child marriages in Malawi to safer university campuses in Kenya, the world we share – the world we’re building together with the next generation – has become a fairer, safer and more rewarding place for empowered women and girls thanks to HeForShe participants. Now all corporate champions have at least 40% of their Board made up of women; all companies have increased the number of new women hired compared to men; and the percentage of women in senior leadership positions have increased in all universities.

As this first phase reaches its conclusion, we celebrate these and other significant successes, learn from the journeys participants have taken, and look to the future – for there is still much to do. It is our hope that the advances that HeForShe Champions have achieved in policy and law will now further increase their impact through being studied and emulated by other nations, organizations and institutions. Now others can amplify their achievements and go beyond them.

These Proven Solutions released by the HeForShe Champions are practical, stepwise guides that anyone can use to extend gender equality in their own settings. They represent the distilled experience of many committed people who have achieved real results with the methods they present.

Going forward, the newly formed HeForShe Alliance will continue this work in the framework of Generation Equality, focusing the power of allyship and solidarity as we seek to make inequality a thing of the past. There will be new ideas, new approaches, new solutions – a great diversity of creativity and action across sectors and generations, focused on a single, shared goal.

I commend these HeForShe Proven Solutions to you. They are a set of keys that will open many doors for women and girls across the world.

**Phumzile Mlambo-Ngcuka**  
**Under-Secretary-General and Executive Director of UN Women**

# Opening letter from the HeForShe Champions

## **Six years is a long time – and no time at all. It's the length of a realistic business plan or a course of study. It's also enough time to change the world.**

Even small changes can – if they are visible, embedded and adaptable – create an entirely new basis for what happens next. And actions which alter norms, attitudes and expectations can empower people to make an entirely new future for everyone – together.

We have had the unique privilege of being HeForShe Champions for six years. We've been able to show the communities we lead that it's possible to reduce gender inequalities with sensitive policies, targeted initiatives and meaningful actions that respect the needs of everyone involved,

engage their enthusiasm, and demonstrate measurable benefits. If there's any art in what we've helped to achieve, it's been the art of attentive listening. We have learned that it's possible to lead with humility as well as determination.

And we have learned to hold fast to the advances we have made even when we encounter adversity. The COVID-19 pandemic has had profound impacts on us all. But we will not let it, or any other setback, force us to abandon our goal of gender equality.

The Proven Solutions which we have collected here demonstrate the rich variety of approaches which we have all taken to progress gender equality. Each Champion has succinctly described the steps you can take to follow their example. We hope you'll take these Proven Solutions and make them work where you are. And we hope you'll be inspired to create and share your own solutions.

As HeForShe Champions, we represent a diverse set of nations, organisations and universities. The HeForShe initiative has enabled us to focus our efforts, share learnings and support each other. It enabled us to magnify the effects of our actions. Now, with these Proven Solutions added to the world's shared toolbox, it's time to take the next steps towards achieving sustained gender equality for all.

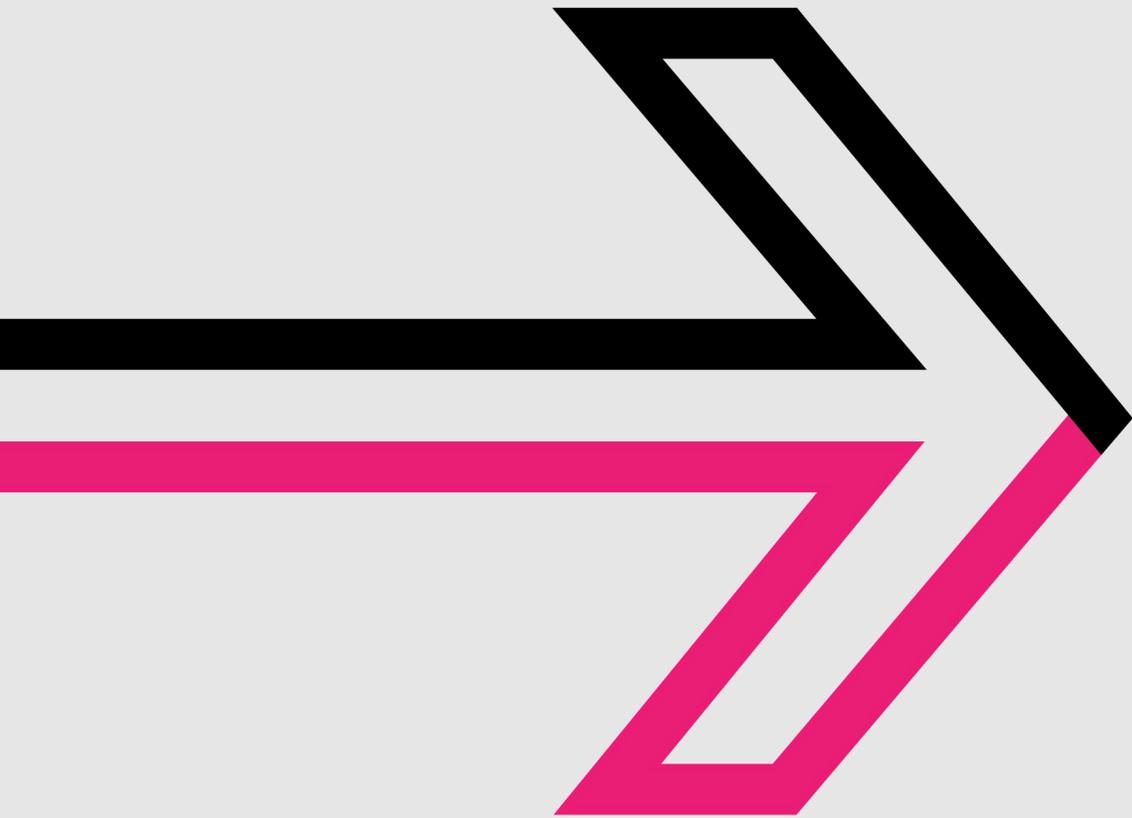
### **HeForShe Champions**

# Gender Parity Data



# Corporate Champions

## Data trends



### Overall company

62%

62% of corporate partners have increased the representation of women in their overall company compared to men



### Top Six Per Cent

85%

85% of corporate partners have increased female representation within the top 6% of their organization



### Board

40%

All corporate partners now have at least 40% of their Board made up of women



### New hires

50%

50% of all corporate partners have increased the number of new women hired



# Thematic Champions

## Data trends

### Overall company

40%

40% of thematic partners have increased the representation of women in their overall company compared to men

### Top Six Per Cent

63%

63% of thematic champions have increased female representation within the top 6% of their organization

### Board

35%

35% of thematic champions have increased the percentage of women on the board

### New hires

40%

40% of all thematic partners have increased the number of new women hired



# University Champions

## Data trends



### Senior Leadership

90%

The percentage of women in senior leadership positions has increased in 90% of the university partners

### Tenured Professors

75%

The percentage of female tenured professors has increased in 75% of universities

### Full-Time Faculty

90%

The percentage of female full-time faculty has increased in 90% of University champions

### Graduate

60%

The percentage of female graduates has increased in 60% of university champion

### Undergraduate

75%

The percentage of female undergraduates has increased in 75% of all universities

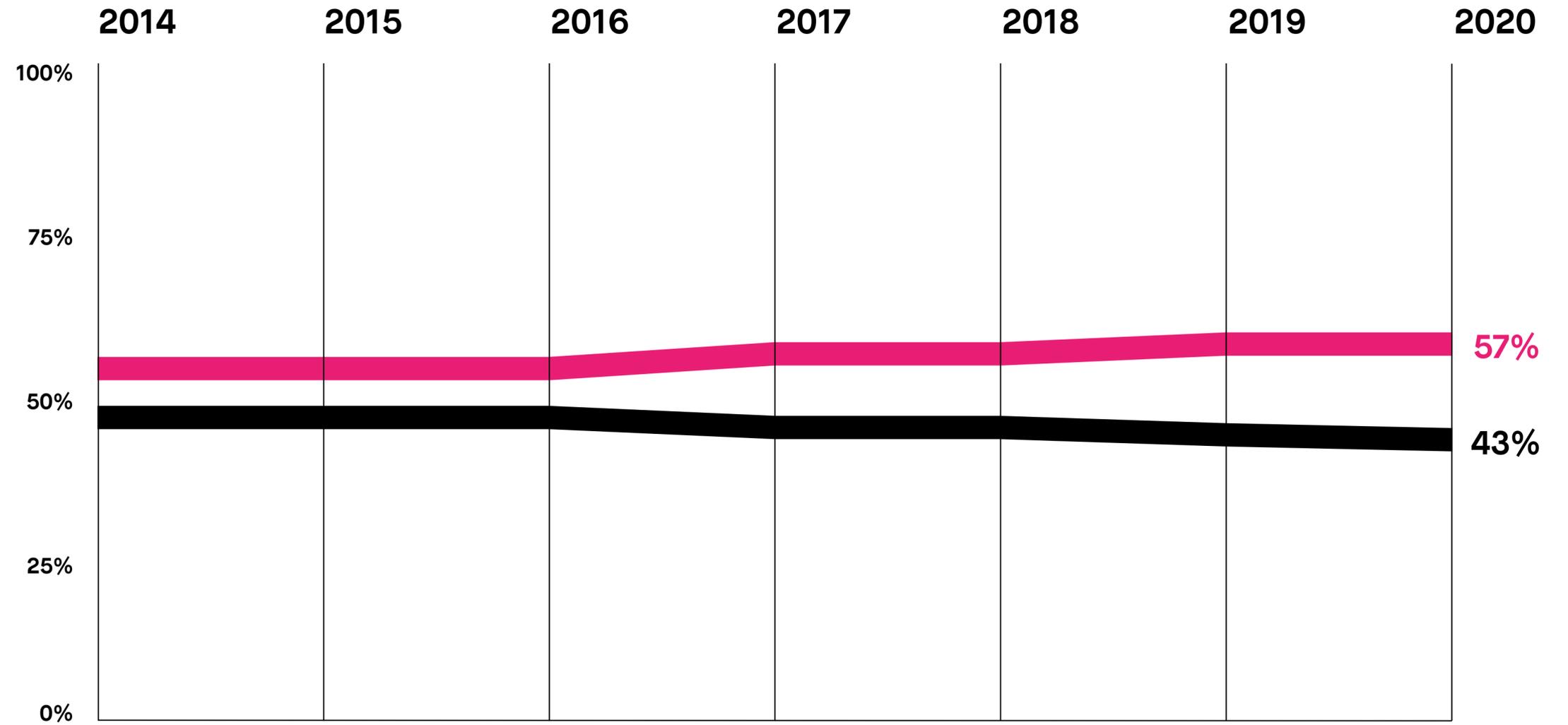
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Accor

## New Hires



Accor: Overall company 2014-2020

Female Male

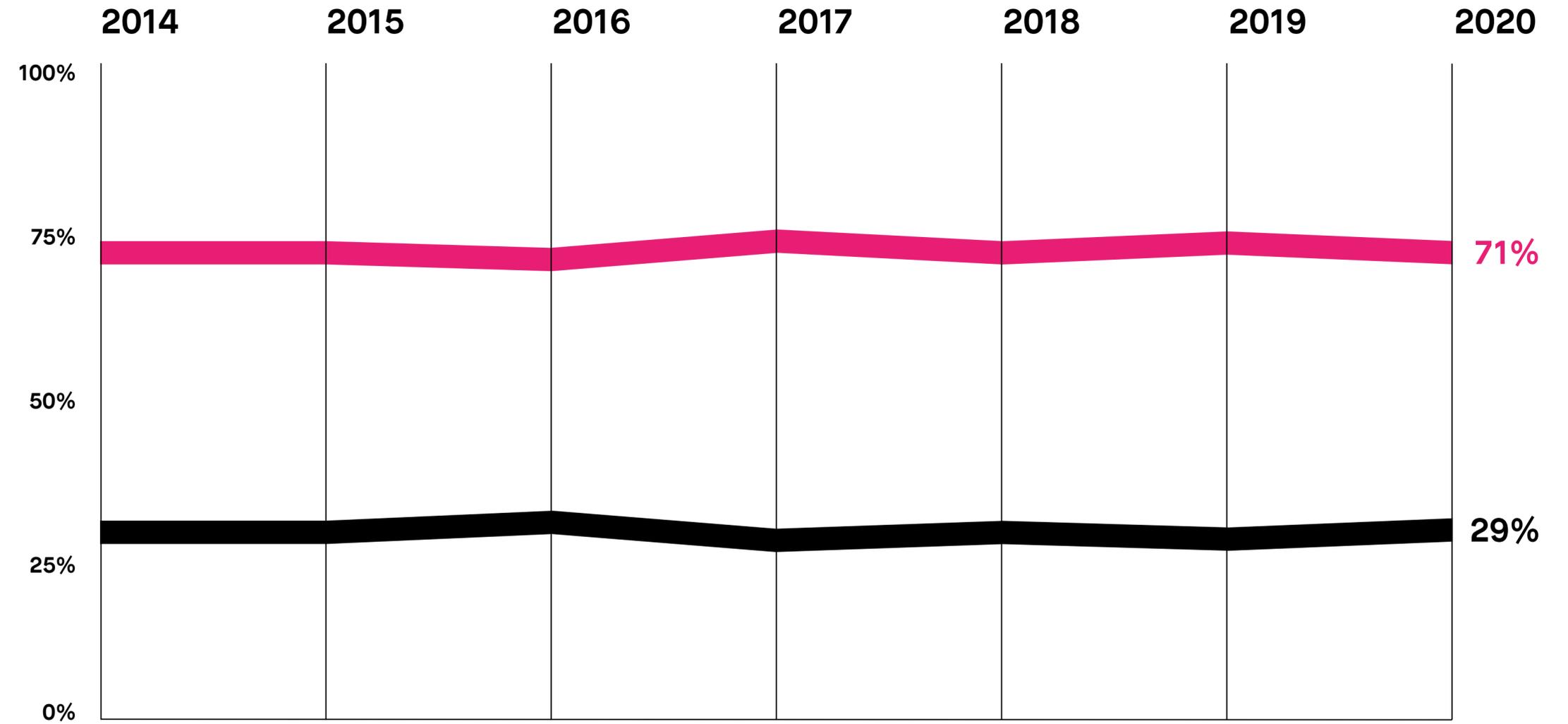
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Accor

## New Hires



Accor: Top Six Per Cent\* 2014-2020

\* SVP / Key position

Female Male

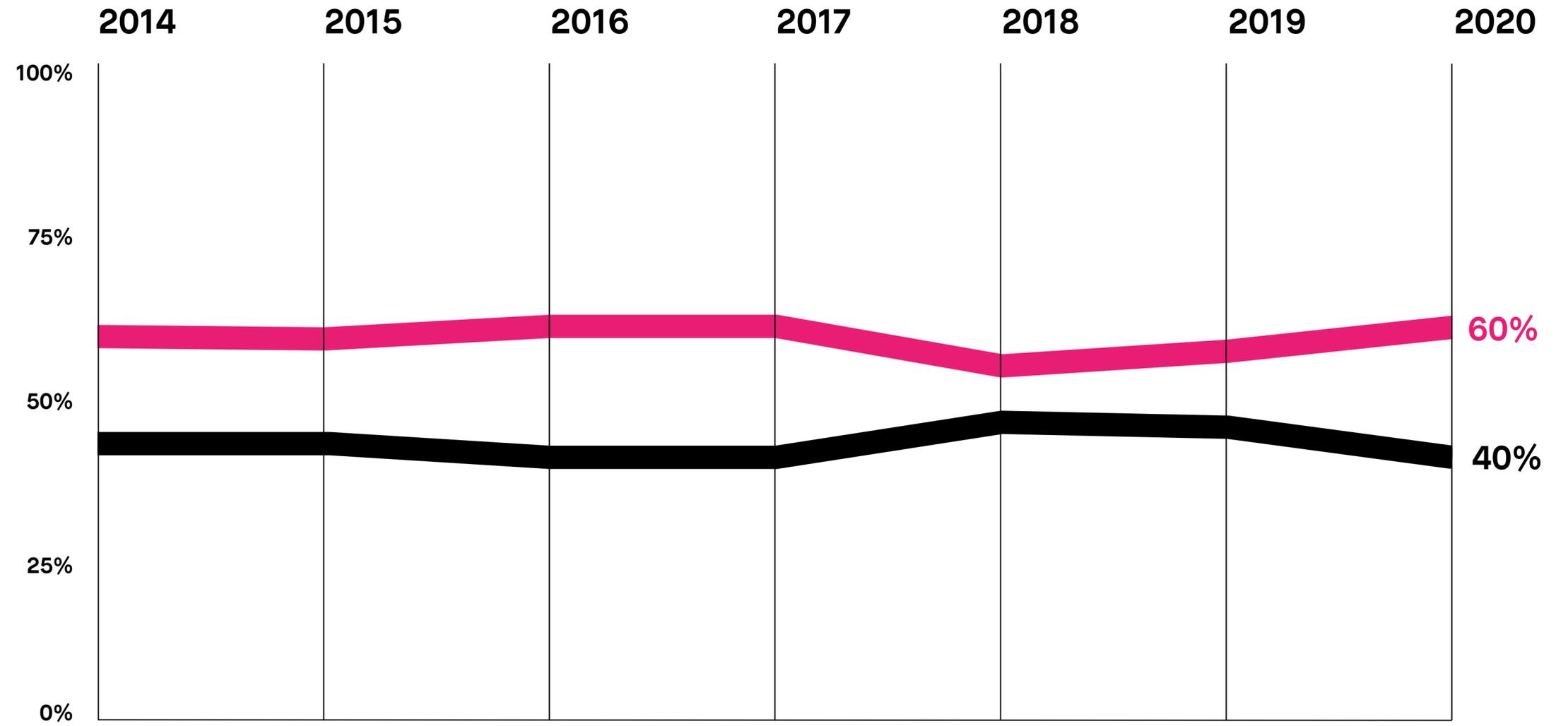
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Accor

## New Hires



Accor: Board 2014-2020

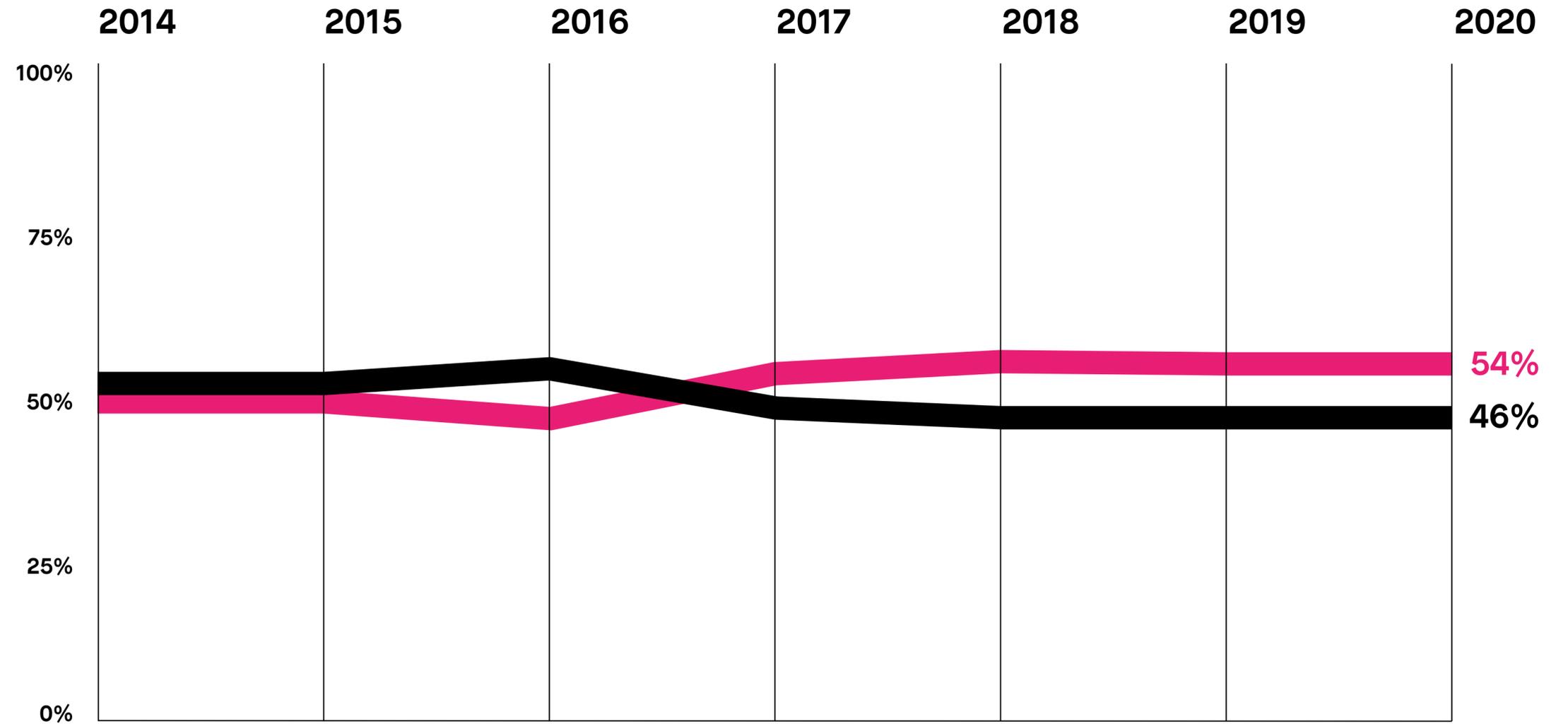
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Barclays



Barclays: Overall company 2014-2020

2017 figures impacted by  
divestment of Barclays  
Africa Group Limited

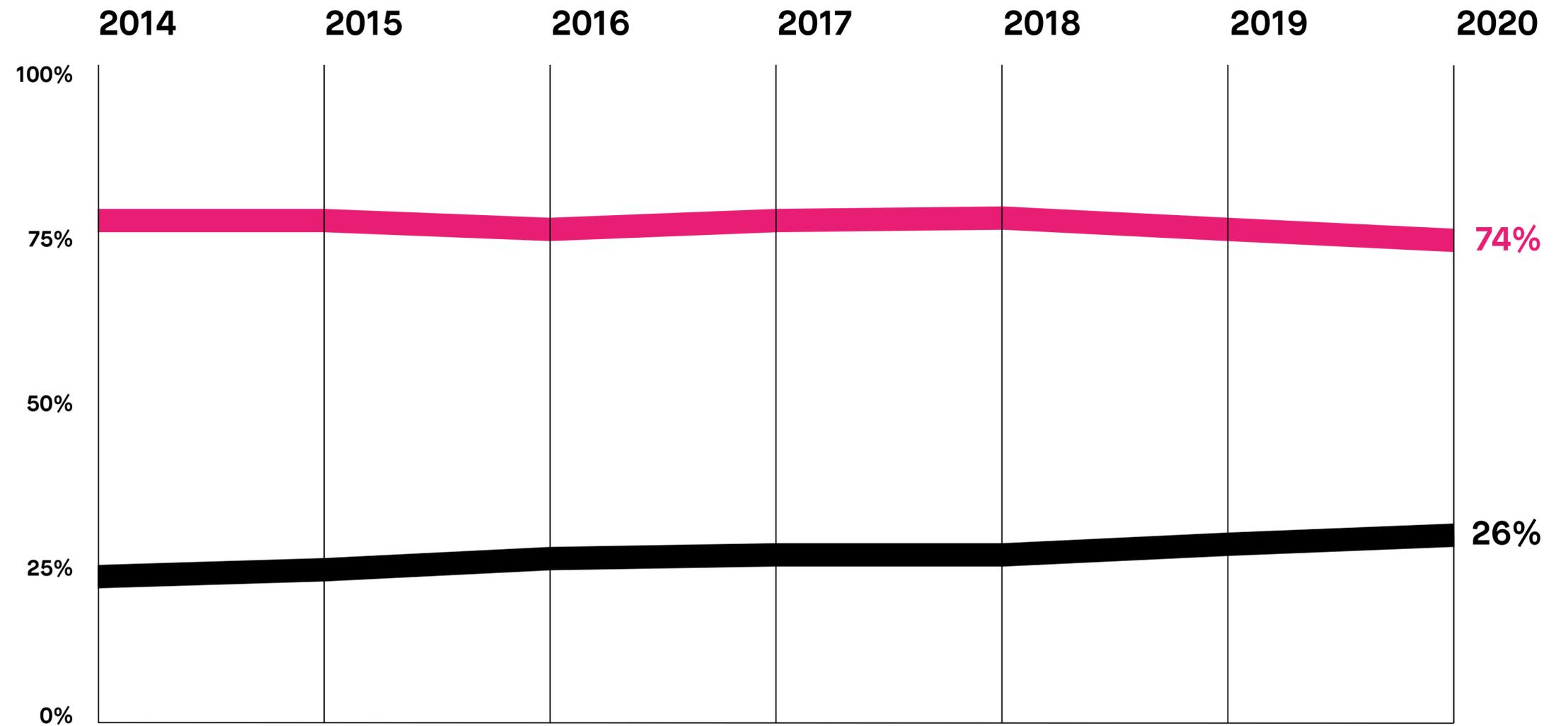
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Barclays



Barclays: Top Six Per Cent 2014-2020

2017 figures impacted by  
divestment of Barclays  
Africa Group Limited

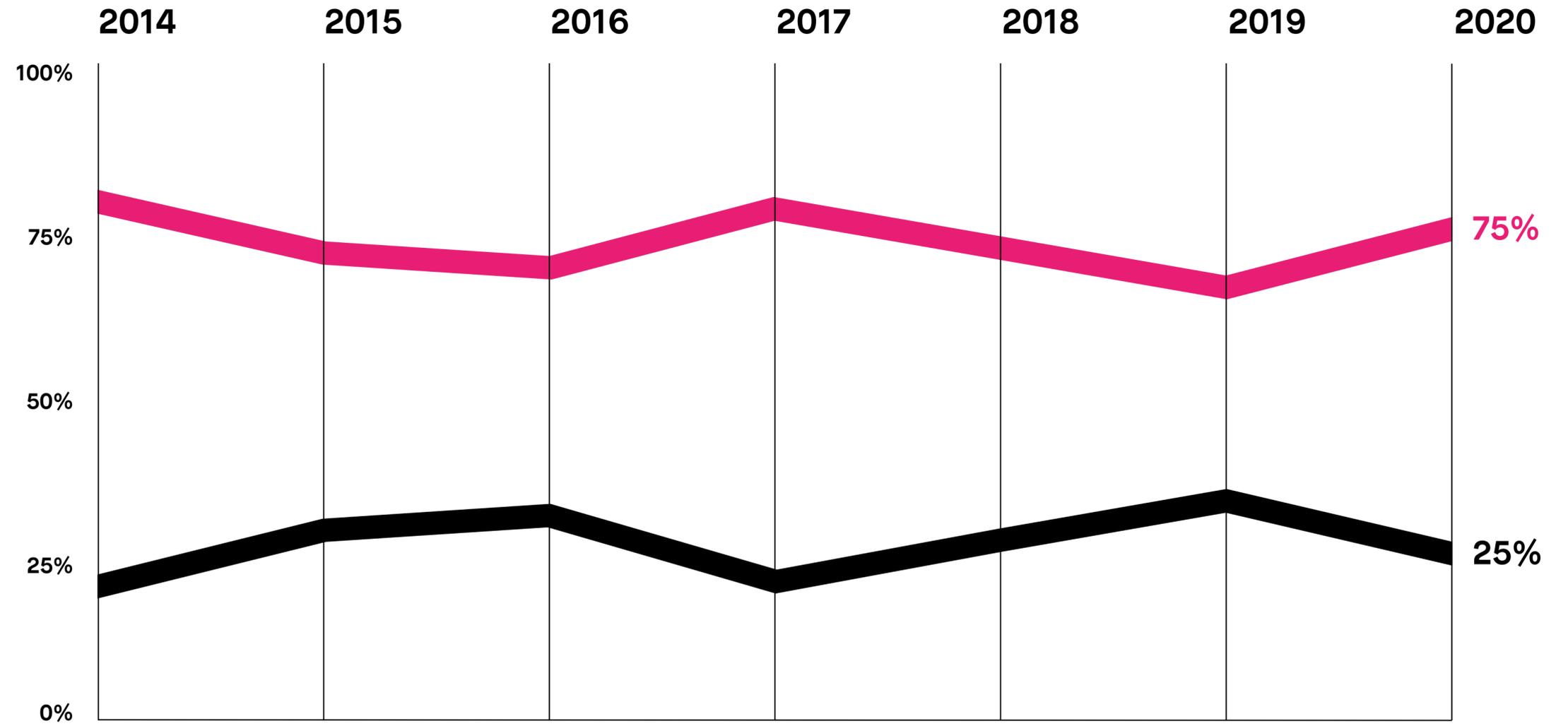
Female Male

Corporate  
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Thematic  
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University  
Champions:

# Barclays



Barclays: Board 2014-2020

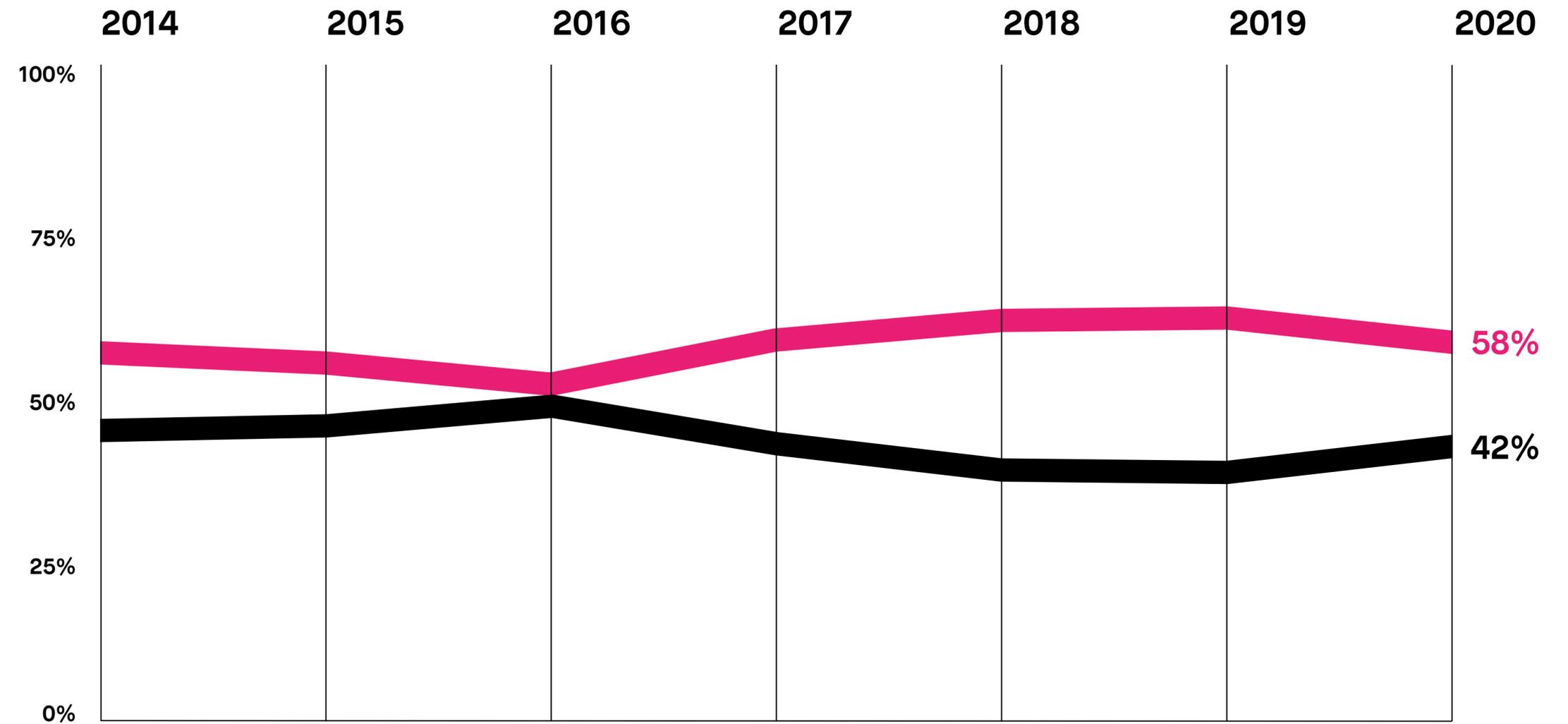
Female Male

Corporate  
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Thematic  
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University  
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Barclays: New Hires 2014-2020

2017 figures impacted by  
divestment of Barclays  
Africa Group Limited

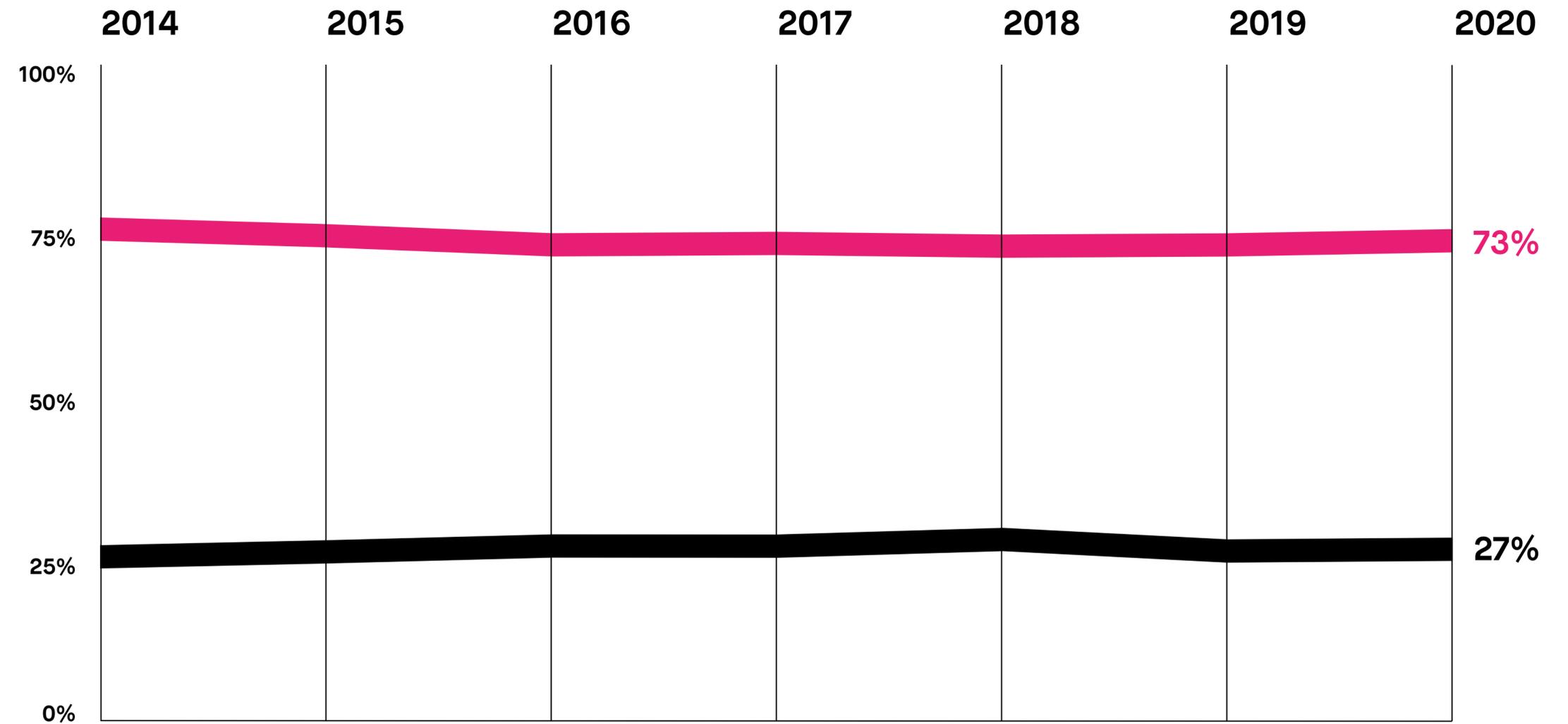
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Koç Holding



Koç Holding: Overall company 2014-2020

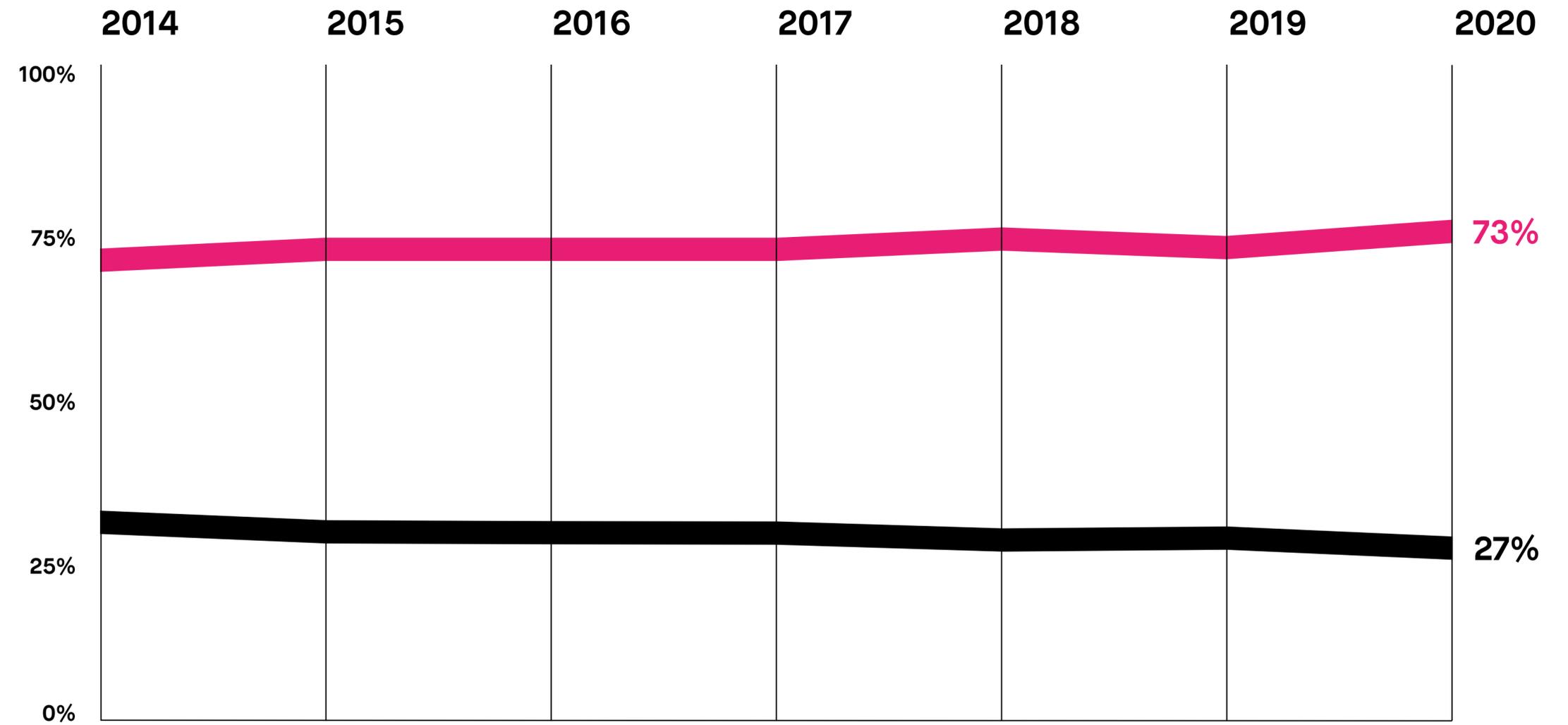
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Koç Holding



Koç Holding: Top Six Per Cent 2014-2020

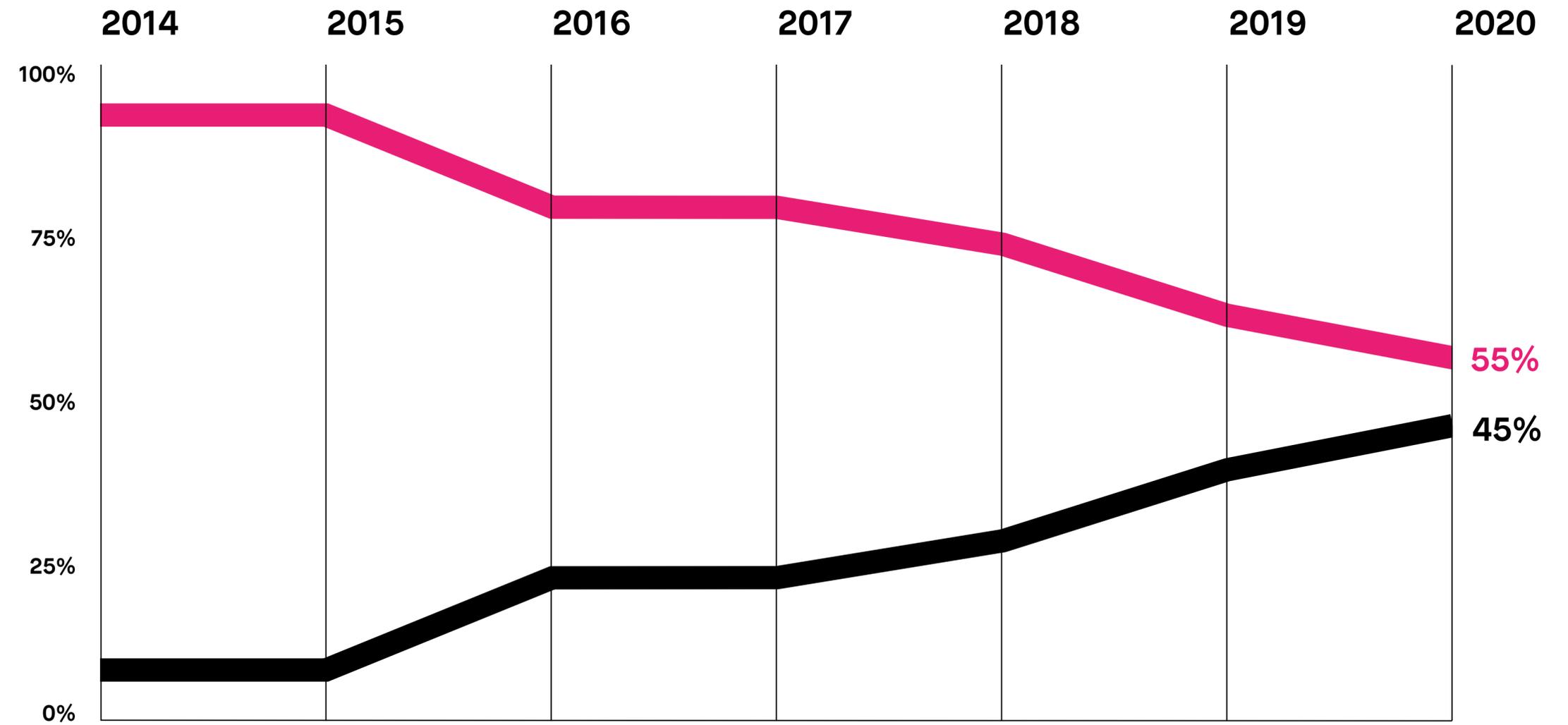
Female Male

Corporate  
Champions:

Thematic  
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# Koç Holding



Koç Holding: Board 2014-2020

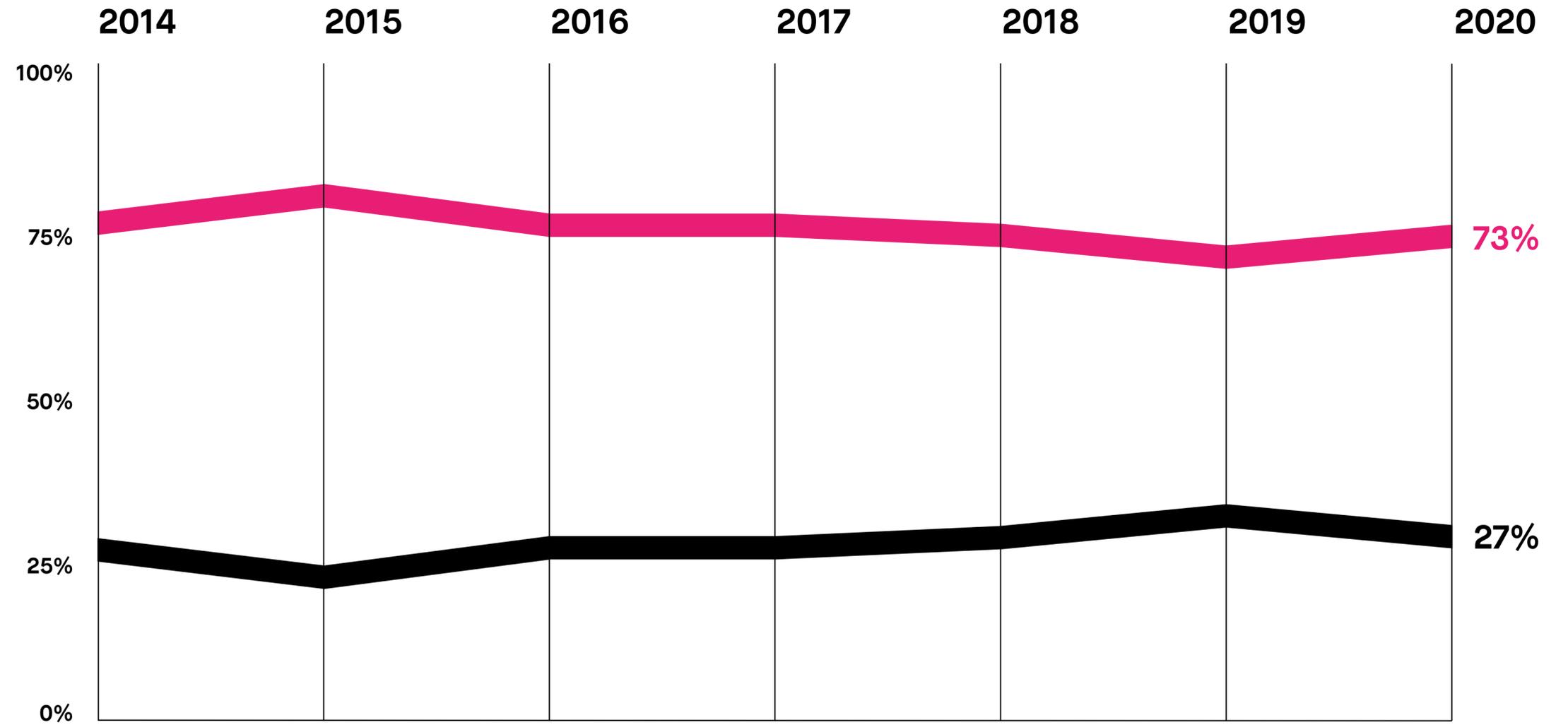
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Koç Holding



Koç Holding: New Hires 2014-2020

Female Male

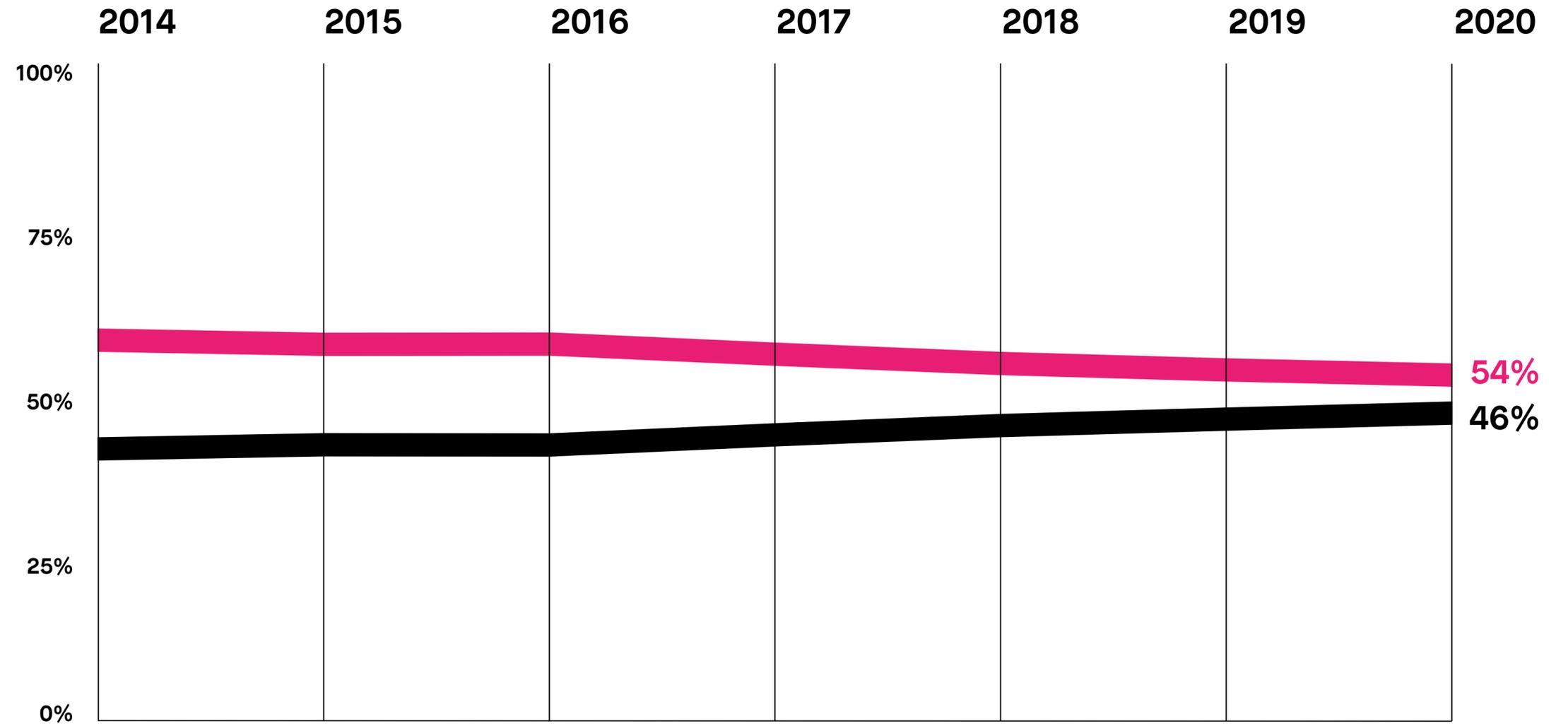
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# McKinsey & Co

Board



McKinsey & Co: Overall company 2014-2020

Female Male

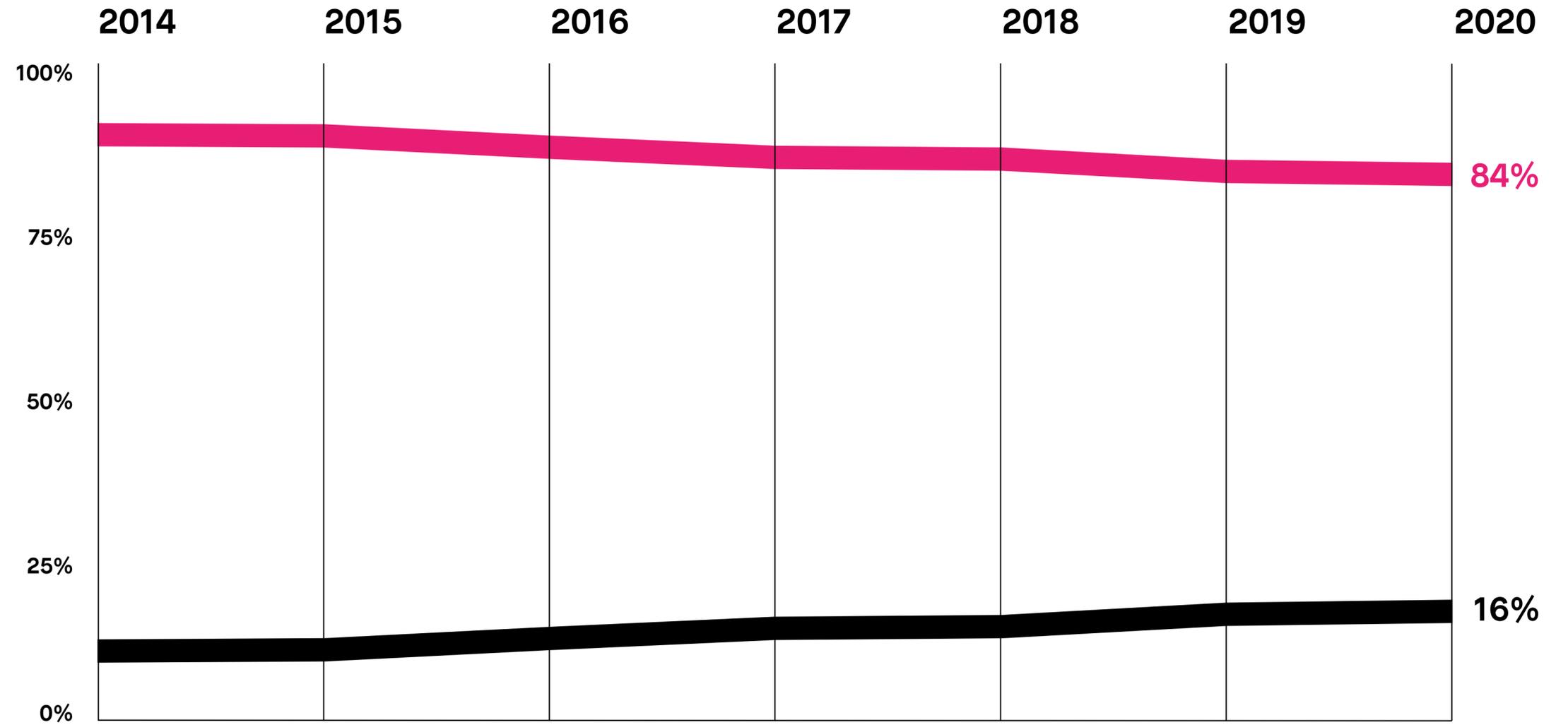
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# McKinsey & Co

Board



McKinsey & Co: Top Six Per Cent 2014-2020

Female Male

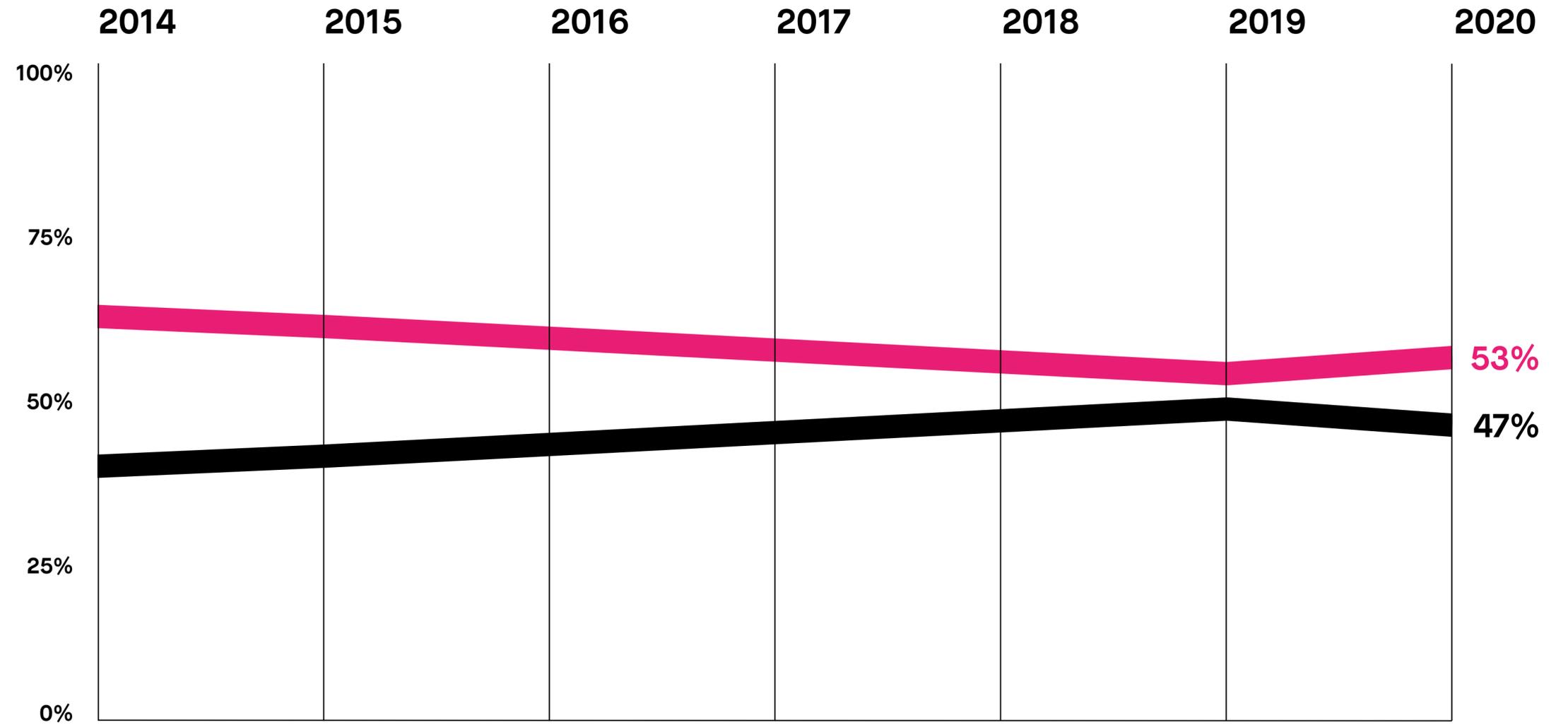
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# McKinsey & Co

Board



McKinsey & Co: New Hires 2014-2020

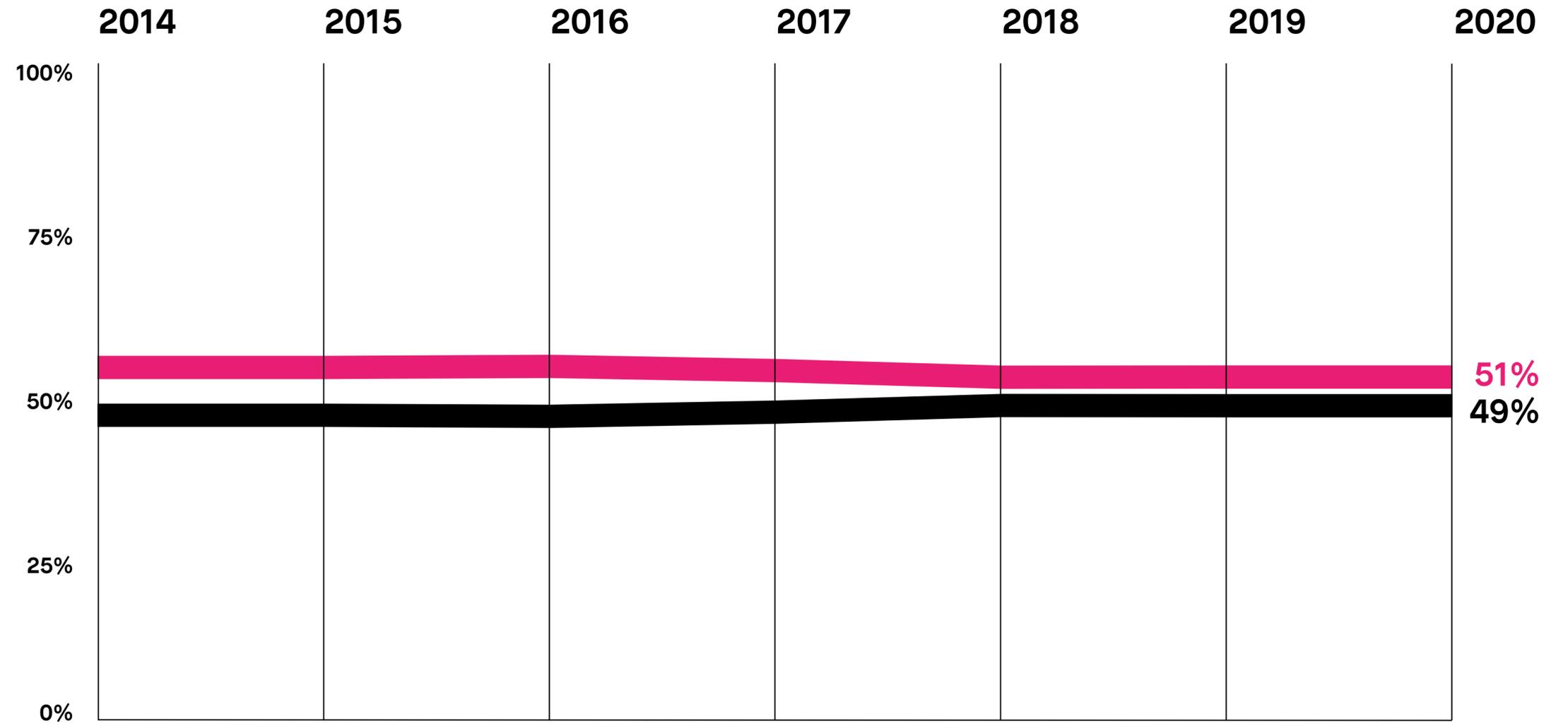
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# PwC



PwC: Overall company 2014-2020

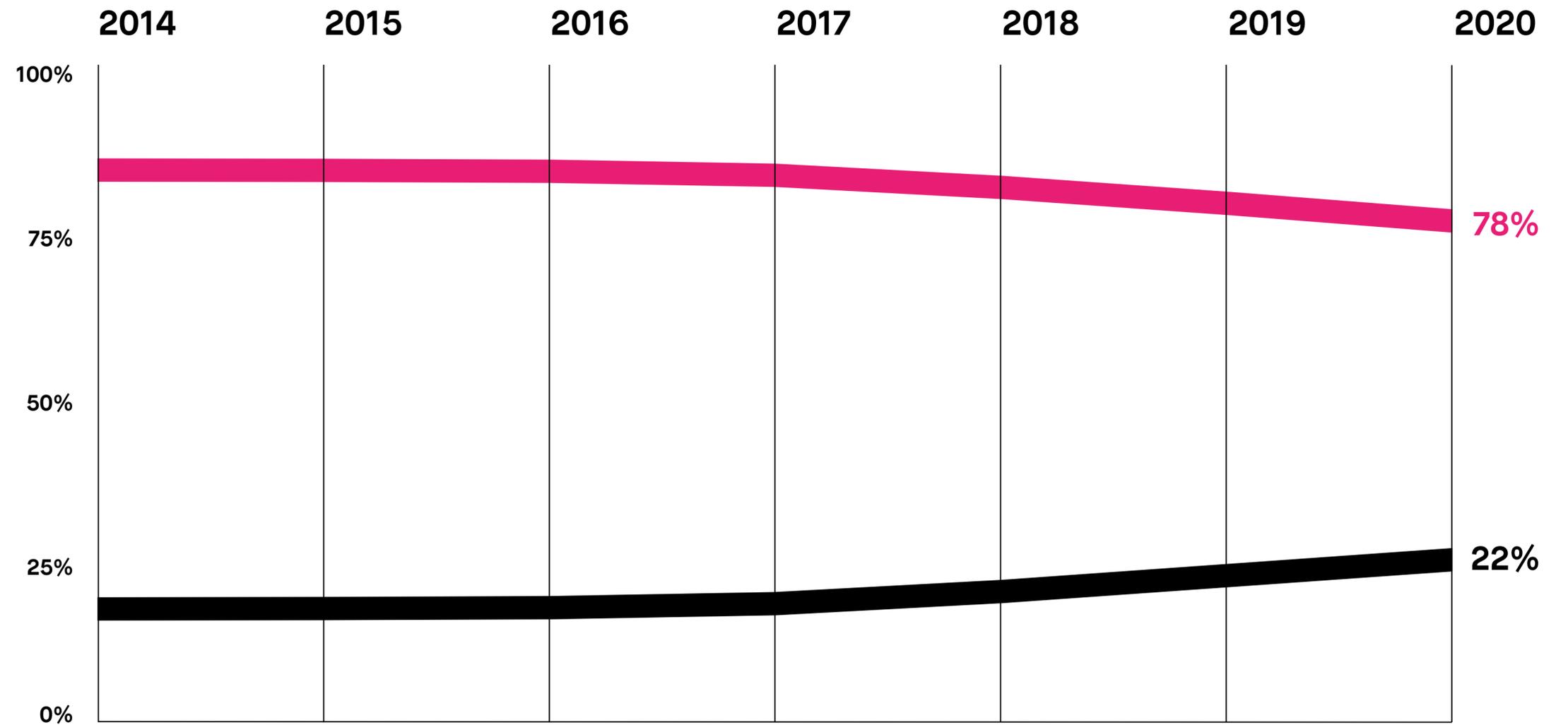
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# PwC



PwC: Top Six Per Cent 2014-2020

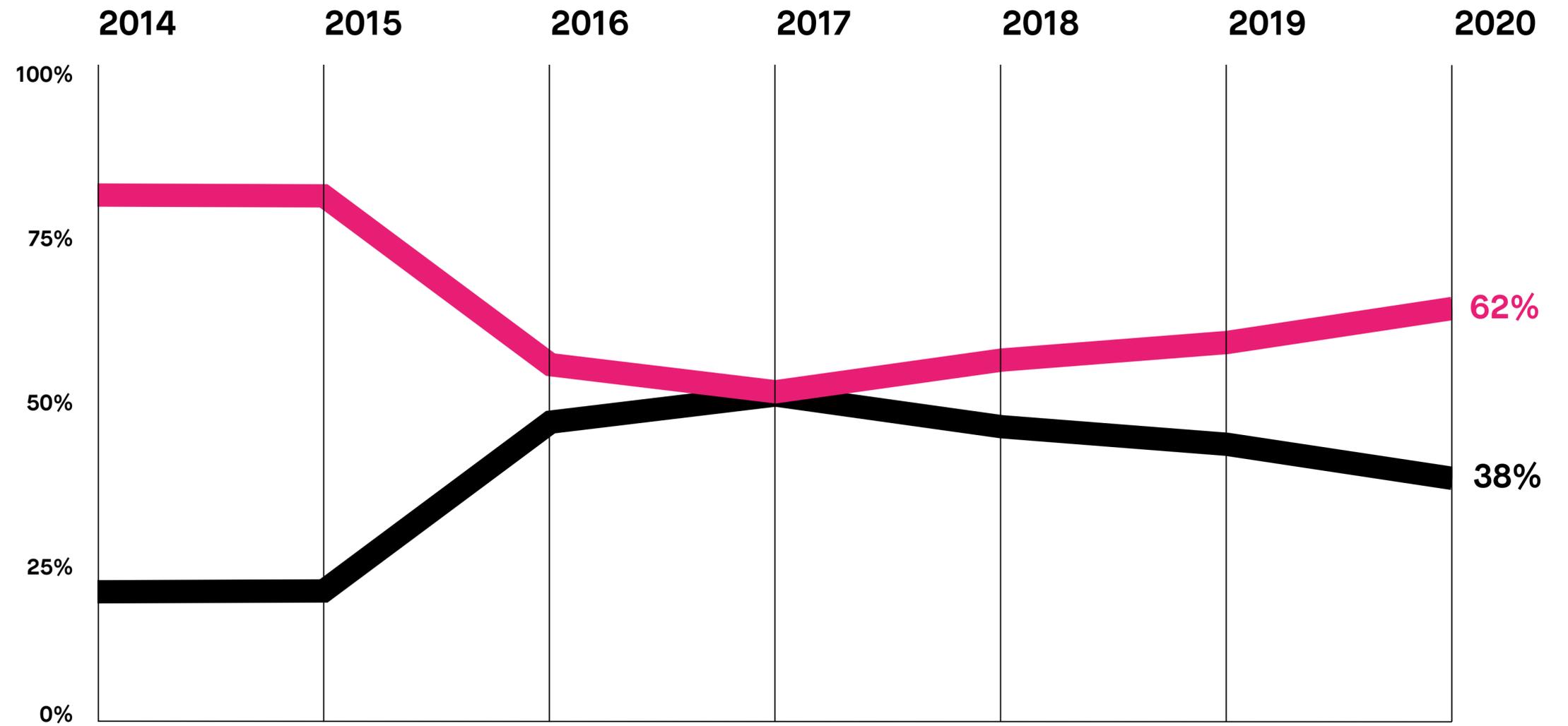
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# PwC



PwC: Board 2014-2020

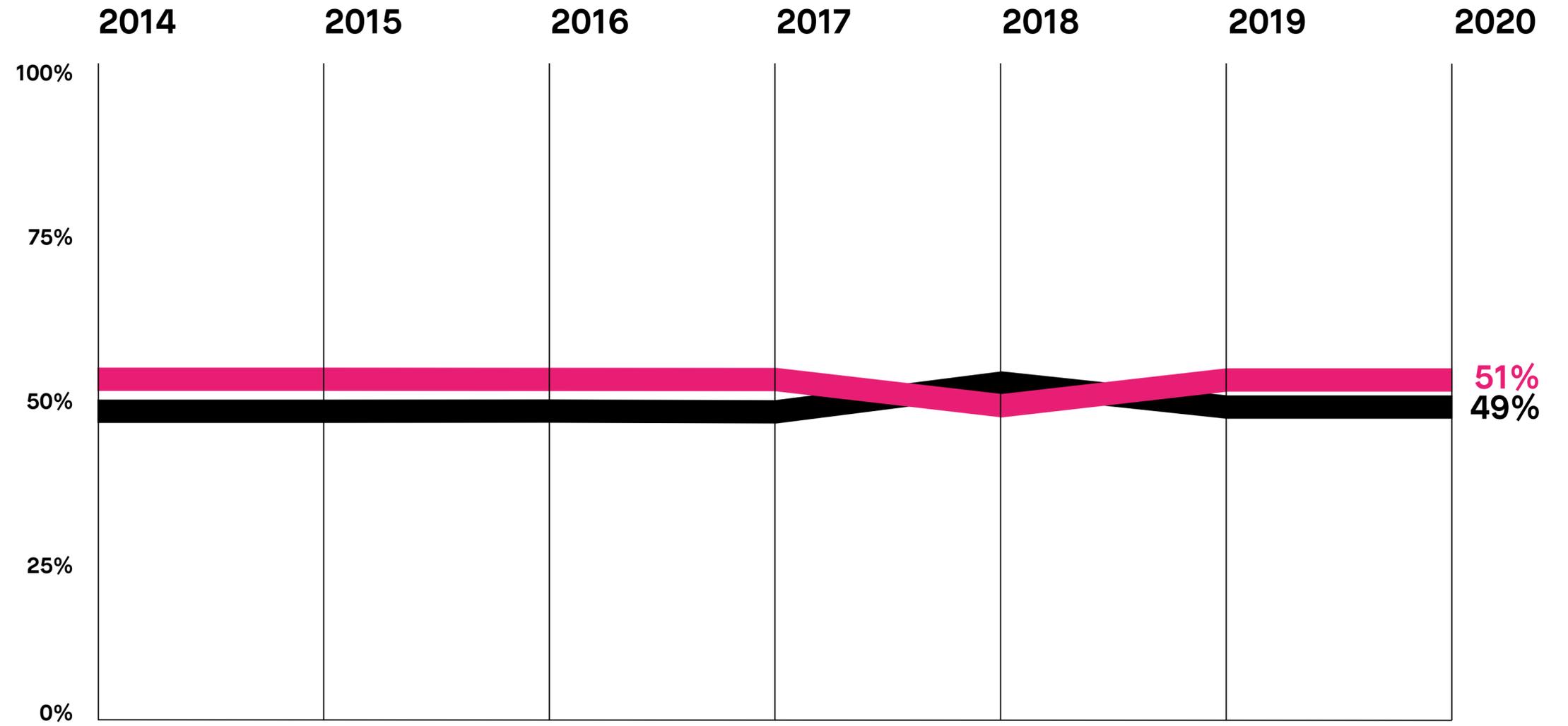
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# PwC



PwC: New Hires 2014-2020

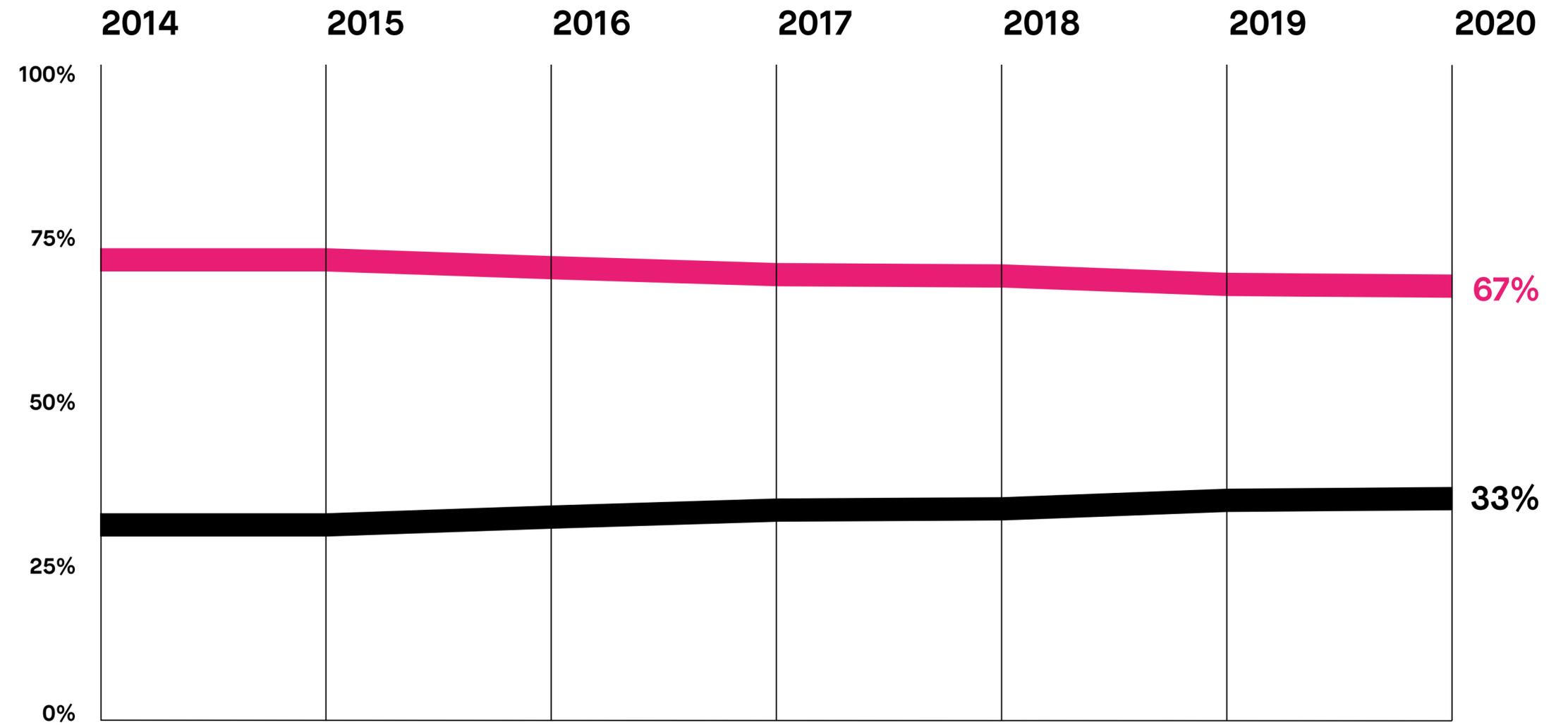
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Schneider Electric



Schneider Electric: Overall company 2014-2020

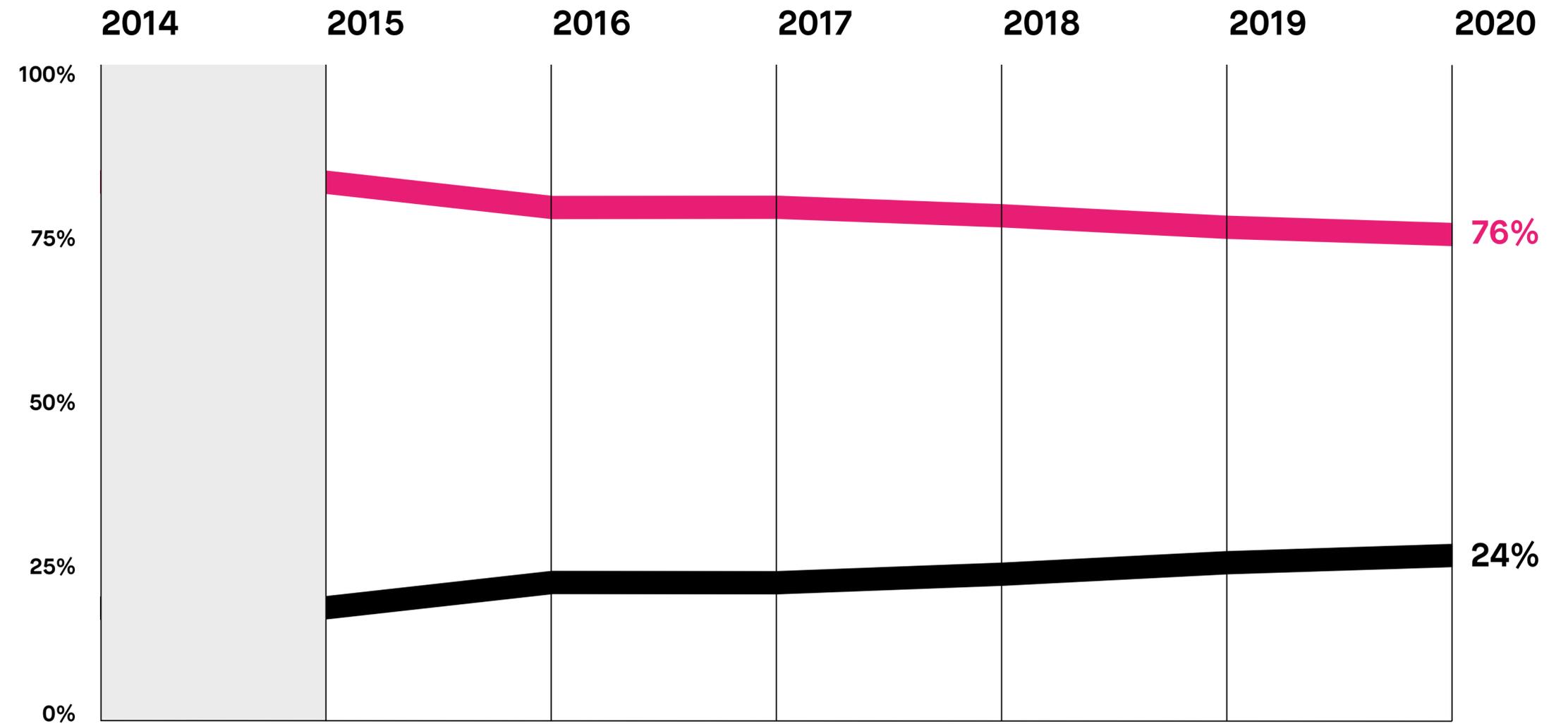
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Schneider Electric



Schneider Electric: Top Six Per Cent\* 2014-2020

\*In 2016, we changed our scope and methodology of defining our leadership pool (Top 1000 Leaders). As we did not restate the data for 2014, the baseline data point is 2015.

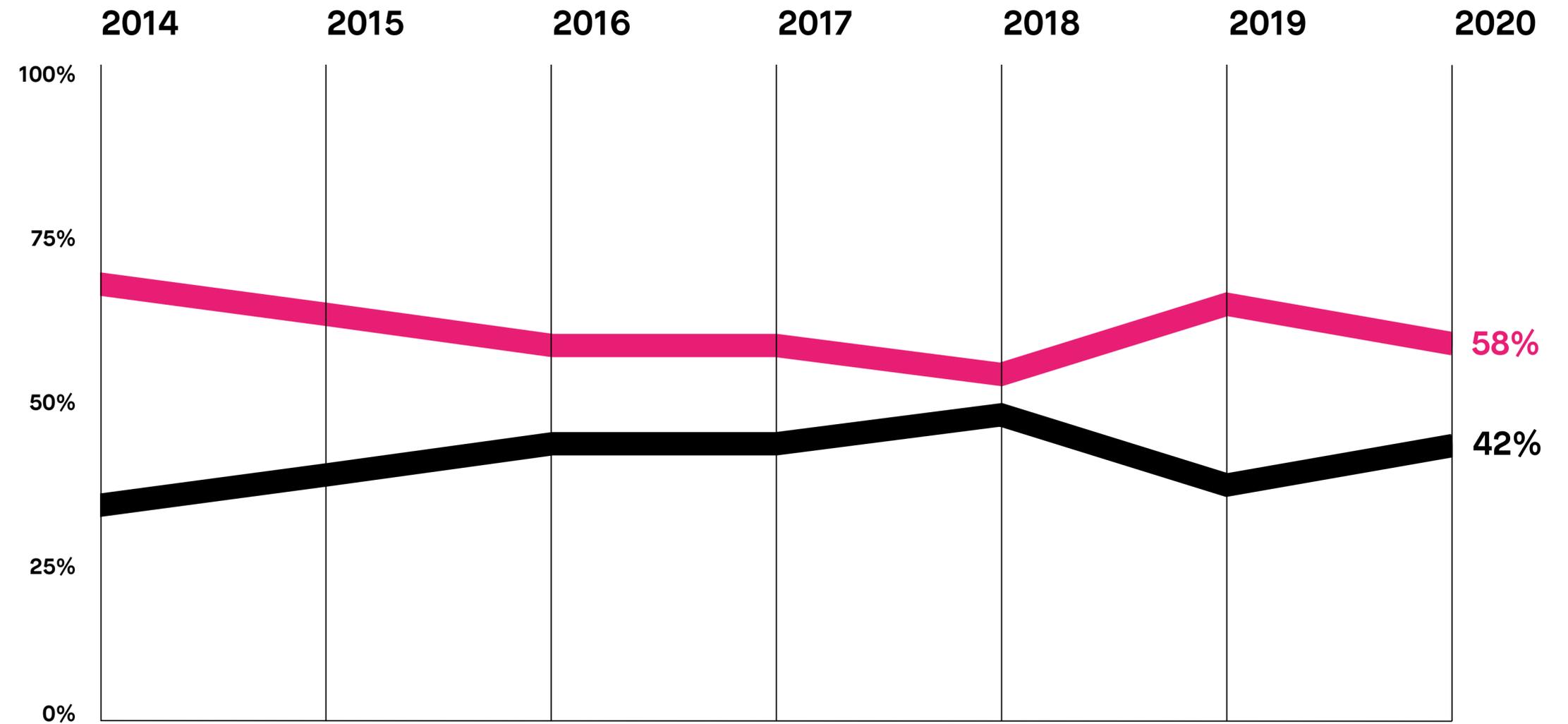
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Schneider Electric



**Schneider Electric: Board\* 2014-2020**

\*In 2019, Schneider Electric's Board went from 42% to 36% women as a result of the resignation of a board member in November 2019. Post the Annual Shareholder Meeting in April 2020, Schneider Electric's Board was 42% women.

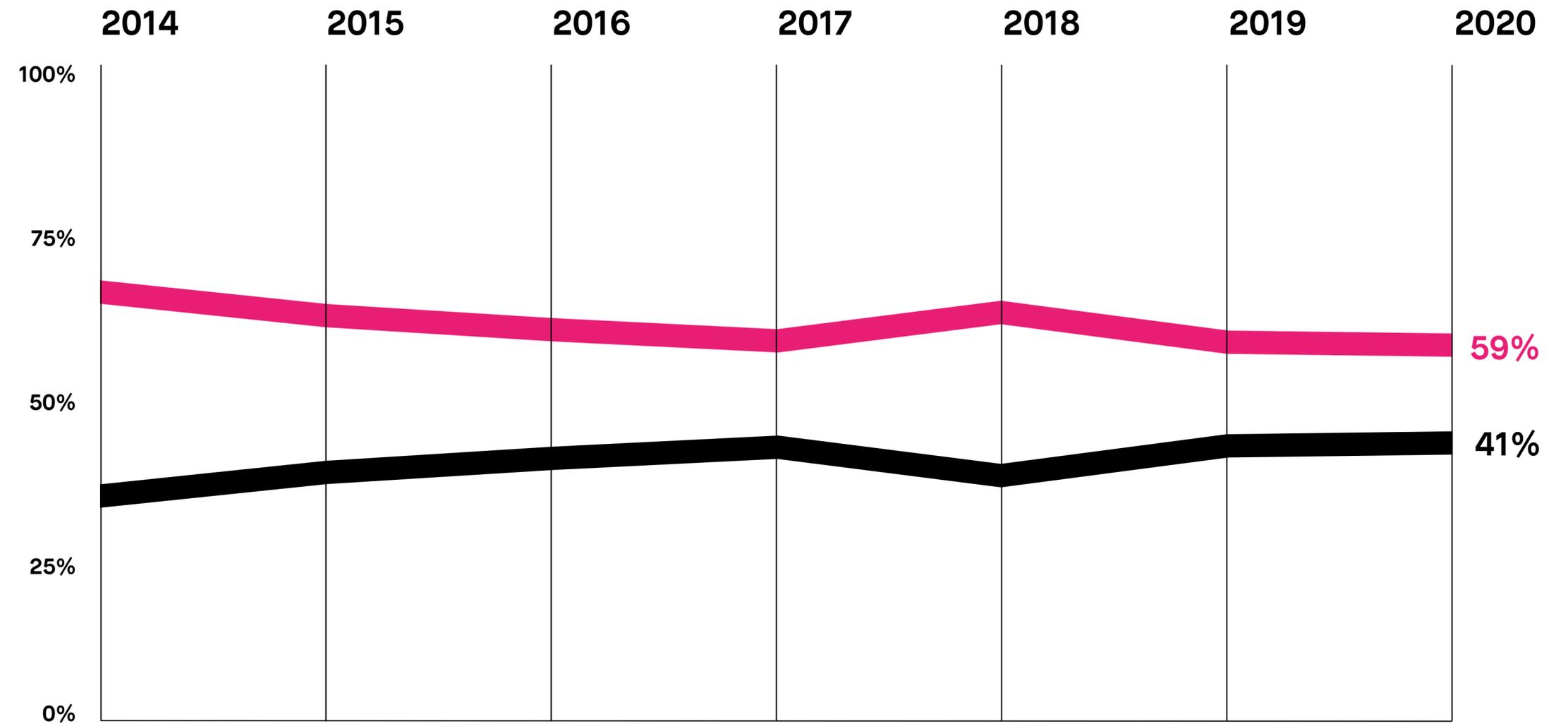
■ Female ■ Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Schneider Electric



Schneider Electric: New Hires\* 2014-2020

\*Schneider Electric new hires are only white collar employees.

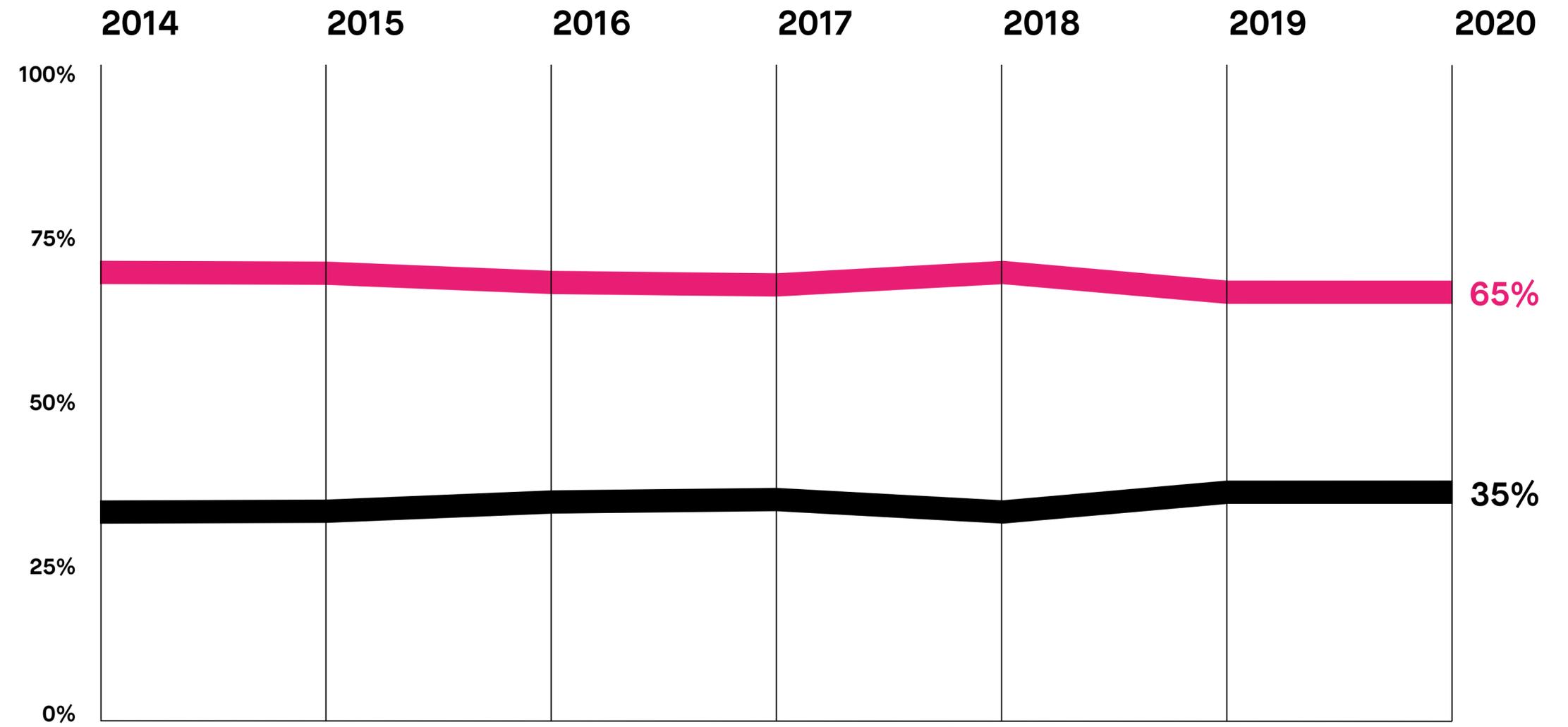
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Unilever



Unilever: Overall company 2014-2020

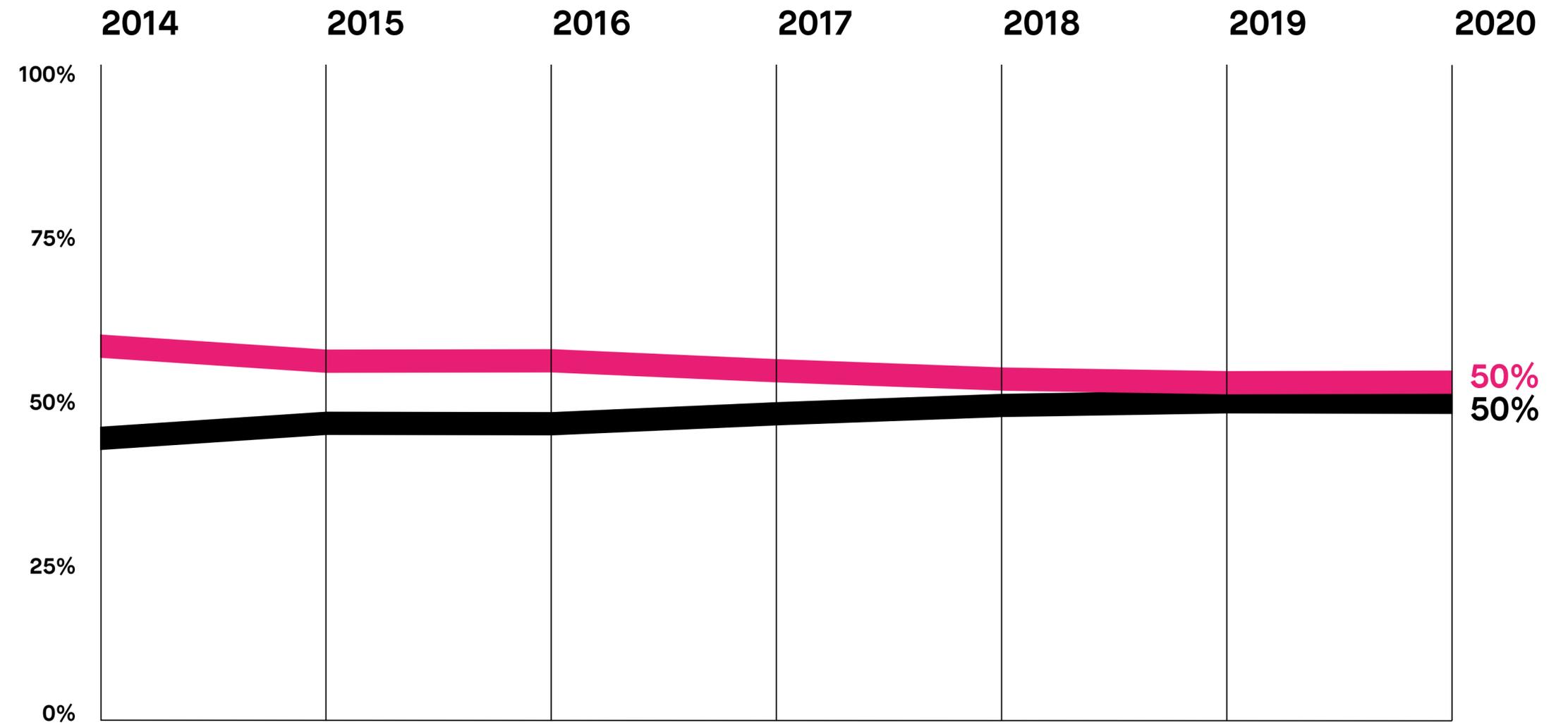
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Unilever



Unilever: Top Six Per Cent 2014-2020

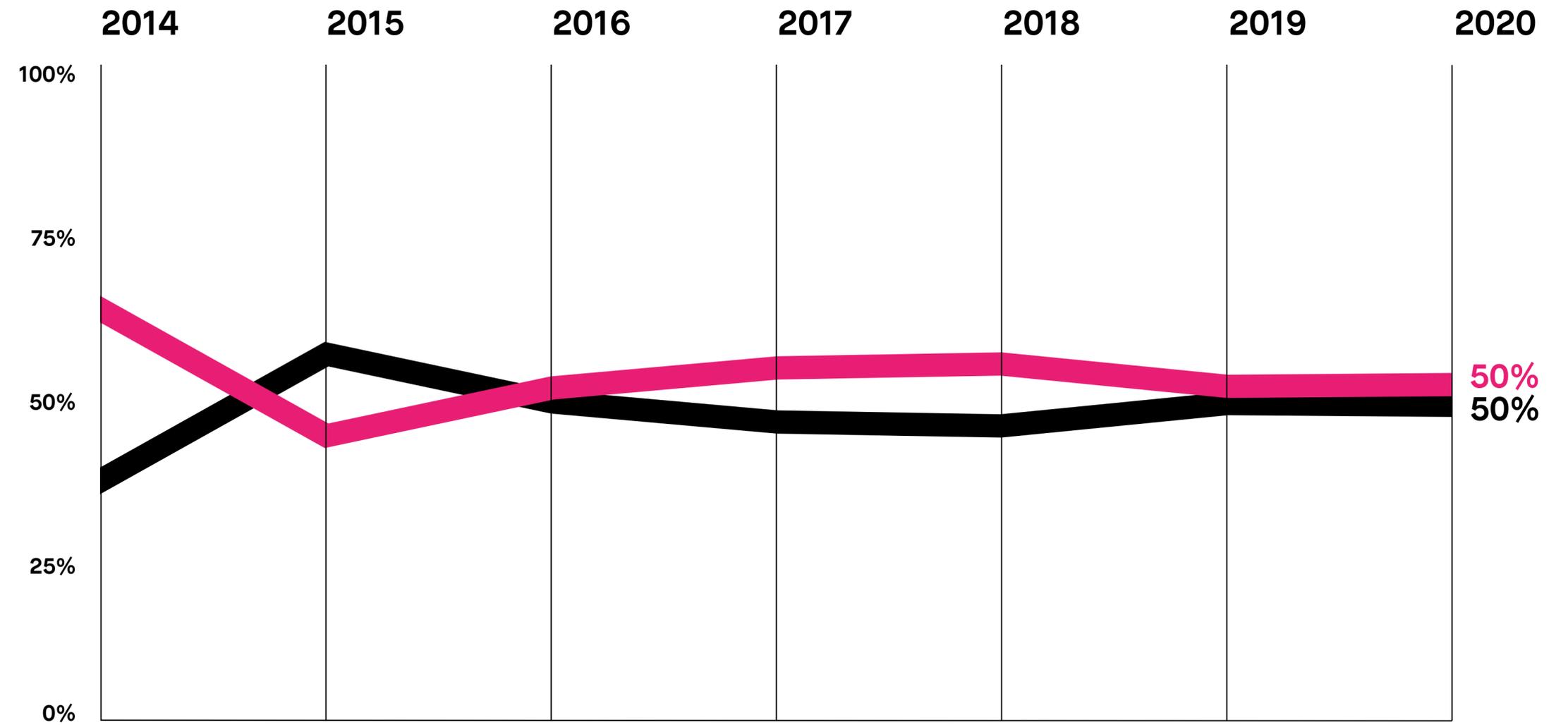
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Unilever



Unilever: Board 2014-2020

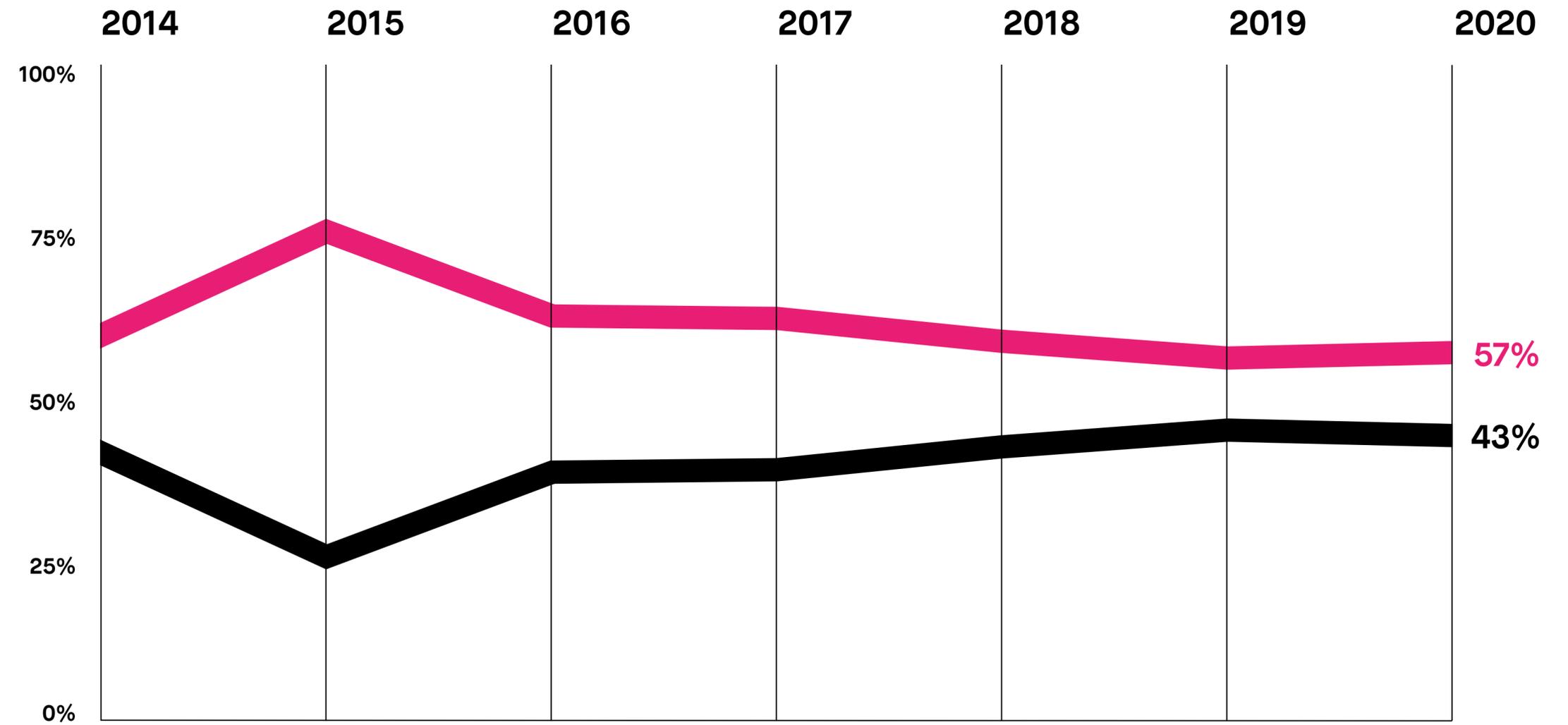
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Unilever



Unilever: New Hires 2014-2020

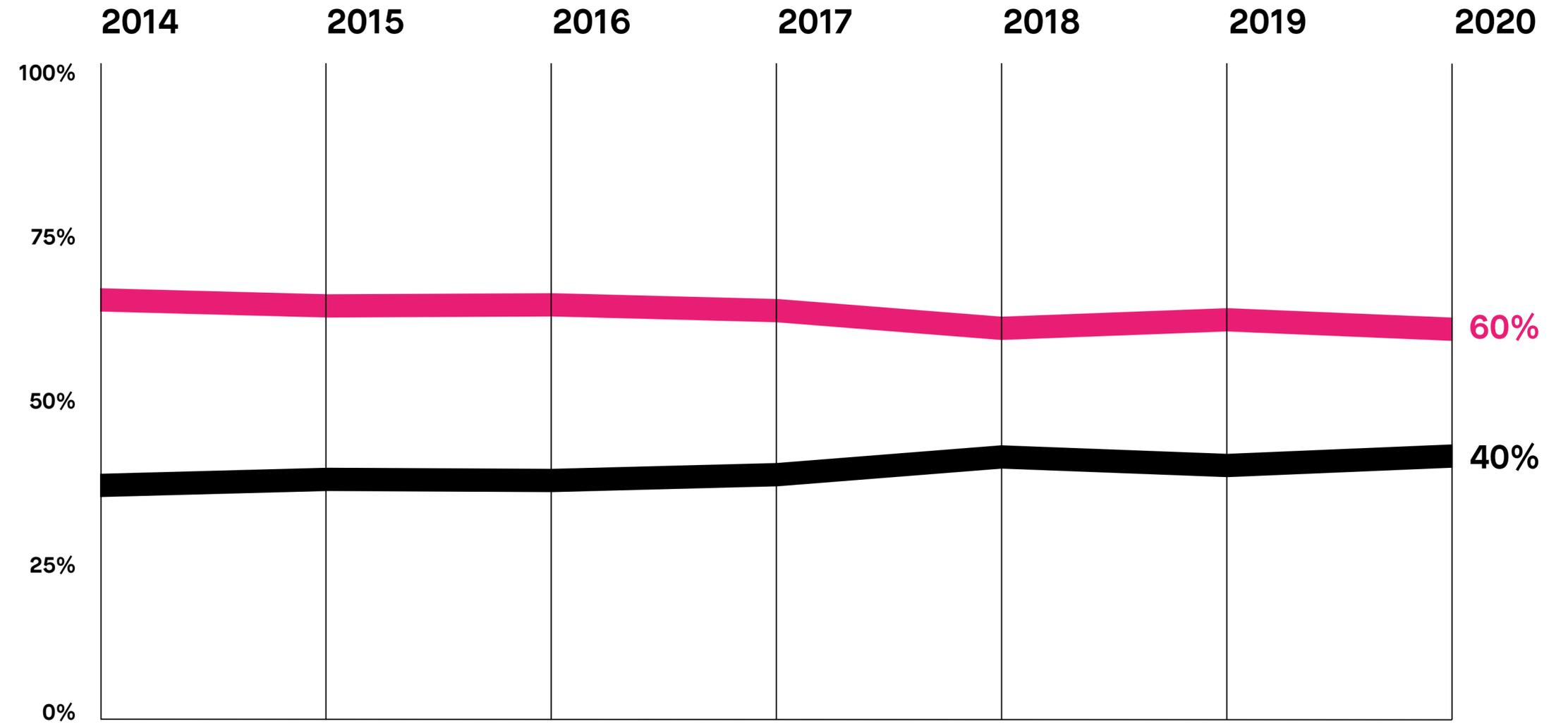
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Vodafone



Vodafone: Overall company 2014-2020

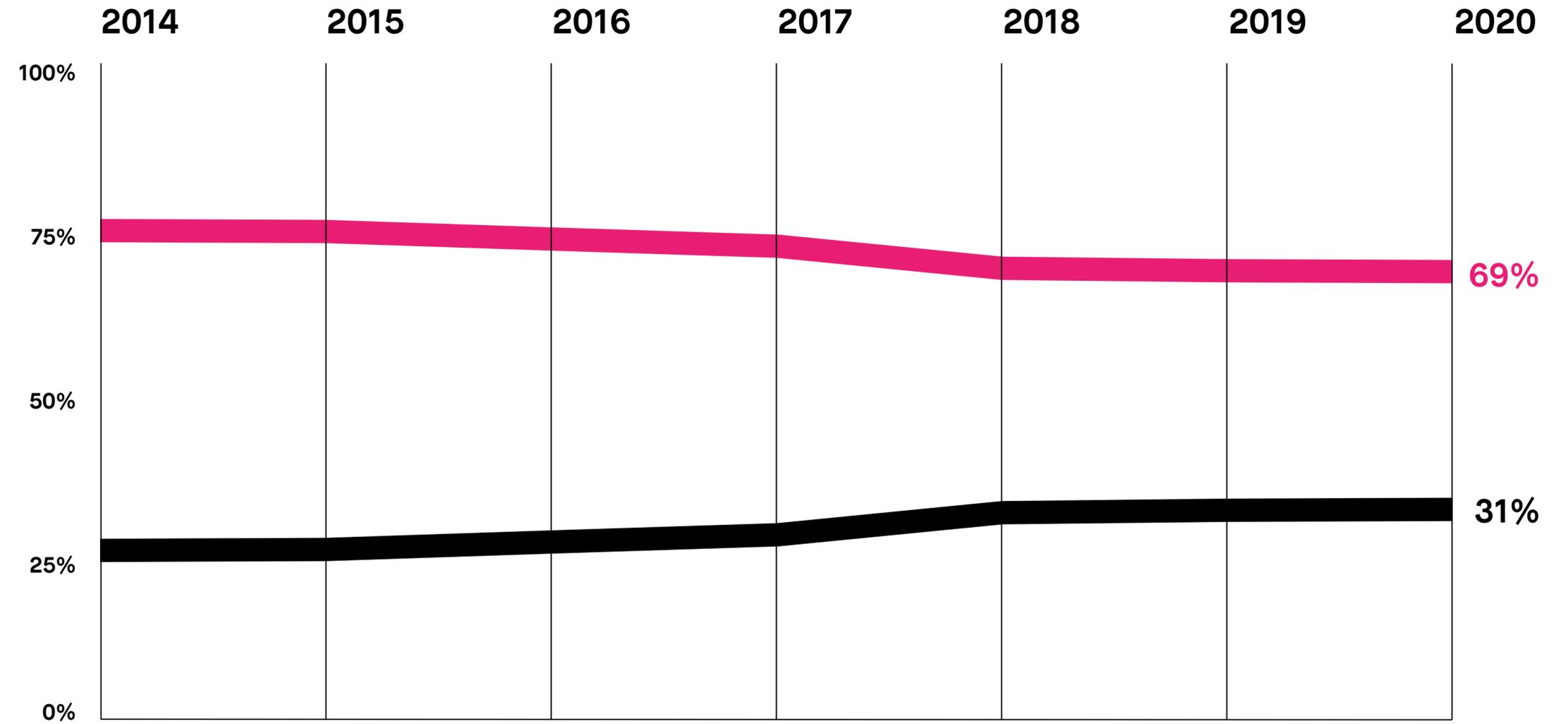
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Vodafone



Vodafone: Top Six Per Cent 2014-2020

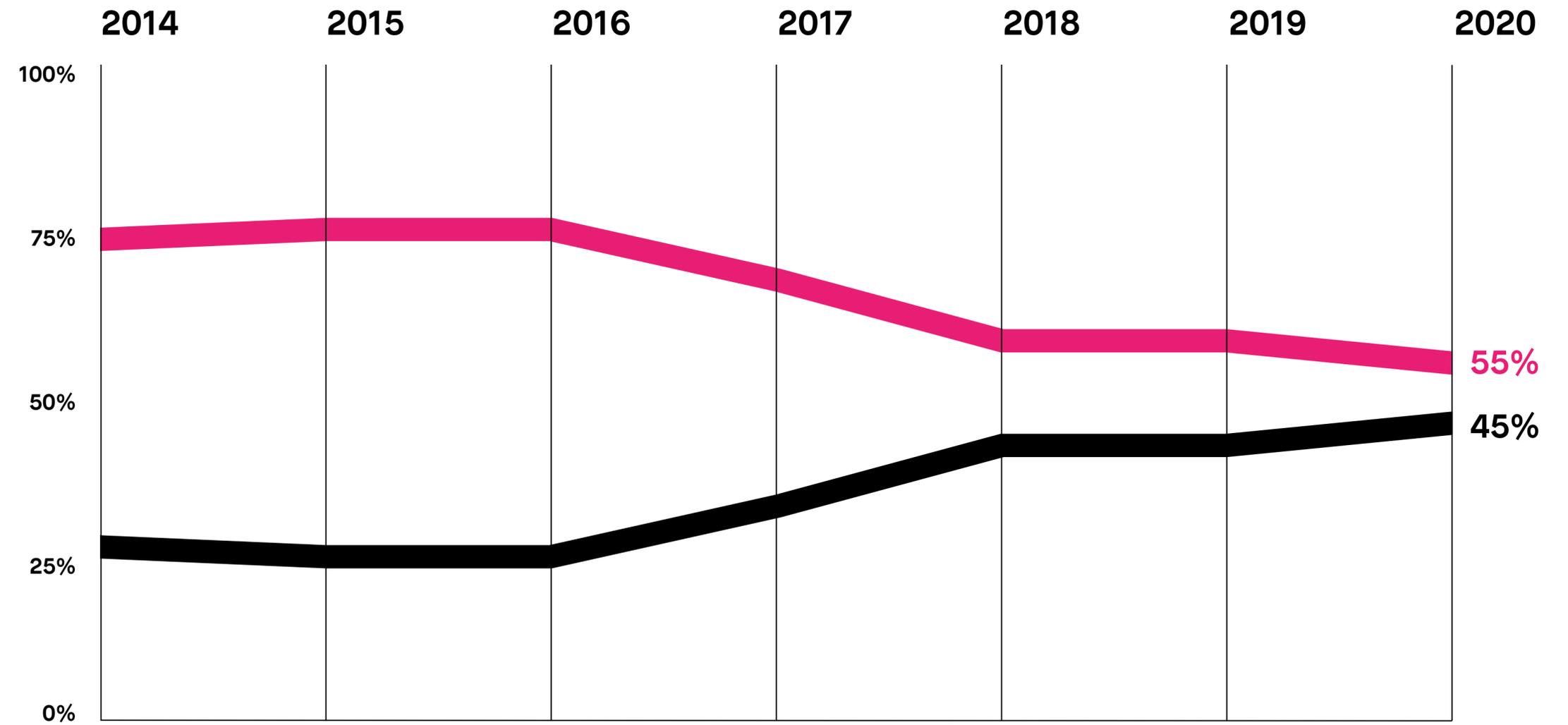
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
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# Vodafone



Vodafone: Board 2014-2020

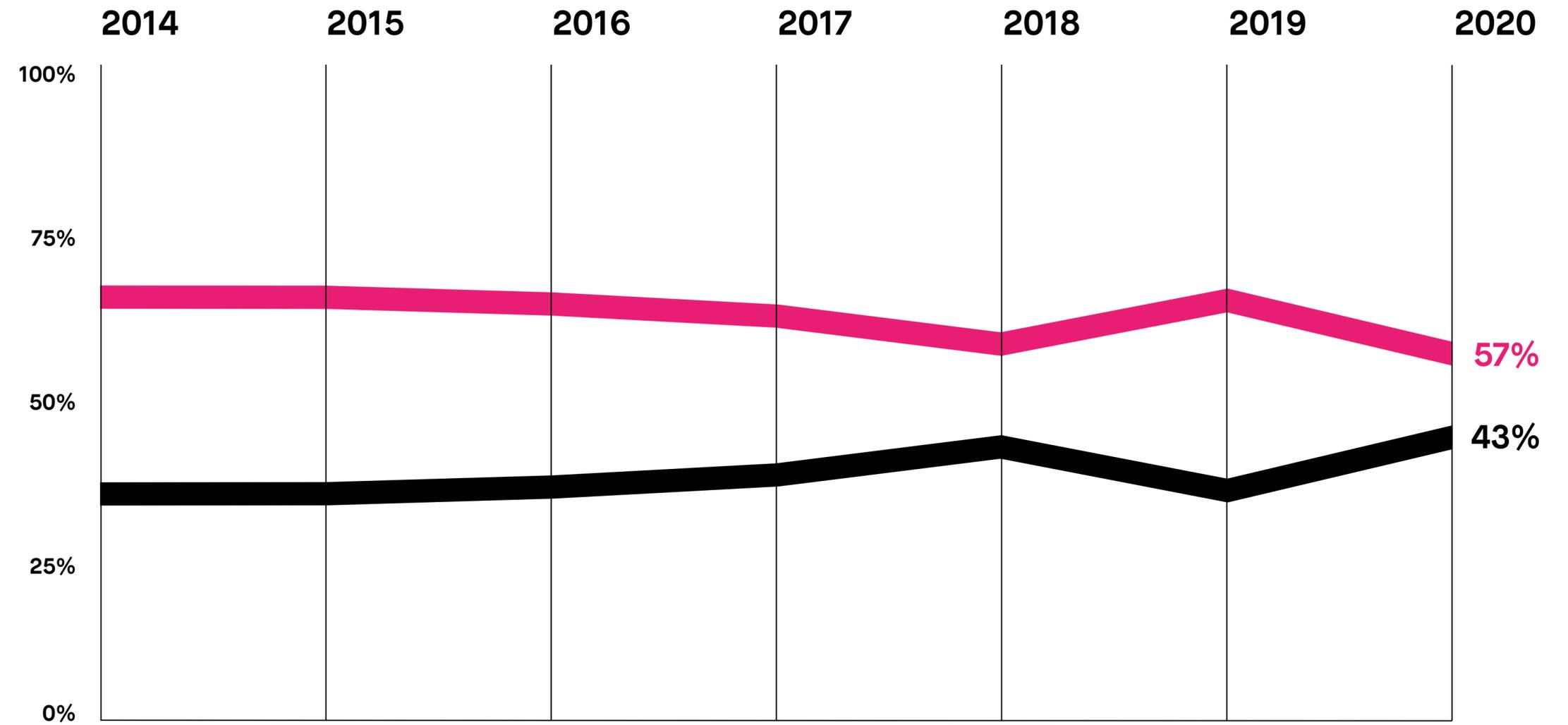
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Vodafone



Vodafone: New Hires 2014-2020

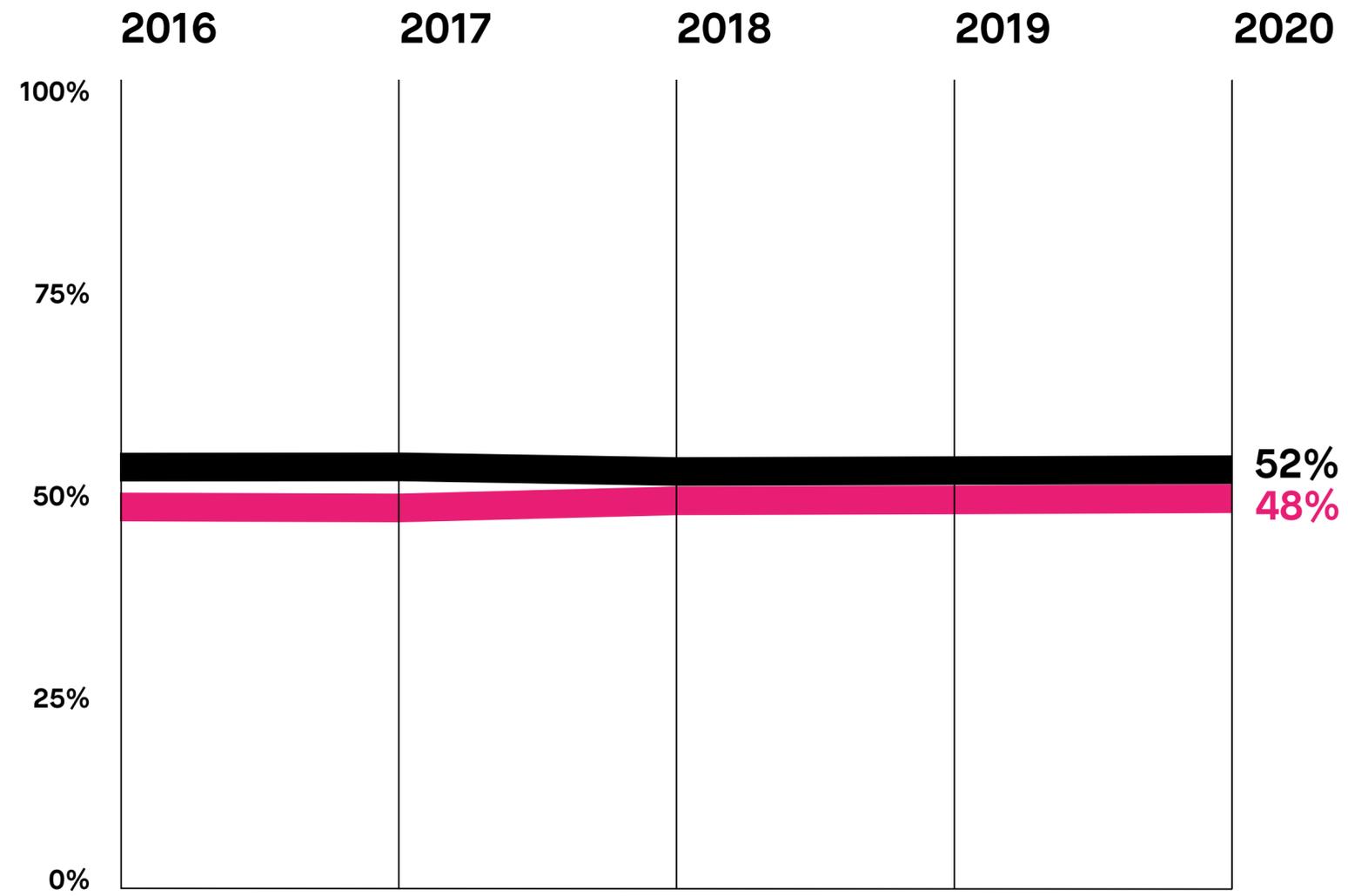
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# BNP Paribas



BNP Paribas: Overall company 2014-2020

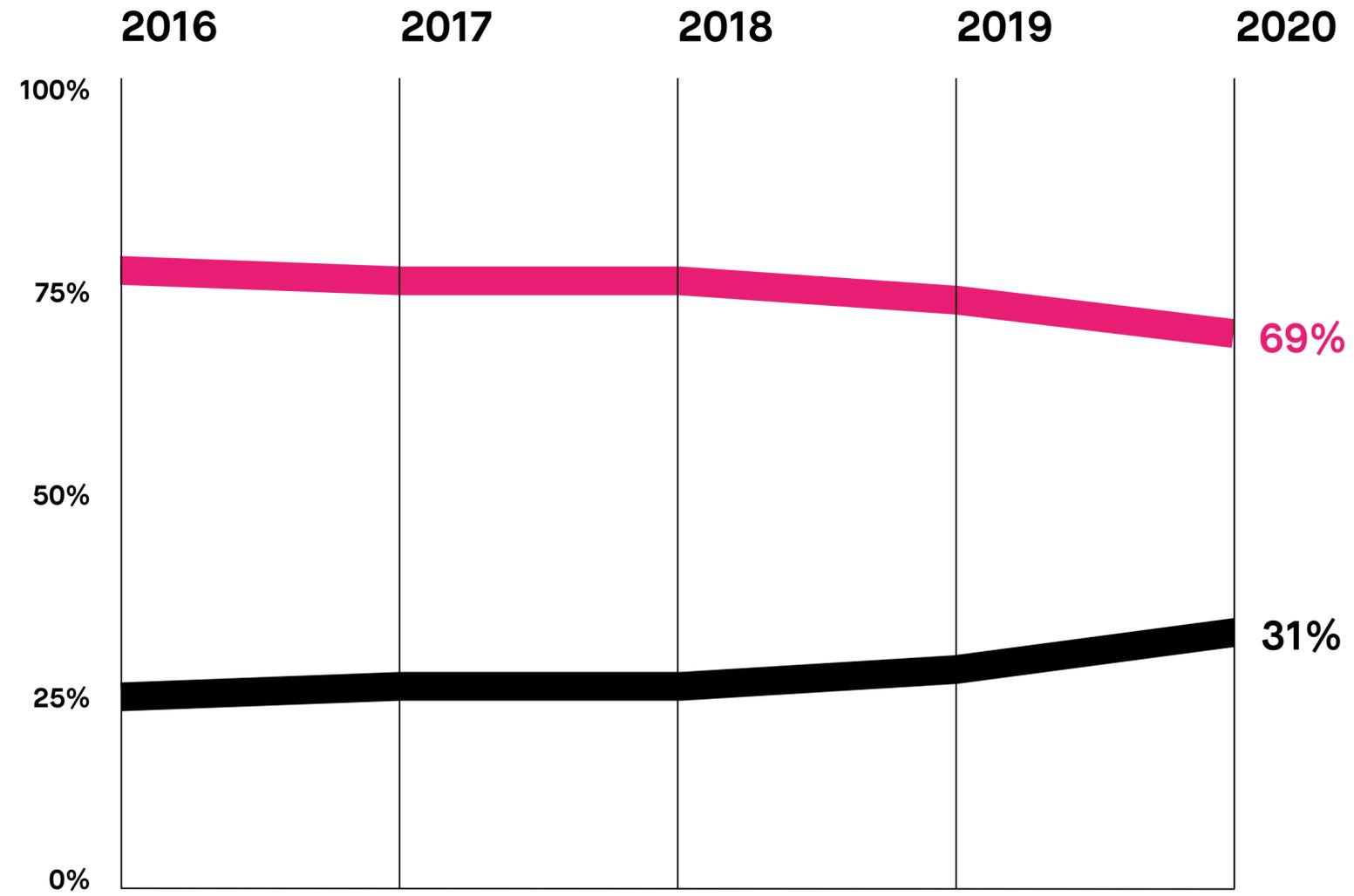
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# BNP Paribas



\*Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries)

BNP Paribas: Top Six Per Cent\* 2014-2020

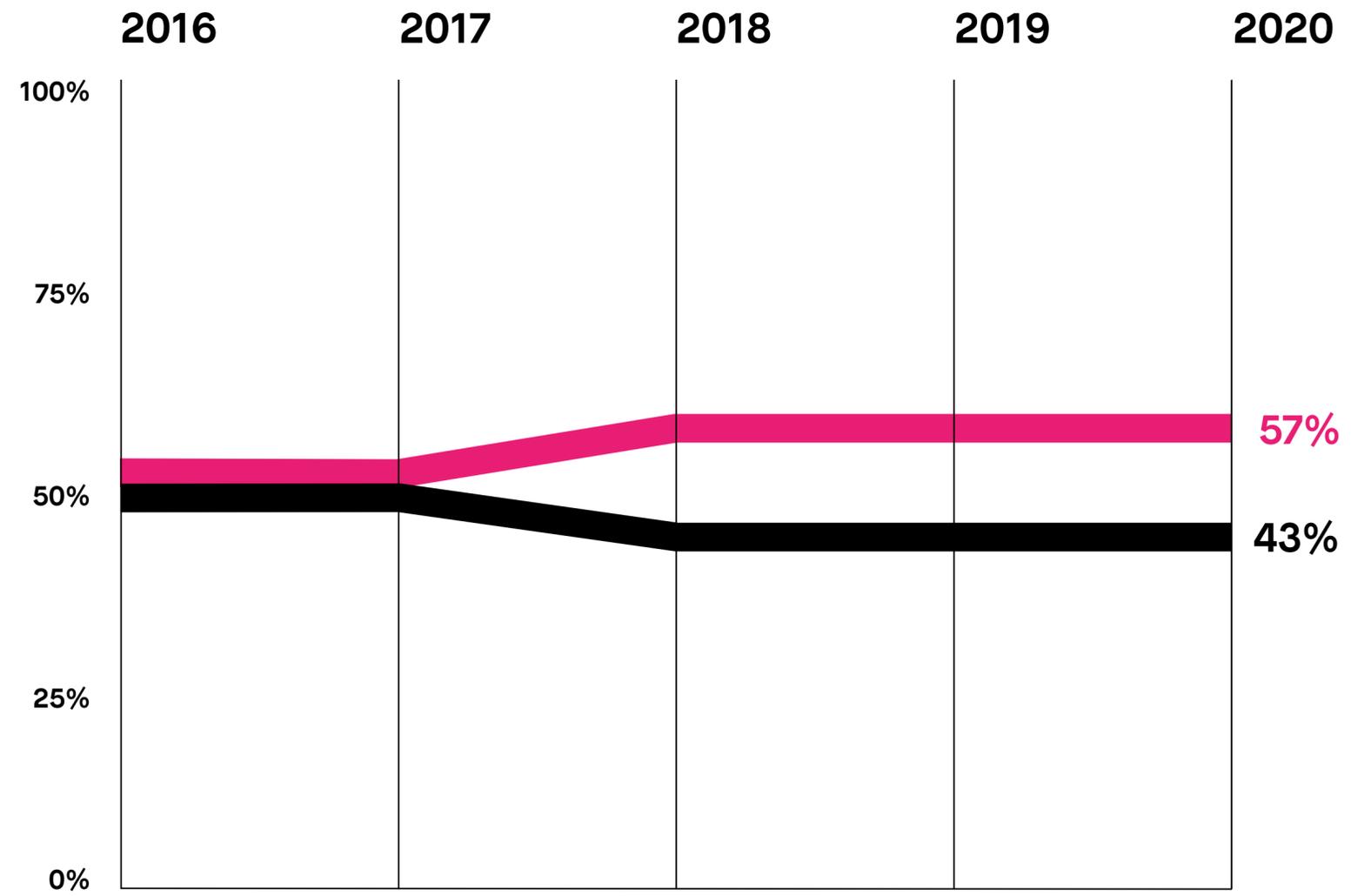
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# BNP Paribas



BNP Paribas: Board 2014-2020

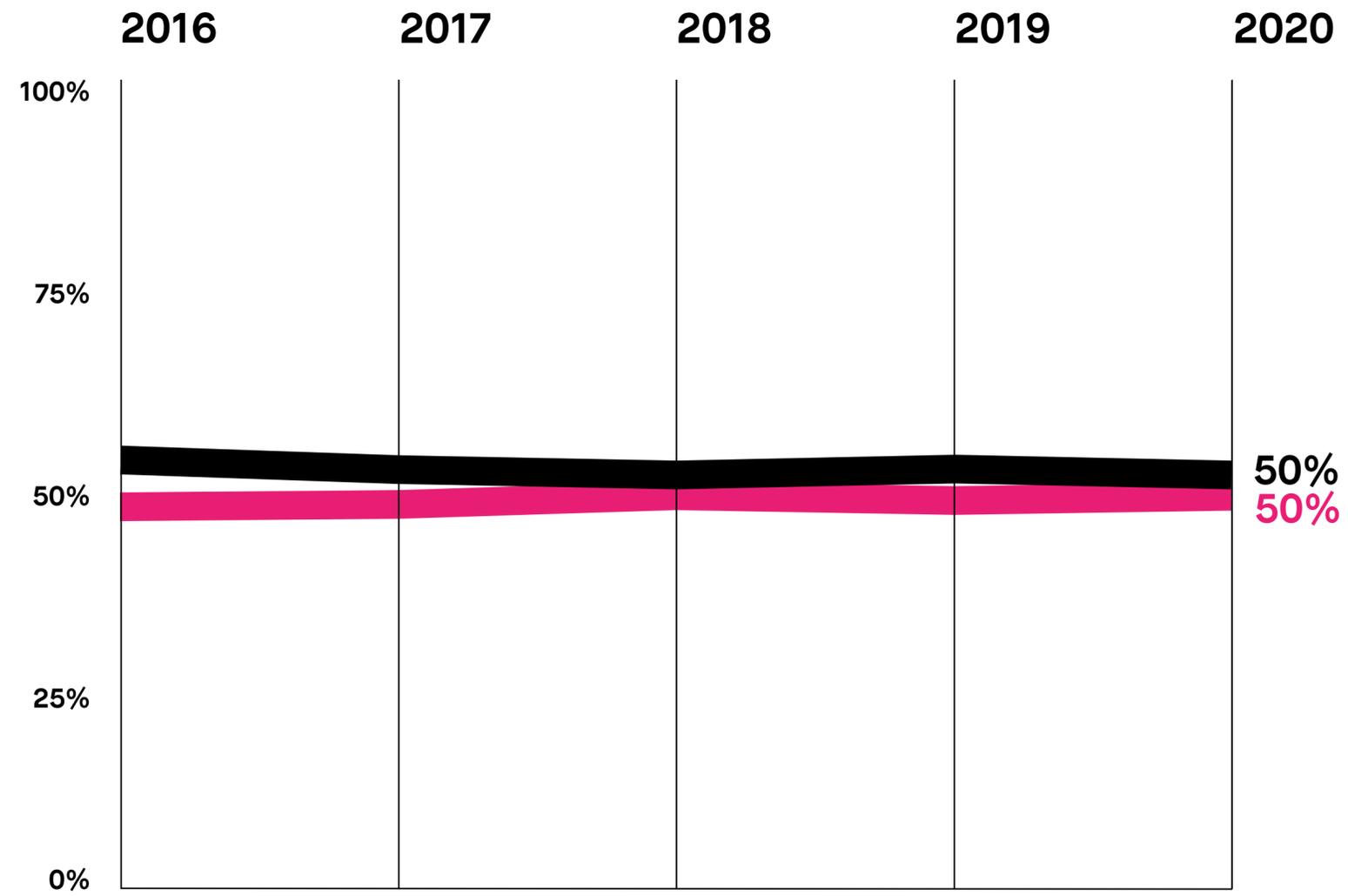
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# BNP Paribas



BNP Paribas: New Hires 2014-2020

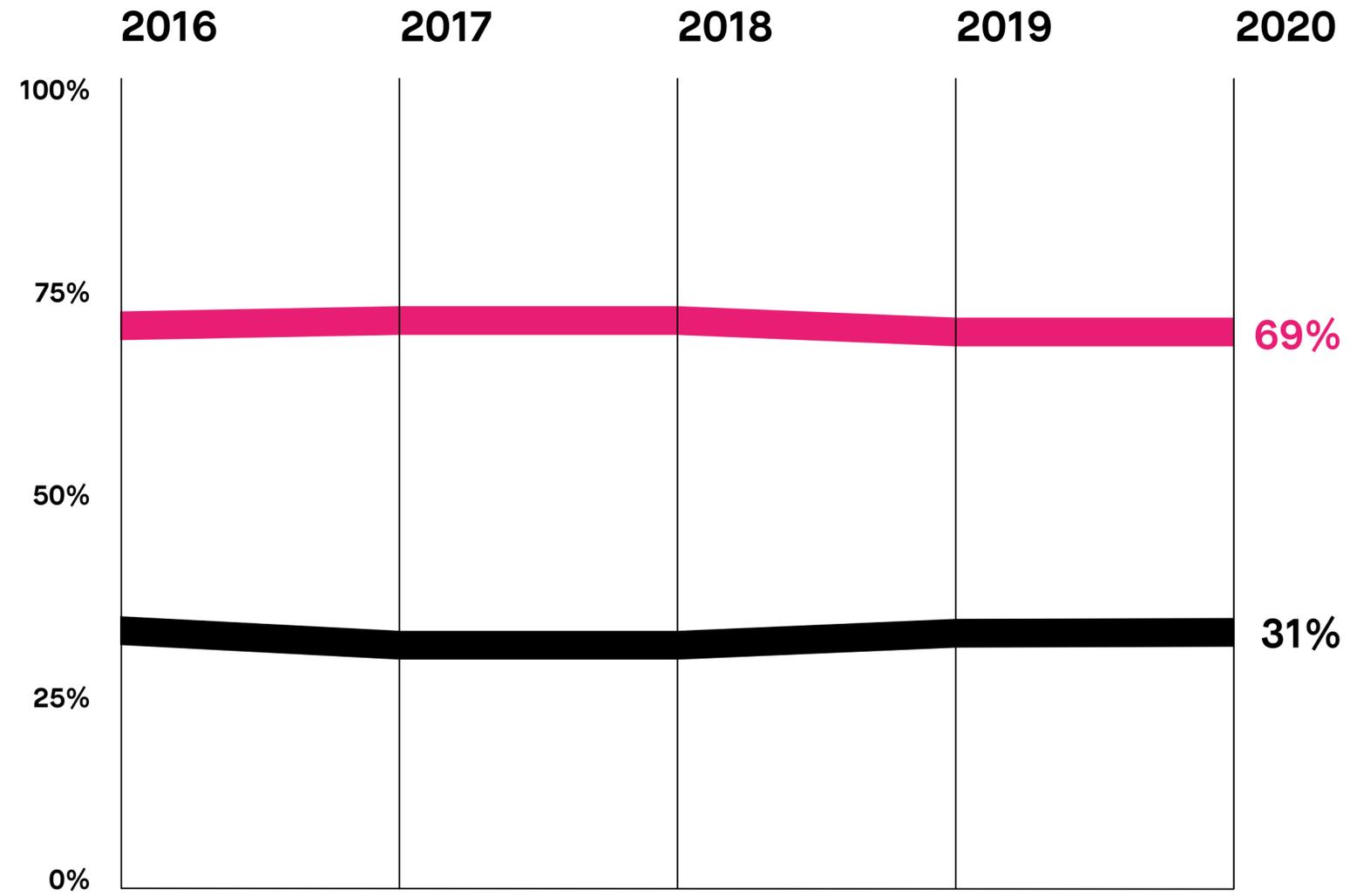
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Danone



Danone: Overall company 2014-2020

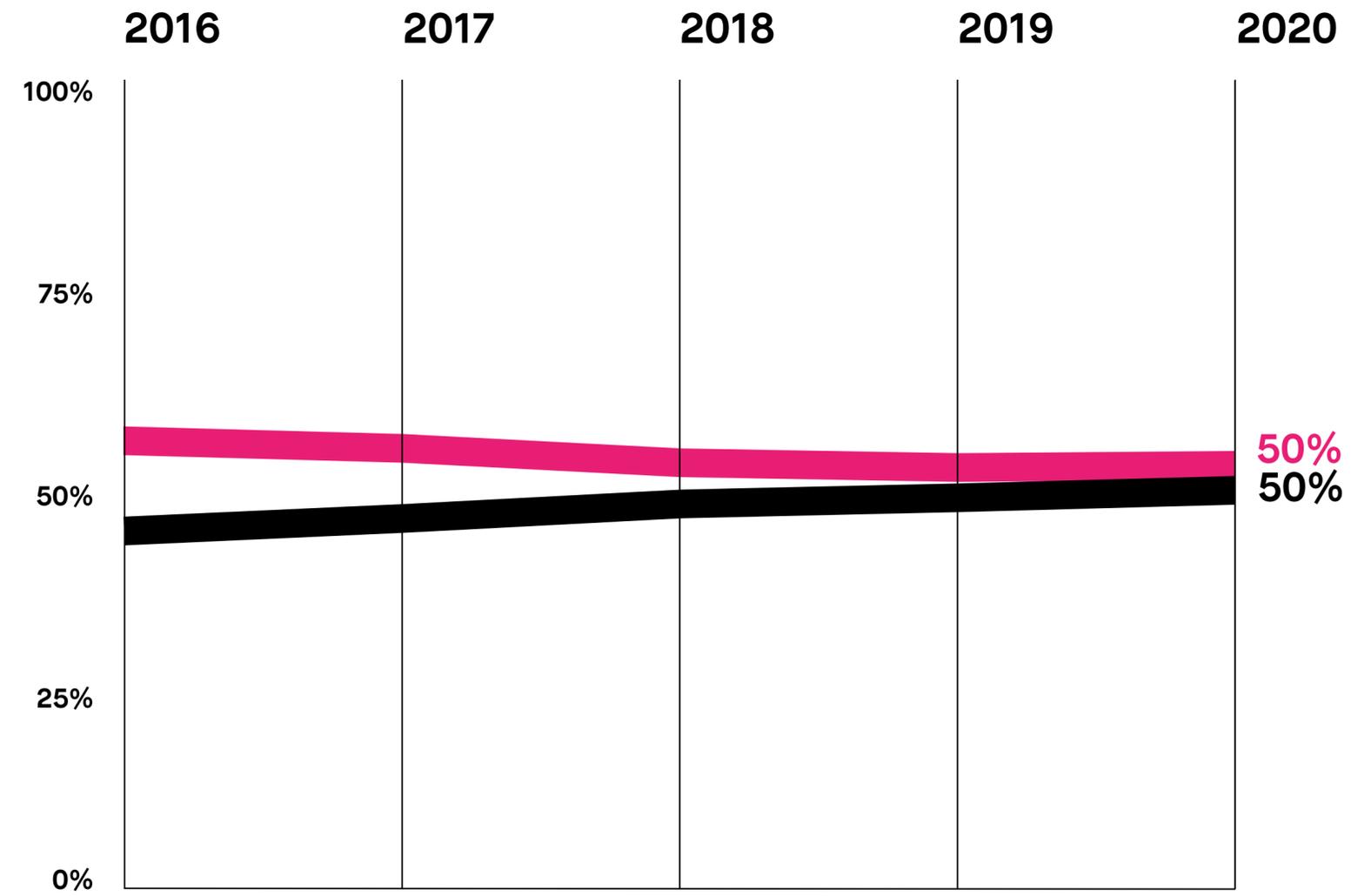
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Danone



\*Based on Top 10% positions published  
in our Annual Report

Danone: Top Six Per Cent 2014-2020

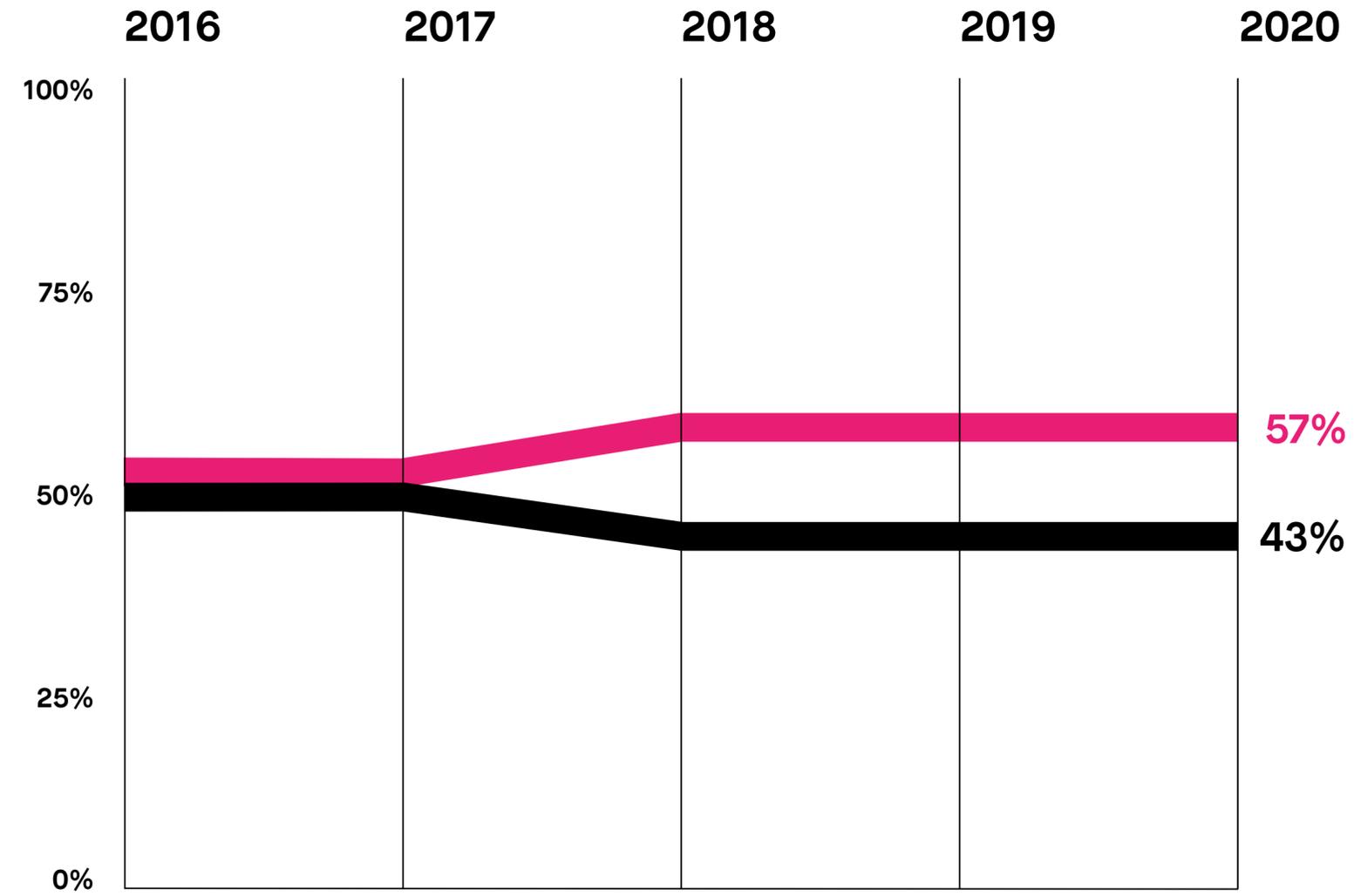
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Corporate  
Champions:

Thematic  
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Champions:

# Danone



Danone: Board 2014-2020

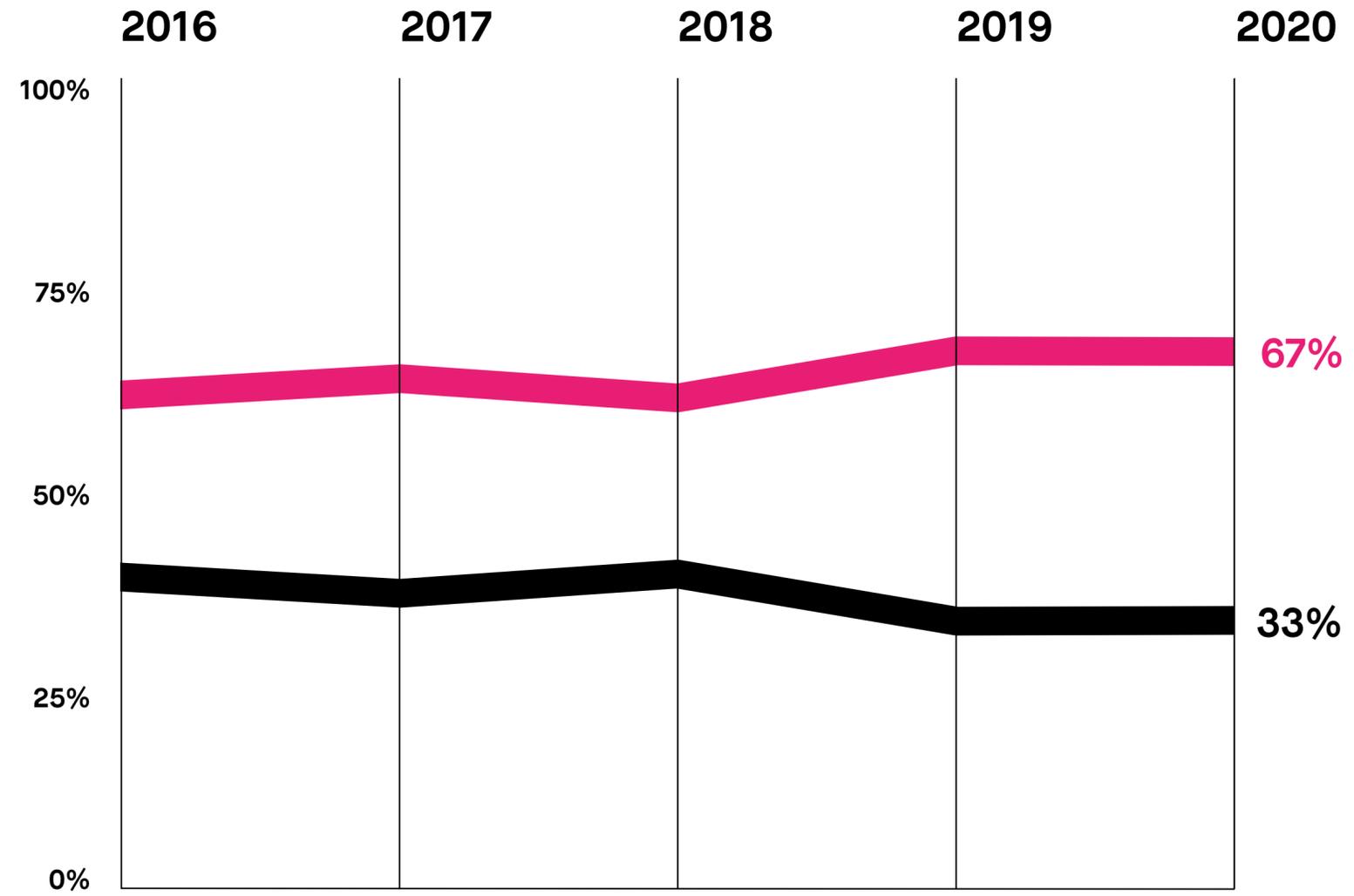
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
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# Danone



Danone: New Hires 2014-2020

Female Male

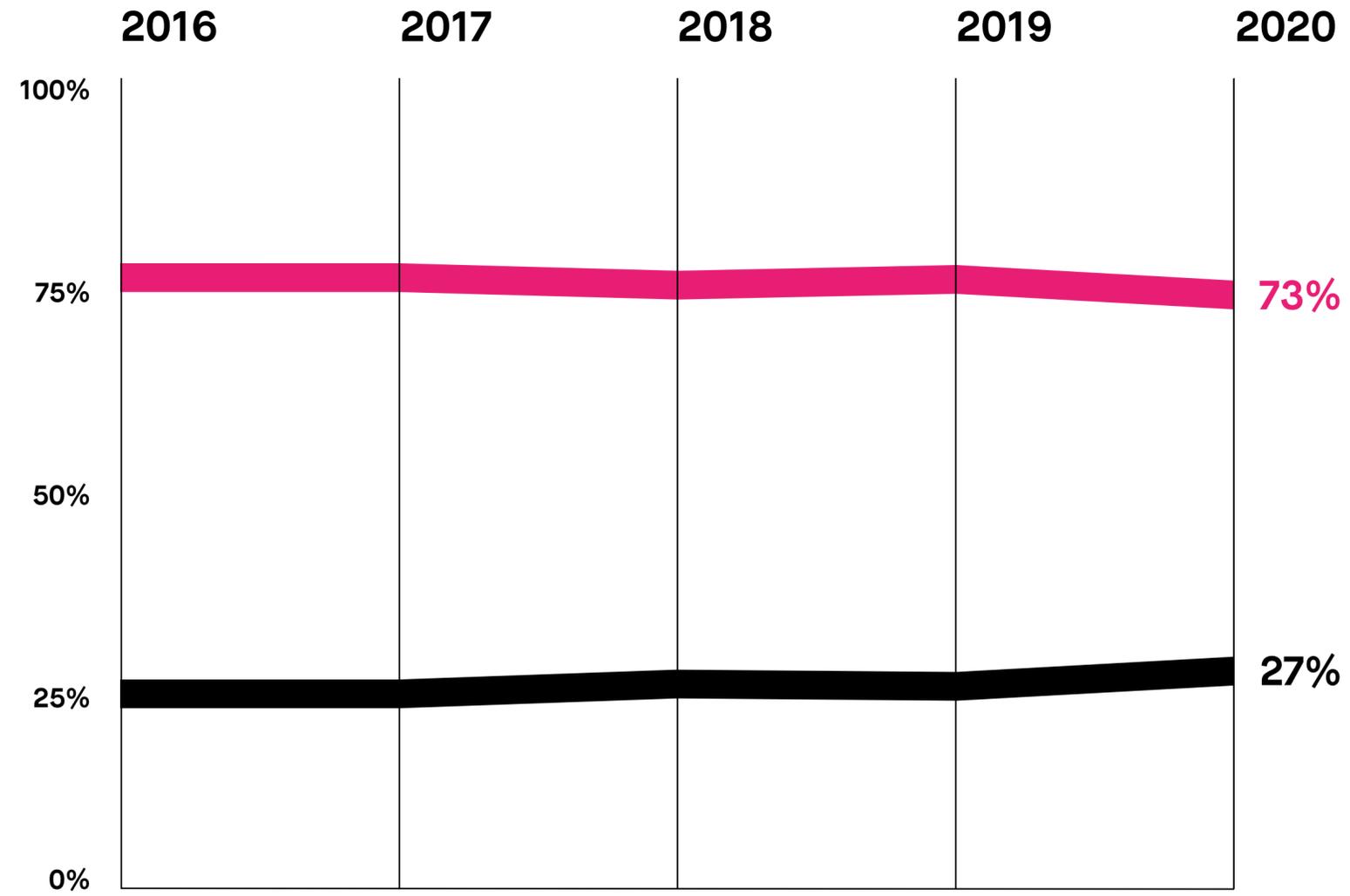
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# De Beers Group

Board



\*Band 5+ Representation;

De Beers Group: Overall company\* 2014-2020

Female Male

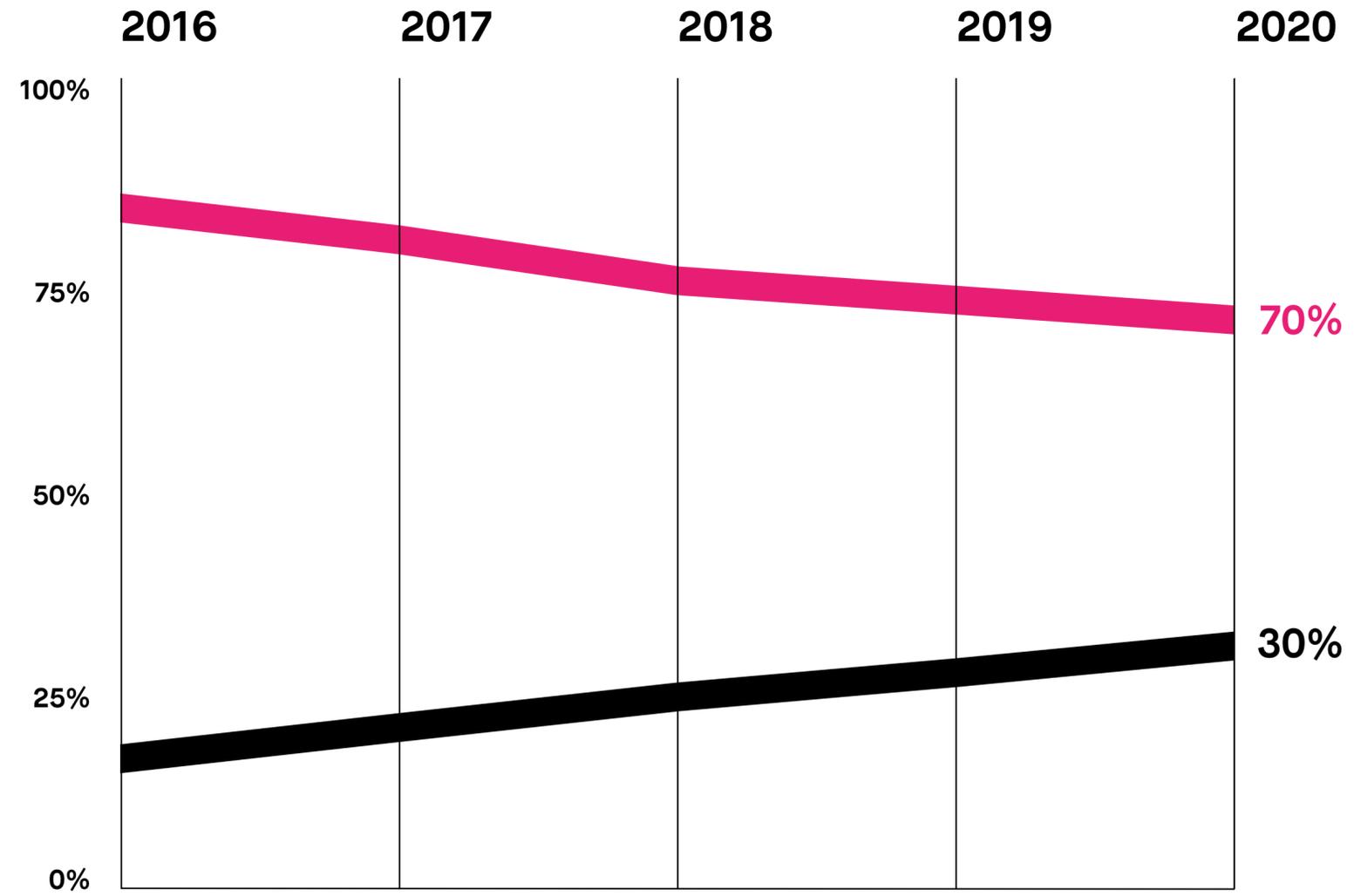
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# De Beers Group

Board



De Beers Group: Top Six Per Cent 2014-2020

Female Male

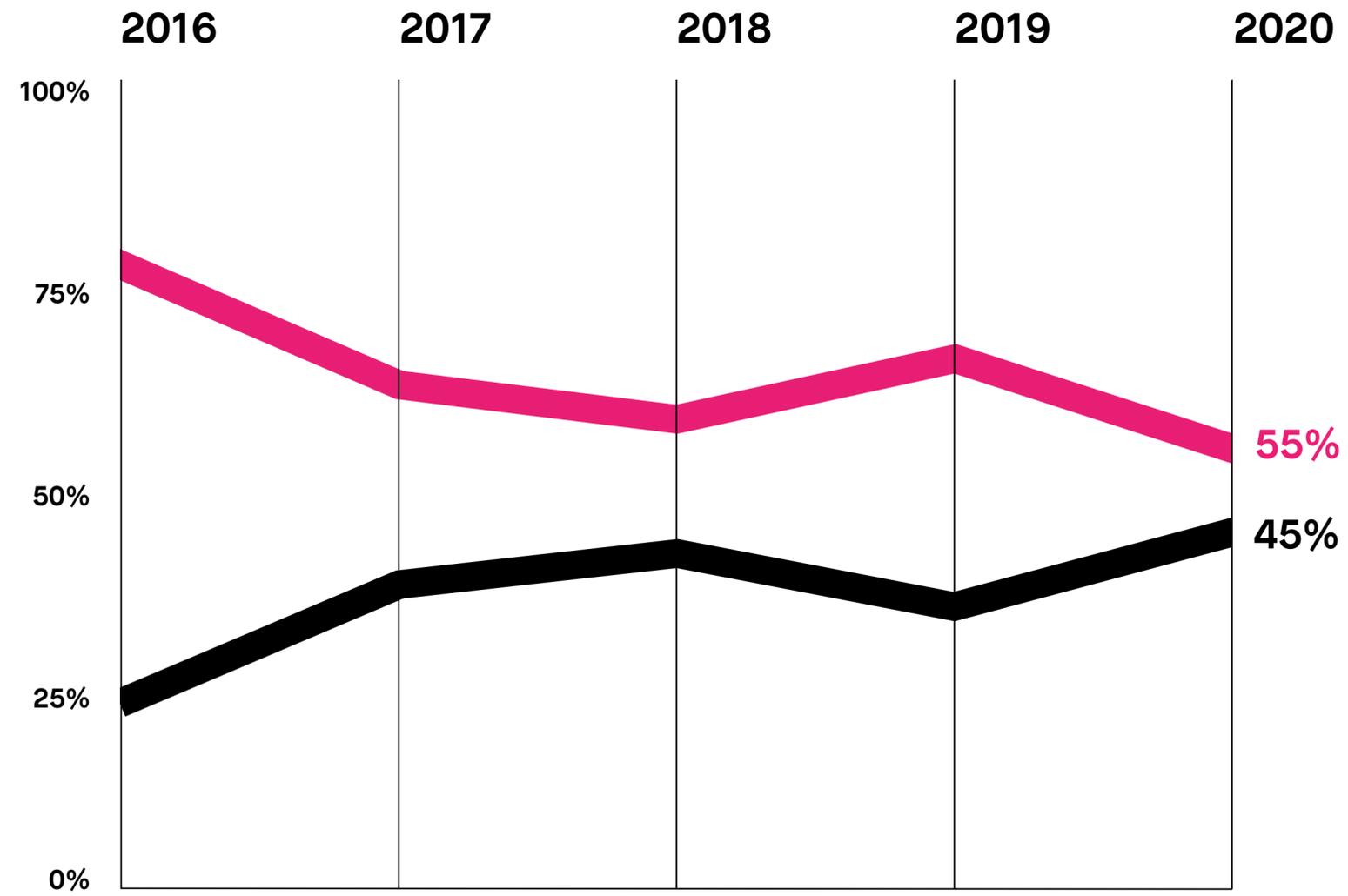
Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# De Beers Group

Board



\*Band 5+ appointment rate

De Beers Group: New Hires\* 2014-2020

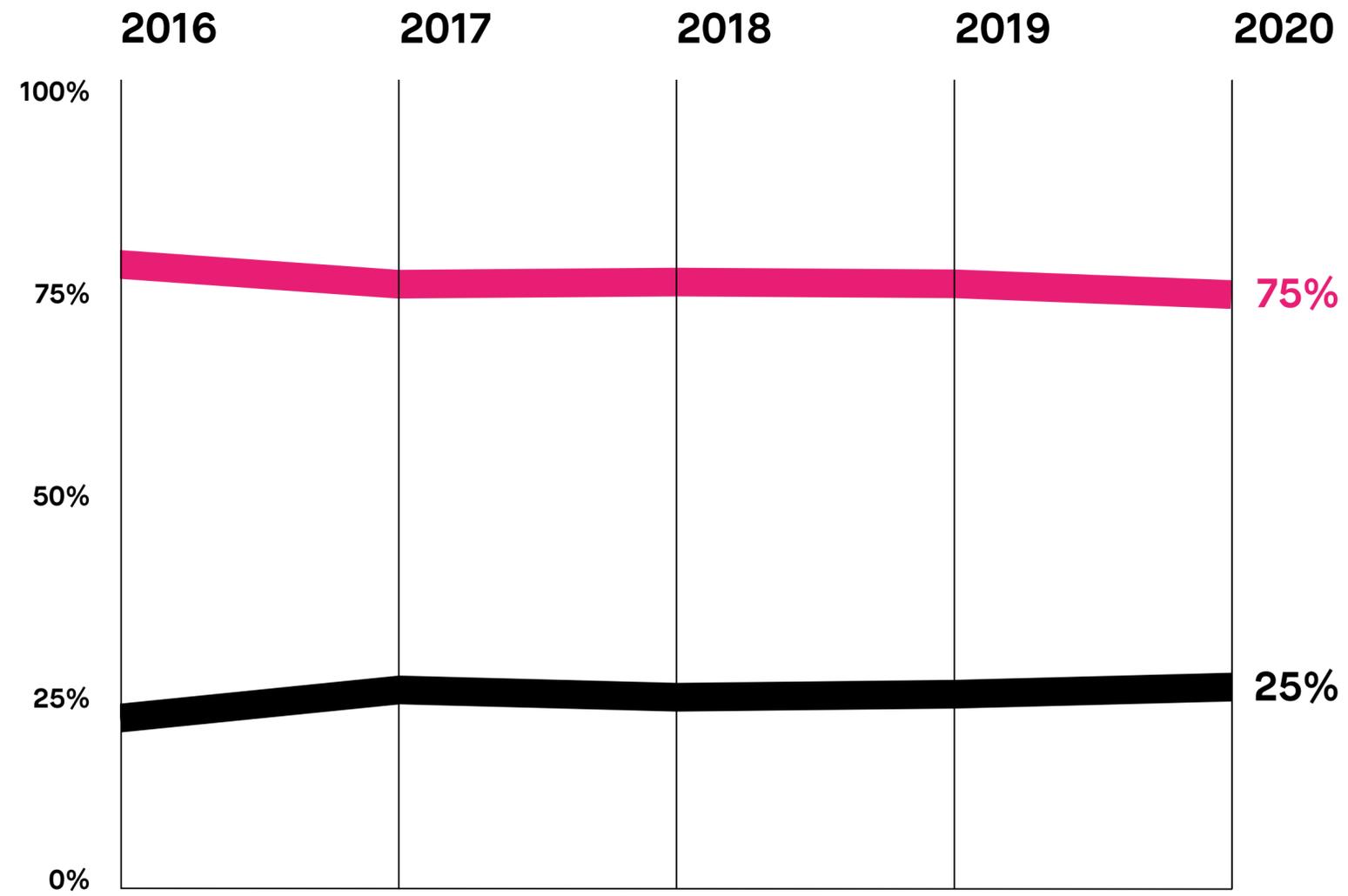
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Exelon



Exelon: Overall company 2014-2020

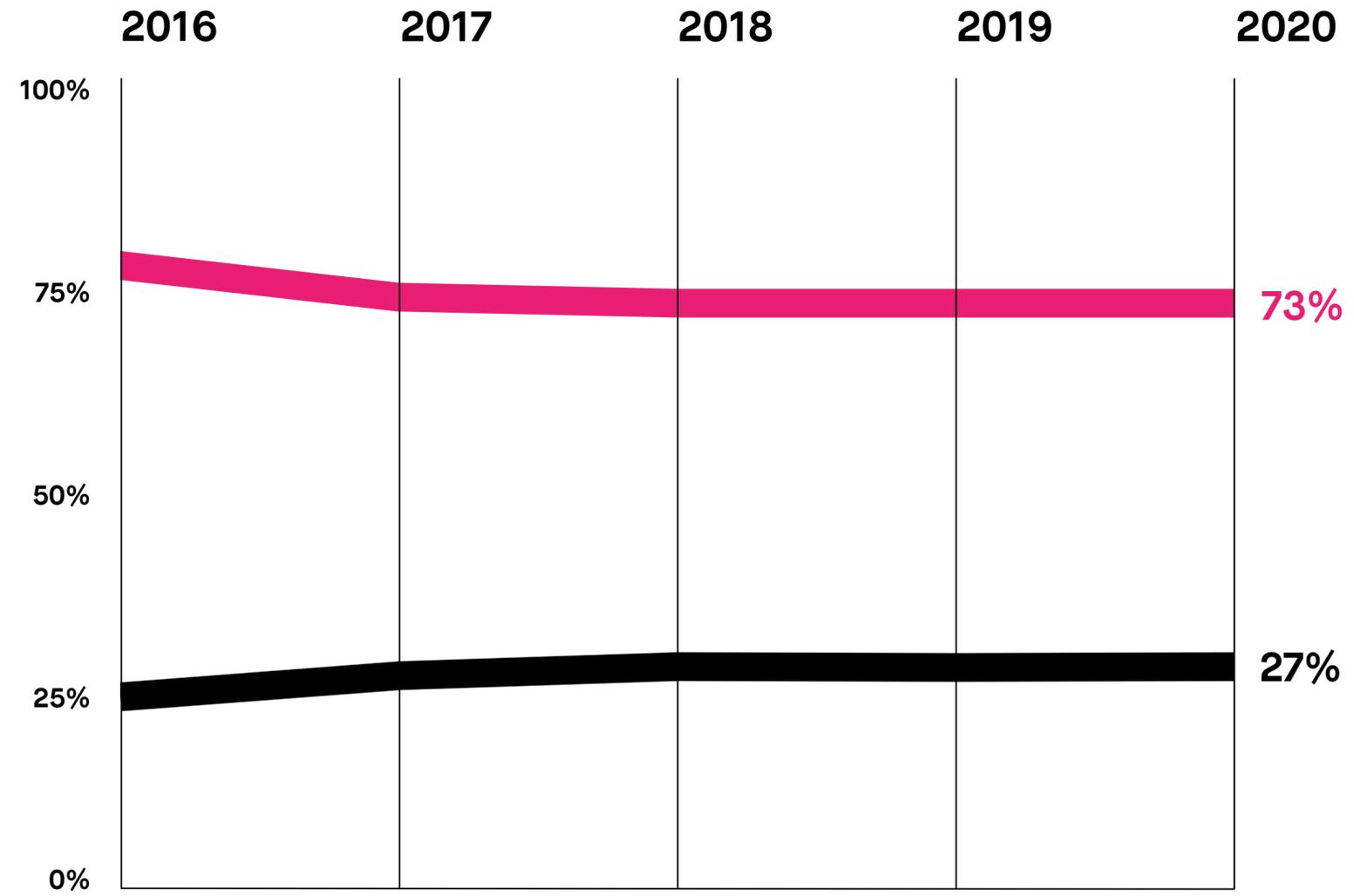
Female Male

Corporate  
Champions:

Thematic  
Champions:

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# Exelon



Exelon: Top Six Per Cent 2014-2020

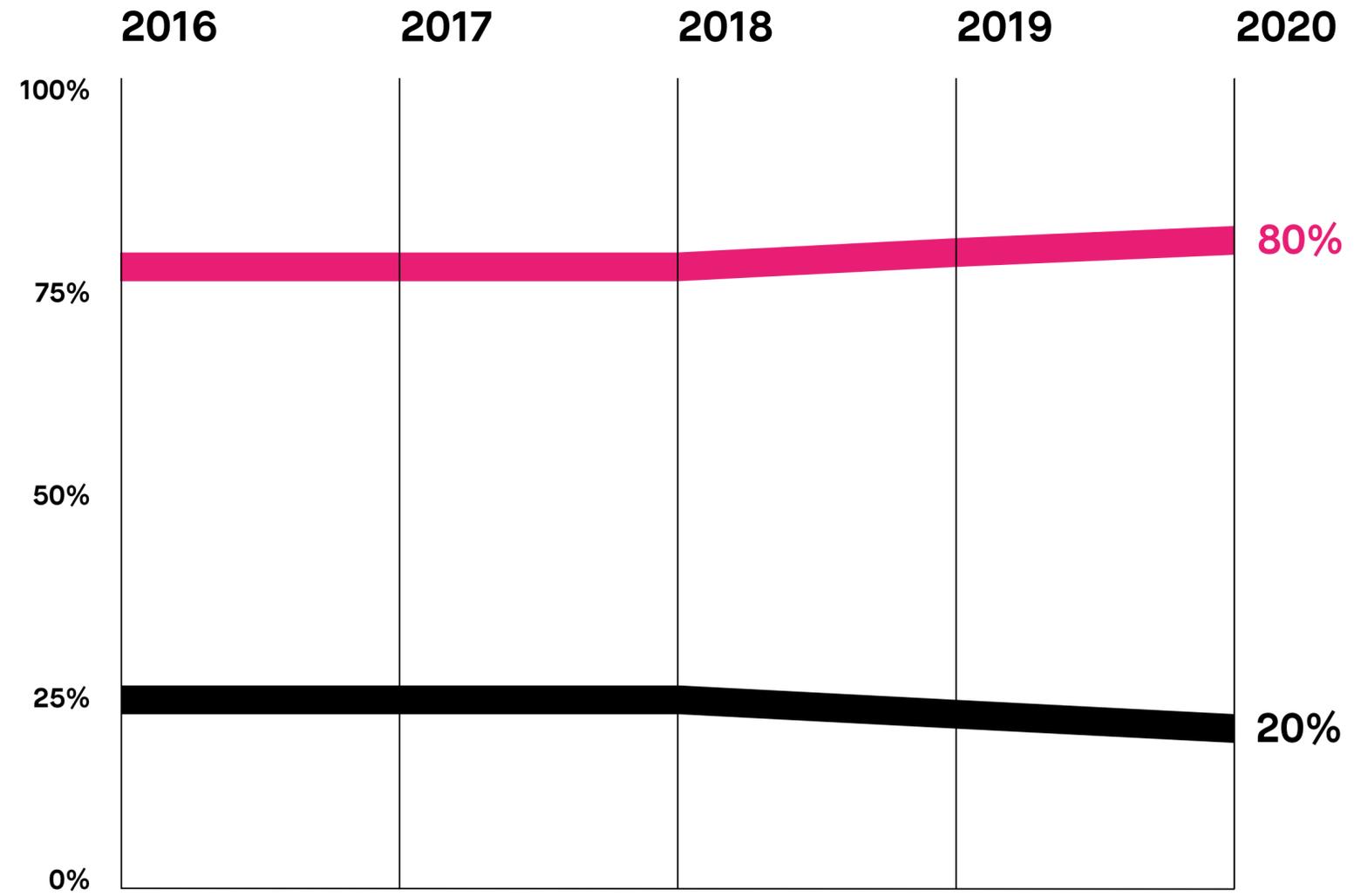
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Exelon: Board 2014-2020

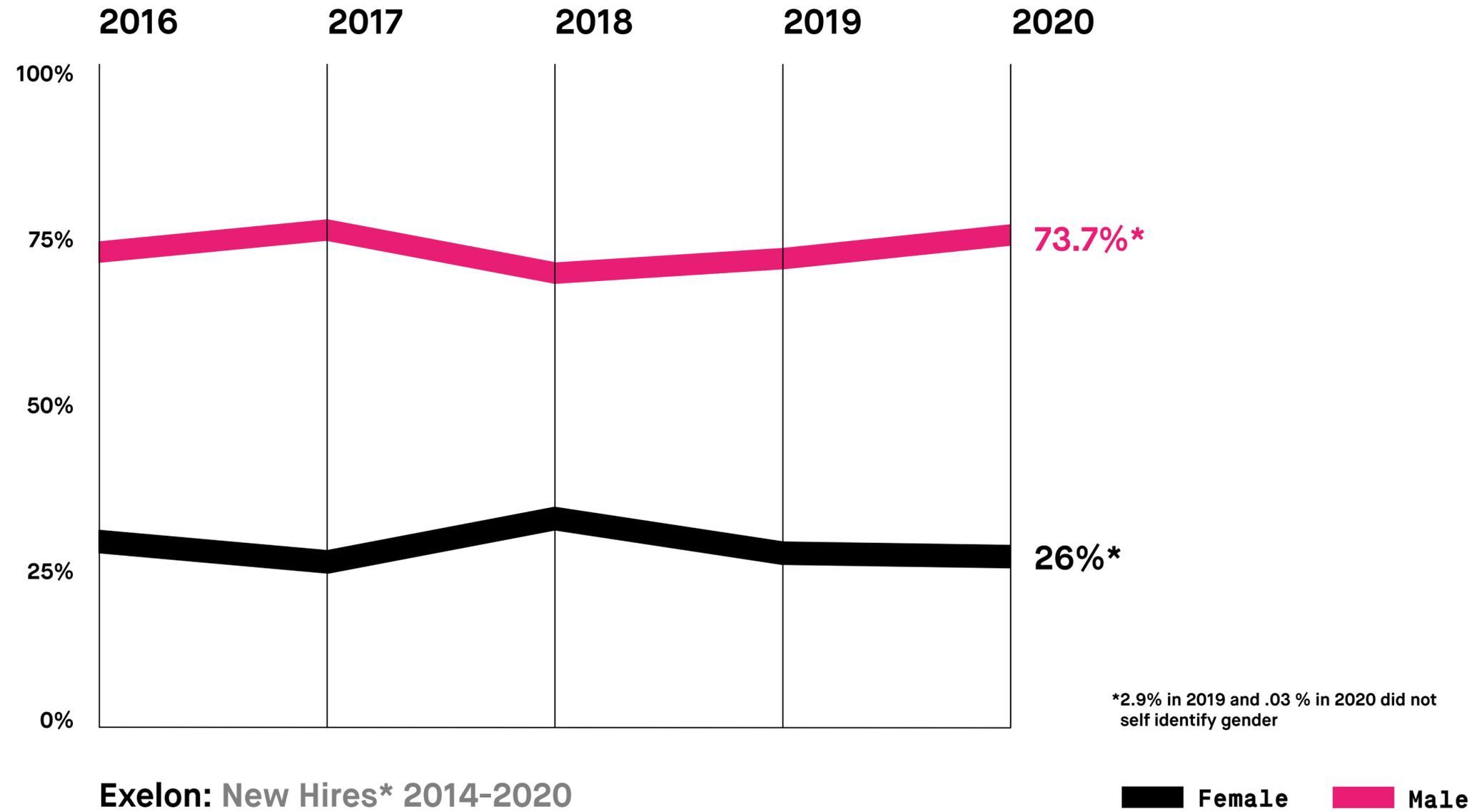
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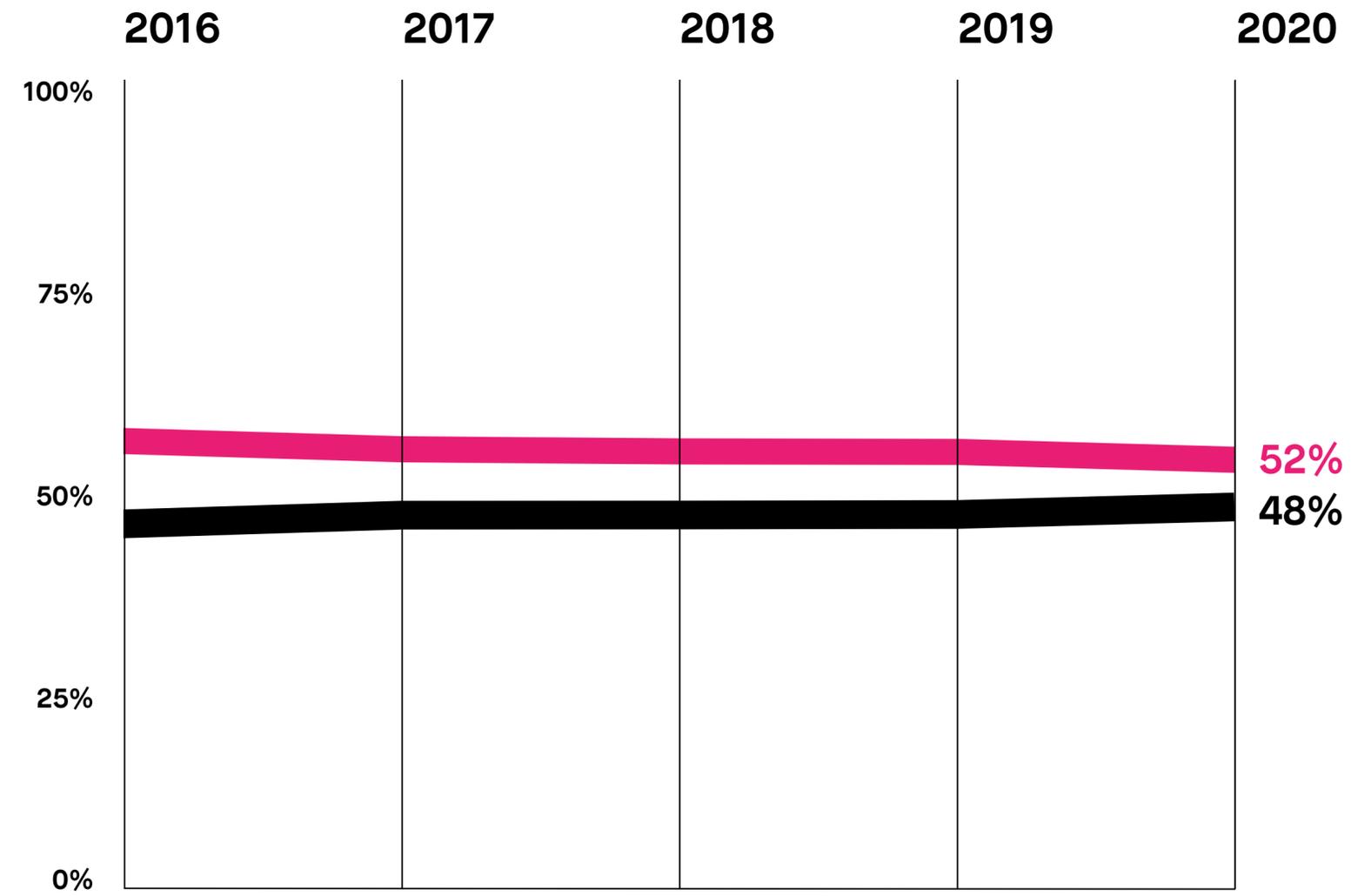


Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# UK Policing



UK Policing: Overall company 2014-2020

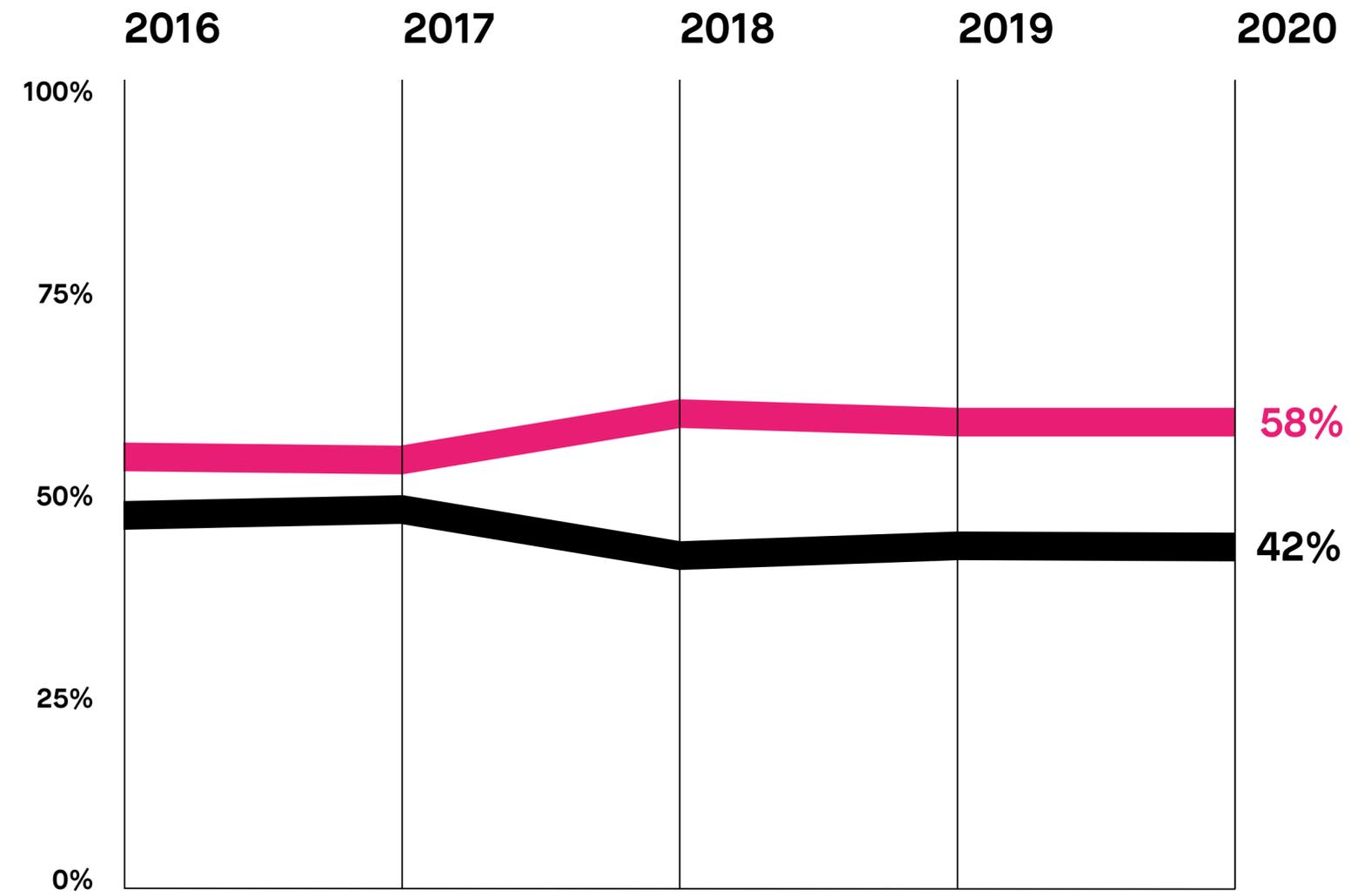
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# UK Policing



UK Policing: Top Six Per Cent 2014-2020

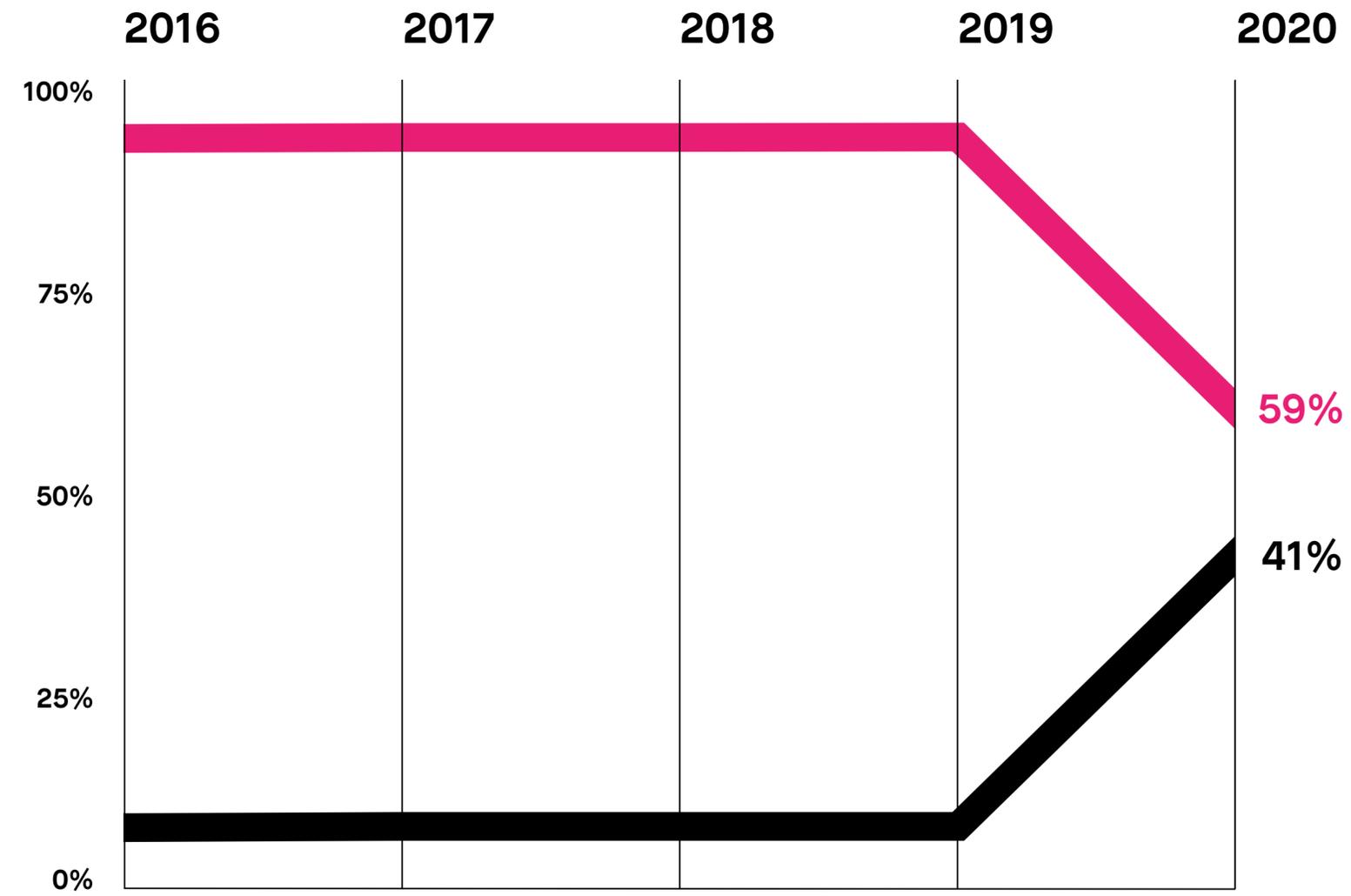
Female Male

Corporate  
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Thematic  
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University  
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# UK Policing



UK Policing: Board 2014-2020

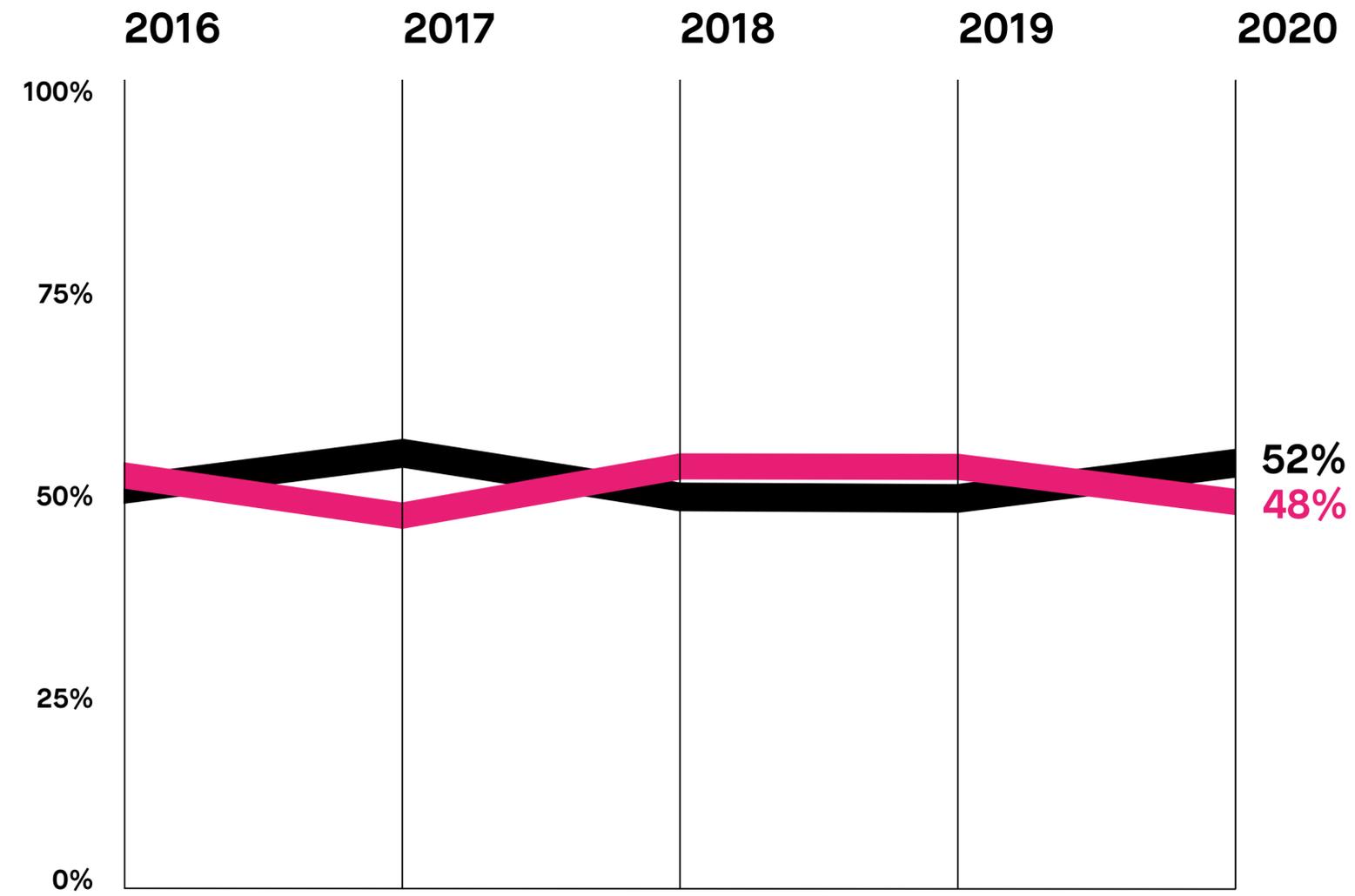
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# UK Policing



UK Policing: New Hires 2014-2020

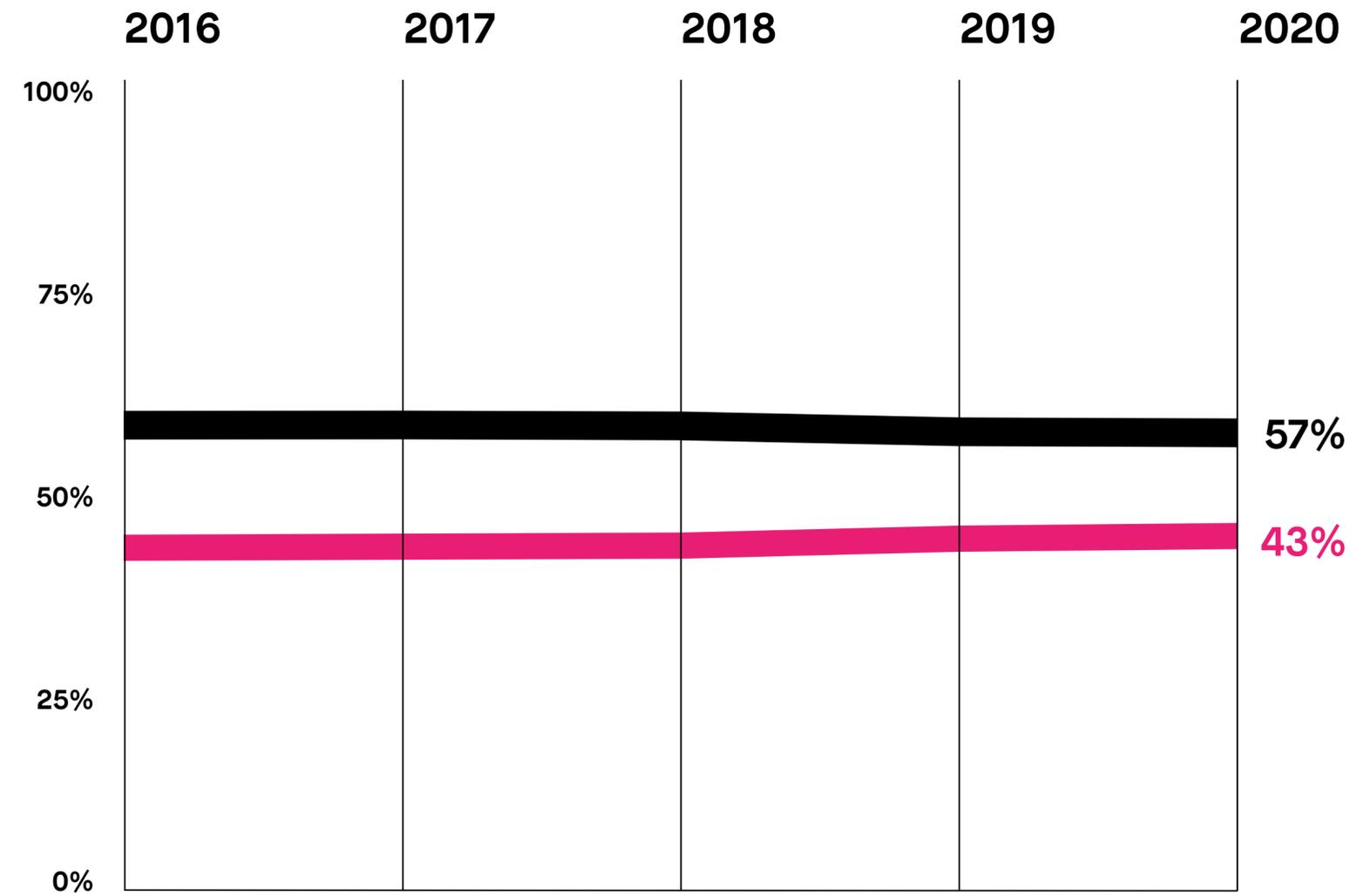
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Standard Bank Group



Standard Bank Group: Overall company 2014-2020

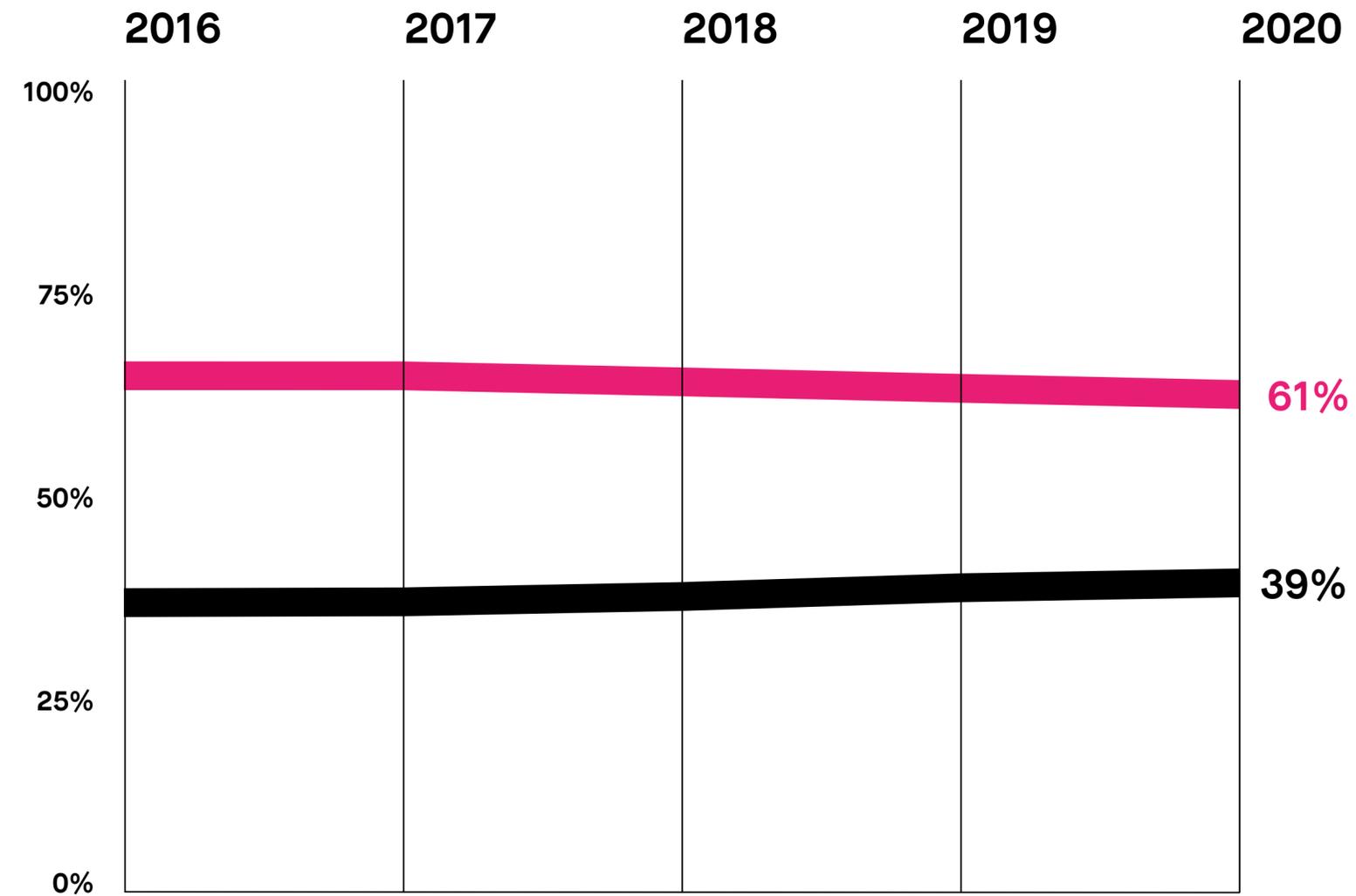
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Standard Bank Group



Standard Bank Group: Top Six Per Cent 2014-2020

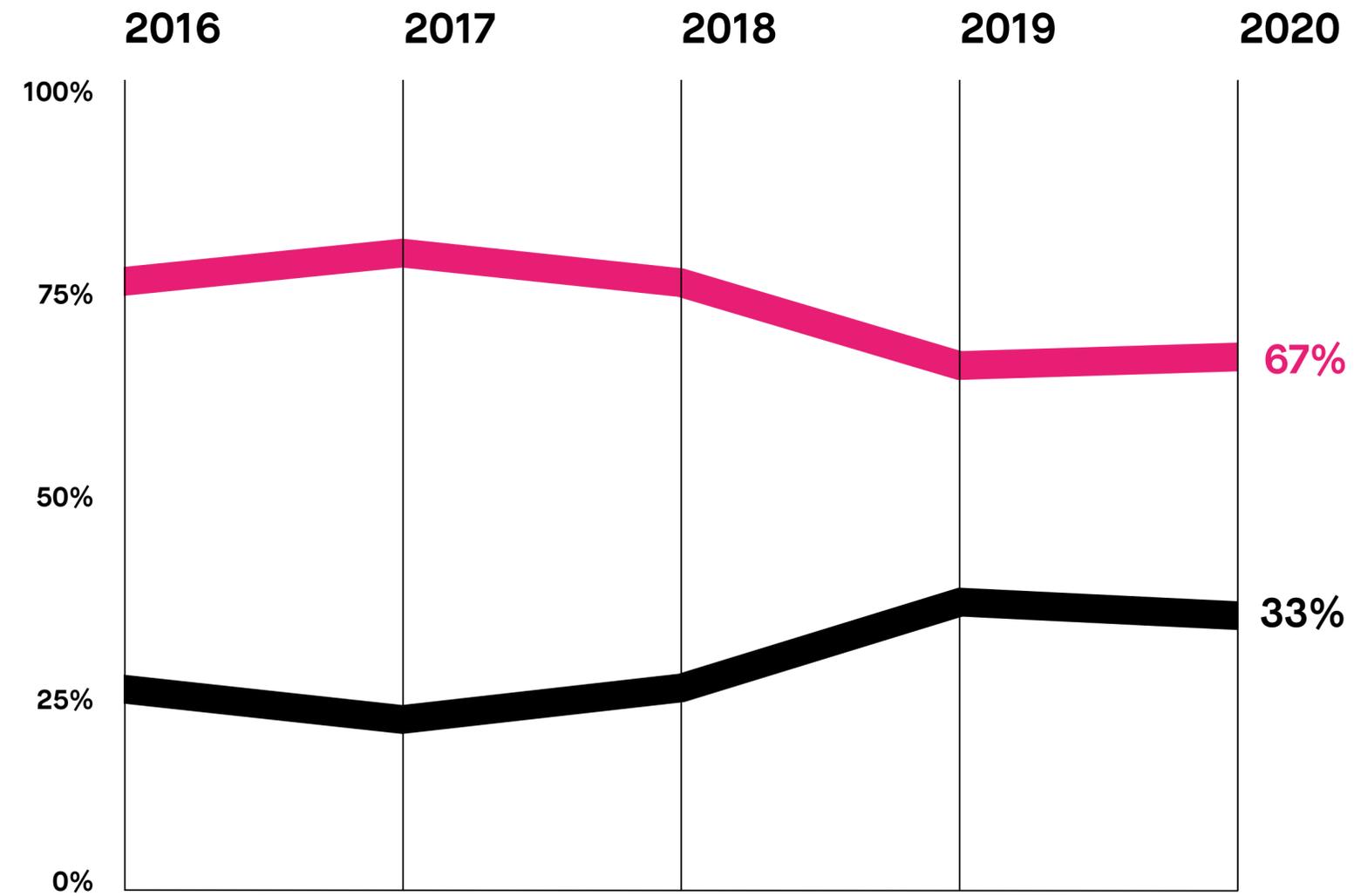
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Corporate  
Champions:

Thematic  
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University  
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# Standard Bank Group



Standard Bank Group: Board 2014-2020

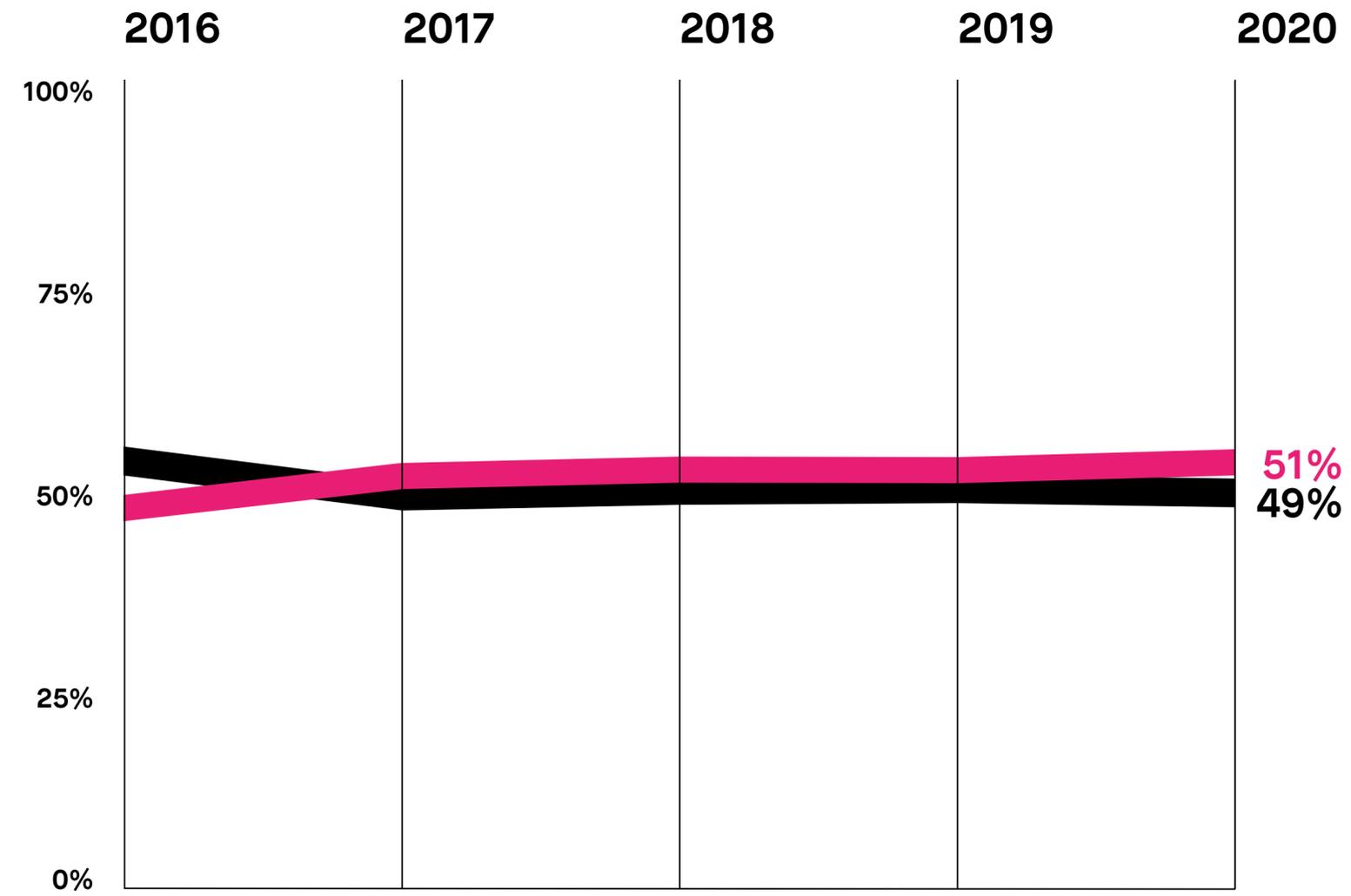
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Corporate  
Champions:

Thematic  
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University  
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# Standard Bank Group



Standard Bank Group: New Hires 2014-2020

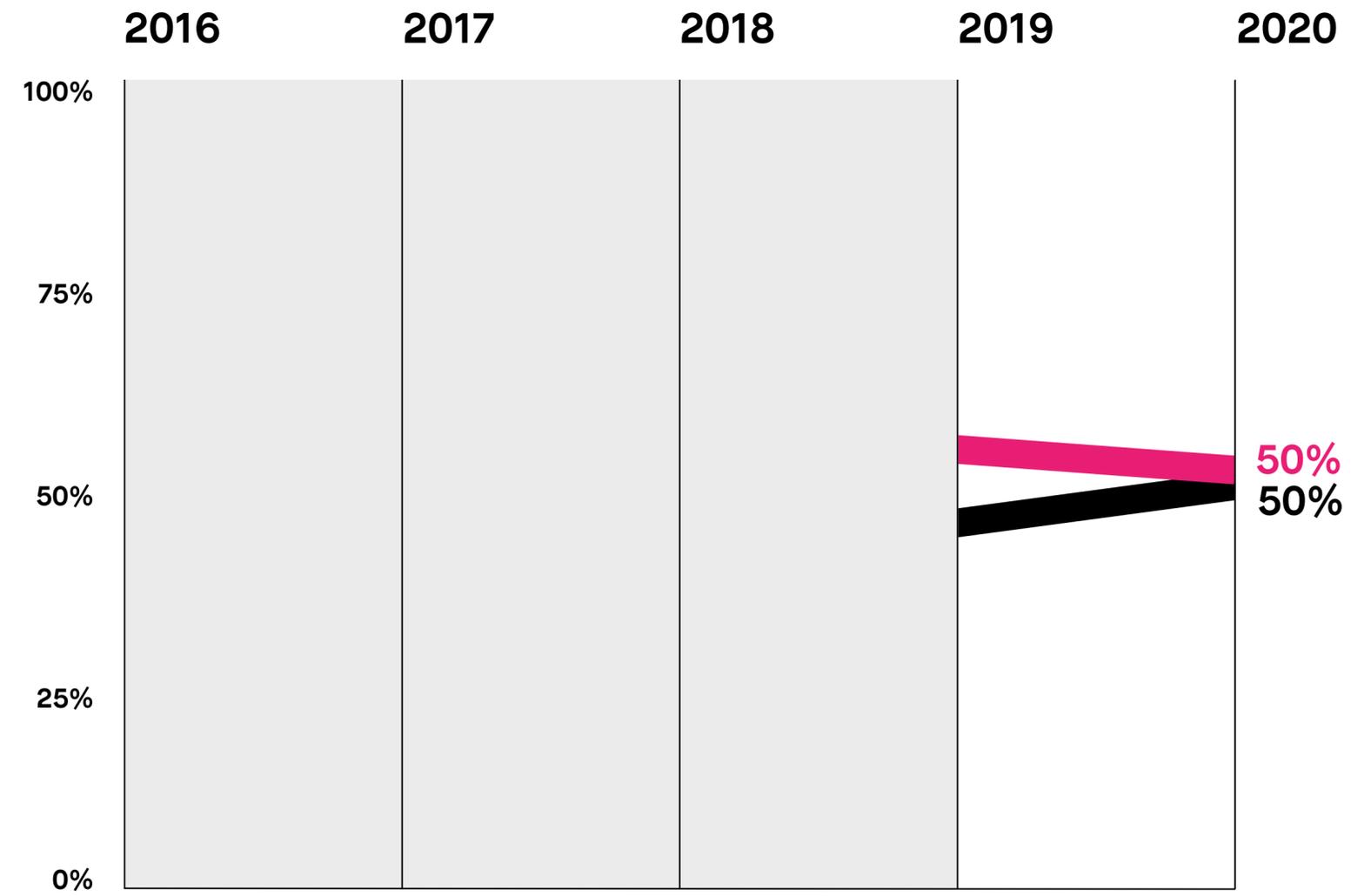
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# World Scouting



World Scouting: Overall company 2014-2020

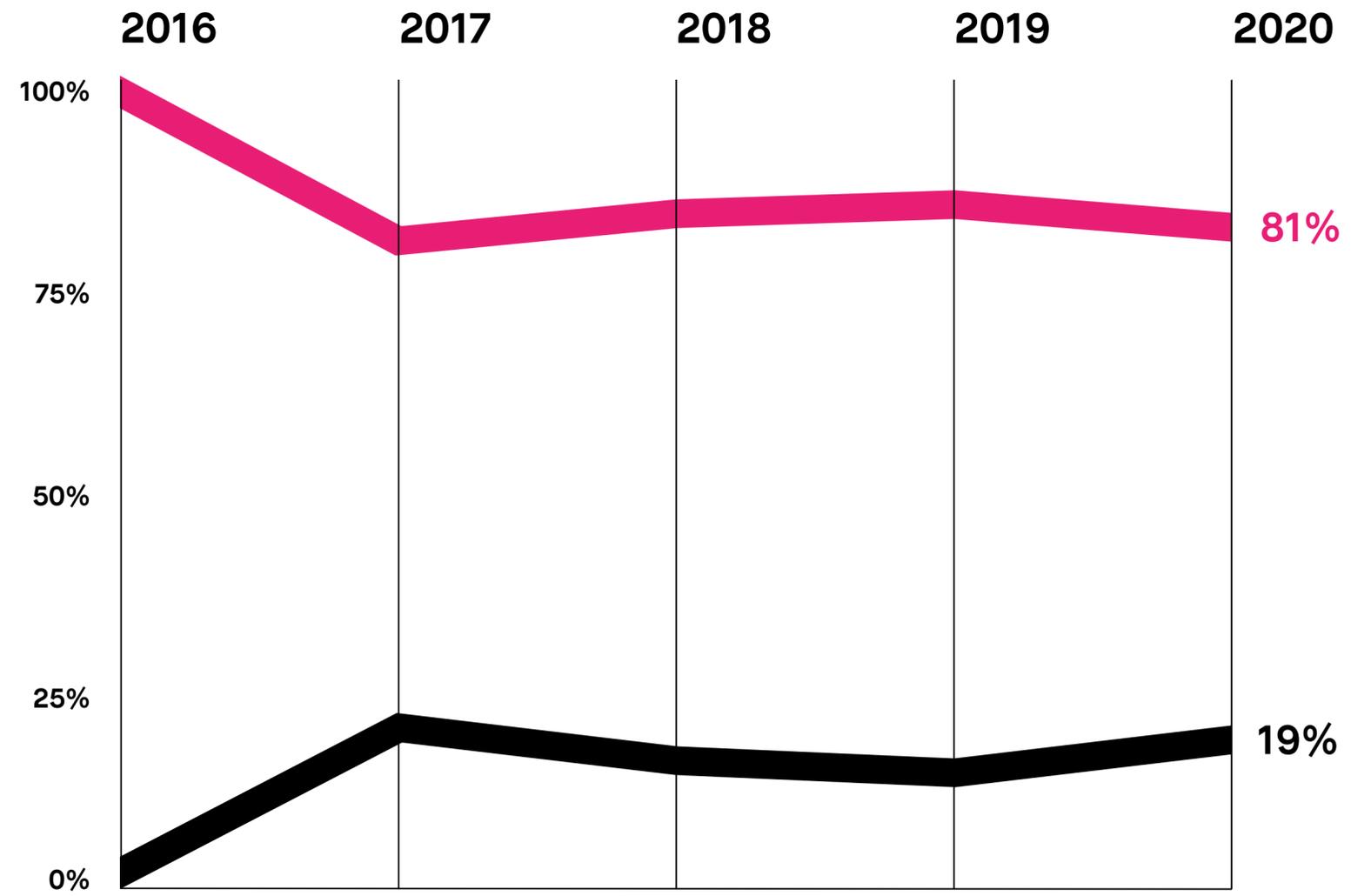
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Corporate  
Champions:

Thematic  
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University  
Champions:

# World Scouting



World Scouting: Top Six Per Cent 2014-2020

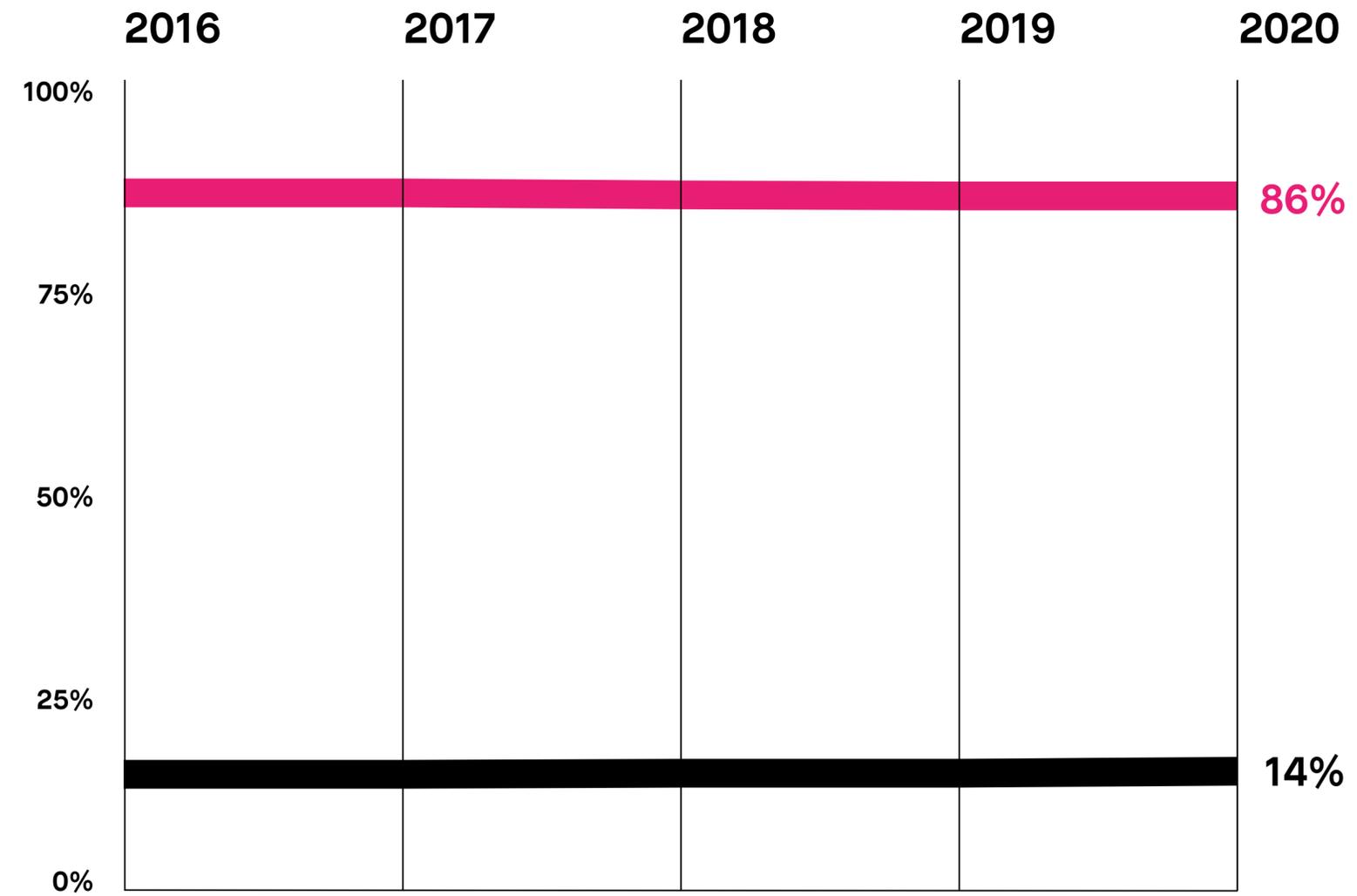
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# World Scouting



World Scouting: Board 2014-2020

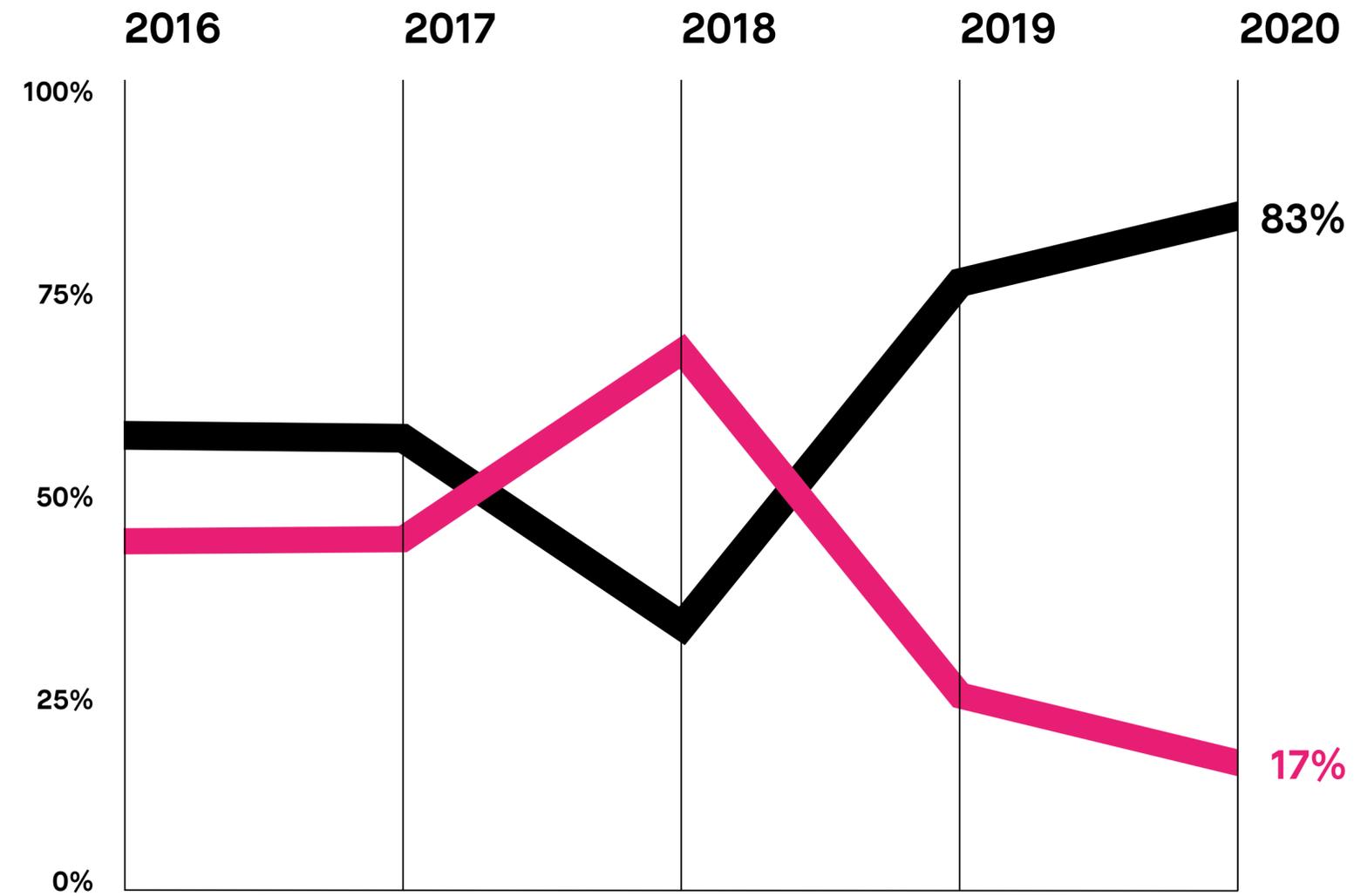
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Corporate  
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Thematic  
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University  
Champions:

# World Scouting



World Scouting: New Hires 2014-2020

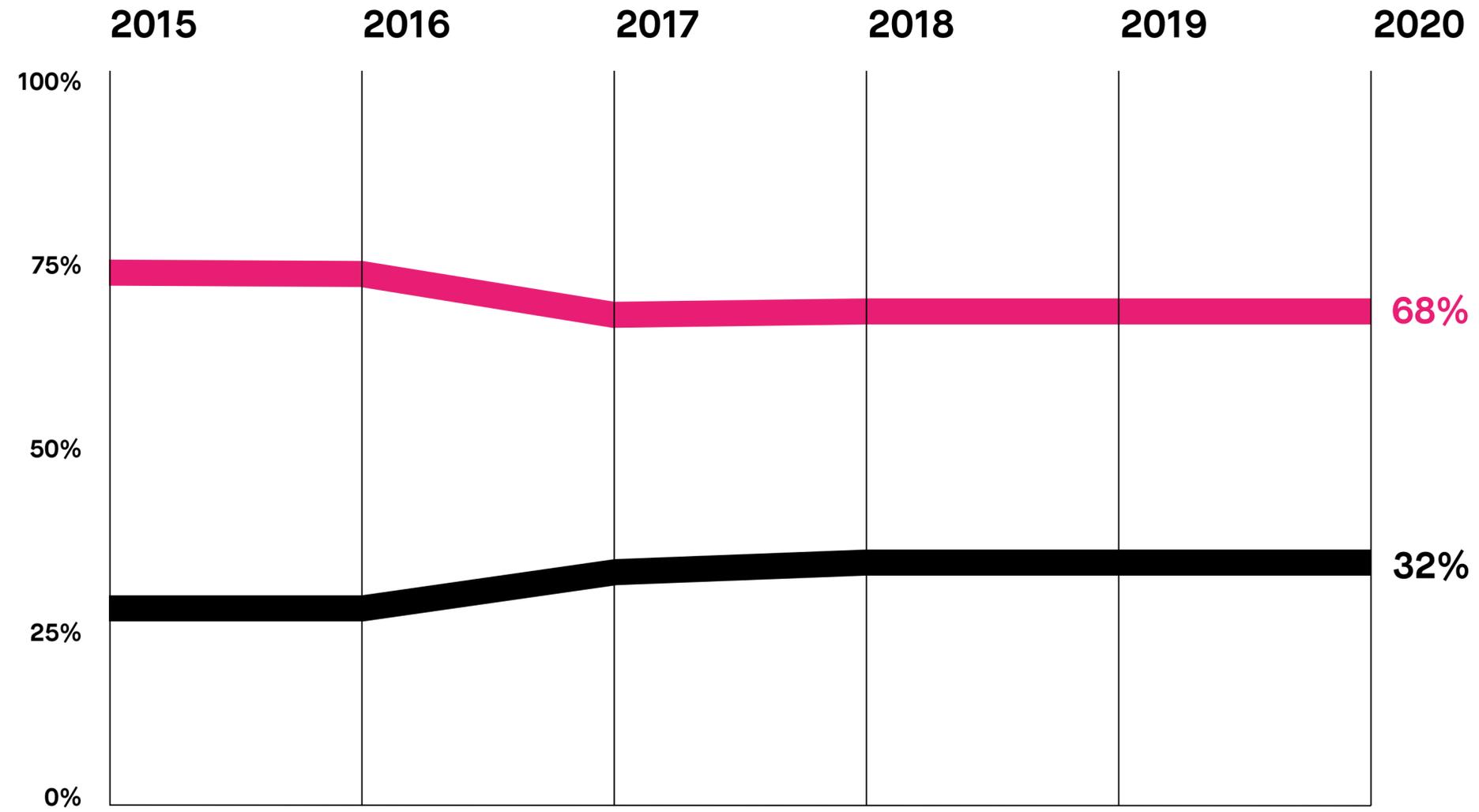
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Georgetown University



Georgetown University: Senior Leadership 2015-2020

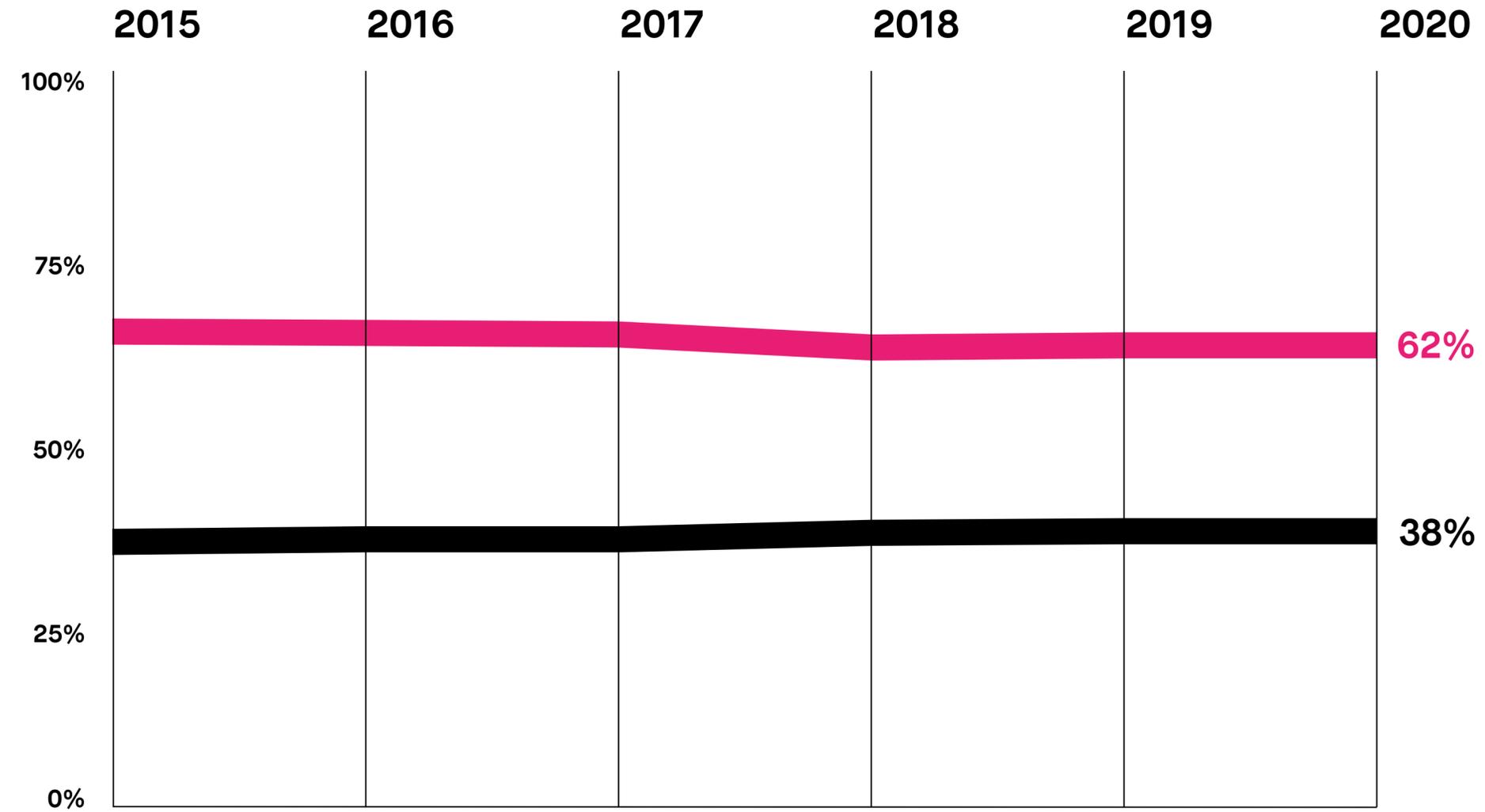
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Georgetown University



Georgetown University: Tenured Professors 2015-2020

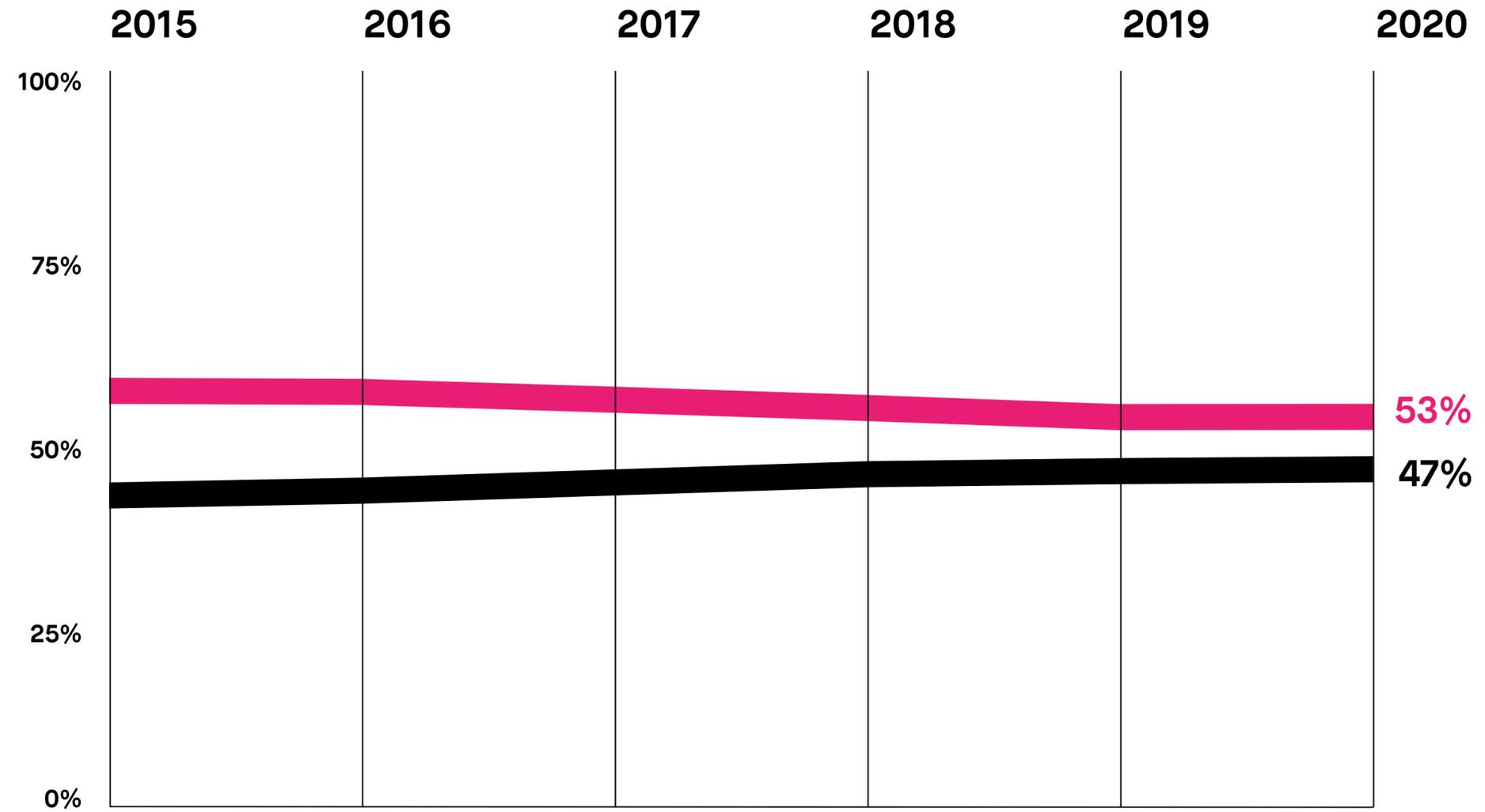
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Georgetown University



Georgetown University: Full-Time Faculty 2015-2020

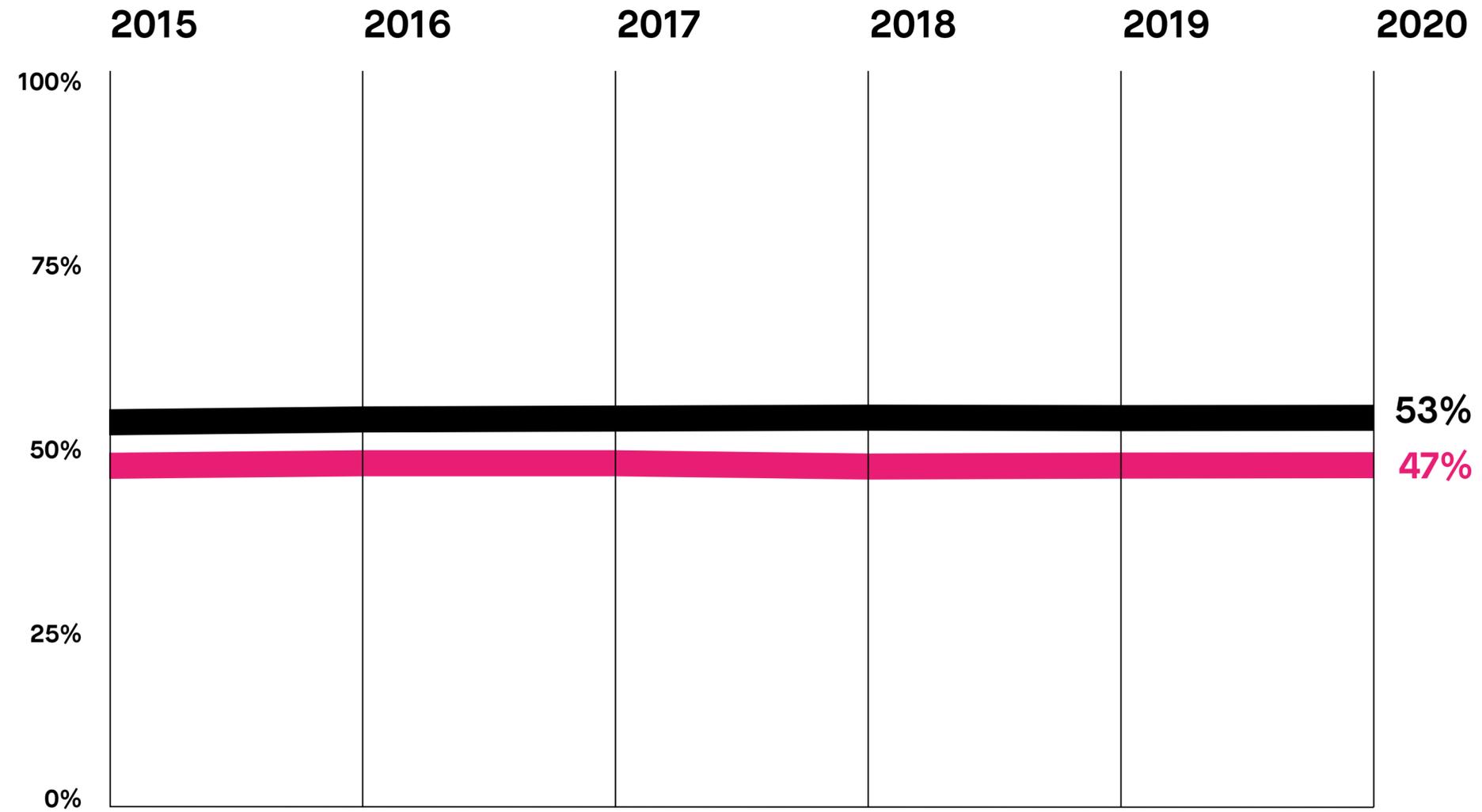
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Corporate  
Champions:

Thematic  
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University  
Champions:

# Georgetown University



Georgetown University: Graduate 2015-2020

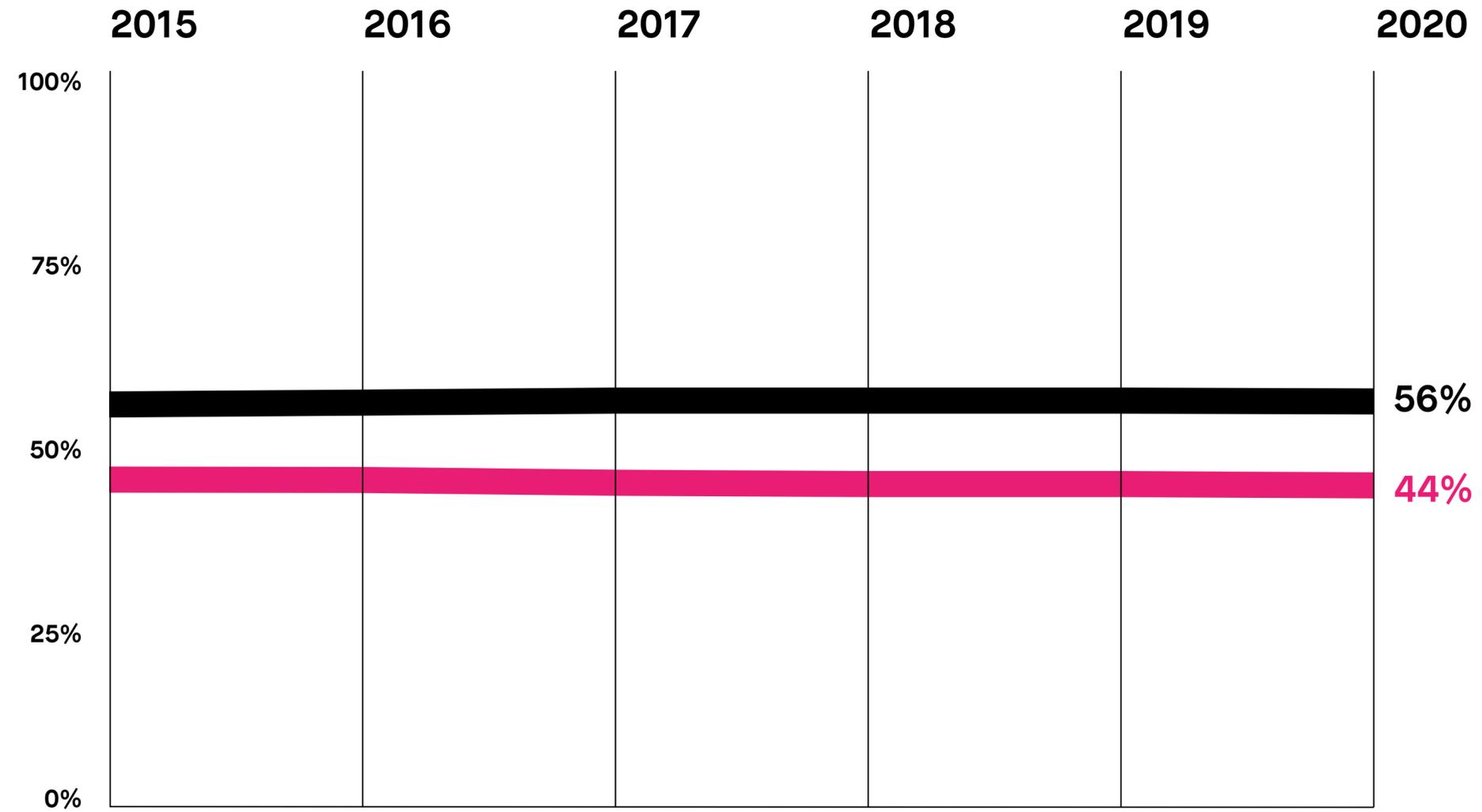
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Georgetown University



Georgetown University: Undergraduate 2015-2020

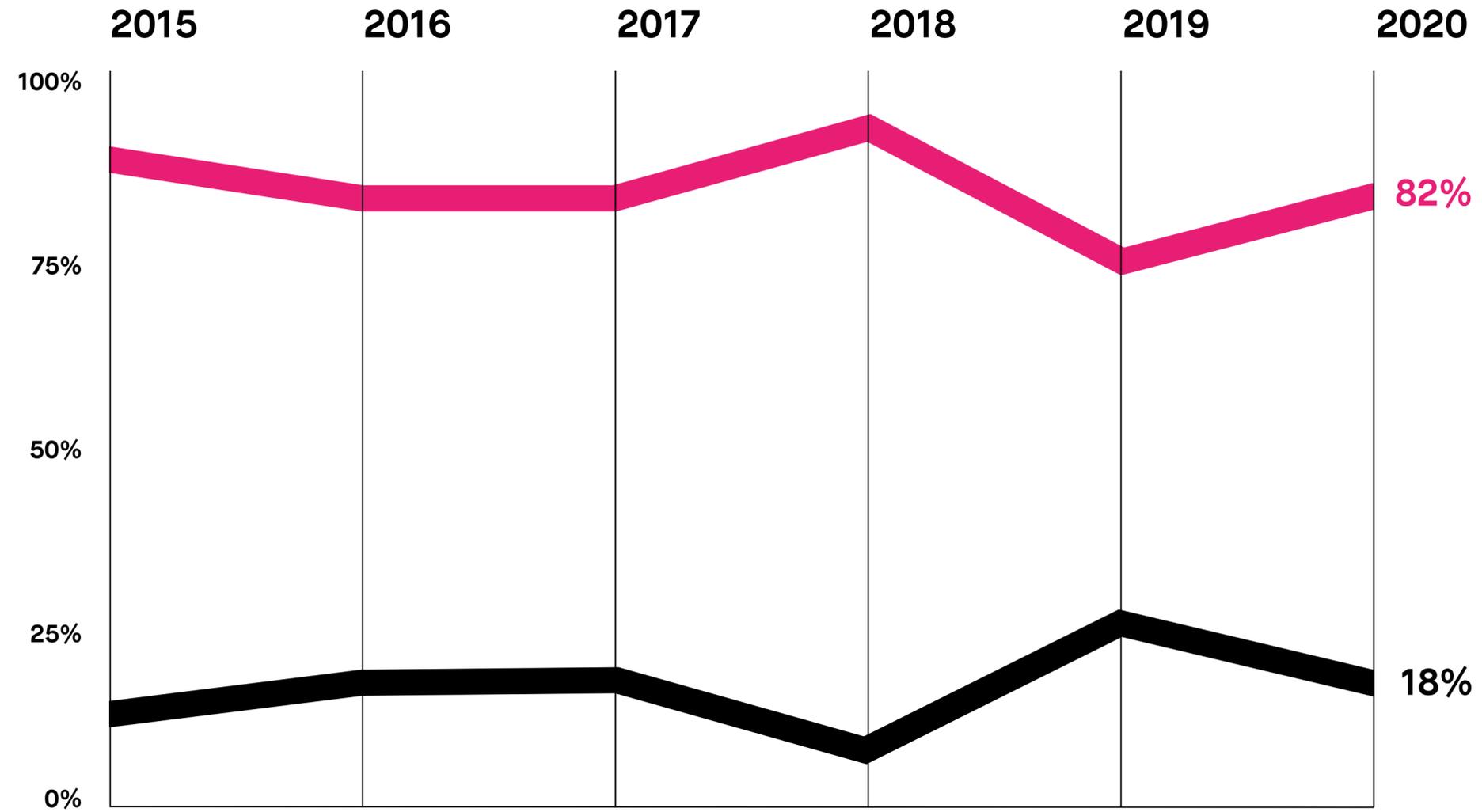
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Kenyatta University



Kenyatta University: Senior Leadership 2015-2020

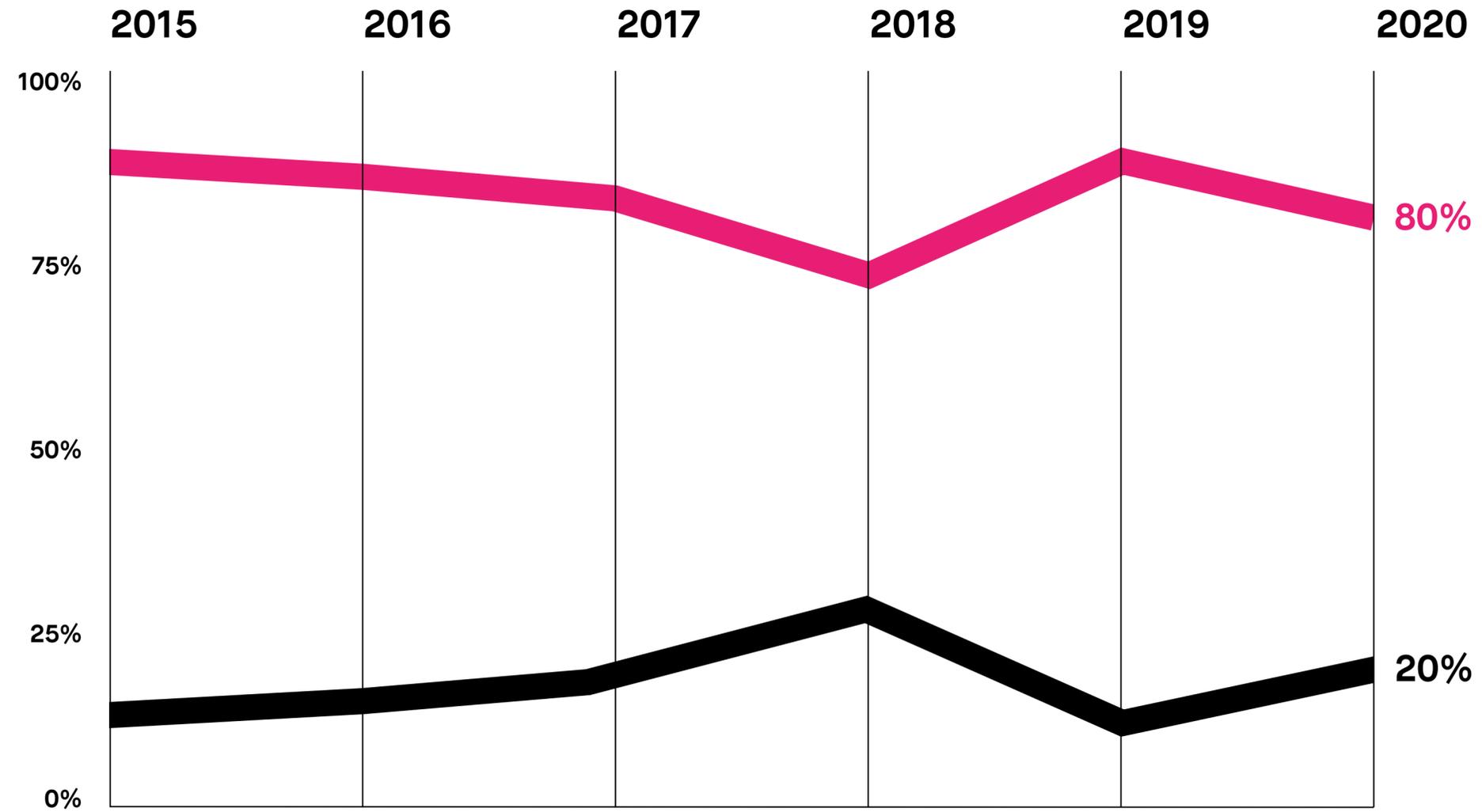
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Kenyatta University



Kenyatta University: Tenured Professors 2015-2020

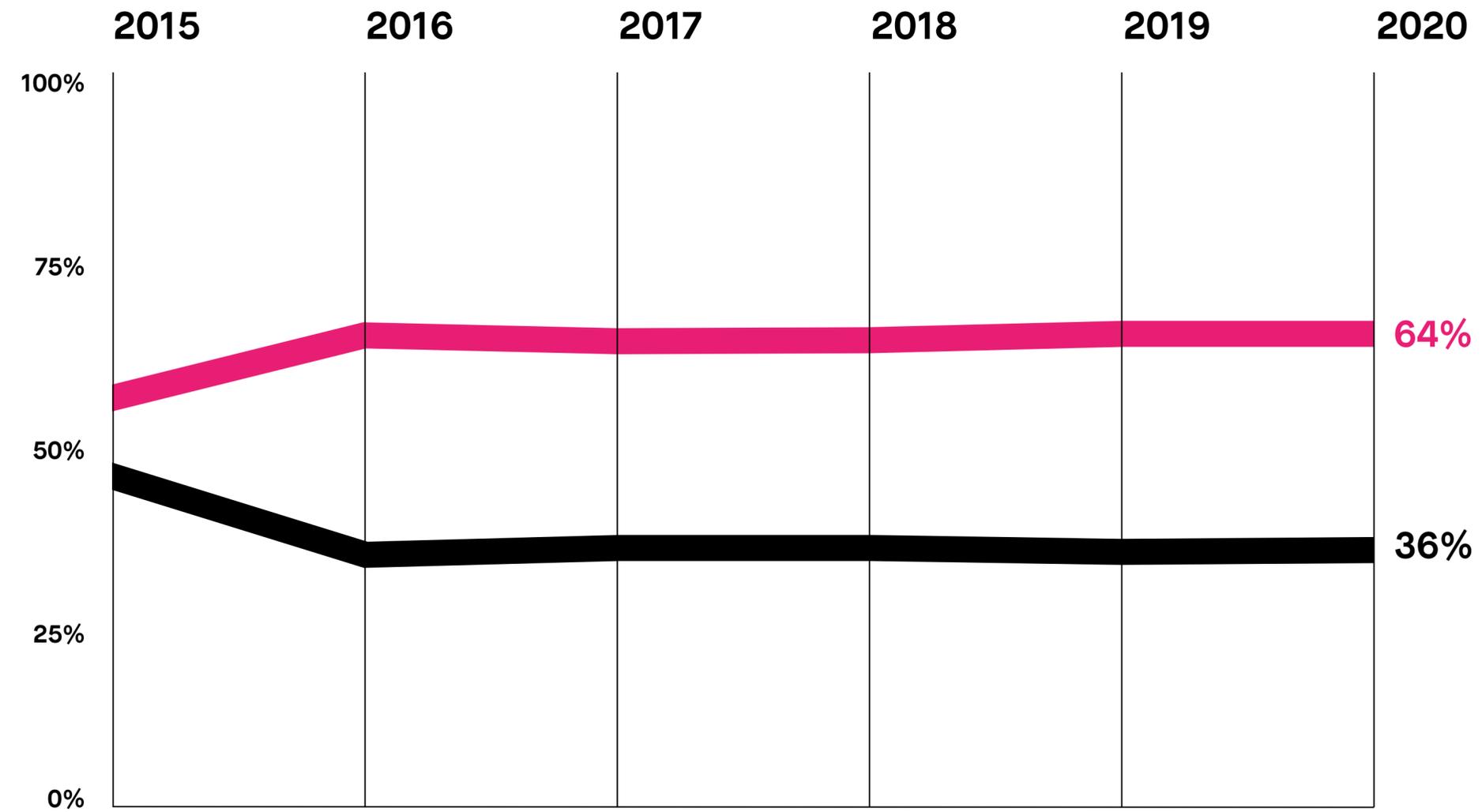
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Kenyatta University



Kenyatta University: Full-Time Faculty 2015-2020

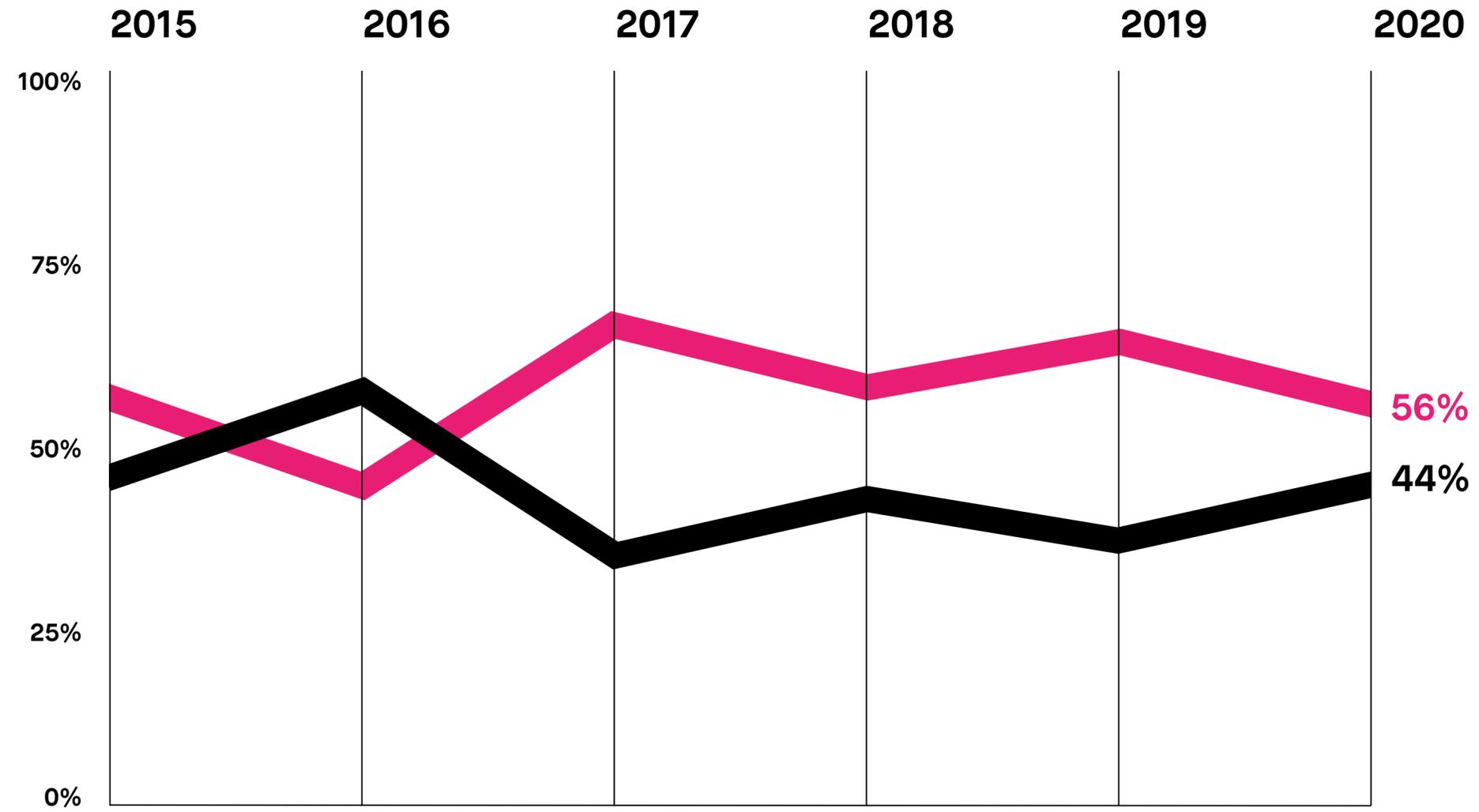
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Kenyatta University



Kenyatta University: Graduate 2015-2020

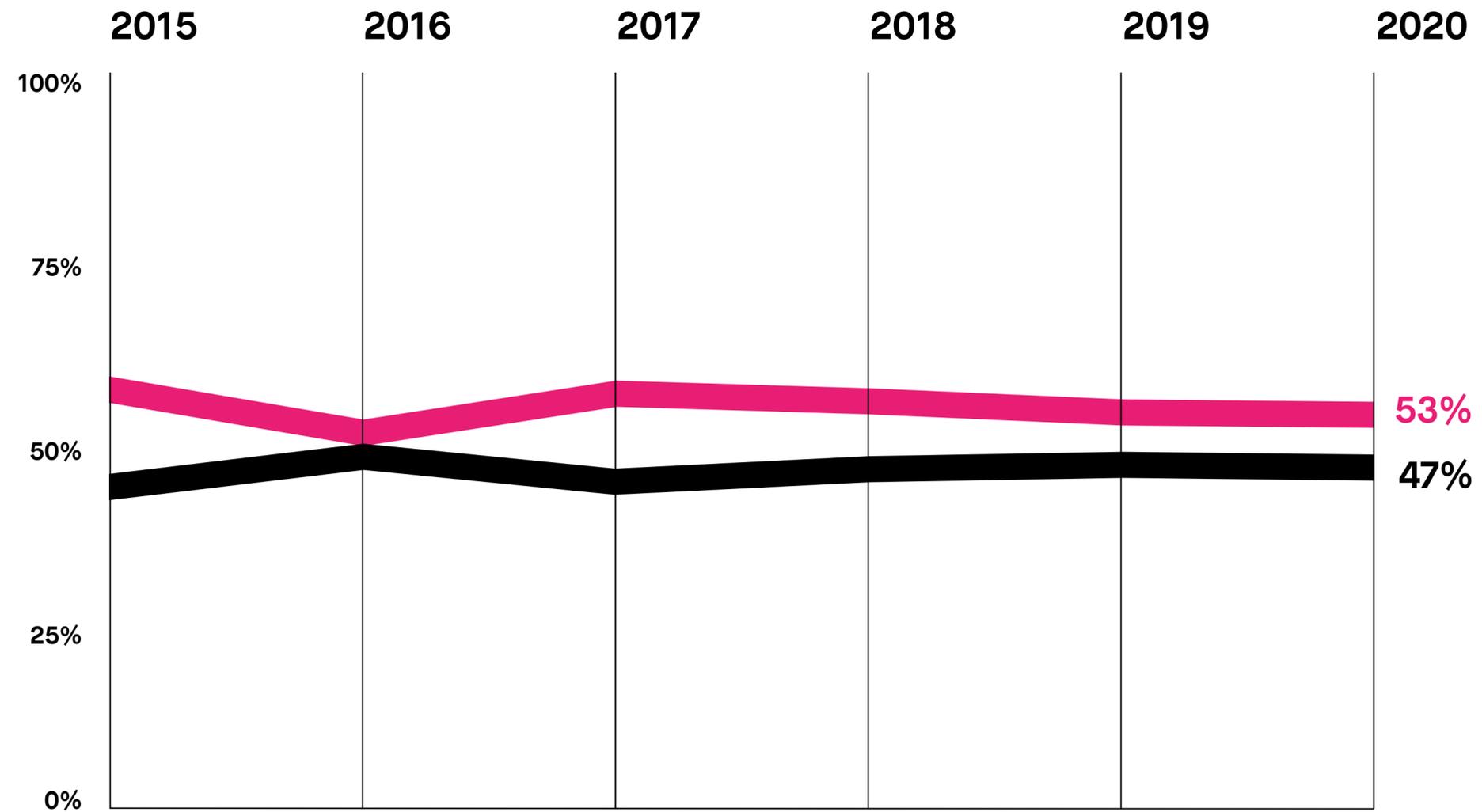
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Kenyatta University



Kenyatta University: Undergraduate 2015-2020

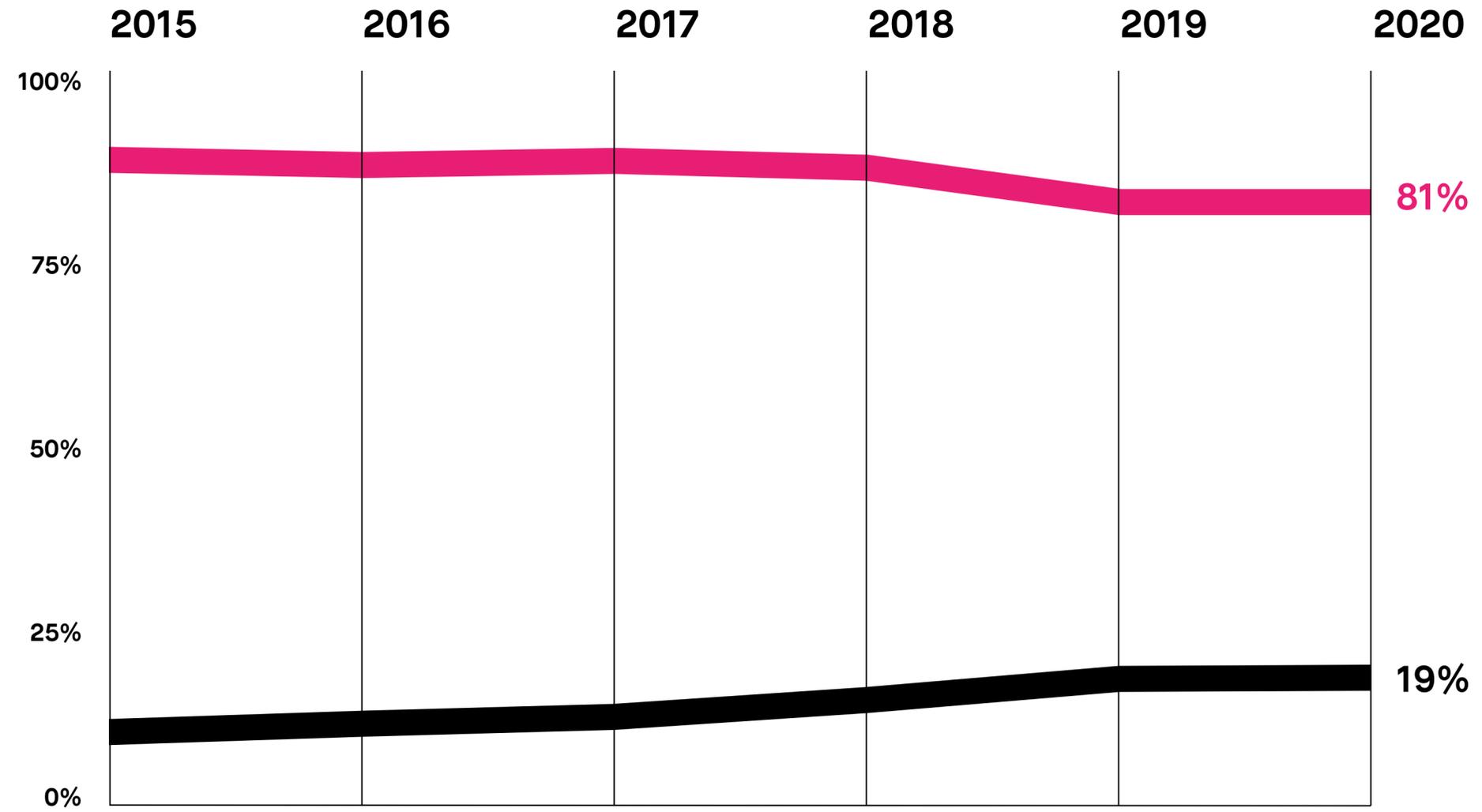
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Nagoya University



Nagoya University: Senior Leadership 2015-2020

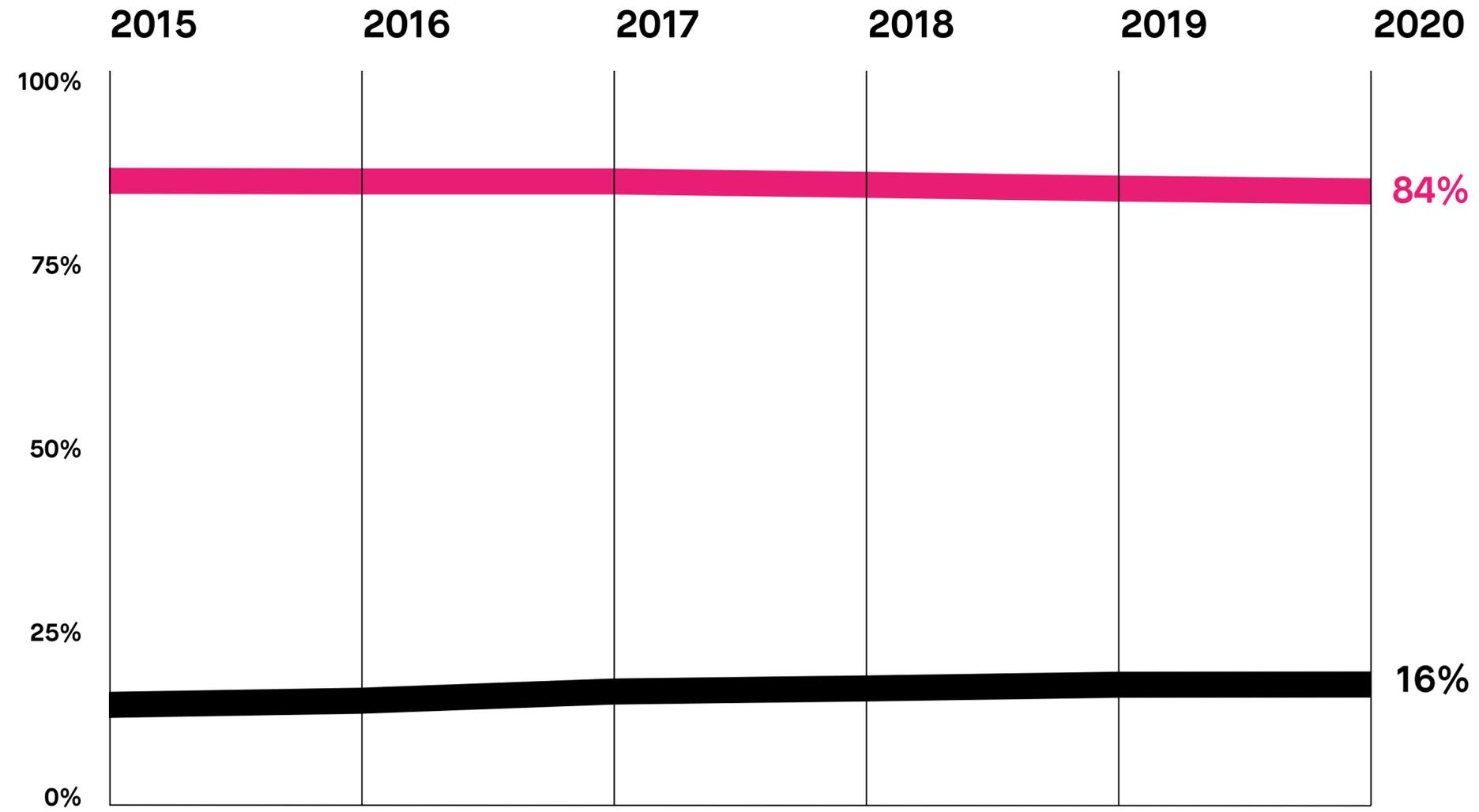
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Nagoya University



Nagoya University: Tenured Professors 2015-2020

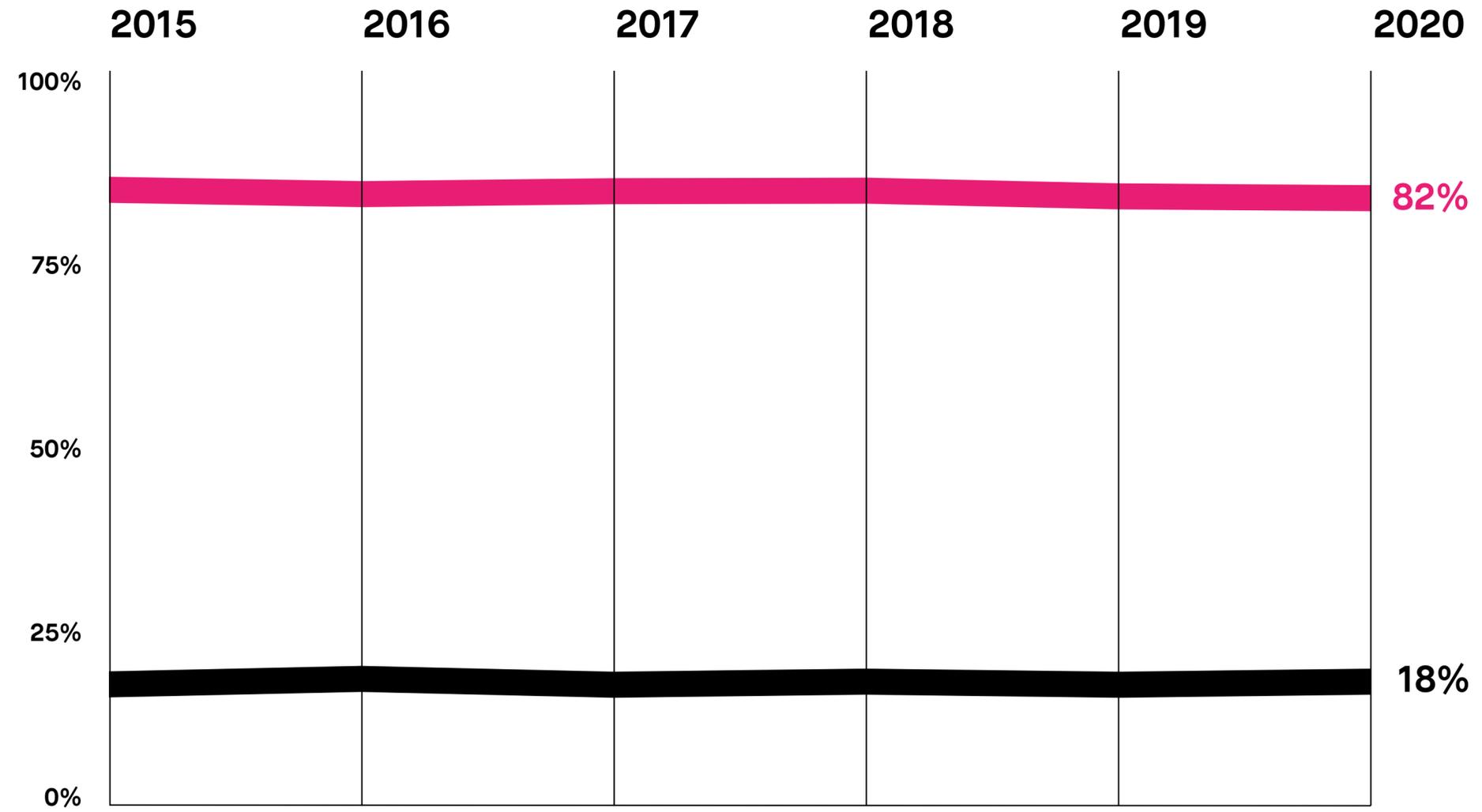
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Nagoya University



Nagoya University: Full-Time Faculty 2015-2020

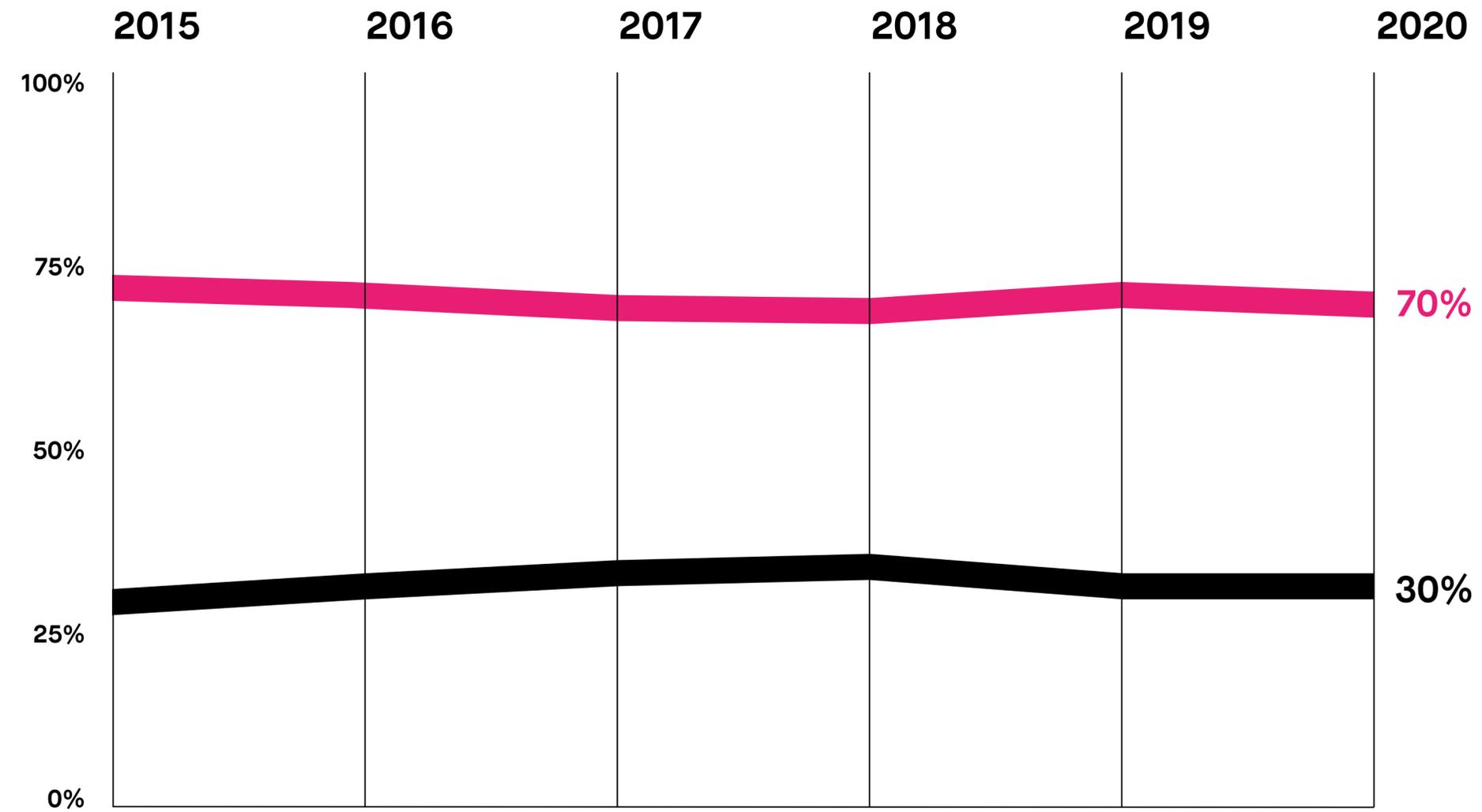
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Nagoya University



Nagoya University: Graduate 2015-2020

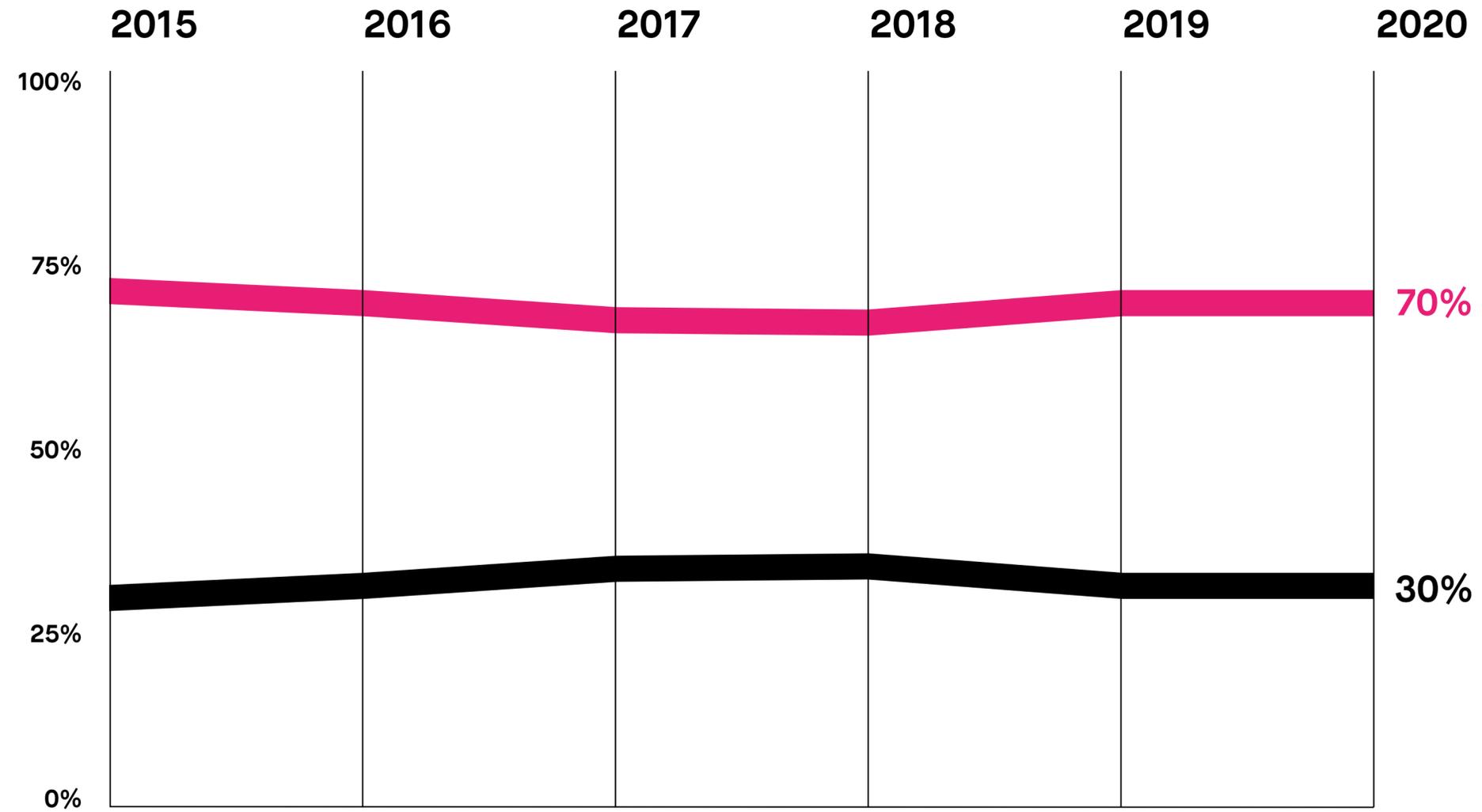
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Nagoya University



Nagoya University: Undergraduate 2015-2020

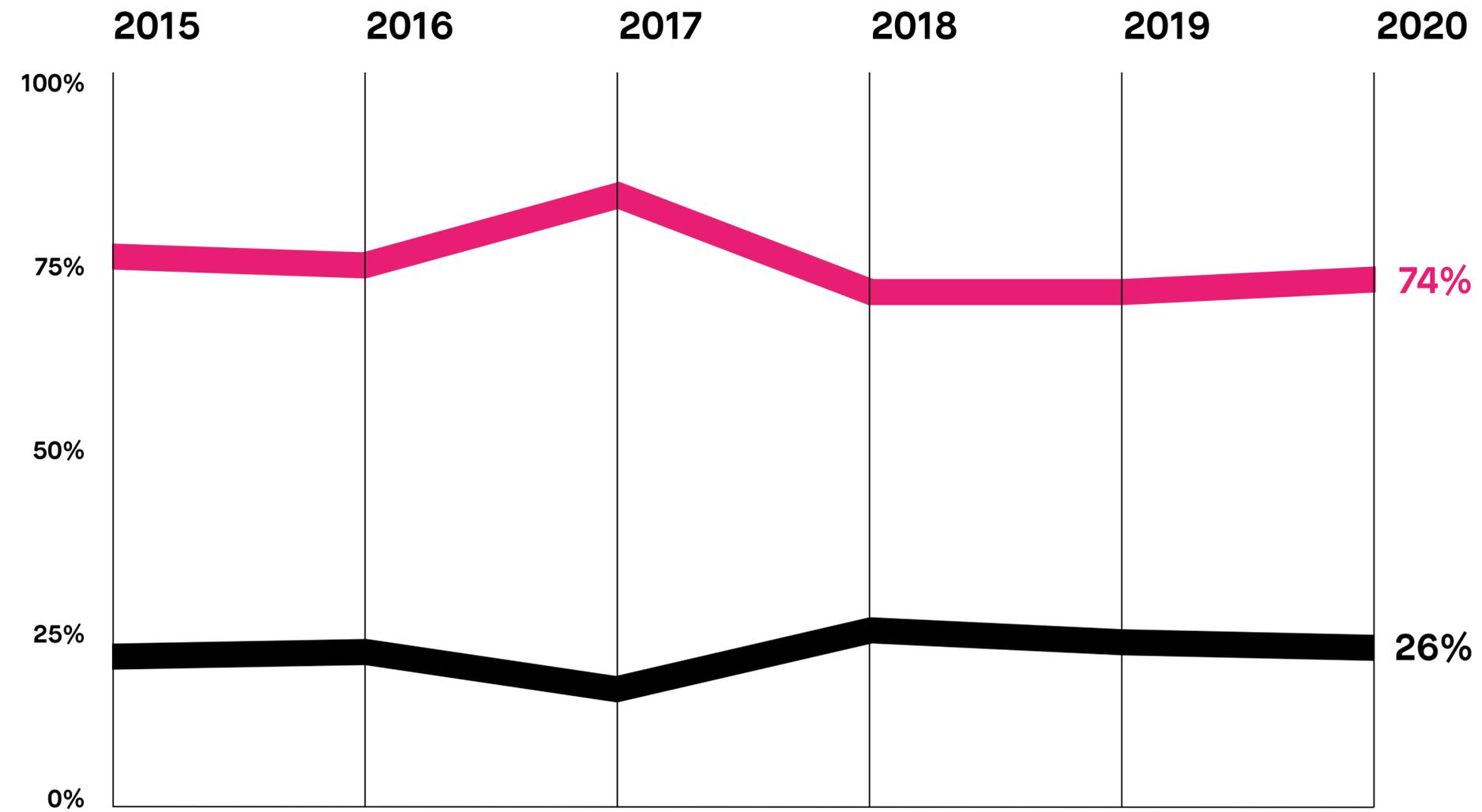
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of São Paulo



University of São Paulo: Senior Leadership 2015-2020

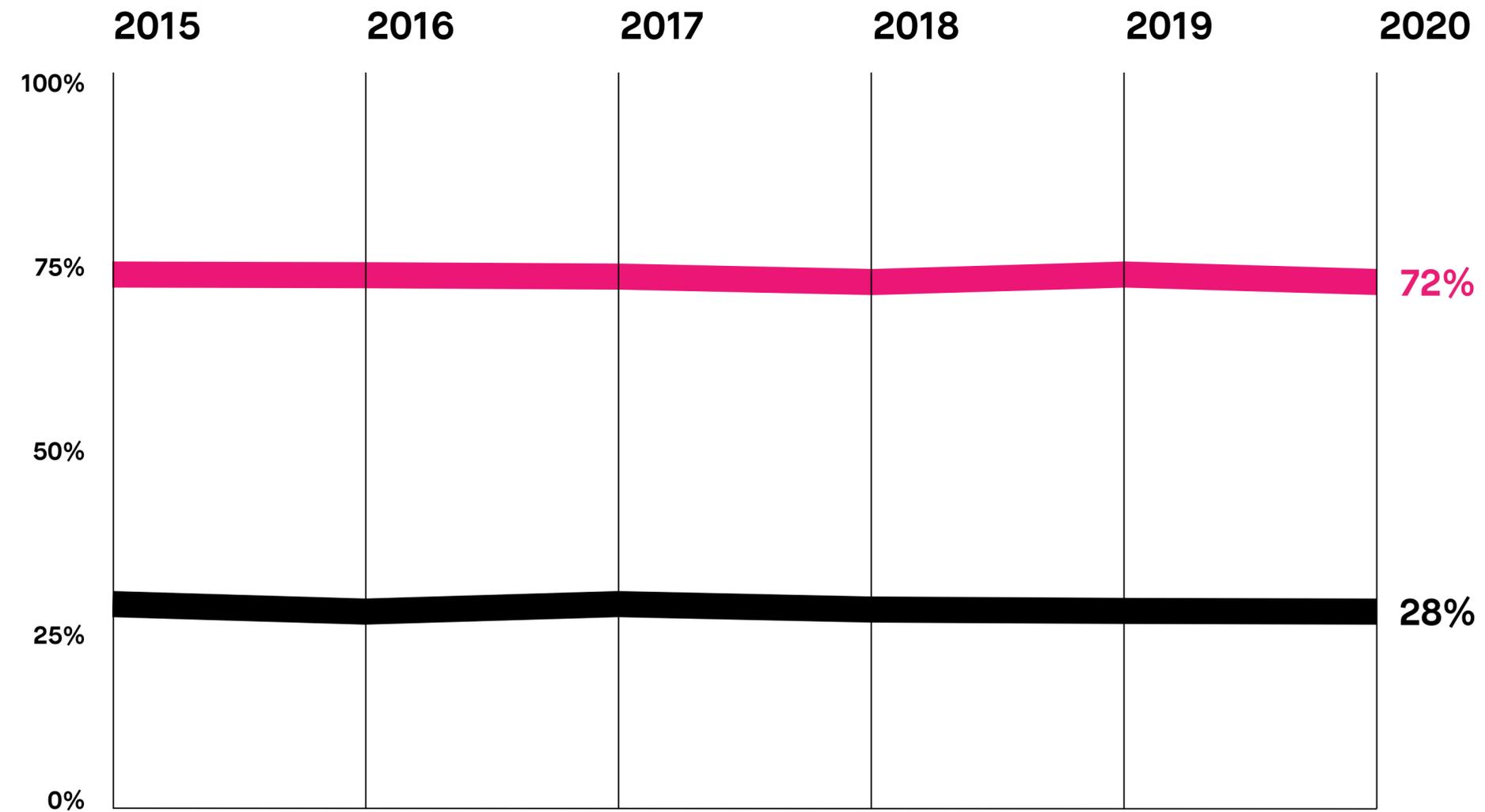
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of São Paulo



University of São Paulo: Tenured Professors 2015-2020

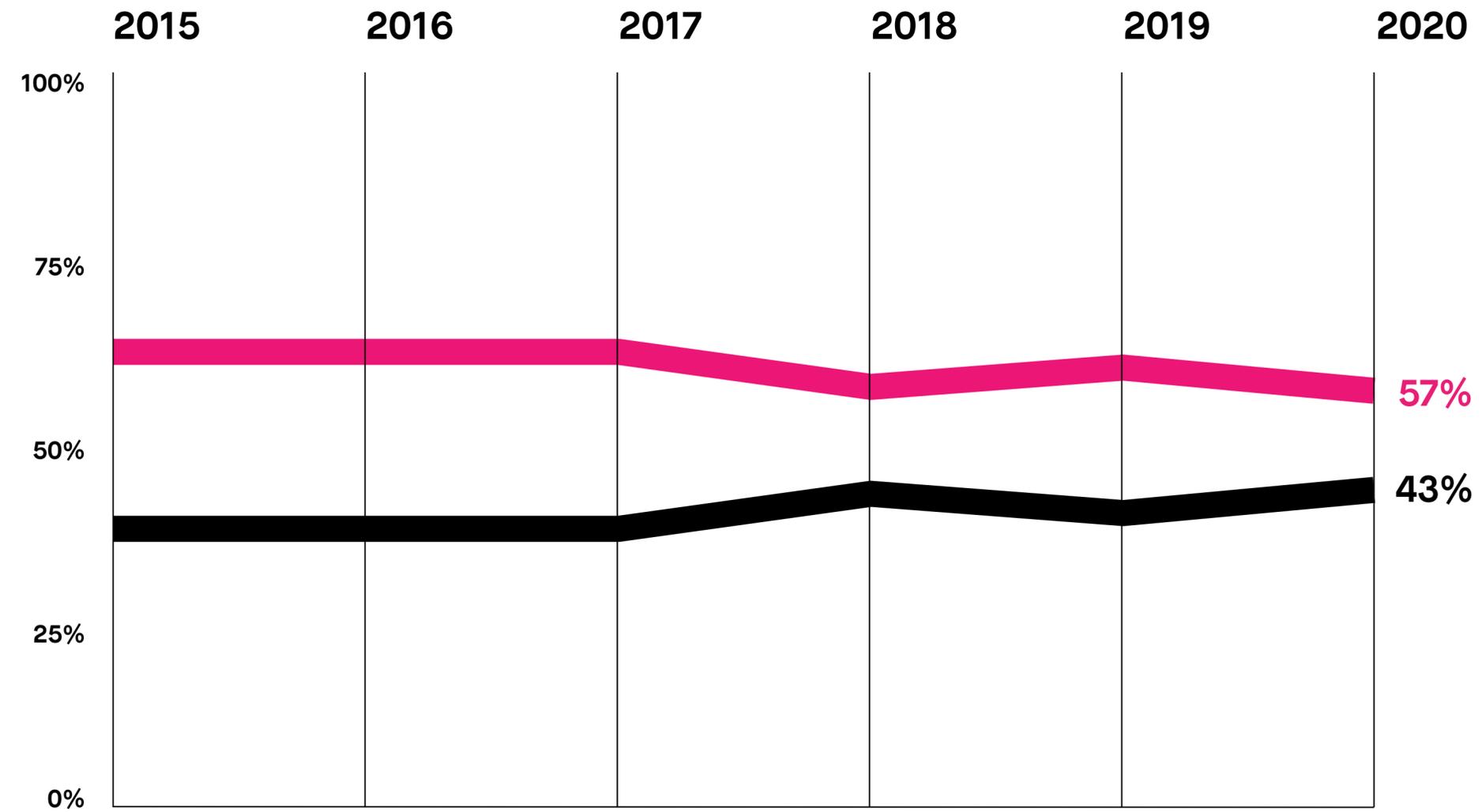
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of São Paulo



University of São Paulo: Full-Time Faculty 2015-2020

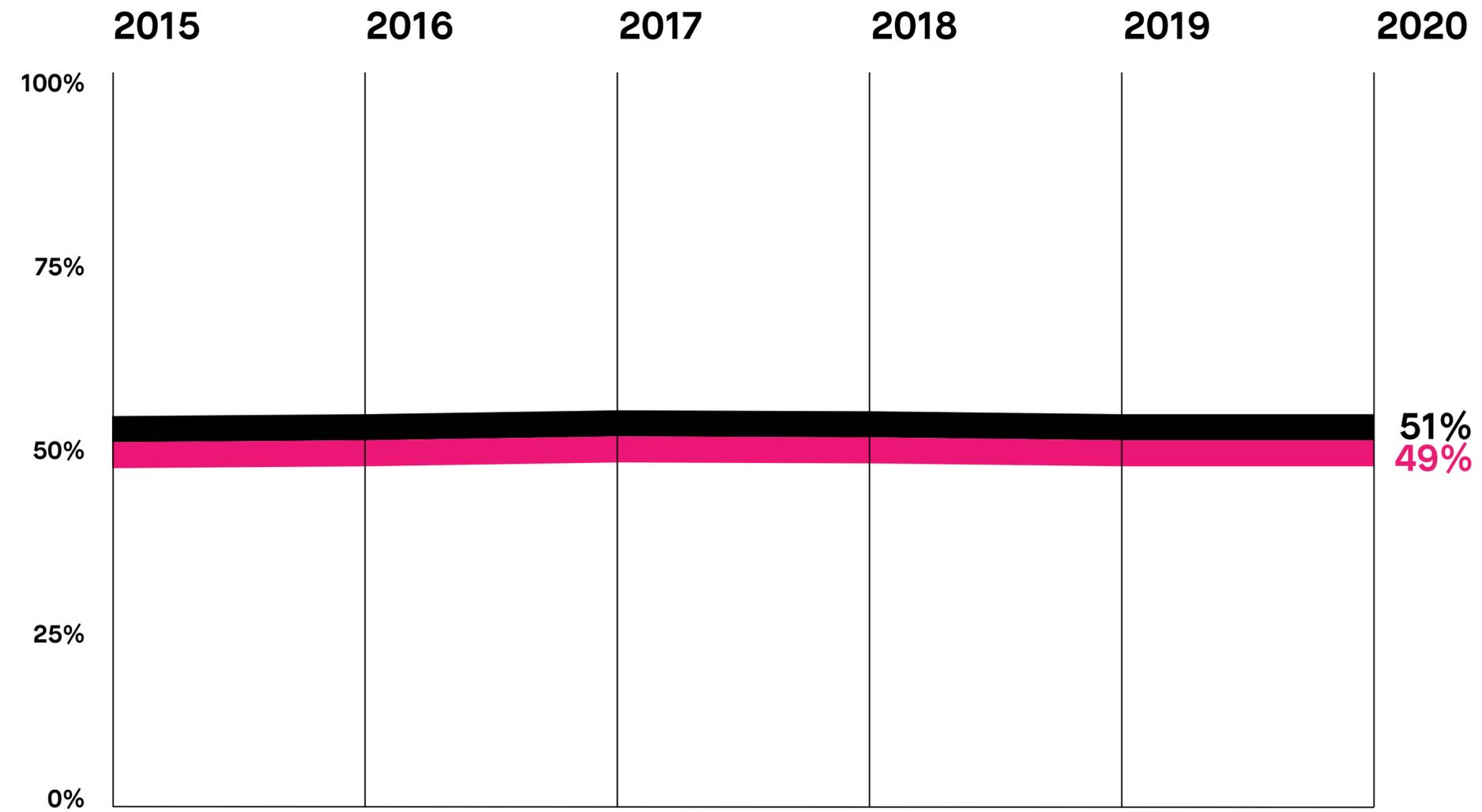
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of São Paulo



University of São Paulo: Graduate 2015-2020

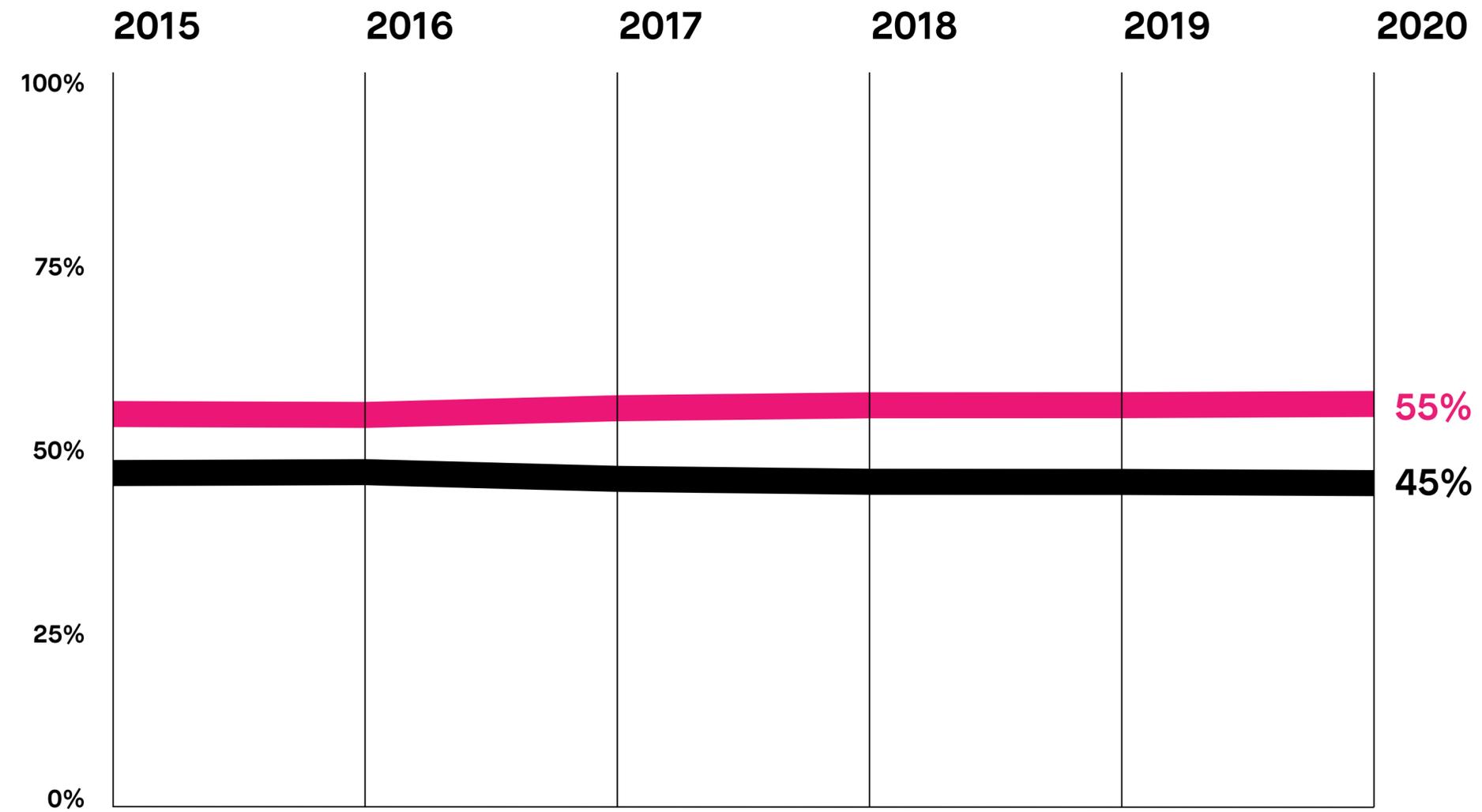
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of São Paulo



University of São Paulo: Undergraduate 2015-2020

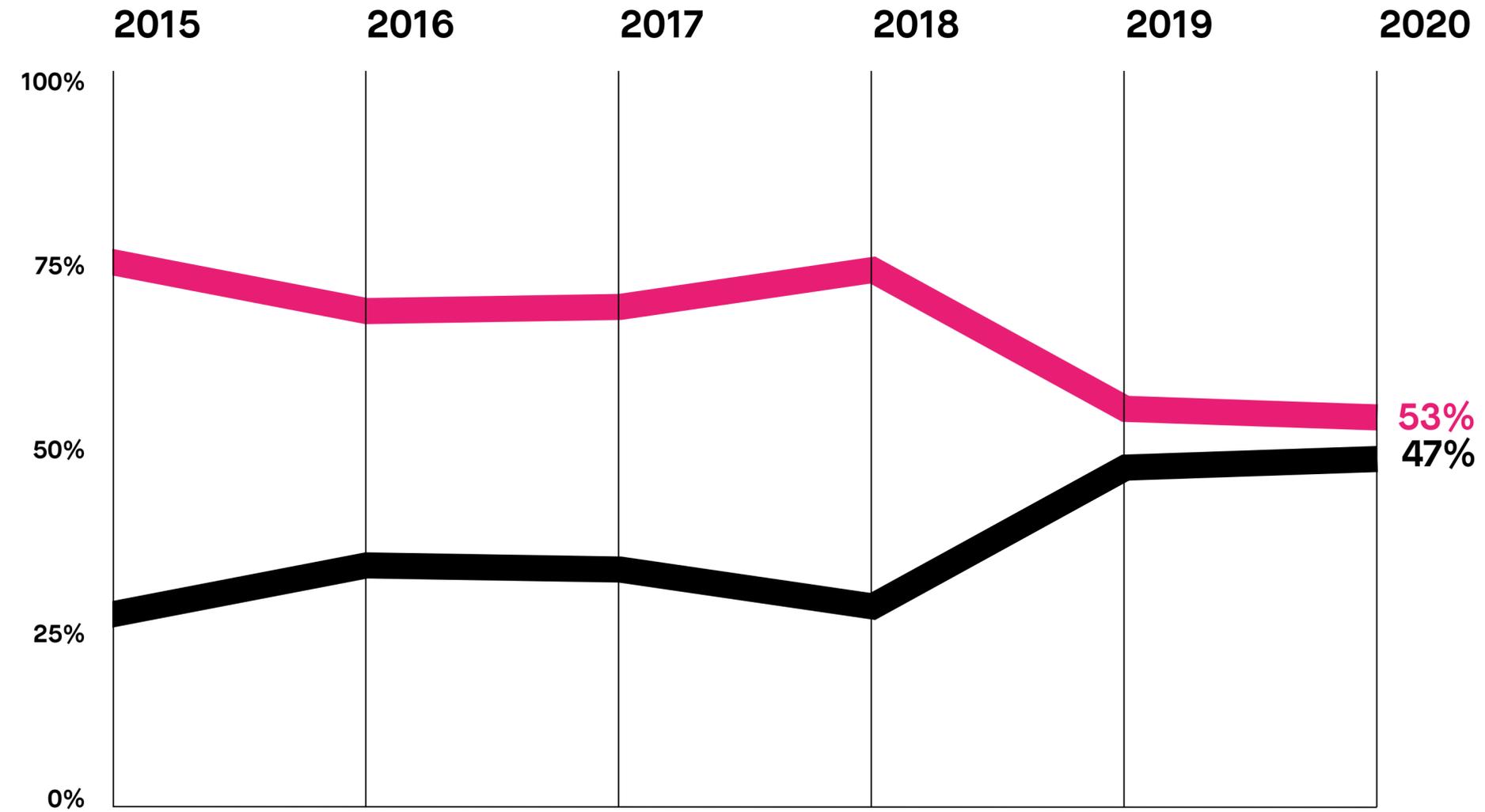
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Sciences Po



Sciences Po: Senior Leadership 2015-2020

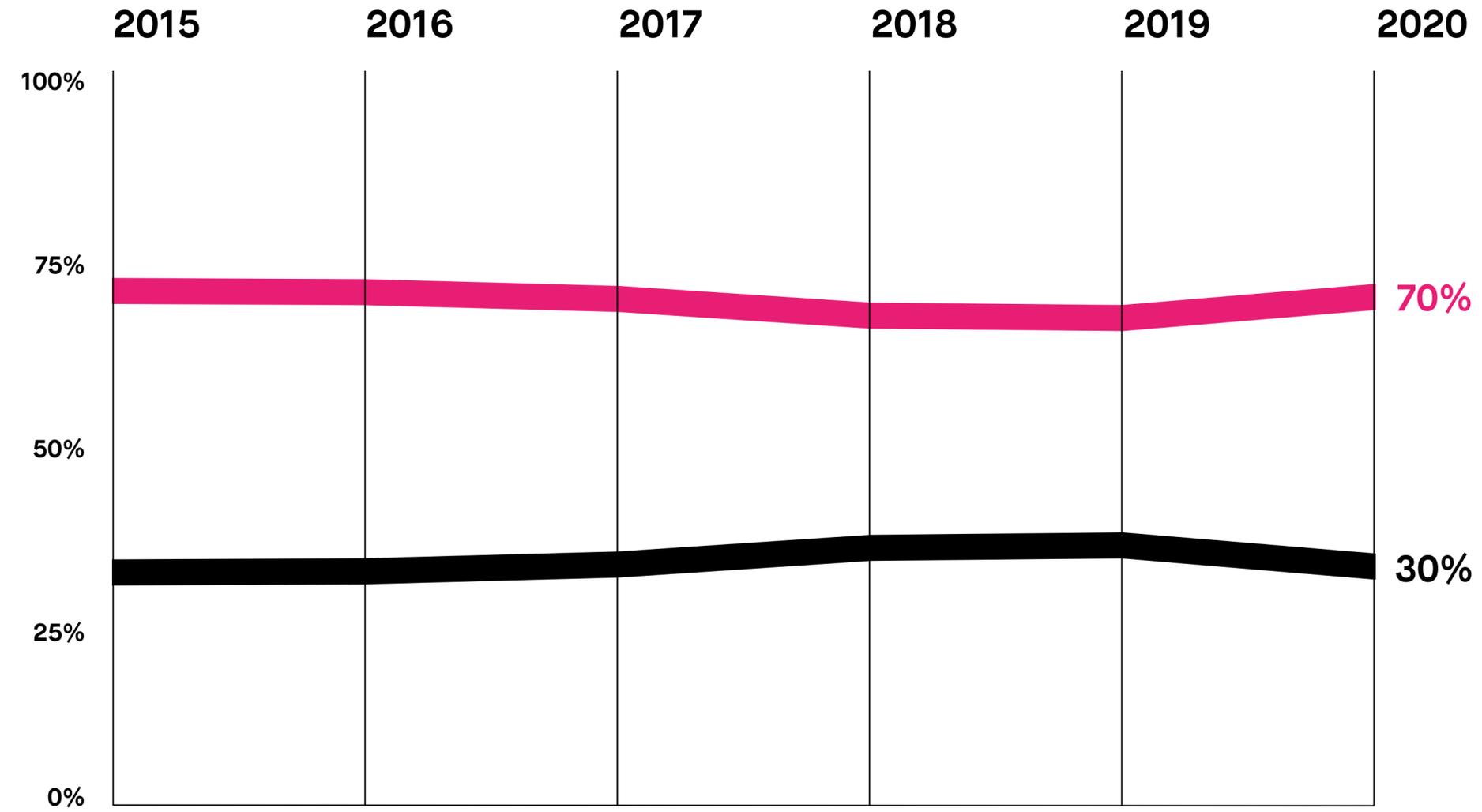
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Sciences Po



Sciences Po: Tenured Professors 2015-2020

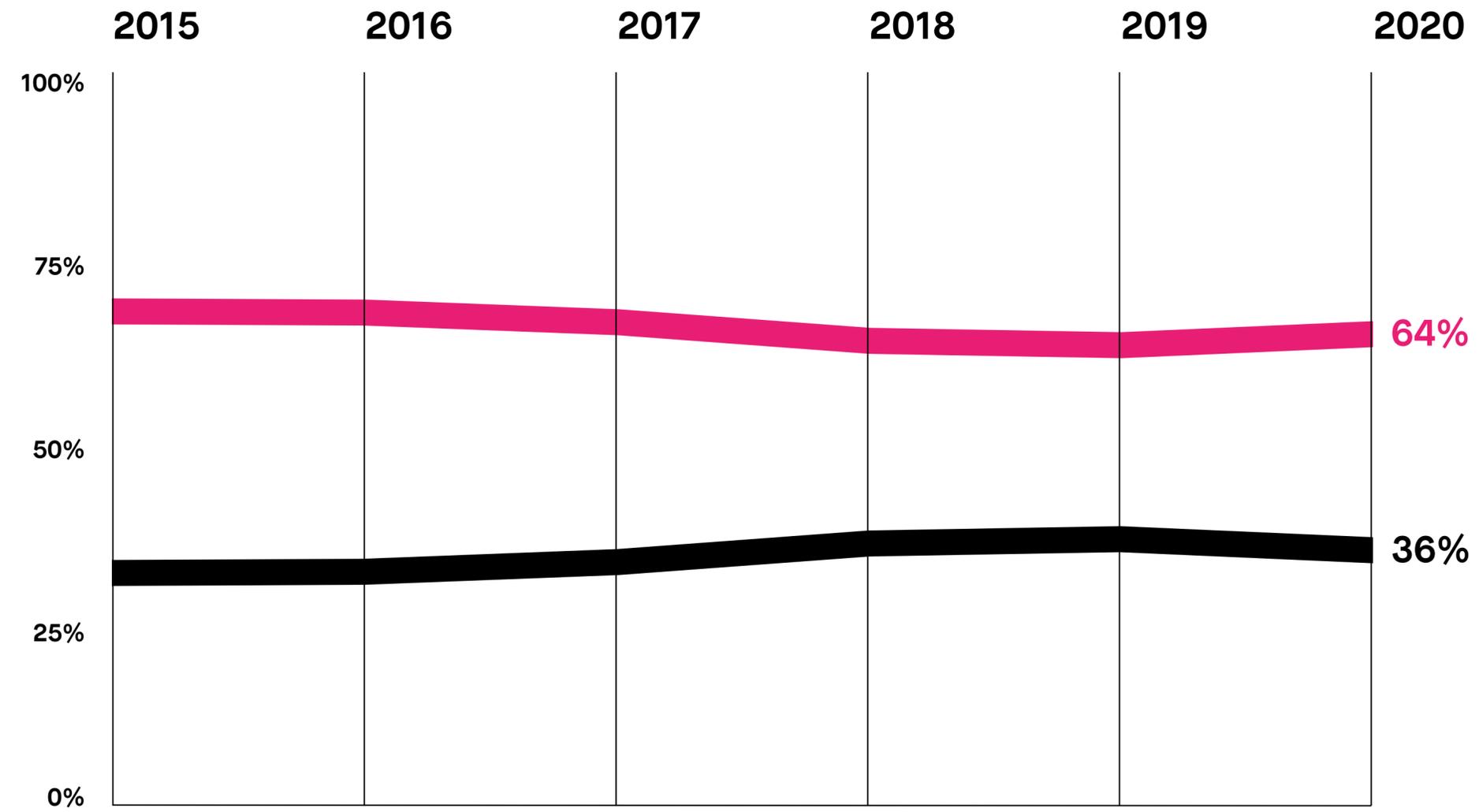
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Sciences Po



Sciences Po: Full-Time Faculty 2015-2020

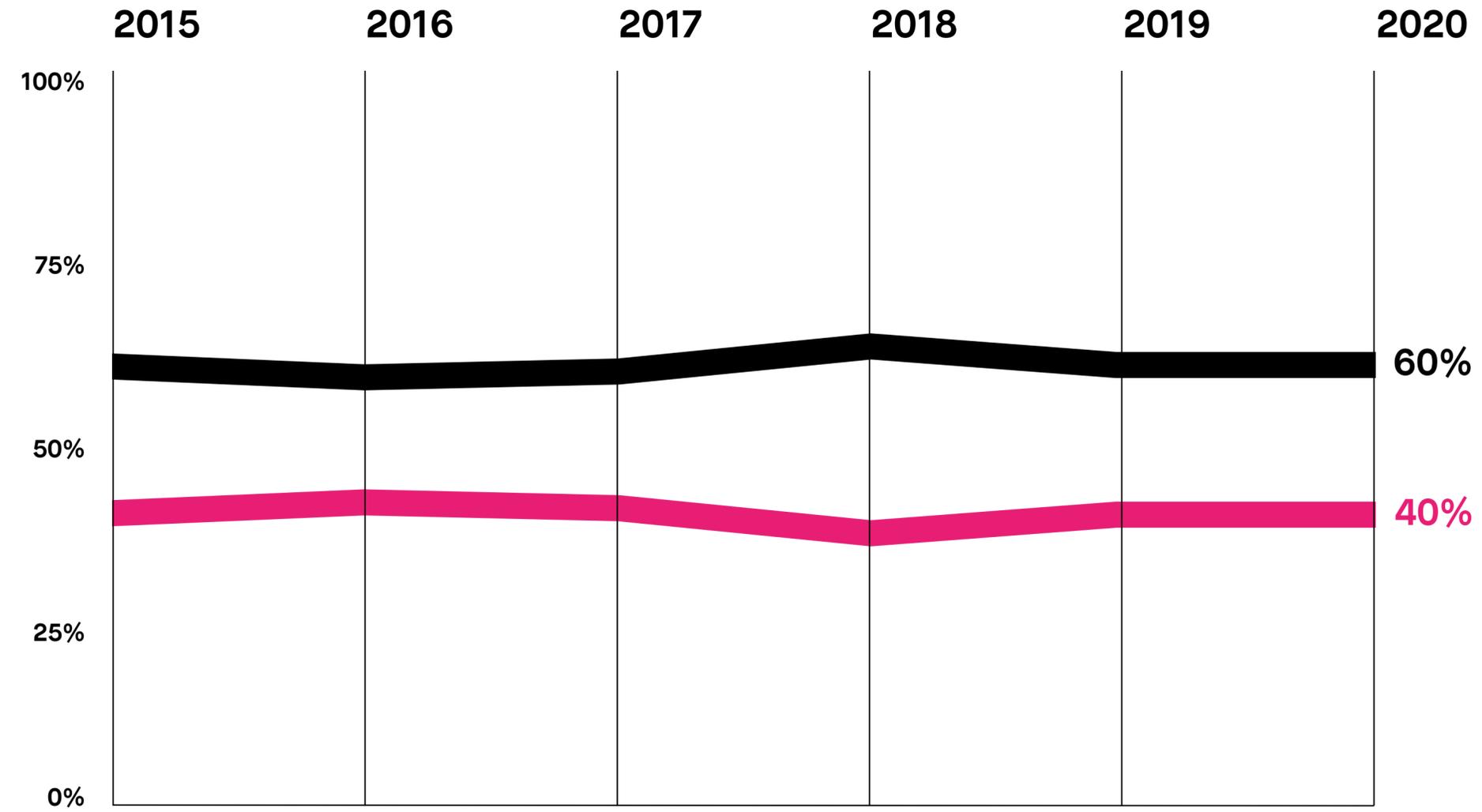
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Sciences Po



Sciences Po: Graduate 2015-2020

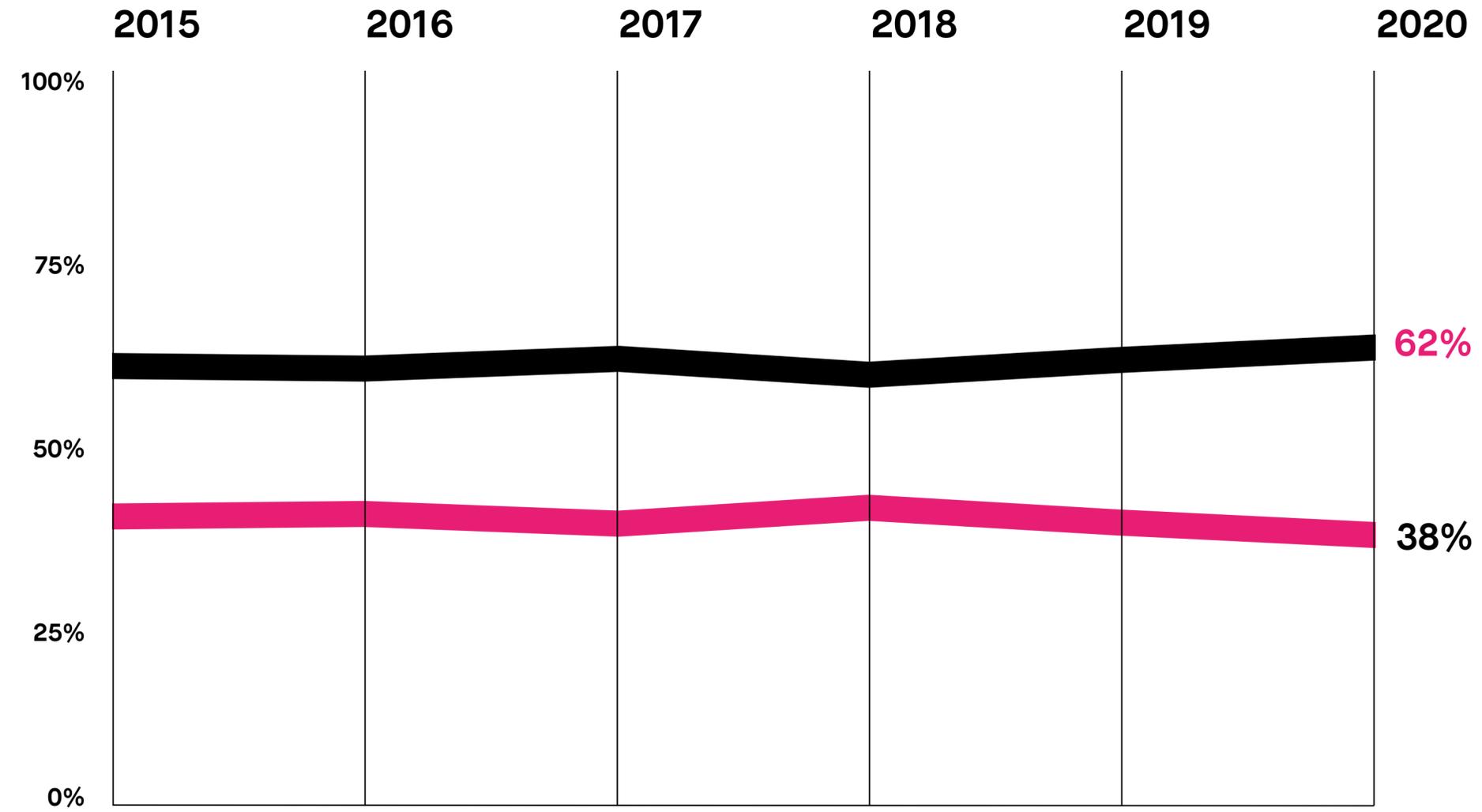
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Sciences Po



Sciences Po: Undergraduate 2015-2020

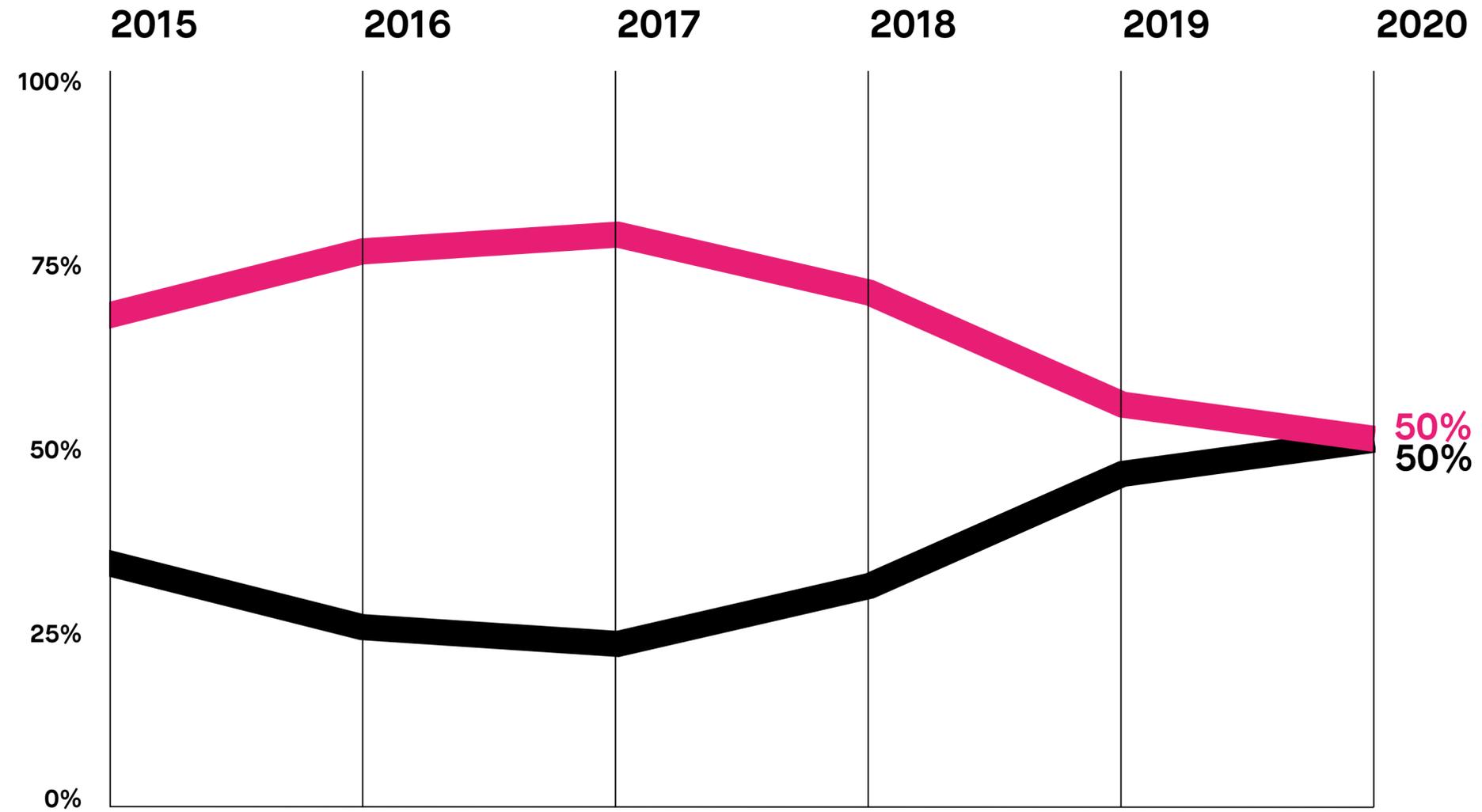
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Stony Brook University



Stony Brook University: Senior Leadership 2015-2020

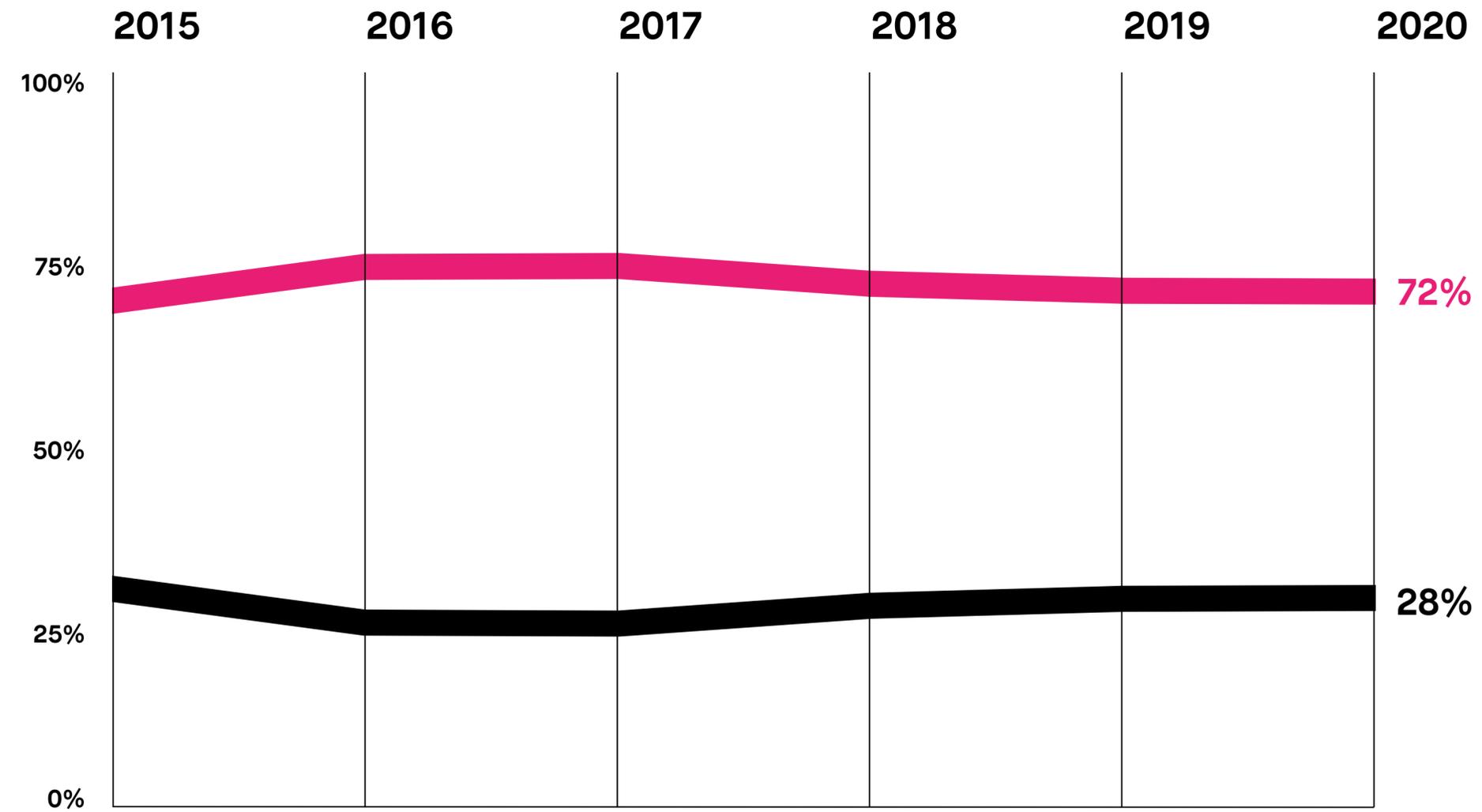
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Stony Brook University



Stony Brook University: Tenured Professors 2015-2020

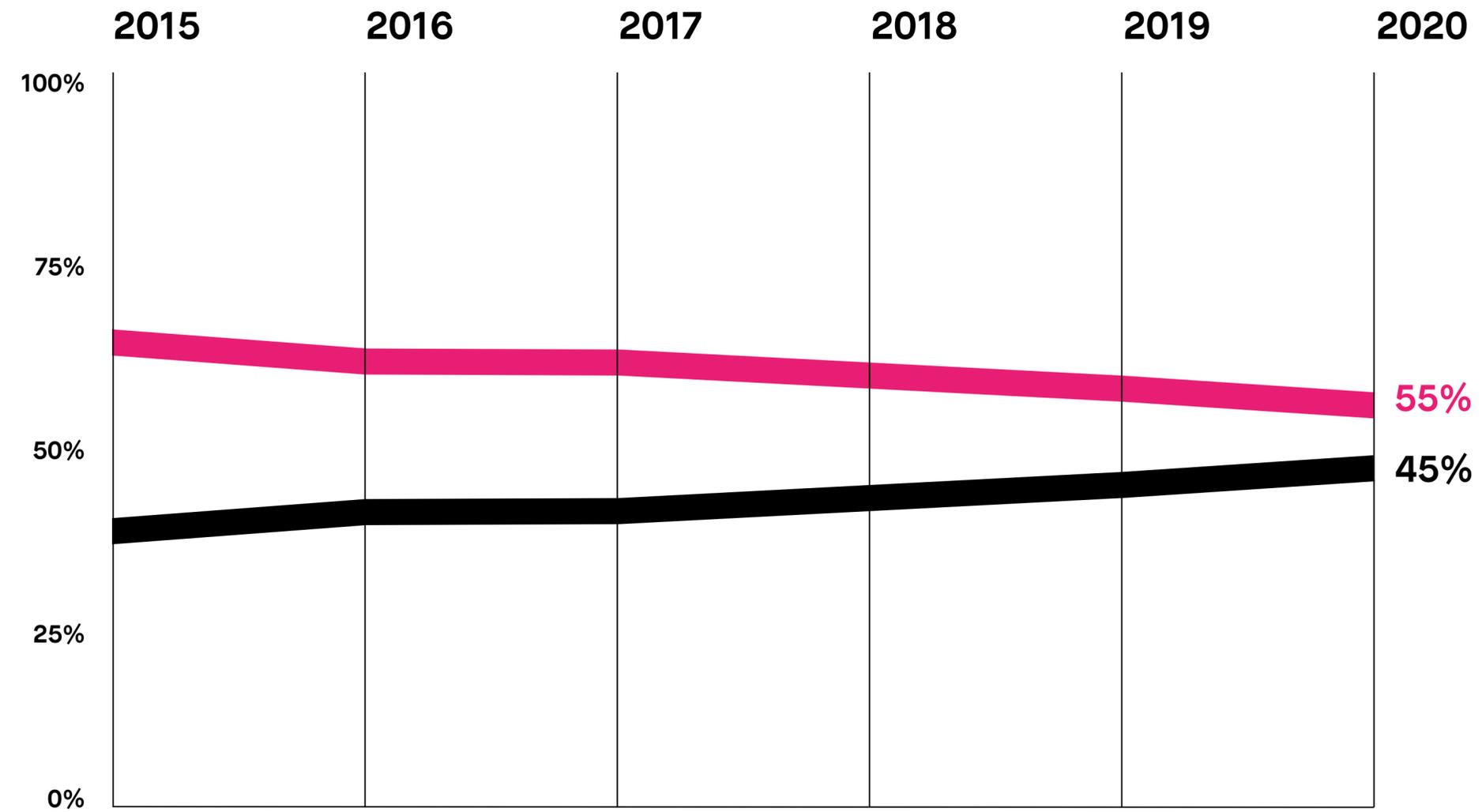
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Stony Brook University



Stony Brook University: Full-Time Faculty 2015-2020

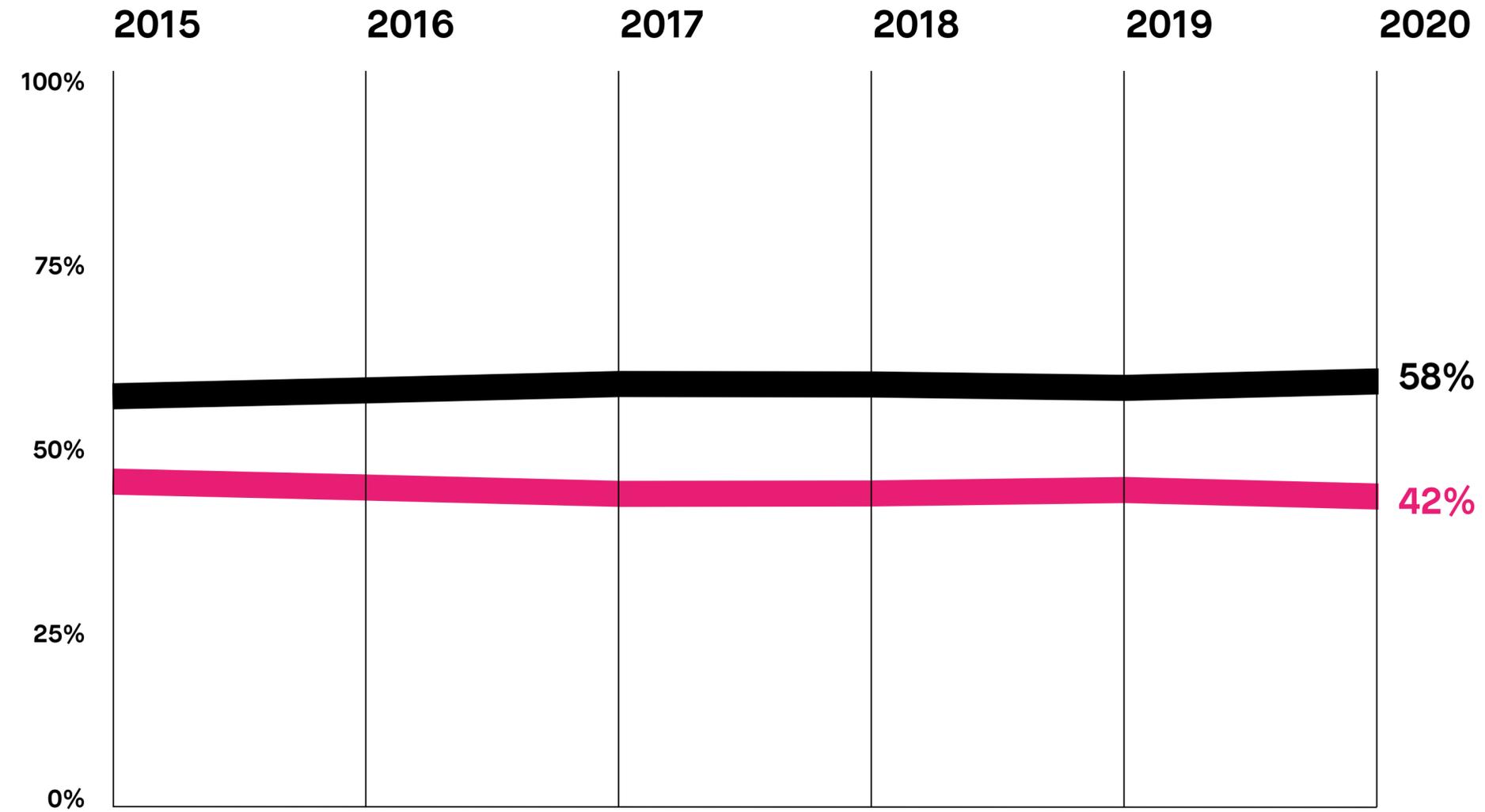
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Stony Brook University



Stony Brook University: Graduate 2015-2020

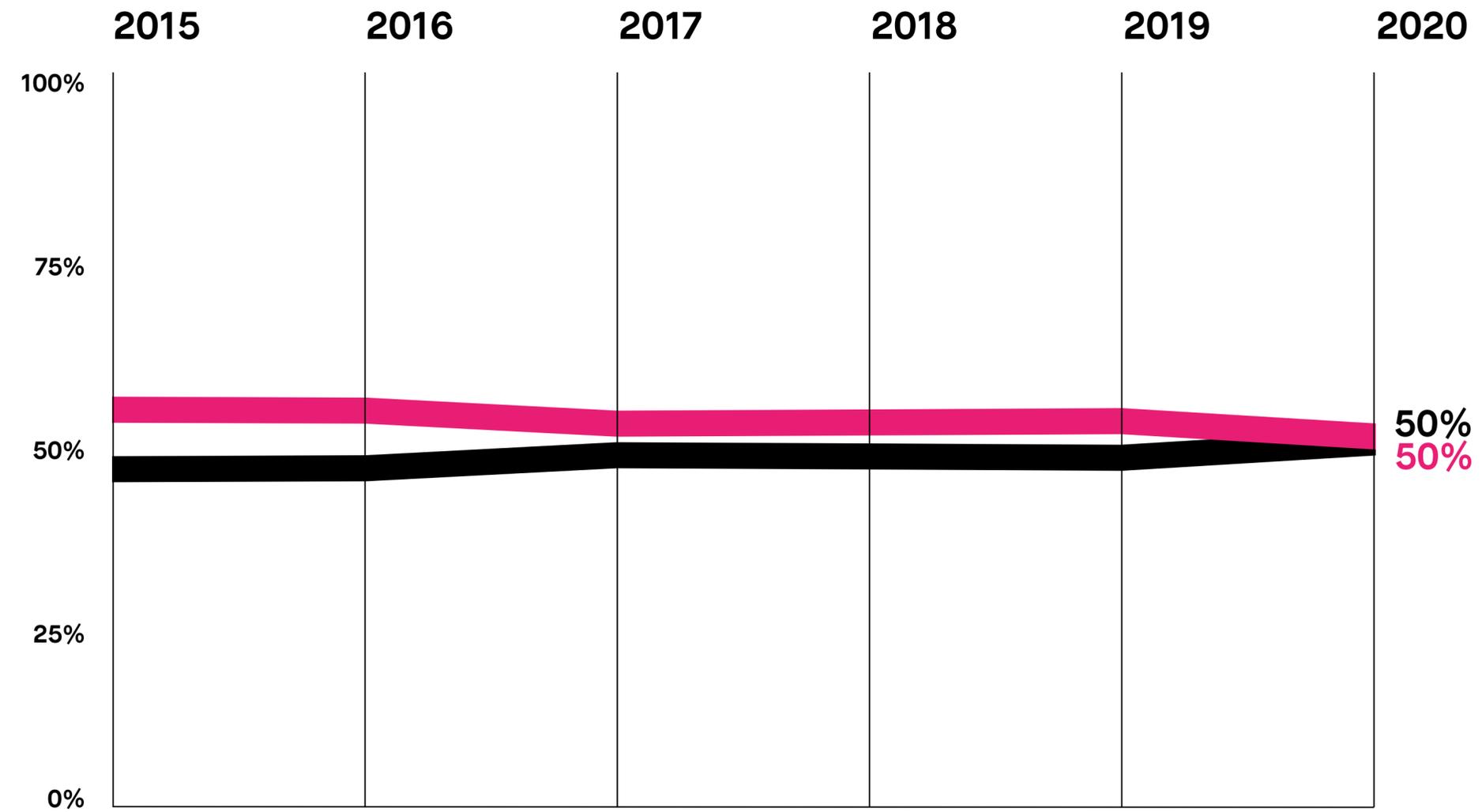
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# Stony Brook University



Stony Brook University: Undergraduate 2015-2020

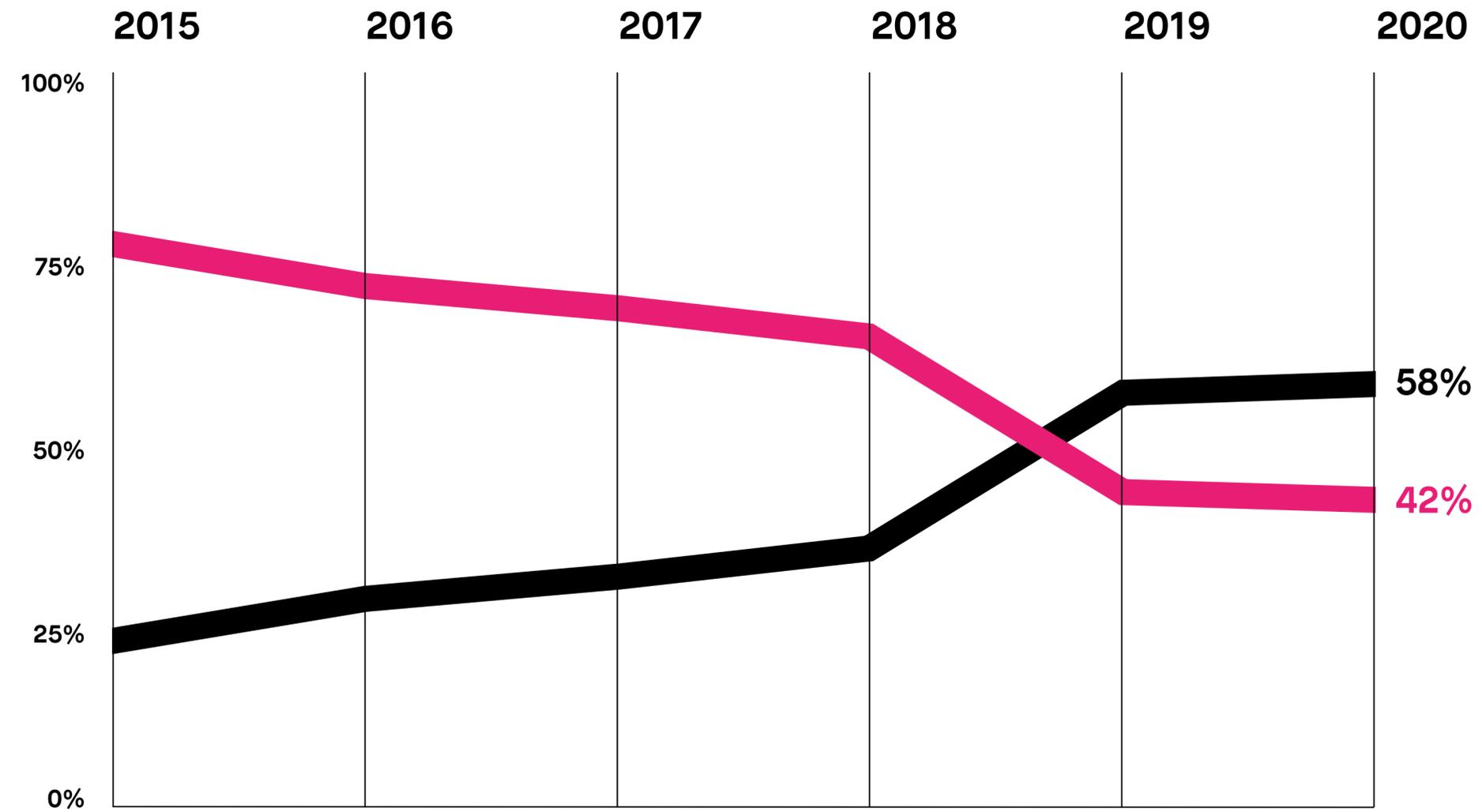
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of Waterloo



University of Waterloo: Senior Leadership 2015-2020

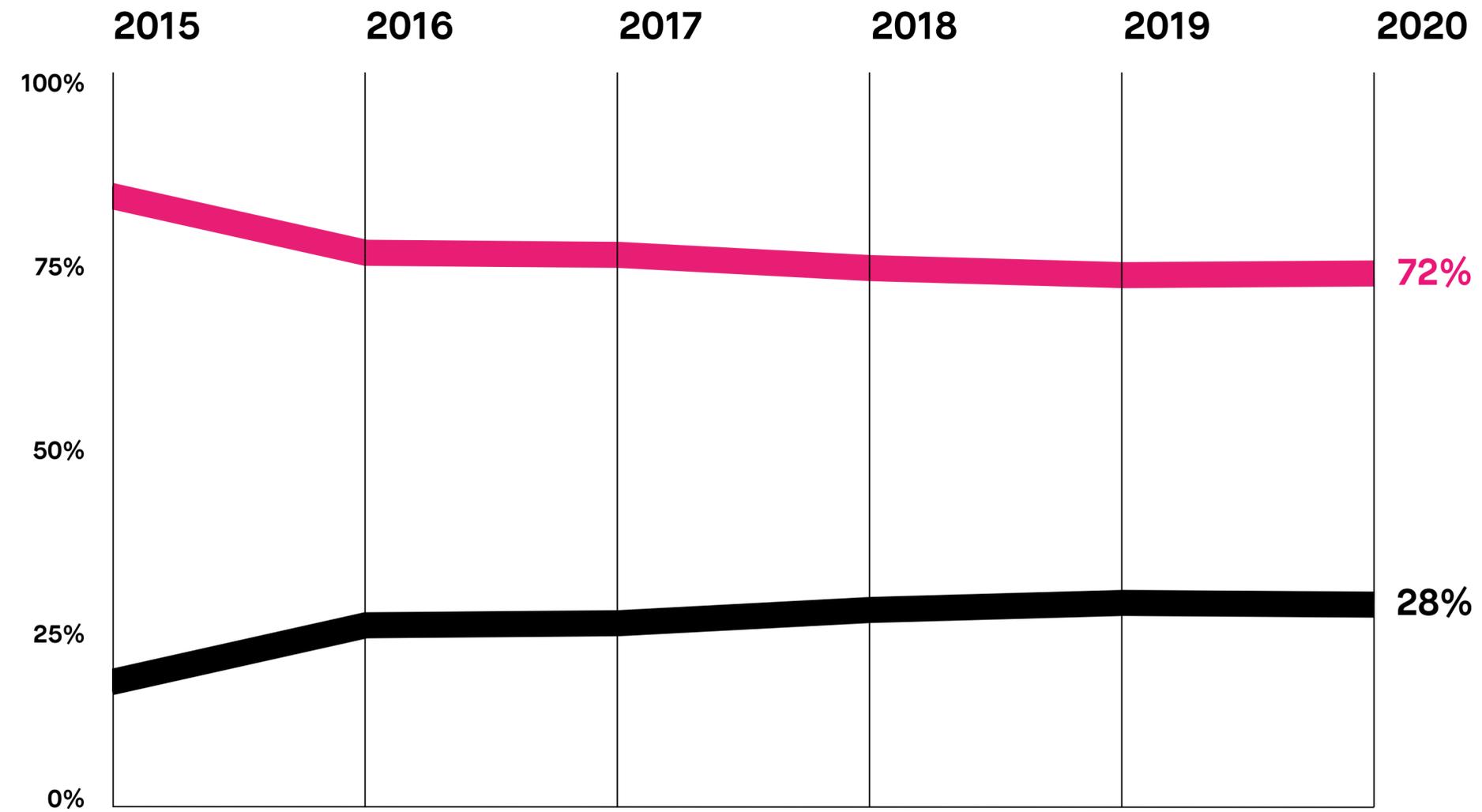
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of Waterloo



University of Waterloo: Tenured Professors 2015-2020

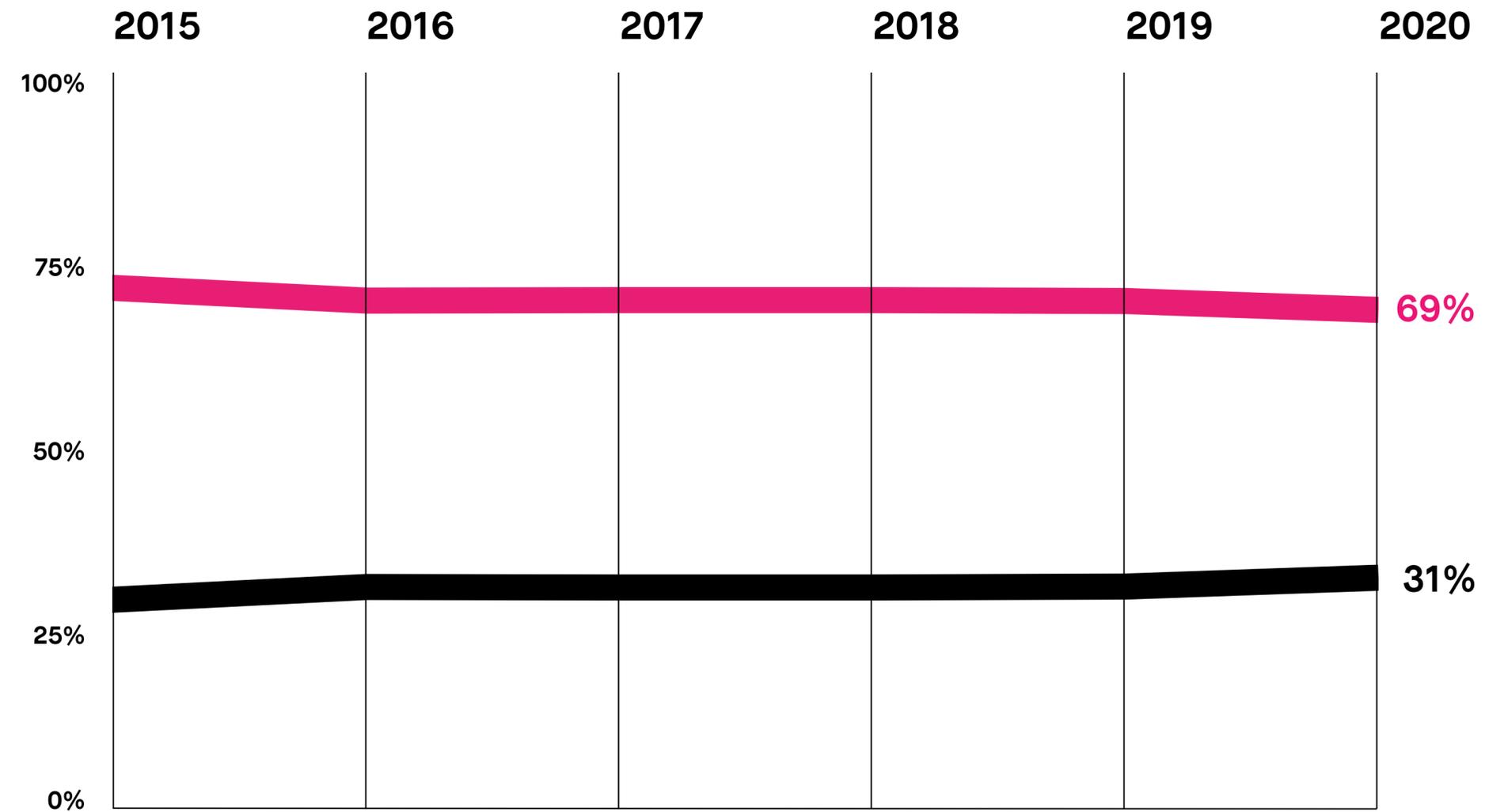
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Corporate  
Champions:

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University  
Champions:

# University of Waterloo



University of Waterloo: Full-Time Faculty 2015-2020

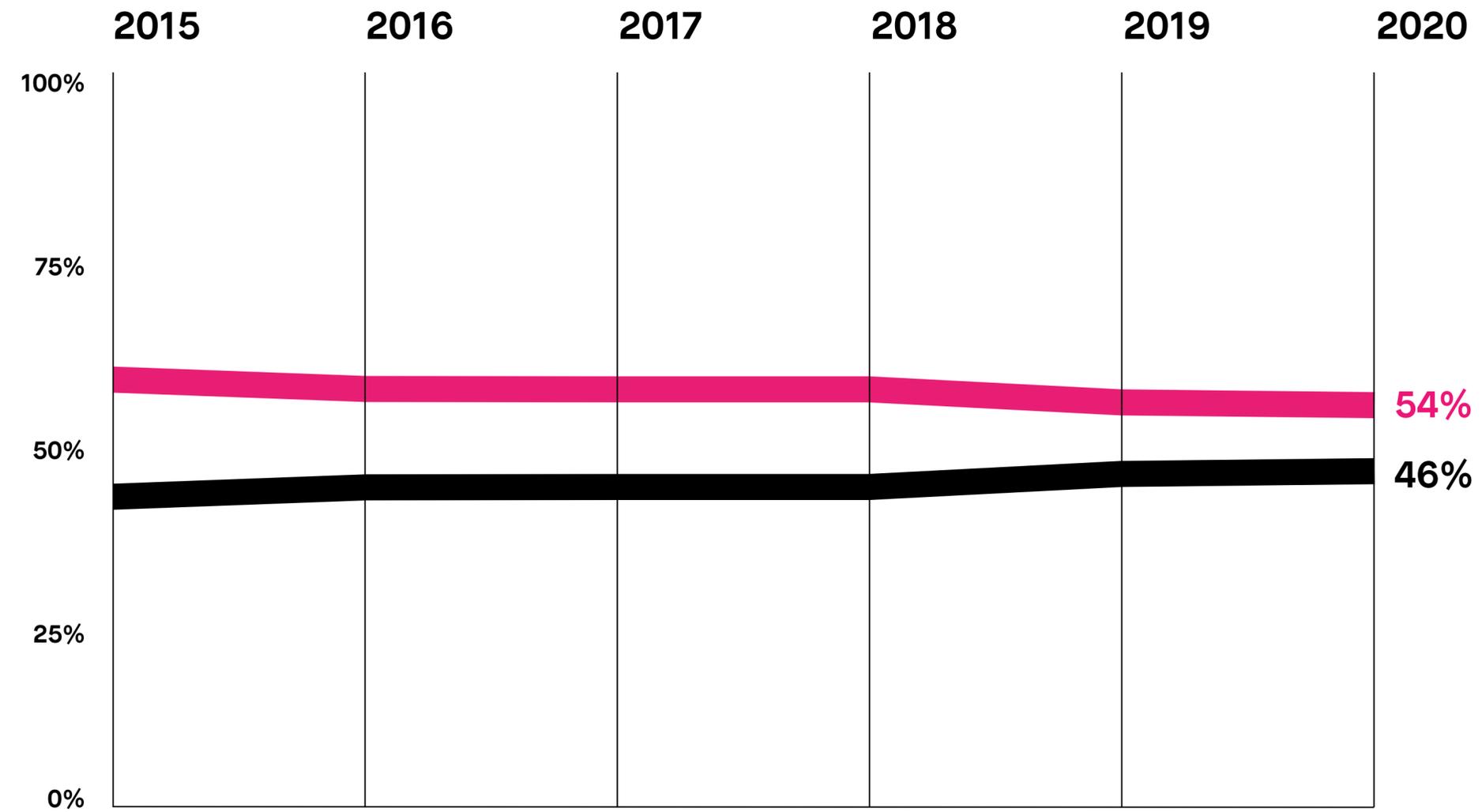
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of Waterloo



University of Waterloo: Graduate 2015-2020

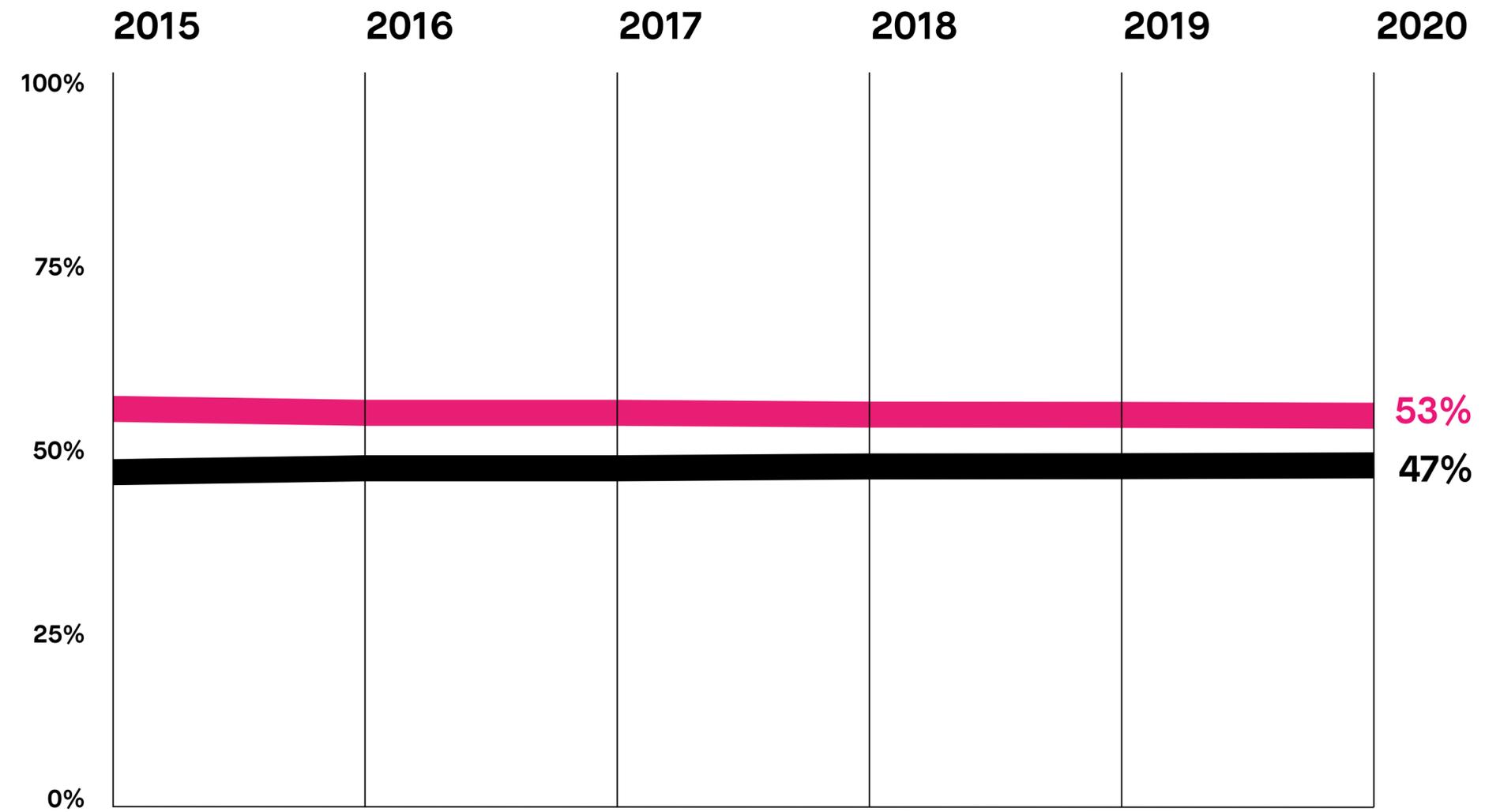
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Corporate  
Champions:

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University  
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# University of Waterloo



University of Waterloo: Undergraduate 2015-2020

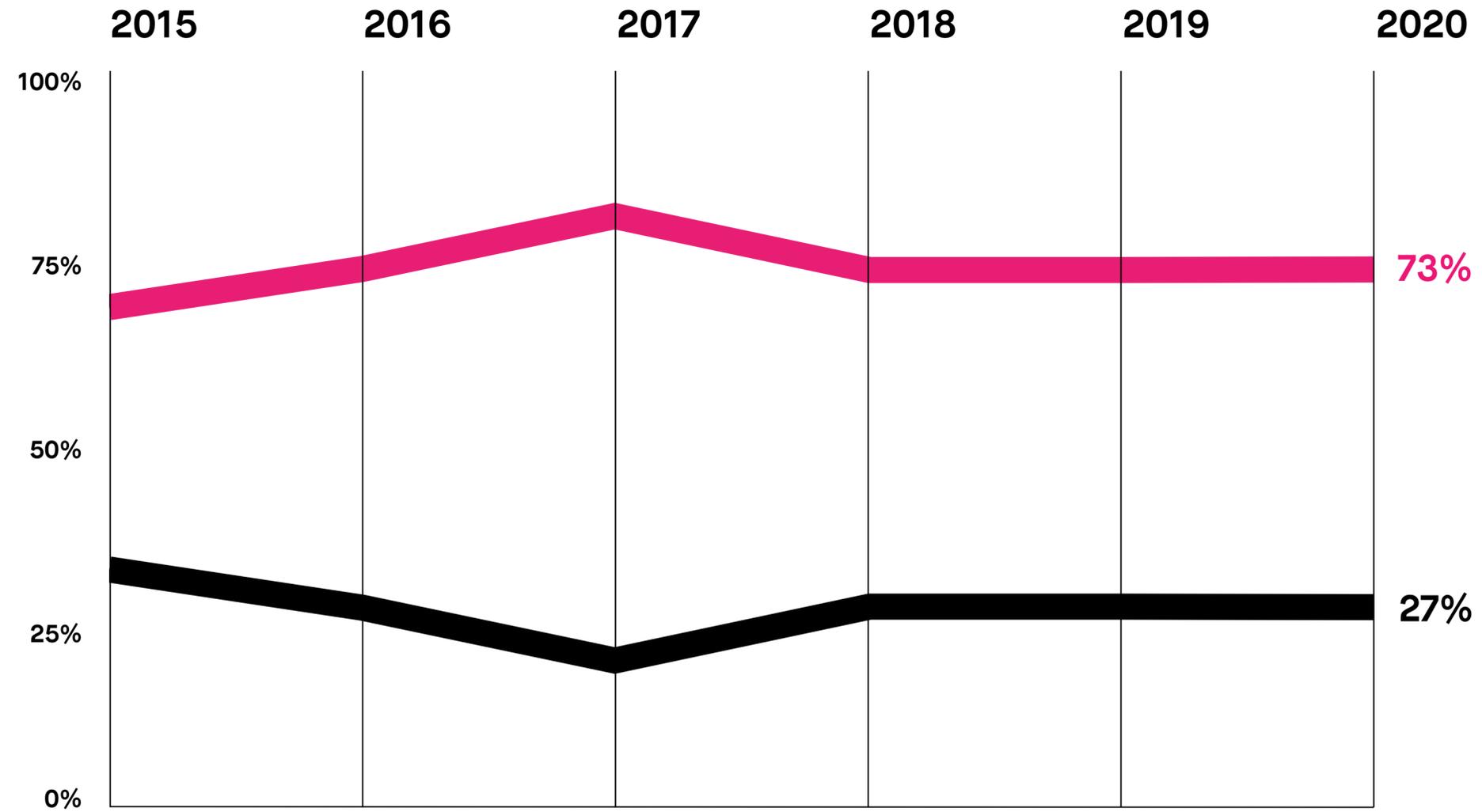
Female Male

Corporate  
Champions:

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University  
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# University of the Witwatersrand



University of the Witwatersrand: Senior Leadership 2015-2020

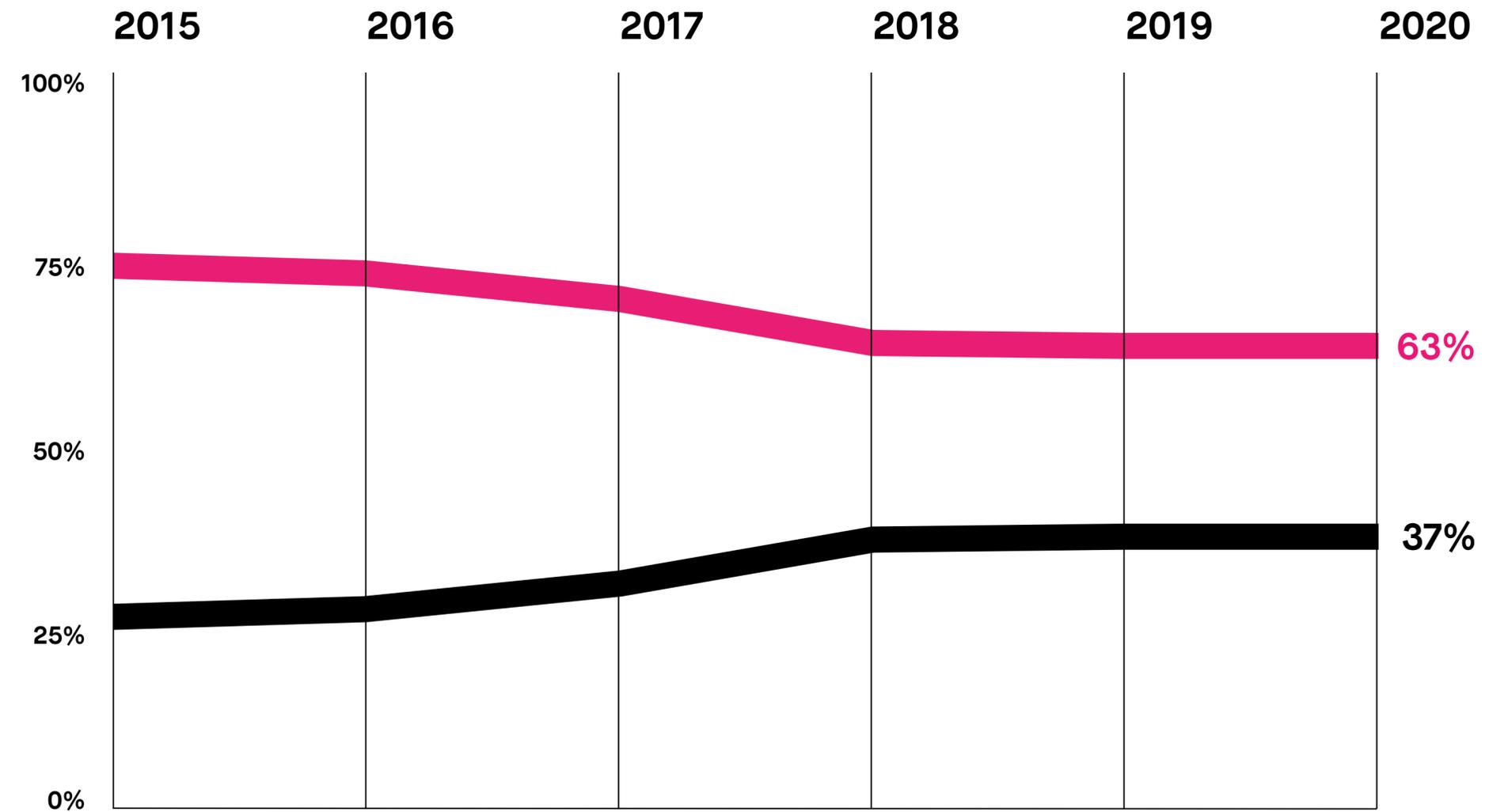
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Corporate  
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# University of the Witwatersrand



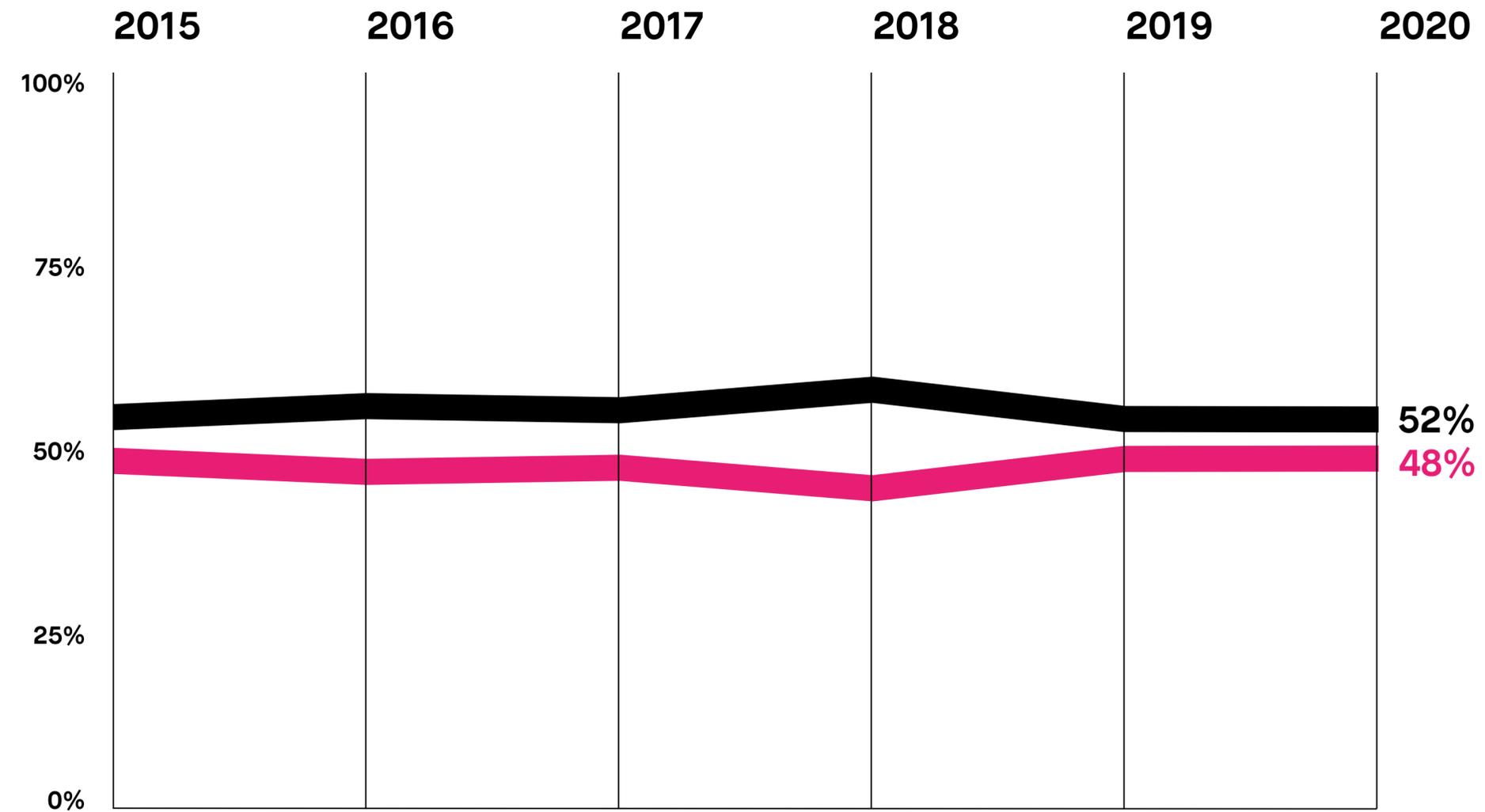
University of the Witwatersrand: Tenured Professors 2015-2020  Female  Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of the Witwatersrand



University of the Witwatersrand: Full-Time Faculty 2015-2020

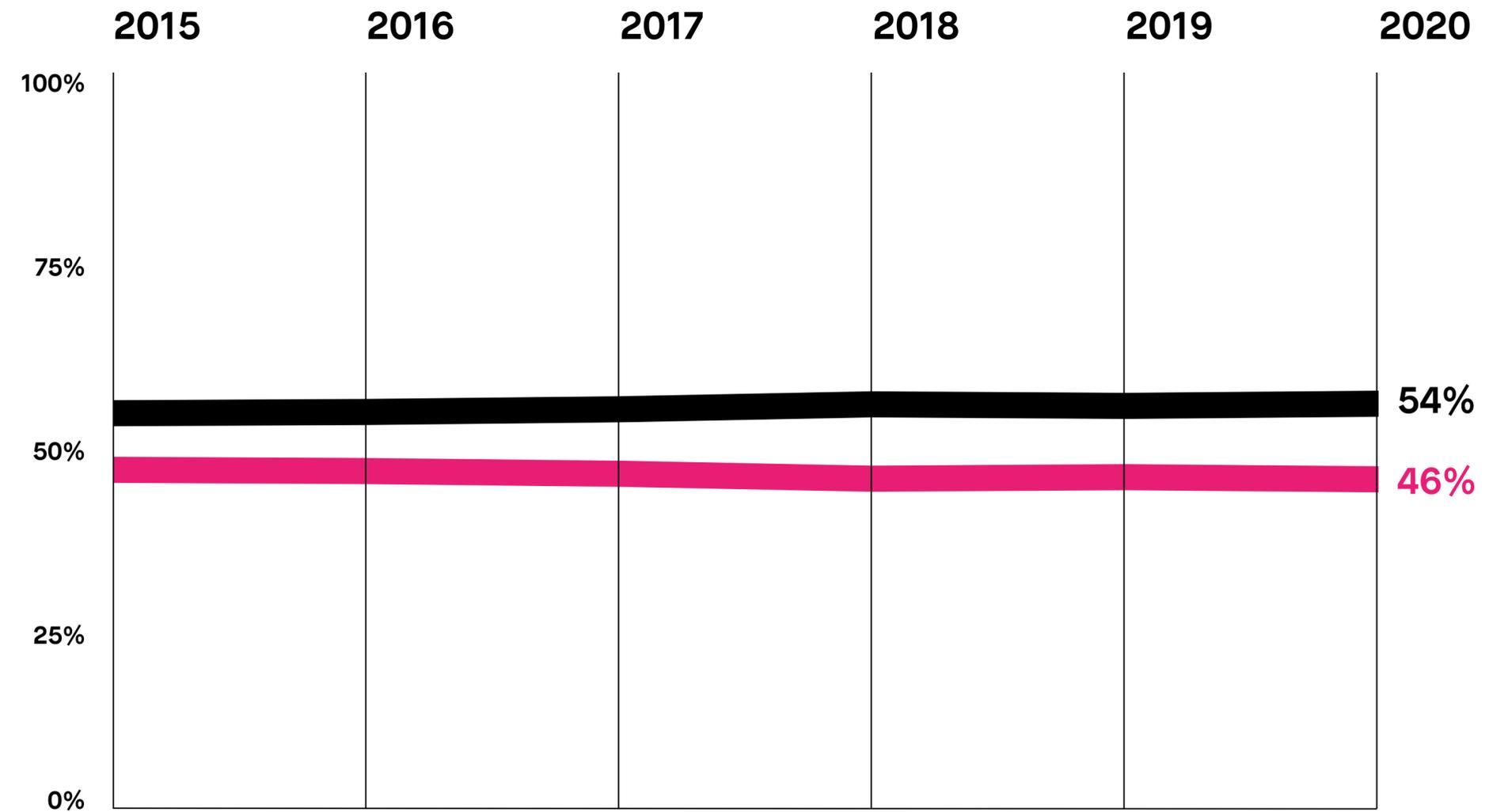
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Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of the Witwatersrand



University of the Witwatersrand: Graduate 2015-2020

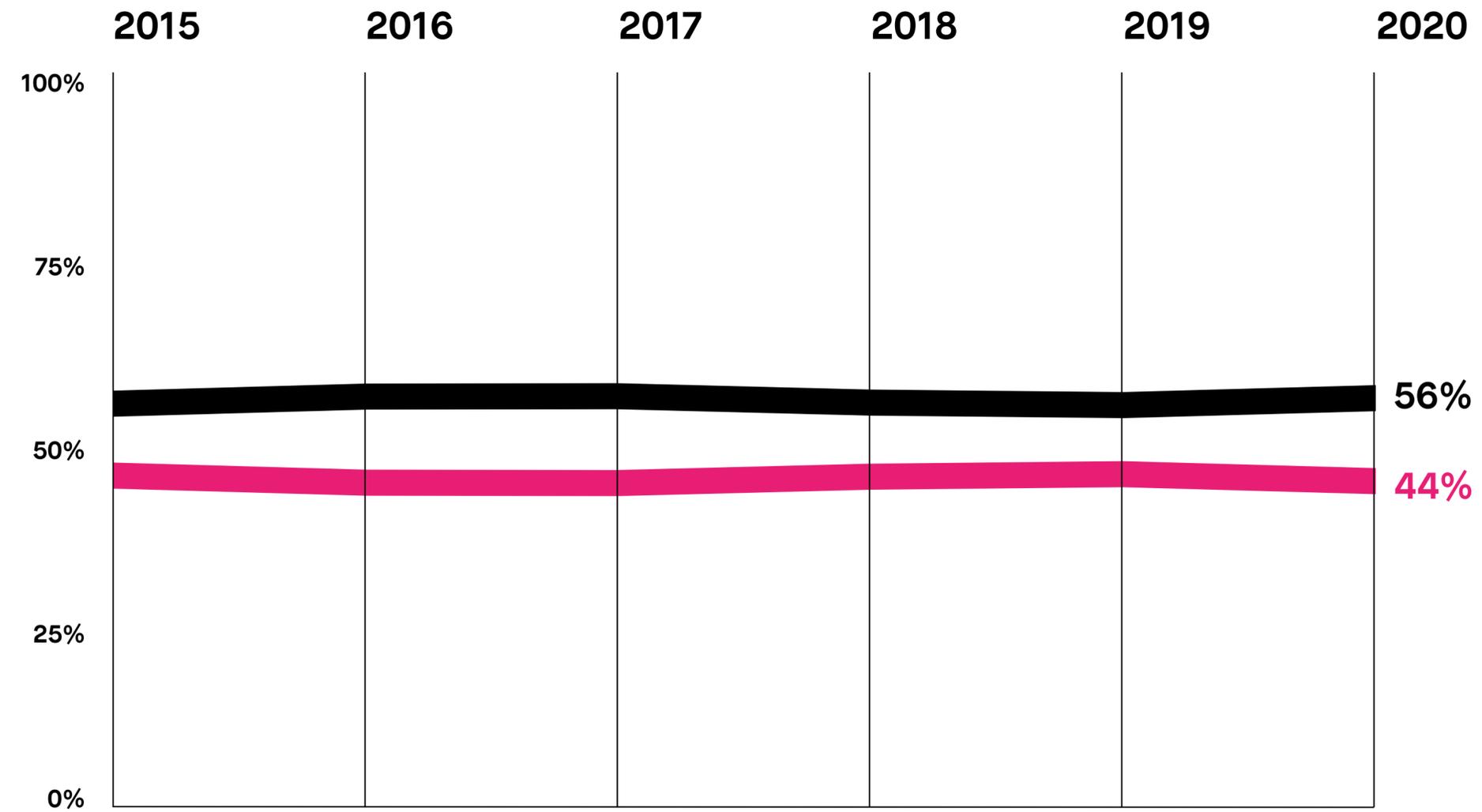
Female Male

Corporate  
Champions:

Thematic  
Champions:

University  
Champions:

# University of the Witwatersrand



University of the Witwatersrand: Undergraduate 2015-2020

Female Male

# Proven Solutions

Economic  
Justice

Ending Gender-  
Based Violence

Engaging Men  
As Allies

Future  
Leaders

Equal Representation  
at Leadership

New Cultural  
Norms



**Proven  
Solution**

Economic Justice

# **Accor**

## **Achieving equal pay between men and women**



## Key Stages of Implementation

# 1

### Step 1 Establishing an appropriate methodology and tools

The first step is to set up a methodology and define tools for comparing positions with equivalent levels of responsibility. We use Hay Grades, a widely used classification scheme, to evaluate positions, with a focus on base salary. We have also analysed target total earnings (base salary plus incentives). In 2019, the analysis covered 35 countries and 5,300 employees, representing about 85% of the targeted employees. It showed that the pay gap between men and women working at the same job level at Accor was -2.2 %, compared to -3.1% in 2018 and -4% in 2017.

Asia-Pacific made great progress – from -3.8% in 2018 to -1.0% in 2019. Our methodology and tools enable us to track the annual reduction of the pay gap in response to our actions plans.

**Having an appropriate methodology in place increases chances of success, prevents waste of time and effort, and eliminates unnecessary actions. As the journey to gender equality is a long one, establishing a consistent methodology in the beginning can also ensure consistent reporting and analysis, which in turn suggest improvements to be made.**

**Having an appropriate methodology in place increases chances of success, prevents waste of time and effort, and eliminates unnecessary actions.**

# 2

### Step 2 Leading from the top

We made consistent commitments through HeForShe involving our top management, HR team and colleagues all over the world. We also took action to promote women into senior positions.

Gender diversity in management teams can be the key to achieving equal pay. Diversifying your workforce, specifically executive management positions, is more than a movement to level the corporate playing field. It's about using the best resources to maximise every company's potential.

We also made contributions to promoting female leaders by establishing mentoring and training programmes for high-potential women and implementing a comprehensive suite of policies to change the way Accor recruits, retains and promotes women.

### Step 3 Adapting actions to locales

We adapted all our actions to the specific requirements of every region in which we operate. As an international organisation, we have 260,000 women and men in more than 5,100 hotels looking after thousands of guests every day in more than 110 destinations. Cultural transformation has been our main mission for several years and implementing locally adapted strategies and plans is critical to our success.

We need to understand and appreciate differences so that we can give our actions relevance and force – and to act with the boldness needed to lead initiatives that change the way we work. Our gender diversity network RiiSE creates a sense of belonging and enables sharing of best practices between countries.

# 3

# 4

### Step 4 Training and supporting women for long-term equality

Ongoing support for women employees plays a significant role in achieving and maintaining equal pay. It's important to spend time with women employees – training them, raising awareness of their potential and rights, and using their insights to evolve the strategy. There is no single solution to wage inequality: every organisation's journey is unique, even though we all share the same vision.

## Contact

**Anne-Sophie Beraud**  
VP Group Diversity & Inclusion Accor  
+33(1) 45 38 48 73  
[Anne-Sophie.BERAUD@accor.com](mailto:Anne-Sophie.BERAUD@accor.com)

**Proven  
Solution**

Economic Justice

# **BNP Paribas**

## **Overcoming gender bias and improving diversity**

## Global Context

**The banking industry has historically suffered an unbalanced gender mix in business lines and activities that traditionally employ mostly women or men. These male or female dominated roles carry strong stereotypes, which must be identified and removed.**

Although BNP Paribas globally consists of 52% women and 48% men, our gender mix is one of our biggest challenges in our Global Markets (GM) business line and in Human Resources. Like the rest of the industry, our GM and front office roles have always been male-dominant while HR positions are mostly occupied by women. Recruitment in HR and GM has reflected the unbalanced gender mix of candidates' academic paths.

We committed to increasing diversity and gender balance, particularly in the recruitment of more men in HR (notably as HR Business Partners) and recruiting and retaining more women in the Global Markets business line – including trading room activities, electronic trading and quantitative research roles that are traditionally dominated by men.

To address these issues and ensure an improved gender balance, we identified the nudge approach as a way to reveal barriers and practical ways to overcome them.

“No woman should be deprived of her ability to contribute to a better world. We need to work collectively to ensure that women can leverage their skills, talent and creativity. By making bold moves as well as small, targeted changes to the ways we do things, we can reduce gender imbalances, accelerate economic development and build a better future for everyone.”

**Jean-Laurent Bonnafé,  
Director & CEO, BNP Paribas**



**No woman should be deprived of her ability to contribute to a better world.**

**Jean-Laurent Bonnafé,  
Director & CEO, BNP Paribas**

## Key Stages of Implementation

# 1

### Step 1 Recognizing the power of nudge

The nudge approach is a relatively subtle technique that encourages people to make decisions that are in their broad self-interest. Nudge is not about theory: it is about being anchored, deeply and concretely understanding how real people act in real life when making real choices. In order to sustainably tackle and overcome unconscious bias, coercing or compelling people does not work. Change must become something positive for everyone and for the company.

Improving gender balance in the target areas requires overcoming several stereotypes: those preventing someone from applying for a job and those preventing people from hiring someone “different”.

As human beings our emotions, habits, beliefs and fears constantly influence our choices and actions. We therefore have to question ourselves and examine our own unconscious bias and stereotypes.

We decided to engage a behavioral consultancy company, BVA Nudge Unit, to support us in the project as this was our first experience of this new way of working.

**Nudge is a “soft” approach that can have profound impacts on the ways in which people behave in everyday life as well as helping to shift norms throughout a community. It is a useful tool for dealing with unconscious bias and stereotypes.**

**As human beings our emotions, habits, beliefs and fears constantly influence our choices and actions. We therefore have to question ourselves and examine our own unconscious bias and stereotypes.**

### Step 2 Gathering diagnostics

The project began with members of staff being interviewed by our external specialist partner, BVA. We made sure to select a group that was diverse in gender, seniority, business line and region.

Using behavioral science, BVA was able to identify conscious and unconscious, rational and irrational, individual, social and environmental levers and barriers to diversity for each stakeholder. This step required identifying all the barriers and levers at each stage of our recruitment processes, according to each actor (HR specialists, managers and candidates).

The interviews provided valuable qualitative information which we could use to get a true idea of how our people were feeling and where we needed to improve by proposing areas of focus.

# 2

**An external partner experienced in the nudge approach can help to bring out the challenges and opportunities of your existing ways of working that are not usually apparent in the formal descriptions of those processes.**

### Step 3 Holding collaborative workshops

The next step was to have BVA facilitate a one-day ideation workshop for around 25 experts. We discussed the key issues and shared ideas about how these could be improved. The day finished by reviewing every idea to identify which were most appropriate and achievable.

BVA then created a “Nudge book” for GM and for HR, containing the insights and proposals from the workshop.

# 3

**It’s important that the nudges you decide to try in your Awareness campaigns are effective in highlighting the achievements of the target audience, and in enabling everyone to see themselves through the work of others and to identify with the wider movement for gender equality on a personal basis.**

**It’s important that the nudges you decide to try in your Awareness campaigns work best when they highlight the achievements of the target audience, enabling everyone to see themselves in the work of others and identify with the wider movement for gender equality on a personal basis.**



## Step 4 Creating nudges

Two additional roundtables sessions were held to identify the “Golden Nudges” – those which are easiest to implement and with the highest likelihood of success. These were based on what the group felt would reap the biggest rewards by implementing costless changes.

Examples of Golden Nudges designed to attract and recruit more men as HR Business Partners include “the male redactor” pattern, where the job description is written by one or more men occupying this role, so that the requested skills are expressed using a variety of terms that speak to both men and women.

An example of a Golden Nudge to attract women in Global Markets is “the business line female interviewer”, we decided to always have at least one woman from the business side interviewing the candidates. This enables us to create a reference point for the female candidate, who can imagine herself in that position. This revised process also sends a message of inclusivity to male candidates.

Nudges need not be expensive – they’re all about creating an environment in which people make better choices. Bringing diverse perspectives into the design of your processes, thinking carefully about the language you use and deciding which aspects to emphasize can make all the difference.



## Step 5 Communicate to drive long-term engagement

The project teams then reached out to different senior managers within Global Markets and HR to gain their support in the nudge implementation. When testing a nudge, the efficiency of the idea has to be measured: what is the before/after effect? If the impact was satisfactory, the nudge was maintained and if not, the idea had to be dropped.

The nudge methodology proved to be a valuable approach for clearly identifying barriers throughout the recruitment path and to better understand human bias and behavior. Nudge has also been inspiring for other areas in the bank such as the IT function, which has been historically male dominated.

Nudge can be a useful methodology for any company facing an unbalanced gender mix. But it is not a magic wand and it won’t solve all the problems: nudge is a booster, and complementary to wider policy. Training about stereotypes, awareness and involvement of every actor, and continuous attention at each step of the process remain key to addressing gender imbalances.

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**Training about stereotypes, awareness and involvement of every actor, and continuous attention at each step of the process remain key to addressing gender imbalances.**

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## Resources

- [Corporate website article](#)
- [“Reveal Yourself” Youtube communications campaign](#)
- [“In my shoes” podcast episode](#)

## Contact

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**Proven  
Solution**

Economic Justice

**Danone**  
**Breaking gender  
stereotypes through  
a gender-neutral  
parental policy**

## Global Context

**The United Nations Human Rights reports in Gender stereotypes and Stereotyping and Women's Rights that discrimination against women includes differences of treatment based on stereotypical expectations, attitudes, and behaviors. These include stereotypes about women's role in the family which often lead to women having less time for activities outside the home and lower education levels.**

In the Parental Leave Survey conducted across the US businesses by Deloitte in 2016, 63% said women and men should benefit from the same amount of parental leave. However, 54% said their colleagues would negatively judge a man for taking the same amount of leave. This was further explained by the fact that one in three men said they do not plan to take paid parental leave as they think doing so could jeopardize their position.

Fully recognizing that each family is unique and that it is key to provide employees with the flexibility to take paid leave based on their caregiver role - not based on their gender - we launched our Gender-Neutral Parental Policy in 2017. We are convinced

that offering a gender-neutral parental policy strongly contributes to transforming the stereotype that caregiving is predominantly a woman's responsibility.

"Men have a big role to play in gender equality. Not only because it is unfair not to have all genders with the same opportunities for personal and professional achievement. Not only because numerous studies show that having gender equality at the top and through different levels of the companies leads to better performance. But also because achieving equality in the workplace brings us a step closer to a more balanced and forward looking society.

As a leader in a decision-making position, I feel responsible for challenging the status quo and unconscious bias. I encourage all men, in every sector, to drastically alter the power dynamics - not tomorrow but right now. Recognize the existence of glass ceilings, review your recruitment and promotion practices, analyze eventual pay gaps and listen to women's and men's voices. Together, we will succeed.

**Henri Bruxelles,**  
**Chief Operating Officer End-to-End Design to Delivery, Danone**



**Recognize the existence of glass ceilings, review your recruitment and promotion practices, analyze eventual pay gaps and listen to women's and men's voices. Together, we will succeed.**

**Henri Bruxelles,**  
**Chief Operating Officer End-to-End Design to Delivery, Danone**

## Key Stages of Implementation

Danone's Gender-Neutral Parental Policy goes above and beyond the legal framework in many countries, providing 18 weeks paid leave for primary caregivers and 10 days for secondary caregivers. Our policy also requires the implementation of office lactation rooms for breastfeeding mothers, counselling during pregnancy, progressive return-to-work programs, and flexible working hours.

It is important to note that prior to launching the gender-neutral parental policy, we launched a global Dan'Cares policy in 2010, which ensures that all our employees are provided with high quality coverage for core risks such as hospitalization and surgery, maternity care and outpatient services. By the end of 2019, around 100,000 Danone employees had healthcare coverage in line with the standards defined by Dan'Cares, and this has set up the basis for the Global Parental Policy implementation.

### Step 1 Build an inclusive governance model

Implementing an inclusive governance model that connects HR teams at global and local level was the first step to launch the Global Parental Policy. A Global Parental Policy Steering Committee was formed at the global level, which consisted of a Project Leader (in this case, the Global Benefits Manager), a Social Dialogue Director, a Health and Safety Director, a Corporate Communications Lead, a Diversity and Inclusion Lead and several employee representatives identified as parental policy champions. It's important to ensure that all stakeholders are involved in designing the initiative so that it works for everyone. Using established standards formats, such as those created by ISO, helps to provide structure.



### Step 2 Assess, Analyse & Adapt

Conducting a global assessment by developing e-questionnaires was essential to assess where we were in terms of parental policies across our operations in 55 countries. The questionnaires were developed based on the key elements laid out in the gender-neutral parental policy, that is elements of pre-natal, caregiver leave and post-natal. Some examples included in the e-questionnaires were adapted working conditions and flexible working schedules for the pre-natal period, primary and secondary caregiver leave and reward elements maintained during leave for the caregiver leave period and job protection and breastfeeding support for the post-natal period. A scoring methodology was then developed to identify the level of preparation required from each country to comply with the policy.

The assessment also highlighted local legislation constraints as well as challenges regarding local cultures to evaluate the readiness of the countries to adopt changes. For example, to ensure the gender neutrality of the language used in the policy, we asked the countries to use the term "parental leave" instead of maternity or paternity leave. However, local legislation in many countries such as South Africa, China, Thailand, and many others, require companies to use the term "maternity" and "paternity". Similarly, adoption leave is much less common culturally in Asia compared to Europe or the US. There are also some countries like Turkey which already offer parental leave that is more generous than the local legislation.

**To ensure the gender neutrality of the language used in the policy, we asked the countries to use the term "parental leave" instead of maternity or paternity leave.**



### Step 3 Co-construct country specific roadmaps

During the development phase, each country crafted an implementation roadmap based on the assessment and gap analysis. This included identifying estimated financial investments to implement the policy by the end of 2020, which is particularly important for those countries where global minimum of 18 weeks significantly exceeds their local legislation. The roadmap also included a risk assessment which could include social dialogue risks such as local consultations with the work councils or unions. For companies like Danone, this plays a key role as there is a high number of employees working in production sites, who are unionized. All countries shared their completed country implementation roadmaps and action plan with the Global Parental Policy Steering Committee for feedback, tracking and monitoring purpose

# 4

## Step 4 Provide guidance & monitoring

Prior to implementing the policy locally, countries go through a validation process with the global team to ensure that their policy is as reflective as possible of the global one, while respecting the local regulations. Developing a checklist to review with each country before they go live with their policy can help establish clear expectations and therefore gain time.

The Global Parental Policy Steering Committee meets quarterly to track and monitor implementation and provide necessary support as needed. Key Performance Indicators (KPIs) include the number of employees benefiting from primary, secondary and adoption caregivers' leave as well as the retention of employees returning from leave. In 2020 for example, 95% of our women managers have returned to work after taking the leave.

## Step 5 Communicate to drive long-term engagement

In order to maximize employee awareness and comprehension, you need a robust communication plan, which is an integral pillar of the policy's implementation. The quality and clarity of your communications will in turn drive long-term engagement. One of the main objectives of your communication plan should be to provide support to local teams during their implementation process. At Danone, this has been done through countries sharing their best practices with each other. Singapore, for example, was an inspiration regarding the use of external and peer-to-peer counselling for parents returning from leave. In addition, their comprehensive pre-natal nutrition education for expecting parents was also adopted by other countries.

# 5

As part of the HeForShe global communication plan, we also capitalized on international events such as International Women's Day and Global Day of Parents to communicate internally and externally on our progress and engage employees. In addition, through a powerful video we shared employees' inspiring testimonials as both parents and dedicated employees. Through regular communication that helped regarding the understanding of the policy and through real-life personal stories, we created a strong sense of pride amongst employees. In countries like Italy, Indonesia, and Egypt, they have leveraged the policy as part of their employer branding strategy which has helped us to attract and recruit best talents in these geographies.

## Resources

Tools, guidelines and resources were also shared with the countries to adopt within each local policy. These include roadmaps and cost assessment templates, guidelines on language neutrality, communication and breastfeeding room as well as "Dos and Dont's" for line managers during pre-natal, caregiver leave and post-natal period.

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Economic Justice

# **De Beers Group** **Accelerating female** **entrepreneurship**

## Global Context

**In 2016 the UN Secretary General's High-Level panel on women's economic empowerment stated that expanding women's economic opportunities is central to the 2030 Agenda for Sustainable Development. A central challenge is how to accelerate economic equality, which enables not only inclusive development for communities, but also a path for women to achieve greater control over their own lives.**

Women lag behind men in entrepreneurship. Women are less likely to own small or medium sized enterprises—only 20 percent of firms in the poorest countries have female owners. Where women own businesses these tend to be smaller, are more likely to be home-based, and are often disadvantaged in their access to credit, resources and assets. Over 80% of women employed in southern Africa are within the informal economy.

Investing in women supports households, promotes the principle to leave no one behind and accelerating businesses supports jobs for all.

“Launching our Accelerating Women Owned Micro-Enterprises programme has taken commitment and dedication from many; yet the key to its success has been simple: local ownership. Be it through working with local partners, training people locally to be mentors, or tailoring training materials, it has resulted in a programme that has been sustainably rooted. I am tremendously proud of the impact that we're seeing as a result. And, while the changes we see in individuals are amazing in their own right, we are just starting to glimpse how such changes in wider society can be truly profound.”

**Bruce Cleaver, CEO, De Beers Group**

### Sources

[unwomen.org/en/news/in-focus/csw61/women-in-informal-economy](https://unwomen.org/en/news/in-focus/csw61/women-in-informal-economy)

Leave No One Behind A Call to Action for Gender Equality and Women's Economic Empowerment Report of the UN Secretary-General's High-Level Panel On Women's Economic Empowerment (2016)



**I am tremendously proud of the impact that we're seeing as a result. And, while the changes we see in individuals are amazing in their own right, we are just starting to glimpse how such changes in wider society can be truly profound.**

**Bruce Cleaver, CEO, De Beers Group**

## Key Stages of Implementation

The De Beers Group – UN Women Accelerating Women-Owned Micro Enterprises (AWOME) Programme supports women micro-entrepreneurs in South Africa, Namibia and Botswana. The programme enables women to hone skills to secure value from their businesses and thereby increase access to assets, including finance, to grow. It provides a stepping stone to scale and formalisation if and when businesses are ready.

### Step 1 Securing stakeholder engagement

Design the programme collaboratively to make it relevant to the context and key stakeholders such as government. This ensures alignment with government priorities and builds goodwill, increasing the potential for scaling up and sustaining results. Establish mechanisms for ongoing and regular stakeholder input into the programme.

As implementation of AWOME progressed, local steering committees, reflecting different stakeholder groups, were established. The committees share learnings, address implementation challenges and agree on changes to the implementation approach whilst maintaining alignment between stakeholders.

### Step 2 Creating relevant training materials

Do not re-invent the wheel. Build on what exists but customize the implementation approach and training materials. AWOME leveraged enterprise development training manuals from the ILO and tailored material with input from stakeholders, entrepreneurs and findings from baseline studies.

Building on internationally recognized material gives confidence to stakeholders and entrepreneurs as to the quality of the training and is efficient in terms of resourcing. The tailoring ensures that what is covered in the training is relevant for the demographic and addresses practical needs. Confidence in the training materials increases likelihood of use by other actors which enables scale.

### Step 3 Training local trainers

Use a train-the-trainer approach, recruiting from a local area so expertise stays where the programme is being implemented rather than flying in and flying out. AWOME recruits individuals, with relevant enterprise development experience, from a local area and trains them to deliver AWOME training, and provide follow-up support to a consistent and high-standard.

The training of trainers (ToT) is a four-week process, delivered by an accredited master trainer covering training materials, interactive training methods and putting trainers in the shoes of entrepreneurs so they build their understanding of the challenges faced by women entrepreneurs.

**The programme enables women to hone skills to secure value from their businesses and thereby increase access to assets, including finance, to grow.**

We have learned that the trainers also need post ToT support through technical mentorship by the Master trainer and facilitated peer learning.

Training trainers in a local area is part of the capacity building outcome of the programme. It provides job opportunities, increases skills and experience in the area and ensures trainers are available to provide post-training support. Inclusion of government officials in the ToT increases government capacity to implement the approach beyond the De Beers Group – UN Women programme.



#### Step 4 Building capacity of entrepreneurs through experiential training and post training support

How training is delivered is as important as the content. Making the training approach engaging and relevant maximises learning outcomes. Training covers business skills but is delivered in a way to build life skills that are an enabler for business growth, and confidence to manage the myriad challenges faced by women entrepreneurs.

AWOME's capacity building approach tackles business skills and life skills through the following steps:

- Baseline data collection and analysis at a community level to understand local needs
- Tailoring of training content to address local nuances and regulations
- Collection of baseline data on individual entrepreneurs to understand their needs and tailor the training to match
- Experiential business games and facilitating entrepreneurs to reflect on their current

practices, what they have learned, and develop action plans to address challenges

- Post-training support to review implementation of actions and update as necessary. Retraining may be recommended for individuals struggling to translate skills into tangible action
- Analysis of learnings from monitoring, and feedback from the implementation team and stakeholders to improve the approach.

#### Step 5 Celebrating to strengthen peer networks

Celebrate success! Celebration recognizes the value of the experience and makes other stakeholders and community members aware the programme exists and works.

Graduation ceremonies have shown that publicly celebrating the achievement of the entrepreneurs in successfully completing the training recognizes their effort, strengthens peer networks and brings profile to the programme.



#### Step 6 Learning and adapting

Monitoring, evaluation and continuous learning and adaptation should be built into the programme so it stays relevant. A number of different mechanisms may be needed to evaluate and adapt the programme at different levels.

Stakeholder engagement and local steering committees enable part of AWOME's adaptive approach. In addition, a central management team pulls together learnings from multiple locations on a quarterly and annual basis to identify necessary changes to the programme overall. In the next phase AWOME will strengthen linkages to social, health, financial and other relevant services to address the range of challenges faced by women entrepreneurs. In addition, it will work with past cohorts to strengthen women's agency through networking and peer learning and establish platforms to engage government constructively on specific development issues.

## Resources

Links to videos with more information about AWOME:

[Irene's Story - Celebrating De Beers Group's two-year partnership with UN Women](#)

[Unlocking the Power of Women Micro-Entrepreneurs in Namibia - AWOME](#)

Technical guidance is available upon request and subject to availability of the team.

Use of the AWOME training materials is controlled and guided by set standards. Anyone using the materials is required to subscribe to and adhere to the set monitoring and accountability mechanisms.

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# **Iceland**

## **Achieving equal pay through legislative measures**

## Global Context

**According to the ILO Global Wage Report 2018, the global gender pay gap is estimated at 20%. Despite international and national efforts to address this challenge, progress on narrowing the gender pay gap has been slow.**

With almost 80% of women active in the labor market, Iceland has one of the highest labor force participation rates in the world. Despite this progress, a gender pay gap persists: the unadjusted pay gap between women and men was 15.3% in 2016 while the adjusted pay gap was 4.5%.

One of the measures the government has taken in order to close the gender pay gap is the law on the Equal Pay Certification, adopted in 2018.

The law requires companies and institutions of 25 or more employees to undergo an audit to ensure that they offer equal pay for work

of equal value, based on the implementation of an Icelandic Equal Pay Standard (IST85:2012). The audit is a comprehensive process that helps employers analyse their pay structures, identify potential discrimination and correct it.

The law obliges each employer to apply the company's Equal Pay System equally to all its staff but does not mandate the same pay for everyone with the same job title. However, any difference in pay needs to be justified.

As such, the standard transfers the responsibility of equal pay from the individual employee to the employer.

“We acknowledge the individual men and women – many without a voice or platform – who continue the fight for equal pay, every day. Despite these efforts, we still have more work to do. Across the globe, women continue to be paid, on average, 20% less than men.”

**H.E. Guðni Th. Jóhannesson**  
**President of Iceland**



Across the globe, women continue to be paid, on average, 20% less than men

## Key Stages of Implementation

# 1

**Employers wanted a public token of recognition that their pay system had been certified..**

### Step 1 Developing a standard

Developing the Equal Pay Standard and the Certification took years of consistent political dedication, leadership and three-sided cooperation between the government and the representatives of the organizations of the social partners; i.e. the employers and business associations and union representatives.

In 2009 the social partners reached a common understanding in the collective agreements stating that a tool was to be developed to prevent wage discrimination between women and men. Agreement was reached between the Government and Icelandic Standards Council in December 2008 on having a council supervise the preparation of a standard. A Technical Committee and a Working Group were appointed, and the Technical Committee decided to create a standard modelled on international management standards.

**It's important to ensure that all stakeholders are involved in designing the initiative so that it works for everyone. Using established standards formats, such as those created by ISO, helps to provide structure.**

# 2

### Step 2 Running a pilot project

The pilot project was launched in 2013 with government offices, private companies and NGOs. In the process, best practices were developed to tackle common problems and a toolbox for job classification and pay analysis was created and published on a special webpage to make all information easily accessible. Workshops and courses on relevant laws and important labour market issues were developed for those interested in the standard or those that are in the process of implementing it.

In the pilot project employers and management members discovered a new perspective to their salary systems. They learned about the implications of the gender segregated labour market and how gender balance or imbalance amongst staff can influence salary decisions. Employers learned how to achieve equality in wages by implementing a system based on focused and professional methods.

**Running a pilot project enables everyone involved to become familiar with the new goals, tools and processes. Pilot projects bring to light areas for improvement in the subsequent wider rollout. They also build visibility of and confidence in the initiative.**

# 3

### Step 3 Creating a certification symbol

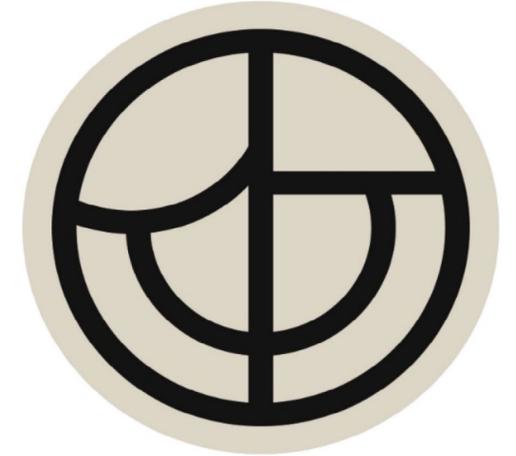
Employers wanted a public token of recognition that their pay system had been certified.

A design competition was held in collaboration with the Icelandic Design Centre for the design of an Equal Pay Symbol.

The symbol shows a compass, a stamp, a runic representation and the smiling faces of two different individuals. In its shape, the symbol suggests a coin or a token and thus showed that these two individuals were measured equally in terms of pay.

The symbol could be used internationally and is unique and descriptive of its purpose.

**A distinctive, well designed logo is a key means of providing a focal point for the equal pay legislation and provides a means for organisations to demonstrate their compliance.**



## Step 4 Measuring impact

Iceland is now in the process of implementing the 2018 Law on Equal Pay Certification. As the law is still in its first phase of implementation, there is no thorough impact assessment in place. A recent survey among those companies and institutions which received certification after the first year of implementation, shows that the benefits of implementing the Standard have outweighed the costs of implementing it. The results thus confirmed the outcomes of the pilot project held from 2014-2018.



A large majority of the respondents in the survey believed that the implementation of an equal pay system and the certification thereof had a positive effect on job satisfaction in their organisation and that it would in general increase their visibility and efficiency. Moreover, two thirds of the employers said that the process had been an eye-opener towards more equality issues such as the gendered culture in workplaces, the number of women in management, appointments to boards and committees and equal rights to career development. The benefits mentioned by employers include:

- Increasing quality in human resource management and salary decisions
- Gender equality and equal pay
- Contributing to better acceptance of salary decisions among staff and trust in the senior management
- Better targeted wage decisions
- Ensuring that gender equality is on the agenda within companies.

**Anecdotally most of the respondents in the survey have changed their wage structures and corrected salaries that were too low.**

## Resources

Equal Pay Certification website:

<https://www.government.is/topics/human-rights-and-equality/equal-pay-certification/#:~:text=Equal%20pay%20certification%20is%20intended,be%20justified%20by%20relevant%20considerations.>

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**McKinsey & Co.**  
**Transforming the  
hiring pipeline with  
the 50% challenge**

## Global Context

**From McKinsey’s own research, we know the benefits of gender balanced organizations. Attracting and developing exceptional talent is core to our mission. If we do not have equal representation of women, we are missing out on critical talent. Recruiting is the beginning of our pipeline, which is why achieving parity in hiring was a core goal of our participation in HeforShe.**

When we started our HeforShe commitment, our hiring rate for women in full time consulting positions was stuck at roughly a third of all hires. One of the primary challenges we faced was increasing our women’s applicant pool; we needed to both broaden our talent sources as well as better articulate why careers at the firm are attractive.

To achieve our aims and better reach the talented women we aspire to hire, we knew

we had to change our approach to recruiting women, which meant changing both mindsets and systems.

We launched a global 50% Challenge campaign to entirely transform how the firm approaches gender balanced hiring across all roles. The result was a significant increase in our full-time hiring in every region, bringing our overall hiring to 47% women around the globe, and over 50% in some geographies.

“A diverse workforce starts with diverse hiring. McKinsey is making progress toward gender parity in hiring and are pleased to share our insights with other companies. Our research illustrates the clear benefits to a more diverse workforce and our own experience tells us that while not easy, we can achieve a more diverse workforce in this generation.”

**Kevin Sneader,**  
Global Managing Partner, McKinsley & Co.



**Our research illustrates the clear benefits to a more diverse workforce and our own experience tells us that while not easy, we can achieve a more diverse workforce in this generation.**

Kevin Sneader,  
Global Managing Partner, McKinsley & Co.

## Key Stages of Implementation

### Step 1 Establish a mandate

To emphasize the critical need to recruit more women across all parts of McKinsey, our campaign launched with support from each local leader defining clear women hiring aspirations and a detailed action plan. The central recruiting team implemented consistent communications from senior leadership reinforcing the firm's gender parity commitment – from our global managing partner to individual office leaders. We named a lead partner in charge of women's recruiting for each internal group, supported by a dedicated team to drive the action plan.

**Have a clear senior leadership mandate, initially and on an ongoing basis. Identify leaders at each relevant level and dedicate sufficient resources to support the plan.**

**To emphasize the critical need to recruit more women across all parts of McKinsey, our campaign launched with support from each local leader defining clear women hiring aspirations and a detailed action plan.**

### Step 2 Collect the data

Starting with our baseline analysis of the situation, we created a women's recruiting scorecard to measure and monitor progress on a daily basis. Our scorecard does not just track hires – rather, it tracks the flow of women candidates through each step in recruiting so individual recruiting teams can monitor progress in real time.

**Collect data to establish a baseline. Determine the detailed, meaningful metrics that your organization needs to follow (women at each stage of the recruiting pipeline, women hired, etc.) Create a way to continuously monitor and measure the data.**

### Step 3 Speak to women first

We created a communications strategy focused specifically on women, adopting language and imagery featuring women's stories and addressing women's identified interests. We also made sure that there was greater balance in our all recruiting channel content, featuring more stories and profiles of women and diverse colleagues. At least 60% of all our social content now features women, stories of women or recruiting events focused on women candidates.

For the women in our application pipeline, we created a mentoring system that paired applicants with current consultants. This McKinsey Mentor program connects candidates and consultants to build personal relationships, gives candidates relevant insights into life at the firm and our All In program focused on women, interviewing and a trusted source for questions. We started hosting more women-only recruiting events to connect recruits with women colleagues and leaders and let them ask questions, get advice.

Understand what women candidates are looking for. Develop messaging that speaks directly to those values. Target recruiting to where women are already looking and speak directly to them. Offer more targeted support throughout the process.

**We created a communications strategy focused specifically on women, adopting language and imagery featuring women's stories and addressing women's identified interests.**

### Step 4 Resource appropriately

We increased our investment in internal teams dedicated to women's recruiting, including creating a senior women's recruiting team focused on creating more tailored messaging and programs specifically designed to meet the needs of senior female recruits. Recruiters and interviewers are trained in anti-bias techniques.

**Invest in women's specific recruiting to enable innovation and experimentation. Offer training and support as well as funds.**



### Step 5 Encourage innovation

To create even more impact, we asked each recruiting team to commit to new ways of finding and attracting talented women, including proactive outreach to women, women-focused internship campaigns, introducing recruiting intake windows, refreshed messaging, and an aspiration of 50% women at the start of each hiring process.

**Encourage innovation by empowering each team to determine their own roadmap to success to enable local customization and ownership. Communicate regularly to identify and scale early successes.**

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**Encourage innovation by empowering each team to determine their own roadmap to success to enable local customization and ownership.**

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### Step 6 Celebrate successes

To keep momentum and encourage widespread adoption of best practices, individual team successes were amplified and celebrated with broad congratulatory announcements and individual notes of appreciation from leadership.

**Identify and promote wins. Thank teams for their success in meaningful and public ways to encourage momentum.**

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**Proven  
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Economic Justice

# **Schneider Electric Championing equal pay for equal work**

## Global Context

**In 2020, the World Economic Forum estimated that without substantive change it would take 257 years to close the gender pay gap. In 2018, the International Labor Organization found that, on average, only a relatively small share of the gender pay gap could be explained by differences in education and other labor market attributes between men and women – the largest share of the gender pay gap remaining “unexplained”.**

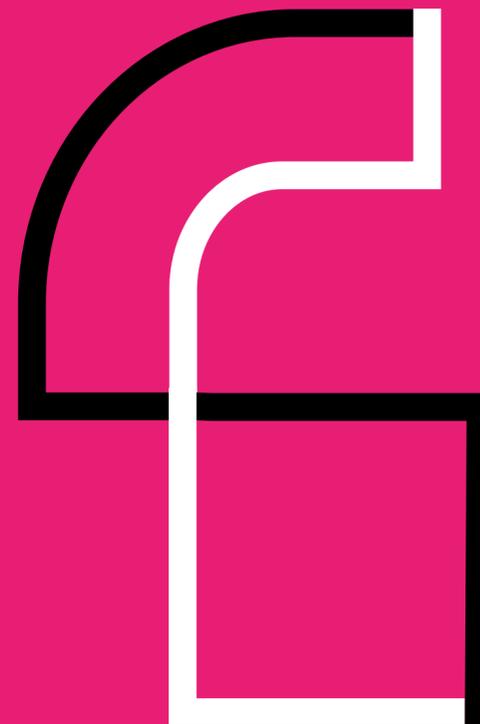
To tackle this issue, several countries have in recent years passed proactive pay equity laws. Companies have also been seeking ways to address gender pay gaps within their own organizations.

Along with others, Schneider Electric has been at the forefront of these efforts. Early in our Diversity, Equity & Inclusion (DEI) journey, we identified pay equity as a necessary condition for gender equality and inclusion in the workplace. Ensuring that

all employees are rewarded fairly became a top priority for us. As a result, our pay equity strategy over the last five years has been truly transformational, and today over 99% of our employees across the 100+ countries where we operate are covered by our global pay equity review framework.

“At Schneider Electric, we believe in the principles of fairness, equity, ethics and transparency. We compensate our employees fairly and equitably for their skillsets through our reward policies and processes. Over the past five years, we have taken proactive actions to not only close existing gender pay gaps, but to prevent gaps from being created in the first place. Equal pay for equal work has become an integral part of how we at Schneider Electric drive gender equality.”

**Jean Pascal Tricoire, CEO**



**Over the past five years, we have taken proactive actions to not only close existing gender pay gaps, but to prevent gaps from being created in the first place.**

**Jean Pascal Tricoire, CEO**

## Key Stages of Implementation



### Step 1 Executive Commitment and accountability

**Achieving pay equity requires leadership buy-in and transparency. Make an ambitious commitment at the leadership level, actively sponsor an action plan to meet this commitment, and ensure accountability through reporting.**

We started our pay equity journey from the top with a 2014 working group sponsored by our CEO and country presidents. The group designed an initiative that was piloted in 12 countries and our global Pay equity initiative was officially launched across 16 countries in 2015.

Pay equity was added to the Schneider Sustainability Impact metric, which defines and annually captures 21 global key performance indicators (KPIs) linked to employees' short-term incentive plans. We set a 2020 goal of having 95% of employees working in a country with a commitment to, and process for, achieving gender pay equity.

The active sponsorship of the CEO and country presidents, along with the creation of an accountability framework, created a sound foundation for success.

### Step 2 Education and capacity-building

**Pay equity is a complex and ever-evolving concept: have a clear vision, adopt definitions that are simple to understand, and ensure all stakeholders are comfortable using them.**



From the start, we decided that the principle of equal pay for equal work would be at the core of our compensation philosophy, with the aim of promoting fairness, consistency and greater transparency across our reward programs. "Equal pay for equal work" at Schneider Electric was defined as rewarding everyone for the skillset they possess, and valuing their contribution on an equal basis.

Communicating this vision to all stakeholders involved in deploying the action plan, and ensuring that everyone was comfortable with the definitions used, was key to a successful implementation. To facilitate the understanding of these concepts, our DEI and Reward teams produced various educational materials, including e-Learning modules and white papers. The goal was to help managers and HR employees understand the ways in which gender biases can influence compensation decisions and equip them with tools to take informed and equitable pay decisions.

**The active sponsorship of the CEO and country presidents, along with the creation of an accountability framework, created a sound foundation for success.**



### Step 3 Local implementation of global approach

**Build one common, global approach to address gender pay gaps. Empower local HR to implement it in a way that is tailored to the local context.**

Once goals were clearly defined, the next step for us was implementation. For a multinational of our size, it was clear that the deployment of the initiative would have to be adapted to different market requirements. At the same time, it was important to ensure that implementation was consistent across geographies, which is why we created a global pay equity framework.

#### Clear methodology and integrated process

A clear, consistent global methodology was defined and applied to identify potential unjustified pay gaps. The pay gap was defined as the salary difference between a certain individual and the median salary of the same job family and level of their opposite gender. Actions were then prioritized to focus on the largest individual

pay gaps identified. In 2018, we integrated the pay equity adjustment process in our annual salary review process, leveraging our Human Resource Information System (HRIS) to assist in closing the identified pay gaps.

#### Automatic analytics and reporting

All our pay equity analytics and reports were automated through the HRIS platform. This resulted in greater accuracy and tracking of data, and allowed for an easy integration of the pay equity adjustment process into the annual global salary review.

#### Stakeholder education

A cohesive communication and education program was deployed to support the pay equity framework global roll-out. The goal was to ensure complete understanding of the role that managers and Human Resource business partners had to play, along with the use of appropriate tools to achieve the objectives.

#### Robust governance structure

Ongoing oversight is key to sustaining an initiative of this size. To ensure accountability and transparency, we conduct quarterly reviews of compensation gaps and actions, both at country and global level, leveraging analysis from our HRIS platform, which covers all key drivers of the employee lifecycle from hiring, performance assessment, and salary adjustment to career moves.

This dual global and local approach was key for a fast adoption. In 2015, our global pay equity initiative was officially launched in 16 countries, and by the end of 2018 it covered all the 100+ countries in which we operate.



## Conclusion

Our approach to the topic of pay equity has driven greater levels of clarity and transparency through our reward philosophy, pay equity framework and tools. Moving forward, we will broaden our ambition to look beyond gender, and we have committed to lowering – and then maintaining – the pay gap below 1% for all employees by 2025.

## Step 4 Sustainable Framework

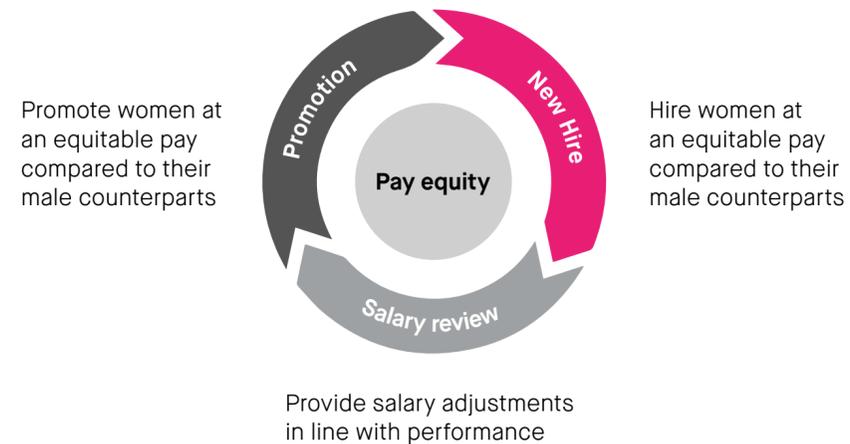
**Create a fair and equitable ecosystem of HR processes and take proactive actions to prevent new pay gaps from being created.**

Pay equity is a moving target. In any company, pay decisions are constantly being made when hiring, promoting and assessing talents. This can create new pay gaps. Recognizing this, we have shifted to a more proactive approach to pay equity, which aims to prevent new gaps from appearing.

We closely monitor salary changes when hiring new recruits, promoting employees and reviewing salaries internally. Managers and HR professionals are trained to be mindful of every pay decision they make, and to ensure that their decision process is bias-free.



Focus on the entire ecosystem with a defined process and governance supported by standard reporting and analytics



## Resources

- [Fair Pay Decisions White Paper](#)
- [Global Pay Equity Framework](#)
- [Sustainable HR Ecosystem Framework](#)

## Contact

Sonali Satpathy – Vice President Diversity, Equity, Inclusion and Well-being

[Sonali.Satpathy@se.com](mailto:Sonali.Satpathy@se.com)

Lipika Verma – Vice President, Rewards & Performance Innovation & Thought Leadership

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**Proven  
Solution**

Economic Justice

# **Sweden**

## **Promoting gender equal parenting**

## Global Context

**Political will and decisions are key to achieve gender equality. In Sweden, access to affordable child care, a more equal division of parental leave and individual taxation are essential reforms that have had an important impact on women's labour market participation, earnings, well-being and bargaining power in the household.**

Despite the gender-neutral parental leave scheme in Sweden, women use most of the parental benefit days. By promoting fathers' use of parental leave women's opportunities in the labor market is supported, fathers' sharing of childrearing and unpaid household work increase and parenting becomes more gender equal, benefiting children, family and society.

Women are often underrepresented in the labor market and have to a large extent the main responsibility for caring and household work. To enable parents to better balance

their work and family lives parental leave plays an important role. The difference in women's and men's parental leave uptake can have negative effects when it comes to hiring, promotion and wage setting for women. An uneven distribution of unpaid work can also cause stress and problems of balancing work and family responsibilities. The introduction of non-transferable days has increased fathers' uptake of parental benefit.

"By promoting fathers' use of parental leave women's opportunities in the labor market are supported, fathers' sharing of childrearing and unpaid household work increase and parenting becomes more gender equal, benefiting both parents and their children. Did you know that if women worked to the same extent as men, Sweden's GDP would increase by 10%, or about \$50bn? Therefore, I always say that gender equality is not only a question of moral justice. It's also one of our most powerful tools in creating a stronger and more prosperous society."

**Stefan Löfven, Prime Minister Sweden**



**By promoting fathers' use of parental leave women's opportunities in the labor market are supported, fathers' sharing of childrearing and unpaid household work increase and parenting becomes more gender equal, benefiting both parents and their children.**

**Stefan Löfven, Prime Minister Sweden**

## Key Stages of Implementation

# 1

### Step 1 Phasing out the full transferability of parental leave

Parental benefit was made gender neutral early on. A couple with joint custody of a child each have an individual right to half of the parental benefit days paid out in connection with childbirth or adoption.

Fathers' and mothers' quotas of days with parental benefit were introduced in steps, limiting the possibility to transfer days from one parent to another, starting with 30 days in 1995, extended to 60 days in 2002. As of 2016, 90 out of a total of 240 days for each parent have been made non-transferable.

Tapering the reduction in transferability gave people time to adjust to the new rules while demonstrating our commitment to achieving the new balance.

### Step 2 Communicating the benefits of shared parental leave

The Swedish Social Insurance Agency, responsible for administering parental benefit, has been given the task of actively promoting a more gender equal use of parental leave and parental benefit – highlighting the upsides of sharing parental leave for both parents as well as helping and guiding parents in planning parental leave.

**Communicating with parents is essential to let them know that the new system is in their best interests as well as good for the whole community. An engaging communications programme ensures that the change is not seen as a technical detail but as a strong signal for how we wish to evolve as a society.**

# 2

# 3

### Step 3: Measuring the impact

The introduction of non-transferable days has had a clear impact on fathers' uptake of parental benefit. Evaluations have shown that the reservation of the first month in 1995 was followed by a substantial decrease of men taking no leave and a notable increase of men taking a leave of up to two months.

The introduction of the second reserved month in 2002 was accompanied with an increase for men in taking more extended leave.

The third reserved month in 2016 also had a positive impact on men's use of parental benefit. The share of fathers claiming 90 days or more during the first two years after the birth of the child increased from 36% to 40%.

In 2019, 30% of all parental benefit days paid out were paid to men, continuing an ongoing upwards trend of more gender-equal use of parental leave.

Measuring and publishing the impact of the new system demonstrates how behaviour is changing. These metrics can inform further policy changes while also being useful for economic and social analyses.

## Resources

- 📄 Evaluations of prior reserved months and of the effects on labor outcomes as well as other effects on leave sharing are important for advocating extensions of non-transferable leave. Some evaluations can be found here: [www.forsakringskassan.se](http://www.forsakringskassan.se) and here: [www.inspsf.se](http://www.inspsf.se)
- 📄 Guides, tools for planning parental leave and other services that help parents prepare for parental leave is accessed at: [https://www.forsakringskassan.se/privatpers/foralder/vantar\\_barn](https://www.forsakringskassan.se/privatpers/foralder/vantar_barn)
- 📄 Communication materials online on the upsides of sharing parental leave can be found here (in Swedish). <https://www.forsakringskassan.se/privatpers/foralder/dela-lika>
- 📄 Older communications material on the benefits of sharing can be found on Facebook (produced by the Swedish Social Insurance Agency) <https://www.facebook.com/foralder/videos/>

## Contact

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# **Finland**

**Integrating and mainstreaming  
gender equality to strengthen  
women's economic leadership**

## Global Context

**While progress has been made in several areas of gender equality, women's participation in political and economic life continues to be limited and the gender digital divide remains.**

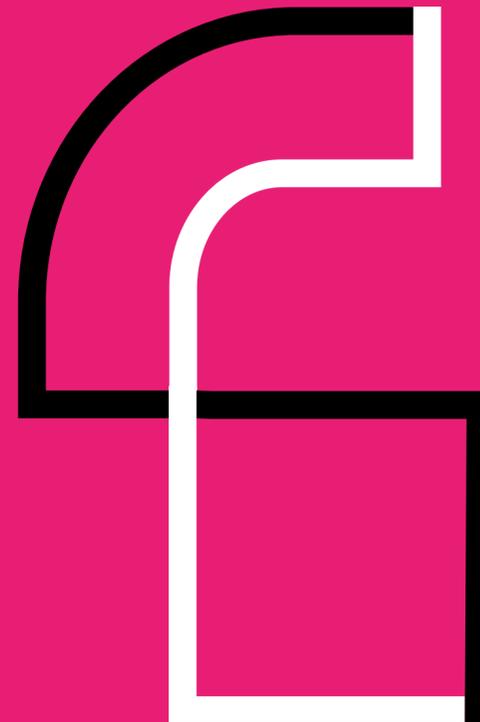
Women still spend approximately two to ten times more time on unpaid domestic and care work than their male counterparts do. Globally, only 36% of senior managers in private companies and senior public officials are women. A female leader runs only 18% of global private companies.

One of the main causes limiting gender equality and women's economic empowerment and leadership is the lack of gender mainstreaming in legislation, policies, programs and actions – a whole-of-society approach.

The key factor in Finland's rise from poverty to prosperity is our commitment to and gradual progress towards gender equality and equality in general over the past decades. In the past one hundred years, Finland has transformed from a poor agricultural country to a world leader in innovation, education and individual freedom.

“One should not think about equality of women and equality of men, but equality as a whole, without distinctions on whose equality is in question. Equality requires a comprehensive whole-of-society approach, not a sectoral one. A starting point for positive development is adopting this type of thinking and translating actions of advancing equality into practice with this in mind”.

**H.E.Sauli Niinistö**  
**President of Finland**



**One should not think about equality of women and equality of men, but equality as a whole, without distinctions on whose equality is in question.**

H.E.Sauli Niinistö, President of Finland

## Key Stages of Implementation

**We need to continue to advocate bringing everybody on board for gender equality. Commitment of all actors and at all levels, especially those in senior leadership, is crucial.**

### Step 1 Committing to gender equality throughout society

The key factor for Finland's success in our rise from poverty to prosperity is our commitment to and gradual progress towards gender equality and equality in general over the past decades. In the past one hundred years, Finland has transformed from a poor agricultural country to a world leader in innovation, education and individual freedom.

The importance of commitment to gender equality cannot be emphasized too much. We need to continue to advocate bringing everybody on board for gender equality. Commitment of all actors and at all levels, especially those in senior leadership, is crucial.

### Step 2 Legislating for workplace equality

Finnish workplaces which regularly employ more than 30 employees are required by law to draw up a biannual equality plan which pays particular attention to wages and other conditions of employment, and which implements practical equality-promoting measures.

A nation's laws shift norms, reinforce positive messages about gender equality, and provide a framework for achieving progress. Each piece of legislation forms a new stage in the movement towards sustainable gender equality.

### Step 3 Mainstreaming gender equality

The Finnish government has adopted a Government Action Plan for Gender Equality 2020–2023, in which gender mainstreaming is one of the key action areas. All ministries have set up equality working groups and concrete gender mainstreaming plans.

Several tools have been developed to support gender mainstreaming throughout the work of the government. The guidelines for drafting legislation stipulate that gender impacts must be assessed in law drafting. The guidelines of the Ministry of Finance for drawing up budget proposals include a request to present a summary of activities with significant gender impact. The Ministry of Social Affairs and Health has developed a handbook Gender Glasses in Use to support gender mainstreaming in the ministries and their work.

Ensuring that gender equality is an integral aspect of all government work enables the country to move forward on a wide front. Mainstreaming also encourages departments to work together and learn from each other. Transparency of policy and its implementation is also improved, which makes the government and its mechanisms more understandable and accountable to citizens.

### Step 4 Gathering relevant data

Sex-disaggregated data is necessary to carry out gender analysis and gender impact assessment. It is also important that different tools for gender mainstreaming are developed and properly used.

Gender mainstreaming requires knowledge so that informed action can be taken and impact measured. Regular standardised data collection drives progress and helps to inspire new actions.

## Resources

Gender Glasses in Use: a handbook to support gender equality work at Finnish ministries

 <https://julkaisut.valtioneuvosto.fi/handle/10024/74721>

## Contact

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**Proven  
Solution**

Ending Gender-Based Violence

# **Georgetown University** **Creating a respectful and safe campus for all**

## Global Context

**Sexual misconduct and assault present significant challenges for American colleges and universities. This issue is among the most under-reported incidents throughout our educational institutions.**

The incidents related to this issue have been recognized as being so serious that federal intervention has been imperative. More specifically, the United States Department of Education's Office of Civil Rights has issued guidance and regulations that educational institutions in this country are obligated to follow. In March 2021, President Biden issued an Executive Order calling for a review of the current federal regulations to determine how policies in this area might be improved.

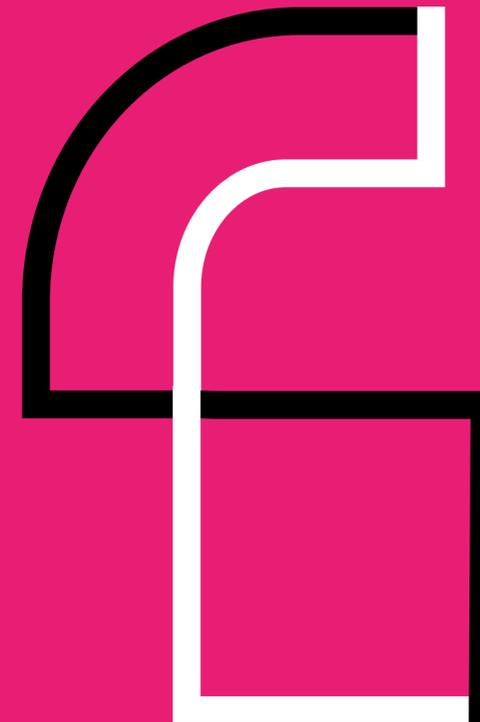
It has been reported that one in five college students have been subjected to sexual misconduct at their schools. Survivors of these dramatic incidents report trauma, adverse impact on their lives, mental health issues, self-doubt, blame and shame, to name a few.

**We have created an institutional framework for our identification of gender based violence and the elimination of sexual misconduct and assault as an aspirational goal for our campus community.**

"As one of the first institutions in the nation to hire a full time sexual assault response coordinator in 1997, Georgetown has long been committed to preventing and responding to sexual misconduct. In recent years we have significantly expanded our efforts, working together with students, faculty, and staff, with a focus on education and prevention, support for parties impacted by sexual misconduct, and a prompt and equitable process to address complaints of sexual misconduct.

The survey findings underscore that, as a community, we have significant work to do in order to achieve a campus environment free from sexual misconduct. We remain deeply committed to addressing issues related to sexual misconduct. Our work will address all of our students, and we will have a particular focus on addressing the experiences of students of color; transgender, genderqueer or nonbinary (TGQN) students; and students with disabilities."

**John J. DeGioia**  
President, Georgetown University



**As one of the first institutions in the nation to hire a full time sexual assault response coordinator in 1997, Georgetown has long been committed to preventing and responding to sexual misconduct.**

John J. DeGioia  
President, Georgetown University

## Key Stages of Implementation

# 1

### Step 1 Assessing knowledge of policies and resources

As our university embarked on this journey, we reviewed survey tools to identify an appropriate survey instrument, and selected the American Association of Universities (AAU)/WESTAR survey.

We conducted our first sexual assault and misconduct climate survey in 2016 to examine the prevalence and incidence of

**About one in five students (19.6%) at Georgetown report being “very” or “extremely” knowledgeable about how the University defines sexual assault and sexual misconduct.**

sexual assault and misconduct occurring within our community, students’ attitudes about campus climate and their knowledge about university resources. We followed up with a survey in 2019 to determine whether much progress was made. Our plan is to conduct these surveys every three years.

About one in five students (19.6%) at Georgetown report being “very” or “extremely” knowledgeable about how the University defines sexual assault and sexual misconduct. Female (25.4%) and male (31.7%) undergraduates show higher rates than female (10.7%) and male (15.4%) graduate students.

About one in four students (24.5%) report being “very” or “extremely” knowledgeable

about where to find help at Georgetown if they or a friend are victims of sexual assault or misconduct. Undergraduates show higher rates than graduate students.

18.9% of the students claim to be “very” or “extremely” knowledgeable about where to report an incident of sexual assault or misconduct. Undergraduates exhibit higher rates of knowledge of policies and resources than graduate students.

**Key Takeaway: Survey results showed that most students were not only unaware of the University’s sexual misconduct policies, they also did not know where to seek help to address the situation. Therefore, it was imperative for the University to advertise the resources available to students.**

**Survey results showed that most students were not only unaware of the University’s sexual misconduct policies, they also did not know where to seek help to address the situation.**

### Step 2 Improving awareness and support

The results of the survey led to development of a major educational campaign to heighten students’ awareness about how to leverage resources. Posters such as stall seat journals were posted in spaces frequented by students and our Sexual Assault Peer Educators conducted a series of conversations with student groups to inform them about options if they or their friends needed services and support.

A mandatory bystander education program was launched to give students necessary tools to effectively intervene if their classmates were in danger of being assaulted.

**Key Takeaway: Reports from students indicated that education and training are important action steps to undertake to heighten students’ awareness of what**

# 2

**A bystander program extends awareness to those who might otherwise believe themselves unconnected to the problem, helping to create solidarity and shift stereotyped perceptions around victimization.**

**they can do in a situation of gender based violence. A bystander program extends awareness to those who might otherwise believe themselves unconnected to the problem, helping to create solidarity and shift stereotyped perceptions around victimization.**

### Step 3 Reaching out to key communities

The survey results also revealed that vulnerable populations such as members of the LGBTQ, Black, Asian and Hispanic communities as well as students with disabilities were much less likely than other students to seek support from institutional resources to address incidents of sexual assault and misconduct. This finding led to intentional outreach to affinity groups whose purpose is to build trust with their members and facilitate their use of institutional resources.

Key takeaway: It is important to reach out proactively to reach out proactively to communities which are underserved and people who believe that institutional services are not aimed at their needs. This action is a demonstration of the University's desire to be inclusive.



### Step 4 Training to provide a comprehensive safety net

We developed specific and regular training for university police acting as first responders. We also created a training program for faculty members, academic advisors and other staff who work in student facing roles and in whom students might confide to learn about steps they might take if sexually harassed or assaulted.

Key Takeaway: Providing such a safety net with trained individuals enables survivors of sexual assault to maintain control over their decision making process, and restores the power taken from them by perpetrators.

## Resources

Mini Sexual Misconduct Awareness Campaign: Beginning in Fall 2016, as students return to campus each fall, they arrive to posters, flyers, sandwich boards, and digital screens highlighting data from the 2016 Sexual Assault and Misconduct Climate Survey and relevant resources. (See links in the Contacts section below).

“How to Get Help” Document: In Spring 2017, the Office of Strategic Communications and the Office of Title IX Compliance created a comprehensive guide to accessing support on and off- campus for main campus students. The front side of this document is designed as a tool to help a student navigate the resources available, and the reverse side shares detailed information about all of the resources. This guide also clarifies which roles on campus are confidential, semi-confidential, and non-confidential. This document serves as a starting reference point if a student is unsure what supports are available (or needed) and how to access them. An updated version was released in spring 2019.

## Contact

 Georgetown University Health Education Services  
<https://studenthealth.georgetown.edu>

 Georgetown University Title IX Office  
<https://titleix.georgetown.edu>

 Georgetown University Police Department  
Sexual Assault Response Team  
<https://police.georgetown.edu>

 For more information contact, Rosemary Kilkenny,  
[kilkennr@georgetown.edu](mailto:kilkennr@georgetown.edu)

# **Ghana**

**Increasing women's  
participation and representation  
in governance, leadership  
and decision making**

## Global Context

**Women's equal participation in leadership in political and public life is essential to achieving the sustainable development goals by 2030. However, data shows that women are underrepresented at all levels of decision making worldwide and achieving gender parity in political life is far off.**

Women serve as Heads of State or Government in only 22 countries, and 119 countries have never had a woman leader. At the current rate, gender equality in the highest positions of power will not be reached for another 130 years.

Africa has seen an increase in women leadership, with women now being given more leadership roles in governments. This includes Tanzania's first female President being sworn into office.

Over the years, women have played little or no leadership roles in issues pertaining to development and decision making in most developing countries including Ghana.

In Ghana, statistics show that over 52% of the population are females yet most of the decisions affecting their lives are made by men.

However there has been a significant improvement in the promotion of gender equality, representation in decision making by women and women's empowerment as well as an attitudinal shift in society. This has come about as a result of the progressive strengthening of the legal, economic, social and political spheres. Female representation in Ghana's legislature has seen an increase from 36 (12%) in the seventh Parliament which ended in 2020 to 40 (14%) in the eighth (current) Parliament.

"Providing women and girls with equal opportunities just as men and boys in all spheres of life will create peaceful and harmonious societies with shared responsibilities."

**H.E. Nana Addo Dankwa Akufo-Addo**  
President of Ghana

# 14%

Female representation in Ghana's legislature has seen an increase to 40 (14%) in the eighth (current) Parliament.

## Key Stages of Implementation

# 1

### Step 1 Developing the policy and legal framework

To increase women's participation in governance and all levels of decision making, the Government of Ghana through the Ministry of Gender, Children and Social Protection, developed and is implementing a National Gender Policy. The Policy stated the commitment of government to the promotion of women's human rights and empowerment in all spheres of life and at all levels.

**The policy and the legal framework will ensure the sustainability of the implementation over the years to facilitate the achievement of gender parity in the country.**

An Affirmative Action (Gender Equality) Bill which is in Cabinet for consideration and approval and subsequently passed into law also captures women's active participation and proportionate representation in governance, politics, leadership and education to remove the gender inequality gap in various sectors of the economy. The policy and the legal framework will ensure the sustainability of the implementation over the years to facilitate the achievement of gender parity in the country.

**A Policy and Legal Framework is essential in determining the framework to address the issue and also to ensure sustainability in the implementation.**

### Step 2 Creating a Strategic Implementation Plan

A Strategic Implementation Plan (SIP) for the National Gender Policy has been developed. The SIP provides guidelines and direction for key actions to be taken in the implementation of the policy to realize the set objectives. It also provides clear roles and responsibilities for each stakeholder at all levels in the implementation of the policy.

**A Strategic Implementation Plan is essential to provide direction for all stakeholders in the implementation of the policy and legislation.**

# 2

### Step 3 Advocacy, Communication and Implementation

The communication and advocacy strategy of the Policy and the Affirmative Action Bill has also been developed. All these documents are being used to facilitate the effective and efficient implementation of the Policy to increase women's active participation and representation in leadership and decision making.

A number of advocacy, sensitization, education and capacity enhancement activities, interventions, programmes and projects are being implemented to promote women's active participation in leadership and decision making including the following;

# 3

- The Ministry in collaboration with key stakeholders organized a series of advocacy programmes for the general public and political parties on the Affirmative Action (Gender Equality) Bill and the National Gender Policy and encouraged them to vote for female Parliamentary aspirants. This has led to a modest increase in the number of female candidates and the eventual increase in the number of elected female Parliamentarians for the current Legislature in December, 2020 from 36 (12%) to 40 (14%).
- The introduction of a "Girlz Girlz" power television talk show is providing girls the platform to interact with mentors and building their capacity and interest to take up leadership in all spheres of social and economic development.
- Leaders of Traditional, Religious and Faith based organizations as well as civil society organizations are also actively engaged in advocacy and sensitization on gender equality and women participation in leadership and decision making at all levels.
- Mentorship and youth clubs have been established in the Senior High Schools and Tertiary Institutions to enhance gender equality and women empowerment initiatives. A gender equality clinic is also being implemented in communities.
- To enhance women's access to education at higher levels and enhance their participation in taking up leadership position, an admission quota system which lowers the required grade point of entry for female candidates is being implemented by the universities to ensure that more females attain higher educational level.

- A Free Senior High School programme is also being implemented to provide access to all school-going pupils especially girls to help ensure that all especially women have the right to education which is fundamental for building their capacity for leadership roles.
- Ending child marriage and harmful traditional practices is key in ensuring gender parity in education. In this regard, the government of Ghana has developed and is implementing a 10 year Strategic Framework on Ending Child marriage in Ghana. This initiative is addressing the issue and providing opportunities for girls to be enrolled, retained and complete their basic education.
- The implementation of the strategy is coordinated with duty bearers whose roles are essential in addressing Child Marriage in Ghana.

**Sensitization, advocacy and capacity building are essential for the buy-in, commitment and participation needed to ensure that all stakeholders play their rightful roles in gender equality and women empowerment**

## Resources

For the attainment of equal representation of males and females in decision making, collaboration among stakeholders in the public, private, civil society, faith based organizations, research and academia, the media, HeForShe Ambassadors in targeted communities and development partners is essential.

Technical and financial support from all stakeholders will be needed in ensuring that results are achieved timely.

For interventions to yield maximum results, partners must continue to work together to avoid duplication of efforts in achieving the desired results.

The development and usage of information, education and communication (IE&C) materials both in print and electronic, policy and legislation documents.

## Contact

The results achieved in increasing women's participation and representation in governance, leadership and decision making in Ghana is a collaboration among stakeholders mentioned above. It was led by the Director for Policy, Planning, Monitoring and Evaluation of the Ministry of Gender, Children and Social Protection, Mr. Mawutor Kwaku Ablo, an advocate of Gender Equality in Ghana.

He can be reached through the following details;  
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**Email: [mawutorablo@yahoo.co.uk](mailto:mawutorablo@yahoo.co.uk)**

# **Indonesia**

**Ending violence against  
women and children  
through integrated  
social protection**

## Global Context

**Stemming from unequal power relations between men and women, violence against women and children (VAWC) hinders women and girls from accessing their rights to security, education, health and employment.**

UN Women reported that prior to the Covid-19 outbreak, 243 million women and girls aged 15–49 were exposed to sexual and/or physical violence by an intimate partner in the past year. Today, VAWC – particularly domestic violence – has been exacerbated by worries about security, health and money as well as cramped living conditions, people being isolated with abusers, movement restrictions and deserted public spaces.

Indonesia ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) 33 years ago and the Government has made intensive efforts to advance women’s rights, including the passing of the Domestic Violence Law number 23 of 2004. However, challenges remain.

Statistics Indonesia reported in 2016 that one in three Indonesian women, or over 33.4 percent, have experienced at least one of the four types of violence – physical, sexual, emotional and economic – in their lifetime.

Our Ministry of Women Empowerment and Child Protection (MoWECP) has taken several key steps towards ending VAWC and trafficking in persons (TIP). The approach is integrated from national laws through to local support services for survivors.

“Prevention efforts must be strengthened with creative and innovative processes that bring all parts of society together to make violence against women and children a thing of the past.”

**President Joko Widodo**  
President of the Republic of Indonesia

33.4%

Over 33.4 percent of Indonesian, have experienced at least one of the four types of violence – physical, sexual, emotional and economic – in their lifetime.

## Key Stages of Implementation

### Step 1 Making robust laws and regulations

Indonesia continues to strengthen the constitutional and legal framework for women's rights protection with a mechanism ensuring that by-laws are in line with national regulations while also integrating the values and principles of human rights. Our work includes the draft Bill on Gender Equality, which is part of the National Legislation Programme for 2020-2024. MoWECP worked collaboratively with diverse stakeholders including civil society organisations (CSOs), the private sector and universities to prepare the bill.

**Collaborating with people throughout society is key to creating laws that work well and help to achieve our goals.**

**In order to strengthen our capacity, we run regular training programmes and events for law enforcement officials.**

### Step 2 Training specialists and raising awareness

In order to strengthen our capacity, we run regular training programmes and events for law enforcement officials including police, prosecutors, judges, lawyers and officials at the Integrated Service Centre for Women Empowerment and Child Protection and for Regional Technical Implementation Units for the Protection of Women and Children.

These trainings are run in 34 provinces and 514 districts or cities. They cover women's rights, the relevant laws, procedures for handling cases and enforcement of restitution rights for victims.

We run regular awareness-raising campaigns on VAWC, including TIP, early marriage, female genital mutilation/circumcision (FGM/C), domestic violence and prevention of sexual violence in the workplace. To increase awareness of the dangers of TIP, we have established TIP community awareness programmes in 502 villages in 52 districts or cities and appointed 2,712 agents of change by 2019.

We developed a National Action Plan for Women Empowerment and Child Protection in Social Conflict and are currently developing a plan specifically addressing women with disabilities who are victims of violence. We work closely with universities in creating gender-responsive campus environments. Premarital advocacy courses on domestic violence are available. We run campaigns against early forced child marriages, encouraging local religious offices not to register child marriages

**Raising awareness is not a one-time event: it's important to keep getting the message out through every available route.**

### Step 3 Creating systems for reporting, monitoring and pursuing cases

We created the Women Labour Protection Safe House (RP3A) scheme in 2019 to protect working women from discrimination, violence and rights violations. The Safe House scheme provides a reporting mechanism and case assistance in collaboration with relevant regional agencies.

In order to improve the quality of recording and reporting services, we implemented an online information system known as SIMFONI PPA. This application ensures that data on cases of violence reported online is accessible by all service units at the national, provincial and district/city levels in real time. We are currently conducting a nationwide survey on VAWC in 2021, an update to the previous censuses in 2016 for VAW and 2018 for VAC.

**Good systems help to focus activities, maintain progress and provide accountability in the effort to eliminate VAWC.**

### Step 4 Integrating social protection and support

MoWECP was reorganised in 2020 to add mandates for serving as the final referral service for women and children victims of violence, which require provincial, national and international coordination. Recognising the need for an integrated solution to ending VAWC, Indonesia provides protection for survivors based on human rights and non-discriminatory principles while ensuring protection of victims and witnesses. MoWECP Regulation 4/2018 provides for local government organisations to manage and deliver services for the protection of women and children with community-based organisations.

**This approach ensures that everyone in the community can work with the government to actively prevent and ensure early detection of any forms of violence wherever it occurs.**

## Resources

MoWECP built the SIMFONI PPA to gather and analyse data on cases from our provincial and district departments as well as the Integrated Service Centres for Protection of Women and Children. The data covers clients, cases, services provided and referrals.

SIMFONI PPA allows real-time data analyses overlaid with demographic data. It is integrated with several government agencies including the Ministry of Health, the Women's and Child Protection Unit of the Indonesian Police, and the Ministry of Home Affairs.

 **Website:** <https://kekerasan.kemenpppa.go.id>

## Contact

Ministry of Women's Empowerment and Child Protection  
Jl. Medan Merdeka Barat No. 15 Jakarta Pusat  
DKI Jakarta  
Indonesia  
62-21-3842638 / 3805563

 **Website:** [www.kemenpppa.go.id](http://www.kemenpppa.go.id)

# **Japan**

**Promoting women's  
empowerment and  
eliminating sexual  
violence in conflict**

## Global Context

**Although the situation of women in developing countries has dramatically changed over the last two decades, conflict-related sexual violence has not yet ceased, due to emerging violent extremism of increasing complexity, as well as endless conflicts.**

Japan has contributed to international society in terms of promoting women's empowerment and preventing sexual violence in conflict. As women's empowerment is one of the priorities of the Government of Japan, Japan has decided to enhance support for the international community in light of these reasons.

2020 marked the 25th anniversary of the adoption of the Beijing Declaration and Platform for Action, the 20th anniversary of the adoption of the UN Security Council Resolution 1325 on women, peace and security, and the 10th anniversary of the appointment of the Special Representative

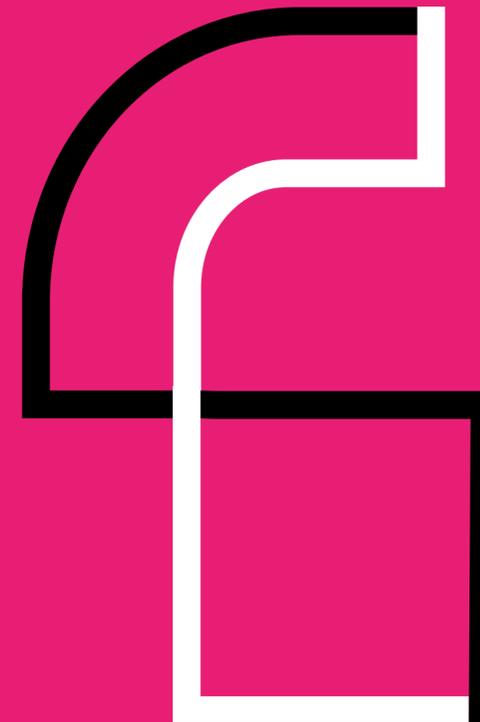
of the Secretary-General on Sexual Violence in Conflict (SRSG-SVC), Japan strongly believes that we should accelerate gender equality and empowerment of women and thus it is crucial to promote empowerment of women and ending sexual violence in conflict.

"When conflicts arise, women are exposed to major risks. Vulnerable women are most likely to be ignored. And, there are cases where heart-rending cries from women are regarded as low-priority simply because they came from a woman. Violence toward women, especially the fear of sexual violence in conflict, is beyond description

and it would be absolutely unacceptable for the international community to avert its eyes from this reality. By including the perspective of women in times of conflict, we will tremendously improve the responses provided by the international community."

"In the current world, we can emphasize on confrontational matters, but the most needed is women's flexible leadership and an attitude to seek for common grounds. The diversity with not only men but also such women will solve many social issues and will be the driver for the strong economic growth."

**H.E. Prime Minister Shinzo Abe of Japan**



**...When many women raise their voices and each and every one of us takes action, the world can change without doubt.**

**H.E. Prime Minister Shinzo Abe of Japan**

## Key Stages of Implementation

# 1

### Step 1 Ensure a proactive leadership

The Government of Japan proactively made efforts under the strong leadership of former Prime Minister Abe to promote women's empowerment and ending sexual violence in conflict and is still contributing to the field. In September 2014, at the UN General Assembly, Prime Minister Abe clearly expressed Japan's intention to enhance cooperation with the international community and offer its assistance to developing countries for women's empowerment and gender-equality.

**The Government of Japan proactively made efforts under the strong leadership of former Prime Minister Abe to promote women's empowerment and ending sexual violence in conflict and is still contributing to the field.**

In addition, Japan took leadership in the international community in the field, for instance by chairing the 2016 G7 Ise-Shima Summit where the Global Leaders' Declaration was adopted to create a society where all women and girls are empowered. Japan also endorsed the G7 Guiding Principles for Building the Capacity of Women and Girls as a common guiding principle for future actions.

### Step 2 Develop Strategic Plans

In May 2016, Prime Minister Abe announced the Development Strategy for Gender Equality and Women's Empowerment, formulated as one of the new thematic policies under the Development Cooperation Charter. It has three priority areas: promoting women's and girls' rights, improving an enabling environment for women and girls to reach their full potentials and advancing women's leadership in politics, economy and other public fields.

In addition, Japan formulated a national action plan in 2015 to implement UN Security Council Resolution 1325 and other relevant resolutions on women, peace, and security (WPS) and the revised version was formulated in March 2019. In accordance with the national action plan, Japan provides bilateral development assistance through JICA (Japan International Cooperation Agency) and financial contributions to international organizations including UN-Women and the Office of the SRSG-SVC.

# 2

# 3

### Step 3 Ensure appropriate budgeting and finance

Japan has provided more than \$3bn in Official Development Assistance for women's empowerment from 2013 to 2015. And as part of the G7, Japan committed to provide support for quality education and human resources development for girls and women in developing countries from 2016 to 2018. At the G20 Hamburg Summit in 2017, Japan endorsed \$50m for the Women Entrepreneurs Finance Initiative (We-Fi), which supports women in developing countries for a five-year period from 2018. We have provided financial contributions of about \$114m for UN Women from 2015 to 2019, especially as a Champion of LEAP (Women's Leadership, Empowerment, Access & Protection in Crisis Response), one of UN Women's 12 Flagship Programming Initiatives, which aims to provide support for and empower displaced women and girls and their host communities in the Middle East and Africa. In order to prevent sexual violence in conflict,

Japan has provided about \$11m for the Office of the SRSG-SVC from 2014 to 2019, which is the second largest donor amount. Japan has decided to contribute €2m to the Global Fund for Survivors of Conflict-Related Sexual Violence initiated by 2018 Nobel Peace Prize laureates Ms. Nadia Murad and Dr. Denis Mukwege to provide support for survivors of conflict related sexual violence who are suffering today.

**Japan has provided more than \$3bn in Official Development Assistance for women's empowerment from 2013 to 2015.**

## Step 4 Continuous Monitoring

At the G7 Ise-Shima Summit of May 2016, Prime Minister Abe announced Japan's plan to train around 5,000 female administrative officers and assist education for approximately 50,000 female students in developing countries over the period 2016-18, based on the Development Strategy for Gender Equality and Women's Empowerment. Japan has fully implemented this commitment and provided training for 11,345 female administrative officers and benefited 61,173 girls by improving their educational environment over those three years.

In order to promote the SDGs, Japan established the SDGs Promotion Headquarters in 2016, headed by the Prime Minister and consisting of all Ministers as members with women's empowerment as one of its key priorities.

As efforts for ending sexual violence in conflict, with a goal to make the 21st century a world without human rights violations against women, Japan places importance on

providing support for the Office of the SRSG-SVC and Team of Experts (TOE). For example, the DRC is one of the priority countries of Japan and the TOE. The TOE set up seven specialized units on sexual violence. Their activities provide training, mentoring, infrastructure and technical support to judicial investigations and mobile courts, and reflect qualitative and quantitative improvements in the judicial response to sexual violence. From 1 January to 31 October 2017, 1,726 sexual and gender-based violence cases were registered by these units, which have so far resulted in 643 judgments. We believe that bringing justice and the rule of law conveys a message that perpetrators will be held accountable, which leads to the prevention of sexual violence and the stability of the area.

**We believe that bringing justice and the rule of law conveys a message that perpetrators will be held accountable, which leads to the prevention of sexual violence and the stability of the area.**



## Step 5 External Communications

Japan has hosted the World Assembly for Women (WAW!) since 2014. It is a place for discussions on various matters concerning women with leading figures from Japan and abroad who are active pioneers in politics, economics and social fields.

In 2019, the Government of Japan hosted the G20 Osaka Summit where Japan led the discussion on women's issues, resulting in the Leaders' Declaration referencing women's labor participation promotion, enhancing support for girls and women's education in STEM fields, and engagement with women business leaders and entrepreneurs. Moreover, Japan held the Leaders' Special Event on Women's Empowerment where G20 leaders and presidents of international organizations reaffirmed the G20's commitment on women's empowerment.

## Resources

Please find our activities and other information from the Ministry of Foreign Affairs website:

[https://www.mofa.go.jp/fp/pc/page23e\\_000181.html](https://www.mofa.go.jp/fp/pc/page23e_000181.html)

<https://www.mofa.go.jp/policy/oda/index.html>

<https://www.japan.go.jp/diversity/women/>

## Contact

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**Proven  
Solution**

Ending Gender-Based Violence

**Kenyatta University**  
**Eliminating sexual and  
gender-based violence  
with a mobile app and  
response service**

## Global Context

**Sexual and Gender Based Violence (SGBV) is the most prevalent form of gender inequality (World Bank, 2013), mainly manifested as Violence Against Women and Girls, a fundamental global human rights violation. One in three women in relationships experiences a form of violence by an intimate partner in their lifetime (WHO, 2013). Such violence extends beyond the individual survivors, affecting households, communities and spanning many generations (NGEC, 2016). SGBV has devastating, long-term effects on survivors, their families and communities, and impedes meaningful development progress.**

Universities are not immune. Sexual violence in particular, including murder, rape, and physical and emotional assault is prevalent – especially of female students by their boyfriends, other male acquaintances and, most unfortunately, faculty.

In Kenyan universities, interventions are compromised by weak structures, poor accountability and ineffective reporting mechanisms. Vital evidence is destroyed, distorted or unreported, allowing perpetrators to evade the law. With uncompleted cases, the vice continues as a norm. To change this, we decided to reinvigorate our structures and processes to enhance

prompt reporting. We did this by using a powerful, ubiquitous device: the mobile phone. Confident that cases will be pursued to conclusion, students and staff are encouraged to use our app to address SGBV.

“Acknowledging that SGBV is a barrier to the educational scholarly and research purposes of the university, Kenyatta University will continue working towards eliminating it in all its forms. Moving with the challenges of the 21st century, we turned to technology through the use of a mobile app that anonymously, efficiently and securely helps survivors to report SGBV cases.

Timely reporting is crucial as we can only eradicate SGBV if everyone reports cases whether they are directly or indirectly affected. I appeal to all staff and students to help the university achieve this goal by reporting any case of the vice which they have witnessed or experienced. I invite other institutions around the world to learn from our work and build on it.”

**Paul K. Wainaina, Vice Chancellor,  
Kenyatta University**



**Acknowledging that SGBV is a barrier to the educational scholarly and research purposes of the university, Kenyatta University will continue working towards eliminating it in all its forms.**

**Paul K. Wainaina, Vice Chancellor,  
Kenyatta University**

## Key Stages of Implementation

# 1

### Step 1 Recognizing the need for systemic change

Our existing systems for preventing and responding to SGBV include sections in Student Affairs, Security, Disability Services, Wellness and Rehabilitation Services, Health and the Centre for Gender Equity and Empowerment (CGEE). Survivors can also seek support from their academic or administrative heads and deans of schools. This creates a fragmented, unclear and sometimes bureaucratic process. SGBV revolves around a gender power game, where most perpetrators are males. The

**Our existing systems for preventing and responding to SGBV include sections in Student Affairs, Security, Disability Services, Wellness and Rehabilitation Services, Health and the Centre for Gender Equity and Empowerment (CGEE).**

structures also show male dominance at decision-making levels, as well as limited knowledge of gender issues. The situation leaves survivors, who are mainly women, helpless and not keen to report and pursue cases.

**Key takeaway: Recognizing the inadequacy and loopholes of this system was the first step in creating a more gender responsive approach, where trust and confidence in handling SGBV can be rebuilt.**

### Step 2 Using familiar technology to support survivors and pursue cases

SGBV at universities in Kenya often leaves female students with internal wounds beneath the “happy faces” seen on graduation day. As the vice is typically camouflaged by a culture of intimidation and silence, addressing it becomes a challenge. When it comes to confidentiality, the protection of survivors and their dignity, and the dissemination of appropriate information, poor university responses and systems can leave already traumatized survivors in limbo.

The use of mobile phone technology has reached unprecedented levels, with almost all university students owning one. The majority of students have been using their smartphones for about three years and for approximately five hours a day (Hatun and Berkan, 2019). We realized that because these devices are personal and private,

# 2

they could offer confidential access to an improved support service in handling SGBV.

With the help of a grant of £1,000 from the Association of Commonwealth Universities (ACU), we contracted an IT expert to design a new app that would be easy to use, give survivors immediate and long-term support, progress cases against perpetrators and help to make the university environment progressively safer.

The app facilitates anonymous, efficient and timely reporting of SGBV cases, helps to analyze data, and provides reports on submitted cases for further investigation. Launched in October 2020, it also sensitizes the university community to gender issues, in particular safe spaces on campus. The app was designed for the Android

platform and is compatible with a wide range of phones. The app categorizes data into gender, type, location, details of the incident, contact and image, all of which are collected and stored securely, ready for retrieval during disciplinary processes. It also breaks down cases into specific categories such as gender discrimination, sexual harassment, sexual assault/abuse, sexual exploitation, defilement and indecent acts.

The app provides general safety information and contact details for emergencies, but most importantly, due to its privacy, it targets stigma, intimidation and victimization scenarios, especially in cases where the culprit is from senior management.

**Key takeaway: Mobile phones are powerful and ubiquitous – they are a great tool for addressing SGBV when used sensitively and with confidence.**

**Mobile phones are powerful and ubiquitous – they are a great tool for addressing SGBV when used sensitively and with confidence.**

### Step 3 Linking users with live, central services

The app links users to a central one-stop shop for seeking help. It enables reporting of assaults together with location, photos and other materials that can be used in evidence. It is available to the entire university community living both within and outside the university. The process involves capturing data by a SGBV survivor, immediately a threat or incident occurs. Data-secure in audio or video, it is then relayed live to a central hub at the CGEE, where immediate relief is given along with quick referrals to relevant offices. Reported cases are subsequently scheduled for further investigation.

The app's Counseling section contains curated guidance for survivors who might not have the courage to seek help immediately. Tips on how to stay safe on campus and avoid abuse are included along with security and emergency numbers. A web dashboard enables the university's Gender Centre to manage content and monitor reports.



**Key takeaway: It's important that a service like this has real, trained people dedicated to responding to incoming events as they happen. Logging incidents isn't enough: we must intervene in the moment and commit to supporting the survivor in the future.**



### Step 4 Empowering the community to reform

The App raises awareness of SGBV and acts as a focal point for the efforts of individuals, teams and agencies involved in running the university.

The CGEE continues to run sensitization seminars to popularize the app within the university community. By launching the app in a forum attended by representatives from other universities in Kenya, we highlighted the existence of SGBV in our institutions

## The App raises awareness of SGBV and acts as a focal point for the efforts of individuals, teams and agencies involved in running the university.

and society. As beacons of knowledge, universities are uniquely placed to play a decisive role in responding to, preventing and eliminating SGBV.

**Key takeaway: Tools like these give agency back to the people and send a strong message that those who commit SGBV will be pursued with all the energy of a combined community.**

### Resources

Resources needed to have the app operational included:

- Development fee
- Training service provider
- Training one staff member at the CGEE to manage the app
- Domain and hosting fees
- App publishing fee (Google Play Store)
- Ongoing system maintenance and upgrading as needed.

The app and its services need a continuous support team which varies in relation to the size of an organization and its existing resources. Besides the ACU grant, we used university facilities like office space, computers and staff time.

### Contact

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**Proven  
Solution**

Ending Gender-Based Violence

# **Malawi**

## **Eliminating early and forced child marriages**

## Global Context

**Globally, an underaged girl is married every second. It is estimated that over 700m girls are in child marriages. Child marriage is common across Malawi, with a prevalence rate of 42%, higher than the regional average for sub-Saharan Africa at 37%.**

The problem is mostly caused by poverty, and some cultural beliefs and norms which reinforce gender-stereotyped roles and marginalization of women and girls in the family. These cultural norms, coupled with structural and institutional factors, lead to women having limited access to socio-economic opportunities, including health and education. As a result, most women and girls have unequal status in the society and some underage girls end up being married.

In response, the Government amended the Republican Constitution to raise the marriage age to 18 years and defilement to 16 years of age. The Government also enacted a number of progressive gender related laws on marriage and gender-based violence. We also engaged traditional, community and religious leaders to act as champions on ending child marriages. These efforts culminated in the general reduction of child marriage rates by 8% to 42% between 2015 and 2020.

“The fight against gender-based violence must always take an integrated approach. The first thing we need to do is to create a legal framework where women are protected by law and the laws must be enforced. But the legal frameworks also work best within a culture that is receptive to legal prescriptions. We, as a country, have learned that fighting gender-based violence should be a comprehensive social programme. Let us empower women and encourage them to say “nothing is to be done about me without my consent”.

**H.E. Arthur Peter Mutharika,  
Former President of Malawi**

# 42%

In Malawi child marriage has a prevalence rate of about 42%

## Key Stages of Implementation

# 1

### Step 1 Identifying and collaborating with key partners

In order to address an issue such as child marriages, the buy-in, collaboration and support of various stakeholders is critical. The Government mobilized traditional leaders as champions on ending child marriages; reviewed legal and policy frameworks; mainstreamed interventions in the national programmes; strengthened coordination, partnerships and networking; and promoted ownership of programmes among Government Ministries, Departments and Agencies.

**In order to address an issue such as child marriages, the buy-in, collaboration and support of various stakeholders is critical.**

The first action was to identify leaders who influence legislative and institutional reforms at all levels. The Government engaged legislators, community, traditional, religious and private sector leaders, major artists, civil society organizations, development partners and academia, among others.

They unanimously adopted the HeForShe campaign. The urgency to end child marriages was then transferred to the national leaders from girls as victims. Heads of institutions and agencies were engaged to ensure that they became central in transforming harmful practices through by-laws that sanctioned violations of women's and girls' rights at the community level.

**Partnerships and collaborations are foundational to the promotion of gender equality and women's empowerment.**

### Step 2 Securing community-level engagement

Our traditional leaders are custodians of culture. It is for this reason that the campaign engaged these leaders to champion transformation of social norms. This led to the gradual elimination of harmful cultural practices that perpetuate violence against women and girls at national and community level. The traditional leaders have also been involved in the annulment of child marriages through community by-laws. The by-laws are safeguarding women and children from all forms of child labor, child marriages and gender-based violence. The by-laws have also led to the development of a community awareness handbook on child and gender related laws, and District Committees to oversee the by-laws. The male chiefs have become champions under the HeForShe campaign for ending harmful cultural practices and returning girls back to school.

**Engagement with traditional and community leaders is fundamental in transforming harmful cultural norms.**

# 2

# 3

### Step 3 Making legislative reforms

Malawi developed a number of laws, policies, strategies and action plans aimed at preventing and ending child marriages. The laws include the Marriage, Divorce and Family Relations Act of 2015, which designated traditional leaders as registrars of marriages in order to register all marriages and annul marriages that violate this law; the Trafficking in Persons Act of 2015 that prohibits and considers elopement as trafficking; the 2017 amendment to Section 22 (7), 22 (8) and 23 (6) of the Constitution on the age of a minor and marriage age, which changed the marriage age from 16 to 18 years to align it with the Marriage, Divorce and Family Relations Act of 2015.

The amendments align the marriage age and definition of a child with Malawi's international obligations arising from such instruments as the Convention on the Rights of child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the African Charter on the Rights and Welfare of the Child

(ACRWC) and the SADC Protocol on Gender and Development. The changes also align with Sustainable Development Goals 5 and 16.2, which focus on gender equality and empowerment of all women and girls, and ending abuse, exploitation, trafficking and all forms of violence against children.

The changes in the legal frameworks were significant in Malawi's efforts to promote women and girls' rights and drive attitudinal and behavioral change in the country while harnessing the support of all relevant stakeholders in the implementation process. The legal instruments remain critical in the prevention and ending of child marriages in the country, and thus ending impunity for perpetrators. The Government of Malawi also developed the National Plan of Action to Combat Gender Based Violence in Malawi (2016-2021) and the National Strategy on Ending Child Marriage (2018 -2023).

**Translating laws and policies into action at all the levels of programme impact is key to bringing long-term change.**

## Step 4 Mainstreaming gender in national development frameworks

The Government mainstreamed its gender commitments in the budgeted public work plans of all key Government agencies, including the Ministry of Education. Support systems for girls were set up in schools, including Mother Groups and Father Groups. In addition, there is improved sanitation, school feeding programmes and construction of hostels for girls. These interventions have helped to keep girls in school. The Ministry of Finance developed gender sensitive budgetary guidelines to ensure that the national budget is tailored to gender needs. Our development partners have also been key in funding initiatives under the Ending Child Marriage campaign.

**Using existing Government plans and mainstreaming gender in national budgets is key to sustaining gains in women's empowerment and gender equality.**



## Step 5 Coordinating across sectors

In order to ensure holistic progress and achievement, Government mainstreamed gender targets and indicators in all plans in the public sector through Organisational Performance Agreements signed between the Office of the President and all public Ministries, Departments and Agencies (MDAs). The Ministry of Gender strengthened coordination through development of institution-specific gender policies in various MDAs such as public universities. The Ministry also strengthened the National Gender Technical Working Group (TWG). Through the TWG, partners implementing programmes on Gender Based Violence and ending child marriages provide progress reports. It also helps to plan and ensure that all parts of Malawi are targeted. These regular Technical Working Group meetings strengthen partnerships and networking.

**Coordination of programmes and work plans is critical in managing results.**

## Resources

Resources remain limited, which prevents the Government from reaching out to the entire population. This limitation negatively affects the development of education and communication campaigns aimed at promoting behavioral change. We lack a sufficient number of mobile vans for community-based awareness campaigns, and visual aids such as plasma screens for street messaging and community awareness campaigns. We have an insufficient number of qualified and equipped media personnel involved in awareness. There is limited data management tools and monitoring and evaluation infrastructure.

 For more details, see [www.gender.gov.mw](http://www.gender.gov.mw)

## Contact

Secretary for Gender, Community Development and Social Welfare, Private Bag 330, Lilongwe 3, Malawi.

**Email: [ministry.gender@gender.gov.mw](mailto:ministry.gender@gender.gov.mw)**

**Proven  
Solution**

Ending Gender-Based Violence

# **Rwanda**

## **Achieving holistic services for victims of GBV and child abuse**

## Global Context

**Globally, an estimated 736m women – almost one in three – have been subjected to intimate partner violence, non-partner sexual violence, or both at least once in their lives. More than 640m women have been subjected to intimate partner violence.**

In Rwanda, 14% of women and 11% of men aged 15 to 49 had experienced physical violence within the 12 months preceding the survey, and 22% of women and 5% of men reported having experienced sexual violence at least once in their lifetime.

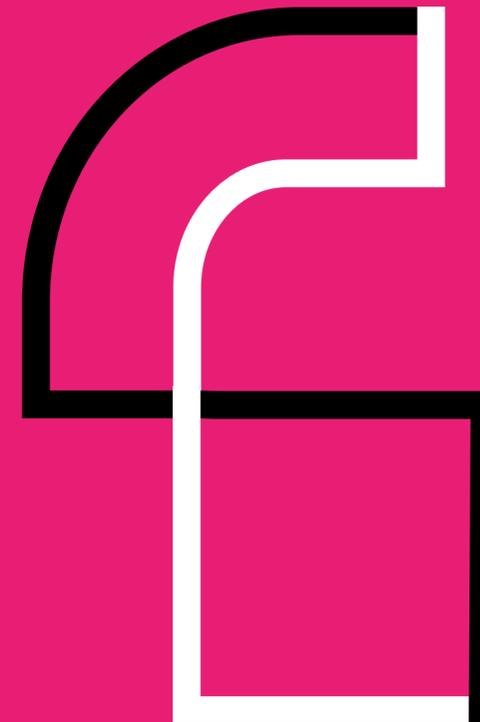
In a bid to effectively and efficiently manage the vice, Rwanda set up the Isange One Stop Center (IOSC) model in 2009 to complement other existing initiatives. Isange means “feel at home”. The centers aim at

providing timely, affordable, multidisciplinary and free services to victims of GBV and child abuse including medical, legal, investigation, counselling, and accommodation services under one roof.

Currently, 44 IOSCs are operational across the country and over 44,282 GBV victims, of whom 39,992 were female, received services from 2016 to September 2019.

“If we don’t work together to end these crimes, we risk undermining our work to entrench good governance and development. When gender-based violence is left unchallenged, it diminishes the nation as a whole. Women are our mothers, our daughters, our wives; what debate is there in treating them as decently as we have to? Violence against women and girls is a violation of rights, a crime and a threat to progress in Africa and around the world. Perpetrators must be held accountable and those who protect them must be shamed.”

**H.E. Paul Kagame,  
President of the Republic of Rwanda**



**When gender-based violence is left unchallenged, it diminishes the nation as a whole. Women are our mothers, our daughters, our wives; what debate is there in treating them as decently as we have to?**

**H.E. Paul Kagame,  
President of the Republic of Rwanda**

## Key Stages of Implementation

# 1

### Step 1 Defining the problem

This initial phase of the program focused on stakeholder consultations to define the problem and agree on policy options. The discussions were driven by issues faced by victims of GBV and child abuse where some victims claimed not to seek services because of long distances, fragmented services which sometime cause stigma due to many different interviews located in different places. As a result, there were issues of tainted evidence and possible re-victimisation. This informed the discussion and the need to establish centers that provide free and comprehensive services on a 24/7 basis under one roof.

**The fragmented services and long distances for GBV victims resulted in issues of tainted evidence and possible re-victimisation.**

### Step 2 Running the pilot

This learning phase lasted for six years from 2009 to April 2014. The main objective was to pilot the concept of IOSC with the goal of informing the development of a long-term program. During this phase, nine Isange One Stop Centers were set up in district hospitals across the country and received over 10,456 victims, averaging 1,750 victims per year each. This phase shaped and gave a clear vision for the IOSC program, providing key details for the development of an ambitious IOSC national scale-up strategy.

# 2

# 3

### Step 3 Rolling out nationwide

Upon successful implementation of the pilot phase, Ministry of Gender and Family Promotion worked closely with stakeholders to design a national scale-up strategy. The strategy was mainly driven by the needs of IOSC beneficiaries and the findings from the evaluation report 2009-2012. The findings included but were not limited to the relevance of the IOSCs in the community, issues of funding, and the roles and responsibilities of multi-sectorial institutions.

In partnership with the One UN Rwanda, the Government of Rwanda (GoR) secured funding from the Royal Netherlands Embassy in Rwanda to support effective implementation of the national IOSC scale-up strategy which brought the IOSC model closer to the community. Based on the registered achievements, the GoR also secured a loan from the World Bank to further support the model. Subsequently, 44 IOSCs were rolled out in all the 30

districts across the country. Additionally, four temporary safe shelters were set up in four districts.

In 2020 after the closure of the World Bank project, the GoR took up full responsibility and incorporated all the IOSCs costs in its national Budget.

### Step 4 Community awareness, coordination and institutional capacity building

To increase community awareness with IOSC services, a national joint communication and awareness action plan was developed and implemented. The awareness campaign involved mass media organisations, gender and GBV community outreach accountability days, and GBV clinics as well as the use of GBV mobile vans to provide IOSC services to the community. Community structures including but not limited to friends of family, evening forums of families, national women councils at community level levels were

# 4

trained to handle GBV and child abuse issues and make referrals to the nearest IOSCs.

In order to enhance the quality of services offered by IOSCs, the government in collaboration with its partners embarked on capacity building of frontline staff and GBV service providers using the Multidisciplinary Investigation and Intervention Team model.

To enhance effective coordination, the Ministry of Gender and Family Promotion is overseeing the policy implementation through the National SGBV Steering Committee and the operational level is under the responsibility of the Rwanda Investigation Bureau and Health facilities. A user-friendly and robust web based GBV Management Information System (GBV-MIS) was developed to facilitate GBV data collection across all IOSCs and inform policy making.



## Step 5 Ensuring sustainability and consolidating gains

Previous GBV prevention and response mechanisms were largely donor-driven and momentum was lost when donor support ended. To avoid this, we created a national sustainability program which included the integration of GBV related costs in existing national action plans and budgets, covering staff, future rehabilitation and construction, and capacity building of IOSC staff. The impact of the IOSC is felt widely and its approach has been judged to be an effective response mechanism in the movement against gender-based

**The impact of the IOSC is felt widely and its approach has been judged to be an effective response mechanism in the movement against gender-based violence.**

violence. Our approach is now considered a model of excellence and was adopted by different regional organizations including the EAPCCO<sup>1</sup>, KICD<sup>2</sup> and INTERPOL during the 84th General Assembly. The IOSC has taken on the identity of a global learning center. Delegations from different countries including very high government officials, representative of International Agencies and civil society groups have visited the Center with the interest of learning the experience and observing first-hand positive stories from the beneficiaries.

<sup>1</sup> EAPCCO stands for Eastern Africa Police Chiefs Cooperation Organization

<sup>2</sup> KICD stands for Kigali International Conference Declaration to end Violence Against Women and Girls

## Resources

Resources were mainly allocated to two key components of prevention and response to GBV and child abuse as well as strengthen institutional frameworks. Over \$16m was allocated to support the scale up and operationalisation of the model. Specifically, \$15m supported the prevention and response to GBV victims including but not limited to IOSC service delivery, development and disseminate communication material, community awareness campaigns among others. The remaining supported project coordination.

## Contact

The Ministry of Gender and Family Promotion is responsible for overall coordination and implementation of the National Anti GBV policy: [info@migeprof.gov.rw](mailto:info@migeprof.gov.rw)

The Rwanda Investigation Bureau is in charge of coordinating the operationalization of IOSCs model, investigating all GBV and child abuse cases, and establishing mechanisms to apprehend perpetrators as well as building the capacity of investigators: [info@rib.gov.rw](mailto:info@rib.gov.rw)

Ministry of Health: [info@moh.gov.rw](mailto:info@moh.gov.rw)

Ministry of Justice: [mjust@minijust.gov.rw](mailto:mjust@minijust.gov.rw)

Gender Monitoring Office: [info@gmo.gov.rw](mailto:info@gmo.gov.rw)

Rwanda National Police: [info@police.gov.rw](mailto:info@police.gov.rw)

National Public Prosecution Authority: [info@nppa.gov.rw](mailto:info@nppa.gov.rw)

Ministry of Local Government and Districts: [info@minaloc.gov.rw](mailto:info@minaloc.gov.rw)

**Proven  
Solution**

Ending Gender-Based Violence

# **Romania**

## **Creating the new role of gender equality expert**

## Global Context

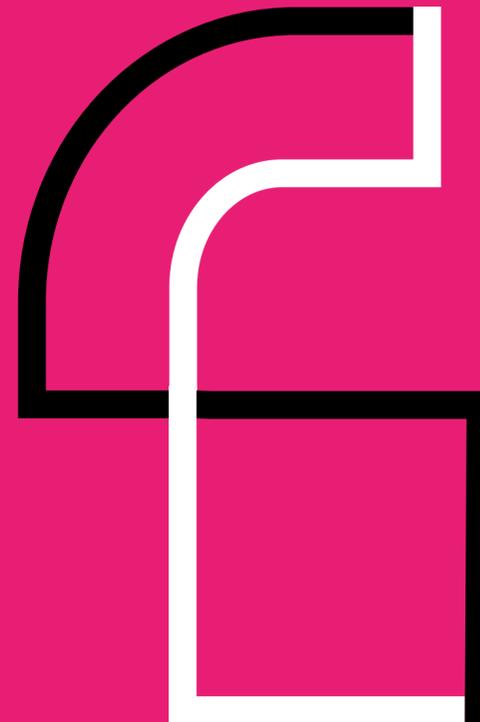
**Only 55% of women aged 15–64 are engaged in the global labour market as opposed to 78% of men. In Romania, gender gaps persist in access to the labour market and education, social mobility and satisfactory living conditions and we are constantly trying to identify new instruments to better address this issue.**

The principle of equal opportunities for women and men is enshrined in our legislation, with gender considerations integrated in public policies and strategies, protection and support for victims of domestic violence and violence against women, and development of integrated services for the prevention and elimination of domestic violence.

Since 2002, Romanian gender equality experts have been working within specialist non-governmental organizations running tailored courses for people in public administration, trade unions, employers and non-governmental organizations. We decided to formalize the profession of Gender Equality Expert in order to better support the experts' work and increase their impact throughout society.

"In Romania the principle of gender equality is enshrined in national legislation and public policies. Building upon this strong platform, Romania commits to launch ambitious programmes that will empower women and address key issues in gender equality including domestic and gender-based violence. Our recognition, formalization and enablement of the Gender Equality Expert role is a key part of our vision – and we encourage other nations to consider in their own settings as well."

**President Klaus Werner Iohannis**



**Building upon this strong platform, Romania commits to launch ambitious programmes that will empower women and address key issues in gender equality including domestic and gender-based violence.**

**President Klaus Werner Iohannis**

## Key Stages of Implementation

### Step 1 Establishing the profession of Gender Equality Expert

We defined the Gender Equality Expert profession, establishing its legitimacy in legislation and highlighting the vital role that it plays in promoting gender equality across the social, economic and political arenas.

Having a formal role underlines the value we place on the work of our experts, while ensuring that resources are allocated effectively.

### Step 2 Developing the job description and adding it to the National Classification List of Occupations

The Gender Equality Expert Occupational Standard applies to all sectors with responsibility for ensuring active gender mainstreaming in national policies and programs. The experts are therefore active in all fields tasked with the implementation of public policies including social welfare, police, justice, border police, gendarmerie and penitentiary staff. They help to ensure equal opportunities and treatment for women and men and to eliminate direct and indirect gender-based discrimination.

As well as promoting and applying the principle of equal opportunities in all their activities, Gender Equality Experts actively support measures for preventing and combating domestic violence. They act as equality ambassadors throughout the community.

### As well as promoting and applying the principle of equal opportunities in all their activities, Gender Equality Experts actively support measures for preventing and combating domestic violence.

The Gender Equality Experts' responsibilities are:

- collect and analyze data and information on gender equality
- draw up reports, studies, analyses and prognoses on the status of gender equality;
- cooperate, collaborate and share information with central and local authorities, education and research institutions, and non-governmental organizations
- formulate recommendations, observations and proposals to prevent, manage and remedy the context of risk that could lead to violations of gender equality, while respecting confidentiality

- propose, develop and implement public policies to ensure gender equality, evaluating the impact of public policies on women and men
- develop action plans for implementing the principle of equal opportunities, applying active measures to promote equal opportunities and eliminating direct and indirect gender-based discrimination.

The detailed definition of the Gender Equality Expert role ensures that everyone understands the goals, activities and responsibilities of these important agents of change.

### Step 3 Approving of the occupational standard and implementing training for Gender Equality Experts

All central and local public authorities were informed about the availability of the training courses run by the experts.

In 2015, during the implementation of a European project, 1,100 people were trained as experts in equal opportunities. These were 431 managers of local and central public authorities and 669 experts from local and central public authorities.

A commitment to specialized training that ensures a consistent, high-quality approach is taken throughout the community of professionals. Training also enables Gender Equality Experts to share insights and best practices.

**In 2015, during the implementation of a European project, 1,100 people were trained as experts in equal opportunities.**

#### Step 4 Amending legislation to include Gender Equality Expert as a profession at the employers level

In 2018, Law no. 178 amended and supplemented Law 202/2002 on equal opportunities between women and men, regulating the general framework of the Gender Equality Expert profession and its main responsibilities. The legislation also enabled public and private legal entities with more than 50 employees to assign gender equality tasks to an employee's job description or to employ a dedicated Gender Equality Expert funded from the existing budget.

Enshrinement in law empowers and encourages organizations to support the work of Gender Equality Experts on an ongoing basis.



**Enshrinement in law empowers and encourages organisations to support the work of Gender Equality Experts on an ongoing basis.**



#### Step 5 Including the new profession in the national strategy

Following the positive impact of the new profession, we added further measures to our national strategy focusing on the formation of a countrywide network of experts in the field of equal opportunities. The role of Gender Equality Expert and its relationships with every part of society must develop over time in response to changing needs and experience in the field.

#### Resources

- <https://anes.gov.ro/legislatie-nationala-egalitatea-de-sanse/>
- <https://anes.gov.ro/wp-content/uploads/2018/07/178-mod-202.pdf>

#### Contact

The National Agency for Equal Opportunities between Women and Men (ANES) is responsible to developing effective policies and programmes for addressing gender inequalities in all areas of Romanian society and in preventing and eliminating domestic violence.

[www.anes.gov.ro](http://www.anes.gov.ro)

**Proven  
Solution**

Ending Gender-Based Violence

# **University of São Paulo Organizing to end gender-based violence at university**

## Global Context

**The sixty-fifth session of the Commission on the Status of Women (CSW65) re-emphasizes that violence against women is a major impediment to gender equality.**

It impairs women's full enjoyment of all human rights and fundamental freedoms, including equal participation and leadership in public life. The CSW65 also recognizes that sexual harassment leads to a hostile environment, including in educational institutions.

Brazilian institutions have promoted many efforts to tackle Gender-based violence. These include promulgating the Inter-American Convention to Prevent, Punish and Eradicate Violence Against Women (1996), enacting the Federal Law 11.340 of 2006 (also called the Maria da Penha Law) to restrain violence against women, and expanding relevant councils and secretaries. However, an average of 4,621 women were murdered annually between 2008 and 2018, revealing the structural aspect of GBV in our society (Atlas of Violence, 2020).

Most Brazilian universities don't have agencies dedicated to gender equality. A 2015 survey showed that 67% of female students had suffered violence, and 42% were afraid of violence. We created the USP Women's Office (USPWO) in 2016 as a pioneering initiative for facing GBV and reducing sexual harassment in our campuses.

"Changing the University of São Paulo scenario to end gender-based violence and empower women and girls to achieve gender equality is a path of no return. We have a responsibility to engage men and boys to transform cultural values, practices, and actions, addressing gender-based discrimination and stereotyping in education to promote an environment that is more inclusive, just, sustainable and equal in opportunities for all.

We remain committed to this challenge and we will go further, reinforcing our internal initiatives, overcoming the obstacles that still exist to ensure access to education, meaningful participation and a voice for women and girls in an academia free of GBV."

**Vahan Agopyan**  
President, University of São Paulo



**We have a responsibility to engage men and boys to transform cultural values, practices, and actions, addressing gender-based discrimination and stereotyping in education to promote an environment that is more inclusive.**

**Vahan Agopyan**  
President, University of São Paulo

## Key Stages of Implementation

### Step 1 Incorporating the gender agenda at the core of the administration

The first step to address the gender equality agenda within the University was to recognize the topic's relevance at an institutional level. It meant creating a formal agency with defined responsibilities, allocated staff, and dedicated resources reporting directly to the Presidency. USPWO was created in 2016 to advise the central administration and coordinate actions with other internal and external institutions.

**Having a properly founded and recognized agency within the institution brought support and legitimacy to our efforts. The central administration's strong commitment to the gender equality agenda gave the USPWO the capabilities and credibility it needs to fulfill its mission.**

**In 2019, the gathering of internal data on parental leave requests helped to diagnose economic vulnerabilities. Based on this study, a program was created for female postgraduate students and professors.**

### Step 2 Tackling gender-based violence from different perspectives

The USPWO has a permanent team operating in four areas: formulating programs and educational actions; organizing and leading research; communications; and partnerships. In programs and educational actions, we have regularly produced materials to engage senior leadership and give visibility to GBV. In cooperation with other areas, we ran campaigns (posters, banners, billboards, and cards) and developed guidance material (5,000 printed booklets). Since 2016, this area has also promoted 60 debates on gender inequalities and 75 interviews and press articles and organized annual reception campaigns for new students.

Notably, undergraduate courses that approached gender or women's issues have increased from 23 in 2009 to 96 in 2016. This area has also helped map vulnerable

places on campus, which guided the redesign of lighting, thereby diminishing sexual harassment. We also cooperated to create the app Campus USP, with a service for denouncing sexual harassment. In 2020, services for women experiencing GBV were mapped with updated information. During the pandemic, a protocol was established to assist women who experienced GBV at USP, including counseling, advocacy, and information about rights and resources. In this period, we collaborated in innovative initiatives such as the first graduate meeting of USP Women do Science.

The research area has produced innovative knowledge about GBV and other gender inequalities within our community. In 2017, USP conducted an online survey to measure students' perception of discriminatory behavior and violence incidence. The survey revealed that female students and other minority groups were more victimized. In 2019, the gathering of internal data on parental leave requests helped to diagnose economic vulnerabilities. Based on this study, a program was created for female postgraduate students and professors. In 2020, we also released the survey on the impacts of Covid-19 on women and men at USP, which observes the increasing or diminishing of domestic violence among students, professors, and technical staff, among other questions. Data were collected from a sample of 840 respondents and are in the final stage of analysis.

The communications area opened conversations with the public by creating FAQs and other social and traditional media content and supporting our educational campaigns.

The team also produced USPWO events. During the pandemic, the team collaborated in campaigns highlighting the threat of domestic violence, including in dorms and frat-houses, and the tendency for unequal sharing of domestic tasks between women and men.

The partnership area is initially focused on generating opportunities for black female doctors to advance in scientific careers. After the first celebration at USP of the International Afro-Latin American, Afro-Caribbean, and Diaspora Women's Day in July 2020, the USPWO constituted a workgroup to discuss the ideas presented in the event such as encouraging postdoctoral projects dedicated to black female doctors.

**The main takeaway from this second step is the finding that it is impossible to isolate the phenomenon of gender-based violence from its intersections with other structural inequalities.**

**It is also relevant to mention that, despite the Brazilian context's challenges, the USPWO areas realigned their actions to respond to Covid-19 with a gender approach.**



### Step 3 Engaging educational units in the gender equality agenda

Human Rights Commissions have been created at USP to reach all our 95,000 students, 6,000 faculty, and 14,000 staff over eight cities in São Paulo state. There were nine commissions in 2015, rising to 39 in 2019. The commissions engage with people who have suffered rights violations at the university, formalize and investigate complaints, support the resumption of academic and personal activities, monitor accountability processes, and propose educational activities for cultural changes. The partnership among these commissions and USPWO encourages the university to end GBV and propose new policies to promote gender equality.

With these three steps, we obtained as measurable results a practical commitment to the gender equality agenda in the whole University's community, creating tools and protocols, and the increase of the campus's internal vigilance.

In turn, these outputs impacted the decreasing of denounces related to sexual harassment. In 2017 it was one, in 2019, two, and in 2021 it was one again.

**However, we are aware that this is a tangible face of Gender-based Violence. The University of São Paulo understands its challenge to keep advancing to the ending of less visible forms of GBV, which combines itself with other inequalities. This social phenomenon – which might be nominated as structural sexism – remains a permanent challenge to be confronted by changing an entire culture in our University and Brazilian society.**

**Human Rights Commissions have been created at USP to reach all our 95,000 students, 6,000 faculty, and 14,000 staff over eight cities in São Paulo state.**

### Contact

Professor Maria Arminda do Nascimento Arruda  
Coordinator, USP Women's Office  
Phone number: +55 11 2648-1371  
Email: [uspmulheres@usp.br](mailto:uspmulheres@usp.br)

## Resources

-  **CSW65 Agreed Conclusions:**  
[https://www.unwomen.org/-/media/headquarters/attachments/sections/csw/65/csw65\\_agreed\\_conclusions\\_advance\\_unedited\\_version\\_29\\_march\\_2021.pdf?la=en&vs=5504](https://www.unwomen.org/-/media/headquarters/attachments/sections/csw/65/csw65_agreed_conclusions_advance_unedited_version_29_march_2021.pdf?la=en&vs=5504)
-  **Inter-American Convention to Prevent, Punish and Eradicate Violence Against Women - Convention of Belém do Pará (1996)**  
<https://www.oas.org/juridico/english/treaties/a-61.html>
-  **Federal Law 11.340 of 2006 (also called the Maria da Penha Law)**  
[http://www.planalto.gov.br/ccivil\\_03/\\_Ato2004-2006/2006/Lei/L11340.htm](http://www.planalto.gov.br/ccivil_03/_Ato2004-2006/2006/Lei/L11340.htm)
-  **Atlas of Violence, 2020**  
<https://www.ipea.gov.br/atlasviolencia/download/24/atlas-da-violencia-2020>
-  **Creation of the USP Women's Office and website:**  
<http://www.leginf.usp.br/?portaria=portaria-gr-6766-de-10-de-agosto-de-2016>  
<http://uspmulheres.usp.br/>
-  **Interactions at USP study and access to online video:**  
<http://uspmulheres.usp.br/pesquisa-interacoes-na-usp/>  
<https://jornal.usp.br/universidade/para-mais-da-metade-dos-estudantes-usp-e-machista-e-racista/>
-  **Avon Institute Survey (SCAVONE, M. 2015):**  
<https://avongroup.vteximg.com.br/arquivos/violencia-contra-a-mulher-no-ambiente-universitario.pdf?v=637075242343970000>
-  **Video and websites of some Local Human Rights Commissions at USP:**  
<https://www.prefeiturarp.usp.br/page.asp?url=cav-mulheres>  
<https://www.youtube.com/watch?v=JN5kpflseds&t=1s>  
<https://ww3.icb.usp.br/comissao-de-direitos-humanos-cdh/>
-  **USP Women's Office campaigns in the context of Covid-19:**  
<http://uspmulheres.usp.br/a-usp-mete-a-colher-na-violencia-domestica/>  
<http://uspmulheres.usp.br/usp-mulheres-lanca-campanha-pela-igualdade-de-genero-no-contexto-da-pandemia-de-covid-19/>  
<http://uspmulheres.usp.br/moradias-estudantis-sem-violencia-de-genero/>
-  **USP Women's Office Impacts of Covid-19 on women and men at USP survey:**  
<http://uspmulheres.usp.br/escritorio-usp-mulheres-lanca-pesquisa-sobre-os-impactos-da-covid-19-entre-as-mulheres-e-os-homens-da-usp/>
-  **Protocol for assistance to women who experienced GBV at USP:**  
<https://sites.usp.br/sas/violencia-de-genero-na-usp/>
-  **Campus USP App:**  
<http://www.puspsc.usp.br/aplicativo-campus-usp/>

# **Vodafone**

**Supporting survivors of  
domestic violence and  
abuse through a global  
workplace policy**

## Global Context

**Domestic Violence and Abuse (DVA) is a global issue that has increased during the COVID-19 pandemic. UN Women described this as the Shadow Pandemic<sup>1</sup>.**

**In 2019, independent international research commissioned by Vodafone showed that 80m working women across 107 countries – approximately 15% of women in the workforce – had experienced domestic violence and abuse in the previous 12 months. 38% of survivors surveyed said they suffered from reduced productivity. 22% sometimes stopped going to work and/or would take days off.**

\$2.1bn in economic output is lost each year as a result of work absences related to abuse. Four million women missed out on a promotion as a result of domestic violence and abuse – suffering a related annual average salary loss of \$2,900 per woman. This equates to approximately \$13bn in total potential earnings lost each year.<sup>2</sup>

In March 2019, Vodafone Group announced its global HR policy supporting survivors of domestic violence and abuse. Employees now have access to support, specialist counselling and 10 days additional paid leave. Training has been provided for HR

and people managers to help them support employees experiencing domestic violence or abuse.

In March 2021, estimates published<sup>3</sup> by the World Health Organisation indicate that 1 in 3 women worldwide have been subjected to either physical and/or sexual intimate partner violence. Research across numerous organizations reiterates the prevalence of domestic violence and abuse globally underscoring the importance of employers supporting survivors at work.

“In 2019, Vodafone launched a global policy to support our employees experiencing domestic violence and abuse. We want our employees to know that Vodafone is a safe and supportive environment, and in addition to individual assistance, we are training managers and raising awareness with all our employees. We encourage other employers to do the same so that employers and society as a whole take action on this serious issue.”

**Nick Read, CEO, Vodafone Group**

# 15%

Approximately 15% of women in the workforce – had experienced domestic violence and abuse in the previous 12 months

<sup>1</sup> [Shadow Pandemic](#)

<sup>2</sup> [Vodafone DVA Research](#)

<sup>3</sup> [WHO Research](#)

## Key Stages of Implementation

# 1

### Step 1 Building a business case that Domestic Violence and Abuse is a workplace issue.

Identifying Domestic Violence and Abuse as a workplace issue is critical to achieving gender equality and business performance.

Building on ten years of work, Vodafone Foundation commissioned research, carried out by Opinium in 2019, to understand the

## Identifying Domestic Violence and Abuse as a workplace issue is critical to achieving gender equality and business performance.

impact of Domestic Violence and Abuse and how it affects the working population – global data on this subject was not previously available. Experts were also engaged to advise on the impact, challenges and ways to support survivors in the workplace.

In addition to being the right thing to do, there is a business case for preventing domestic violence in the workplace and in giving colleagues the support to end the cycle of abuse.

Key considerations when building the business case included:

- Between 30-40% of survivors of domestic violence and abuse will be in employment at some point in their lives. This means that most workplaces will be affected.
- When domestic violence follows survivors into the workplace it impacts productivity, morale and wellbeing. It puts limits on an employees' full and active participation at work.
- Companies that commit to supporting their employees in reaching their full potential are more likely to attract and retain workers.

### Step 2 Establishing a global policy to enable a consistent and scalable approach to supporting survivors.

Vodafone developed a global minimum standard to support survivors based on external expert advice and learnings from parts of the business that had a policies in place. These learnings informed the development of best practice guidance for all Vodafone markets.

# 2

Contents include:

- Purpose of the policy and definitions of domestic violence and abuse
- Recognition that domestic violence, in all of its forms, is a world of work issue and that Vodafone's employees have the right to support and protection in employment
- Statement of confidentiality, non-discrimination and non-retaliation against employees
- Policy scope including provision of
  - 10 days paid domestic violence leave, on top of existing leave entitlements, which can be extended.
  - Support including counselling, referrals to Employee Assistance Programmes, flexible working, and assistance in the event of financial abuse
  - Safety in the workplace (including remote working), change in work locations or work tasks, and protection against cyber-harassment and stalking at work.
- Training for HR and people managers
- Information and regular communications with employees, aimed at building trust and awareness of the policy.
- Holding perpetrators accountable, including immediate dismissal if workplace resource such as mobile phones, tablets and computers are used to perpetrate abuse inside and outside of working hours; support to perpetrators to change behaviour and referrals to perpetrator treatment and counselling programmes.

Global minimum standards and consistent local implementation ensured a comprehensive and sustainable approach to supporting survivors at Vodafone.

## Global minimum standards and consistent local implementation ensured a comprehensive and sustainable approach to supporting survivors at Vodafone.

# 3

## Step 3 Embedding a system of support for survivors through training, resources and awareness

Provision of training, resources and ongoing awareness are critical in successful policy implementation and in providing a support system for survivors. Leaders, managers, HR and employees are given access to training and information.

Senior leadership training was provided by gender expert Dr Jane Pillinger to develop an understanding of the impact of DVA in the workplace. A toolkit was developed by Dr Pillinger to help employees support survivors using the Recognise, Respond and Refer framework. This toolkit was shared externally to support other companies considering a DVA policy.

HR training was provided to develop an understanding of how DVA impacts people at work, how to apply the policy and use the Recognise, Respond and Refer framework. HR are not positioned as experts, but

provide the information to support line managers and employees as needed.

Manager training is provided in partnership with local NGOs on the policy and the Recognise, Respond and Refer framework. Podcast and webinars are available to all employees to increase awareness of the policy and how to access support in a remote working environment or in the office.

Employee Assistance Programmes providing advice to employees are required to include DVA within the scope of expert advice provided to employees.

For over ten years, Vodafone Foundation has used technology to connect people affected by domestic violence and abuse to advice and support through Apps against Abuse. Vodafone Foundation has expanded international access to Bright Sky, a free app available on Apple Store or Google play, which connects survivors of domestic violence and abuse to advice and support services.

**Provision of training, support and resources ensures the policy is embedded and a system of support is available for survivors.**

## Resources

[!\[\]\(8ef7eae340e69fb32f58ffdc63ae3938\_img.jpg\) Vodafone DVA Research](#)

[!\[\]\(03f757c24798e91374fc757d003a3138\_img.jpg\) Vodafone Toolkit](#)

[!\[\]\(410cffb4277ed67400311a351abaad47\_img.jpg\) Vodafone Foundation Apps Against Abuse](#)

[!\[\]\(e87612d8eb857957a74f00940655449b\_img.jpg\) Vodafone Policy Research](#)

[!\[\]\(14abe732b5b449171a720f399fd309d1\_img.jpg\) Vodafone DVA digital assets](#)

Other useful documents

[!\[\]\(556d2fe86d531bf99000ee31f74bbe1a\_img.jpg\) Employers Initiative on Domestic Abuse](#)

[!\[\]\(2dda6d2f8155836f1352378244f2f678\_img.jpg\) 'Make it our Business' resources for companies by the Centre for Research and Education on Violence Against Women & Children, Western University, Ontario, Canada](#)

[!\[\]\(2f6c3aad742753ef32006e702d8a8ae4\_img.jpg\) Male Champions for Change \(Australia\) 'Playing our part: Workplace Responses to Domestic and Family Violence](#)

[!\[\]\(79037236a59f42605afdaf124735dc93\_img.jpg\) OurWatch Australia: Workplace Equality and Respect \(WER\) Standards and suite of tools and Resources](#)

## Contact

For more information please contact:

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[Claire.Harvey@Vodafone.com](mailto:Claire.Harvey@Vodafone.com)

**Proven  
Solution**

Ending Gender-Based Violence

# **University of the Witwatersrand**

## **Reducing gender-based harm on campus**

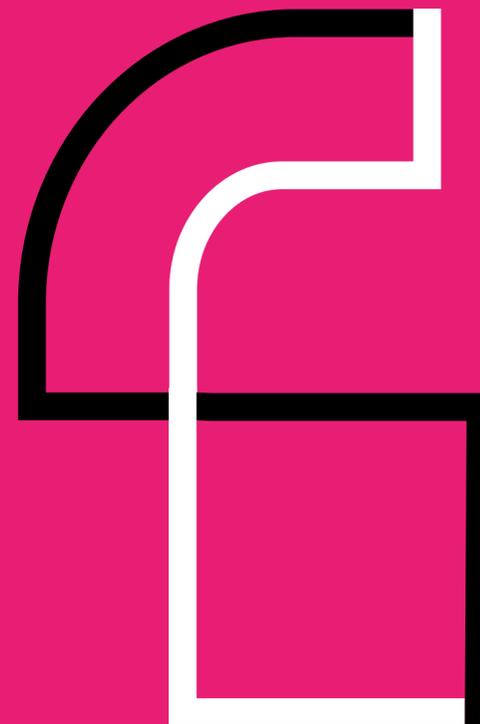
## Global Context

**Gender-based harm (GBH) on university campuses is a global issue. In the United States, one in five women at colleges report that they have been survivors of sexual assault and in the United Kingdom, studies have found that almost two thirds of students have experienced sexual violence. In South Africa, there has been no comprehensive study to establish the level of gender-based harm in the higher education sector.**

In the university context, there is the added complexity of the nature of GBH. It can be student-to-student, student and staff member, or staff to staff. This requires a complex and nuanced response to the issue on campus. At present there is no framework governing policies and procedures to address GBH on South African campuses. The University of the Witwatersrand has therefore endeavored to establish policies which are victim-centric, support structures such as the Gender Equity Office and the Sexual Harassment Advisory Committee, and ensure that the campus is a safe space for all genders through ongoing student and staff engagement.

“Our comprehensive response to GBH on our campus has created an enabling environment for women on our campus to feel safe and succeed. It has not been an easy journey but it means that we now have the policies and procedures to address GBH on campus.”

**Adam Habib, former Vice-Chancellor,  
Wits University**



**Our comprehensive response to GBH on our campus has created an enabling environment for women on our campus to feel safe and succeed.**

**Adam Habib, former Vice-Chancellor,  
Wits University**

## Key Stages of Implementation

# 1

### Step 1 Analyze the current landscape

It is important to analyze the landscape through engaging with stakeholders and critically examining policies and processes so that one can identify gaps and areas for improvement. Through engaging with staff and students who have experienced GBH or have been involved in the processes of addressing it on campus, they can provide unique insights on what has worked and not worked in the past.

**New policies and procedures were developed and formalized, following campus-wide multidisciplinary consultative approaches.**

Following a series of high-profile incidents of GBH between academic staff members and students, Wits University instituted an inquiry into whether our policies and procedures created an environment that deterred women from reporting matters of GBH. A member of the university staff, who was both an attorney and a gender activist, led this inquiry. The various policies in place were found to be disjointed and over-legalistic. New policies and procedures were developed and formalized, following campus-wide multidisciplinary consultative approaches.

**Key takeaway: Any process of policy review should be done by experts in the matter and should involve a consultative approach with major stakeholders so as to ensure their voices are heard and for buy-in at the management level.**

### Step 2 Create a formal structure

By creating a formal standalone structure to deal with matters relating to gender, it both allows for dedicated resources and a safe space to address gender-related matters. It also provides a direct office for survivors of GBH to go to when they need help as opposed to trying to access help from various offices and structures such as campus health or campus protection services.

The Vice-Chancellor and his executive team took the decision to establish a standalone Gender Equity Office (GBH matters were previously handled by both the Legal Office and Transformation Office). The GEO is tasked with:

- Collecting and tracking all GBH related complaints across the university and analysing trends to inform and improve intervention initiatives
- Providing a safe and confidential space with full-time counselling support to complainants and victims of GBH

# 2

- Confidentially advising complainants and victims of GBH of their options
- Overseeing an independent disciplinary procedure for formal complaints against staff or students accused of GBH
- Engaging actively in advocacy around gender equality.

**Key takeaway: A standalone office on gender equity allows for gender issues to be the sole focus. In a country such as South Africa, which has a “dual diversity” mandate, it is important that gender issues receive as much attention as racial transformation.**

**By creating a formal standalone structure to deal with matters relating to gender, it both allows for dedicated resources and a safe space to address gender-related matters.**

# 3

### Step 3 Implement oversight and advisory

It is important that there is oversight and advisory support for a gender office as they often deal with complex matters in a complex environment.

A second entity, the Sexual Harassment Advisory Committee (SHAC), was established to oversee matters of sexual harassment within the university community. The SHAC falls under the Vice-Chancellor’s mandate. It consists of members of the university’s staff who have a background in gender issues and serves as an advisory committee to the GEO.

**Key takeaway: An advisory committee consisting of academic specialists allows for a second layer to both support the gender office as well as advise where necessary.**



**Contexts also change over time and so it is necessary to review policies and procedures regularly to ensure that they still fit with the environment.**

#### **Step 4 Continuous Review**

After establishing new policies and procedures, it is important to reflect on whether these have been successful or not. An independent review of how these have been implemented can assist in identifying any issues that may still need to be addressed. Contexts also change over time and so it is necessary to review policies and procedures regularly to ensure that they still fit with the environment.

A review into the policies and procedures of the GEO was conducted four to five years after they were implemented to ensure that the GEO is operating effectively and to improve the handling of GBH matters in the university.

**Key takeaway: Regular review of any gender office, policy or procedure allows for improvement and new thinking.**

#### **Resources**

As a result of the review of the university's policies on gender-based harm, new policies and procedures were developed to be more victim-centric. However, in implementing these, we have come to recognize that they need to be regularly reviewed and improved upon.

Wits University policies and procedures include the following:

- [!\[\]\(26bc2f4dfca20390dfb63549de01f394\_img.jpg\) \*\*Disciplinary Procedure for Gender-Related Misconduct\*\*](#)
- [!\[\]\(c4f874fa446896161864998901b39ae8\_img.jpg\) \*\*Sexual Harassment, Sexual Assault, and Rape Policy and Procedures\*\*](#)
- [!\[\]\(4f4f666d18cf617df896c24f1153c7a7\_img.jpg\) \*\*Policy on Sexual and Romantic Relationships between Staff and Undergraduates\*\*](#)

#### **Contact**

For further information and support contact the Wits Gender Equity Office:

**[Info.geo@wits.ac.za](mailto:Info.geo@wits.ac.za)**

**Proven  
Solution**

Engaging Men As Allies

**Barclays**  
**Empowering male  
allies to champion  
gender equality**

## Global Context

**Equality and diversity sit at the heart of business success. Companies with gender diverse senior management teams perform better – those in the top quartile for gender diversity on executive teams are 21% more likely to outperform on profitability.<sup>1</sup>**

However, there remains a continuing challenge. In the FTSE 100, senior women on boards represent only 14% of executive directors and, despite some progress, the proportion of women on Executive Committees is around a quarter.<sup>2</sup> In 2020 a survey of Fortune 500 companies found those with high levels of gender equality in management positions had 35% better return on equity. Yet women held only 29% of senior leadership positions worldwide.<sup>3</sup>

One solution is to create a movement of empowered Male Allies to help tackle gender inequality and accelerate change. Barclays has a long history of progress towards gender equality and men have always been part of that journey. As a founding member and

corporate Champion within the UN HeForShe movement, Barclays committed to engaging men in the drive to increase the number of women in senior leadership.

By empowering Male Allies, it has created a powerful network of global advocates, pledging to take action to be effective allies for women at work, accelerate gender parity and achieve a more equitable workplace.

“At Barclays, we aim to build a culture that makes everyone feel included, providing equality of opportunity for talent at all levels and from all backgrounds to grow.

Increasing the number of women in senior positions is extremely important to me, and

it’s integral to our long-term goal. There is still much more to do. We need to speed up progress by improving the effectiveness of our existing initiatives and sharpening our ability to understand data and listen to colleagues.

Ultimately, we are trying to build an organisation that is more equal at all levels. We do this both because it is right and because it makes us a more effective organisation. I know that social change is slow and incremental, but what makes the difference is the commitment of individuals to making change happen. Our Male Allies play a vital role in accelerating that change.”

**Jes Staley, CEO**



**Ultimately, we are trying to build an organisation that is more equal at all levels. We do this both because it is right and because it makes us a more effective organisation.**

**Jes Staley, CEO**

1. Mckinsey/delivering through diversity report

2. HA report <https://ftsewomenleaders.com/>

3. <https://www.catalyst.org/research/women-in-management/>

## Key Stages of Implementation

# 1

### Step 1 Identify early adopters and senior advocates

**Identify early advocates, those who are already involved in positive work on gender or are visible role models challenging gender bias, in particular senior leaders.**

At Barclays, thousands of male colleagues wanted to help achieve gender equality, but there was no clear initiative in place to give them opportunities to make a difference. So they created one. Chapters of Male Allies driving gender equality initiatives were formed voluntarily in key global locations and

in business-aligned groups. They supported the principles of HeForShe, and encouraged others to pledge to take action towards gender parity.

Executive sponsorship was also important. Led by the CEO, Barclays senior leadership team fully supported the focus on Male Allies. Jes Staley, Barclays CEO and HeForShe Champion, became the accountable executive for the gender agenda, and reported regularly on the steps being taken by the business to improve gender equality, as well as the steps he personally was taking as a male ally. This included gender reporting in business reviews – results on a gender diversity dashboard were discussed at the CEO Monthly Business review meetings with the Group Executive Committee.

**Male Allies are empowered to directly support their female colleagues and challenge inequality in their day-to-day working lives.**

### Step 2 Involve men in the conversation

**The UN says: 'It's not a women's issue, it's a human rights issue.' Refocusing a colleague network on to gender can ensure men are more actively involved.**

Barclays' colleague diversity network, 'the Women's Initiative Network', originally focused on women. In 2017, it was relaunched as 'Win, the gender network'. This was a step to breaking down perceived gender barriers and empowered more men to become engaged. Win became a home for cohorts of Male Allies – many developed within the network and others in business units. A series of Male Allies events were held across the globe, sharing information and ideas, and building support.

These events opened the door for more men to join the conversation and better understand the challenges women were facing. The network ensured that it had

# 2

both a senior male and female sponsor moving forward, and focused not only on key dates like International Women's Day but International Men's Day too.

Male Allies are empowered to directly support their female colleagues and challenge inequality in their day-to-day working lives. It is a way of giving men permission to strive for equality, establishing a platform for their work.

# 3

### Step 3 Develop impactful tangible actions

**By taking positive steps and leading by example, Male Allies can help transform environments to become a more equal playing field.**

Sharing the small steps that allies can take can encourage more men to make change happen and challenge inequality. Barclays

encouraged colleagues to pledge their support for gender equality and over the past five years these pledges have evolved into the following tangible actions to ensure all voices can be heard, irrespective of gender.

Male Allies:

- Mentor a female rising star or are reverse-mentored by one
- Act as role models, visibly challenging gender bias
- Actively develop female talent, hold career conversations and provide 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
- Understand gender data in their area around the three critical levers: hiring, promotions and retention
- Ensure there is no bias in hiring decisions and actively provide targeted opportunities for female colleagues to progress
- Recognise the impact of intersectionality – that the many elements of an individual's identity overlap and therefore the disadvantages they face in society are compounded.

## Step 4 Promote the work and insights of male allies

**Use events and communications channels to profile Male Allies and promote their insights. This raises awareness and builds momentum both internally and externally.**

Highlighting the experience of Male Allies and sharing their stories encourages others to become agents of change. Barclays developed an online portal, 'men@barclays', which explains what it means to be aware of inequalities in the workplace. It shares resources and guidance on how Male Allies can partner with female colleagues to tackle gender inequalities in everyday lives.

International Women's Day, International Men's Day, Barclays own Citizenship and Diversity Awards, and cross-network intersectional events are opportunities to showcase the views, insights and achievements of Male Allies. This reinforces

to women that gender equality remains a key strategic priority across Barclays and inspires men to gain perspectives on how respective experiences differ from those of the different gender.

## Conclusion

Male Allies play an important role in facilitating the empowerment, development, progression, and ultimately the success of female colleagues.

Opening up conversations and building understanding of different perspectives are part of the responsibility everyone has to challenge and call out gender bias and inequality. Cultural change does not happen overnight, but the small changes made by Male Allies can have a ripple effect throughout an organisation.

Barclays experience has shown that empowering men to be involved in the drive towards gender equality can only accelerate the pace of that change.

## Resources

Interviews of Barclays colleagues demonstrating the importance of sponsorship and allyship:

[!\[\]\(394e8c7a0098d22c60490648fb135c01\_img.jpg\) \*\*10 colleagues from around the globe share how Barclays is promoting gender diversity in the workplace.\*\*](#)

Interview including Jes Staley, Barclays CEO and Gender Executive Sponsor, and HeForShe Champion:

[!\[\]\(51b9539adfcb385303ad10e596fa1f67\_img.jpg\) \*\*British Vogue publisher Vanessa Kingori MBE and former Paralympic athlete Bonnie St John joined Barclays' Group CEO Jes. They share thoughts on the importance of sponsorship for women's careers – and why 'nuance and flexibility' are essential.\*\*](#)

Barclays Diversity and Inclusion Report:

[!\[\]\(61d44ab9ad3f0bc903f9cc87738dc42a\_img.jpg\) \*\*An overview of the Group's approach to building a more inclusive company, including a progress report on each of our five pillars of diversity and inclusion\*\*](#)

Other partners focused on male allies:

[!\[\]\(303b4fabfa05b0ee4252a475e20eb52e\_img.jpg\) \*\*https://www.catalyst.org/research/engaging-men-resources/\*\*](https://www.catalyst.org/research/engaging-men-resources/)

[!\[\]\(684d13d86624bb5b0388f40e6bba16a0\_img.jpg\) \*\*https://www.everywoman.com/male-allies\*\*](https://www.everywoman.com/male-allies)

[!\[\]\(a112b7a93c51022d1ef89052a0adee8f\_img.jpg\) \*\*https://diversityproject.com/events/2021/male-allyship-how-men-can-become-better-allies-women\*\*](https://diversityproject.com/events/2021/male-allyship-how-men-can-become-better-allies-women)

## Contact

To support our focus on embedding a culture of inclusion, we encourage more colleagues to become allies. We support them to take conscious steps to make everyone feel they belong and develop empathy towards another group's issues. We are happy to share our experience of supporting allies.

For more information please contact:

Paulette Cohen  
Head of Diversity and Inclusion

[\*\*paulette.cohen@barclays.com\*\*](mailto:paulette.cohen@barclays.com)



**Proven  
Solution**

Equal Representation At Leadership

**Nagoya University**  
**Increasing representation  
of women in management  
and academic positions  
in universities**

## Global Context

**UNESCO's data from 2017 reveals that only around 30% of the world's academic researchers are women. However, the situation in Japan is even worse. Japan needs to implement strong positive action initiatives to catch up with the world trend.**

According to the Gender Equality Bureau at the Cabinet Office of Japan, the percentage of female researchers has been gradually increasing since the 1992 level of 7.9%, but the proportion remained at 15.7% in 2017. This number is comparatively lower across the research industry in OECD countries, including universities and research institutes, private companies and the public sector.

Also, according to the World Economic Forum Global Gender Gap Report, Japan ranked 121st in a group of 153, which is the worst among G7 countries. The gender gap among senior leadership position is even worse at 131, far lower than the world average. While the number of female

university students in Japan is rising and almost reaching gender parity, the percentage at higher levels of research is dropping. There is therefore a possible glass ceiling in the career paths of female academic researchers in Japan.

Japanese society and government, as well as our research institutes, are required to improve the working environment for women so that they can pursue their careers in an academic field. It is crucial to enhance both the quality and quantity of academic research in Japan and to reflect the viewpoint of women in academic research. These efforts can offer solutions for demographic problems across the world.

"To empower women is to empower both our university and society. With this in mind, I led strong initiatives such as implementing a gender quota at the university's highest decision-making body for educational and research activities as well as setting numerical targets for women in faculty roles. I believe that gender diversity is a driver of innovation. These initiatives help to widen our talent pool and encourage the lively exchange of ideas in class, labs and meetings. My journey as a HeForShe IMPACT Champion was personally memorable and valuable for our whole community."

**President Seiichi Matsuo**

30%

Around 30% of the world's academic researchers are women. (UNESCO's data from 2017)

## Key Stages of Implementation

# 1

### Step 1 Setting visible, compelling goals and rewards

Women's representation at the decision-making level in Japan is relatively low. We needed to introduce strong positive action initiatives which would show our many talented women that they can be successful candidates for management positions.

Numerical targets are not the whole answer, but they provide visibility, motivation and accountability. We introduced a gender quota for the Education and Research Council, the university's highest decision-making body for educational and research

**We needed to introduce strong positive action initiatives which would show our many talented women that they can be successful candidates for management positions.**

activities. Our regulations now state that at least 20% of the Council members must be women.

We also launched the Top Leaders Awards for Female Faculty Members, with nominees picked by schools and centres on the basis of both research excellence and administrative leadership.

Having firm, public targets and committing to the recognition and celebration of women's contributions helps to communicate the organisation's belief in gender equality and engage everyone in positive change.

### Step 2 Developing the right environment for women's success

For more women to succeed, we need an environment that meets their needs, removes barriers to progress and provides timely development opportunities.

We run two nursery schools and an after-school childcare facility on campus to support our women researchers' work-life balance. We also created research and leadership development, mentorship and award programmes for women faculty members and staff. The Women Leaders Programme to Promote Wellbeing in Asia enables graduate students to train future leaders while our annual seminars promoting female high school student enrolment help to attract more young women into STEM subjects. We also support Acalingo, a community for women science students at the university.

Structurally, we have created more opportunities for women by introducing women-only Principal Investigator roles in

# 2

natural sciences and medicine. We also introduced financial incentives for schools and centres which meet their targets for female faculty representation or hire new women in tenured positions.

Changing the environment around support, development and career paths enables real, sustainable differences to women's experiences and outcomes while helping to evolve the organisation in the right direction.

# 3

### Step 3 Supporting a new working culture

To change the organisation, we need to change how work is done in the front line.

We set out to influence working practices and culture by embedding the principles of gender equality at the institutional level. First, in 2017 we upgraded our pioneering Office for Gender Equality, established in 2003, into a full Centre with increased financial and human resources. Second, we built the Gender Research Library holding over 10,000

books. It is the first library in Japan dedicated to gender studies and provides an important hub across disciplines within the university and the wider community.

Support centres and information hubs help to provide direction, structure and encouragement for everyone in the organisation as they work together to build a fairer world.

**Changing the environment around support, development and career paths enables real, sustainable differences to women's experiences**

## Step 4 Monitoring and evaluation

Our gender equality task force team and implementers regularly monitor and evaluate the quantitative and qualitative effectiveness of the measures we take.

We run an annual survey of all faculties and departments to understand their situation, actions, efforts and challenges of increasing female faculty members. We release annual, detailed statistical information on our gender balance.

By monitoring and sharing our progress, we bring all our stakeholders into the ongoing process of achieving gender equality.



## Step 5 Refreshing and extending targets

We use the results of monitoring and evaluation to review and adjust our targets.

The most important adjustment we have made was to introduce financial incentives related to the numerical targets for appointments of female academics in departments. Departments which do not meet their targets must pay penalties while those which exceed their targets receive financial incentives. The second adjustment was to introduce a gender quota for the Educational and Research Council: at least 20% of the Council members should now be women.

Modifying the approach in the light of learnings helps to correct the organisation's course when necessary while communicating a firm commitment to the overall goal of gender equality.



## Resources

Nagoya University has published an annual report on gender equality on campus since 2003. It includes qualitative and quantitative data about female faculty members and staff as well as the initiatives of all faculties and departments which are essential to evaluate our progress.

-  **The reports and supporting data are available at [kyodo-sankaku.provost.nagoya-u.ac.jp/report/report.html](https://kyodo-sankaku.provost.nagoya-u.ac.jp/report/report.html)**
-  **Information about initiatives and policies for gender equality at Nagoya University is at the website of the Center for Gender Equality at [kyodo-sankaku.provost.nagoya-u.ac.jp/](https://kyodo-sankaku.provost.nagoya-u.ac.jp/)**
-  **Information about Nagoya University's activities for HeForShe promotion and our commitment are at [heforshe.provost.nagoya-u.ac.jp/](https://heforshe.provost.nagoya-u.ac.jp/)**

Further information about other Nagoya University initiatives for gender equality include:

-  **Action Plan for Supporting Work-Life Balance for University Staff [kyodo-sankaku.provost.nagoya-u.ac.jp/en/work\\_balance/plan/](https://kyodo-sankaku.provost.nagoya-u.ac.jp/en/work_balance/plan/)**
-  **Nagoya University Campus Universal Design Guideline [web-honbu.jimu.nagoya-u.ac.jp/fmd/06other/guideline/ud\\_guideline.html](https://web-honbu.jimu.nagoya-u.ac.jp/fmd/06other/guideline/ud_guideline.html)**
-  **Nagoya University Missions and Guidelines for LGBT+-inclusive Practices [nagoya-u.ac.jp/about-nu/upload\\_images/guideline03162021\\_en.pdf](https://nagoya-u.ac.jp/about-nu/upload_images/guideline03162021_en.pdf)**
-  **Nagoya University's Declaration for Diversity on Campus [en.nagoya-u.ac.jp/about\\_nu/declaration/Diversity/index.html](https://en.nagoya-u.ac.jp/about_nu/declaration/Diversity/index.html)**

## Contact

Center for Gender Equality, Nagoya University Furo-cho, Chikusa-ku, Nagoya, Aichi, Center for Gender Equality, Nagoya University #4648601  
+81-(0)52-789-3939

[kyodo-sankaku@adm.nagoya-u.ac.jp](mailto:kyodo-sankaku@adm.nagoya-u.ac.jp)  
[heforshe@adm.nagoya-u.ac.jp](mailto:heforshe@adm.nagoya-u.ac.jp)

**Proven  
Solution**

Equal Representation At Leadership

**PwC**

**Achieving progress  
towards gender parity  
at global leadership**

## Global Context

**In the World Economic Forum's latest Global Gender Gap report, it is estimated that, as the impact of the Covid-19 pandemic continues to be felt, closing the global gender gap has increased by a generation, meaning that it will now take more than 135 years to close the gender gap, compared to the 100 years that was previously estimated.**

As an accelerator for the Sustainable Development Goals, the United Nations HeForShe movement is a solutions-driven initiative seeking to demonstrate that tangible progress can happen in our own lifetime.

In their role as a HeForShe IMPACT Champion, the PricewaterhouseCoopers Network (PwC Network) made three IMPACT Commitments, one of which was to increase the representation of women in leadership roles. In January 2016, they went from 20% female representation on their Global Leadership Team to 38%\* in 2020. Let's take a look at how they did this.

"We are proud of all the work we have done over the past several years to promote gender equality across the PwC Network. We have put inclusion and diversity firmly on the agenda throughout our global Network. Our success in this area shows that – like with any business challenge – planning, measurement and accountability can bring about tangible results. Data-driven decision making has been critical in giving us the ability to make meaningful and measurable progress.

While we are proud of the steps we have taken, we also recognise that there is still much more to be done. Gender equality remains a strategic priority of the firm, and I remain personally committed to developing a diverse pipeline of future leaders to take forward."

**Bob Moritz, Global Chairman**



**Gender equality remains a strategic priority of the firm, and I remain personally committed to developing a diverse pipeline of future leaders to take forward.**

**Bob Moritz, Global Chairman**

## Key Stages of Implementation

# 1

### Step 1 Executive Sponsorship

The first step for the PwC Network was to set the tone from the top. Since 2012, the Chair of each member firm has consciously and consistently communicated commitment to diversity throughout the Network by making it a strategic priority for the entire PwC Network.

The Global Chairman appointed a Global Diversity & Inclusion (D&I) Leader and invested in a Global Diversity Team and programme that is supported both globally and in each member firm. In addition, they made a strong commitment to develop a diverse pipeline of future leaders and

enhance the diversity of their leadership team. As a result, they saw the first appointment of a female leader to their Global Leadership Team in 2008 and have increased female representation to 38% in 2020.

**Set a consistent tone from the top. Appoint and invest in a Diversity & Inclusion Leader or leadership council who report directly to the Chair or CEO and who commit to demonstrate in every action that I&D is a priority.**

### Step 2 Leadership Commitment and Accountability

In 2010, the PwC Network engaged an objective third party to conduct extensive deep-dive diversity reviews in four member firms. This was an intensive two-year process that ultimately provided the factual baseline from which they could plan and measure real progress rather than base their assumptions on the external environment.

# 2

Once the PwC Network was able to present these facts, educating their leadership was equally a fundamental step in their journey. Between 2011 and 2013, they specifically engaged the Global Leadership Team and the Strategy Council in diversity awareness and education. They created awareness of the diversity demographics within their Network and conducted unconscious bias training. The process of frequent leadership awareness and engagement continues today.

The PwC Network's proposed governance structure also played a key role with leadership commitment and elevating diversity as a priority. The appointed Global Diversity & Inclusion Leader was responsible for articulating the overall Network diversity and inclusion strategy. This Global Diversity & Inclusion Leader held a seat on the Global Leadership Team, again reiterating this as an important organizational priority.

To further amplify this governance structure, in 2020 the Network I&D council, which is comprised of 11 senior leaders from across the PwC Network and chaired and facilitated by the Global Chairman, was formed. Territory Inclusion and Diversity Leaders (TILs) were appointed in each PwC member firm, and the "2+1" approach to dimensions of diversity was introduced, where each member firm was asked to focus on two common dimensions of diversity: inclusive leadership and gender, as well as at least one other dimension which is particularly important locally.

**Conduct a thorough, objective review of your current diversity state so you can move confidently forward based on your own facts rather than external assumptions. Build leadership insight and education to develop understanding and obtain commitment to prioritize diversity and inclusion across the Network. Develop a formal governance structure with a seat at the leadership table reporting to the Chair or CEO.**

# 3

### Step 3 Strategic Implementation

Given the complexities of the PwC Network's member firm structure, they have worked hard to create a diverse global pipeline and succession planning with a gender lens that has involved:

- Defining and identifying the mission critical leadership roles required to lead the PwC Network both today and in the future and understanding the current diversity make-

up of those roles as well as committing to achieving parity

- Insisting on diverse pipeline nominations from member firm leadership
- Identifying three successors for each role, at least one being diverse, and implementing development interventions and leadership sponsorship to get each of the successors role-ready.

A fundamental element of the PwC Network's diversity and inclusion strategy has been their data-driven approach. Decisions are informed by current facts and predictive analysis, focusing efforts in the right areas and having impact that creates sustainable progress. Without doubt, this switch to a data-driven approach has been one of the PwC Network's biggest lessons learned as they've travelled to this point on their diversity journey.

When PwC discovered that they were predominantly replacing departing employees with male experienced hires, they identified diverse experienced hires as a critical KPI indicator for their global diversity and inclusion acceleration. This focus has seen the percentage of female experienced hires at manager grades and above increase from 28% in 2010 to 36% in 2020.

**Apply a gender lens to succession planning to foster the progression of all genders across the organization. Take action based on real, measured facts rather than 'common sense' or opinion. Bring the same standards of informed decision-making used throughout management to the business of diversity and inclusion.**

## Step 4 Continuous Monitoring

The PwC Network has learned that when building a diversity strategy, talent data is their most powerful ally. In 2014, they adopted their diversity and inclusion accountability framework: the Global Inclusion Index. This tool provided a comprehensive global evaluation of their leadership pipeline. Each territory continuously uses the data to identify diversity challenges in its pipeline and develop tailored actions to increase diversity in leadership.

The Global Inclusion Index provides a picture of the PwC Network's current diversity reality, their annual diversity progress, and where they should be focusing future action. The Index is a composite comprised of two core buckets: a gender diversity score and an inclusion score. The gender diversity score focuses on pipeline structure, pipeline management, and any differences in the perceptions of women and men at the PwC Network. The inclusion score also features a people perception measure, through which they measure their people's perception of their diversity efforts. The final component

of the inclusion score and overall Index is their maturity model. This was a self-assessment tool which required TILs to self-assess against measures identified under five core categories: strategy and leadership commitment; leadership diversity and pipeline; attraction, progression and engagement; learning and development; and external positioning and client focus.

PwC focused on the Global Inclusion Index for a period of five years, enabling the change required to embed a data-driven continuous monitoring culture across the Network. The PwC Network now combines this culture with more innovative data-driven tools such as predictive analysis tools to drive a more laser-focused approach to progress. From this analysis, PwC discovered that in every PwC territory, not changing how they hire and promote women results in little to no change to the gender composition in five years, overall and at every management level. As such, combining interventions around hiring and promotions can have a huge positive impact on the percentage of women overall, especially at the senior PwC grades.

**What gets measured gets managed. Aim for regular, detailed and meaningful measurement to avoid misleading overall figures.**



## Step 5 Sustaining Momentum

The PwC Network recognises that to achieve sustainable change they must also focus on developing new diverse talent for future leadership roles. Ultimately, they believe it is critical that they drive parallel efforts that tackle enhanced leadership diversity in conjunction with more comprehensive efforts. Many of their formal diversity measures including recruitment, promotions and turnover are formally measured at every grade level as part of their extensive annual diversity analytics process.

In addition, they strengthened their advocacy of flexibility and emphasized that it should be a talent-wide proposition. In particular, this was to address the perception that flexibility is predominately desired by parents, most specifically mothers. The PwC Network created awareness of data points reflecting the perceptions and desires of their talent and the wider workforce, together with the evolving work and family trends of the modern workforce.

The Covid-19 Global Pandemic has amplified this as PwC saw the vast majority of their people move from PwC offices to work-from-home environments throughout 2020 and 2021. As PwC firms plan their return to office strategies they are exploring the future of work which PwC expect to be much more hybrid, digital and inclusive. For example, PwC UK has formally announced that they expect their talent to spend an average of 40-60% of their time co-located with colleagues, either in PwC offices or at client sites and the remainder working from a location of choice be that home or a satellite office location.

**Recognise that achieving parity isn't a one-time event but a lifetime commitment and ensure mechanisms are in place to continually strive for progress.**

## Resources

-  You can learn much more about these efforts and the broader diversity journey of the PwC Network by visiting [www.pwc.com/inclusion](http://www.pwc.com/inclusion) and reading the PwC Diversity Journey report.

## Contact

Any inquiries regarding this Proven Solution or the process undertaken can be directed to:

Dale Meikle (Global Inclusion & Diversity Leader at PwC), reachable at [dale.e.meikle@pwc.com](mailto:dale.e.meikle@pwc.com)

**Proven  
Solution**

Equal Representation At Leadership

# **Sciences Po**

## **Achieving greater equality in senior leadership positions**

## Global Context

**Sciences Po recognized that its adoption of an institutional gender equality strategic plan needed to be exemplary. Promoting women's leadership would necessitate cultivating, fostering, and hiring leaders at the senior level.**

The impact would be manifold: fostering an administrative and academic culture accustomed to women in decision-making positions would help to reshape our community's understanding of authority and would work to redraw longstanding social norms and expectations.

In turn, a climate that encourages women to lead would also inspire more women to seek, and expect promotion into, leadership roles. Setting the goal to increase female representation within senior leadership also made sense from a demographic point of view: a majority of Sciences Po's students and administrative staff are women.

When Sciences Po began reporting in 2015 within the HeForShe framework, senior leadership stood at 26% women and 74% men. Tenured faculty and full-time faculty each hovered around 69% men and 31% women. Since then Sciences Po has systematically moved toward closing the gap with data showing improvement each consecutive year since.

"Gender equality is not an abstract concept that applies elsewhere. Indeed, it begins within your own institution and with the choices you make. A university with the ambition to reach equality – for its students, faculty, and staff – can start by highlighting outstanding women and by lifting them up to the highest levels of leadership. By doing so, we diversify and broaden the perspectives in the room for every major decision made. But we also change expectations of what leadership and authority can and should look like. Institutions are healthier, stronger, and smarter with women at the helm."

**Bénédicte Durand,**  
Interim Administrator, Sciences Po

26%

When Sciences Po began reporting in 2015 within the HeForShe framework, senior leadership stood at 26% women and 74% men.

## Key Stages of Implementation

# 1

### Step 1 Define and measure your problem

In order to begin to adopt innovative solutions to tackle the problem of female under-representation in leadership roles, it was essential to define what constitutes “senior leadership” and to then conduct an institution-wide survey to understand the composition of those spaces.

This meticulous analysis was based on quantitative data. Once the data was understood, it then became important

**Taking this step is also critical in that it allows presidential leadership to own the problem and send a message to the community that it understands, and intends to act on, the gap.**

to develop a qualitative perspective of the problem, including an historical and contextual assessment of the situation. For example, looking at bias as expressed across categories of academic hire or within specific academic disciplines; or evaluating spaces where entire services may be staffed with women yet under the supervision of a man.

Taking this step is also critical in that it allows presidential leadership to own the problem and send a message to the community that it understands, and intends to act on, the gap.

### Step 2 Cultivate talent and seek new talent pools

An institution unable to find women to promote into leadership roles simply needs to look a bit harder – the talent is out there!

Actions can be taken both internally and externally. Within the institution, Human Resources can work with administrative managers (deans, vice presidents, department directors, research lab heads, selection committee chairs) to identify women who have expressed a particular ambition or demonstrate potential with an eye to encouraging their promotion and urging them to apply for open jobs.

Another manner of finding new talent is to create a specific program for female staff members that allows them to self-identify and seek membership within an institutional initiative explicitly meant to develop women

# 2

leaders. Because parental (especially maternity) leave can negatively impact a career path, a particular effort to prevent prejudicial consequences is advised.

Externally, it is possible to attract new talent by diversifying the recruitment agencies with which the institution works and by including job postings on platforms known for reaching out to traditionally under-represented groups.

# 3

### Step 3: Raise awareness among recruiters and managers

By exposing those with hiring power to the functions and mechanisms of bias, they then become better equipped to rethink their own attitudes and to control for such stereotypes, biases, or double standards during the hiring or selection process.

Working to raise awareness among this group is particularly important if recruiters and managers participate in drafting the initial job offer. For example, making recruiters aware of gender inequalities in society, and more specifically in the job hiring process, would allow the institution to avoid explicit as well as subtle traps that are known to deter women candidates and to ensure a more equitable treatment of applicants.

**By exposing those with hiring power to the functions and mechanisms of bias, they then become better equipped to rethink their own attitudes and to control for such stereotypes, biases, or double standards during the hiring or selection process.**

## Step 4 Increase transparency at every step of the recruitment process

Some key actions are: development of non-biased, non-gendered job postings that are very specific about required skills and knowledge as well as availability (for example, “must be available on Saturdays” becomes “must be available one Saturday every two months”); production of a text detailing the steps of the recruitment process that can be communicated with applicants; conducting systematic analyses of applicants to ensure alignment between candidate profiles and job requirements; and crafting a specific document for academic selection committees in order to explicitly and objectively detail the pertinence of each candidate’s profile for the post.

The more transparent the hiring process, the more objective the job criteria, and the more exhaustive the pre-hire scrutiny, the easier it becomes to avoid biased hiring outcomes.



## Step 5 Measure your progress and stick to your goals

Track quantitative progress on an annual basis and set a long-term objective to guide annual actions. Measure as precisely as possible, for example by distinguishing between each job title counted as “senior leadership” and by collecting individual data for each, thereby allowing an accurate analysis and a relevant readjustment of priorities as needed.

## Resources

- Annual Human Resources report comparing the situations of women and men within the workplace, and sharing access to the report with all staff
- Presentation of annual data to the institution’s governing and elected bodies
- Gender bias training presentations and guides

## Contact

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**Proven  
Solution**

Equal Representation At Leadership

# **Standard Bank Group**

## **Increasing the number of female chief executives**

## Global Context

**Although numbers vary from one region to another, globally women occupy about 9% of Chief Executive positions and 23% of C-suite positions. The McKinsey 2016 Women Matter Africa report indicated that only 5% of Chief Executives in the African corporate sector were women. This is an area requiring increased focus and attention.**

In 2018, only two out of 20 (10%) Chief Executives (Ces) in Standard Bank's Africa Regions (AR) business were women. This was clearly too low. The conversation about the need to address this had already started prior to the bank's engagement with HeForShe, but the work was accelerated when the bank publicly committed to a target of 20% representation of women in AR CE positions by 2021 as one of our HeForShe commitments.

It was in this context that we developed the AR Last Mile programme, aimed at accelerating the progression of identified CE successors to a state of readiness for appointment into a CE position, with a particular focus on women successors.

While the identification of potential successors for CE roles has always formed an integral part of the annual talent review process, we identified a need for a bespoke development programme with development solutions to better enable successor readiness with a particular focus on identifying and developing women successors.

"There's nothing fancy about our Last Mile programme – and that's a very good thing. It's simply an objective, deliberate and transparent process to identify, develop and encourage talented leaders in our Africa Regions business, with a particular emphasis on women. Objectivity is very

important to the programme's success. We know precisely what skills and characteristics we need in our leaders – and these don't include concepts that could disguise or enable gender prejudice. Discipline and transparency are equally essential – we have a published target and we expect to be held to it. The programme has only been in place for a year and we've already announced the appointment of two new female Chief Executives, identified from our own talent pool. The simplicity of the Last Mile programme is its strength: if we can do it, any organisation can."

**Sim Tshabalala, Chief Executive, Standard Bank Group**



Although numbers vary from one region to another, globally women occupy about 9% of Chief Executive positions

## Key Stages of Implementation

# 1

### Step 1 Project Planning and Scoping

The objective of this stage is to determine the scope, context and final desired outcomes of the initiative and ensure stakeholder support. This phase involves identifying the core project team and preparing a project plan, identifying and engaging internal stakeholders, and clearly articulating short-, medium- and long-term success measures.

**Key Takeaway: Consultation with all stakeholders is critical to successful implementation. It can be time-consuming, but is time well spent.**

### Step 2 Identify Chief Executive Core Competencies

The purpose of this stage is to conduct internal and external research in order to identify non-negotiable core capabilities required to successfully carry out the role of a Chief Executive. During this phase of the project, all existing internal frameworks and codes relevant to the role of a CE are identified and collated. In addition, external research and benchmarking on CE capabilities is conducted. Finally, in the context of Standard Bank, current CEs in the Africa Regions were interviewed to understand the key experiences which contributed to their readiness to become a CE. As a result, seven core capabilities emerged to become the Chief Executive Capability Blueprint.

**Key Takeaway: Conducting research which accessed various sources supported the generation of a blueprint that was based on qualitative as well as quantitative evidence.**

# 2

# 3

### Step 3: Develop Learning Pathways

The output of this phase is a framework for critical experience interventions to ensure development of each capability against the Capability Blueprint. Extensive desktop research is undertaken and subject matter experts engaged to understand what is already being done successfully in other organizations and contexts to develop CE successors. Existing leadership development programmes in the organization are also audited. This contributes to the design of a menu of interventions that can be tailored to the individual development needs of each identified successor. Each intervention is linked to one or more of the seven core identified capabilities.

**Key Takeaway: 70% of the development must take place through experience and exposure (rather than a programme or course), 20% is learning through others and only 10% through formal educational input.**

### Step 4 Identify and Assess Programme Participants

The objective of this stage is to identify a suitably representative pool of successors for CE positions, understand their development needs against the Capability Blueprint and develop a bespoke development programme for each individual. Talent pools are reviewed to identify “ready now” and “ready in one-to-two years” successors. To ensure adequate representation of women, additional women were also chosen from the “ready in three-to-five years” pool. All identified candidates complete a suite of assessments so that development needs can be identified and bespoke, individualized development programmes can be developed.

**Key Takeaways: Talent identification processes can sometimes fail to identify women as potential successors because they don’t always fit current accepted paradigms of what a “leader” is. By**

# 4

developing a Capability Blueprint, it is possible to objectively map people against an agreed set of characteristics, rather than rely on subjective interpretations of leadership.

**Talent identification processes can sometimes fail to identify women as potential successors because they don’t always fit current accepted paradigms of what a “leader” is.**



### Step 5 Implementation and the results

Actual deployment of the bespoke programmes was initiated in Q1 2020. However, in the process of identifying and assessing participants in 2019, it emerged that one of the women who was supposedly in the “ready in three-to-five years” pool was actually “ready now”. She was encouraged to apply for a vacant CE role and was properly coached and prepared for the process. Anne Juuko’s appointment as Chief Executive of our Uganda business took effect on 1 April 2020.

Anne has herself acknowledged that she would never have imagined applying for the vacancy if she had not been identified as a rising star through the process, encouraged to apply, and supported in preparing for the selection process.

Towards the end of 2020, a second programme participant, Mercia Geises, was appointed as Chief Executive for Standard Bank Namibia. She will assume this position on 1 May 2021.

To have two women Chief Executives appointed in the space of one year is an achievement of which we are very proud.

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### To have two women Chief Executives appointed in the space of one year is an achievement of which we are very proud.

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### Resources

 [Capability Blueprint](#) Awaiting link to be placed here

### Contact

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**Proven  
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Equal Representation At Leadership

# **UK Policing** **Achieving gender equality in policing**

## Global Context

**Police forces globally are heavily male-dominated organizations. Given their unique role in protecting communities from the types of violence experienced by women and girls which originates from the societal power-imbalance between men and women, becoming gender-equal in terms of how they look and how they operate is key to their legitimacy.**

This solution is based on the experience of UK Police Forces in seeking to address gender inequality and may be replicated in other forces across the world.

Despite the fact that women have been policing in the UK for more than 100 years, men continue to progress at a disproportionately higher rate than women leading to a significant imbalance in senior positions across nearly every single police force, all of which remain imbalanced in terms of the proportion of women officers compared to the communities they serve.

Within the UK, approximately 2m adults experience domestic abuse each year, with women being twice as likely to experience it

than men. Domestic abuse is a key priority for police forces but the link between this and the cultural issues that underpin how their organizations operate and therefore respond to this abuse was not always recognized in practice.

“Policing in the UK recognizes its fundamental responsibility to be representative of all the communities we serve. We know that all too often men have the power and it is our responsibility to support, mentor and champion the cause of women. We have seen real progress with a number of forces having 50/50 gender recruitment and significant rises in the number of women Chief Constables.

I hope the steps we have taken will be useful to other forces. We know there is much still to do, including addressing disproportionality in senior posts and specialist functions, and eliminating unacceptable behaviours towards women. With resolve and humility, we can make the police a fair, trusted and representative part of the justice system.”

**Carl Foulkes, Chief Constable of North Wales; Diversity and Ethics Strategic Lead, National Police Chiefs Council**



**We know that all too often men have the power and it is our responsibility to support, mentor and champion the cause of women.**

**Carl Foulkes, Chief Constable of North Wales; Diversity and Ethics Strategic Lead, National Police Chiefs Council**

## Key Stages of Implementation

Three key steps were undertaken to unite UK policing in their approach towards achieving gender equality:

# 1

### Step 1 Explaining and Influencing

It was firstly important to introduce the concept of HeForShe across UK police forces. The brand provided a powerful tool to spread the message of gender equality and acted as a starting point for relevant conversations.

It was also important to explain why UK policing needed HeForShe. National data demonstrated the under-representation of women throughout policing and the scale of violence against women and girls within communities. The data was used to

## National data demonstrated the under-representation of women throughout policing and the scale of violence against women and girls within communities.

influence the appropriate people within each force who could accelerate change. The most senior ranking officer within each UK police force is the Chief Constable and in the majority of forces this is a man. The most senior male from every force was invited to a national event in May 2018 to learn more about HeForShe. It was also recognized that whilst this individual could influence work within their force, it was likely that another person within the organization would progress activity. Therefore a HeForShe single point of contact for each force was nominated and a network of contacts established.

Key conferences and events throughout the year were attended to raise awareness of HeForShe and continually promote the message to a targeted audience. As the movement gained momentum, different forces and organizations that supported policing asked for a presentation to be made at local and national conferences.

### Step 2 Seeking a clear commitment

Every police force within the UK was asked to make the same three commitments:

- To engage with the workforce to discuss gender equality within the workplace and to aspire to improve the gender imbalances at senior levels within policing
- Continue to work to combat domestic abuse and sexual abuse in society to create communities free from such abuse
- Support the annual reporting of gender equality information.

It was important for all forces to make the same three clear commitments, allowing progress to be easily monitored and to promote the sharing of best practices and working together as a network for change.

# 2

Likewise, the commitments needed to be realistic and achievable in order for forces to support the movement.

The commitments were introduced at a national event in May 2018. The most senior male from every police force was asked to attend and sign up to the commitments on behalf of their force. This event provided commitment from 62% of the 45 police forces in the UK. Further commitment was received by supporting police services such as the College of Policing, British Transport Police and the Police Superintendents' Association.

## In March 2019, it was announced at a national event for senior women in policing that all UK police forces had made a commitment to HeForShe and were working towards achieving gender equality.

The remaining forces were individually contacted and encouraged to participate by making their own commitment. A key element to this was the success of the national event; having signed up the critical mass the others were supportive in following the movement. Evidence of activity and the improvements made were shared with other forces, demonstrating success is possible. In March 2019, it was announced at a national event for senior women in policing that all UK police forces had made a commitment to HeForShe and were working towards achieving gender equality.



### Step 3 Demonstrating accountability and continuing momentum

Once a national sign-up to HeForShe across policing in the UK was achieved it was important to provide a level of accountability and ensure the momentum gained from national events was maintained.

The solution to this was producing an annual report. Gender Equality in UK Policing: First Annual Report was publicly launched in November 2019. It contains national and local data, as well as best practice examples from all 45 police forces. The report acts as a benchmark for UK policing and demonstrates the clear commitment and desire to achieve gender equality. The production of the report provided a level of accountability for every force as well as a desire to be seen as undertaking positive activity when compared to other forces

publicly. Since the event, the report has been a catalyst for activity, inspiring forces to act and learn from each other.

The report will be produced annually in order to demonstrate progress and promote innovative activity. This will continue the momentum of the movement and the level of accountability in producing the report that has been established, both by us as the lead force and the public.

Opportunities to attend (physically and virtually) notable conference and events to promote HeForShe and inspire activity are taken, including the development of a best practice event to support progress and coordinate local activity.

**Gender Equality in UK Policing: First Annual Report was publicly launched in November 2019. It contains national and local data, as well as best practice examples from all 45 police forces.**

### Resources

A pack of resources was provided to every police force once they had made their commitment to HeForShe. This included artwork for posters and leaflets, access to promotional items and an action plan template with suggested activity. We also produced a video of a senior male officer explaining how HeForShe relates to policing and using his personal experiences to demonstrate why men should support gender equality. This was a powerful message used by many forces to raise awareness.

Strong communications support was required to promote the movement both internally and externally, as well as produce and promote the annual report.

A HeForShe Programme Manager was employed to monitor and progress internal activity as well as coordinate the national sign-up and support. In addition to this, work was undertaken by dedicated and passionate individuals as part of their core role and as a clear focus for the force.

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**Proven  
Solution**

Equal Representation At Leadership

**Unilever**  
**Achieving gender  
balance in  
management**

## Global Context

**Unilever is a consumer goods company with more than 400 brands and a presence in 190 countries. We have around 149,000 employees, of whom about 10,000 work in management roles.**

**It's important to us that we reflect the people we serve and the communities in which we operate, as well as having an inclusive organisation.**

Improving gender equality is therefore a fundamental part of ensuring the company is in tune with the social environment. The visibility of our brands also gives us an opportunity – and even a responsibility – to show active leadership in the movement for gender equality.

We therefore set ourselves a target of building a gender-balanced organisation, focusing on our management. From 38% of women in management in 2010, we reached our 50:50 target in 2019, a year ahead of schedule. We maintained this balance in 2020.

While we still have more to do in other areas of our business, this was an important milestone. We've made significant progress over many years through our commitments to empowering women, to achieving gender balance, and to fair workplace practices that aim to tackle discrimination and bias.

"I am proud of the work we have done within the organisation, across our extended value chain and through our brands to create greater equality for women. But there is much more to do and as CEO I am committed to driving progress further and faster throughout our business and in the industry."

**Alan Jope, CEO  
Unilever**



50% of Unilever management positions in 2020 are held by women

## Key Stages of Implementation



### Step 1 Achieving commitment from top leaders

We established a Global Diversity Board (GDB) which includes senior leaders who set the tone for the rest of the organisation to follow. Most members of the GDB are also on the Unilever Leadership Executive (ULE), which is our most senior body of leaders. The GDB is accountable for setting the D&I strategy, giving direction and acting as a catalyst to achieve the agreed vision and goals. The CEO, Alan Jope, chairs the GDB.

**When senior leaders demonstrate their commitment, behaviours change and norms begin to shift in the right direction.**

**When senior leaders demonstrate their commitment, behaviours change and norms begin to shift in the right direction.**

### Step 2 Taking data-driven action with a focus on inclusive culture

We set targets for the totality of the company and for markets and functions. Looking at historical data, current situations and challenges, we set stretching but achievable targets for every part of the business. For example, Supply Chain is an area that was known for having a lower female representation, had specific targets and focused plans. Monthly reports on progress are shared with the ULE who take action on an ongoing basis to make course corrections as needed. The GDB reviews progress three times a year. The deep connection between an inclusive culture and a thriving diverse workforce is always at the forefront of conversations on metrics.

**Meaningful targets enable progress to be measured while providing objective evidence about which actions are effective. Targets must be realistic and suited to the organisation's unique circumstances.**



### Step 3: Having business leaders drive change

D&I at Unilever is not isolated from the business. Our business is led by our brands and our brands are not only shaping cultures externally but also policies internally. The Head of Diversity and Inclusion at Unilever, Aline Santos, is also the Executive Vice President of Global Marketing. This has been an important step in integrating the gender balance lens throughout the business and in elevating the conversations in leadership meetings beyond the human resources (HR) function.

**Seeing diversity and inclusion as integral aspects of the business means that any inequalities are more obvious in every aspect of the organisation's work – and more readily challenged. This perspective also helps in the development of the organisation's products and services, making sure they are reaching their potential markets and being valued by customers.**



**The deep connection between an inclusive culture and a thriving diverse workforce is always at the forefront of conversations on metrics.**



**Step 4 Committing to flexible working**

We committed to promoting agile or flexible working throughout the business, giving employees more control over how, when and where they work.

Agile working includes an array of flexible working programmes including: Working part-time (fewer than five full days a week, a reduced shift pattern or term-time working), alternative start and finish times or varied work patterns, a commitment to work from home for a specified number of days per week, job share (splitting a role with a partner, where both partners work part-time) and the ability for people to vary their working locations depending on where they need to be and what they need to achieve. All employees are encouraged to discuss their flexible working arrangements with their line managers. This has been especially helpful for women who need to balance their responsibilities at home and work.

**The experience of the global coronavirus pandemic suggests that pre-existing trends towards flexible working will be reinforced and even accelerated. This is a key opportunity to develop innovative working options which can contribute to greater gender equality.**

**We committed to promoting agile or flexible working throughout the business, giving employees more control over how, when and where they work.**



**Step 5 Amplifying impact through a dedicated network**

With a worldwide presence and many variations across markets, any meaningful activation of D&I initiatives needs a close-knit network of dedicated people. We have this with our network of D&I Champions – nearly 100 employees around the world who have set the benchmark for how a global community can really power our agenda.

**Active networks provide motivation and a sense of community while acting as a vital means of sharing ideas. Organisations should see time spent on networks as an investment in organisational development and an important source of support for gender equality programmes.**

**How to set targets for your organisation**

Hotspot	Accountable Leader	2020 HC	2020 Female HC	Target Female HC	Current	Target	Delta	Gap to target
Location	Leader	The ending headcount of your organization	The ending number of women in your organization	The number of women you organization will reach after meeting target	The ending % of women in your organization	The % of women in your organization once target is met	The number of women needed to meet your target	The % increase needed to meet your target

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**Proven  
Solution**

Equal Representation At Leadership

**University of Waterloo**  
**Pathways to leadership:  
increasing gender  
diversity in the academy**

## Global Context

**Today, less than 30 percent of Canadian university presidents identify as women according to a recent report on the 2019 national survey of Canadian universities. Over three decades, unequal representation of women-identified leaders at the top of academic organizations has remained largely unchanged.**

Similar challenges exist for women-identifying faculty members, particularly for women-identifying individuals within and across equity-deserving groups. The United Nations global HeForShe IMPACT commitments made by 10 universities, and subsequent outcomes already seen, demonstrate that by making gender equity a priority at the most senior levels of academic leadership, real and sustained progress can be realized.

University of Waterloo (UW) made a commitment to advance gender equity goals among faculty and its senior leadership, and has made considerable progress on both fronts in a short amount of time. At UW today,

women-identifying faculty now make up 30.4 percent of total full time faculty members, and 50 percent of the most senior academic administrators (Vice-Presidents and Deans) are women-identifying.

“As a HeForShe Champion, I am proud of the important steps UW has taken to ensure gender equity is and remains a priority throughout the organization. Through leadership, embedded HREI structure, equitable hiring and recruitment strategies, and creating a culture of equity through allyship, a foundation is now in place – the results of which are already seen and felt around our campus community.

Pursuing gender equity is an active and ongoing process, which benefits all men and women-identifying students, faculty and staff at University of Waterloo. This shared belief and commitment is what will ensure a thriving culture of equity continues for the next generation of campus community members.”

**Feridun Hamdullahpur, President and Vice Chancellor**



Today, less than 30 percent of Canadian university presidents identify as women according to a recent report on the 2019 national survey of Canadian universities

## Key Stages of Implementation

# 1

### Step 1 Leadership at the highest level

Visible and vocal leadership at the most senior level was required to set the tone. Tangible action such as actively participating in equity discussions and forums, and hiring an advisor on women and gender issues, set the tone across the organization. This consistent support sent a strong message that equity was not a nice to have, but was a must have.

**Today, 50 percent of its most senior administration are women-identifying. In the same time period, UW saw a 4.5 percent increase of women-identifying full time faculty to 30.4 percent across the institution.**

At the start of Dr. Hamdullahpur's tenure as UW President in 2011, women made up just 20 percent of its most senior administration. Today, 50 percent of its most senior administration are women-identifying. In the same time period, UW saw a 4.5 percent increase of women-identifying full time faculty to 30.4 percent across the institution.

**The leader of the organization must be a visible and vocal champion, not only setting a tone of inclusion, but actively and strategically advancing gender equity goals.**

### Step 2 Embedded Structure

In 2016, with the support of the President, the position of Associate Vice-President, Human Rights, Equity and Inclusion (HREI) was created. Today this position leads a thriving team focused exclusively on equity, sexual violence response and prevention, conflict management and human rights, Indigenous initiatives, and education and training.

Tangible high impact initiatives by HREI included creating space and opportunity for women within the academy to form networks through women-only events, which focused on speaker series and writing workshops. Focused efforts on addressing sexual violence and creating a consent culture on our campus were supported by senior leaders at the highest level.

**Equity and diversity require dedicated attention and strategic action of an individual and office that is accountable at the highest levels of leadership within the organization.**

# 2

### Step 3: Equitable Hiring Policies, Practices and Processes

To develop an equitable recruitment strategy, HREI created a committee to review all hiring policies and procedures.

We began by doing a pilot review using the Canada Research Chairs (CRC) and Canada Excellence Research Chairs (CERC) Equity Action Plan as the framework for conducting an employment review. We analyzed data from 2017 onwards to examine the gender breakdown of candidates shortlisted for

interviews and the successful applicants for faculty positions. This data was presented to the President to highlight gaps and areas for further focus. We then reviewed language within job descriptions at the institution, and revised language for CRC and CERC positions to prioritize candidates who identify as women. These positions are in areas where women have historically been underrepresented.

By starting with a small test study, we were able to present gaps to senior leadership and implement wider, cross-campus equitable hiring training. The Equity Office developed an Equitable Hiring toolkit that is used widely across campus. Given that language is never static, this document has continued to be updated since its creation.

**To develop a more equitable hiring process, establish strategies to set benchmarks, make adjustments, and address unconscious bias among hiring panels, including at the most senior levels**

# 3



## Step 4 Creating a Culture of Equity Through Allyship

Using an advocacy model and framework, HREI recruited allies in each Faculty of the institution. These Faculty Advocates organized events, workshops, trainings, speaker series, and other initiatives. They met as a group twice each semester to share progress, challenges and ideas to overcome barriers, further advancing common goals of gender equity. HREI provided practical communications and engagement support to Faculty Advocates. Achievements in this area included student-directed communications through faculty, which focused on how to create and support gender and sexual identity within the classroom.

Allyship was further advanced through the development of Men's Circle workshops, which explores how men can be leaders in creating a safer and thriving campus. Research on gender equity was encouraged through the awarding of HeForShe equity research grants. One such grant contributed to research that was used to negotiate more equitable parental leave policy at the institution.

**Allies are an effective way to further model, prioritize and reinforce equity on the ground, across an organization.**

## Resources

[Men's Circle workshop framework](#)

[Equitable Recruitment and Selection](#)

We offer a training module to supplement the **in-person training**, along with a **virtual version**, and also provide a **toolkit** to assist in the entire process of equitable hiring.

## Contact

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# Canada

**Advancing gender equality  
through the implementation  
of gender-based analysis  
plus (GBA+)**

## Global Context

**While many advances have been made, significant equality gaps remain between women, men and gender-diverse people.**

In 2020, women in Canada earned on average only 89 cents to every dollar earned by men. Women are also more likely to experience domestic and sexual violence. They also continue to be under-represented in leadership and executive positions, occupying 34% of all new appointments to the boards of Canada's 100 largest publicly traded companies in the last six years (2014-2020). The gap is even larger for women with particular intersecting identify factors, such as Indigenous, Black and other racialized peoples, religious minorities, trans women and women with disabilities.

Around the world, the COVID-19 pandemic has exposed vulnerabilities in social, political, and economic systems that threaten decades of progress on gender equality. In addition, gaps are exacerbated when individuals hold multiple intersecting identities in which they face systemic barriers, marginalization, and vulnerability. For example, in Canada the COVID-19 crisis has exacerbated existing economic, health, and social inequalities, creating disproportionate impacts on cis and trans women, Two-Spirit and gender-diverse people, especially for those from equity-deserving communities.

"To create a country, a world, and an economy that works for everyone, we have to recognize that public policy impacts people differently. That's why we have put gender equality and intersectionality at the heart of everything we do. From appointing Canada's first gender-balanced cabinet and creating a government department for Women and Gender Equality, to applying Gender-based Analysis Plus (GBA+) to every policy decision we make, Canada is focused on creating a country that leaves no one behind. But while we've made significant progress, we know that there is so much more to do.

That's why we're investing in early learning and child care, continuing to address gender based violence, both here at home and around the world, and finding real solutions to reverse the she-cession and get women back into the workforce. We will always keep striving for true equity."

**Rt. Hon Justin Trudeau  
Prime Minister of Canada**

# 34%

Women occupied 34% of all new appointments to the boards of Canada's 100 largest publicly traded companies in the last six years (2014-2020)

## Key Stages of Implementation

### Advancing gender equality and delivering on Gender-based Analysis Plus (GBA+) commitments is a shared responsibility across the Government of Canada

GBA+ is an analytical process used to assess how initiatives affect and are experienced by people of diverse and intersecting identities.

The “plus” in GBA+ acknowledges that GBA goes beyond biological (sex) and socio-cultural (gender) differences to include other identity factors like race, ethnicity, religion, age and mental or physical disability. Where gender identity is concerned, GBA+ is inclusive and can be applied to the needs of women (trans and cisgender women), men (trans and cisgender men), Two Spirit individuals, people who identify as non-binary, gender fluid, gender-diverse, and all gender identities.

As a whole-of-government strategy, every federal organization is responsible for incorporating GBA+ considerations into their work. The broad application of GBA+ is about ensuring that efforts are not restricted to promoting equality through specific measures to help women and targeted groups. It is about mobilizing all policies and measures specifically for the purpose of responding to the needs of all Canadians and advancing equality.

### Concretely this involves:

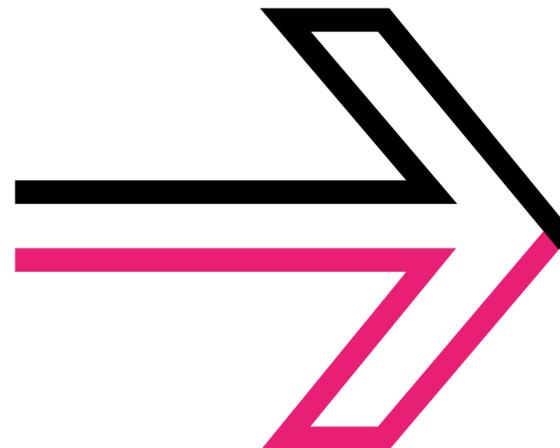
Systematically examining policies and initiatives and taking into account the possible impacts on diverse groups identifying gender and inclusion-related challenges, risks, opportunities and levers

Assessing how gender and inclusion considerations can shape the design and implementation of the initiative

Developing a gender and inclusion approach that includes action items and mitigation strategies that incorporate these considerations into all relevant aspects of the initiative. This is demonstrated through the gender responsive approach in Budget 2021 that took into account the gender-specific impacts of proposed investments.

In 2016, the Government of Canada released an Action Plan on GBA+ (2016-2020), outlining the Government’s renewed commitment to GBA+ and its plan to strengthen implementation across all federal departments.

### The Plan includes the following actions:

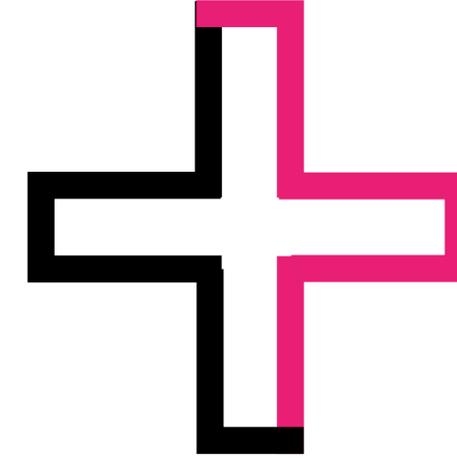


### Identifying and analyzing barriers to GBA+ implementation

The Department for Women and Gender Equality Canada (WAGE) works with other federal departments and agencies to identify and understand persistent challenges to GBA+ implementation. To overcome challenges and capitalize on opportunities, WAGE plays both a leadership and supporting role with a view to enable others to take meaningful action.

### Assessing and reporting on the implementation of GBA+ in federal departments

WAGE has developed a robust framework to monitor progress on GBA+ capacity and implementation across the federal government, as well as identify GBA+ informed outcomes and results. This includes periodically surveying federal departments and agencies on the state of GBA+ implementation. The first GBA+



Implementation Survey was conducted in 2016, and subsequently in 2017 and 2019. While the Survey found that capacity to conduct GBA+ had increased, and that GBA+ was consistently applied in Cabinet documents, it also identified ongoing challenges, such as inconsistent monitoring and reporting of GBA+ implementation and impacts. The results of the Survey continue to inform the Department’s work with federal departments and agencies to improve the quality and scope of GBA+.

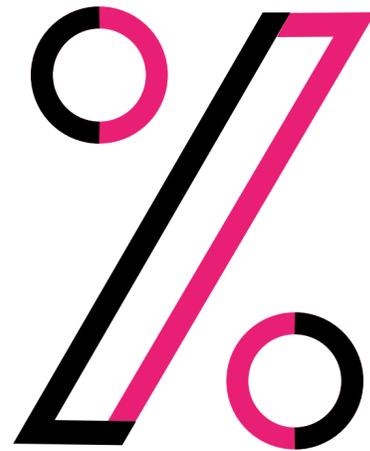
### Assessing and assigning sufficient resources to deliver the GBA+ mandate

The Government of Canada has made investments in GBA+-related measures in the 2016, 2017, 2018, 2019 and 2021 budget exercises.

Resources were targeted to strengthen GBA+ implementation in strategic areas to ensure that the foundation for success is in place, including:

- **Institutionalizing GBA+ across key areas of government business and decision-making**
- **Involving stakeholders (e.g. through a national GBA+ Forum held in November 2018)**
- **Setting clear equality measures (Budget 2018 introduces the Gender Results Framework that determines how progress is measured)**

- **Enhancing the availability of gender and diversity disaggregated data and analysis (e.g. Budget 2018 announced creation of a Centre for Gender, Diversity and Inclusion Statistics)**
- **Enhancing gender-based violence programming that aims to make communities more resilient to threats of gender-based violence and engages men and boys to end gender-based violence (e.g. Budget 2021's proposed investment of \$601.3 million over five years to advance towards a new National Action Plan to End Gender-based Violence)**
- **Investments to help women enter or return to the workforce post pandemic (e.g. Budget 2021 proposes new investments of up to \$30 billion over the next five years and \$9.2 billion ongoing for the introduction of a national early learning and childcare plan).**



The Government of Canada's response to COVID-19 has included robust GBA+ in the design and delivery of the initiatives implemented. The Government has launched a wide range of measures – in collaboration with provincial and territorial governments – to minimize the negative health, economic, and social impacts of this rapidly evolving crisis. Measures have been put in place to help those most in need, including Indigenous peoples, individuals experiencing gender-based violence, seniors, those living in poverty, small businesses, students, those living and working in long-term care facilities and not-for profit organizations.

The Department for Women and Gender Equality leads on the implementation of GBA+ across the Government of Canada. Much of its leadership is exercised by supporting and enabling others to act. This includes ensuring that GBA+ practitioners have the information, competencies and networks to deliver.

## Resources

The Government of Canada offers an online Introduction to GBA+ course that is available to anyone interested in learning more about GBA+. The course can be found at:

[https://cfc-swc.gc.ca/gba-acs/course-cours/eng/mod00/mod00\\_01\\_01.html](https://cfc-swc.gc.ca/gba-acs/course-cours/eng/mod00/mod00_01_01.html)

WAGE leads an interdepartmental community of practice, which meets regularly and has established a collaborative online space where federal departments can share knowledge, good practices, tools and training in areas of common interest.

WAGE also engages with other levels of government through the Federal/Provincial/Territorial Forum of Ministers Responsible for the Status of Women. Cooperation specific to GBA+ is undertaken through a dedicated working group that seeks to advance GBA+ and strengthen know-how for mainstreaming of gender and inclusion analysis more generally. The GBA+ Working Group is currently working on the development of a cross-jurisdiction evaluation framework. The framework is being designed to provide a common but flexible structure to evaluate the impact of GBA+ on policies, programs, services and ultimately on the clients governments in Canada serve.

## Contact

For inquiries about GBA+, contact the Department for Women and Gender Equality Canada.

Toll-Free: 1-855-969-9922

**General enquiries:** [communications@swc-cfc.gc.ca](mailto:communications@swc-cfc.gc.ca).

**Proven  
Solution**

Future Leaders

# **Exelon**

## **Growing future women leaders in STEM**

## Global Context

**According to a National Science Foundation 2017 report, approximately 30% of scientists and engineers are women. Additional research shows that African Americans make up 11 percent of the U.S. workforce but represent just 9% of STEM workers, while LatinX comprise 16 percent of the U.S. workforce but only 7% of all STEM workers.**

Exelon is dedicated to ensuring that young women are part of its solutions. However, an Exelon Foundation survey points to some challenges: while most teen girls believe their actions impact climate change, less than half feel prepared to deal with the issue. In addition, the survey found that while nearly two thirds of teen girls are confident that women have the skills needed to address climate change issues, only half agree that women will lead the efforts, and fewer than half believe there will be many jobs for women in the field.

In response, over three years the Exelon Foundation engaged 460 high school girls in its free, intensive summer STEM Innovation Leadership Academies. The company built those relationships and fostered new ones through school year STEM Days and monthly communications to increase awareness of and access to STEM careers, particularly related to solving climate change issues.

“By creating opportunities for young women to learn about and pursue STEM-related careers, we are helping develop the workforce of the future. We recognize that a diverse team of people – with different backgrounds, experiences, cultures, and perspectives – makes for a better, more innovative company and a stronger community partner.”

**Chris Crane,  
President and CEO, Exelon**



**We recognize that a diverse team of people – with different backgrounds, experiences, cultures, and perspectives – makes for a better, more innovative company and a stronger community partner.**

**Chris Crane,  
President and CEO, Exelon**

## Key Stages of Implementation

# 1

In early 2018 as Exelon began to formulate its concept of STEM Innovation Leadership Academies, the company reached out to a variety of existing partners for expert advice and resources to create the most valuable program for young women in high school.

### Step 1 Developing the initial Academy format

We reached out to the University of Maryland College Park and Illinois Institute of Technology to reserve dorm rooms and meeting spaces. These universities have been longtime partners for Exelon's HR department and send many graduates to work at Exelon's companies. In 2019, Exelon added an Academy at Drexel University in Philadelphia.

Exelon continued to consult with experts in youth programs, and particularly those focused on STEM, to develop these elements for a free, one-week summer program:

- Approximately 60 young women (rising juniors and seniors in high school) at each Academy
- Hands-on activities
- Field trips to Exelon work locations
- Panels and other interactions with a wide variety of Exelon employees
- A special dinner where students could network with Exelon executives and hear from a panel of civic and corporate leaders
- An "energy challenge" to be worked on throughout the week by teams of students.

# 2

### Step 2 Refining the Academy content

While Exelon arranged visits to its work sites and recruited employee speakers, it turned to longtime partner, The National Energy Education Development Project (NEED), for expertise in developing the Academy schedule, curriculum, and "energy challenge." NEED brought its 35+ years of expertise to shape the Academy schedule and the activities to ensure students had fun while learning about energy and Exelon's business. NEED was also contracted to hire all teachers/chaperones as well as manage all transportation, catering, housing, supplies, student applications and family registration packets.

### Step 3 Recruiting students

Exelon contacts in school districts and nonprofit partners in the Baltimore, Chicago, and Washington, DC areas helped promote applications to high school girls in their sophomore and junior years, primarily at public schools in under-resourced communities.

In Chicago, Exelon used those same contacts to promote two free spring STEM Days in 2018 that served to connect Exelon to students, many of whom also applied to the summer Academy. These events offered behind-the-scenes tours, hands-on activities and panel discussions with leaders.

School districts and nonprofit partners, along with NEED's contacts, were critical to getting the word out to schools and students. The Academy applications are intentionally easy to fill out to avoid barriers to student participation. There are no GPA or course requirements. For 60 spaces in each

# 3

**The Academy applications are intentionally easy to fill out to avoid barriers to student participation.**

Academy, approximately 75 students are accepted, and a wait list is offered.

Exelon and NEED host family orientations in Baltimore, Chicago, Philadelphia and Washington, DC to meet families, provide details about the program and answer questions

## Step 4 Assessing and improving the program

Exelon always seeks ways to engage its employees in the programs it funds. At the summer Academy and STEM Days, employees embrace the opportunity to share their career paths, personal challenges and successes, and specific expertise with students. It's been rewarding for students and employees to network and learn from each other, especially in specific activities such as the "energy challenge."



## Step 5 Assessing and improving the program

Exelon hired Arabella Advisors, a philanthropic consulting company, to evaluate the program after the first year. While best practices may vary depending on geography and socio-economic factors, the research recommended:

- High school programs that nurture an existing interest in STEM
- Long-term, high-intensity programs for encouraging a STEM major/career
- Project-based, hands-on, student-centered, and team-based inquiry rather than "transmission of information"
- Girls in late high school, particularly those who will be first-generation college students, need direct exposure to career options through site visits
- Regular contact with students and parents to share information and build relationships among peers and staff.

Based on those research results, Exelon increased interactive STEM Day programming



in our key cities to stay connected with students during the academic year and expose students to career options. Nonprofit partners such as museums, universities, and environmental organizations provide free content while Exelon pays for any catering and space rental and company employees attend to network with students. Two to three STEM Days occur in each of our four cities on Saturdays or after school and attract 15-30 students each. We also initiated STEMInist, a monthly e-newsletter to students and parents.

Because leadership development is a focus of the program, Academy alumnae are hired as junior counselors for the summer Academies, hosts at STEM Days, focus group participants and content providers for STEMInist e-newsletter.

Several evaluation tools help Exelon and NEED continuously identify program successes and areas for improvement:

- NEED surveys the Academy participants on the first and the last days to assess what they have learned about energy during the week.
- Each evening, Academy participants take a quick survey to rate the day's activities.
- Academy participants also take the PEAR Survey developed by Partnerships in Education and Resilience to measure a variety of STEM-related attitudes, including STEM engagement, STEM career knowledge, and STEM identity; using this national survey allows Exelon to compare responses from its program participants with students across the United States.

In 2020, due to COVID-19, all programs successfully moved to a virtual format.

## Resources

Collateral and assets such as flyers, internal and external communications, videos, photographs, and employee volunteer mentors.

 **Exelon Community Education**  
<https://www.exeloncorp.com/community/education>

 **Exelon STEM Leadership Academy**  
<https://exelonstemacademy.org/>

 **Exelon and Exelon Foundation Surprise Seven Female STEM Students with Full Ride College Scholarships**  
<https://www.exeloncorp.com/newsroom/exelon-and-exelon-foundation-surprise-seven-female-stem-students-with-full-ride-college-scholarships>

## Contact

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**Proven  
Solution**

Future Leaders

# **Stony Brook University**

## **Promoting success for women in STEM**

## Global Context

**The diversification of the STEM (Science, Technology, Engineering, Math) workforce is of national and global importance. Women who initially select STEM majors may experience several factors early in their academic careers which cause them to shift paths and pursue non-STEM majors.**

Worldwide, there is a gender gap in STEM. According to UNESCO Institute for Statistics, just under 30% of women comprise the world's scientific workforce. According to the U.S. Department of Education, approximately 57% of all postsecondary degrees awarded go to women, whereas just 34% of STEM degrees go to women. According to the U.S. Bureau of Labor Statistics, women represent only about 25% of workers in computer science and math related fields, and roughly 17% of workers in engineering and architectural fields. STEM workers earn higher wages, and when more women enter STEM fields, parity in the STEM workforce is achievable.

Stony Brook University has expanded our Women in Science and Engineering (WISE) program to address the gap between women and men in STEM. By offering a recruitment, retention and partnership plan, WISE promotes the success of women in STEM. In the last academic year alone WISE has expanded the number of women in its incoming cohort by 25%.

"Programs like WISE are a critical step in achieving gender parity in STEM. Now is the time when young women and girls need to see themselves in STEM—to see a career that will foster their own personal and professional growth, a space that will welcome their skills and perspectives, and a trajectory for them to become the next generations of leaders. Promoting and supporting gender equality in STEM benefits all of us for years to come, and WISE effectively leverages Stony Brook University's dedication to academic excellence and inclusion in order to build a more sustainable and equitable future."

**Maurie McInnis**  
President, Stony Brook University

34%

Approximately 57% of all postsecondary degrees go to women, whereas just 34% of STEM degrees go to women

## Key Stages of Implementation



### Step 1 Foster and develop excitement and interest for women to enter STEM majors in college

The first step to promote success for women in STEM is to recruit talented young women to pursue STEM. STEM jobs are projected to increase more rapidly over the next decade, and consequently retaining and graduating students of all genders with STEM degrees is a vital goal.

Recruitment of K-12 students into pipeline programs such as after school activities and summer camps allow them to be introduced at a young age to opportunities in STEM. Participation strengthens their sense of belonging and accomplishment in STEM.

Middle school and high school programs in which students engage in hands-on STEM activities led by mentors who serve as role models guide young women towards STEM career paths. Pipeline programs give young women the confidence to enter STEM majors in college. Situating the WISE Honors Program at an elite institution such as Stony Brook University attracts academically talented women to pursue STEM majors in a small, welcoming, supportive community within the larger research university.

This past school year, the Middle School and High School WISE Program welcomed more than 130 participants from various schools in the community to engage in hands on activities led by about 20 STEM role models. Students learned computer science and electrical engineering and they designed and built LED smart lights and circuit boards and wrote computer algorithms.

### Middle school and high school programs in which students engage in hands-on STEM activities led by mentors who serve as role models guide young women towards STEM career paths.

### Step 2 Provide support structures for women to gain a sense of identity in STEM and achieve success in their coursework.

Support structures such as mentoring, curriculum, and professional development promote STEM degree completion and STEM careers.

Matching students with mentors promotes their academic and professional success. Mentoring for first-year WISE students supports transitioning and acclimating to college life. Mentoring for upper level WISE students focuses on guidance for career path, discovery and participation in leadership experiences and transitioning to the workforce or graduate school. Mentored students have shown to have better academic outcomes than non-mentored students. Students who receive mentoring have higher grades semester to semester, and are retained in their majors at higher rates than their non-mentored counterparts. Mentors serve as positive role models, allowing mentees to build their STEM identities and thrive in academia and beyond. In the current academic year, 25 undergraduate women in STEM mentor 125 first year WISE students, and additional 75 other undergraduate WISE students are mentored by more than 60 graduate WISE mentors.

In addition, dozens more WISE students are matched with industry mentors through the Career Center Industry Connections mentoring program.

Offering a curriculum strategically designed to address important factors impacting the success of women in STEM majors uncover the challenges and opportunities that face students. Research has shown that women who are outnumbered by male counterparts in STEM classes are less likely to participate in classroom discussion, doubt their ability, and develop lower self-confidence to succeed in STEM. The curriculum serves to create a sense of belonging in STEM by encouraging interdisciplinary collaboration among like-minded women.



### Developing strong professional skills position women toward assuming leadership roles in industry and academia.

This past academic year, students engaged in 26 unique research projects in diverse STEM fields, including biochemistry, civil engineering, computer science, electrical engineering, marine science, and more.

Developing strong professional skills position women toward assuming leadership roles in industry and academia. Research has shown that an increase of STEM degrees for women has not correlated to the number of STEM leadership positions for women. A professional development program empowers female scientists, engineers, mathematicians, and health professionals to pursue leadership level positions. By developing their skills and understanding of topics ranging from interviewing, financial management, and salary negotiation to stereotype threat and communicating science, women equip themselves with the insight to become leaders.



### Step 3 Partner with faculty, campus offices, professional agencies, and industry to enrich course offerings and develop new initiatives.

Collaborating with members of the university and off-campus community and industry partners enhance and expand the reach and impact of the program. The partnership program encourages and collaborates with faculty, other campus members, and students to enrich course offerings and develop new initiatives. WISE facilitates and collaborates in interdisciplinary proposals, assists students and postdocs to prepare competitive fellowship proposals, and works with industry representatives to establish funding mechanisms to sustain the program. Industry partners offer internship experiences to students.

This past academic year, undergraduate students were introduced to 40 women faculty and industry professionals in a series of roundtable discussions called “Wonder Women in STEM.” Students learned about the challenges and successes of women in STEM from leaders in their respective fields. These conversations fostered appreciation and understanding of building a future in STEM. In addition, the WISE Leadership Workshop Series is offered to graduate women in STEM and covers topics ranging from achieving career aspirations, understanding diversity and inclusion, building skills in financial management, networking, and more.

**Strengthening women’s competencies across social, academic and professional spheres today positions them to be successful leaders in the STEM workforce of the future.**

## Resources

 [www.stonybrook.edu/wise](http://www.stonybrook.edu/wise)

 [www.stonybrook.edu](http://www.stonybrook.edu)

## Contact

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# **World Scouting**

**Mobilising young leaders  
to become change agents  
for gender equality**

## Global Context

**Engaging young people is crucial to achieving gender equality and ensuring that it becomes an embedded principle of society. The next generation will inherit a world with many complex, interrelated challenges and it's the duty of people in positions of responsibility to help them address these challenges.**

There are more than 54m scouts worldwide. Scouting has a unique power to engage young people in coordinated, enjoyable efforts to tackle some of the most pressing social, environmental and economic challenges facing our planet. We work alongside schools, families and other social organisations to inspire young people and help them to build a better world.

Globally, scouts have contributed more than two billion hours of community service towards the SDGs. However, we originally

had no tools or trainings devoted to SDG 5, gender equality. We therefore decided to develop specific materials, tools and trainings to ensure progress in gender equality throughout all the communities in which we are active around the world.

"Gender equality is more than an idea: it's the norm that should be lived in every family, circle and workplace. We developed a multi-year campaign and action kits that engage our wide membership in making an equitable world. Young people have the

power and imagination to change the status quo, and the need for change has never been so urgent. With the actions they take every day, they are turning an aspiration into reality for all the world's people."

**Ahmad Alhendawi, Secretary-General  
World Organization of the Scout Movement**



**We developed a multi-year campaign and action kits that engage our wide membership in making an equitable world. Young people have the power and imagination to change the status quo, and the need for change has never been so urgent.**

**Ahmad Alhendawi, Secretary-General  
World Organization of the Scout Movement**

## Key Stages of Implementation

# 1

### Step 1 Creating relevant, engaging education materials

We developed an Action Kit consisting of a set of activities on gender equality that can be carried out by all scouts and adults of all ages. The materials include information about the global context, games and simple steps scouts can take, including ideas for advocacy and social media activity. The Action Kit is available in five different levels and the activities can be adapted to each country's circumstances. We ran webinars

in five Scout Regions to train leaders in the Action Kit so that they could implement it worldwide. As well as the Action Kit, World Scouting developed an e-learning training course about gender equality which is available to all scouts.

It's important to develop engaging, interactive educational materials which capture young people's imagination and inspire conversations about gender equality as well as providing clear, simple and memorable actions that they can take in their daily lives.

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**It's important to develop engaging, interactive educational materials which capture young people's imagination and inspire conversations about gender equality.**

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### Step 2 Mobilising for a common, compelling goal

We aimed to engage 50m scouts in the world's largest coordinated youth contribution to the 17 SDGs. To support this, we developed the SDG Hub: an online platform that provides scouts with an understanding about the SDGs, explains how they can contribute to the goals in their communities and enables them to log their community service hours. The SDG Hub also offers user-generated content that allows scouts to write about their projects and submit them to be featured on the platform. We made great progress towards SDG 5 through the use of the hub.

Having a centrally available platform combining information resources with tools for capturing progress helps to support individual and team efforts, while giving everyone involved a sense of purpose and appreciation of the community's diverse approaches to the common goal.

# 2

# 3

### Step 3 Creating a communications strategy and implementing awareness campaigns

We ran several campaigns to promote gender equality with calls to action for young people through articles, videos and inspiring projects. An important aspect was recognising and promoting projects that are impacting the community, especially those developed by young people. By having young people advocating for gender equality to other young people, the number of projects that focused on gender equality and women and girl empowerment grew exponentially.

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**By having young people advocating for gender equality to other young people, the number of projects that focused on gender equality and women and girl empowerment grew exponentially.**

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Awareness campaigns work best when they highlight the achievements of the target audience, enabling everyone to see themselves in the work of others and identify with the wider movement for gender equality on a personal basis.

## Step 4 Training and enabling leaders

We provided training opportunities for our adult leaders with the necessary tools and knowledge to help them influence, educate and empower young people to take action. This was done through regional workshops, sessions in regional and national conferences and webinars.

Leaders need tailored training so that they can support young people in their actions. It's important that they are enabled to help the young people rather than take projects over. World Scouts has an active tradition of empowering young people with skills, judgement and a sense of service, which may make it easier for us to design appropriate training for leaders. However every organisation recognises that leadership training must be different from task training – achieving gender equality requires the same kind of distinction.



## Step 5 Maintaining a strong presence in relevant events

We included our gender equality activities in events worldwide, promoting gender equality to all age ranges and raising awareness.

Initiatives for gender equality need to be sustained and embedded wherever possible in relevant events held by the organisation. Events provide the ideal opportunity to introduce new joiners to the initiative, report on progress and allow those involved to share their experiences and achievements to date.

## Step 6 Monitoring and evaluating impact

We set up processes for assessing the progress of the initiatives so that we could make any necessary adjustments.

Gender equality can and should be managed in the same way as any other transformative activity. By measuring progress against goals, leaders can change their approach at local or global levels, as well as identifying areas of early success which can provide learning to others.



## Resources

-  [HeForShe Action Kit and webinars](#)
-  [SDG Hub](#)
-  [E-learning course on gender equality](#)
-  [Webinar on ending gender-based violence](#)
-  [Gender equality self-assessment tool for national organisations](#)

## Contact

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**Proven  
Solution**

New Cultural Norms

# **Electronic Arts**

## **Designing inclusive products for a global audience**

## Global Context

**Video games now permeate all areas of life and reach players of all backgrounds globally. Although women are almost half of today's global gaming community, the opportunity remains to continue expanding and diversifying gender representation in games.**

Video games now permeate all areas of life and reach players of all backgrounds globally. Although women are almost half of today's global gaming community, the opportunity remains to continue expanding and diversifying gender representation in games.

Creating experiences with representation in mind is an intrinsic principle for our company, deeply rooted in our teams' creative processes and illustrated in our games like STAR WARS Battlefront II, The Sims and our EA SPORTS franchises. We believe interactive entertainment has the profound ability to reflect and propel the gender equality movement, and we

are committed to gender representation in games to help inspire inclusive communities. Women, people of color, and of all abilities and other underrepresented talent groups still experience friction feeling accepted in the gaming community. The main problem is the lack of representation and the sense of being in the "Out group".

To create powerful experiences for our global community of players, our games, characters and character experiences must be as diverse as our communities. This means advancing representation in our games and creating authentic experiences that resonate with our players.

"At Electronic Arts we are here to inspire the world to play, and in pursuit of that we seek to create experiences for everyone that reflect the diversity of the world around us. Representation is vital to this, and we've launched programs like our Inclusion Framework to ensure we're embracing inclusion and representation in our games, with more female characters, various ethnicities, and other underrepresented identities. Games are for everyone, and we want all our players to see themselves in the experiences they enjoy."

**Andrew Wilson,  
CEO, Electronic Arts**



**We believe interactive entertainment has the profound ability to reflect and propel the gender equality movement, and we are committed to gender representation in games to help inspire inclusive communities.**

Andrew Wilson,  
CEO, Electronic Arts

## Key Stages of Implementation

# 1

### Step 1 Real change starts from the top

There are many similarities between changing culture to be inclusive and changing the way we make games to be inclusive. Change needs to start from the top executive layer of your organization.

- Define your core values and beliefs for your organization in the context of DEI.
- Align them with your business strategy and create a culture strategy with checks and balances to ensure and measure accountability.
- Get buy-in from the business leaders and have them support the mission visibly.
- Real change will come if it is a combination of grassroots and business initiatives.

### Change needs to start from the top executive layer of your organization.

### Step 2 DEI training and building a common language across the company – connect DEI with the business

- Define what Inclusion, Diversity and Equality mean for your organization. Reference these terms in all activities and initiatives. Getting your organization on the same understanding and language when it comes to I&D helps immensely.
- Focus on educating all employees about unconscious bias and understanding the business imperative of I&D. Have your teams go through I&D and unconscious bias training.

# 2

- Layer your efforts to address all employees, middle managers and your top senior executives. Focus your efforts on the senior leaders across the organization because they make key decisions that can make or break your initiative.
- Integrate I&D into the people practices and systems at Talent reviews, focal processes and ensure your HR organization is consistent in carrying out I&D strategies in everything they do to support their business.

### Focus on educating all employees about unconscious bias and understanding the business imperative of I&D.

### Step 3 Involve your employees and build a community

- Leverage the cultural experiences of your employees to contribute to your products, your team culture, and your inclusive production processes.
- Make an intentional effort to bring inclusive practices, thinking and design into everything you do, because inclusion does not happen by default.
- To increase your Inclusive Design IQ, explore strategic partnerships with advocacy groups to find and amplify diverse, creative voices within your company and consumer communities, as this will help you on your journey to make products more inclusive and authentic.
- Locate and nurture your change agents.
- Remember: Every organization, product and team are different – you will have to meet them where they are and tailor the approach to suit them.

# 3

- Be agile with your goals and approach and keep iterating.
- Accept that you will not get everything right from the start. You will need to test what process, engagement and operating model works for your team and company.
- Plan to dedicate people to this effort to accelerate change, stay open minded and customize your approach.
- Any guiding questions should be asked during the design process.
- Get product leadership buy-in and support as early as possible in the process.
- Determine pilot projects and local champions who can help you understand how to improve your operating model.



## Step 4 Be agile with your goals and approach and keep iterating

Accept that you will not get everything right from the start; You will need to test what process, engagement and operating model works for your team and company. Plan to dedicate people to this effort to accelerate change, stay open minded and customize your approach.

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## Resources



We've shared the impact of and our commitments to Creating Inclusive Games on page 11 of [EA's 2020 Impact Report](#).

[EA's Inclusion Framework \(Webinar\)](#)– In July 2020 Tulay McNally, Director of Inclusive Design & Product Development at EA Studios gave a webinar at the [Fairplay Alliance](#) to present EA's Inclusion Framework and how it helps guide developers to create inclusive player experiences that enable greater cultural and diverse representation in our games. The webinar shows how developers work with employee resource groups and we share some examples from games such as FIFA and The Sims.

Reference source used on the impact of inclusion on consumer sentiment and purchases of video games: [Newzoo's Diversity & Inclusion Study: Half of Players Want More Diverse Characters in Games; Gamers Want Publishers to Take a Stance on Societal Issues](#)

## Contact

### Julie Wynn

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**Koç Holding**  
**Mainstreaming  
diversity and gender  
equality in marketing  
communications**

## Global Context

**Media and mass communications are very powerful in influencing gender stereotypes in society. Gender stereotypes are at the root of most barriers including occupational segregation, unpaid care work, lack of access to technology and gender-based violence which are holding women back. Brands play a critical role in addressing gender stereotypes and mainstreaming gender equality and diversity in their marketing and advertising efforts.**

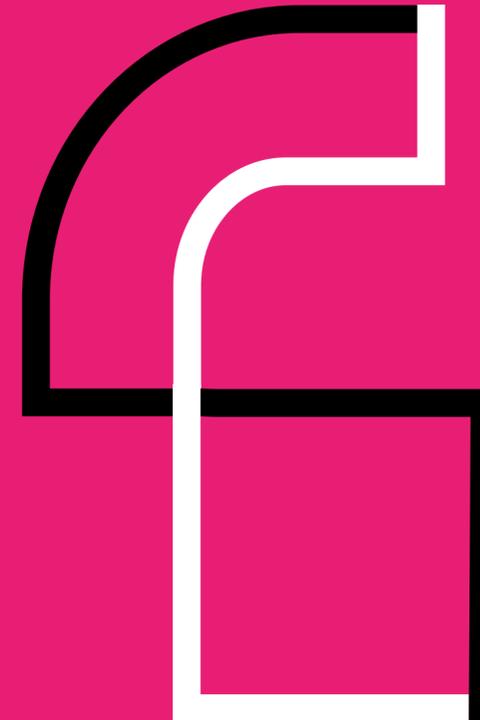
According to research among Effie Award winning commercials in Turkey, representation of women changes drastically based on sector and job category. The lowest female representation in lead roles is in banking and finance with 14%, whereas it rises to 86% in the domestic cleaning sector. Voiceovers are dominated by male characters (86%) and even in those commercials, where the main character is female, the voice over is mostly male (67%). Characters are portrayed in traditional roles with only 6% of female main characters in non-traditional roles.

As Koç Group, we acknowledged the potential of change through mass communications and to that end we have introduced standards to our brand communications and advocate role models through mass media to transform our brand communications and thereby scale our impact.

“Addressing gender stereotypes lies at the core of gender equality. As Koç Holding, our experience in the past five years proved that the role of business in tackling gender stereotypes is not limited to the workplace.

Corporate and brand communications offer a crucial platform for overcoming traditional stereotypes and promoting diverse and inclusive gender roles. I invite all business leaders to contribute to positive social change by applying a gender equality filter to their communications.”

**Ömer M. Koç,**  
**Chair of the Board, Koç Holding**



**Corporate and brand communications offer a crucial platform for overcoming traditional stereotypes and promoting diverse and inclusive gender roles. I invite all business leaders to contribute to positive social change by applying a gender equality filter to their communications.**

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## Key Stages of Implementation

# 1

### Step 1 Understanding the problem and developing a theory of change

First, we conducted face-to-face interviews with representatives working in brand communications at different levels to deep-dive into their processes and decision-making mechanisms.

Simultaneously, we conducted quantitative research to measure the level of diversity and positioning of gender roles in current brand communications. As a result of qualitative and quantitative research, we determined the bottlenecks and points of intervention during the production of advertising material.

We then discussed what we wanted to achieve, how we define success and our principles for gender-sensitive communications. We also outlined the expectations of internal and external stakeholders to make sure that our principles are embraced at all levels and by all parties.

**It's critical to first understand the scope of the problem and its contributory factors.**

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# 2

### Step 2 Creating a Guidebook

We developed the Guide to Gender Equality in Communications, which

offers principles of gender sensitive communications, a methodology and a checklist. The methodology was adapted from the 4R method developed by the Swedish Gender Mainstreaming Support Committee (JämStöd):

- **Who:** Ratio of representation in terms of roles, physical characteristics, age, etc
- **What:** Which decisions, resources, dialogues, etc do we attribute to these characters
- **Why:** What is the root cause of the gender stereotypes
- **How:** How can we make change possible?

In order to ease the use of the Guidebook, we developed a Checklist for gender-sensitive communications under three focus areas:

- **Positioning:** their absence from public places (streets, banks, stadiums, workplaces, and so on) contributes to deep-rooted stereotypes. A change here will lead to the transformation of the most common stereotype: "A woman's place is in the home."
- **Visual Aspects:** An individual's unique aspects can be appreciated without the standardization of physical characteristics. This diversity also helps to prevent the commodification of male and female body.

- **Use of Language:** Language indicates a particular way of thinking and can reveal unconscious gender bias. Some expressions, idioms, and proverbs carry gender roles from generation to generation. These patterns, which are integrated into the way we use language, are often too difficult to recognize and constitute one of the most fundamental obstacles to gender equality. However, it is possible to question the concepts, expressions, idioms, and proverbs embedded in language and adapt them to reflect current values.

Applying this method gave us a framework to represent diverse gender roles, distribute resources equally and identify and eliminate gender stereotypes at an early phase in production.

# 3

### Step 3 Conducting workshops and standardizing the approach

Decisions need to be made at several stages of communications campaigns by teams at different levels and functions, including brand managers, communications managers, project managers and creative teams both at company and agency positions.

In this complex environment, a guide was not enough to develop a systems thinking approach among the teams. Therefore we designed and organized interactive workshops tailored to initiate questioning and find solutions to eliminate gender-based biases in communications.

The content of the workshops included:

- Definition of key terminology related to gender equality
- Interactive games to face our unconscious biases
- Introduction of 4R method and discussions on real-life examples
- Individual manifestos to change the status quo.

Once the teams had been engaged in the process through workshops, the gender-sensitive communications guidebook became a communications standard throughout Koç Group companies, making compliance a necessity. The requirements in the guidebook were included in the performance objectives of the relevant marketing and communications teams.

# 4

## Step 4 Applying a monitoring and evaluation mechanism

We developed a digital monitoring mechanism to evaluate the efficiency of the guidebook and workshops, and to enable mass communication materials to promote diversity and inclusion in a sustainable manner.

We first asked marketing and communications representatives from Koç Group companies to evaluate the TV commercials of another brand within the Group based on the checklist criteria introduced in the Guidebook. This enabled them to exercise the methodology for gender-sensitive communications, as well as realize how stereotypes can be embedded into communications materials.

Based on the evaluations on the digital monitoring platform, we convened a jury of experts, representing UN Women, UNFPA, local NGOs and opinion leaders working on gender equality and asked them to rate the Koç Group brand commercials.

As a last step, we gave awards to the commercials best reflecting gender equality at a high-level event including all senior level executives of Koç Group.

Broad-based evaluation helps to test the methodology, extend its use and demonstrate commitment to change.

# 5

## Step 5: Mainstreaming among stakeholders

In order to mainstream the approach introduced by the Guide, we partnered with the Turkish Industry and Business Association (TUSIAD), which represents 50% of Turkey's total private sector output. The Guide's content was revisited in line with the needs of member companies and revised as a TUSIAD publication. All the major sector associations also became implementation partners of the Guide. These organizations now circulate the Guide among their members and implement the workshops to their teams and stakeholders.

Involving all stakeholders throughout the industry helps to ensure that gender awareness is a part of every piece of work, from start to finish. Wide use of the Guide changes daily practices, encourages creativity and brings partners together.

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## Resources

Guide on Gender Equality in Communications:

<https://www.koc.com.tr/en-us/koc-agenda/Documents/A-Guide-to-Gender-Equality-in-Communications.pdf>

## Contact

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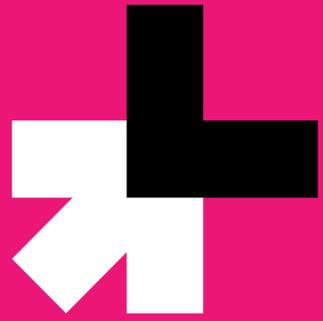
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