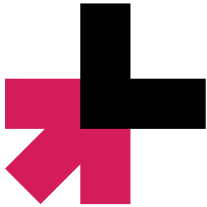


HeForShe

EMERGING SOLUTIONS
for **GENDER EQUALITY**
2018





HeForShe

Created by UN Women, the United Nations entity for gender equality and the empowerment of women, the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform where a global audience can engage and become change agents for the achievement of gender equality in our lifetime. This requires an innovative, inclusive approach that mobilizes people of every gender identity and expression as advocates and acknowledges the ways that we all benefit from this equality. HeForShe invites people around the world to stand together as equal partners to craft a shared vision of a gender equal world and implement specific, locally relevant solutions for the good of all of humanity.

Since its launch on 20 September 2014, at the United Nations, by then UN Secretary-General Ban Ki-Moon and UN Women Global Goodwill Ambassador, Emma Watson, hundreds of thousands of men from around the world including Heads of State, CEOs, and global luminaries from all walks of life have committed to gender equality. HeForShe has been the subject of more than 2 billion conversations on social media, with off-line activities reaching every corner of the globe.

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A NOTE FROM THE SECRETARY-GENERAL

Over the past year, we have seen women's movements exert their influence as powerful agents of change. We are also increasingly seeing that investing in women is the most effective way to sustain peace and lift communities, companies and countries. It is clear that women's participation makes peace agreements stronger, societies more resilient and economies more vigorous. We must therefore ensure that women and girls are centrally involved in all our efforts to realize the Sustainable Development Goals.

Achieving gender equality and empowering women and girls is the unfinished business of our time. At the United Nations, for the first time, we now have parity in our senior management team and I am determined to achieve this throughout the organization. In addition, I am committed to zero tolerance of sexual harassment and have set out plans to improve reporting and accountability. These are the kinds of actions we need in every sector.

The HeForShe movement and its Champions, featured in this report, are not only dedicated to achieving gender equality but also to creating and sharing solutions. They embody a practical and inclusive approach to change. Through their work, they are demonstrating that there are many ways to achieve our shared goal, and that each one of us can make a difference.

We live in a male dominated world. That is why HeForShe is so important. I am greatly encouraged by the progress of the HeForShe Champions and thank them and all those who are devoting their energy and creativity to build the equitable future we want and need.

António Guterres
United Nations Secretary-General



A NOTE FROM THE EXECUTIVE DIRECTOR

This year's Emerging Solutions report takes us from aspiration to evidence. The accounts from our Champions detail with honesty and self-knowledge the individual journeys they have made in leading transformative change within their organizations and communities. Collectively they are tackling the thorny issues that are common barriers to progress in societies and businesses across the world: from equal pay to equality and diversity in senior representation; from safety for students and faculty on campus to promotion of justice and fairness in well policed communities; from closing the digital divide and ICT access, to championing STEM education; from recognizing and taking steps to end gender stereotyping in advertising, to sensitizing themselves and their workforces to unconscious bias, and by recognizing it, limiting damage.

The work that we see evidenced in this report shows that our cohort of leaders in business, in academia and in government are moving to deeper levels of cultural change that are more durable, reinforce each other, and can be adapted for application in other contexts. This year's report makes their achievements and discoveries available to all.

In addition, for the first time we include reports from the HeForShe Thematic Champions, the echelon launched by the Prime Minister of Canada, His Excellency Justin Trudeau. I am delighted to welcome the Thematic Champions and to see their originality further animate the initiative.

As this growing group of leaders make their own organizations and communities more equal, they are also contributing to the progress of others – building the movement. I urge readers of this report to engage, and to bring discussion and action on these issues wherever you go, until gender equality is a reality for everyone and the voices of today's young people are being heard in corridors of power.

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



A NOTE FROM THE HeForShe CHAMPIONS

Being a HeForShe Champion presents a unique opportunity to work together across government, corporations and academia to bring about profound and lasting change. We are excited and honoured to share this year's Emerging Solutions Report. Inside you will find the stories of progress and ideas that you can run with.

The organizations and communities we are privileged to lead are committed to building a world where gender equity is the norm. We are eliminating discrimination and the opportunity for unconscious bias from our systems, challenging adverse norms and stereotypes and finding creative ways to move ahead. We see change not as a struggle but as an opportunity and a process of growth, and this process involves every member of our communities.

Men and boys play important roles in the movement for gender equality and have a responsibility to shoulder. Mobilizing men and boys can break down barriers, open up new paths and foster new kinds of relationships. Our organizations and communities are making progress towards their goals. This report presents a snapshot of our achievements to date, highlights some of the challenges that remain and outlines the road ahead. It is always hard to do justice to the efforts of so many dedicated people, but we have tried to give a flavour of the personalities behind the achievements and the spirit of the HeForShe Champions as well as the hard data.

We are pleased with our progress, but we are not complacent. That is why we are focusing more than ever on creating and communicating solutions which others can adopt and take into their own environments. The lessons we learn on our diverse journeys to the common goal of gender parity will help to expedite the arrival of true gender equality - a day that can't come soon enough.

EXECUTIVE SUMMARY

The HeForShe Champions initiative confronts the gender inequalities faced in three key pillars of society: government, work and academia. Each Champion has made specific, stretching and measurable commitments towards achieving gender equality. This Report updates their progress over the past year, with hard data on gender representation and highlights of key achievements.

The focus of the group is now very firmly on capturing and sharing solutions. Teams in each participating organization are working not just to detect, reveal and critique the distortions which cause inequality but to create and execute plans for erasing them. Their solutions can often be applied in different settings with only minor adjustments. As the storehouse of solutions grows, people the world over can access a new and highly practical resource for changing their own circumstances. The legacy of the HeForShe Champions has the ability to touch countless lives through these emerging solutions.

This Report is packed with ideas turned into reality. It's a testament to the vision and hard work of everyone involved in the initiative and together, we are moving closer to the gender-equal world we want to live in.

THE HeForShe CHAMPIONS

Demonstrating global excellence in their industries and communities, the inaugural **HeForShe IMPACT Champions** are leading the way when it comes to addressing some of today's most critical gender issues. Joining them in this year's report are the **HeForShe Thematic Champions**, the next pipeline of HeForShe Champions advancing gender equality. Each Champion has made transformative, ambitious and measurable commitments and they are empowering other leaders to do the same on their journey to equality.

Head of State Champions

President **Sauli Niinistö** of Finland

President **Nana Akufo-Addo** of Ghana

President **Guðni Th. Jóhannesson** of Iceland

Prime Minister **Shinzo Abe** of Japan

President **Arthur Peter Mutharika** of the Republic of Malawi

President **Klaus Werner Iohannis** of Romania

President **Paul Kagame** of Rwanda

Prime Minister **Stefan Löfven** of Sweden

President **Tabaré Vázquez** of Uruguay

Corporate Champions

Sébastien Bazin, Chairman & CEO of AccorHotels

Jes Staley, CEO of Barclays

Andrew Wilson, CEO of Electronic Arts

Ömer M. Koç, Chairman of Koç Holding

Kevin Sneader, Global Managing Partner of McKinsey & Company

Jean Pascal Tricoire, CEO of Schneider Electric

Paul Polman, CEO of Unilever

Vittorio Colao, CEO of Vodafone

University Champions

John J. DeGioia, President of Georgetown University

Paul Wainaina, Vice Chancellor, Kenyatta University

Paul Boyle, Vice-Chancellor of the University of Leicester

Seiichi Matsuo, President of Nagoya University

Vahan Agopyan, President of the University of São Paulo

Frédéric Mion, President of Institut d'études politiques de Paris

Samuel L. Stanley Jr. M.D., President of Stony Brook University

Feridun Hamdullahpur, President & Vice Chancellor of the University of Waterloo

Adam Habib, Principal & Vice-Chancellor of the University of the Witwatersrand

Thematic Champions

Prime Minister **Justin Trudeau** of Canada

Jean-Laurent Bonnafé, Global CEO of BNP Paribas

Emmanuel Faber, Chairman & CEO of Danone

Bruce Cleaver, CEO of De Beers Group

Christopher M. Crane, CEO and President of Exelon Corporation

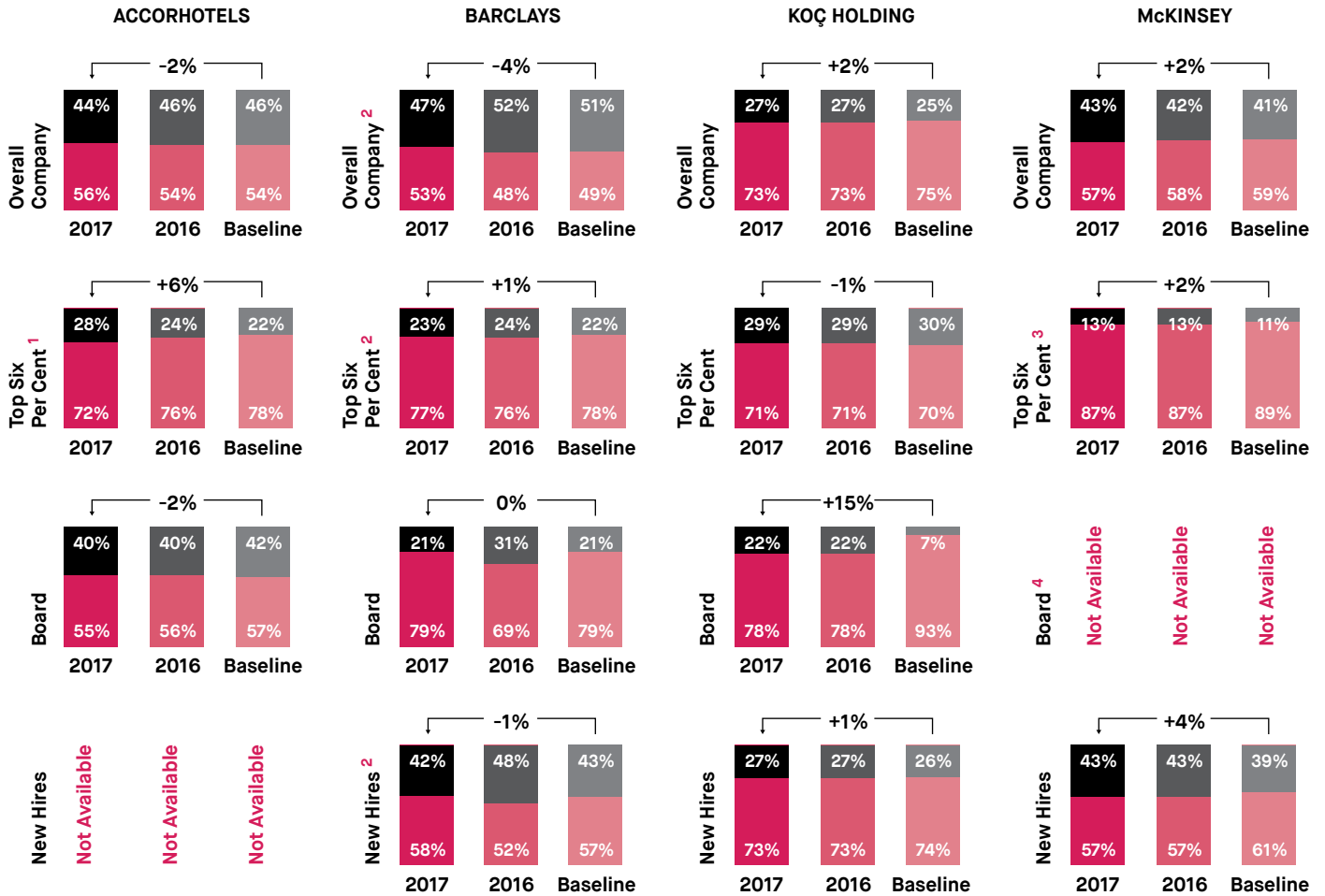
Giles York QPM, Chief Constable of Sussex Police

Dr. Jim Yong Kim, President of The World Bank Group

CORPORATE CHAMPIONS PARITY DATA

All figures as of 2017 reporting cycle. Baseline is 2014.

Female Male

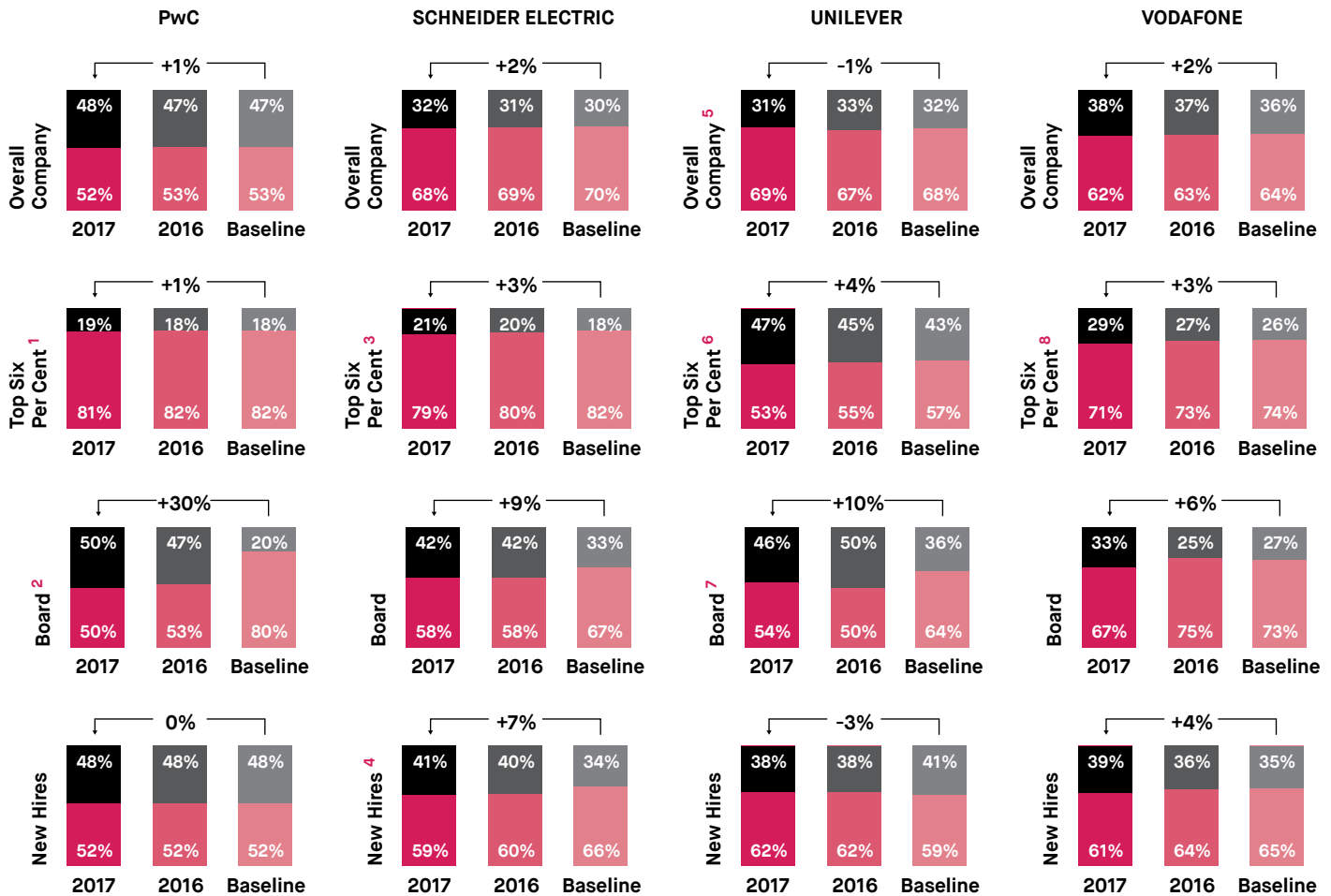


¹ Senior leadership defined as top 150-180 personnel of the organization ² 2017 figures impacted by divestment of Barclays Africa Group Limited ³ Senior leadership includes Partners and Senior Partners as well as senior research and support staff ⁴ As a partnership, McKinsey & Company does not have a board in the traditional sense

CORPORATE CHAMPIONS PARITY DATA

All figures as of 2017 reporting cycle. Baseline is 2014.

Female Male

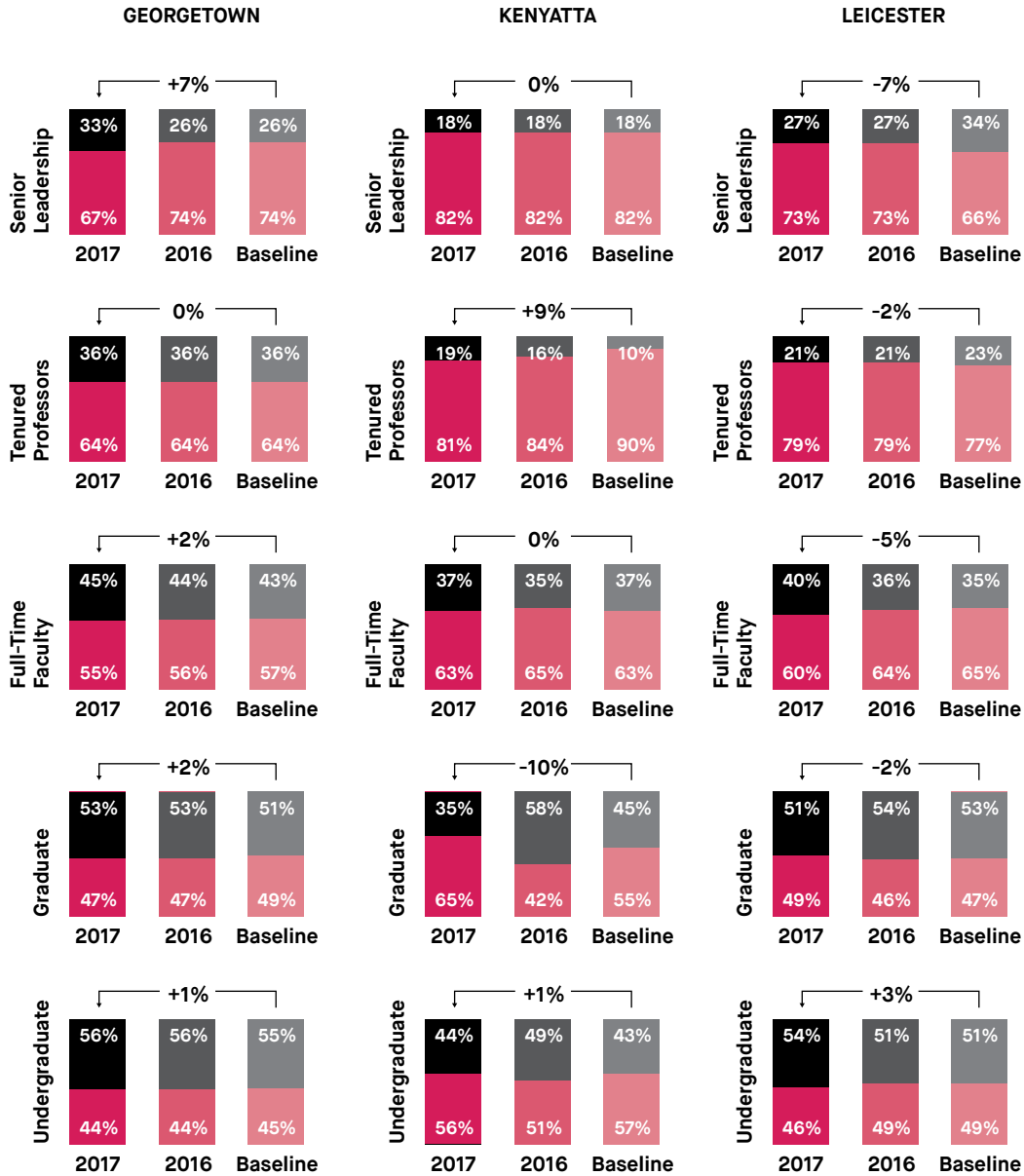


¹ Senior Leadership Defined as Equity Partners ² PwC board defined as Global Leadership Team ³ In 2016, we changed our scope and methodology of defining our leadership pool (Top 1000 Leaders). As we did not restate the data for 2014, the baseline data point is 2015. ⁴ Schneider Electric new hires are only white collar employees ⁵ Overall company and new hires refers to WL1+ population ⁶ Unilever leadership defined as top 11% of management roles (WL2+) ⁷ Unilever board defined as non-executive directorss ⁸ Top 6% at Vodafone

UNIVERSITY CHAMPIONS PARITY DATA

All figures as of 2017 academic year. Baseline is 2015

Female Male



UNIVERSITY CHAMPIONS PARITY DATA

All figures as of 2017 academic year. Baseline is 2015

Female Male

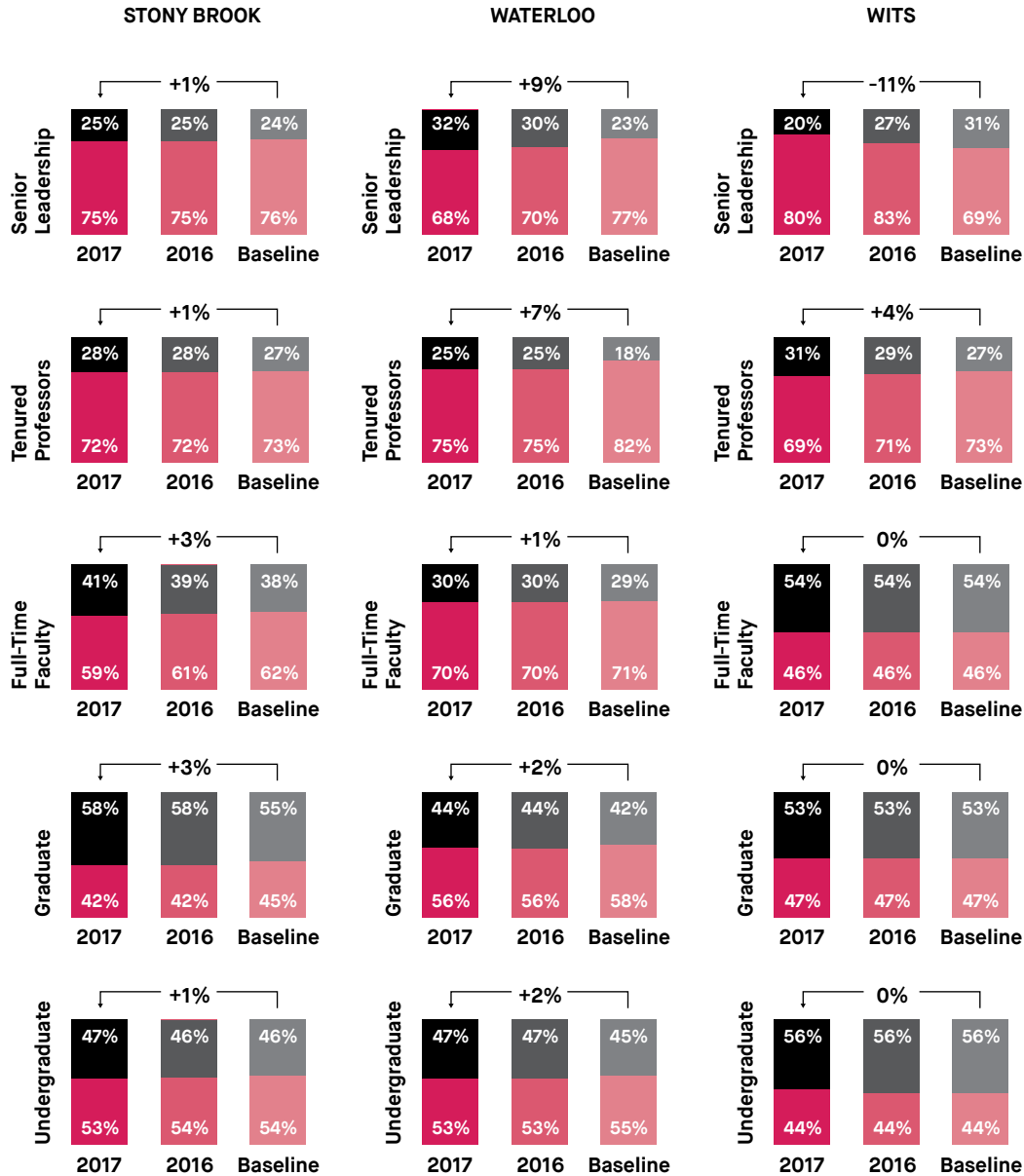


¹ Source: Office of Human Resources / USP President's office ² Equivalence to USP positions: MS-6. Baseline corresponds to the sum of male and female professors of USP research and teaching faculties and institutes in March 2018. ³ Equivalence to USP positions MS3.1, MS3.2, MS5.1, MS5.2, and MS5.3 Baseline corresponds to the sum of male and female professors of USP research and teaching faculties and institutes in March 2018. ⁴ Source: Office of Technology and Data Processing (STI). Baseline corresponds to the sum of students enrolled and also those who took a leave of absence. The information pertains to the second semester of 2017. ⁵ Senior leadership, tenured professors and full-time faculty indicators have been revised in accordance with new regulations. They include all civil servants who have a permanent position at Sciences Po.

UNIVERSITY CHAMPIONS PARITY DATA

All figures as of 2017 academic year. Baseline is 2015

Female Male



THEMATIC CHAMPIONS PARITY DATA

All figures as of 2017 reporting cycle

Female Male



¹ Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries) ² Board of Directors as mentioned in our Registration Document: <https://www.danone.com/investor-relations/governance/board-of-directors.html> ³ This refers to our senior leadership figures which are reported as Bands 5 plus (i.e. CEO-3) ⁴ This includes promotions as well as appointments at senior leadership level (CEO-3)

THEMATIC CHAMPIONS PARITY DATA

All figures as of 2017 reporting cycle

Female Male



¹ E09 Positions ² Top 5.5% at Sussex Police ³ 2016 is baseline data



HOW TO REACH A GENDER BALANCED LEADERSHIP

As organizations strive to achieve gender balance in their workforces, there are often glaring anomalies: boards packed with men and leadership teams where women are in the minority. Globally, almost one third of companies have no women in senior management roles and less than 4 per cent of CEOs are women. The overt discriminatory attitudes which have been largely eliminated in the ranks seem to be in rude health when it comes to the leadership.

The HeForShe Champions believe this double standard is wrong and indefensible. They are bringing pressure to bear on the assumptions and practices that exclude women from leadership positions and showing that gender balanced leadership is achievable, effective and natural. They are extending good gender equality practices into leadership recruitment, development and support. And they are finding creative ways to bring everyone with them on the journey towards gender equality for all.



CORPORATE IMPACT CHAMPION

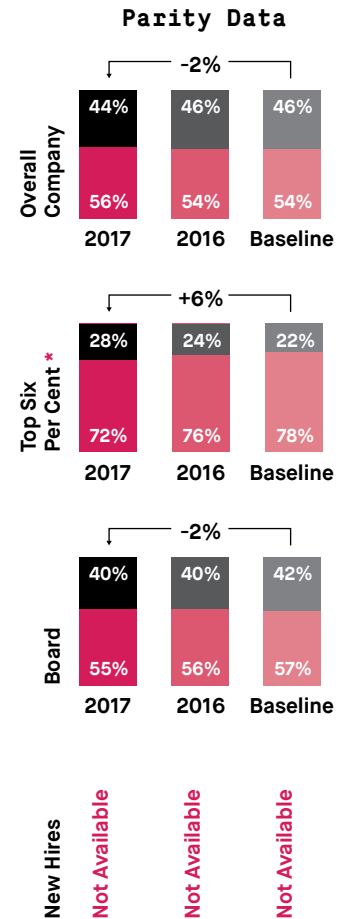
ACCORHOTELS

WHY PARITY IN THE REPRESENTATION OF WOMEN IS IMPORTANT TO US

About 50 per cent of our 250,000 employees are women and it is critical for us to be able to offer them the opportunity to fulfil their professional ambitions at every level of the organization. The major glass ceiling is at General Managers’ level and one of our priorities is to encourage women to access these positions. 29 per cent of our General Manager positions are now held by women. Our objective is to reach 35 per cent by 2020.

HOW WE CREATED CHANGE

We wanted to change mindsets in the hospitality industry and support our female leaders to become General Managers. To achieve this objective, we implemented in-house talent development and mentoring programs in multiple countries as well as communications initiatives and workshops to break down stereotypes. Since its inception in 2012, the Women at AccorHotels Generation (WAAG) network has grown into a powerful tool for the company to promote every facet of equal opportunity. The network has grown from 3,400 members and 18 per cent men in 2015 to 12,000 members and 35 per cent men in 2017.



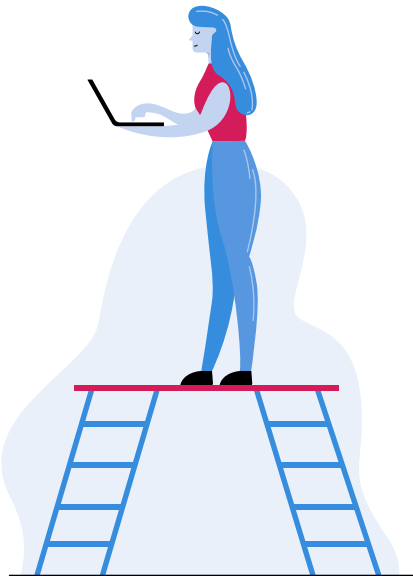
* Senior leadership defined as top 150-180 personnel of the organization

OUR TRANSFORMATION

We wanted to change mindsets in the hospitality industry and support our female leaders to become General Managers.

Since 2016, we have been running several dedicated talent programs for women with the potential to become General Managers within six, 12 or 18 months. These include Sing your way in France, Step Up in the UK, and Women on Stage for luxury brands in Europe. Our main objective is to identify talented women in our hotels and give them all the tools they need to apply for the GM position. In many cases the women are accompanied by a mentor and follow a personalized development plan which includes training, experiential missions, interactions and inspiring encounters. The dedicated talent programmes help to facilitate the mindset and capability of our female leaders to drive for and achieve senior leadership roles and we will continue to pursue and expand these activities.

The involvement of our Chairman and CEO Sebastien Bazin as a HeForShe Champion and our senior leadership is essential to spread our vision and initiate concrete actions. For example, Oliver Granet, our Group CEO for Africa and Middle-East played a key role in impressive advances in Saudi Arabia where we launched and organized in both 2016 and 2017 the Women Empowerment and Integration Forum: the first event dedicated to women's empowerment ever organized by the private sector in Saudi Arabia.



WHAT WE LEARNED

Only continuous work and the involvement of as many people as possible will create a deep change of mentalities. Gender diversity is above all an issue of social equity and we must all mobilize to never stop making progress.”

**- Sébastien Bazin,
Chairman & CEO of
AccorHotels**

Our main challenge has been complying with the different needs of the different countries in which we operate and taking into account each culture. We operate in 100 countries and have more than 250,000 employees with various cultures, personal histories and pathways, religions and backgrounds. Our employees have different mindsets and expectations. As a result, we need to adapt our programmes and tools and make them relevant to local cultures.

In the Middle East, we are leading the way and currently working on a specific talent development programme for female leaders in our hotels in these countries to be launched in autumn. In November 2017, AccorHotels appointed Hessa Al-Mazrou as General Manager of the Novotel Suites Hotel in Riyadh, making her the first female General Manager of an operational hotel in Saudi Arabia.



HOW WE CREATED IMPACT

Through our actions, we want to raise our employees' awareness and commitment for gender equality and make them proud to be part of an inclusive company. We conducted an annual survey to measure employee engagement and make it possible for each department to identify areas for improvement and create action plans. Every year, our people are more and more convinced that AccorHotels values and encourages diversity: the survey scores have gone from 81 per cent in 2015 to 83 per cent in 2016 and 88 per cent in 2017. We are determined never to stop at our achieved levels of parity. Only continuous work and the involvement of as many people as possible will lead us to an equal society.

Through our actions, we want to raise our employees' awareness and commitment for gender equality and make them proud to be part of an inclusive company.

OUR ROAD TO 2020

We are pleased with the results we have achieved so far as an inaugural HeForShe Champion and are optimistic about the challenges we have taken on. In addition to our target of having 35 per cent women at General Manager positions, one of our main HeForShe IMPACT Commitments for 2020 is to close the pay gap.

We know that, once achieved, gender equality has to be maintained by constantly raising the awareness of employees – male and female – and fostering their support. We will persevere in our talent development and mentoring programmes and will extend them to all the countries where our hotels operate. And we will continue to support and be supported by organizations and movements that are driving gender equality.

Sébastien Bazin, Chairman &
CEO of AccorHotels



CORPORATE IMPACT CHAMPION

BARCLAYS

WHY INCREASING THE REPRESENTATION OF WOMEN IN LEADERSHIP IS IMPORTANT TO US

Our workforce at Barclays is 47 per cent female, so we are close to achieving gender parity. But we realise that representation is not equal throughout the bank and we are focused on achieving greater parity at all levels. This commitment is long lived and we realise that there is still much work to be done, our partnership with HeForShe is driving that ambition.

HOW WE CREATED CHANGE

This commitment is long lived and we realise that there is still much work to be done, our partnership with HeForShe is driving that ambition.

Our starting point was a conversation with the Barclays Board in 2012 on the progression of female talent to Director and Managing Director, the most senior positions in the bank. It was agreed that goals with tangible actions at every stage of the talent pipeline were required to ensure the right business focus.

We started by using our Barclaycard risk modelers to develop a predictive analytics tool to determine what each business unit would need to do to achieve the collective goal. Each business was given a contribution goal based on its current MD/Director population. Using the tool, we were able to demonstrate what each business needed to do in terms of hiring, promoting and retaining women. Updates on progress are reviewed quarterly through our Diversity and Inclusion Councils, with a twice-yearly review with the Barclays Board of Directors Nominations Committee.

The Board agreed a goal of one percentage point increase every year in senior female representation. To date, despite significant change to our business and a declining headcount at the senior levels, we continue to achieve that 1 per cent annual increase.

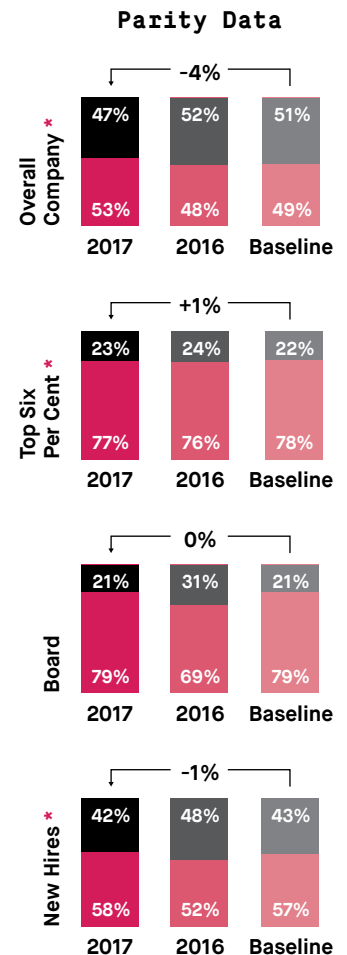
OUR TRANSFORMATION

A robust source of data is important, as is a governance model to hold leadership to account. But specific interventions are also needed to support female colleagues and their managers. Our initiatives include:

- Encore returnship scheme, which supports mid-level women who have had a career break to return to work;
- Win, the gender network is our global employee diversity network. Members of Win are active in engaging men on the topic of gender diversity through their Male Ally workstreams. More than 11,000 of which 57% are men have signed up to HeForShe, committing to support their female colleagues in multiple ways;
- More than 13,500 leaders have participated in our unconscious bias workshops which focus on how bias, including gender bias, impacts on who is seen as talent and the decisions leaders make during talent management and performance conversations.



Jes Staley, CEO of Barclays



“Being a global IMPACT
champion for the UN
HeForShe initiative is one
of the key ways in which we
can continue to lead the
financial services industry
by championing for equal
gender representation.”

– Jes Staley, CEO of Barclays

WHAT WE LEARNED

To achieve gender parity at all levels of the organization is a long-term commitment. All parts of the business including the Board, senior leaders, mid-level managers and colleagues have to be committed. It has to be multi-year approach, with the right level of checks and balances, and rigorous governance. It is important to celebrate success on the way but also correct our course if needed. We must recognize that this aim is not about women winning at the expense of men but ensuring all colleagues can achieve their potential.

HOW WE CREATED IMPACT

We are seeing more women rise to senior positions in every part of our business. To make this happen we have had the support of many male champions who want to see a more diverse working environment and who acknowledge that diversity in teams leads to better results, and more creative and innovative solutions.

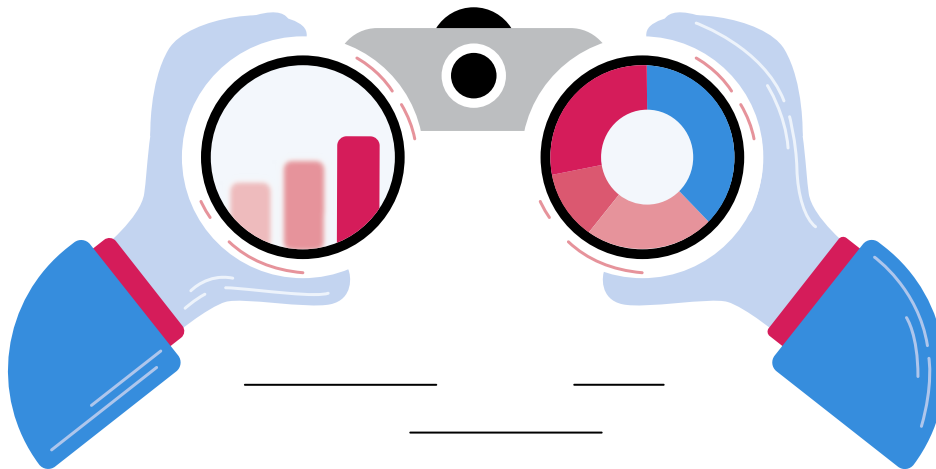
OUR ROAD TO 2020

Since the formal introduction of our goal in 2013 we have recognized the need to focus on different aspects of the female talent pipeline. We have therefore introduced additional goals on Board representation, ExCo and their direct reports, graduate hires and MD/Director candidate shortlists.

We are also aware that our public commitment through HeForShe has focused leadership attention on the achievement of our gender diversity goals which are reported against annually.

Looking ahead, we are reviewing what our ambition on senior female representation will look like after 2020. In addition, the recent UK legislation on Gender Pay Gap reporting continues to drive us to accelerate the pace of change as a HeForShe Champion.

We must recognize that this aim is not about women winning at the expense of men but ensuring all colleagues can achieve their potential.



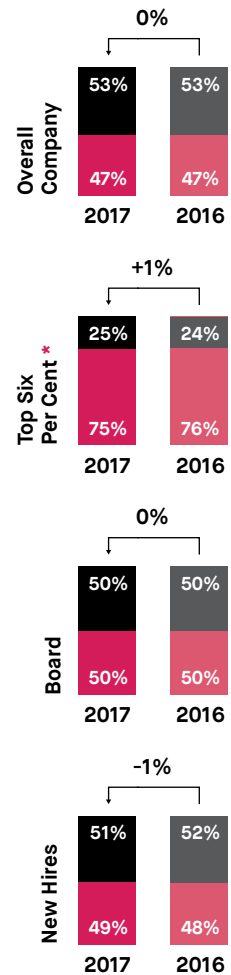
THEMATIC CHAMPION

BNP PARIBAS

“Women represent more than half of the world’s population, and companies need to go further collectively to ensure the right conditions for all women to leverage their skills, talent and creativity. This is an essential condition to accelerate economic development for all, and to contribute to a better future.”

- Jean-Laurent Bonnafé,
Global CEO of BNP Paribas

Parity Data



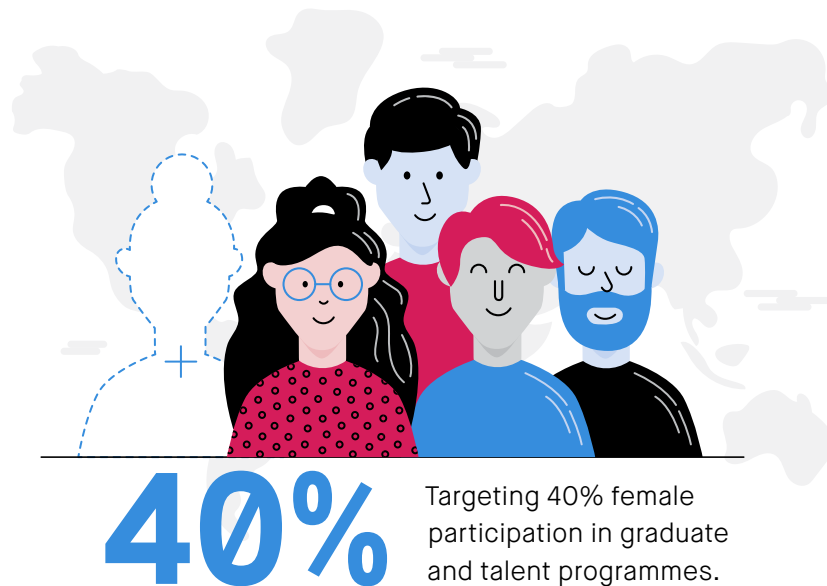
* Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries)

ABOUT US

BNP Paribas is a leading bank in Europe with an international reach. We are present in 73 countries and have more than 196,000 employees. The Group has key positions in three main activities: Domestic Markets, International Financial Services and Corporate Institutional Banking. We help our clients to realize their projects through solutions spanning financing investment, savings and protection insurance.

OUR HeForShe COMMITMENT

As part of our three-year partnership, we commit to increasing the proportion of either men or women recruited to key positions in Human Resources, which traditionally has a preponderance of female staff, and Global Markets, a field traditionally dominated by men. For example, we have a target of 40 per cent female employees participating in Graduate and Talent programmes for financial markets activities over the period. We will also reach out through the HeForShe programme and the United Nations to women entrepreneurs working to develop renewable energies in Africa and India.



OUR HeForShe CLICK MOMENT

Pierre Tarrisse - a BNP Paribas employee and Happy Men member, a global network of men committed in gender equality.

Pierre, you are a Happy Men member in France, could you please tell us what kind of organization it is?

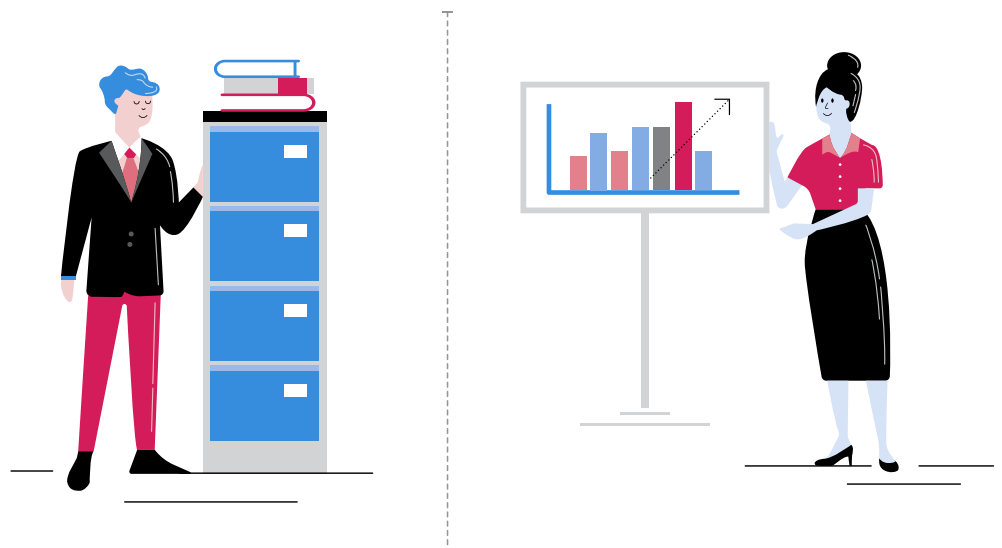
Happy Men Share More is an intercompany network which brings together men committed to gender equality and work/life balance issues. Its objective is to raise awareness in men about these topics and help them to be comfortable with the choices they make in their professional lives.

Could you please describe your “click moment”, when you decided to commit to gender equality?

I was able to experience personally what it means to have a strong involvement in your professional life while being a single dad with three young children.

Why is this important for you?

I think companies and people have everything to gain in terms of development and fulfilment if they promote gender equality.



HeForShe AS A CATALYST

Although the participation of women in the workforce and their level of education are increasing, and are in many countries equal or even greater than those of men, many roles are still gender-dominated – for example, men are often in the Front-Office or IT and women in Human Resources or Communications. This can be due to male and female employees' awareness, biases and stereotypes during the recruitment process, issues around mobility, past experiences, educational background, differing priorities and work-life balance issues.

We want to create an environment that guarantees the development of all the individual's talents as well as our long-term collective performance. That means becoming best in class in our industry in terms of gender balance representation regardless of role. We believe that even if the educational system has not changed, companies can. They can be the first to move the lines.

OUR ROAD TO 2020

We will change the gender make-up in two key areas of the business: Global Markets, where over 70 per cent of traders are currently men, and Human Resources, where over 70 per cent of HR Business Partners are currently women. Our journey will include a range of planned activities, such as creating gender-neutral job descriptions, programmes to give more visibility to talented women and men who break stereotypes, and working with educational institutions to improve student's understanding of the roles and careers we offer.

We want to create an environment that guarantees the development of all the individual's talents as well as our long-term collective performance.



Jean-Laurent Bonnafé,
Global CEO of BNP Paribas

CORPORATE IMPACT CHAMPION
MCKINSEY & COMPANY

WHY ACCELERATING PROGRESS TOWARDS PARITY ACROSS ALL ROLES IS IMPORTANT TO US

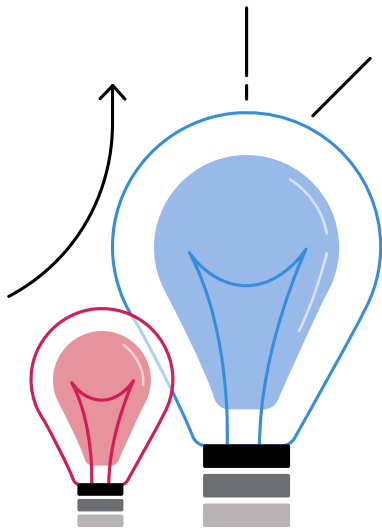
McKinsey is a talent-first organization, and core to our mission is attracting the best talent and maximizing the potential of every individual, both at the Firm, and at our clients. If we don't have equal representation of women, then we are missing out on talent. In addition, studies (including our own research) have found a clear correlation between diversity and the success of an organization. If we are not championing this internally, at our clients, and in our communities, we are failing at our mission.

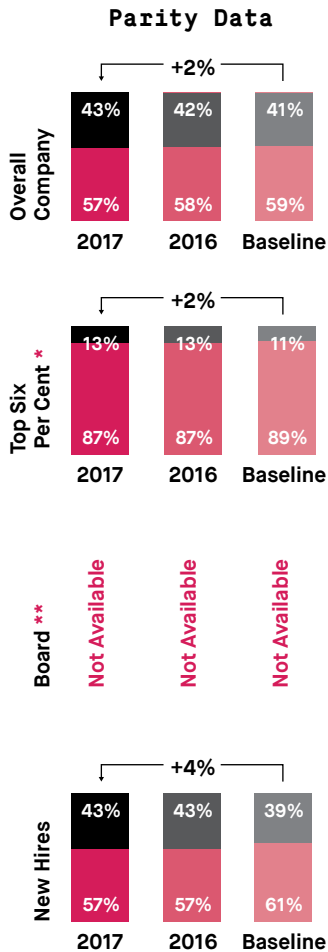
We knew that two things were important to get right from the beginning: setting ambitious internal targets and creating transparency about performance.

HOW WE CREATED CHANGE

All In was designed to be a global change movement across our firm, so we started by creating a simple case for change that outlined where we stood, why change was crucial and what colleagues could do to support the change.

We knew that two things were important to get right from the beginning: setting ambitious internal targets and creating transparency about performance. We therefore established aggressive internal targets for women's recruiting and representation among consultants, not just at the global and regional level, but also at the office level. We began producing scorecards on a comprehensive set of metrics for each geographic office, industry and functional practice to serve as a diagnostic and tracking mechanism. This enabled teams to design local initiatives that would have the highest impact. Our analytics capabilities have played a large role in allowing us to run more detailed analyses that help us target more critical populations to support.





* Senior leadership includes Partners and Senior Partners as well as senior research and support staff

** As a partnership, McKinsey & Company does not have a board in the traditional sense

OUR TRANSFORMATION

From the outset, All In has had the support of our most senior leaders as sponsors, including our Global Managing Partner and our People Committee (our most senior governing body for talent). With their support, we assembled a team of experts and managers to form a global centre of excellence. They work with teams in our regions, offices, and industry and functional practices to share best practices, define strategies, and design and implement initiatives at different levels at the firm. They also engage leaders at each of those levels to drive and sponsor regional and local levels, ensuring a high level of accountability at every governance level.

All In has delivered a wide variety of initiatives. At the global and regional level these have included learning programmes on unconscious bias and inclusive leadership, a comprehensive approach to ensuring women are well sponsored, and off- and on-ramp support to colleagues experiencing maternity leave. Local initiatives have focused on addressing pain points specific to those areas – for example, reducing travel in offices without many local clients, something we know helps us retain more women, or improved support for couples in dual careers. All In adopts an innovative mindset to experiment with different approaches, scale up what works and adjust when it does not lead to impact.

WHAT WE LEARNED

All In has been a comprehensive, global change programme. In some parts of the firm, change has been quick to unlock, evidenced by outcomes like progress in recruiting representation and equalization of attrition rates between men and women.

As a firm, we frequently advise our clients on both diversity and inclusion as well as large change programmes, so we knew we would need to be prepared for and committed to a long, multi-year effort. So that we collectively sustain energy and momentum, we frequently communicate where we are seeing improvement, celebrate milestones and highlight individuals who are making real change.

As just one example, we created a high profile, visible award to recognize senior colleagues who have done the most to sponsor and support women's careers at the firm. **Eric Kutcher**, a Senior Partner in our Silicon Valley office, was this year's winner. When accepting the award, he credited his own female colleagues, acknowledged that the "the playing field isn't level", and reaffirmed his support of All In efforts, pushing others to do more. In a brief follow-on Q&A, he described how he thinks about the recognition and his own journey:

What does this award mean to you?

Honestly, this is probably the most meaningful recognition I've had in my career, possibly life. It tells me I have the right moral compass, that my values are in the right place, and that it is recognized by my partners. It tells me that I am making a difference to people I care about, so it is deeply personal. It also reinforces to me that I have grown as a person and a leader. That said, as I mentioned that evening, it feels a bit selfish to receive this award. I work with the women I do because they make me better - and so it feels strange that I am being recognized for what in reality is their success with clients and teams.

Why does improving women's representation in the workplace matter to you?

I really believe that women's representation in the workplace is a strategic issue and not a moral issue. To be successful we must have the best talent, and I refuse to believe that with 50%+ of college grads being women we can say we have the best talent without fair representation. I also believe what is holding us back is our own unconscious biases. I think too often we hide behind the notion of "meritocracy", but the means by which we measure and assess meritocracy are based on the ways we have done things and our own impressions of what good is, not based on the end result. We are attracted to approaches that resemble our own because it reinforces our own confidence that the way we lead is optimal. That results in a very biased playing field - we do not recognize the breadth of leadership approaches and skills and the way that can lead to impact.

From the outset, All In has had the support of our most senior leaders as sponsors, including our Global Managing Partner and our People Committee - our most senior governing body for talent.

HOW WE CREATED IMPACT

One of our HeForShe commitments is to reach parity in undergraduate intake in North America. In 2014 we had representation levels of 30 per cent and in recruiting year 2016 this number reached 45 per cent. In certain offices we have reached 50 per cent, so we are confident that we can get there. Progress to date has been the result of a constellation of factors, including: fully committed senior leadership, a centralized recruiting team dedicated to tracking hiring in real time and working one to one with hiring teams to ensure they stay focused, expansion of sourcing, and increase of recruiting events aimed at attracting talented women to the firm.

Another example of recent progress is the launch of a firmwide learning curriculum designed to help all colleagues become inclusive leaders. Called Conscious Inclusion, the curriculum is delivered through workshops, focus groups, nudges and communications. The goal is to help colleagues adjust their own mindsets and behaviors to create a better sense of belonging for others.

OUR ROAD TO 2020

We have made progress, but we have a long way to go. We recently renewed our senior sponsorship of All In, and we are committed to the long term. Our team of dedicated experts and managers has grown over the last few years, and we are ensuring that adequate resources are in place to design and execute initiatives that maximize impact and movement towards our goals. Also, All In has expanded to be more than just about women, as we apply the same rigor to broader diversity as we have done for women's representation.

The next horizon for us as a HeForShe Champion is to be even bolder. We have identified new ideas for big, bold innovations and we will experiment and scale them up as we identify which are most impactful.



Kevin Sneider, Global
Managing Partner
of McKinsey & Company

THEMATIC CHAMPION
SUSSEX POLICE

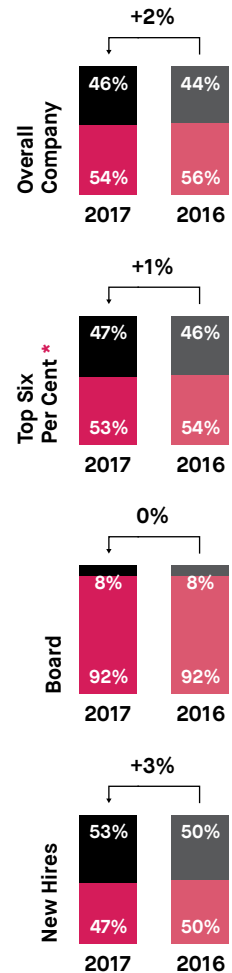
“Police Services in the UK have risen to the HeForShe challenge, striving for parity for women in the workplace while tackling the gender-based violence that harms the communities we serve.”

– Giles York QPM, Chief Constable of Sussex Police

ABOUT US

Surrey and Sussex Police serve over 2.1 million people within the communities of Surrey, West Sussex, East Sussex and the city of Brighton and Hove. We employ over 8,000 people and cover an area of more than 2,000 square miles from the south-western suburbs of London to the southern coast of England.

Parity Data



* Top 5.5% at Sussex Police

OUR HeForShe COMMITMENT

We recognize the business benefits which are delivered by diverse organizations. These benefits extend to an operational policing context because by truly representing the communities we serve, we are better able to understand their needs and create safe places to live. In England and Wales women make up 28.6% of the police officer strength with only 23% of those in senior officer ranks. In Police Staff roles women are over-represented compared to the general population, however representation in senior roles is proportionately lower.

As an inaugural HeForShe Thematic Champion for the Police Force, we will accelerate the increase in the overall proportion of women police officers, to reach parity across senior leadership by 2020.

Having a diverse team will further strengthen the Police's work in combatting domestic abuse. As a result of groundbreaking work towards eliminating domestic abuse, we have already been awarded White Ribbon Status and remain committed to creating communities free from domestic abuse and protecting those who may be vulnerable to abuse, through an innovative and impactful training and sensitization program that enables officers and staff to assess how to respond to a domestic abuse situation and better meet the needs of survivors.

As an inaugural HeForShe Thematic Champion for the Police Force, Sussex Police will accelerate the increase in the overall proportion of women police officers, to reach parity across senior leadership by 2020.



Giles York QPM, Chief Constable
of Sussex Police

OUR HeForShe CLICK MOMENT

What did you see as the relevance of Gender Equality to Policing?

When I read about the HeForShe movement, I noted the heavy focus on addressing violence against women and girls. Having spent a significant amount of my career working in departments that investigated domestic and sexual abuse against children and adults, I realized that law enforcement agencies should be involved.

How do you think that addressing gender inequality will impact on what you do?

We invest heavily on trying to improve our response to victims of domestic abuse and sexual violence, whether developing new resources or processes. But I realized that the issue may be more fundamental: that our focus should be on cultural change and addressing the inequalities which exist within our organizations and that this may enable us to overcome a structural barrier to our performance which would have otherwise remained in place.

Why specifically engage men?

We are, and always have been, a male-dominated organization. I believe that we can only enact real change if we engage the whole workforce. I also feel that the reason we joined the police – to create safe communities and to promote justice and fairness – is consistent irrespective of our gender.

Miles Ockwell, Chief Inspector, Sussex Police



HeForShe AS A CATALYST

HeForShe has provided us with a platform to fundamentally change how our organization approaches the issue of workplace inequality by linking it to our core mission as a Police Service – to protect our communities from harm. We are broadening the focus of addressing the under-representation of women at senior levels from an issue addressed by our People Services departments to something that operational Police Commanders have to focus on.

Having a diverse team will further strengthen the Police's work in combatting domestic abuse.

Linking our approach to domestic abuse and sexual violence to gender inequality within our communities is enabling us to look at new ways in which we can engage with our communities on the subject of violence against women and girls, focusing more broadly on addressing the attitudes and behaviour of men and boys and how this manifests itself. Taking this a step further, by recognizing that our organization is a reflection of the society we serve, we are able to challenge our own officers' attitudes and how these affect their response to gender-based violence.

At a national level, with the engagement in the movement of other police forces, HeForShe is providing a platform for sharing best practice among agencies within the Law Enforcement sector.

OUR ROAD TO 2020

We are seeking to be seen at the forefront of addressing gender-based violence through innovative and effective practice. We aim to show other Police Services that addressing gender inequality and promoting greater male involvement in areas such as parental leave and flexible working is compatible with providing a quality police service. We aspire to leverage our status as a HeForShe Thematic Champion to take the message that gender inequality is a policing issue to other Police Services nationally and internationally.

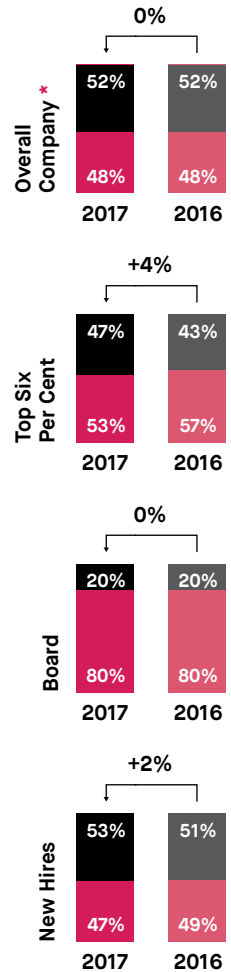
THEMATIC CHAMPION

WORLD BANK GROUP

“I’m honored to represent the World Bank Group as a HeForShe Champion. Achieving gender equality isn’t just the right thing to do—it’s the smart thing to do. No country, community, company or economy can achieve its full potential – or meet the challenges of the 21st century – without the full and equal participation of women and men.”

**– Dr. Jim Yong Kim,
President of the World
Bank Group**

Parity Data



* 2016 is baseline data

ABOUT US

With 189 member-countries, staff from more than 170 countries, and offices in over 130 locations, the World Bank Group is a unique global partnership: five institutions working for sustainable solutions that reduce poverty and build shared prosperity in developing countries.

OUR HeForShe COMMITMENT

The World Bank Group takes as its starting point that no country, community, or economy can achieve its potential or meet the challenges of the 21st century without the full and equal participation of women and men, girls and boys. Working with public- and private-sector clients around the world, the World Bank Group is helping close gaps between males and females, which has a lasting impact on driving sustainable economic growth, reducing poverty, and boosting shared prosperity. Gender balanced teams are essential to maximize development efforts and adapt interventions to local conditions.

As an inaugural HeForShe Thematic Champion for International Financial Institutions, we commit to achieve parity at senior leadership across the organization globally by 2020.

As an inaugural HeForShe Thematic Champion for International Financial Institutions, we commit to achieve parity at senior leadership across the organization globally by 2020.



Dr. Jim Yong Kim, President
of the World Bank Group

OUR HeForShe CLICK MOMENT

What led you to become HeForShe?

I have two children, my son is 16 years old, and my daughter is 11 years old. My son is very active in sports. He plays soccer, he takes karate lessons and he is also good in playing chess. My daughter had been more on the artistic side where she would spend hours painting with full concentration. One day she said that she is interested in karate too. She is now a brown belt, a higher level than her brother as he got more interested in soccer in the meantime. And while I was raised in a family where gender differences were never a consideration while offering opportunities, this experience with my own kids made me realize that even in the so called 'boys sports,' girls can do just as well. My personal experience made me a stronger HeForShe.

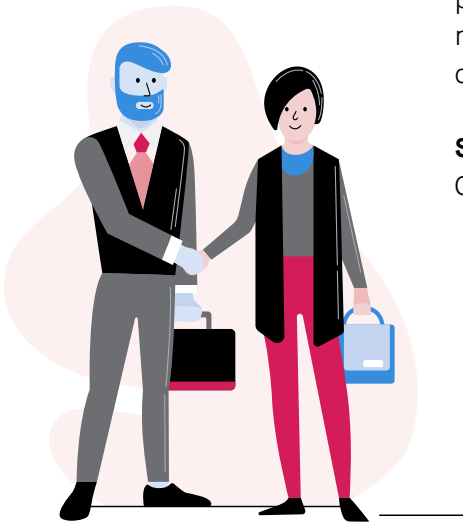
How did it change your view of gender equality?

I won't say that this experience made a drastic change in my view of gender equality, rather it made me more aware of some of the bias that I would have otherwise carried personally, while working in the World Bank Group where gender equality is a must-deliver objective.

What are you doing differently as a result?

In my past role, I had been managing a team of 24, evenly divided between men and women. That was at the same time I observed the play between my children. What I learned from them helped me to never use the gender lens while setting objectives, assigning tasks or evaluating performance.

Shehzad Sharjeel, Chief Credit Officer, International Finance Corporation (Part of the World Bank Group.)



HeForShe AS A CATALYST

Success means that we demonstrate gender equality within our own institution and to our clients, so that they also become HeForShe.

We have already achieved gender parity at the vice president level and above, but maintaining parity will require continued commitment. To reach gender parity for women and men in technical roles by 2022 as well as obtain the second level of EDGE certification by 2020, the World Bank Group has a detailed action plan in the following areas:

- Equal pay for equivalent work (conduct systematic gender pay gap assessments)
- Recruitment and promotion (improve transparency of the promotion process and criteria)
- Leadership Development Training and Mentoring (ensure equal access for women and men to career critical assignments)
- Flexible Working (encourage men to take paternity leave and flexible working options; shift perception of a face-time culture to an output-driven workplace)
- Company Culture (revise policies and procedures)

The World Bank Group is introducing new techniques to foster better gender parity results, including several pilot programs that use disruptive techniques such as Textio (a program that analyzes and edits job postings to appeal to different candidates) and blind recruitment (which removes identifying personal information on CVs).

OUR ROAD TO 2020

Our commitment to HeForShe, along with our EDGE Certification, has sparked a real conversation in the World Bank Group about what a gender equal workplace would look like. Along with our goals to improve the gender balance of our staff, and to ensure equality in pay, in career opportunities and in work flexibility, we are working towards a change in our understanding of the skills needed to get the job done. Our staff, no matter what their gender, should be able to bring their innate abilities to the forefront – we want to get away from gender stereotyping of what makes an effective manager, or an effective team leader, or an effective support staff. We don't want to become "gender blind," but rather value the differences that each of our staff brings to the table. Success means that we demonstrate gender equality within our own institution and to our clients, so that they also become HeForShe.

UNIVERSITY IMPACT CHAMPION
KENYATTA UNIVERSITY

WHY A GENDER BALANCED FACULTY IS IMPORTANT TO US

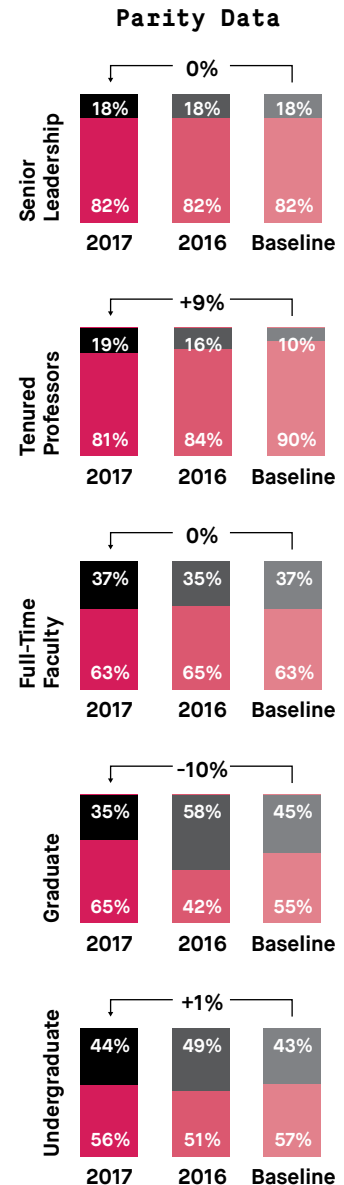
As of December 2017, there was only one female acting Deputy Vice-Chancellor in our Senior Leadership, six female Full Professors compared to 26 male Full Professors and 19 female Associate Professors compared to 40 male Associate Professors. It was important for us to focus on this area because our teaching faculty form the backbone of the University and unfortunately most female teaching staff remain in either Lecturer or Senior Lecturer grades for a long time which leads to frustration and apathy. As a University, we felt that this is where we could concentrate our efforts to create long-lasting impact.

HOW WE CREATED CHANGE

The proposed starting point is to undertake a baseline survey to understand the underlying causes of the slow upward mobility for female teaching staff and non-teaching staff. We will also run continuous training and sensitization for female staff on the requirements for promotion as set by the regulator of university education in Kenya, the Commission for University Education (CUE), and the requirements for Kenyatta University. Teaching staff will also require training on aspects that pose challenges which are critical for meeting the criteria for promotion such as gaining publication and writing grant proposals.

OUR TRANSFORMATION

As the newest member of the HeForShe IMPACT Universities joining in late 2017, we are at the very early stages of our transformation and we are in the process of embarking on our baseline activities and sensitization training.



WHAT WE LEARNED



Paul Wainaina, Vice Chancellor,
Kenyatta University

One lesson we have learned to date as we embark on our implementation activities is that in order to undertake these activities successfully, our University systems must be fully operational without undue interruptions to the University calendar. We have also learned that students are eager and ready to spearhead student-led transformation as part of the HeForShe initiative creating a ripe environment for change.

HOW WE CREATED IMPACT

Even in these early stages of our HeForShe journey, we have had two highly impactful initiatives to date which have been key in mobilizing our campus community:

First was during the Career Week held in February 2018. With assistance from students in the Kenyatta University Students' Union (KUSA), the office of the Gender and Special Needs Secretary and students from the Kenyatta University Gender Action Movement (KUGAM), we enrolled over 200 secondary school students drawn from all over Kenya as HeForShe supporters. The second was for International Women's Day, March 8, 2018. For this event, we created a dynamic email banner for the HeForShe Campaign with the Vice-Chancellor as the lead. Although a small action, we gave information on how to register as a HeForShe supporter and a number of students made their commitment to HeForShe during this time.

Our students are eager and ready to spearhead student-led transformation as part of the HeForShe initiative creating a ripe environment for change.

OUR ROAD TO 2020

Kenyatta University is delighted to be one of the HeForShe Champions. The University has embarked on an expansive and extensive campaign to advocate for male support through HeForShe and the regular gender sensitization seminars. The University will continue to sensitize not only the University community but also work with corporations to address the issues that emerge from the baseline survey.

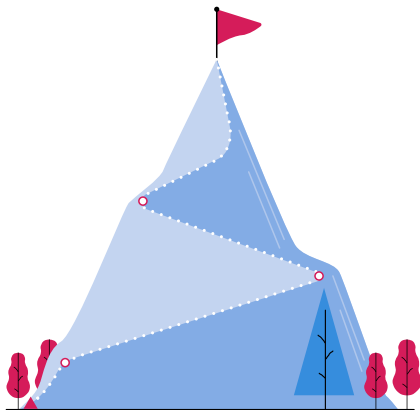
UNIVERSITY IMPACT CHAMPION

UNIVERSITY OF LEICESTER

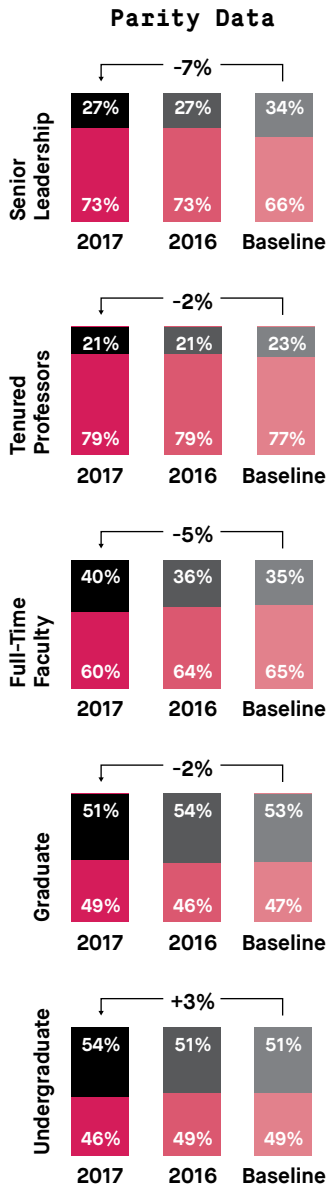
WHY INCREASING THE REPRESENTATION OF WOMEN IN LEADERSHIP AND FACULTY POSITIONS IS IMPORTANT TO US

We know that women comprise 50 per cent of our student population and increasingly 40 per cent of our academic workforce but the number of women in professorial posts remains precariously low. Increasing the number of female professors is in everyone's interest. Our students demand it and our faculty acknowledge that increasing our female professoriate will have far-reaching benefits for the way we lead and the culture we can create. We also know that we are ready for change and recognize the potential of women leaders in our academic pipeline.

HOW WE CREATED CHANGE



We know that we can increase our female professoriate using two main routes: at appointment and through internal promotion. We have made huge efforts to attract female applicants to our most senior positions and have worked closely with recruitment partners to secure women into senior appointments. However, we recognize that the area where we can really create change is in our internal promotion processes. We can and do use mentoring, coaching, targeted leadership programmes and leadership development training, but we also realized that little would really change unless we also addressed the conceptualization of achievement and contribution that underpins promotion and career development.



Our vision was to transform our promotions processes to make them more appealing to women, user friendly and inclusive. We developed the Leicester Academic Career Map which recognizes the central importance of research and teaching but crucially also explicitly recognizes contributions to enterprise, engagement, citizenship and leadership – areas that are often undertaken by women but had not been clearly rewarded through our promotion routes in the past. The map was developed following an extensive period of staff engagement across the grades. The map clearly specifies what individuals need to achieve in order to be considered for promotion and focuses upon the impact that achievement has had upon others, including colleagues, students and external communities.

OUR TRANSFORMATION

Our career map was championed and led by our Provost, one of our most senior academic leaders, **Prof. Mark Peel**. This ensured there was senior buy-in and engagement and the extensive consultation, drafting and sense-checking process—which he led—meant that all groups of staff felt they had contributed to the final product. There was significant staff investment in development of the career map although involvement was voluntary and was a critical citizenship activity. We asked him to reflect on the process:

What was most important about the process of changing academic promotion processes?

People used this opportunity to reflect upon broader questions about contribution and achievement, making this even more worthwhile; I had hoped we could have an institution-wide conversation about what we value, and my colleagues responded to that invitation in thoughtful and serious ways. We ended up having a conversation that was about doing justice to the contributions of women and about how broadening our idea of contribution and achievement was good for everyone.

WHAT WE LEARNED

We know that we can increase our female professoriate using two main routes: at appointment and through internal promotion.

When our academic career map and new promotions process was launched in 2017 we anticipated a significant increase in the number of applications by women, particularly for professorial appointments. However only three women applied for promotion to professor in the first year. All were successful, but informal feedback suggested that potential female applicants wanted to see how the first round using the new processes went before they applied themselves. They needed to see successful outcomes for women. The fact that one of our new female professors has spent several years working flexibly was also crucial. We also put actions in place to mitigate this happening again and ran dedicated women-only promotion planning sessions run by a female head of college. These sessions included case study feedback from two of the successful female applicants. A video was produced that outlined the process and increased transparency in the introduction of the new career map.

HOW WE CREATED IMPACT

The impact of our focused activity on the promotion of women was successful: in 2018 we received 32 professorial promotion applications with 17 from women, an increase from 14 per cent in 2017 to 53 per cent in 2018. 9 out of the 17 applications from women were successful, meaning a 53% success rate for women, compared to 23% in 2017.

A range of lessons were learned from the process and include the importance of: responding to the need for change with a clear plan; significant staff consultation in developing an academic career map; clear and innovative communication about the changes in the promotion process; clear leadership and sponsorship of change; allowing time to embed change and realize outcomes and embedding a clear evaluation of the new process after 2-3 years.



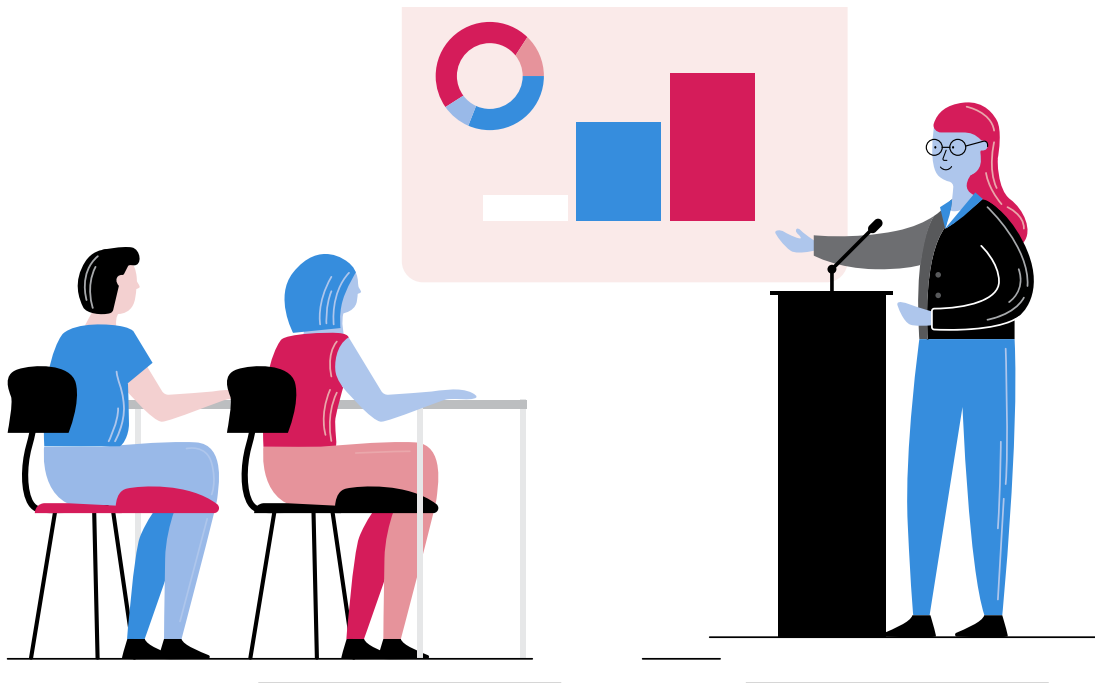
Paul Boyle, Vice-Chancellor
of the University of Leicester

OUR ROAD TO 2020

Our vision was to transform our promotions processes to make them more appealing to women, user friendly and inclusive.

Change takes time and achieving an increase in the numbers of female professorial staff has been challenging. We are starting to see a change in culture that we hope will enable us to achieve our 2020 target of 30 per cent female professors at Leicester.

Sustaining change is critical and continuously building our pipeline to progression through development opportunities including leadership training, return-to-career fellowships, mentoring and coaching are all ways in which we are building this pipeline. We are doing this alongside ensuring the University of Leicester, as a HeForShe Champion, is an attractive employer for women, providing on-site childcare, promoting flexible working options and tackling our gender pay gap – all things that we know make us a family-friendly employer.





HOW TO ACCELERATE WOMEN'S ECONOMIC EMPOWERMENT

The HeForShe Champions know the power of leverage. Their actions inspire and motivate, but there is only so much they can do as individuals, even when they lead powerful institutions and corporations. Women's economic empowerment will take too long to achieve if the only way forward is piecemeal, no matter how hard individuals strive or how impressive their local achievements.

That's why the HeForShe Champions are amplifying their influence, extending out to their ecosystems to generate a strong ripple effect which will accelerate women's economic empowerment. They are reaching out to customers, partners, trade bodies, government agencies – any organization that touches the lives of girls and women. There's an air of excitement about these initiatives – a sense that organizations can release pent-up economic activity and create real change with well-designed interventions and changes to their established practices.



HEADS OF STATE IMPACT CHAMPION

INDONESIA

WHY THE REPRESENTATION OF WOMEN IN PARLIAMENT IS IMPORTANT TO US

Despite resolute commitments and efforts taken by the government to ensure access for women in decision making in all spheres of life, especially in politics, the representation of women in parliament is still low as shown in the result of 2014 election. To ensure equitable representation, a strategy to further enhance women's representation in decision making process is implemented.

HOW WE CREATED CHANGE

In 2014, female legislative representation comprised of: 17,32% at National level; 25,75% at Senate; 16.4% at Local/Provincial; and 14% at district or city council. Additionally, 73 women were elected as heads/vice regional heads across Indonesia in 2015. As President of Indonesia and HeForShe Champion, Joko Widodo specifically commits "to promote the role and representation of women in politics and development". In his administration, women ministers account for a third of his cabinet. Moreover, President Jokowi has tasked female ministers in his administration with strategic issues. Additionally, through the relevant ministries, a Grand Design to Enhance Women's Representation in Parliament for the 2019 General Election was formulated.

OUR TRANSFORMATION

At the practical level, improving the role of women in decision making is a continual process. Common challenges encountered are patriarchal values, as well as lack of capacity and resources. To overcome this, interventions implemented focus on increasing the quality and quantity of female political candidates through political education and facilitating mentorship program. Moreover, public awareness programmes are implemented by relevant ministries and institutions to promote women's participation in politics.

Two examples of tangible interventions are:

- Strengthening our legal framework by issuing Law Number 7/2017. This law requires political party to have 30% women representation in its organizational structure at the national level. It also regulates sanctions for misconducts committed by individuals, parties or officials during elections and electoral process;
- Enhancing the capacity of female candidates by conducting trainings. To date, training has covered 1,089 potential candidates in 2016; 1,765 in 2017; and 388 in 2018. In addition, a Memorandum of Understanding was recently signed between Ministry of Women's Empowerment and Child Protection (MoWECP), General Election Commission (KPU) and the Election Supervisory Board (Bawaslu). The MoU laid out the foundation to implement a series of trainings for female legislative candidates to enhance their capacities and capabilities in running a campaign.

At the practical level, improving the role of women in decision making is a continual process.



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

WHAT WE LEARNED

The common challenges of potential female candidates is the lack of support and funding to run a campaign. To overcome this, MoWECP facilitated internship or mentorship programmes where candidates are attached to successful parliament members to gain first hand practical experience.

One success story is **Eneng Humaeroh**, 42 and a candidate for the National House of Parliament in 2019.

Why did you enter politics?

Since a young age, I have always been interested in politics and wanted to contribute to the community. I intended to focus on issues such as education, gender equality, economy and poverty eradication.

What challenges did you encounter?

One of the biggest challenges is finding and establishing the necessary network. As a woman starting to enter politics, finding the right platform to voice my concern and aspiration was a priority. I lacked the experience and the required network, as well as practical resources to run a campaign such as gathering necessary votes or funding to implement my programs and vision. In my experience, establishing the necessary network is key and will considerably impact on getting the votes.

How did the mentorship programme help you?

The mentorship programme provided me with resources and insight into effective leadership strategies, building my network, how to communicate my program to the constituents, how to effectively formulate campaign strategy, how to conduct lobbying, and how to win votes as well as funding commitments.



HOW WE CREATED IMPACT

Official data shows a slight increase in the number of women who are running for offices. In 2018, the number of women who are running for office is 101 women out of 1140 participants (8.85%). While in 2015, 123 women out of 1646 participants (7.47%) ran in the regional election. One key takeaway is the importance of establishing an enabling environment that supports women's participations in politics. Community support is key. Hence, a comprehensive strategy is needed to transform patriarchal values through raising awareness, incite involvement, and gather support of the community especially men towards increasing women's political participation.

As a HeForShe IMPACT Champion, our focus will also include youth empowerment, in particular girls, as the next generation of political leaders

OUR ROAD TO 2020

The strategy has garnered a positive result. There are significant improvements in terms of quality of female candidates in comparison to previous General Elections. In the past, women's participation in parliament was geared towards fulfilling necessary quotas. Today, the establishment of a regulated mechanism to verify and monitor candidates proposed by political parties has considerably enhanced the quality and women's meaningful participation in decision making process at the legislative level.

Onwards, as a HeForShe IMPACT Champion, our focus will also include youth empowerment, in particular girls, as the next generation of political leaders in line with our commitment to the Sustainable Development Goals.

HEADS OF STATE IMPACT CHAMPION

JAPAN

WHY WOMEN'S ACTIVE PARTICIPATION IN THE ECONOMY IS IMPORTANT TO US

In Japan, we are facing both a decrease in population and a low birth rate and therefore expanding women's active participation in the economy is an important pillar of our policy to increase productivity and the economic growth of Japan.

HOW WE CREATED CHANGE

Our government has redefined women's active participation in the economy as the center of Japan's economic 'Growth-Strategy'. We presented our vision including "Work Style Reform", "A society in which all citizens are dynamically engaged" and "Human Resource Development Revolution". In addition, we have been taking measures to improve social infrastructure for child care and care work to reduce child care waiting lists and to ensure no one is forced to leave their jobs due to nursing care.



Prime Minister
Shinzo Abe of Japan

Cabinet Public Relations Office,
the Government of Japan.

OUR TRANSFORMATION

It is essential that the national government, local governments and private companies take a lead to promote women's active participation in Japan. In June 2018, we revised our Corporate Governance Code and established Guidelines for Investor and Company Engagement. These stress the importance of achieving both diversity, including gender, and appropriate size of the board as well as the appointment of female directors to promote sustainable corporate growth and increase corporate value over the mid- to long- term.

To enhance the vitality of science technology innovation, we launched "Riko-challe" (support choosing STEM fields") to inspire female students to choose STEM careers. In June 2014, nine influential male leaders announced the "Declaration on Action by A Group of Male Leaders Who Will Create a Society in which Women Shine", which states that male leaders will commit to empower women in their own organizations. Since then, 170 other male leaders have also become supporters.

Moreover, in May 2018, the 'Act on Promotion of Gender Equality in the Political Field' was passed which is a nonbinding legislation but urges each political party to make efforts to equalize as much as possible the number of male and female candidates for its national and local elections. We make strong efforts to achieve promotion of gender equality in politics by researching and collecting information alongside the ministries.

It is essential that national government, local government and private companies take a lead to promote women's active participation.

WHAT WE LEARNED

In Japan, the main obstacle to women's economic empowerment is difficulties in juggling between family and work after giving birth. Here it is seen that women tend to give up continuing their jobs, and as a result, miss opportunities to obtain more experience and capacity building to go onto being promoted.

To address this, our government has committed to expanding nursery care centers that will accommodate up to 320,000 children by the end of FY2020. In the meantime, for those who may have been forced to quit their jobs due to the lack of places at nursery care centers, we have launched a new policy to extend their child care leave until their children become two years old at maximum.

The number of nurses, however, is currently scarce. There needs to be a greater effort to improve the work environment and to attract more nurses into the industry.

The other reality is a huge part of non-regular workers are women. Irrational gaps in the treatment of two different work styles of "regular" workers and "non-regular" workers may result in a lack of motivation. To avoid this, Japan will put "equal pay for equal work" into practice and reduce gaps of benefits whatever jobs and types of employment women choose so that they can work in various work styles.

As a HeForShe Champion,
we will continue
to make efforts to
provide enabling work
environments for everyone

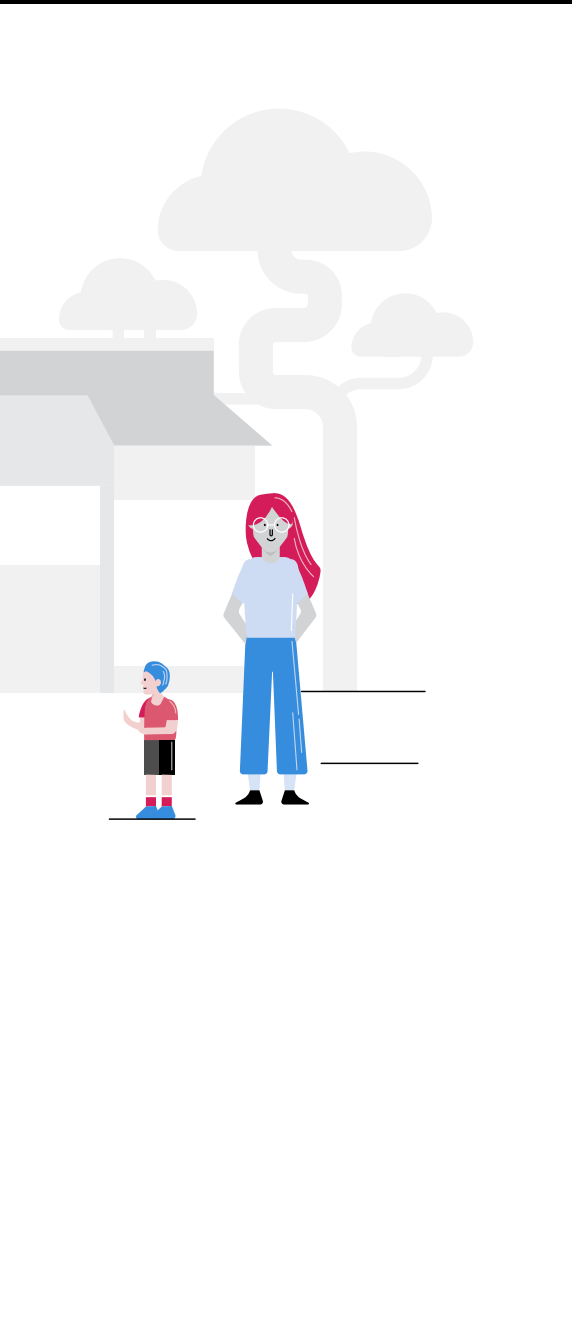


HOW WE CREATED IMPACT

The number of workers has increased by approximately 2.51 million for the last five years from 2012 to 2017 under our government, of which 2.01 million, 80%, are women, and the employment rate among women of parental age (25-44) increased to approximately 74.3% from 67.7%. The percentage of women who continue to work after the birth of their first child has increased to 53.1% from approximately 40% according to a recent survey. The number of women executives in listed enterprises has steadily increased, about 2.4 times more compared to 2012.

OUR ROAD TO 2020

Providing early childhood education and higher education for free and expanding recurrent education will contribute to enhancement of women's employment in professional work, support for single-parent families, improvement of women's enrollment rate in higher education and the pay gaps between men and women. Looking ahead to the 100-year life era, as a HeForShe champion, we vigorously promote 'work style reforms', which can secure not only the health of people, but also the time for investing themselves, to create the work environment where all women in employment can develop their abilities and demonstrate those abilities through their works, and everyone can find life worth living.



HEADS OF STATE IMPACT CHAMPION

RWANDA

WHY BRIDGING THE GENDER DIGITAL DIVIDE IS IMPORTANT TO US

Rwanda recognizes the role of ICT (Information and Communication Technologies) in driving women's inclusion and bringing them opportunities. Mobile technologies and digital tools allow ubiquitous access to information and education, and foster innovation. We are committed to achieve universal access and digital literacy, in particular leveraging technology to empower women.

HOW WE CREATED CHANGE

We developed the Smart Rwanda Master plan (2015-2020) and Women Empowerment through ICT (WEM-TECH) strategy to increase girls' and women's access to and usage of technologies. Initiatives were launched to enable private sector growth and development for bridging the gender digital divide, including the ICT tax exemption scheme which led to an increase in women's access to mobile phones from 35.1 per cent in 2010 to 84 per cent¹ in 2016. ICT awareness campaigns, mentorship, coaching programmes and career guidance increased female secondary school students' participation in science from 53.7 per cent in 2014 to 55.2 per cent² in 2017.

¹ Finscope 2016

² Rwanda Education Statistics 2017

OUR TRANSFORMATION

Rwanda's Vision 2020 to transform from an agrarian to a knowledge-based economy leverages ICT to fast-track development. Initiatives such as Viziyo, Digital Ambassadors, ICT Bus, Service Access Points, Smart Village, TechKobwa³, Miss Geek competition, Girls in ICT and STEM Camps highlight the transformative powers of ICT and motivate girls and women to learn and hone digital skills. We are also tackling the digital gender divide by empowering girls and women to take up crucial roles in varied ICT fields including education, health and financial services.

This year Rwanda reported women⁴ as representing 35 per cent of users of mobile financial services. The use of mobile phones has enabled swift transactions for purchases and payment of bills, and women can save time, transport expenses or lost income normally incurred in visiting banks. E-Banking and m-Banking help female borrowers and lenders receive and repay microloans more easily. In collaboration with civil society and development partners, the government put great efforts into supporting mentorship, coaching and career guidance programmes in STEM and ICT for girls in schools to increase the number of ICT engineers and make girls tech-savvy skills at an early age.

³ Kobwa means girl in Kinyarwanda

⁴ Women and FinScop, 2016. Men stand at 44%

Women and men are equal in terms of ability and dignity, and they should also be equal in terms of opportunity. As Rwandans, as a global community, we need every member of our society to use his or her talents to the fullest.



President **Paul Kagame**
of Rwanda

WHAT WE LEARNED

Basic education is central for technology to be relevant. ICT can contribute in reducing basic education gaps through educational digital content. Girls and women are enthusiastic about learning and using ICT. According to our assessment of the digital skills development programmes, women are regular attendees of trainings, are eager to interact with technology and easily share the knowledge with other family members and the village community. Girls' mentorship, coaching and competition programmes in STEM and ICT contribute to changing the mindset of young girls and building their confidence for pursuing sciences, engineering courses and related careers. We need to make interventions to keep girls in STEM and ICT fields at college and university levels. Digital skills and affordable access are not enough: women need relevant and contextualized content in order to take full advantage of technology. It is not only about bridging a gap but building complementarity between women and men, which nurtures ICT innovations. Some stakeholders now need to move from activism to practical support programmes. Bridging the gender digital divide creates many opportunities including new market needs and increased capacity for innovation.



HOW WE CREATED IMPACT

Since last year, we have emphasized high quality skills and a knowledge base leveraging ICT especially for girls. 10,530⁵ women trained under our Digital Talent Policy implementation framework, 4,778 female trained in ICT through Youth Friendly Centres and 2,953 girls and women were mentored and empowered to build a knowledge-based society. Today the majority of girls and women have STEM and ICT options when choosing courses and career paths. The use of digital and online services such as the RapidSMS application for tracking pregnant women and children under two have transformed the lives of women and children for the better.

OUR ROAD TO 2020

The government translated its efforts into our annually revised HeForShe Joint Action Plan, the Smart Rwanda Master Plan (2015-2020) and WEM-TECH Strategy, all under the National Strategy for Transformation, that will provide all citizens (men and women) with digital broadband by 2024. We will focus on increasing the usage of smart devices and coding skills to ensure women are not just users of technology but makers.

⁵ MITEC Administrative data

HEADS OF STATE IMPACT CHAMPION

SWEDEN

WHY ADDRESSING GENDER INEQUITIES IN HEALTH IS IMPORTANT TO US

Good public health is a matter of ensuring good health for the whole population and being as good as possible regardless of gender, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age. Unfortunately, differences between women and men persist in health and medical care. Illnesses that affect women more than men tend to be less prioritised. Psychiatric diagnoses are the most common cause of sick leave and are increasing among both women and men; however, the increase is greater among women.

The knowledge that we have accumulated during the past few years, creates a solid foundation for a fairer and gender-equal society. This progress gives hope for the future.



Prime Minister **Stefan Löfven**
of Sweden

HOW WE CREATED CHANGE

In November 2016, we (the Swedish Government) introduced “Gender-equal health” as a new sub target of the National Gender Equality policy including 40 indicators to monitor its progress.

The average number of days with sickness benefits has decreased since 2016, however women still have a higher outtake than men. An important measure to improve women's health has been to appoint a National Commission for Equity in Health including a mission to focus on gender health disparities. Women in all age-groups express experiences of trepidation or anxiety to a higher extent than men. As a result, we have strengthened our preventive work in the area of mental health by improved early action. This is targeted specifically at young people suffering from mental health problems by providing additional funding to health services to pupils in Swedish schools. We have also removed charges for mammography and cervical cancer screenings.

Furthermore, we have signed specific subsequent agreements with the Swedish Association of Local Authorities and Regions (SALAR), targeting action in the area of obstetric care and women's health. These agreements support the development of six regional resource centres for mental health and provide a long-term framework to improve women's sexual and reproductive health, obstetric care and other health services that need to be adapted to women's individual needs. The earmarking of funds for women's health has enabled increased staffing and an increased number of hospital beds in obstetric care facilities.

OUR TRANSFORMATION

An important measure to improve women's health has been to appoint a National Commission for Health Equity including a mission to focus on gender health disparities.

Eliminating men's violence against women is a priority issue for Sweden's feminist government. Since taking office, we have decided on a long list of measures to counter men's violence against women and domestic violence. For instance, we have provided increased support to local women's shelters for 2015–2019 totaling SEK 425 million. In addition, we have decided on, or in other ways taken, more than 20 measures directly related to proposals from the National Coordinator on Domestic Violence. National legislation on rape was strengthened as of July 2018. To strengthen the coordination of the national work to prevent and combat men's violence against women, we have introduced a ten-year national strategy (2017-2026). The strategy contains measures that strengthen protection for and support to women subjected to violence as well as measures that counteract destructive masculinity and crimes and oppression committed in the name of "honour". This strategy also emphasizes the participation and responsibility of men in eradicating violence.

Finally, following an increase in temporary employment on the labour market, affecting women more than men, with negative results on health, earnings and pensions, we have decided that general fixed-term employment will be converted into indefinite-term employment if the aggregated length of employment in a general fixed-term position exceeds two years.



WHAT WE LEARNED

Improving health is a complex and long-term undertaking. Results must be measured over time, and factors of success may in the end be hard to isolate from each other.

In the first agreement with SALAR on mental health, we noted that the prioritization of funds led to increased staffing, longer opening hours and the opening of additional service centers which translated into increased services for patients. This finding has fed into the priorities of subsequent agreements for the years 2018-2020.

Through studies of several public agencies, we have learned that the mental health of youth is intricately linked to their situation in school and on the labor market. This finding will help us to further sharpen our efforts to improve mental health for both boys and girls.

HOW WE CREATED IMPACT

Through monitoring and evaluation, we continuously identify and pinpoint areas in need of further development as well as best practices that can be replicated. As an example, during 2017 the number of reported work-related illnesses, where women are affected in a greater extent than men, decreased by 13%. While this development is encouraging, the causes remain to be analyzed.

OUR ROAD TO 2020

It is striking that so much knowledge about health in relation to gender equality has been generated. As a HeForShe Champion, we will continue sharing best practices, and we need to implement good measures on a larger and broader scale. Investments in health from a gender equality perspective, are also investments in the future. The knowledge that we have accumulated during the past few years, creates a solid foundation for a fairer and gender-equal society. This progress gives hope for the future.

HEADS OF STATE IMPACT CHAMPION

URUGUAY

WHY CLOSING THE UNPAID CARE GAP IS IMPORTANT TO US

Care is transversal
to everyone.

Care is as much a right as it is a social function and it implies the promotion of self-autonomy, attention, and assistance to people in a dependency context. The growing shortage in the capacity to provide care that Uruguayan society is experiencing is related to the deep changes at the labor market, socio-cultural and demographic levels.

Our policy is formulated with the purpose of developing a co-responsible care model, among families, State, community and market. Even more so, co-responsibility among women and men, so that Uruguayans can share their care responsibilities in an equitable manner and in addition, overcome the unfair sex division of labor that historically, and even today, characterizes our society.

HOW WE CREATED CHANGE

In November 2015, Bill N° 19353, creating the National Comprehensive Care System (SNIC) was passed. Within this framework, the National Care Plan 2016-2020 was designed and building the implementation roadmap of the System for the current administration. The Plan describes the System's principles, objectives, management and institutional guidelines.



President **Tabaré Vázquez**
of Uruguay

The year 2017 has been a period of strong impulse to the goals agreed in the Plan and the SNIC institutionalization was completed through the start of the Advisory Care Committee. Care is transversal to everyone, and therefore the Care System tries to be a universal policy that progresses gradually in the access and fair quality standards it provides for everyone, regardless of their condition, income and place of residence.

Having an ongoing Care System means to operate in the present, multiplying and improving the quality of care services, dignifying the work of caregivers, and freeing time for women who historically have had the burden of invisible work inside the homes.

OUR TRANSFORMATION

Regarding services, aligned to the priority given by the government to early childhood, significant advancements were achieved in the compliance of goals related to coverage, through the incorporation of 10,500 boys and girls, from 0 to 3 years, to care and educational services.

With reference to care services in dependency situations, the launch of the Personal Assistants programme has consolidated, ending 2017, with a 20% coverage of severe dependency situations. Many individuals already can count on this service that provides care and personal assistance for everyday activities to people in severe dependency situations.

During 2017, telephone assistance services were also set in motion, allowing those over 70 years old, in minor or moderate dependency situation, to notify their family, neighbors or medical services in case of an emergency in their homes.

During 2018, the first Day Center was inaugurated in the department of Lavalleja, previewing the inauguration of 14 centers in 12 departments (out of a total of 19) this year. These are social-sanitary centers, that provide comprehensive care to elderly people who live in their homes but have difficulties to carry out day to day activities.

WHAT WE LEARNED

The achievement of the goals proposed in the National Care Plan 2016-2020 demand constant articulation, one without precedents, among the different organisms that are part of the Care System.

This institutional consolidation has allowed to speed up significantly the co-executed services and strengthen this public policy that is here to stay. We are building the fourth pillar in the Uruguayan welfare regime and we are developing a deep transformation by creating the conditions to face the challenges related on one side to the necessity to increase the fertility rates, and on the other side, to improve the quality of life within the framework of a life expectancy that keeps growing.

Children need access to quality care services at their very first stages to successfully complete within the educational system. Therefore, the path to productivity of a 2050 society starts in the early childhood care policies. As long as we create quality child care services, women will be able to free the time they dedicate today to care to incorporate themselves into the work force.

2018 will be the year the services of the SNIC take off and to move forward in the face of structural challenges, not only due to the expansion of services and their coverage, but also for the improved quality of the entire offer (new and existent, public and private).

Children need access to quality care services at their very first stages to successfully complete within the educational system.

HOW WE CREATED IMPACT

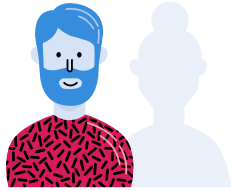
In 2017 the first Care Community House (CCC Spanish acronym) continued its work, testing the selection and training mechanisms for caregivers. In 2018 the inauguration of 15 CCC homes and 10 community collective spaces is being planned.

In addition, in 2018 the opening of a new service modality in centers related to labor is being designed in coordination with unions and companies. This service takes reference from the co-responsibility principle and seeks to adapt the care services to the needs of the labor market. In 2017, progress was achieved in the endorsement of agreements and in the approval of an organizational structure of the model and the arrangement of infrastructure. As such, the opening of 10 centers is planned.

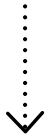
The number of users of the Personal Assistance service has grown consistently between January and September 2017, from 1,887 to 3,583. After three months of relative stability, in December 2017, 3,641 people were reached as beneficiaries of the Personal Assistance. The Phone Assistance service already has 286 users and 332 prospective users.

Since the creation of the SNIC around 3,700 positions were created to increase the effective coverage within the framework of the System. In case of early childhood services, it is believed that 1,400 positions will be created, while 2,250 positions will be created from the widening of the Personal Assistants programme.

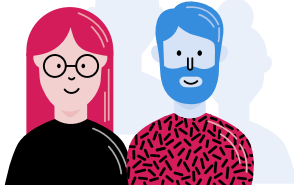
OUR ROAD TO 2020



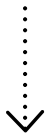
1, 887



Jan. - Sept.



3, 583



Sept. - Dec.



3, 641

The National Comprehensive Care System, understood as the new pillar of the social protection matrix, required the construction of a legal, institutional and social baseline that provides long term sustainability. As a HeForShe Champion, we are proud of the progress made to date however our journey ahead remains. The first step was the passing of Bill 19.353 on 27 November 2015, that creates the National Integrated System of Care, sets its structure, establishes objectives, principles and a subjective scope of application.

The presidential decree 445/0163 of 29 December sets the general purpose of the National Board for Care, as well as its role, organizational structure, technical autonomy, presidency and proceedings. It also regulates its set up and follow up of its resolutions.

Likewise, the resolution of the Ministers Council number 71/017 was approved on 31 January 2017, approving the Board's internal regulations. Along with the regulation of the National Care Board, the goals and competencies of the Care Secretariat were established (decree 455/0164 of 29 December 2016). The bill that creates the SNIC establishes the Care Advisory Committee as an advisor organism of the National Care Secretariat. Their commitments, functions, delegates and elective mechanisms were ruled by the decree 444/0165 of 29 December 2016).

The above-mentioned decree establishes that the committee is integrated by 16 delegates distributed the following: 4 SCO delegates related to care, 4 Academy delegates, 4 labor union delegates and 4 delegates of private entities that provide care services.

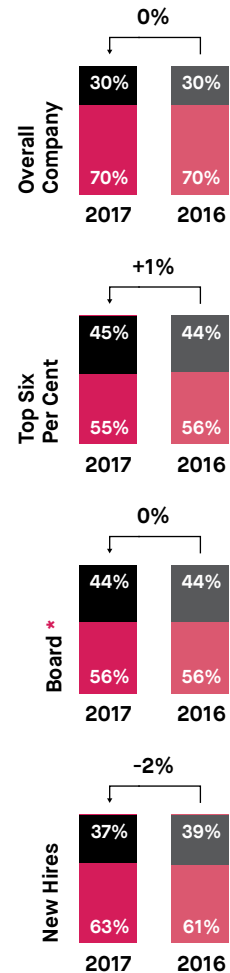
THEMATIC CHAMPION

DANONE

“Supporting women rights and gender equality is a widely proven recipe for more sustainable growth and inclusive prosperity. As HeForShe Thematic Champion, I am committed to fostering a diverse and inclusive company, where equal representation and opportunity is a reality.”

- Emmanuel Faber,
Chairman & CEO of Danone

Parity Data



* Board of Directors as mentioned in our Registration Document: <https://www.danone.com/investor-relations/governance/board-of-directors.html>

ABOUT US

Dedicated to bringing health through food to as many people as possible, Danone is a leading global food and beverage company built on four businesses: Essential Dairy and Plant-Based Products, Waters, Early Life Nutrition and Advanced Medical Nutrition. With products sold in over 120 markets, we aim to inspire healthier and more sustainable eating and drinking practices, in line with our vision – Danone, One Planet. One Health.

Parental leave provisions directly impact family life and welfare, women's participation in the labor market, and gender norms.

OUR HeForShe COMMITMENT

Parental leave provisions directly impact family life and welfare, women's participation in the labor market, and gender norms. Where they are progressive, they can directly promote gender equality, especially when both women and men are permitted and encouraged to take parental leave. Danone has set forth a bold ambition to become one of the leading parent-friendly companies in the world, through the implementation of a global gender-neutral paid parental leave policy for all employees. As an inaugural HeForShe Thematic Champion for paid parental leave, the company will pilot innovative approaches to support parents during the first 1,000 days – from the start of a pregnancy to the baby's second year of life – with pre-natal support, extended parental leave and post-natal commitments. Danone's 18 week's gender-neutral paid parental leave policy will extend to adoptive parents and will be gradually implemented and customized by local teams to best address local needs.



Emmanuel Faber,
Chairman & CEO of Danone

OUR HeForShe CLICK MOMENT

Alejandro Pinillos, General Manager Bonafont
(Danone subsidiary in Mexico)

Why do you think gender equality is important within the workplace?

We are convinced that gender equality is a key factor to ignite creativity, innovation and, therefore, to enhance the sustainable growth of our business. Research proves that companies which promote diversity and inclusion through policies and practices, as well as those with a higher percentage of women in their boards, experience higher financial performance (McKinsey, 2015).

In your opinion, how can the Global Parental Policy contribute to gender equality?

We believe it is important to offer equal opportunities for women and men in all fields of the economy and all job levels. Our policy provides extended paid parental leave for primary and secondary caregivers, along with lactation rooms, counselling during pregnancies, return-to-work programs, flexible working schemes... This will emphasize the equity between males and females at our workplace and thus help transform our company. Mexico will fully implement this policy by 2020.



HeForShe AS A CATALYST

In 2017, we started to implement our Inclusive Diversity roadmap, which focuses on delivering three global priorities by 2020: Inclusive Behaviors, Gender Balance and Culture & Nationality. HeForShe was one of the key catalysts of the Inclusive Diversity roadmap, especially in helping to enhance our ambition on gender balance. The partnership has enabled us to gain momentum on Inclusive Diversity both internally and externally, and to create traction for our global Inclusive Diversity strategy as well as local actions.

HeForShe was one of the key catalysts of the Inclusive Diversity roadmap, especially in helping to achieve our ambition on gender balance.

OUR ROAD TO 2020

Globally, we have made progress in delivering our 3 Inclusive Diversity priorities. For example, our gender-neutral paid parental leave has so far been implemented in Australia, New Zealand, Italy, Singapore, Egypt, UK, Turkey, Netherlands and Belgium. All Danone countries will implement the full policy by 2020.

Moreover, women's representation at Executive level (Top 200) has increased from 21 per cent in 2015 to 25 per cent in 2017, while women's representation at Director level (Top 2%) has increased from 34 per cent in 2015 to 39 per cent in 2017. By 2020, we want to have 30 per cent women at Executive level and 42 per cent at Director level. Building an action plan to achieve this ambition is a key part of our Inclusive Diversity roadmap.

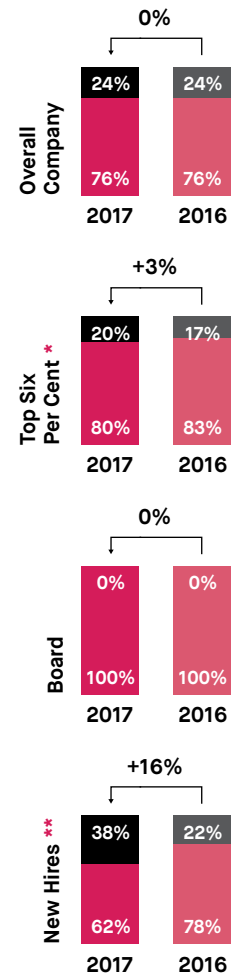
As a HeForShe Champion, we aim to create a working environment where our different views, perspectives and uniqueness are embraced. Each of our employees must feel valued and empowered, and we strongly believe this will transform the way we work, delivering innovative thinking and, therefore, making our business grow. With this approach, we are making sure that our differences will make the difference.

THEMATIC CHAMPION
DE BEERS GROUP

“Standing with women and girls is a responsibility and a privilege. As a HeForShe Champion I am committed to harnessing the diversity of thought, skills and experience that are required to realize De Beers Group’s full potential, by accelerating the representation of women within our organization, as well as supporting women and girls in the communities in which we operate.”

- Bruce Cleaver,
CEO of De Beers Group

Parity Data



* This refers to our senior leadership figures which are reported as Bands 5 plus (i.e. CEO-3)

** This includes promotions as well as appointments at senior leadership level (CEO-3)

At De Beers our aim is to create a culture in which everyone feels supported to contribute and able to achieve their full potential.

ABOUT US

De Beers Group is a member of the Anglo-American plc group. Established in 1888, De Beers Group is the world's leading diamond company with expertise in the exploration, mining and marketing of diamonds. Together with its joint venture partners, De Beers Group employs more than 20,000 people across the diamond pipeline and is the world's largest diamond producer by value, with mining operations in Botswana, Canada, Namibia and South Africa. As part of the company's operating philosophy, the people of De Beers Group are committed to 'Building Forever' by making a lasting contribution to the communities in which they live and work, and transforming natural resources into shared national wealth.

OUR HeForShe COMMITMENT

We have committed to accelerate the advancement of women across our organization, in our diamond producing countries and through our marketing campaigns.

Bruce Cleaver,
CEO of De Beers Group

We will achieve parity in the appointment of women and men into senior leadership by 2020. To achieve parity, we are implementing a holistic Group-wide approach from mining to retail, to attract, develop and retain female talent. This includes tailored action plans in each area of the business combined with a Group-led review of talent development processes through a gender lens, as well as visible senior leadership and performance oversight.

We are investing in women in the countries in which we mine. To date we have launched two new programs; firstly promoting STEM subjects by sponsoring science summer camps and STEM university scholarships for young women in Canada, and secondly a capacity building program to support women micro-entrepreneurs in Botswana, Namibia and South Africa.

We are also promoting gender equality through our marketing, which will be supported by the creation of gender-sensitive marketing guidelines and training to ensure that our campaigns live up to our commitment of being a positive force for gender equality.

OUR HeForShe CLICK MOMENT

Albert Milton, General Manager of Jwaneng Mine at Debswana (a 50:50 joint venture between De Beers Group and Botswana). Jwaneng is the world's highest value diamond mine.

Making an external HeForShe commitment holds us to account.

Can you describe a 'click' moment, when you registered the importance of gender equality?

It was in 2014, when Jwaneng Mine tonnage was at its peak and there was a dire need for highly skilled personnel. I deployed two women to drilling and blasting and loading and hauling which traditionally in the mining industry are manned by males. They were supervising more than 500 people, mostly men. While I knew they would deliver, it never crossed my mind that the mine's cost per ton would drop far below what it was in the previous year. Safety also started to improve and employee relations, especially in their work areas, gained the highest levels. This was a click moment for me, showing that gender equality and high performance are strongly linked together.

Have you made any changes to the way you work as a result of this click moment?

I have made a commitment to increase female employee participation in key decision making and technical roles by steadily increasing the number of women in leadership and managerial roles. During the last few years, we have seen a continuous increase in women occupying key strategic roles at Jwaneng Mine.

What would you say to other men in the organization around gender equality?

As part of De Beers Group's commitment, the Debswana Executive Committee is in the process of setting stretch targets for women to have ascended to leadership roles – ownership for this needs to be cascaded down to operational level. Lastly, I would say: give women a chance to define their space and look forward to breathtaking results!

HeForShe AS A CATALYST

Partnering with UN Women has led to greater alignment between our internal programmes, our community programmes and our marketing, by uniting around a common goal. Making an external HeForShe commitment holds us to account. Flexible working is an area where we are having to be innovative in our approach. With operations spanning remote parts of the globe, our businesses are having to think more creatively. Solutions have included reviewing shift patterns and increasing charter flight options to enable more regular and flexible travel. Improved communication technologies at the operations are also being explored to make it easier to stay in touch with family or work remotely and still engage with colleagues.

OUR ROAD TO 2020

At De Beers Group our aim is to create a culture in which everyone feels supported to contribute and able to achieve their full potential. Our HeForShe commitment supports and further enables us to build an environment that celebrates, values and encourages diversity. In 2018 our key focus areas are engaging our employees around the importance of inclusion and diversity, equipping our managers to build inclusion and diversity into all aspects of people management, and enabling cultural change including flexible working, harassment and bullying and parental leave.



CORPORATE IMPACT CHAMPION
ELECTRONIC ARTS

WHY LEADING IN THE REPRESENTATION OF WOMEN IN GAMES IS IMPORTANT TO US

With the global gaming audience expanding beyond 2.5 billion people playing across more devices than ever before, our broad portfolio of games — in genres ranging from strategy, to racing, to sports, and more — aim to inspire and delight players across diverse interests, of all ages, and in every country in the world. And with women now representing almost half of the global gaming community, it has never been more important to drive strong gender representation in games.

HOW WE CREATED CHANGE

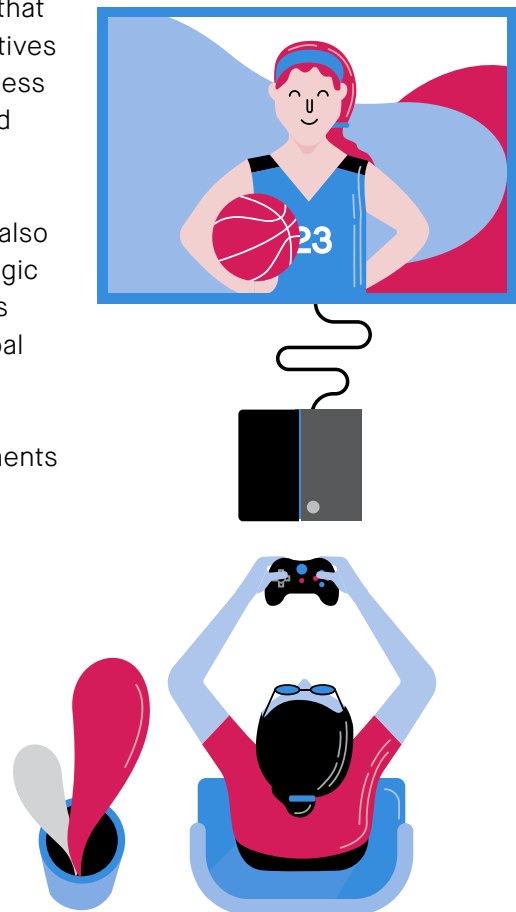
We are proud to say that we are a leader in pioneering diversity in the gaming industry. We believe games are an art form, and so we create games that inspire everyone — woman or man — to play. This has always been a core part of our DNA, and we have the opportunity to lead in service of all our players and the values we believe as a HeForShe Champion.

From Bioware stories that enable players to be strong female heroines and to choose whomever they wish to love, regardless of gender, to The Sims that gives players the opportunity to pick the nuances of their visual identity, such as skin tone and hair type, we consistently strive for inclusivity in our games. Championing diversity has also inspired us to create heroes like Faith in Mirror's Edge franchise, and to share the story of the Russian Women's Battalion in Battlefield 1. And, we are proud that we were the first gaming company to include female players in soccer and NBA titles. Last year, we brought the full Women's NBA team and league roster into our game, the first time in video game history and in the upcoming FY19 launch, players now will be able to create their own playable female characters.

OUR TRANSFORMATION

In our FY19 portfolio lineup, all of our games will include a prominent female character. NBA LIVE incorporates the full WNBA roster, and in its FY19 launch, it will now offer the ability to create female players. Battlefield V will proudly feature women who represent the untold stories of WWII, upholding our commitment to inclusion with the #everyonesbattlefield social media movement. Additionally, the story mode Longshot in NFL Madden 19 features social media and Netflix star Joey King, who is a favorite star among young women around the world.

Our values of inclusion and diversity extend beyond the content of our games and reach into the culture within our workforce and workplaces. Our Employee Resource Groups (ERGs), foster a culture of inclusion and belonging around the globe and ensure that employees and allies have the ability to express unique perspectives and viewpoints on issues ranging from company culture to business strategy. These ERGs have provided input on critical creative and business decisions including accessibility UX and testing, story narrative review in Madden Longshot, and the global diversity assessment framework in the creation of Sims and FIFA. We are also proud that we have strong women leading the company in strategic roles. Laura Miele, recently stepped into the role of Chief Studios Officer to lead EA's Worldwide Studios with a strong slate of global studios Group General Managers — 40% of which are women. And Mala Singh, our Chief People Officer, drives a global people experience for our nearly 10,000 employees. Each of these elements contributes to our dedication to increase the representation of women in gaming.



WHAT WE LEARNED

Our diversity and inclusion journey is a path on which we are continuously learning, improving and adapting. In 2014, we introduced female fighters into the EA Sports UFC roster for the first time. While the inclusion of women as playable characters was positively received, we heard from players that the in-game appearances of specific female fighters lost the element of femininity. One of the female fighters portrayed in the game expressed the hope that her likeness in the game could strike the balance of physical power and beauty. While we pride ourselves on the realism of our games, we realized that no one working on the project at that time had ever applied makeup nor could incorporate subtle feminine contours to a fighter in the game. This illustrated why it is absolutely a business imperative to ensure our teams include individuals of diverse backgrounds and perspective.

As a result of these learnings, we have continued to improve inclusion and diversity in our creative process, in our investments in technology, and in our development teams. The 2018 EA Sports UFC 3 launch featured not only the full roster for featherweight and bantamweight female fighters but exhibited dramatically improved realism. As a testament to our commitment to continuing to improve the creative accuracy for in-game representation, we developed a technology called Real Player Motion — and for the first-time incorporated captured data from actual women fighters on the UFC roster to ensure the most realistic and seamless in-game representation.

Equality is foundational to the culture and values of Electronic Arts, and we must champion it as a force for global change. Nearly half of the 2.5 billion people around the world playing games today are women, giving interactive entertainment a unique position to lead in the gender equality movement.

Andrew Wilson,
CEO of Electronic Arts



HOW WE CREATED IMPACT

With every action, we impact millions of players — and we take this responsibility very seriously. Inclusion is central to our creative process and our belief that games are for everyone. In our upcoming FY19 launch line up, we will have strong female representation in all of our games. Specific to Battlefield V, we incorporated women as prominent and playable characters and chose to have the key cover art depict a female soldier. The cover art and inclusion of women in the game sparked a contested social dialogue, with a significant population voicing criticism. Instead of conceding to dissent, we defended the decision to not only include but prominently feature women in the game, and mobilized a social media movement #everyonesbattlefield. Women played a critical role in WWII, and having their contributions represented in the game ensures that our players could play as a character that they could customize and identify with.

This was a moment that represented the ability of games to drive cultural and social impact. With #everyonesbattlefield trending in social media, we created a distinct moment within the gaming community to stand up for diversity and inclusion in interactive entertainment. While social acceptance may lag behind our momentum to innovate, we must lead in service of our players and stand for our beliefs and commitments to foster inclusion and diversity.

OUR ROAD TO 2020

We believe that games help players achieve their potential and more, but only by first empowering players to express their authentic selves within games. That is why supporting diversity in interactive entertainment is so important—and what brings us to our dedication to our role as a HeForShe Champion and beyond. We are proudly committed to inclusive gender representation and other diverse representation that mirrors our player community in our games. We will continue to cultivate a safe and inclusive culture in our communities at work and at play. And we will continue to champion our values and lead in the service of all of our players from all backgrounds.

THEMATIC CHAMPION

EXELON CORPORATION

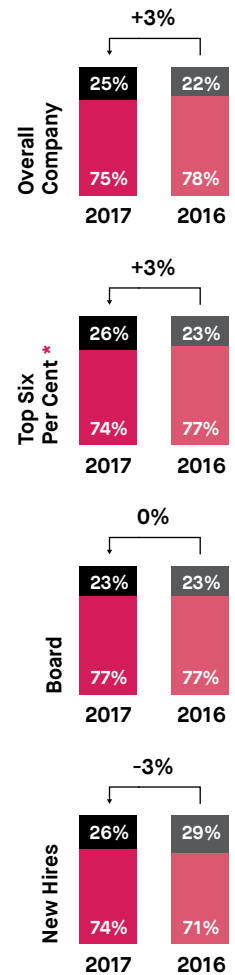
“To be engaged in HeForShe and make a public commitment is not only a sign to our current and future employees and customers, it’s a sign to other corporations that they need to step up.”

- Christopher M. Crane, President & CEO of Exelon Corporation



Christopher M. Crane, President & CEO of Exelon Corporation

Parity Data



* E09 Positions

ABOUT US

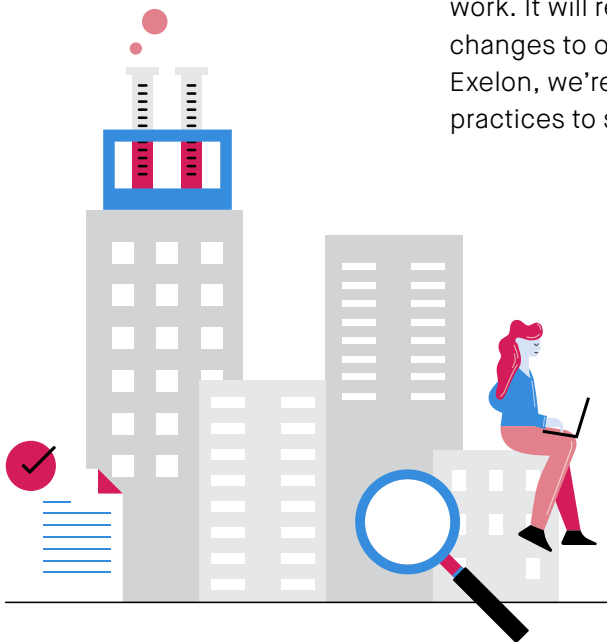
Working with UN Women's HeForShe team, Exelon has developed a programme to invest in STEM education for young women.

Exelon is a FORTUNE 100 company working in every stage of the energy business: power generation, competitive energy sales, transmission and delivery. As the nation's leading competitive energy provider, Exelon does business in 48 states, Washington, D.C. and Canada. Our 2017 revenues were \$33.5 billion. We employ approximately 34,000 people nationwide.

OUR HeForShe COMMITMENT

We want to foster an environment where the best and the brightest, as well as future generations – both girls and boys - feel empowered to pursue careers with limitless opportunity.

By 2020, Exelon will reduce the voluntary exit of women in the organization – at all professional levels – to achieve gender parity in this metric. We believe it's time for all American employers to do the same and we look forward to being on the forefront of driving this change. Because our retention rates are significantly higher for men than they are for women, it is more than just making a commitment or becoming a HeForShe champion; improving retention will take hard work. It will require formal, tracked goals and strategies that target changes to our policies and culture. But this is not new to us. At Exelon, we're always creating new initiatives and enhancing existing practices to strengthen our culture of diversity and inclusion.



OUR HeForShe CLICK MOMENT

When did you realize the goals of HeForShe were important?

I know in my own life, as I see my wife who operates a successful business, my daughter, who's a recent law school graduate – the challenges that they have faced in their career are very different from the challenges that my son and I have faced. It's just a fact of life.

At the same time, the business imperative to doing this is enormous. We're in intense competition for ideas and for different approaches. We need the resources of every point of view that we can possibly bring to bear to address our challenges effectively and serve our customers in the best way.

What will change at Exelon because of your commitments to HeForShe?

Because this is such a challenging and complicated problem, we can't leave this work to diversity groups or committees and targeted groups. We must all be a part of this. Day-to-day ground-level work to effectuate cultural change is critical. We need to ask, How do we have conversations? What do we do to develop people? What do we do to create mentorships? What are the things we do from the minute we walk in the office to the minute we go to sleep that are consistent with the principles that we're saying we're going to embrace?

Bill Von Hoene, Senior Executive Vice President and Chief Strategy Officer Exelon Corporation.

HeForShe AS A CATALYST

Women represent less than a quarter of all college STEM graduates in the US. Exelon has a long-standing commitment to support diversity in STEM fields through myriad programs. Working with UN Women's HeForShe team, Exelon developed a new programme to invest in STEM education for young women. The total investment is \$1 million per year for three years, with \$300,000 dedicated annually to UN Women to fund a STEM awareness programme. The remaining \$700,000 will fund a partnership between Exelon and UN Women to create the STEM Innovation and Leadership Academy for young women. The Academy is a week-long, overnight STEM leadership program where selected junior and senior high school girls will learn about STEM in fun, interactive ways, including field trips to our company sites and partners, keynote speakers and panels with female leaders, leadership development training and an energy challenge, which could result in college scholarships. This programme was launched in Chicago and Washington, D.C. in 2018, and will be expanded to other Exelon regions in subsequent years. The ongoing nature of the programme will help Exelon develop relationships with students from high school through college, and enable them to apply for college internships and potential work at Exelon.

By 2020, Exelon will reduce the voluntary exit of women in the organization – at all professional levels – to achieve gender parity in this metric.

OUR ROAD TO 2020

The energy challenges of the future are big. To rise to meet them – and to lead – we must recruit, retain and enable the best minds available, regardless of gender or background. At the same time, our workforce needs to reflect the diversity of our 10 million electricity consumers and the 6 utility jurisdictions and the communities in the major metropolitan areas we serve. Our path to achieve these goals is twofold. First, a focus on encouraging and supporting girls and women in their pursuit of STEM careers. Second, we are committed to understand why women leave our organization at a higher rate than men and implement policies and foster a culture that supports the success of all of our employees. Ultimately, our aspiration at Exelon is to cultivate communities inside and outside of our organization that empower, energize and create opportunities for women and men alike.

CORPORATE IMPACT CHAMPION
KOÇ HOLDING

WHY ELIMINATING GENDER BIAS IN COMMUNICATIONS IS IMPORTANT TO US

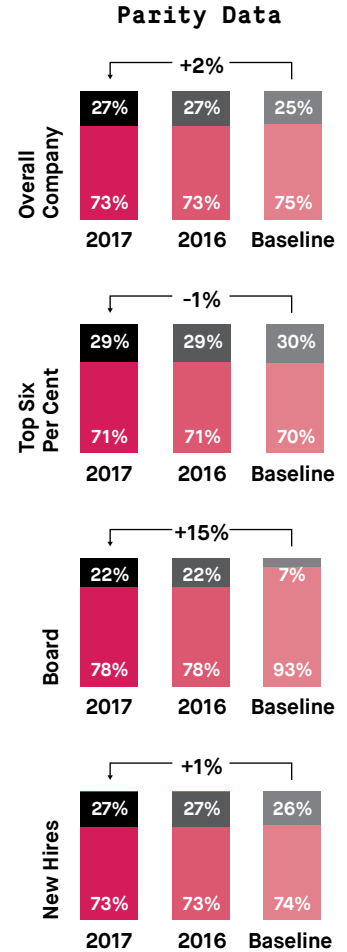
At Koç Group, we aim to mainstream gender equality in all areas of our business. Our experience shows that unconscious biases constitute the single most important challenge. In Turkey, we have 9¹ of the 50 most valuable brands and 10 market leader companies² in our portfolio. Therefore, we have significant potential to lead by example and to create a ripple effect for gender equality by working together with diverse stakeholders.

HOW WE CREATED CHANGE

Brand marketing and communications practices typically categorize consumers into clusters, which often leads to the use of clichés and stereotypes in the messages created. Our vision is to mainstream gender sensitive marketing communications internally, as well as mobilizing Turkish business and other stakeholders to shift gender norms in their own mass communications. We took a two-phased approach: first, we introduced diversity and inclusion filters to the development of marketing and communication materials by brand teams and their agencies and second: we extended this approach to TV series by reaching out to producers, broadcasters, directors, script writers, actors and advertisers.

¹ http://brandirectory.com/league_tables/table/turkey-100-2017

² Koç Holding Annual Report 2017, pg 5 (<https://www.koc.com.tr/en-us/investor-relations/financial-statements-and-statistics/Annual%20Reports/Ko%C3%A7%20Holding%202017%20Annual%20Report.pdf>)



OUR TRANSFORMATION

The first step was to develop our Guide to Gender Equality in Communications. The guide offers principles, a methodology and a checklist. The methodology was adapted from the 4R method developed by the Swedish Gender Mainstreaming Support Committee which is founded by our fellow IMPACT Champions at the Swedish Government.

Decisions are made at several stages of communications campaigns by multiple individuals, and in this complex environment, a guide was simply not enough to develop the right approach across the teams. We, therefore, ran interactive workshops alongside to initiate questioning and find solutions for eliminating gender-based biases in communications. Sponsored by executive leadership, the guide and the workshops were equally disseminated to the agencies that our various companies work with. The guide was also embraced by the Turkish Industry and Business Association (TUSIAD), Turkey's top business organization.

All the major sector associations, including the Advertisers Association, Advertising Foundation, Association of Communications Consulting Companies, Public Relations Association of Turkey and Association of Corporate Communicators, became dissemination partners for the guide. These organizations now circulate the guide among their members and implement the workshops for their teams and stakeholders. For International Women's Day, we created a video campaign with the slogan "Gender roles have already changed; why not change what we watch on TV?"

We have significant potential to lead by example and to create a ripple effect.



WHAT WE LEARNED

As we decided to extend this approach to TV series, we quickly learned that industry professionals did not have a common understanding of the extent of the problem. Therefore the first step was to create a baseline representing the current situation and initiate research into the portrayal of gender roles and stereotypes in popular Turkish TV shows. According to the research we found that:

- “Having characteristics of a stereotypical woman” is widely used to insult and humiliate female characters – even by women, with 62 per cent of characters portrayed in this way.
- 64 per cent of shy characters are portrayed by women while 69 per cent of vulgar characters and 62 per cent of aggressive characters are male.
- The majority of scenes (73 per cent) involving tears and grief belong to female characters whereas 79 per cent of violent scenes are played by male characters.
- Visibility of working women is limited. Female characters do 92 per cent of the household chores shown whereas business- and work-related matters belong to male characters 82 per cent of the time.

The research results and the workshop we ran to have an in-depth discussion on the roles and responsibilities of the contributors led to the creation of the Gender Equality Principles in TV Series and its adoption by a broad range of industry groups.

The Principles include promoting diversity in characters, rejecting stereotypes, reflecting different roles and responsibilities in a balanced way, standing against the normalization of violence, adopting a gender-mainstreamed discourse, and increasing the visibility of different role models.

Overcoming stereotyped marketing and creating a system change in mass communication tools requires an alteration in the culture and the way teams operate.

Ömer M. Koç,
Chairman of Koç Holding



HOW WE CREATED IMPACT

Communications and marketing professionals from eight Koç Group companies and 30 advertising/PR agencies attended our Gender Equality in Communications Workshops. In total, around 200 creative directors and marketing professionals participated at the Workshops. As a result:

- The Advertisers Association set up a Gender Equality Committee aiming to self-regulate, monitor and award gender-equal advertising;
- The Advertising Foundation and The Advertisers Association initiated a longitudinal research to identify how gender stereotypes are portrayed in the award-winning commercials of Effie Turkey contest in the last 10 years.
- The Actors' Union of Turkey and Screenwriters Association also began dispersing gender equality trainings among their members.

OUR ROAD TO 2020

Overcoming stereotyped marketing and creating a system change in mass communication tools requires an alteration in the culture and the way teams operate. This is not an easy transformation but a continuous evolution. We are therefore now analyzing the needs of our teams and designing a monitoring mechanism to help.

This mechanism will evaluate the teams' gender-sensitive communications skills and provide gender auditing for mass communications materials. This will provide us with a platform to continue the dialogue with the teams, to reward best practices and to better understand their challenges during briefing, production and post-production stages.

CORPORATE IMPACT CHAMPION
VODAFONE

WHY EXPANDING ACCESS TO MOBILE FOR WOMEN IS IMPORTANT TO US

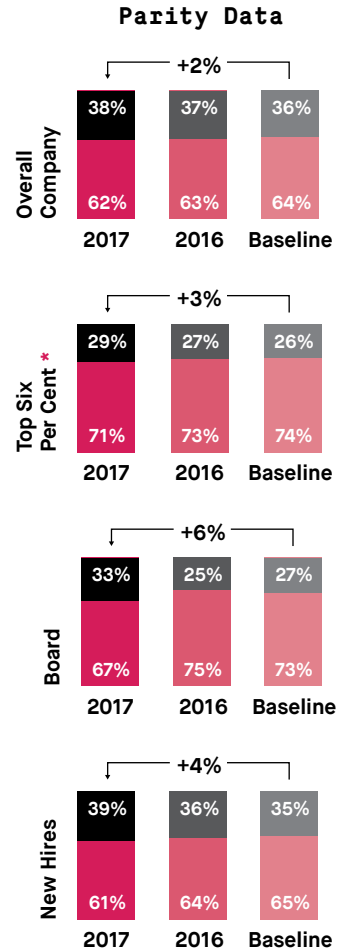
Vodafone recognises that mobile technology can transform people's lives and improve economic development. Our 2014 Connected Women report¹ explored the impact of increasing women's mobile access. Modelling existing services (including education, health, safety and work) it showed we could benefit 8.7 million more women by 2020 with an estimated economic benefit of \$28.9 billion across our markets.

These positive impacts demonstrate why women's empowerment sits at the core of Vodafone's strategy. We adopted Women's Empowerment as one of our three HeForShe IMPACT Commitments in 2015. In 2016 we announced the bold ambition to connect 50 million more women by 2025.

¹ https://www.vodafone.com/content/dam/connectedwomen/pdf/VF_WomensReport_V12%20Final.pdf



Our goal is to connect 50 MM more women by 2025.



HOW WE CREATED CHANGE

Vodafone recognises that mobile technology has the potential to transform people's lives and create significant opportunities to improve economic development and individual wellbeing.

During 2015/16, the gender mix of our customer base in our ten emerging markets² was overall just 33 per cent female, with an estimated 100 million female customers. We aimed to increase women subscriber numbers by 8 per cent in markets with fewer than 30 per cent female subscribers. For markets with less than 40% we set a target increase of 5 per cent; for those with less than 45 per cent an increase of 2 per cent; and for those with less than 50 per cent, an increase of 1 per cent.

We learned from and built upon existing Vodafone products and services designed specifically for women. These included products such as: Women First, an online marketplace that allowed female artisans to reach a much wider customer base, and Easy Rescue, an app to privately and safely seek help if suffering from domestic violence. We also established women as a priority customer segment in these markets via CEO commitment.

OUR TRANSFORMATION

Our strategy was built by Group Sustainable Business and Group Marketing creating the vision, targets and roadmap. Our AMAP³ Regional CEO sponsored the programme and received personal commitments from each of the 10 market CEOs to own a share of the 50m by 2025 target and to pursue the gender mix increase.

We identified the existing Women Acceleration Unit (AU), a regional best practice sharing group of marketing leaders, as the ultimate owner and driver of the target and challenged them to design the strategy of how to achieve it. The AU meets monthly to share plans, results, best practices and learnings. An annual face-to-face event sets strategy for the coming year based on current performance and market dynamics. Each market commits its own resources to the AU and resulting marketing activities. Vodafone Group commits 25 per cent of one FTE's time to sponsor the AU and work with external stakeholders as required.

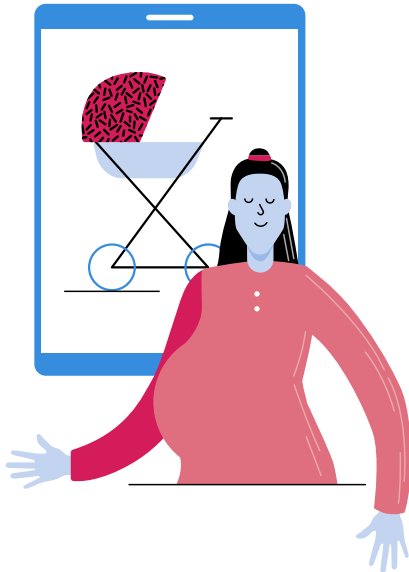
² India, Egypt, Turkey, South Africa, Kenya, Ghana, Mozambique, Tanzania, Qatar and DRC

³ Africa, Middle East, Asia Pacific



Vittorio Colao,
CEO of Vodafone

WHAT WE LEARNED



Consumer propositions that have delivered the most success in terms of the two key metrics (increase female subscribers and increase gender mix) and overall commercial results are centered around products and services that:

- increase safety and security
- improve health and wellbeing
- deliver economic inclusion for women.

The Women's Segment AU have therefore built their blueprint around these three innovation pillars.

Serpil Timuray, Group Chief Commercial Operations & Strategy Officer on her key learnings:

“Developing propositions within our normal commercial and marketing frameworks, and the rigor and governance that goes along with them, has been a key success factor for us. By focusing on the commercial opportunity and results, as well as the social impact the 50m program has become a visible part of our long term commercial strategy and not a side project. In our ten participating markets the owner of the 50m target is the consumer marketing team who develop all of our products and services. Their achievements have been contagious and we now have other markets asking for their guidance and best practices.

A second key learning for us has been to be open to and actively seeking partnerships with other organisations to help us reach our goals whether that's agencies, developers, NGO's, or brands from other industries like banking or FMCG. Several of our markets work closely with GSMA as well, as Connected Women Commitment Partners, leveraging their global expertise and research resources to improve our products and services and in return sharing our learnings with them.”

HOW WE CREATED IMPACT

By focusing on the commercial opportunity and results, as well as the social impact the 50m program has become a visible part of our long term commercial strategy and not a side project.

As of the end of FY17/18 we have added almost 13.5 million women to our customer base across the 10 markets. This puts us ahead of target by 6% two years into the program.

One such example of the impact created is in South Africa. Vodacom's *Siyakha* ('We are building') is a mobile plan that makes mobile access affordable for many people in poverty. Customers who sign up to the *Siyakha* plan gain access to websites and SMS information related to education and job seeking and health.

This year, *Siyakha* services were expanded to include a number of new features, including a mobile solution for pregnant women and new mothers called *Mum & Baby*. This new service provides free health information, including videos and cartoon strips that are useful at different stages of pregnancy and continue right through the first five years of a child's life. In its first four months, carefully segmented marketing resulted in *Mum & Baby* touching almost 500,000 women's and children's lives. Today over 1.2m women are using the product. In just one year, the *Siyakha* plan has reached 7.5 million people.

OUR ROAD TO 2020

We are ahead of our own target to connect 50m more women by 2025. However, maintaining this conversion rate requires us to constantly refresh products, expand reach and develop new propositions. This in turn requires us to listen to our female customers and the wider marketplace. We will continue to report against quarterly performance indicators to ensure we are tracking well and make adjustments if markets are falling behind.

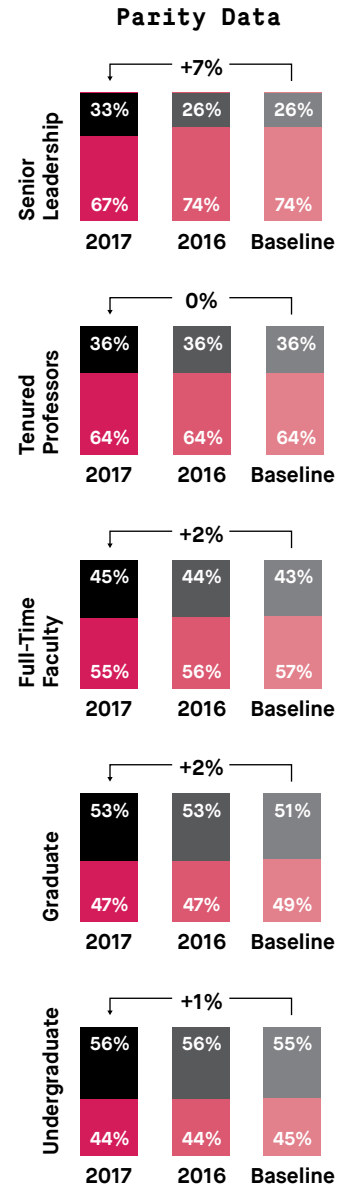
As a HeForShe Champion, in the future alongside our continued commitment to bring new innovations to market under the three strategic pillars mentioned above we plan to carry out analysis and impact assessments on the live propositions to better understand their social impact and where we can adapt and export them to new markets.

UNIVERSITY IMPACT CHAMPION
GEORGETOWN UNIVERSITY

WHY CREATING A CULTURE WHERE WOMEN CAN THRIVE IS IMPORTANT TO US

Empirical research has shown the importance of women as role models not only as faculty in the classroom, but also in administrative, technical and senior leadership positions at the University.

The launch of the Georgetown Women's Alliance (GWA) in 2015 was led by senior women leaders and funded by our male Chief Operating Officer. Our commitment to funding this group demonstrates our commitment to gender equity, our desire to support the aspirations of the working women of Georgetown to build a professional career at the University, and our aspiration to create a pipeline and career ladder for women in senior leadership, staff and faculty positions.

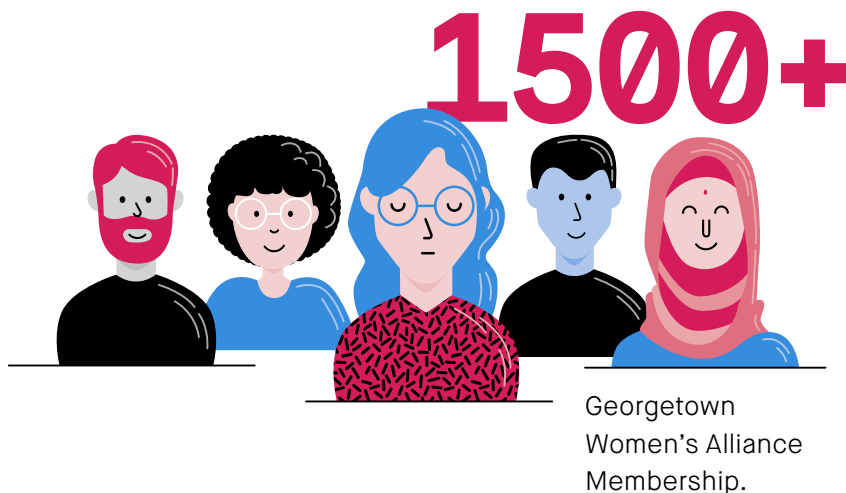


HOW WE CREATED CHANGE

The mission of the Georgetown Women’s Alliance’s (GWA) is to bring together people who share a commitment to fostering an environment where women in the Georgetown community can learn, grow and thrive. This institutional change is reflected in the voices of women promoting their empowerment in many tangible ways. GWA started with a modest number of about 70 women who gathered to explore what could be done to address their concerns and solidify their contributions to the University. At the launch nearly four years ago, members of the University community were asked to identify needs the GWA could meet. Four major programmatic ideas emerged, namely networking, skills development, mentorship and leadership opportunities, and thus the GWA prioritized its work around those areas.

The GWA’s membership is now over 1500 members who participate in skills-based offerings in collaboration with many campus programs, departments and organizations, such as Georgetown Women in Medicine, Georgetown Women in International Affairs, GU Women of Color, Women’s and Gender Studies Program, the Center for New Designs In Learning & Scholarship, the Women’s Center and around 15 other community partners.

The mission of the Georgetown Women’s Alliance’s (GWA) is to bring together people who share a commitment to fostering an environment where women can learn, grow and thrive.



OUR TRANSFORMATION

One of the powerful initiatives the GWA offers the community is the Mentorship Program connecting Georgetown women and men to help develop the next generation of Georgetown leaders. This program provides an opportunity for mid-career Georgetown mentees to receive professional and career development advice from more senior Georgetown colleagues. The program also affords mentors an opportunity to hone their leadership skills in a supportive environment. In 2017-18, there were 47 mentor-mentee matches with 42 participating departments, centers or institutes, representing a 162% participation increase from the pilot program. While the program is inclusive, all mentees to date have identified as female. Mentors have been predominately female but have included several male leaders on campus.

This program has succeeded because of the commitment of the mentors and mentees, the desire of the mentees to build their careers and learn from their mentors, as well as their hunger for connecting and networking with colleagues from across the university. As **President John J. DeGioia** expressed:

“The GWA Mentorship Program has allowed us to deepen our commitment to women staff and faculty members, providing additional resources to enable them to further develop their talents and skills and share them with our community. The Program strengthens our entire University and we look forward to the many ways it will continue to do so as it grows in the time ahead.”

The GWA will continue to expand its mentoring program and hopes to recruit a higher percentage of male mentors.

WHAT WE LEARNED

Vice President and University Treasurer **David Rubenstein** was GWA's first male mentor and offers the following reflections:

“It was two years ago that I volunteered as a mentor. I was surprised that I was only one of two men in the program in a group made up of scores of women. I enjoyed the experience greatly and it was rewarding to share my perspective with someone else in the organization as they were navigating their own personal career path.”

HOW WE CREATED IMPACT

The GWA mentoring program completed a successful pilot during the 2016-17 academic year. During the pilot program, 29 mentor/mentee pairs participated in structured and unstructured conversations. (The program was originally designed for 15 pairs; however, due to high demand, we were able to expand to 29 pairs.)

Following completion of the program, participants were sent a program evaluation that showed 84% of participants saying they met their goals during the pilot mentorship program, 73% of participants said their leadership skills improved as a result of the program and 65% said they felt more valued at Georgetown after completing the program. Anecdotally, participants shared that the program made them feel supported, made them realize their “worth as an employee and a person” and increased their “desire to engage with colleagues at all levels of their professions.”

The 2017-18 mentoring program, which has grown to include 47 pairs, is ongoing.

OUR ROAD TO 2020

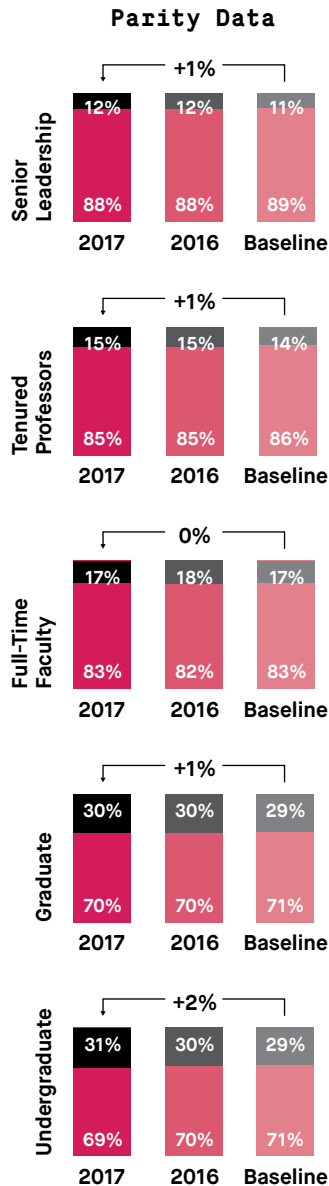
The GWA will continue to expand its mentoring program and hopes to recruit a higher percentage of male mentors.

As a HeForShe Champion, the work of the GWA extends beyond the mentoring program and includes, among other activities, a student fellowship program, a series of book talks by female faculty members, a grants program for activities advancing the GWA mission, and a newsletter that aggregates gender-related research and programming on campus. GWA commits to continue to develop the scale and reach of these initiatives so as to create a community where women at Georgetown can learn, grow, and thrive.

A black and white portrait of John J. DeGioia, President of Georgetown University. He is shown from the chest up, wearing a dark suit jacket, a white shirt, and a patterned tie. He has a slight smile and is looking towards the camera.

John J. DeGioia, President
of Georgetown University

UNIVERSITY IMPACT CHAMPION
NAGOYA UNIVERSITY



WHY ESTABLISHING THE CENTER FOR GENDER EQUALITY IS IMPORTANT TO US

In July 2017, our existing Office for Gender Equality was upgraded to the Center for Gender Equality. In addition, an individual donation enabled the university to build Gender Research Library holding over 10,000 books. This step forward was important in many ways. At Nagoya University, we aim to further develop innovative research and education on gender equality. In addition, we have pioneered among Japanese national universities the development of a favorable environment for supporting the career development and ensuring the work-life balance among female researchers. Finally, the Gender Research Library also brings together various disciplines spread across campus but all working on gender-related research. Not only does the Center act as a hub for promoting gender equality across our own campus, but critically across Japan.

HOW WE CREATED CHANGE

The former Office for Gender Equality was established in 2003 and was the first of its kind to be set up by a Japanese university. Since then, the Office has played an important role in providing a wide range of support to female researchers and staff across the campus, such as running nursery schools and an after-school center for children. By leading in this way, we have developed a model for other Japanese universities to follow.

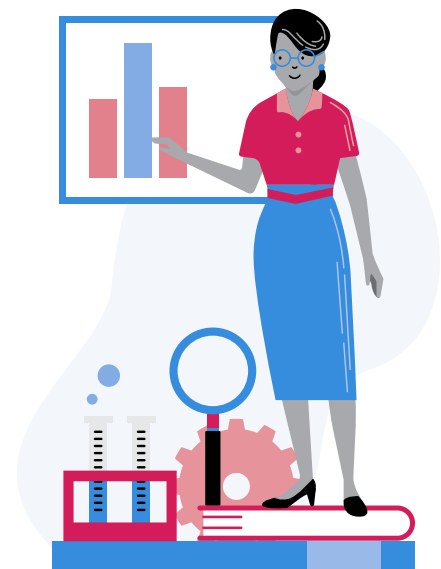
In the process of promoting gender equality on campus, two major factors contributed to the upgrading of the Office to the Center for Gender Equality. First, diverse gender-related activities have led to an increased awareness of gender equality among faculty members and staff across campus. Secondly, since becoming a HeForShe IMPACT Champion in 2015, the Office for Gender Equality has become more recognized and received significant support and attention from our senior leadership, which helped create momentum for the upgrading of the Center.

OUR TRANSFORMATION

To strengthen gender research and education in its function, our new Center has increased its resource, power, and impact. We created a new faculty position to be staffed at the Center. We also allocated more financial resources to the Center to support its activities. The Center runs regularly two daycare centers and after-school childcare on campus. In addition, the Center has introduced other initiatives to promote gender equality and women's empowerment, such as women-only faculty positions in natural sciences & engineering, and women's leadership programs.

This expanded structure of the Center for Gender Equality improved its capacity to implement projects more effectively and smoothly. To achieve our goal of closing the gender gap on campus, we have been emphasizing greater collaboration with industry, government, and the community. One example of this is the international seminar organized titled "What Can We Do for Gender Equality?" in March 2018. Representatives of central and local government, as well as from the industry collaborated in this symposium, which has led to even greater momentum across stakeholders to promote gender equality in the Chubu region and across Japan.

Not only does the Center act as a hub for promoting gender equality across our own campus, but critically across Japan.



WHAT WE LEARNED

The implementation of the new Center contributes to strengthening our mission to promote gender equality in various ways. The most notable innovation is that the Center makes a greater impact on the university's policies. Diversity, including gender diversity, has been given a higher value within the university policies. A university-wide climate survey on human rights violation and campus safety was conducted for the first time in 2017 (the reports will be available in 2018). This survey aims to investigate the concerns and experiences of university community members related to sexual assault, harassment, gender equality, internationalization, disabilities, and campus safety. The new Center for Gender Equality took a great initiative in conducting the survey, together with other relevant centers at the university. Based on this survey, the university will introduce a diversity mission statement in 2018.

The second notable innovation is the establishment of the 'Fund for Gender Equality and Justice.' This fund aims to increase the percentage of female researchers and female leaders at the university, to provide financial incentives for schools and centers at the university if they achieve the numerical target for the percentage of female researchers, hire female faculty members, promote female faculty members as full professors, and appoint female faculty members to decision-making positions (e.g., Deans). As for education, the Center added a new English course on gender equality for undergraduate students. In research, gender-related workshops and symposiums are scheduled to be held. These innovative approaches have been possible since the Office for Gender Equality has been upgraded to the Center.



Seichi Matsuo,
President of Nagoya University

HOW WE CREATED IMPACT

Having a dedicated building with the newly established Gender Research Library, the Center is expected to become a sustainable base for enhancing activities and functions concerning the promotion of gender equality.

The new Center for Gender Equality is expected to become a hub in the region, and across Japan, to promote gender-related research and educational activities in future. As one of Japan's leading universities, our students are also expected to play leadership roles in tomorrow's society. The Center for Gender Equality offers a course on gender equality for undergraduate students every year. This course focuses on the importance of career development and work-life balance.

The inclusion of gender-related inputs into our curriculum has led to generating greater interest in and understanding of gender issues among our students. This has led to the organic launch of a HeForShe Student Club. To date, around 50 students—male and female—from various faculties and schools joined the club and meet regularly to study and discuss gender-related issues. Moreover, they made a video clip, posters, and other materials to promote gender equality across the student community. As mentioned earlier, the Center now offers both Japanese and English courses on gender equality for undergraduate students. These courses aim to enhance a student understanding of gender equality and gender related issues in Japan and global society.

OUR ROAD TO 2020

We are very happy to have a structure and policy in place for gender equality, with the new Center. Having a dedicated building with the newly established Gender Research Library, the Center is expected to become a sustainable base for enhancing activities and functions concerning the promotion of gender equality. By making better use of this Center, we would like to promote more research activities by engaging faculty members who work on gender studies and external researchers.

However, this Center is still at an early stage of its development. Our goal is to achieve all three of our HeForShe Commitments, and critically among these is to achieve 20% women in faculty and leadership/administration positions by 2020. Therefore, the new Center is expected to play a greater role in taking initiatives and actions to achieve it by 2020.

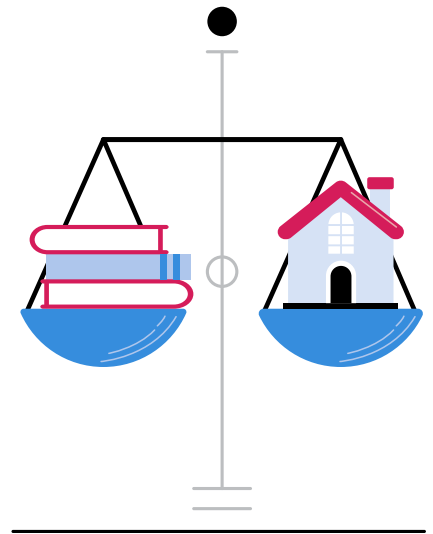
UNIVERSITY IMPACT CHAMPION
SCIENCES PO

WHY SUPPORTING PARENTHOOD AND PATERNITY LEAVE IS IMPORTANT TO US

In 2016, the birth rate in France was the highest in Europe and in 2017, we noticed that maternity leave uptake at Sciences Po increased from 37% to 49%. Based on this data and the legal environment in France, as part of our gender equality policy and HeForShe Commitments, we took the decision to engage in a pro-active plan to better support parenthood, raise greater awareness around gender equality and empower men as fathers so that they start considering more positively paternity and parental leaves.

HOW WE CREATED CHANGE

Our first step, indicating our commitment at the highest level to this message, was to have the President himself announce the roadmap in an editorial of our monthly Gender Equality Newsletter disseminated to all our staff, academic and student communities. A key factor that contributed towards our ability to deliver a clear and fact-based message was our annual report on comparative gender issues that details the numbers of maternity, paternity, birth and parental leaves taken across our community. For example, not all men were taking the birth leave of 3 days provided and only 12% of parental leaves were taken by men. In this way, we focused our strategy on awareness campaigns on the one side and the education of specific frameworks and agreements on the other side.



A key factor that contributed towards our ability to deliver a clear and fact-based message was our annual report on comparative gender issues.

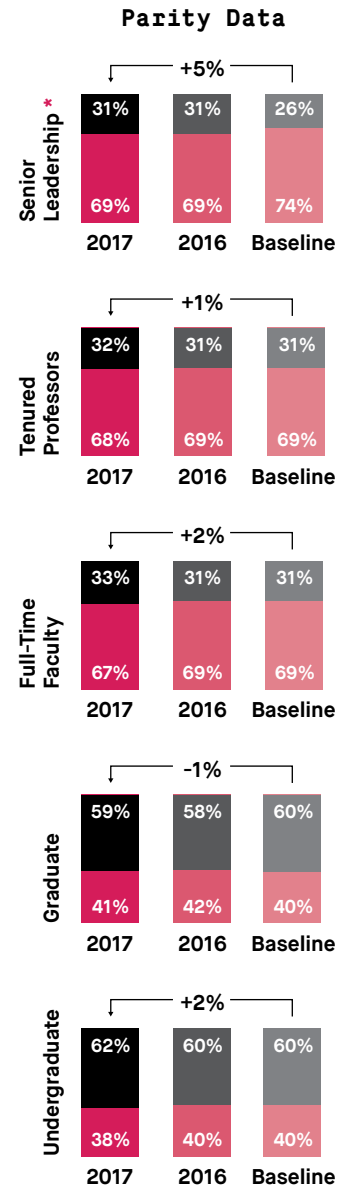
Concretely, we launched an awareness campaign on father’s parental rights and on the frameworks available at Sciences Po as well as an awareness campaign on the domestic burdens women may face due to father/mother imbalances. In particular, we shared testimonies of fathers who had chosen to take leave and the benefits they had gained from that experience. We also organized, for the very first time in a French university a family day “Sciences Momes” as the final event of the Sciences Po March Gender Equality Action where some 100 families and students participated.

OUR TRANSFORMATION

For us, the “Sciences Momes” event will be the starting point of an ambitious parenthood policy which includes various measures and arrangements including:

- Interviews before and after maternity/paternity/parental leave to better anticipate the needs of parents, to measure new and unknown constraints on parents and to deliver innovative solutions;
- Extend the birth leave to 6 days for fathers;
- Improve our students’ administrative documents so that they can easily declare that they are parents and have access to specific programmes and support.

These actions are supported at the highest level within Sciences Po and elaborated in cooperation with both the Human Resource department and the Studies department. The financial cost of an additional 3-days birth leave is also fully supported by the university.



* Senior leadership, tenured professors and full-time faculty indicators have been revised in accordance with new regulations. They include all civil servants who have a permanent position at Sciences Po.

WHAT WE LEARNED



Frédéric Mion,
President of Institut d'études
politiques de Paris

Our specific parenthood policy has only recently been implemented and yet the success of our “Sciences Momes” event proves that there are great expectations among our staff and student community to be better supported when becoming parents. We asked Frank Stadelmaier our International Affairs Manager about his experience on taking parental leave.

“When our daughter was born, I realized that I was missing precious time with her as I was working full time now. I was therefore happy to take one year of parental leave to strengthen the bond with my daughter. As I evidently spent more time with my son during this year too, my wife was able to invest in her own studies and the whole family benefited greatly from my parental leave. My daughter and I were able to establish a special father-daughter bond, from which we will immensely profit for the rest of our lives.

Frank Stadelmaier

International Affairs Manager, Sciences Po



HOW WE CREATED IMPACT

Our family day “Sciences Momes” was a truly unique moment in a French university. This family day was important not only for people working within the university but also for students, who came to realize that their professors were also parents, and that the administrative staff they are regularly in touch with could also be parents! Moreover, that their classmates could also be fathers or mothers who could be facing scheduling and work organization difficulties they were not aware of. In that sense, the impact was a very strong one.

The impact was also beyond the parenthood issue per se. It was designed as an awareness and training campaign on gender issues. The endorsement of the event by the Sciences Po Directorate, as well as the involvement of a large community of colleagues and students in its organization created a very positive dynamic around the event and the parenthood road.

OUR ROAD TO 2020

Even though some parenthood supporting measures were already implemented at Sciences Po, the gender equality action plan along with our HeForShe commitment to empower men as fathers has taken a new road in the last 12 months with a pro-active parenthood roadmap supported at the highest level for all Sciences Po community, including students. The large participation of parents and children in our first “Sciences Mômes”, their positive feedback on the initiative and expectations on a second round in 2019 is very encouraging. This event will be the driving force to pursue our awareness campaigns on current mother/father burden imbalance and the need to empower men as fathers.

Our next goal as a HeForShe Champion is to address the issue of the gender dynamics in the workplace and implement a one week mentoring programme for both female and male students so that they can both learn from female leadership and better understand the remaining constraints on women at work.

Our next goal as a HeForShe Champion is to address the issue of the gender dynamics in the workplace.



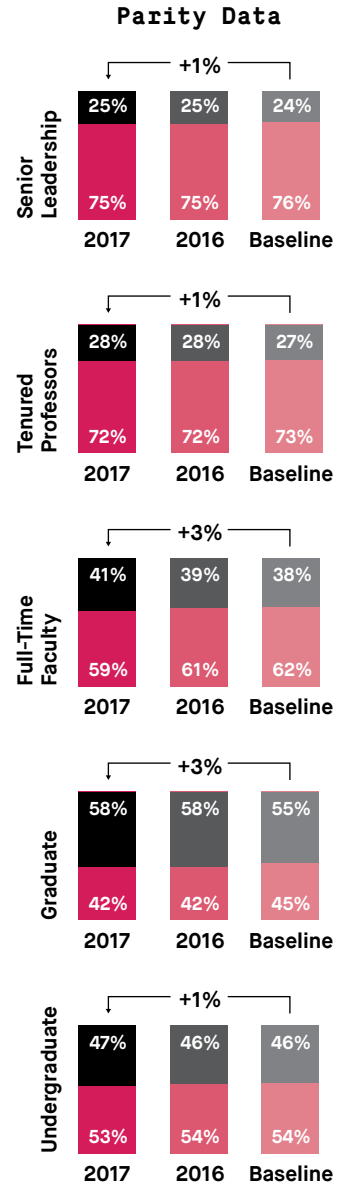
UNIVERSITY IMPACT CHAMPION
STONY BROOK UNIVERSITY

WHY CLOSING THE GENDER GAPS AT MATRICULATION AND GRADUATION ARE IMPORTANT TO US

As a rule, more women than men graduate from college in the United States and this is also our experience. While Stony Brook male undergraduate enrollment (53.3 per cent) is higher than female enrollment (46.7 per cent), the graduation rate for women is higher (68 per cent vs. 51 per cent for men). Conversely, female enrollment in STEM areas is lower than male enrollment. By striving to correct these imbalances, we have a unique opportunity to help our students and faculty understand their own biases and the impact this has on their career paths. It brings greater opportunity for women in key career areas, increases the number of men who are culturally competent, decreases gender based violence and helps men to have career success while becoming better-equipped champions for women.

HOW WE CREATED CHANGE

Enrollment in our Women in Science and Engineering (WISE) program has increased from 219 in 2013 to 321 in 2018 which is a 46.6 per cent increase, with focused efforts to enhance the experience of women in science through funding of additional WISE slots, scholarships, curricular changes, mentoring and recruitment. In response to our research into the barriers to male student success, we implemented key strategies to help male students succeed through advising, coaching and mentoring, and support groups.



Implementation of data governance and data quality protocols prompted slight revisions to baseline and 2016 stats

We have added diversity and gender equality programmes for all first-year students along with mandatory classes on gender and gender based violence and an increase in available support services. We partner with our athletics department and Greek organizations to educate our students about gender equality, consent and making positive choices. Our HeForShe Student Chapter has a strong campus presence with programming throughout the academic year that normalizes gender equality for our community.

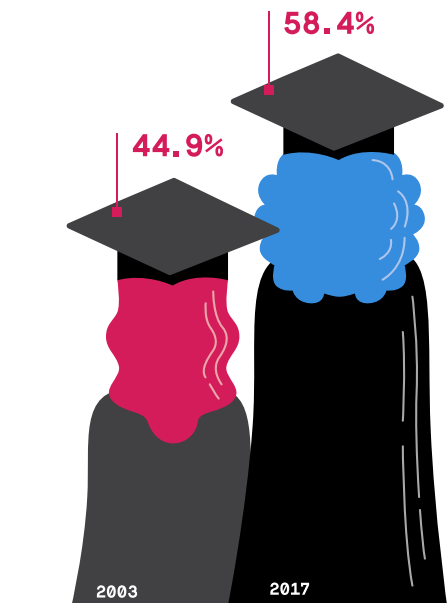
Our four-year graduation rates increased for all students from the 2003 entering cohort to the 2013 entering cohort from 44.9 per cent (38.0 per cent male and 52.7 per cent female) to 58.4 per cent (51.4 per cent male and 68.4 per cent female). While we have made some progress at achieving parity in undergraduate enrollment, our total enrollment including graduate and professional students has grown from 49.4 per cent female in 2013 to 50.3 per cent female in 2017.

OUR TRANSFORMATION

We learned that most people on campus were not aware of our matriculation and graduation gaps. We engaged campus leadership in the offices of the President and Provost to lead the change and relied on admissions and retention staff along with faculty to take collective action to strengthen and enhance our efforts in our recruitment of females and persistence and graduation efforts for males.

Our Chief Diversity Officer now serves as the HeForShe Student Chapter Advisor and mentors our student leaders in their efforts to raise the level of awareness of our gaps by hosting programmes and events that have engaged hundreds of students to bring about greater awareness of gender-related issues and gender based violence and its impact along with strategies to combat it.

We have added diversity and gender equality programmes for all first-year students along with mandatory classes on gender and gender based violence and an increase in available support services.



Four-year graduation rates.

WHAT WE LEARNED

Addressing the factors identified in our research which were hindering male student success we focused on:

- Teach them to understand that asking for help is a strength: advising is good and tutoring is helpful;
- Instruct them to avoid magical thinking (i.e., things will change on their own) when analyzing patterns of behavior;
- Encourage them to open up to discover there are more resources (such as the counselling centre and student health centre) for self-help and empowerment;
- Teach them about the kinds of behaviors that lead to unhealthy choices and decisions.

To increase the number of female students pursuing STEM majors, we learned that we needed to:

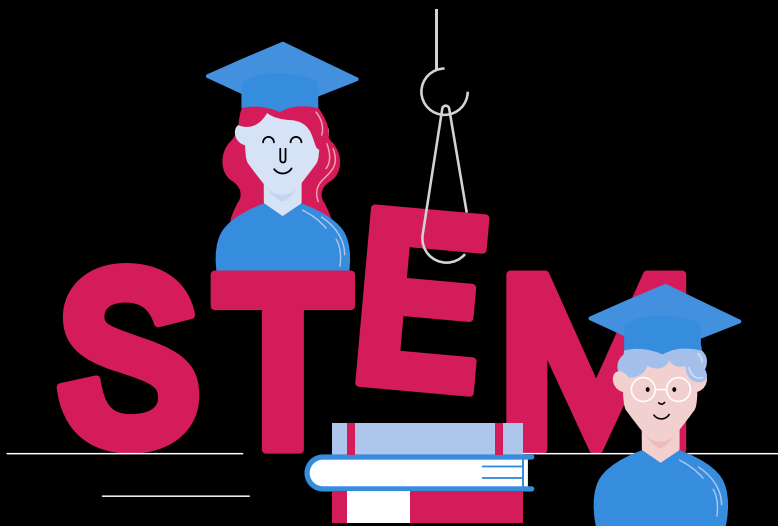
- Improve recruitment and focused outreach for female students in disciplines with low female representation;
- Enlist more female role models and mentors from the STEM workforce;
- Develop pipeline programmes with K-12 schools to inspire female students;
- Provide additional funding to continue to strengthen and enhance our WISE programme.

Our scholars are sharing our proven practices via presentations for colleges, universities and police departments, as well as corporations in Iceland, England and South Africa, and they continue to contribute in the U.S. and globally.

HOW WE CREATED IMPACT

Through the efforts of our President and HeForShe Champion, who spoke at the American Council on Education (ACE) and South by Southwest (SXSW), and in addition to those of Vice Provost Charles Robbins, understanding challenges and issues for male students and employees has become a discussion topic nationally and internationally. Our scholars are sharing our proven practices via presentations for colleges, universities and police departments, as well as corporations in Iceland, England and South Africa, and they continue to contribute in the U.S. and globally.

Through our WISE Program, Professor Monica Bugallo has increased the retention rate of WISE students to 88.6 per cent for the past four years and has projected that we will have over 400 students in the next three years, which is a 27.25 per cent increase. Her groundbreaking efforts in developing a WISE curriculum have been nationally recognized and will be shared with other campuses. We are proud of the inroads with our dual commitment to male student success along with increasing female participation and graduation in STEM disciplines. To that end, we can point to our successes as we encourage other institutions to consider utilizing the talents of their own faculty and staff to assist male students to be successful and to increase the number of female students pursuing STEM careers.



OUR ROAD TO 2020

Our male student success and women in STEM work are now fundamental to our student recruitment and retention efforts. Our overall HeForShe efforts will be enhanced in the coming year as we expand programming to our graduate student population and bring on a Masters in Public Health student to oversee the coordination of our student chapter events and maintain our communications efforts. We have also begun to review proven practices at other IMPACT Champion campuses to determine ways to enhance programming at Stony Brook University.

Moreover, we are instituting a mandatory training day for staff and faculty that will highlight hidden bias along with gender based violence and will give tools to faculty for ways to manage these issues in and out of the classroom. As a HeForShe Champion, we are aware that we need to recruit and retain more female leaders so that our leadership team reflects our student body and faculty ranks. With such aspirations for our future, we hope to close any gender gaps that currently exist.



Samuel L. Stanley Jr. M.D.
President of Stony Brook University



HOW TO ACHIEVE EQUAL PAY

Globally, the gender wage gap is about 23 per cent. In other words, women earn 77 per cent of what men earn. At current trends, it will take more than 70 years before the gender wage gap is closed.

The gender pay gap is a measure of unfairness. It can no longer be credibly ascribed to differences between women and men or to the varying requirements of different sectors or roles. The closure of the gender pay gap and its consignment to economic history must be accelerated.

The HeForShe Champions are taking firm steps to eliminate the gender pay gap by designing and implementing systems which institutionalize equal pay for equal work. This requires a willingness to examine jobs for what they are, regardless of the worker's gender. In the end, this is a technical exercise – but the exercise can only be performed and applied when there's a consensus about its meaning, value and urgency. Achieving equal pay is a matter of innovation: it's not enough to have the idea – you have to make the idea real.



HEADS OF STATE IMPACT CHAMPION

ICELAND

WHY CLOSING THE GENDER PAY GAP BY 2022 IS IMPORTANT TO US

In Iceland, the first legislation on equal pay for work of equal value dates to 1961, but the gender pay gap remained. We decided to finally enforce this with the 2018 law on Equal Pay Certification, which requires organizations employing 25 or more people to obtain annual certification of their equal pay system and its implementation.

HOW WE CREATED CHANGE

We designed an Icelandic Standard, ÍST 85 *Equal Wage Management System – Requirements and guidance* (normally called The Equal Pay Standard) which is a mechanism the law is based on. A key aspect of our approach was to transfer responsibility for equal pay from employees to the employer and to establish a supportive institutional mechanism for gender pay equity at the organizational level.

The development of the Equal Pay Standard and the Institutional Certification process took years of consistent political dedication, leadership and three-party cooperation between the government, the employers' association and union representatives.

OUR TRANSFORMATION

The Icelandic legislation on equal pay certification promotes great respect for women's human rights. As a HeforShe Champion, I am proud to support the movement of new equal pay policies worldwide.

The implementation of the Equal Pay Standard and the Institutional Certification was tested in a pilot project launched in 2013 in a number of different workplaces, including government offices, private companies and NGOs. In the process, best practices were developed for tackling common problems and a toolbox was created for job classification and pay analysis which we have published online. A series of workshops and courses on relevant legislation and labour market issues were developed to facilitate the implementation for others.

During the pilot project employers and managers gained a new perspective on their salary systems. They learned about the implications of the gender segregated labour market and how gender balance or imbalance among staff can influence salary decisions. Those who used to say there was no discrimination in their organizations were now keen to change the value system, re-evaluate jobs and work to create more mixed groups in the workplace.

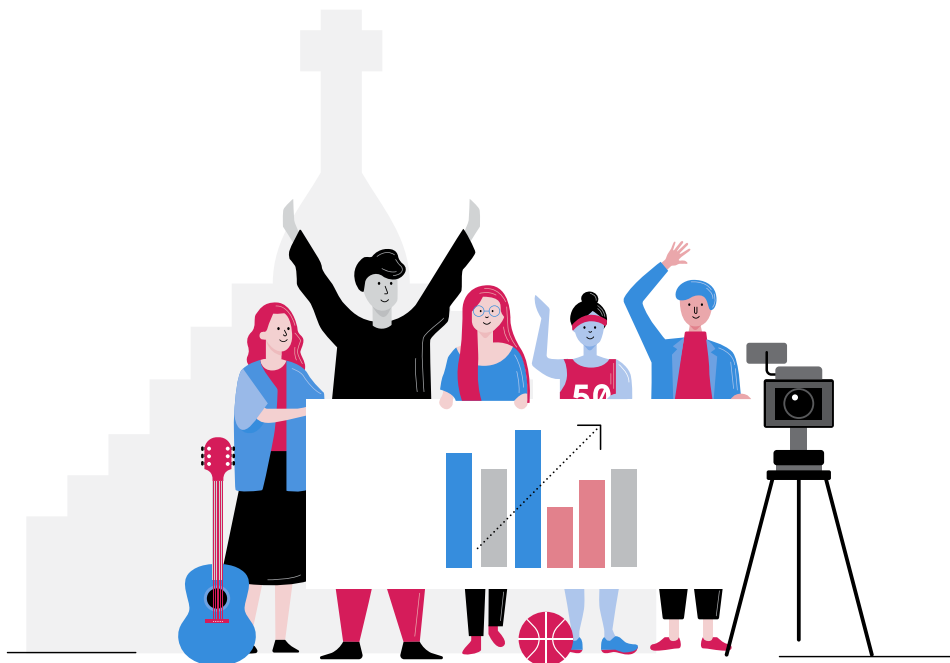


Employers also expressed their wish for some token of recognition that their pay system had been certified and so we held a design competition in 2014 for an Equal Pay Symbol. The chosen symbol shows a compass, a stamp, a runic representation and the smiling faces of two different individuals.

WHAT WE LEARNED

The legislation on equal pay certification was based on a consensus negotiated by the government and the social partners. The law therefore reflects compromises, such as the considerable flexibility allowed for the design of job classifications and other requirements among companies, although the standard must apply equally to all within the same company. This flexibility and the compromises made have been key to our success and the process has changed our understanding of the importance of flexibility in policy making.

The legislation includes further flexibility towards businesses as there is a grace period of three years for companies, depending on size, to implement the legislation. Larger companies have less time compared to the smaller ones in order to allow the smaller ones to benefit from the experience of those who lead the way. Some employers were concerned that the new approach would bar them from rewarding individual excellence or that it would prove too costly. We believe that the consensus we built, helped politicians to convince employers that the equal pay standard would benefit workplaces and businesses and thereby outweigh the costs of implementation.



HOW WE CREATED IMPACT

It is expected that the implementation of Iceland's Equal Pay Standard can contribute meaningfully to changing the unequal value given to traditional women's jobs and men's jobs. The job classification system and regular pay analysis required by the standard allows employers to reward individual features such as experience and initiative more effectively. An implementation of an equal pay system does not stifle opportunities for rewarding superior performance. On the contrary it allows companies to better assess their human resources and give credit to those who merit it, as opposed to irrelevant factors such as gender. Today over 30 organizations have received the equal pay certification.

OUR ROAD TO 2020

The main lesson learned for us is that gender equality does not come about of its own accord. It requires hard work and the collective action and solidarity of many actors, which in turn fosters political will and the development of tools such as legislation and standards to achieve progress. The certification system we have created is flexible, scalable and replicable. It provides a solid foundation for our continuing journey towards gender equality throughout society and, we hope, a model for other countries to adopt and adapt.



President **Guðni Th. Jóhannesson** of Iceland

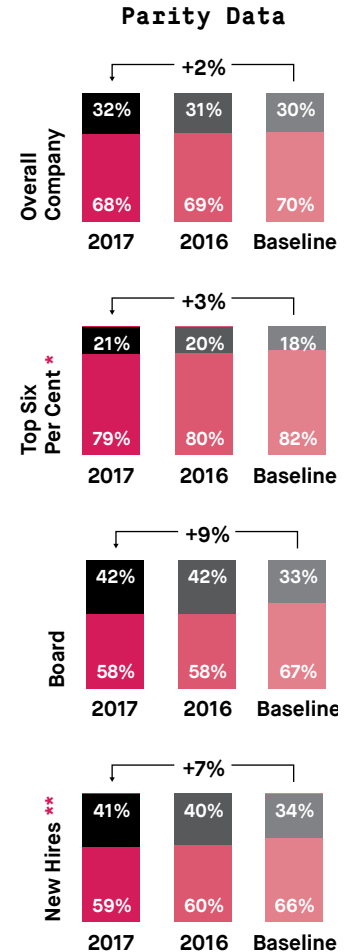
CORPORATE IMPACT CHAMPION
SCHNEIDER ELECTRIC

WHY GENDER PAY EQUITY IS IMPORTANT TO US

Over the past years, Schneider Electric has placed gender equality on the top of its agenda as a key business and people strategy component. Equal pay for equal work is a core component of our compensation philosophy, with our overarching principles being fairness, consistency and greater transparency across our Reward programs.

HOW WE CREATED CHANGE

In 2014, a dedicated working group sponsored by our CEO and our Country Presidents was formed to address the topic of pay equity. The key objective of this working group was to establish an approach that could be progressively applied across our global operations, enabling proactive corrective actions to close gaps. The approach was piloted in 12 countries, and the findings of this pilot helped us define a three-year vision to cover 85% of the total workforce under a worldwide pay equity review process by the end of 2017.



* 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.

** Schneider Electric new hires are only white collar employees

OUR TRANSFORMATION

At Schneider Electric, the basic foundational principles of fairness, equity, ethics and transparency are fully embedded in our values and sponsored by our leaders. Our reward practices recognize compensating our employees fairly and equitably for the skill set they possess and value contribution as a business imperative.

The strong, active sponsorship of the CEO and Leadership team for these principles have soundly set the foundation for success and has been instrumental in building positive momentum at the local level. In addition, sponsorship of Country Presidents and HR has been crucial in raising awareness and for each country to take action regarding investment required to address gaps. A key indicator of this sponsorship was the inclusion of our pay equity vision in Schneider Electric's 2015-2017 Planet and Society barometer¹, clearly laying out our initial three-year ambition.

Another vital component was our Pay Equity Framework. We recognized that there are challenges when addressing this topic on a global basis, particularly when addressing definition of terms, methodology, and different statutory approaches. Our framework includes four main areas to address these challenges: Methodology & Analysis; HR Processes; Governance & Audit; Education & Communication. Having this global approach to pay equity enables us to compare between geographies and to prioritize local and global actions accordingly.

WHAT WE LEARNED

Over the last five years, **Sally Convey, VP Global Rewards Strategy Center of Expertise**, has been accountable for the development and delivery of Schneider Electric's commitment regarding pay equity.

She shares her reflections on Schneider Electric's Pay Equity Framework.

At Schneider Electric, the basic foundational principles of fairness, equity, ethics and transparency are fully embedded in our values and sponsored by our leaders.



Jean Pascal Tricoire,
CEO of Schneider Electric

What are the key enablers that have helped you in implementing the Pay Equity Framework?

From my perspective, the key enablers for translating our theory into daily practice across 89% of our global workforce have been:

- 1) An empowered & representative steering committee in our global Diversity & Inclusion Board;
- 2) A regional operational body to implement actions by country;
- 3) A strong internal and external commitment via our Planet & Society barometer with a clear 3-year roadmap;
- 4) A global Human Resources Information System (HRIS) to enable analytics and auditing.

What have you been most proud of in this journey so far?

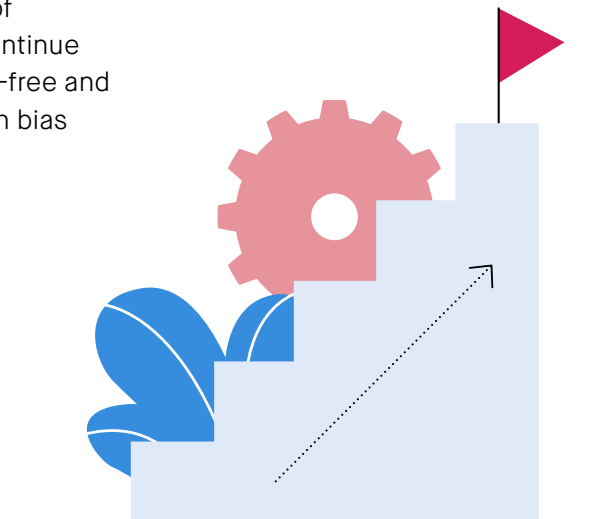
Given the dynamic global external context, it was important for us to develop and use common tools and measure progress. This has required constant interaction with key stakeholders to build common understanding and to adapt. I am proud of this dialogue and the progress we have made since starting this journey five years ago and about the ongoing evolution as we apply the principle of fair and equal pay for equal work.

What is next for Schneider Electric?

Even with our key enablers in place, the topic of fairness and equity in pay is continuously evolving internally and externally. Our focus now is to extend what we have in place and improve our communication regarding our ambition, understanding and interpretation of terminology and how we measure success. We will also continue to support leaders and managers in making informed, bias-free and transparent decisions by raising awareness through hidden bias education and leveraging digital platforms.

¹ The 2015-2017 Planet and Society barometer became the Schneider Sustainability Impact in 2018.

Our renewed ambition is to extend our Pay Equity Framework to 95% of our global workforce by the end of 2020.



HOW WE CREATED IMPACT

Following the 2014 pilot, our global pay equity approach was officially launched in 15 countries in 2015. The journey successfully continued through 2016, expanding to an additional 19 countries, and 15 more in 2017. On a semi-annual basis, reviews were held with country leadership, both business and HR, to establish and monitor actions to address identified gaps. At the end of 2017, the pay equity process had been implemented in 49 countries, exceeding our initial target of 85% and reaching 89% of our total workforce. This was also audited and validated by an external agency as part of our Planet and Society barometer.

OUR ROAD TO 2020

We are proud to have achieved this HeForShe IMPACT commitment in 2017, but we recognize that there is more to be done. Our renewed ambition is to extend our Pay Equity Framework to 95% of our global workforce by the end of 2020 and this ambition continues to be a part of the Schneider Sustainability Impact for 2018-2020.

¹ The 2015-2017 Planet and Society barometer became the Schneider Sustainability Impact in 2018.



HOW TO ERADICATE GENDER-BASED VIOLENCE

One in three women worldwide face some form of violence at least once in their lifetime. The HeForShe Champions are finding different and creative ways to break the cycle of harm. They are not just highlighting the problem and challenging attitudes. They are also exploring how established processes and structures can be adapted to reduce violence and to bring more women to the table when it comes to the peace and security agenda. The international community has recognized that women's participation is vital to achieving and sustaining peace. HeForShe Champions are ready to lead the way.



HEADS OF STATE IMPACT CHAMPION

FINLAND

WHY THE WOMEN, PEACE AND SECURITY AGENDA IS IMPORTANT TO US

The Women, Peace and Security agenda highlights areas where more efforts are needed in order to ensure that women and girls play a role in conflict prevention, management and peacebuilding. Inclusion and gender equality are keys to sustainable peace. As a HeForShe Champion, Finland is a global leader on this issue and we are committed to the full implementation of the WPS agenda.

HOW WE CREATED CHANGE

Women, peace and security has been our foreign policy priority for more than a decade. Mainstreaming a gender perspective into foreign and security policy, including development policy, is a demanding task but we are convinced it will improve the respect for human rights and operational effectiveness. There have been significant changes in the international security situation in recent years. New perspectives are needed to tackle challenges related to e.g. migration, violent extremism and arms trade. The new Finnish 1325 National Action Plan (NAP) provides a comprehensive approach to peace and security, where the gender perspective is mainstreamed in all activities. The main objectives are reached through diplomacy, crisis management, development cooperation and humanitarian aid, and other expert work and training.

Mainstreaming a gender perspective into foreign and security policy is a demanding task but we are convinced it will improve the respect for human rights

OUR TRANSFORMATION

The women, peace and security (WPS) agenda requires attention from both leadership and staff throughout Finnish structures. The central role of local women leaders and organizations in the conflict context is being increasingly better understood. The aim is to improve implementation, including ensuring that men are involved in furthering the 1325 agenda. In 2017, attention was paid to the recruitment of female experts in crisis management, sending human rights and gender advisors to both civilian and military operations, and gender training of all Finnish personnel deployed to civilian and military crisis management operations. WPS must be taken into consideration in the planning, implementation and monitoring of each operation. Finland stressed the importance of zero tolerance policy on sexual exploitation and abuse and sexual harassment by mission personnel.

It is crucial to increase the number of women in peace processes. Finland has promoted women's active involvement in mediation and dialogue processes at all stages. Finland has participated in the work of the Nordic Women Mediators' Network together with the other Nordic countries. The network enables experience and knowledge sharing within the network and engagement with similar initiatives in other regions and at international fora. Finland organized several events on the 1325-theme, in Finland and abroad, in 2017.

Finland has nominated and supported the appointment of women to senior positions at the UN and regional organizations. Early on, the WPS-agenda increased the attention given to gender equality within the MFA. Today the share of women ambassadors is at almost 50%.



President **Sauli Niinistö**
of Finland

WHAT WE LEARNED

In addition to various administrative branches, civil society actors both in Finland and crisis regions play a key role in the implementation, follow-up and evaluation of the Action Plan. Hence, the preparation process of a NAP is inclusive. The 1325 follow-up group consisting of the major WPS-actors has access to information about the work throughout the process.

Existing practices should be assessed. The status of women or gender-based power relationships in crises and conflicts need further analysis to improve the understanding of the operating environment as well as its challenges and opportunities.

Furthermore, national ownership and civil society participation are the most important aspects in achieving sustainable peace in national dialogues. Conferences on National Dialogues organized in Helsinki have provided growing number of stakeholders all over the world with a forum for open and constructive dialogue on these issues.

In the area of cooperation on National Action Plans, Finland supported the development of NAPs for Afghanistan and Kenya as well as supported the implementation of the NAP of Nepal. Furthermore, through UN Women, Finland supported the efforts for NAPs in Jordan and Tunisia, and implementation of the NAP in Iraq. Supporting the development and implementation of NAPs is a two-way street where both parties learn from the process and from each other (sometimes called “twinning”). This cooperation facilitated the development of Finland’s NAP and informed and guided our 1325-work.

National ownership and civil society participation are the most important aspects in achieving sustainable peace in national dialogues.



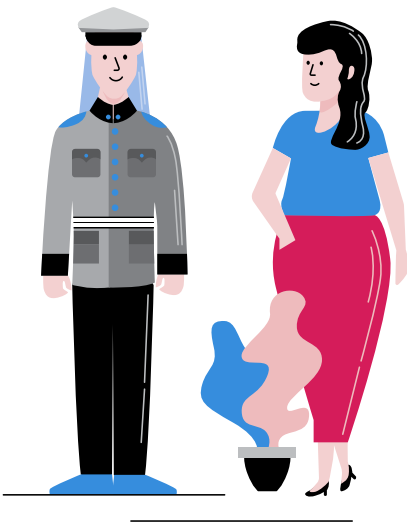
HOW WE CREATED IMPACT

Both in my role as a Supreme Commander of the Finnish Defence forces and as leading Finland's foreign policy in cooperation with the Government, I have constantly highlighted the importance of women's participation in questions of peace and security, including in crisis management. I have engaged the defence policy leadership to ensure ambitious implementation of WPS agenda. I have also discussed WPS aspects during my visits to Finnish military units and abroad. Showing leadership and commitment at the highest political level is crucial for the successful implementation of the agenda and the NAP.

Having emphasized the importance of the WPS-agenda and WPS-NAPs, Finland has joined forces with others in pushing for implementation and for increasing the understanding in organizations and member states of the importance 1325 for sustainable peace. The number of NAPs is slowly increasing as well as the mainstreaming of 1325 into foreign and security policy.

OUR ROAD TO 2020

The new NAP builds on lessons learned in the implementation of the previous NAPs. The NAP was prepared in cooperation with various administrative branches, and civil society organizations were involved throughout the process. This inclusive process provides a good basis for sustainability in implementation. To strengthen the NAP's implementation, working groups for different themes have been established and these will keep up momentum with respect to the required new activities that have been identified. The preparation of more detailed plans and indicators promotes the effective and concrete implementation of the NAP. The Ministry for Foreign Affairs prepares annual report to the Parliament on the implementation of the NAP. We will continue to emphasize the importance of 1325 work. We hope that by 2020 there will be 100 NAPs and implementation has advanced significantly (measured by Secretary General's annual report).



HEADS OF STATE IMPACT CHAMPION

GHANA

WHY ENDING CHILD MARRIAGE IS IMPORTANT TO US

Currently 8 per cent of Ghanaian women are married before age 15 and 29 per cent are married by age 18. In spite of national legislations and policies, harmful practices such as female genital mutilation (FGM), trokosi (ritual servitude), widowhood rites and witchcraft accusations remain in certain parts of the country.

HOW WE CREATED CHANGE

We established the Ending Child Marriage Unit within the Ministry of Gender, Children and Social Protection to coordinate activities. The Unit has developed a 10 year National Strategic Framework on Ending Child Marriage by 2026 with a two-year renewable operational plan. We also established the Helpline of Hope Call Centre to provide rapid response to victims of abuse and vulnerable persons. The centre receives on average two hundred (200) distress calls every day. These cases are referred to the relevant agencies for redress.

The Ministry of Gender, Children and Social Protection organised three events for Traditional and Religious Authorities, Parliamentarians, Academia, Civil Society, Ministries, Departments and Agencies to address the challenges.

OUR TRANSFORMATION

We used community-based approaches including a durbar in Pusiga where FGM affects 27 per cent of girls. The Ministry also held a community durbar at Ada to mark Blue Day and highlight issues, laws and policies on human trafficking and the dangers involved.

We have mentored 580 young people on gender equality issues. In view of the growing awareness, the number of reported cases of sexual harassment and abuse has increased. Additionally, community members have contacted the Ministry to report abuse cases against children in the community. We have also had dialogues with women's groups, groups for people with disabilities and CSOs.

We have engaged with the media to inform the public about issues of domestic violence, early marriage, harmful cultural practices and the value of gender equality. We also worked with stakeholders including parliamentarians and cabinet members on the Affirmative Action Bill to facilitate its early passage. This engagement provided important inputs that helped to revise the bill.

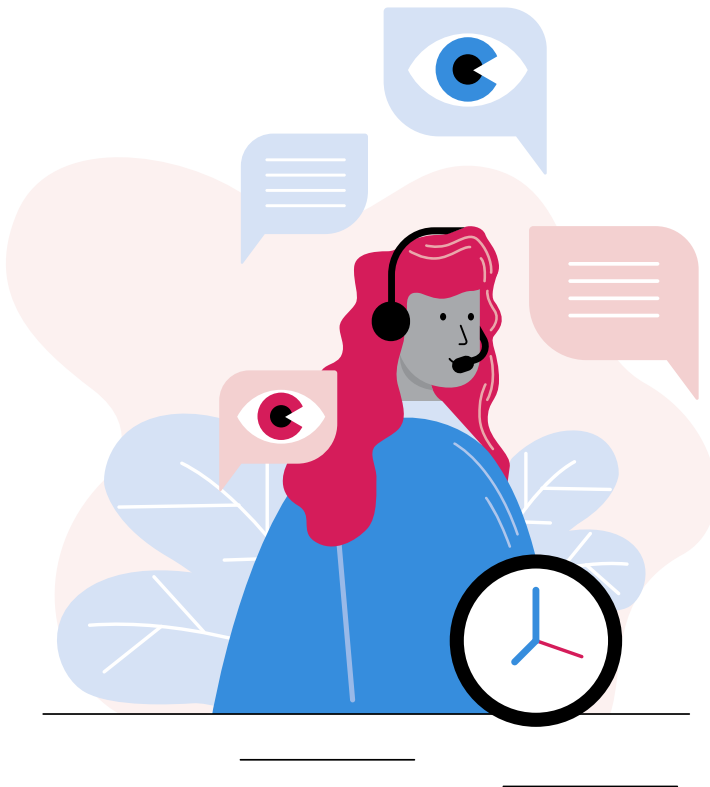
We do ourselves and future generations a great disservice if we leave women out of the agenda for development. I invite you all to become champions of women's rights, and agents of change, in and out of our borders.



President **Nana Akufo-Addo**
of Ghana

WHAT WE LEARNED

We learned that there was a very low level of awareness about laws and policies relating to women's and girls' rights. People also knew little about opportunities for the empowerment of women and girls. When launching the HeForShe initiative, we found that simply giving out the link for people to use online did not prompt them to join and that phrasing the HeForShe Commitment in English was a barrier. Our communications efforts are now tailored more closely to the needs of different audiences. Raising awareness about gender equality has to be an ongoing process which includes dialogue with individuals and groups. Grassroots communication and a community-based approach are vital for changing behaviours, expectations and the lives of girls and women.



HOW WE CREATED IMPACT

Establishing the Helpline of Hope Centre has led to our receiving more than two hundred (200) distress calls every day. These are cases which might otherwise have never come to light or been addressed.

There are now regular media discussions and social media reporting on issues of abuse, violence and women's experiences. The involvement of men as ambassadors and champions in the drive for gender equality and women's empowerment has helped to spread the message and stimulate discussion.

OUR ROAD TO 2020

We will continue our HeForShe activities across all media and via regional champions and ambassadors, with specially designed events and mentoring programmes.

Ghana has developed several policies and strategic plans such as the Social Protection Policy targeted at the very poor and vulnerable in society, the National Gender Policy, the Five Year Strategic Plan to Address Adolescent Pregnancy, the Ghana School Feeding Policy, and Free Senior High School. These initiatives are providing safety nets to reduce poverty so that girls can attend and stay in school and know their rights.

HEADS OF STATE IMPACT CHAMPION

MALAWI

WHY IMPLEMENTING THE MARRIAGE, DIVORCE AND FAMILY RELATIONS ACT (2015) IS IMPORTANT TO US

Ending child marriages in Malawi will have a multiplier effect on key indicators of gender equality. Child marriages contribute to girls dropping out of school, high maternal and child mortality rates, high fertility rates, gender-based violence and the feminization of poverty. Therefore, I committed to end child marriages and keep girls in school.

HOW WE CREATED CHANGE

The 2010 Malawi Demographic and Health Survey (MDHS) revealed that 50 per cent of girls in Malawi got married before the age of 18. The 2015-16 MDHS showed that the percentage declined slightly by 3 per cent to 47 per cent. Since 2015, the government's vision has been to reduce child marriages to 20 per cent by 2023. The government enacted the Marriage Act of 2015 which provides for 18 years as the minimum age for marriage. In 2017, the government amended the Constitution, raising the age of marriage from 16 to 18 years.

OUR TRANSFORMATION

The government increased engagement with legislators, traditional and religious leaders, law enforcers and development partners on the enactment and amendment of the law on marriage. The new law empowers traditional leaders to register and officiate marriages of people who are 18 years and above as well as annul child marriages. The government also developed the National Strategy on Ending Child Marriage 2018 – 2023.

The collaboration with key stakeholders has facilitated the withdrawal of girls from marriages and their re-admission into schools. Parents are also beginning to realize the value of girls' education and therefore accepting the need to take care of children born of child marriages and let girls go back to school. While the government has made progress in mobilizing girls to return to school, the outstanding challenge is the limited support to retain them in school. Furthermore, there is only a slow change of mindset regarding child marriages.

The government and other stakeholders committed huge financial and human resources. For instance, in the 2018-2019 National Budget, the allocation for child protection has increased by 14 per cent.

I believe that gender equality, ending violence against women and girls, and the empowerment of women are key to sustainable social, political and economic development for my country.

President **Arthur Peter Mutharika**
of the Republic of Malawi

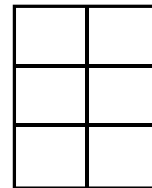


WHAT WE LEARNED

Resource constraint is a key bottleneck towards our vision of reducing child marriages to 20 per cent by 2023. This is compounded by a slow change of mindset on child marriages, a deeply rooted patriarchal value system, high illiteracy and poverty. To overcome these challenges, the government has engaged community leaders to facilitate change of norms and practices. In addition, the government has mainstreamed gender in the budget formulation and implementation processes.

“I am the fourth in a family of eight children. I was forced into early marriage at the age of 17 because my parents could not manage to support all of us. This affected my education as I had to drop out of school and that’s when I got married. Following the birth of my child, while at an antenatal clinic, members of the Village Safe Motherhood Group told me about Mother Groups. The women in a Mother Group found me and counselled me on the importance of education and referred my situation to TA Kachindamoto. TA Kachindamoto exercised her powers and annulled my marriage through the use of community by-laws which she said are aligned to the Marriage Divorce and Family Relations Act 2015 that prohibits marriage before the age of 18. I am now happy to be back in school as I can now focus on my goal to become a teacher. However, I currently experience challenges such as lack of fees and travelling long distances to get to school.”

Judith Kabango from TA (Traditional Authority)
Kachindamoto’s area in Dedza



HOW WE CREATED IMPACT

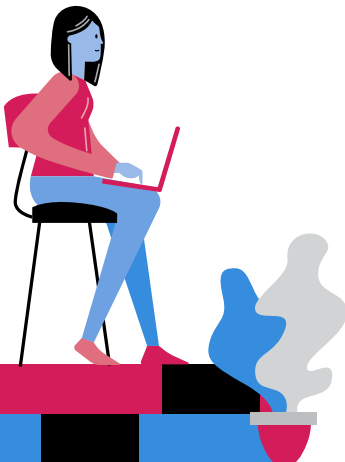
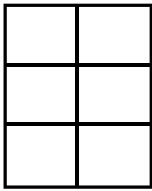
Since 2015, over 20,000 marriages have been annulled by both the courts and traditional leaders. Twenty-eight pieces of legislation are under review in line with the amended Constitution. There has been an increase in the prosecution of perpetrators of child marriages. Malawi has become the model for ending child marriage in the SADC (Southern African Development Community) region.

We have learned that collaboration with stakeholders is vital in harnessing efforts and gains towards ending child marriages. We have found that community-led interventions on ending child marriages are effective and sustainable. For others looking to make similar changes, we would stress that engagement of community leaders is critical in ending child marriages.

OUR ROAD TO 2020

The government's vision is steadily being realized through the new marriage laws, amendment of the Constitution and development of the National Strategy on Ending Child Marriage among other initiatives. We continue to engage community leaders, male champions, local structures, law enforcement agents and policy makers on ending child marriages. In addition, child marriage interventions are being institutionalized in the local government structures through the establishment of Child Protection Committees across all the districts and Traditional Authorities as well as the establishment of District Gender Officer Positions.

Our next goal is to sustain interventions on women's economic empowerment because in our context poverty is the root cause of child marriages, gender-based violence and discrimination. Later this year, we will launch the Women Economic Empowerment Fund to increase women's access to productive resources.



CORPORATE IMPACT CHAMPION

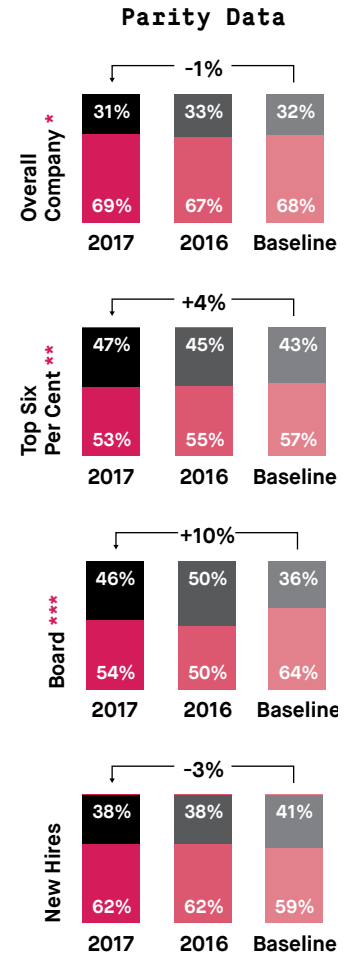
UNILEVER

WHY IMPROVING THE SAFETY OF WOMEN AND GIRLS IN COMMUNITIES WHERE UNILEVER OPERATES IS IMPORTANT TO US

Global estimates show that 1 in 3 women worldwide have experienced either physical and/or sexual violence in their lifetime (WHO 2013). Violence and discrimination can blight women’s lives and hold them back from playing a full part in the workplace, society and the economy. We’re taking action to improve women’s rights and safety in the communities in which we operate. We’re promoting safety for women in our workplaces and our extended supply chain. This is a moral obligation, and we know it is essential if our business is to maintain the trust and reputation we aspire to.

HOW WE CREATED CHANGE

Up to 50,000 people live in our company villages on our tea estate in Kericho, Kenya, where we employ more than 12,000 permanent workers and 4,000 seasonal workers. In 2013, we commissioned an extensive independent review following allegations of sexual harassment there in 2010 and 2013. We have implemented the review’s recommendations at Kericho and created our Safety for Women & Girls Programme. It includes expanding and strengthening our management team and increasing the proportion of female team leaders. Our aim is to implement policies and processes that women trust, with an emphasis on addressing the harmful social and cultural norms and behaviors that can leave women at risk. We know, however, that simply stating a policy does not resolve an issue that is, in many places, deeply ingrained. Beyond enforcement, therefore, we focus on two broad areas: raising awareness by promoting gender sensitivity, and ensuring that we have an effective and trusted grievance mechanism.



* Overall company and new hires refers to WL1+ population

** Unilever leadership defined as top 11% of management roles (WL2+)

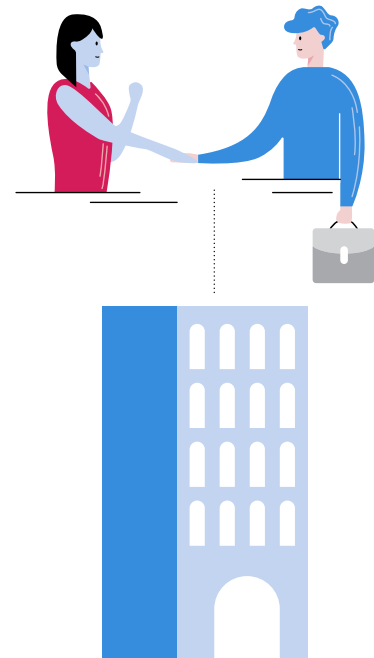
*** Unilever board defined as non-executive directors

OUR TRANSFORMATION

We engage with our workers and the wider community through awareness-raising and training on sexual harassment and strengthened grievance mechanisms, as well as through social norms activities implemented with NGO partners. In our tea plantations, we have formed plantation committees comprising of welfare, business integrity, security and legal representatives. This has improved information-sharing and helped us to address the causes of violence against women and girls by taking a holistic approach and sharing lessons.

“Usini touch, Usini harass” (‘don’t touch me, don’t harass me’) was one of the messages brought home by our marking of International Women’s Day on 8 March 2017 at Unilever Tea Kenya (UTK). As part of our #BeBoldForChange campaign, events across UTK aimed to build awareness and engagement from both men and women, and involved over 10,000 employees. A key focus was to encourage people to challenge the normalization of violence against women.

In addition, we partner with expert external organizations to further strengthen this work. In 2016, UN Women EAW (Ending Violence Against Women) and Unilever agreed to create a holistic program to address and prevent sexual harassment and other forms of gender-based violence focused on the tea sector. As part of this, UN Women conducted a review of our women’s safety programme in our tea plantation in Kericho, and advised further strengthening the work by including behavior and social norms change interventions. This will help to enhance the effectiveness of the Safety for Women and Girls programme so that lessons learned can help to inform the development of tailored safety approaches in other countries and regions, such as Assam (India) and Mufindi (Tanzania). A result of this combined work in Unilever’s own tea estates with suppliers we are developing a Global Framework on Women’s Safety in Rural Spaces which can be leveraged by suppliers in the tea industry and other agricultural value chains.



WHAT WE LEARNED

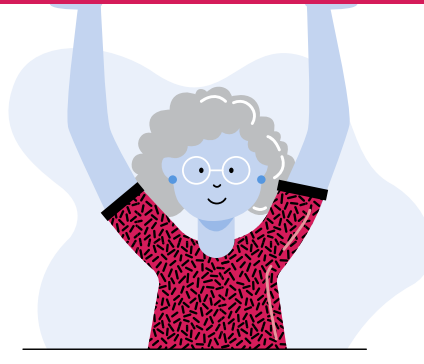
It's important to acknowledge that eradicating violence cannot be achieved by one actor alone.

We have learned several important lessons through our ongoing work:

- Proactive engagement with female workers – we must listen, engage, evaluate and only then create targeted solutions with women at the centre;
- We must ensure workers can maintain trust in the effectiveness of grievance mechanisms to ensure cases are actively reported;
- Peer-to-peer awareness-raising and awareness-raising by community leaders, external partners and the company all have roles to play;
- It is helpful to create opportunities for girls to participate in social activities and mentorship.

Harassment remains an ongoing challenge. Women workers, particularly women migrant workers moving regionally and across borders are at increased risk. It's important to acknowledge that eradicating violence cannot be achieved by one actor alone, and we will continue to work with expert organizations such as UN Women, women's rights organisations, trade unions and industry and other partners, to further strengthen our work. For example, our ongoing Assam safety for women partnership is between Unilever, UN Women and our supplier McLeod Russel. It also involves business, government, women workers, farmers, young people, civil society, UN agencies, and others, so that it can be adapted for the local community.

#BeBoldForChange



HOW WE CREATED IMPACT

Safety for women is a moral obligation, and we know it is essential if our business is to maintain the trust and reputation that we aspire to.

We are aiming to publish and launch a Global Framework on Women's Safety in Rural Spaces in 2018, and implement it across our supply chain, expanding it into the wider tea industry and other commodity sectors over time. We have a joint commitment to directly reach 38,000 people (workers, women smallholder farmers, and their children) through our work with UN Women, and reach indirectly more than 600,000 people in India, Kenya and Tanzania.

As part of this collaboration, to date in Kenya, we have engaged in stakeholder consultations leading to programme design workshops, held a number of gender dialogue sessions targeting women smallholder farmers, and identified gender responsive, locally relevant and owned interventions which promote favourable social norms, attitudes and behaviours, in school-based initiatives in Kericho estates.

In India, we have conducted similar awareness raising sessions with women and girls and formed a women's empowerment group that will actively inform and implement some of the interventions, held a multi-site scoping study and a programme design workshop which involved over 40 multi-sector stakeholders including women agents of change. Alongside putting into place prevention strategies and action plans, we have also been promoting favourable social norms and attitudes at community and individual levels.

OUR ROAD TO 2020

As a HeForShe Champion, we will continue to lead and partner with expert external organizations to further strengthen this work, raising awareness, and using our influence to mobilise others in the tea industry to accelerate action on this area.

In addition, we have initiatives focusing on gender equality and women's economic empowerment across our value chain with a focus on rights and safety, skills and opportunities. A crucial part of this includes changing the norms and stereotypes that hold women back through our Unstereotype commitment, which will enable society and our business to transform for the better.



Paul Polman, CEO of Unilever

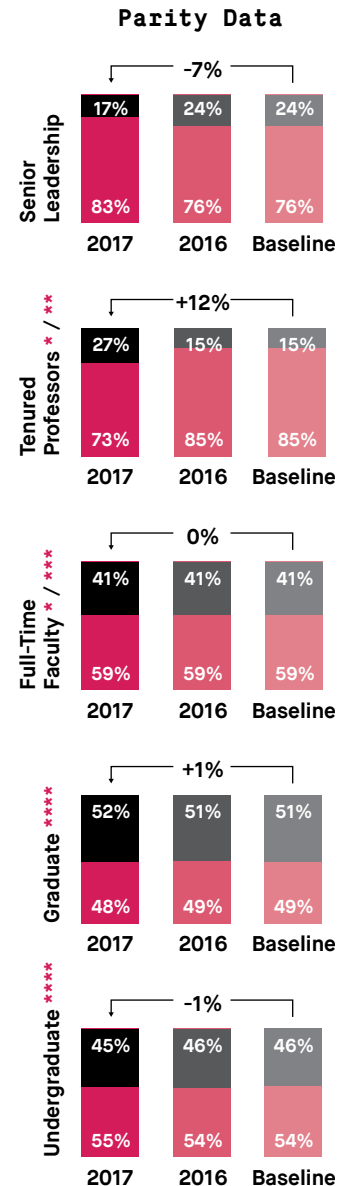
UNIVERSITY IMPACT CHAMPION
UNIVERSITY OF SÃO PAULO

WHY ELIMINATING GENDER BASED VIOLENCE IS IMPORTANT TO US

Achieving gender equality requires removing the obstacles that keep women at a disadvantage in all social areas. In Brazil, legislative advances in women’s rights coexist with relationships permeated by violence and gender discrimination. Since the 1980s, Brazilian universities have contributed to research on violence against women and the results have helped to build national and regional policies to combat it. Recently, following reports of sexual violence on campuses, universities have begun to become aware of gender-based violence in academic life. USP’s invitation to participate in the HeForShe Champions initiative is helping to create the right conditions for tackling all forms of violation of women’s rights.

HOW WE CREATED CHANGE

The starting point of our work was overcoming the invisibility of violence and the fear of denunciation. We took several parallel approaches within the university and in the wider community. We distributed 5,000 copies of the Gender Violence in the University booklet and organised seminars about the challenges faced by USP in confronting violence against women and the Maria da Penha Law on Domestic and Family Violence. We participated in 15 events inside and outside the university, published two articles in the USP Newspaper and gave 30 interviews to the media. We mapped 33 local Human Rights Commissions and guidelines for the creation and running of such commissions. We established working groups and training for members of the committees against gender violence and set up a centre for the care of victims of gender-based violence at USP. We discussed protocols for victims of violence in student housing, defined appropriate disciplinary measures and revised the university’s Code of Ethics.



OUR TRANSFORMATION

As President of the University of São Paulo, I feel privileged to engage in promoting and strengthening gender equality within our community. Since USP is a prominent higher education institution in Latin America, I am confident we can motivate others towards equally impactful initiatives in the region.

The university's policy of zero violence is led from the President's Office and shared at University Council meetings, in videos and in the induction of first-year students. We have put human and material resources to work across the university, including in the Women's Office, the IT Office, the Sociology Department, student groups and research initiatives, such as our successful "Interactions at USP" project.

We conducted an online survey for all undergraduate and graduate students enrolled in 2017, with 13,377 responding, in a total of 78,984 students at USP - this corresponds to 17% of the student body. The survey contained 45 questions relating to demography and 75 on students' experiences at USP, including violence as well as physical and mental health conditions. The survey also provided important information on human rights violations based on gender and race. The results show the severity of the problem at the university and the need for faster, more targeted and more efficient intervention. We are now designing new procedures and practices based on the results.

WHAT WE LEARNED

Using our "Social Interactions at USP" research and with the help of the Human Rights Commissions at faculties and institutes, we defined the next steps in our journey: increase the number of Human Rights Commissions for the 42 faculties and institutes at USP; implement protocols and service guidelines for the training of the professionals involved; implement procedures for applying disciplinary measures; and create service centres geared towards the well-being of students.

Engaging men in coping with violence against women remains a sensitive issue. The involvement of the President, along with Pro-Rectors and male professors, has broadened the action of the HeForShe movement at the university. Questioning male domination – supported by patriarchal values at the university – is an issue for the medium term.

* Source: Office of Human Resources / USP President's office.

** Equivalence to USP positions: MS-6. Baseline corresponds to the sum of male and female professors of USP research and teaching faculties and institutes in March 2018.

*** Equivalence to USP positions MS3.1, MS3.2, MS5.1, MS5.2, and MS5.3 Baseline corresponds to the sum of male and female professors of USP research and teaching faculties and institutes in March 2018.

**** Source: Office of Technology and Data Processing (STI). Baseline corresponds to the sum of students enrolled and also those who took a leave of absence. The information pertains to the second semester of 2017.

***** Data for 2016: available only in percentages presented in the GRP 2017 report (online version.)

HOW WE CREATED IMPACT

We have learned that talking about gender violence, and exposing and questioning situations which were previously understood as natural, allows the issue to come to light and to become an everyday topic of conversation. In the same environment where rape and sexual harassment occur (such as classrooms, laboratories, sports venues, social centres and parties), other forms of abuse and disrespect take place, often in a subtle and covert manner. Having the courage to recognize that the most common forms of violence may involve a potential peer is not easy. The university, through its mechanisms and professionals, needs to be aware that action or omission in the face of such cases must be treated with seriousness, commitment and responsibility, and that it is necessary to create mechanisms which allow for the coexistence of all forms of human diversity within the university.



Vahan Agopyan, President of the
University of São Paulo

OUR ROAD TO 2020

We are pleased with the educational and art campaigns that have been carried out to date, but gender education must be ongoing and advance continuously. In order to accomplish this goal, we are designing a new discipline on gender and violence, to be offered online to all students and are developing new information materials on sexual and moral harassment. We have also been developing training on gender, masculinity and violence against women, which will be offered to security personnel and dormitory gatekeepers. The dissemination of data and events relating to the “Interactions at USP” research will shed light on several hitherto hidden aspects of people’s experience at the university, highlighting areas that need to be reinforced or restructured.



UNIVERSITY IMPACT CHAMPION

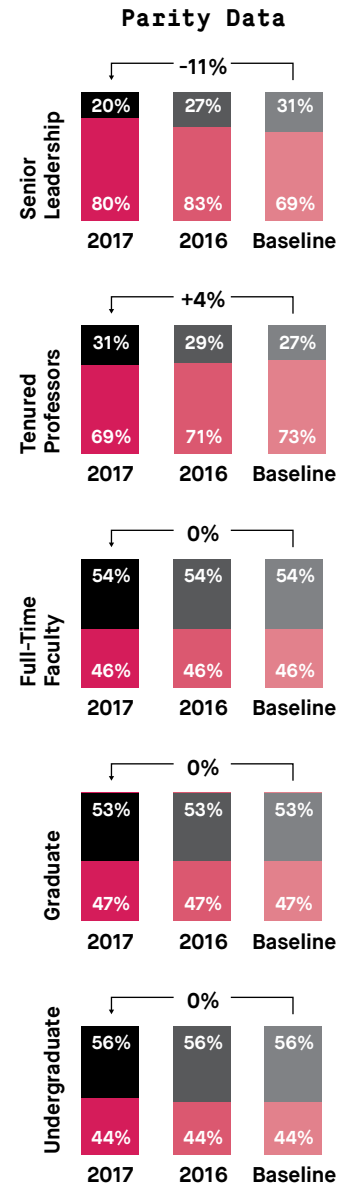
UNIVERSITY OF THE WITWATERSRAND

WHY A COMPREHENSIVE SYSTEM TO ADDRESS GENDER-BASED VIOLENCE IS IMPORTANT TO US

Given the prevalence of gender-based violence and harm (GBV/H) in South African society and therefore on our own campus, this will always be an absolute priority for us. The decision was driven by the founding Director of the University's Gender Equity Office and a team of feminist academics supporting her, and became a priority in the wake of a number of high profiled quid pro quo sexual harassment cases within the University involving academic staff and students. This intervention was needed as it represented a critical need at that time.



Adam Habib, Principal & Vice-Chancellor of the University of the Witwatersrand



HOW WE CREATED CHANGE

The starting point was the University President's appointment of an independent investigation into sexual harassment within the University.

The starting point was the University President's appointment of an independent investigation into sexual harassment within the University. It was the work of this team that led to the establishment of an independent Gender Equity Office (formerly sexual harassment office) in 2014, with a set of clear policies, dedicated support staff, an advisory board of feminist academics, and a mandate to tackle GBV/H within the University. This office would report directly to the President. This encompassed the broad vision of a zero-tolerance policy to GBV/H and a commitment to its challenge.

The first step was to facilitate the establishment of the University's Gender Equity Office. This office initially ensured that 3 core needs were addressed:

- Developing a system for receiving, investigating and adjudicating over incidents of GBV/H;
- Establishing a psychosocial counselling system for supporting victims coming forward;
- Developing and reviewing the necessary University policies to enable it to do its work.

Following these critical components, the work of the office extended to include a popular education/advocacy function and a programme to engage the student community and obtain their support for its work.

OUR TRANSFORMATION

While challenges still exist, we now have a feared and revered office for dealing with GBV/H. These are supported by clear policies, including a dedicated disciplinary policy for dealing with gender related misconduct which applies to staff and students; a psychosocial counseling support service and a strong advocacy programme. The impact of this work is being felt beyond the University, as #MeToo has created spaces for our work to present an outreach function both within corporates and within the NGO sector.

A key success in this work has been the independence of the office and maintaining its supportive, believing approach. Up until now the limited resources for achieving these interventions have come from within the University and mainly through the over extended and dedicated work of most staff within the GEO. A lot of this work would not have been possible without the support of two student interns and the work of the University's Sexual Harassment Advisory Committee.

WHAT WE LEARNED

The overall challenge we are confronted with resides in building a system that is trusted, supported and understood. Overcoming these challenges requires building support for this work. In our case this has taken on two critical components; establishing an advisory function for supporting the office, and building an engagement with the student community.

This story of our work is from one of our student interns,

Delia Makabeni:

“My ‘click-moment’ was when I came to the realisation that GBV does not happen on an isolated-case basis; that it is an institutional problem that is deeply embedded in the fabric of society. It therefore needs institutional measures to unravel; it needs for society and its institutions to unlearn certain stereotypes and attitudes, to unlearn rape-culture, to call it out and punish it. This realisation has changed the manner in which I engage with rape culture, it has made me aware of the deeper unanswered questions about masculinity and femininity that shape ideas about our roles and positions in society.”

HOW WE CREATED IMPACT

The greatest impact our new interventions have had is the increased conscientisation, particularly of those vulnerable and predisposed to GBV/H. Our advocacy campaigns have had the effect of educating those who may have previously been ignorant of the office's existence and promoting not only reporting but also the taking forward of cases through disciplinary procedures. Lessons learned:

A key success in this work has been the independence of the office and maintaining its supportive, believing approach.

- Perpetrators of GBV/H s respond to punitive measures and not so well to advocacy or education;
- Despite this, the success of this work for the vulnerable in particular, is highly dependent on a strong advocacy programme of which student engagement and active participation is critical;
- Patriarchy presents constant challenges, in the form of resistance and in the protection and enabling of perpetrators;
- GBV/H is not always physically violent, clear cut and as obvious as many would like us to believe. Doing gender work requires nuances and broader understandings.

OUR ROAD TO 2020

As a HeForShe Champion we have managed to increase awareness and visibility of our work around GBV/H which has resulted in a surge in the number of reported cases. Although this commitment has reached near achievement and advances have been effected, GBV/H statistics remain far too high for us to celebrate success just yet. With an established, independent and dedicated office and policies in place, the University continues its commitment to contributing to and achieving gender equity. Our next goal will be to continue and consolidate the work underway. New initiatives include:

- Concluding the development and rolling out of an app for reporting GBV/H and work on an online gender sensitization course;
- Extending the facilitation of our student engagement initiatives, through building the work of our gender justice advocates;
- Developing a University wide gender transformation strategy.



HOW TO MOBILIZE YOUTH FOR GENDER EQUALITY

Only 35% of all students enrolled in STEM-related higher education courses are females. Gendered attitudes are limiting young people's achievements and perpetuating inequalities that have no factual justification.

The HeForShe Champions are reaching out to young people to empower them in the decisions that affect their lives and the evolution of the structures they will inherit. Much of this work involves engaging with girls and young women to educate them about their opportunities, especially in areas traditionally regarded as male domains. But the effort also involves engaging with boys and young men, working with them to develop a rich appreciation of gender and the importance of inclusion. These Champions are helping to create a future where everyone can feel at home – with equal rights, equal opportunities and equal value.



THEMATIC CHAMPION

CANADA

“The next generation
sees gender equality
as a starting point,
not an end game.”

- Justin Trudeau, Prime
Minister of Canada



Prime Minister
Justin Trudeau of Canada

ABOUT US

The Government of Canada is the country's national government, composed of the Cabinet, elected and appointed officials and a professional public service. Centered in Ottawa, the Government touches the lives of all Canadians – from the delivery of social services, to safeguarding national security, and much more. The Federal Public Service employs over 260,000 people across Canada.

Youth voices are helping to shape Canada, and the world, today and for the future.

OUR HeForShe COMMITMENT

Together with Canada's Parliamentary Secretary for Status of Women, Prime Minister Justin Trudeau commits to engage young Canadians on the role that young men and boys can play in ending gender inequality across the country by:

- a) challenging this generation to be the last to face gender inequality; and
- b) more than doubling the number of HeForShe commitments in Canada.



OUR HeForShe CLICK MOMENT

Interview with **Christiane Fox**, Deputy Minister of Intergovernmental Affairs and Youth:

Describe a moment that underscored, for you, the importance of gender equality for youth.

Gender equality has always been important to me, especially for youth. In 2017, I went on a trip to Senegal with my two daughters and my mother. The focus of our trip centered on gender equality in sports for young girls. My daughters play sports in Canada and I wanted them to know that not everyone has these opportunities around the world. We sponsored a young girl to attend a basketball academy in Senegal, and girls on the team told us that if they were not playing basketball, they may be married and not in school. This was eye opening for my daughter, who was only a few years younger than they were. In addition, we met a woman on the national soccer team who told us that even the national team had to fight to have access to the fields primarily used by boys and men. The trip reaffirmed my belief that access to sports can be a life-changer for young people and, after this experience, I know more than ever to look at it through a gender equality lens.

Why is it important to engage youth on gender equality?

Youth voices are helping to shape Canada, and the world, today and for the future. Today's youth have the power to bring about systemic change for generations to come as we work towards achieving gender equality. Where youth are engaged, there is a possibility for real positive change.

HeForShe AS A CATALYST

The Government is committed to eradicating poverty, and building a more peaceful, inclusive and prosperous world.

We are developing an engagement strategy for men and boys that promotes equality and pilots innovative, targeted approaches to addressing inequality. This commitment recognizes that men and boys have a vital role to play in supporting women's empowerment, and also stand to benefit from a more inclusive and equitable society. Few governments have a strategy specifically focused on engaging men and boys in advancing gender equality; investing in this effort will make Canada a world leader in this area.

We have set a new standard of gender budgeting as a core pillar of budget-making in our Federal Budget 2018 – legislating higher standards and making meaningful investments toward greater gender equality underpinned by clear objectives and strong evidence. This builds on Budget 2017's first ever Gender Statement by better integrating gender in the budget priority-setting process, and strengthening the use of gender-based analysis in decision-making. The new Gender Results Framework, a whole-of government tool to track how we are currently performing, will help define what is needed to achieve greater equality and determine how progress will be measured going forward.

OUR ROAD TO 2020

As a HeForShe Champion, we will continue supporting women and girls, removing barriers to their success and empowering them with the skills, education and resources to fully realize their potential. Taking action to address gender inequality is not just the right thing to do, it is the smart thing to do to strengthen the middle-class and grow Canada's economy.

We are committed to eradicating poverty, and building a more peaceful, inclusive and prosperous world. Recognizing investments in women's empowerment and gender equality as one of the best ways to achieve these objectives, we will continue to pursue a feminist approach across all our international policies and programming.

HEADS OF STATE IMPACT CHAMPION

ROMANIA

WHY MOBILIZING OUR YOUTH IS IMPORTANT TO US

Romania through our gender policies, aims at providing girls and boys with a wide range of possibilities in society as a whole and commits to launch important programs that will engage girls and boys in social, political and economic life. The President of Romania as one of the IMPACT Champions will continue this effort.

HOW WE CREATED CHANGE

Statistics show that for the period 2015-2017, the employment rate for young women (age 15 to 24) in Romania was 12.1 per cent lower than that of men of the same age. We aim to correct this imbalance.

To create the next generation of leaders, we are committed to engaging at least 100,000 young people by 2019 through two innovative programmes which highlight the benefits of participation in social, political and economic life. We recognize that the empowerment of the younger generation is crucial for the achievement of our National Strategy for Sustainable Development 2013-2020-2030.

OUR TRANSFORMATION

The education system plays a vital role in establishing and reinforcing attitudes to gender in young people. We knew that to meet our ambitious goals we needed to tackle gender stereotypes in the education system and address the structural causes of gender inequality especially at high school and college level, which are critical for the active participation of both boys and girls in social, political and economic life.

We created a new project called Open Door Day where young people were invited to visit key Romanian public institutions including the Presidential Administration, the Parliament, the Office of the Prime Minister, Ministries and local authorities. We organized career discussions during 2016-18 around the country to engage students with female role models across all sectors.

At first, some directors from high schools specializing in technical subjects were less enthusiastic about these new programmes, but this was due to lack of awareness of the programme content. We addressed this issue by working with non-governmental organizations, the Ministry of Youth and Sport and the Ministry of National Education to communicate the aims and methods of the programmes. This led to a shared understanding of the need to integrate the gender perspective throughout the education system.

To create the next generation of leaders, Romania commits to engage at least 100,000 girls and boys by 2019, highlighting the benefits of participation in social, political and economic life.

President Klaus Werner
Iohannis of Romania

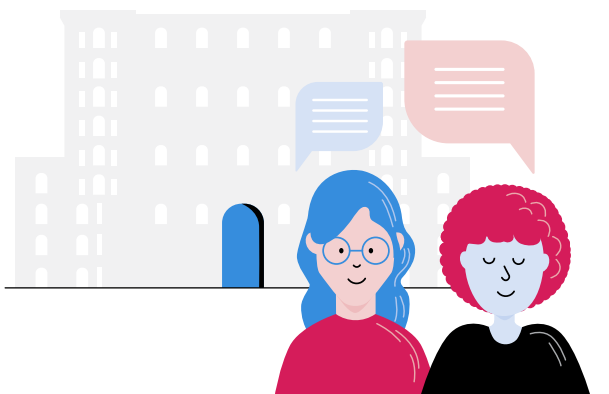


WHAT WE LEARNED

Social stereotypes persist because they are based on traditions, habits, customs and perceptions that determine the place, role and responsibilities of men and women. If we are to change ideas about gender, we need to change the way we behave.

First and second place winners of an essay competition in 2016 titled Equal Opportunities between Women and Men and the Future of Our Generation share their perception on equal opportunities, emphasizing the benefits of social, political and economic life participation:

- “The logical answer to the question of all those interested in equality – ‘How do we achieve it?’ – is quite simple: representation. We need to provide examples from day-to-day life because these are more important in the lives of children, unlike adults whose characters have already formed. Our future depends on our children, so if the new generation can develop in an environment free from prejudices, then they will create equality.” – **Mrs. Sarah Cristel**
- “Society should support young women to continue their education and to aspire towards social and financial autonomy. At the same time boys should be educated in a balanced way, not promoting verbal or physical violence as ways of proving their masculinity but directing their attention towards rational thinking and a generous, inclusive spirit.” – **Mrs. Sarah Ramezan**



HOW WE CREATED IMPACT

Romania through its gender policies, aims at providing girls and boys with a wider range of possibilities in society.

We organized 26 debates in high schools across Romania involving nearly 3,700 students, in partnership with the Bucharest Stock Exchange and the Professional Women's Network Romania. Successful businesswomen, entrepreneurs, award-winning actresses and women in key positions within the central public administration spoke about their experiences. We also shared success stories of women in chemistry, nuclear physics, astrophysics and IT. Young people visited the Cotroceni National Museum while several members of NGOs who took part in debates about women in politics and decision-making positions. An essay competition for college and high school students was also organized.

These innovative programmes have empowered the younger generation by providing access to new sources of knowledge, giving them new platforms to express themselves and creating new opportunities to interact. For example, we ran a week-long Facebook campaign about female scientists who have made history in Romania and the world. We ran a sports-themed event series with prominent sports people and Olympic medalists, as well as an Equal Opportunities cross-country race. About 400 students from the Alexandru Ioan Cuza Police Academy took part in a debate, followed by an interactive theatre play using Forum Theatre techniques. In 2017 we ran 20 thematic information sessions and camps on gender stereotypes. In 2018 we signed a partnership with the UN Youth Association in Romania, making members Ambassadors for Equal Opportunities in Equal Opportunities Week.

OUR ROAD TO 2020

As a HeForShe Champion, by 2019, we will have included the gender perspective and the concept of gender violence throughout Romania's school curricula. We will also review the content of textbooks from this perspective, which is one of the measures contained in our Governance Programme for 2018-2020. To reach these ambitious goals, we will organize training courses to improve the competences and skills of high school teachers and share lessons learned, scale best practices and accelerate progress. A new project called Justice Has No Gender will be implemented for more than 15,000 young people.

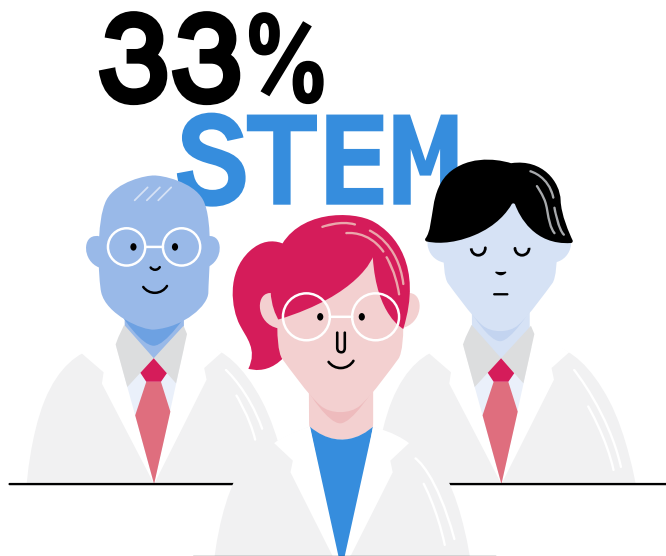
UNIVERSITY IMPACT CHAMPION

UNIVERSITY OF WATERLOO

WHY STEM OUTREACH IS IMPORTANT TO US

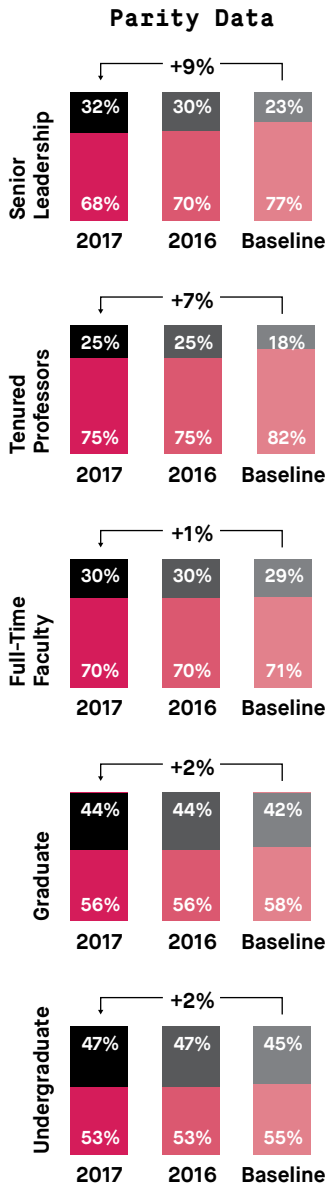
At the University of Waterloo, we have committed to boosting participation of those who identify as women and girls in Science, Technology, Engineering and Math (STEM) outreach experiences to 33 per cent. The University of Waterloo has been recognized as the most innovative university in Canada for more than two decades and it makes sense to direct our innovative spirit toward the challenge of encouraging girls and women to enter and ultimately thrive in STEM fields. The European Parliament is forecasting about seven million new STEM jobs by 2025 in Europe alone and so we believe it is critical to empower those who identify as girls and women to enter these rewarding careers not only for their personal development, but also for the betterment of society.

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33% female participation
in STEM outreach programs.

HOW WE CREATED CHANGE



We created change by identifying needs and working with stakeholders to address them through creative and innovative programming. We have hosted STEM outreach experiences for more than 25 years through our Engineering Science Quest (ESQ) camps. As part of the HeForShe IMPACT 10x10x10 initiative, we decided to target different age groups to build various levels of the pipeline. We have also created programming that actively engages faculty and those who identify as men. Some highlights include:

- The HeForShe IMPACT Scholarships, valued at up to \$12,000 each over four years, are awarded to outstanding female students admitted to a STEM degree programme in which females are currently underrepresented. Recipients will receive \$1,500 per academic term for up to eight terms.
- Waterloo's IMPACT Girls Summer Camp is a partnership between the Waterloo Indigenous Student Centre, Engineering Science Quest (ESQ) and the HeForShe IMPACT 10X10X10 framework.
- Gender Equity Research Grants of up to \$10,000 support research investigating or addressing gender equity, with preference given to projects that advance Waterloo's IMPACT 10x10x10 commitments or projects of demonstrated relevance to the University of Waterloo.

OUR TRANSFORMATION

The IMPACT 10x10x10 framework has been a massive joint effort supported by students, faculty and staff. Our focus on outreach to local communities and within our campus community is engaging key stakeholders of all genders in being equity champions. We are creating opportunities for education, advocacy and activism for all on our campus while moving the needle on gender equity. Our entire campus and local community is aware of our leadership on this front.

WHAT WE LEARNED

We learned that engagement is critical to building momentum on and off-campus.

Waterloo's commitment to gender equity will not end in 2020.

“We need to hear from people, respond to concerns and create new opportunities for all genders while addressing systemic barriers. We need to properly support and resource change and maintain a politics of hope.”

Diana Parry, HeForShe campus lead, Associate Vice-President, Human Rights, Equity and Inclusion.

We learned that permitting women to identify their own pain points and organize activities or events that address their personal challenges has great impact.

“I’ve learned that if you’re willing to cast a wide net, you’ll find people on campus are very open to volunteering their time on this issue”

Sean Peterson, a professor and HeForShe Faculty Advocate in the Faculty of Engineering who opened the door to ideas from staff, students and faculty.

In the Faculty of Science, events that featured Ontario’s Commissioner of Equity Emanuela Heyninck and discussions about micro-aggressions in the workplace drew broad audiences that included faculty, staff and students. The science faculty had so many suggestions for engagement, they hired a co-operative education student to help with event logistics.



Feridun Hamdullahpur,
President & Vice Chancellor
of the University of Waterloo

“What has been amazing for me to discover is the number of great ideas that are out there. People know exactly what needs to be done to create engagement on equity issues. They just need a little support.”

Ben Thompson, a professor and HeForShe Faculty Advocate in Waterloo’s Faculty of Science.

HOW WE CREATED IMPACT

We are seeing the impact of our commitments on campus every day. The IMPACT Girls' Summer Camp for girls in Grades 6–8 has been a very impactful way of moving the needle on Indigenous education. Girls from communities throughout southwestern Ontario gained exposure to post-secondary education as well as STEM. The free programme also involves a parent or caregiver because we believe that encouragement from home is a critical component to supporting girls in STEM education. Campers, who designed floating cities, learned about comets and gazed into space at the campus observatory, also made family circle medallions and listened to stories around a campfire.

More than 100 girls in Grades 7 and 8 attended a workshop called Physics: Girls Matter. At this event, young women engaged in scientific experiments and connected with physics and astronomy students. The workshop inspires girls at this critical age to pursue science and physics in high school so they can keep their options open for post-secondary education. At the end of the physics event, one participant said, *“People think physics and astronomy is for guys, but girls can do just as well.”*



OUR ROAD TO 2020

Waterloo's commitment to gender equity will not end in 2020. The activities and initiatives will affect those who identify as girls and women for generations. The engagement with our campus and beyond will help us achieve long-term, comprehensive and sustainable changes that advance gender equity.

“We knew we could not fully address gender equity within the five years associated with the framework. Instead, we took the opportunity to review our systems and structures so that our work on this front would continue long after the end of the framework in 2020,” said Diana Parry. “With that in mind, our outreach has looked at our pipeline issues and set us up for long-term success.”

ACKNOWLEDGEMENTS

We are thrilled to release this year's HeForShe Emerging Solutions for Gender Equality Report. With this inaugural group of HeForShe Champions, we are sharing ground-breaking solutions towards achieving gender equality in our lifetime and that are open to all. We are indebted to their commitment and we are deeply thankful that they have chosen to join us on this journey and lead the way for others to follow.

In particular, thanks are owed to the hard-working teams implementing the commitments and initiatives at each HeForShe Champion. We would like to thank colleagues from across the United Nations for sharing their insights and expertise with us as we work to achieve our goals.

Finally, we would like to thank the team at In-House International for their creative vision in bringing this report to life.

weareinhouse.com



HeForShe

Historically, gender and colour have been strongly associated, but as we begin to redefine traditional understandings of masculinity and femininity, stereotypes are fading away. With this in mind, UN Women worked closely with the Pantone Color Institute to develop a ‘new’ colour. Bold and bright, HeForShe Magenta (PANTONE 18-1945, Bright Rose) is a tantalizing hue that immediately commands attention. HeForShe Magenta walks the fine line between red and pink, male and female, making it the ideal shade to represent HeForShe. The HeForShe magenta is strategically used to explore and challenge historical gender norms. In keeping with this, throughout this report, in data and graphics, magenta is used to indicate men. By linking the vibrant hue to men, rather than the expected —women— we continue to examine and scrutinize gender norms throughout our work.

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