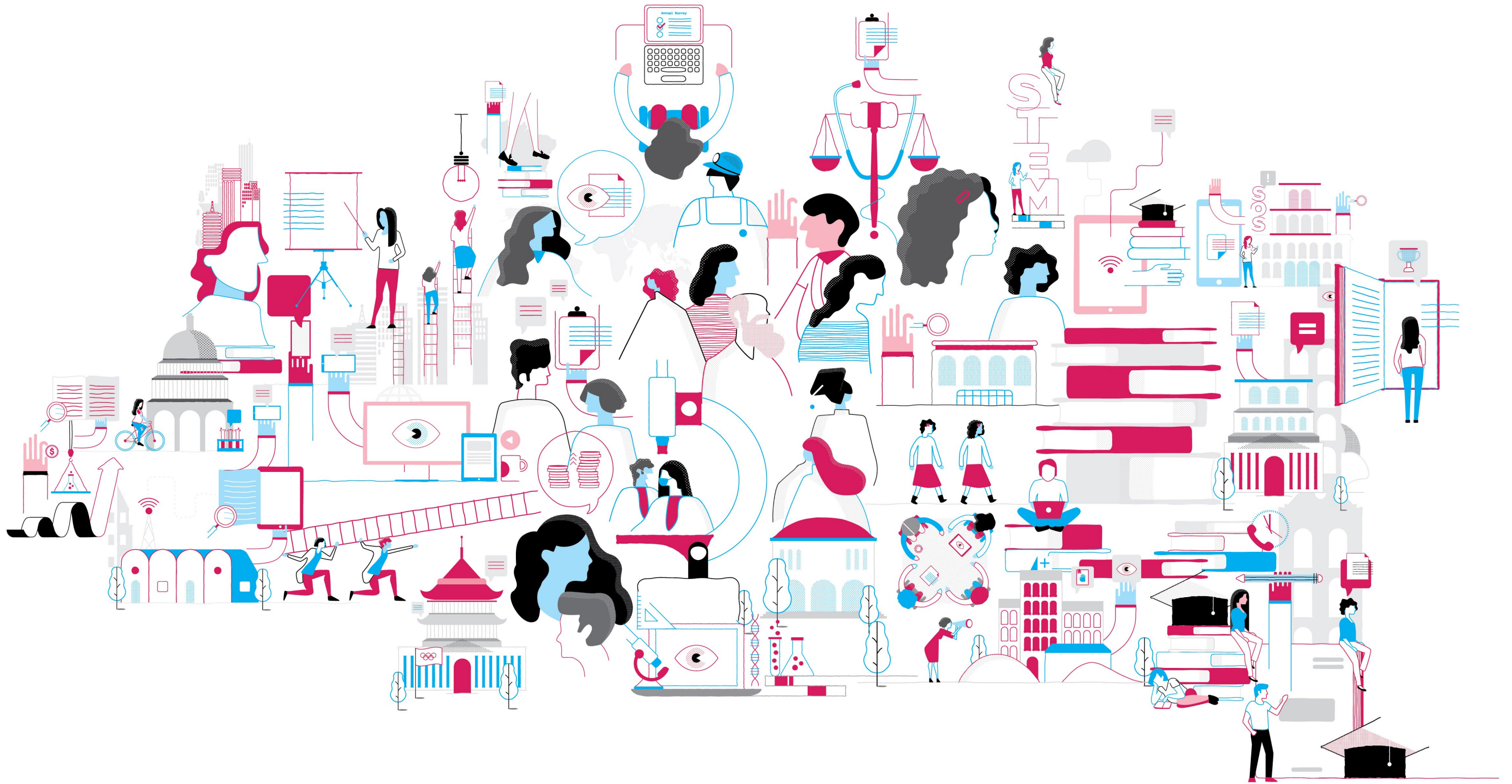
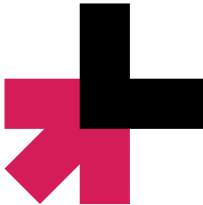


HeForShe

# IMPACT 10x10x10

Gender Parity Report 2017





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

**A NOTE FROM  
THE EXECUTIVE DIRECTOR**

—— It is my great pleasure to present this HeForShe IMPACT 10x10x10 Parity Report, which shares the successes, challenges and progress of our IMPACT Champions over the last two years. These 30 Champions, representing Heads of State, corporate leaders and university presidents, are our devoted partners in fulfilling UN Women’s mandate to empower women and achieve gender equality by 2030. They committed to this initiative two years ago not only because it aligned with their personal values, but because they understood that achieving gender equality supports and strengthens their policies and organizational goals as leaders.

Engaging male leaders was crucial because so few women have made it to the upper levels of the three IMPACT strands and even fewer have reached the very top. In 2015, women accounted for only 7.3 per cent of Heads of State, 5 per cent of global CEOs and 26 per cent of university presidents (even while they made up 57 per cent of total students). We knew that reversing such deep disparities required the firm commitment of men at the top of global systems, and that is what we found in our IMPACT Champions. The IMPACT Parity report is the result of their strong commitments and tireless efforts, which were often carried out in the face of daunting global inequality as well as imbalance in their own spheres.

These 30 leaders sought to make structural and systematic changes in their capitals, boardrooms and university halls. Heads of State wanted to make sure their budgets were gender-responsive, that they had systems in place to prevent and respond to domestic violence and that they were taking action to end the gender pay gap. Corporate leaders sought to reach gender balance in leadership and throughout their pipelines, to ensure gender pay equity, and to raise awareness about stereotypes and unconscious bias. University presidents committed to ending sexual assault on campus, closing the gap in professional positions and supporting women in the STEM fields. And as you will see in this report, I am just scratching the surface.

Individually, each IMPACT Champion is making an important contribution to the societies and organizations that they represent. Collectively, their decisions impact millions of people across five continents and hundreds of countries. I hope this report inspires others to build on their achievements. We will need every pioneering idea and innovative initiative to meet our desired target: a world of equal opportunities, rights and benefits for all.

**Phumzile Mlambo-Ngcuka**

Under-Secretary-General and Executive  
Director of UN Women

## A NOTE FROM THE IMPACT CHAMPIONS

———— Being in a leadership position is both a privilege and responsibility. As HeForShe IMPACT Champions, we take the latter very seriously. We committed to the IMPACT initiative in January 2015 because each of us personally believes that a more diverse, balanced and fair world benefits everyone. We know we're on the right track. In the past two years, the importance of diversity and inclusion has only grown, while the appetite for gender disparity and imbalance continues to wane.

With its holistic and collaborative nature, IMPACT 10x10x10 unites three dimensions of society – government, business and academia – towards the same goal. Just as HeForShe rose to prominence by suggesting that all genders need to play a hand in establishing equal societies, the IMPACT initiative derives its success from different sectors reinforcing each other's progress and work. It provides a unique opportunity for us, as leaders from a range of sectors and industries, to rally around achieving gender equality through unique but complementary approaches. While we may represent different parts of the world, cultural backgrounds and priorities, we strive for the same result: fairness, parity and better outcomes for all.

What continues to excite us is that as we seek to fulfil our own commitments, we are part of a much larger social movement. We are not only strengthening our respective countries, companies and universities, but contributing to a healthier and more whole world. We hope that as the first IMPACT cohort, we are paving the way for others – perhaps for you – to follow in our footsteps.

This report offers the opportunity to learn from us – where we've succeeded and what our challenges have been. We are proud to share our results and hope that in some small way, we're being the change we want the next generation to see in the world.

## EXECUTIVE SUMMARY

———— The World Economic Forum's Global Gender Gap Report revealed that gender equality will not be achieved for another 170 years. HeForShe IMPACT Champions, 30 global pioneers who are trailblazing new ground, are not willing to wait that long. Initiated in a unique way, IMPACT 10x10x10 tackles head-on the gender inequalities faced in three key pillars of society today: government, work and academia. The challenges and obstacles that appear in one often reappear in different forms in another. Each IMPACT Champion may take a unique approach to gender-based violence or unequal female representation in leadership, but their actions are complementary and reinforcing. Fundamentally, all IMPACT Champions are working towards the same goal: a gender-equal world.

Each IMPACT Champion has made three ground-breaking, transformational and ambitious commitments towards accelerating gender equality. Marking the midway point in the IMPACT 10x10x10 initiative, this report assesses the progress each IMPACT Champion has made in fulfilling their commitments and what they can now share with the world. IMPACT Champions are well aware that for their societies and organizations to meet tomorrow's challenges, they have to act today. Here in this report, they have laid out how they are anticipating and proactively responding to their current structural imbalances and inequities, while also keeping an eye on the future and the next wave of change on the global horizon. The report presents both their collective roadmap and myriad examples of how they are overturning persistent challenges that have been with humanity for generation after generation.

In addition to including updated data and statistics on the representation and empowerment of women in their respective domains, each IMPACT Champion has shared insights into the challenges they have overcome and their key learnings.

This report is a way to understand how top leaders in gender equality are responding to the challenges of the future. Just as IMPACT Champions are responding to disruptive changes, they are also ushering in their own disruptive change. Half-way through their journey, we hope you find their accomplishments inspiring, meaningful and worth emulating.



# THE IMPACT 10X10X10

## Head of State Champions

President **Sauli Niinistö**  
of Finland

Prime Minister **Bjarni  
Benediktsson** of Iceland

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

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

**Ömer M. Koç**, Chairman  
of Koç Holding

**Dominic Barton**, Global  
Managing Partner  
of McKinsey & Company

**Bob Moritz**, Global Chairman  
of PwC International Ltd.

**Jean Pascal Tricoire**,  
CEO of Schneider Electric

**Rick Goings**, Chairman & CEO  
of Tupperware Brands

**Paul Polman**, CEO of Unilever

**Vittorio Colao**,  
CEO of Vodafone Group Plc

## University Champions

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

**Peter Mathieson**, President  
& Vice Chancellor of the  
University of Hong Kong

**Paul Boyle**, Vice-Chancellor  
of the University of Leicester

**Seiichi Matsuo**, President  
of Nagoya University

**Marco Antonio Zago**,  
President of the University  
of São Paulo

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

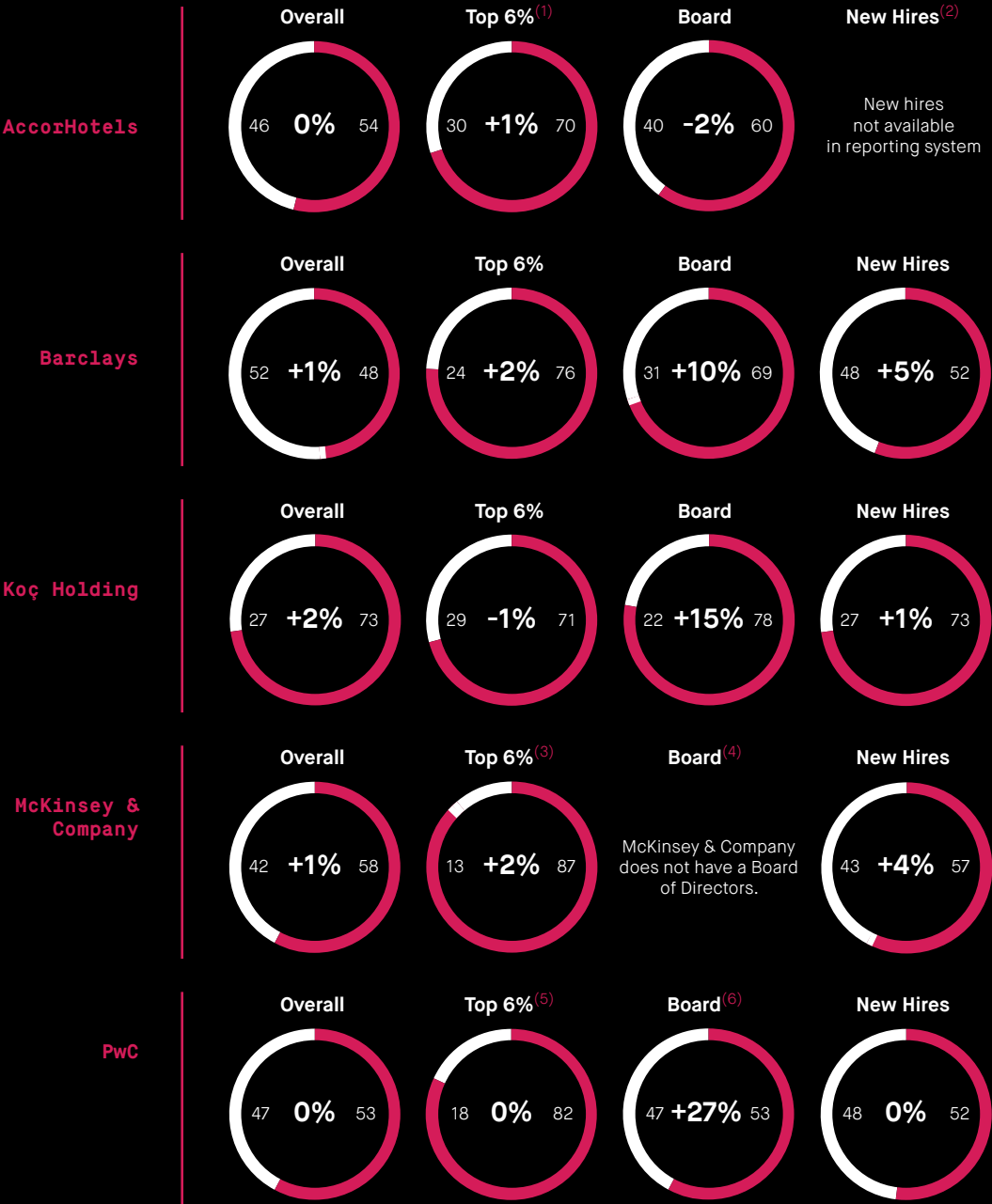
**Samuel L. Stanley Jr., M.D.**,  
President of Stony  
Brook University

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

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

Corporate IMPACT Champions

All figures as of 2016 reporting cycle



Female 2016 Male 2016

(1) Senior leadership defined as top ~2% of the organization, Director position (2) New hires not available in reporting system (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 (5) PwC Senior Leadership defined as Equity Partners (6) PwC board defined as Global Leadership Team

Corporate IMPACT Champions

All figures as of 2016 reporting cycle



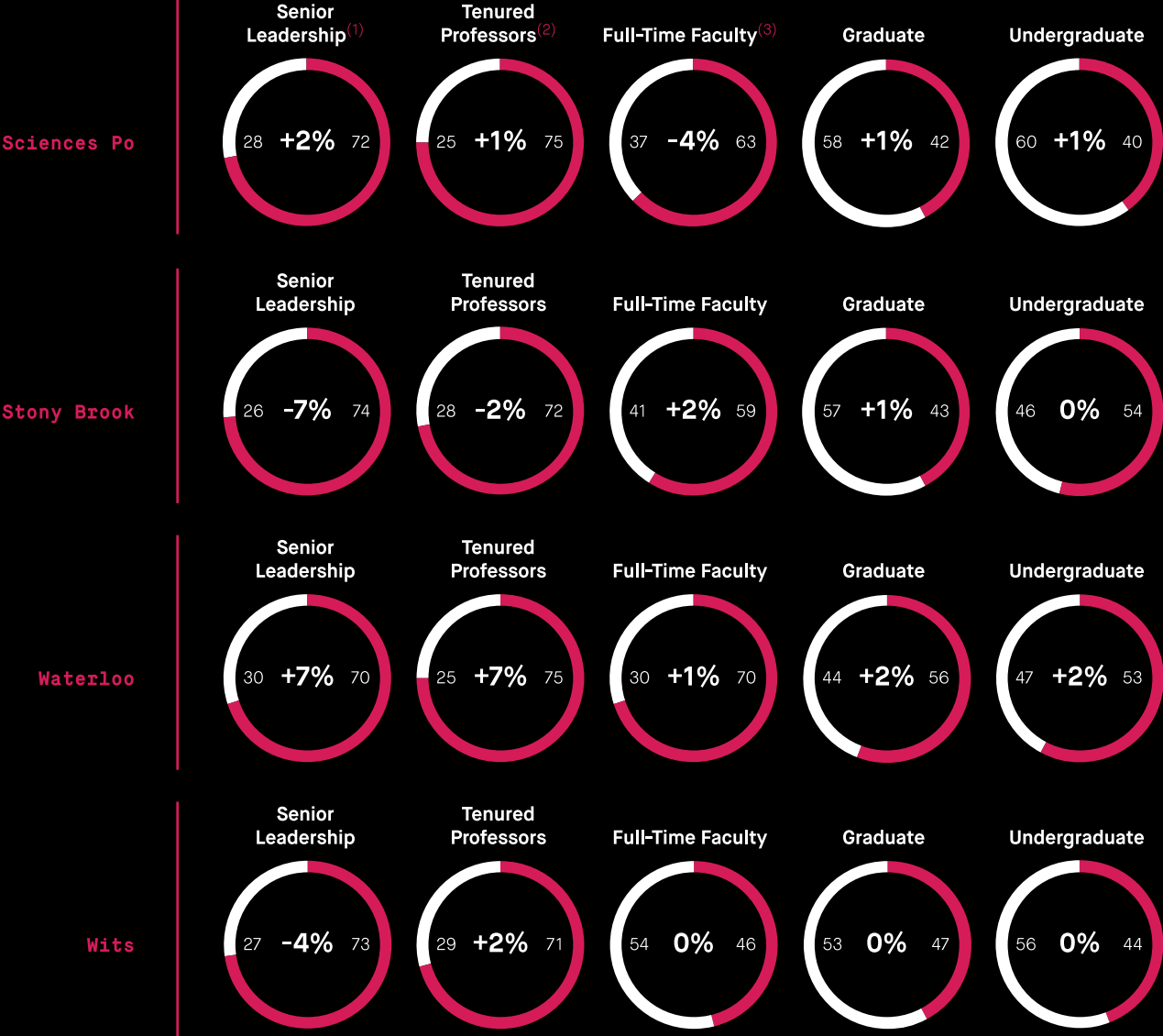
Female 2016 Male 2016

(7) New hires are Tupperware Brands associates. Tupperware Brands' global sales force of more than 3 million individuals is predominantly female. (8) Unilever senior leadership is defined as top 11% of management roles (9) Unilever board defined as non-executive directors (10) Unilever new hires and overall company numbers include all workforce including blue collar workers





Female 2016Male 2016



Female 2016Male 2016

(1) Includes Sciences Po Executive Body, heads of faculty departments, heads of research centers and heads of doctoral studies  
Figures of 2015 are revised following new indicators implemented in 2016.  
(2) Includes Sciences Po full professors, full professors (civil servants), Sciences Po associate professors and Sciences Po directors of research  
Figures of 2015 are revised following new indicators implemented in 2016.  
(3) Includes Sciences Po research fellows (including OFCE researchers), Sciences Po assistant professors and assistant professors (civil servants)  
Figures of 2015 are revised following new indicators implemented in 2016.



Koç Holding  
PwC International Ltd.  
Nagoya University  
Sciences Po

# HOW TO CREATE AN EQUAL WORKPLACE

fixing the distortions  
in our organizations

- 01 — Shifting gender norms across 100,000 community members in Turkey
- 02 — Dramatically increasing the representation of women at global leadership
- 03 — Increasing the representation of women in leadership positions
- 04 — Striving for a gender-balanced leadership in a unique academic environment





Prioritizing equity and representation for women in the workplace provides for community betterment and financial inclusivity across genders.



HeForShe

# INTRODUCTION

## HOW TO CREATE AN EQUAL WORKPLACE – Fixing the distortions in our organizations

Koç Holding, PwC International Ltd., Nagoya University, Sciences Po

—— Diversity and equality are ethical issues. As leaders, our commitment to them is often assessed according to what we say about them, the priorities we set and the resources we allocate. But an organization marked by inequality is also a distorted and sub-optimal one. If we don't include people of all kinds, then we needlessly limit our access to talent. If the make-up of our teams doesn't accurately represent our stakeholders and communities, then we fail to communicate with them or serve their needs. And if we favour one gender over the other – knowingly or unknowingly – we limit the enterprise's ability to meet its goals.

Our IMPACT Champions are working to remove the obstacles to women's opportunities, from recruitment through to career development, retention and promotion. Their work resonates with a growing, widespread recognition that an effective workplace is an equal one. And their actions – guided by specific goals and designed with openness in mind – communicate the urgency of the evolution that's in progress. Balance isn't a nice-to-have: it's what you need to avoid collapse.



# CORPORATE IMPACT CHAMPIONS

## KOÇ HOLDING

Koç Group is a Fortune 500 company and the largest industrial and services group in Turkey. Group combined revenues account for 8 per cent of Turkey’s GDP and group exports for 9 per cent of Turkey’s total exports.

### OUR STORY

Shifting gender norms across 100,000 community members in Turkey through Koç HeForShe mobilizers

According to 2016 figures, female labour force participation in Turkey is 33 per cent, only 16 per cent of whom are employed in industry. One of the reasons for these low rates is explicit and implicit gender biases. Koç Group companies operate in many industries including the energy, durable goods, automotive and finance sectors. These sectors are traditionally male-dominated and Koç Group’s ratio of female employees reflects Turkey’s average. To build gender-sensitive work environments and address unconscious gender biases, we decided to reach people with targeted awareness-raising trainings and projects.

### OUR “CLICK-MOMENT”

Gender bias is deeply rooted in our community. Unlearning this bias is our immense challenge, yet this is the key to gender equality. As Koç Group, we focus on creating a new gender paradigm that will assist us achieving gender equality in the workplace and in the society.

– Koç Group Chairman Ömer M. Koç.

### OUR INNOVATIVE APPROACH

At Koç Group, we created a five-step roadmap to shift gender norms in the workplace and across Turkey.

*Policy:* In line with our HeForShe commitments, we stepped up efforts to integrate the Equality at Work Declaration introduced under the auspices of the Ministry of Family and Social Policies in our business processes and management approach. Key human resources indicators were analysed in order to understand and improve gender equality in the workplace. In addition, Koç Group signed the Women’s Empowerment Principles.

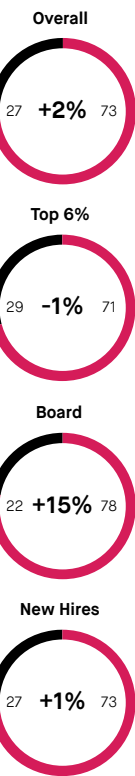
*Governance:* Each Koç Group company created a network of employees to define the company’s gender challenge and implement an appropriate strategy and action plan.

*Empowerment:* We started face-to-face gender sensitization trainings for employees, distributors, suppliers and other community members. Empowering HeForShe mobilizers with gender sensitization trainings was the main pillar of the strategy.

*Best Practice Implementation:* Pinpointing challenges at the company and community level was important in creating gender-sensitivity. The teams, who attended gender-awareness trainings, started implementing various projects for gender equality in their workplace. Each Koç Group company defined its own needs and interventions related to their wider impact analysis. Today, intervention areas range from increasing the talent pool in STEM jobs to changing production processes to increase female participation.

*Evaluation:* Monitoring and evaluation in good practices is carried out using key performance indicators (KPIs) that measure the project’s level of success in reaching its goals. It is also a process that enhances brand reputation and stakeholder trust. Therefore, it is a critical step in all our interventions.

#### 2016 DATA

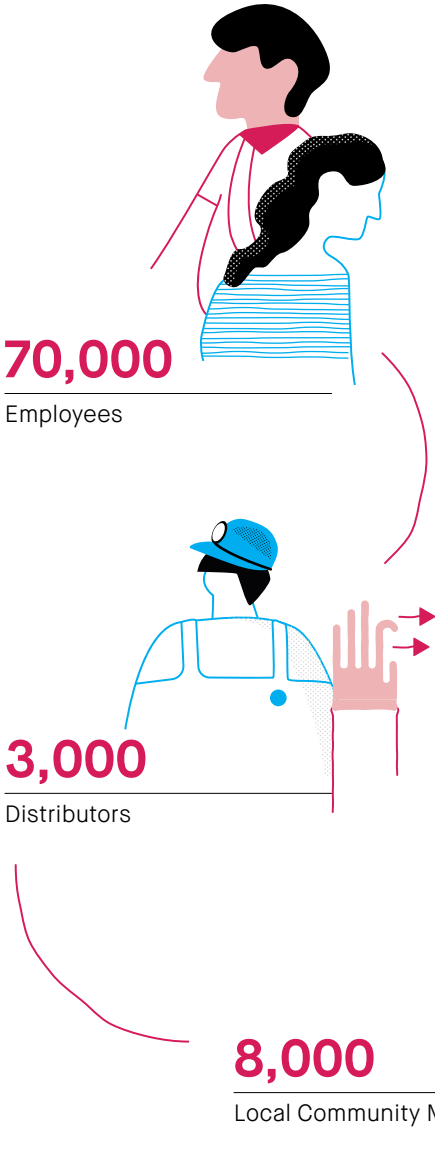


OVERCOMING OUR OBSTACLES

Unconscious biases are entrenched in society and changing deeply rooted gender norms is not easy.

We designed a training programme that gradually tackles different aspects of the gender-biased mindset. Volunteer employees conduct the first year of training based on causes of gender biases and their daily impact. The evaluation showed us that these trainings introduce gender issues and equality theoretically but do not change behaviours. Therefore, we prepared the second stage of awareness seminars to focus specifically on overcoming unconscious gender biases in professional life.

Appreciating the importance of addressing gender stereotypes and mobilizing people with gender sensitization trainings, we decided to focus on mass communications to scale the impact. Media and mass communications materials are the most powerful and pervasive influencers of gender perception in society. Brands are critical media players and can therefore trigger gender mainstreaming in their communications. Our communications professionals have been trained and mobilized to eliminate gender stereotypes in mass communications tools. To inspire people with best practices and role model examples, we developed a gender-sensitive communications guidebook and designed interactive workshops to facilitate guidebook use.



OUR IMPACT

More than 81,000 people have completed gender awareness training including 70,000 employees, 3,000 distributors and 8,000 local community members – students, teachers, local authorities, trade associations and the general public as of June 2017. This has been possible thanks to our own 350 employees who were voluntarily trained to conduct the training.

According to third party evaluations, participants’ gender equality knowledge has increased from 70 per cent to 90 per cent. Major improvements were seen in perceptions of female employment, positive discrimination for women in recruitment, social pressure on children’s gender identity and sharing housework.

The gender-sensitive communications guidebook we designed is now a communications standard throughout Koç Group, with compliance a requirement. We are now setting up a monitoring mechanism to evaluate the efficiency of the guidebook and workshops, and to better align mass communication materials in the future.

KEY LEARNINGS FROM KOÇ HOLDING

Empowering employees, creating gender-awareness in diverse teams through trainings and best practices with the support of top management build gender-sensitive capacity among people. Employees who attended awareness seminars take the initiative and assume responsibility for increasing gender balance in their workplaces. Partnering with NGOs and universities, they strengthen project implementation and scale up its effects.

Knowing that it is a complex process, Koç Group will continue to develop long-term and scalable projects to inspire communities and other work environments and companies.

Empowering employees, creating gender-awareness in diverse teams through trainings and best practices with the support of top management build gender-sensitive capacity among people.

# CORPORATE IMPACT CHAMPIONS

## PwC

PwC, is one of the world’s leading professional services networks with a network of firms in 157 countries and more than 223,000 people who are committed to delivering quality in assurance, advisory and tax services. PwC’s purpose is to build trust in society and solve important problems and PwC is also one of the largest graduate recruiters in the world.

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see [www.pwc.com/structure](http://www.pwc.com/structure) for further details.

### OUR STORY

Dramatically increasing the representation of women on our global leadership team

Dramatically increasing the representation of women on our global leadership team is fundamental to the success of PwC. However, in 2006, despite females accounting for approximately 50 per cent of graduate hires, females accounted for only 13 per cent of partners globally and 8 per cent of our Global Leadership Team. The disparity of women entering the workforce compared to those at senior leadership levels was recognized as a business challenge needing intervention on a wide scale across our entire network.



Bob Moritz, Global Chairman of PwC International Ltd.

**OUR “CLICK-MOMENT”**

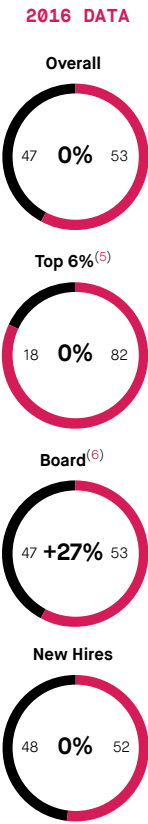
Our preliminary analysis led us to conclude that women were not reaching top leadership positions because they were leaving at three times the rate of their male counterparts. Many territories therefore focused their interventions on retaining women longer, particularly targeting maternity leavers. Despite a number of interventions at the territory level, progress was slow. Therefore in 2009 we embarked on a comprehensive data analysis process across our key markets.

The analysis revealed that women were not leaving at a higher rate than men in most grades. In fact, overall, men left at higher rates than women. But, globally, departing male and female workers were being replaced with more male experienced hires. These factors contributed to the creation of predominately male leadership teams. Our leadership realized that these findings would require a holistic and integrated response, including raising awareness about unconscious bias and training on ways to prevent or mitigate such bias, while building up our pipeline of female talent to support more women into leadership roles.

**OUR INNOVATIVE APPROACH**

The first step was to convince our Global Leadership Team of the need to make drastic structural and cultural changes across our decentralized network. Unconscious bias awareness training for the Global Leadership Team coupled with the more robust and meaningful data in hand meant top leaders bought in to the change process. Dennis Nally, our then Chairman, put diversity in leadership firmly on the global agenda ensuring it was discussed at the Global Leadership Team’s regular meetings. “This sent a strong signal to leaders throughout the network of firms that diversity was a business issue like any other, which our very top leaders treated as a priority,” explained Dale Meikle (PwC US), Global Human Capital Director – Culture, Values, and Diversity.

Women were not leaving at a higher rate than men in most grades. In fact, overall, men left at higher rates than women. But, globally, departing male and female workers were being replaced with more male experienced hires



<sup>(5)</sup> PwC Senior Leadership defined as Equity Partners <sup>(6)</sup> PwC board defined as Global Leadership Team



Gender equality is not a zero sum game—it spurs opportunity and prosperity. Enabling both genders to contribute equally in business and their personal lives benefits all. When it comes to gender parity, leaders of all types have a vital role to play in creating the right tone throughout organizations and communities, inspiring women and men alike in building a culture of equality and eradicating gender-based siloes. Without steadfast commitment on every front and at every level, gender parity will remain elusive, and remember--all of us are or can be leaders!

**Bob Moritz**  
Global Chairman, PwC  
International Ltd.

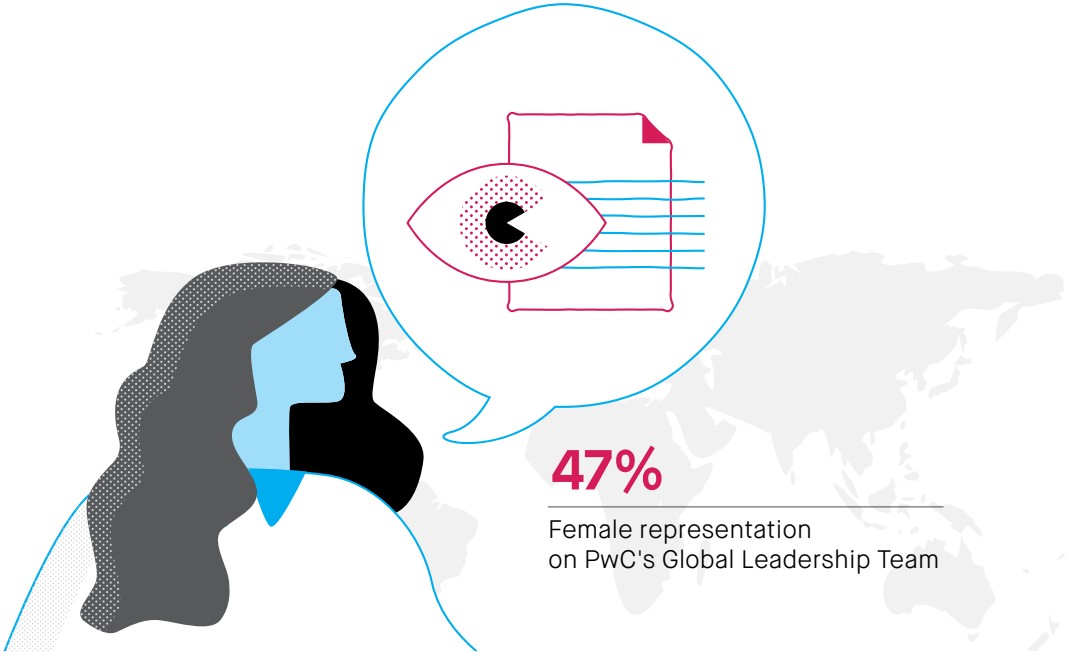
The data clearly demonstrated that in a global network of member firms like PwC, adopting a one-size-fits-all approach to get more women into leadership roles would simply not work. For example, we could already see that the interventions required in PwC Switzerland, whose graduate hires hovered around 35 per cent female, drastically differed to those required in PwC China, where over 65 per cent of graduate hires were female. Acknowledging the complexities of each of the individual territories, Nally decided to roll out the analysis that had initially only been conducted in a few of the PwC territories to all 21 of the largest PwC firms. This would enable the PwC network to couple structural global changes with locally relevant interventions. As each of the territories concluded their specific analysis, they would develop Annual Diversity Plans that were tailored to the specific challenges faced by their territory.

The Annual Diversity Plans that helped drive such targeted change were spearheaded by a Diversity Leader and a Senior Partner at the territory level. At the conclusion of each year, each of the Senior Partners was responsible for reporting on progress made towards their Annual Diversity Plans and were held accountable for that progress based on Inclusion Index results in their year-end review.

Over the next five years, we built up and launched programmes across the network of firms designed to address key issues identified and pursued only those actions that yielded results over time. These global programmes stemmed not from assumptions about barriers but from data across the network – from our Inclusion Index, the innovative “full-circle” framework designed to provide a clear picture of our network’s current diversity position, annual diversity progress and where future action should be focused.

For example, with the goal of building up the pipeline of diverse leaders and providing the right development experiences where necessary, PwC changed its approach to succession planning for those roles across the network. We created succession plans for key leadership roles throughout our network with the guidance that a third of candidates on the slate should be diverse. (Gender diversity was the primary priority but geographical and cultural diversity were also considered.) Female representation on our Global Leadership Team has increased by 39% over eight years. This action helped mitigate the “mini-me” or “who I know” syndrome of appointing leaders and ensured that a slate of talented diverse candidates were considered.

With Bob Moritz’s appointment to Global Chairman in 2016, came even more energy. He sought to increase the gender, thought, and cultural diversity of his Global Leadership Team and targeted high impact gender priority areas to be addressed to increase impact, such as increasing the number of female experienced hire candidates.





OVERCOMING OUR OBSTACLES

———— The largest challenge that we encountered as a network was convincing leaders and employees that they may have, as all people do, unconscious biases. To ensure buy-in starting from the top, each territory rolled out unconscious bias training for their partners. Coupled with data from the Inclusion Index, partners bought in to the need to increase diversity in the pipeline. In addition to unconscious bias training, leaders were educated about the external statistics of women’s representation in leadership in business, government and society, convincing them of the need to change at an organizational as well as a personal level.

Subsequently, by rolling out a global unconscious bias training and a Global Diversity portal with supporting tools, we sought to increase the awareness of unconscious bias and teach strategies to prevent or mitigate such potential bias throughout the entire network.

34%

More female Up!Talk participants promoted in last year

OUR IMPACT

———— The impact of the Inclusion Index has been significant. Since widely launching the Inclusion Index, our network has successfully increased the representation of females on the Global Leadership Team from 8 per cent to 47 per cent, a number consistent with the percentage of females hired in 2016.

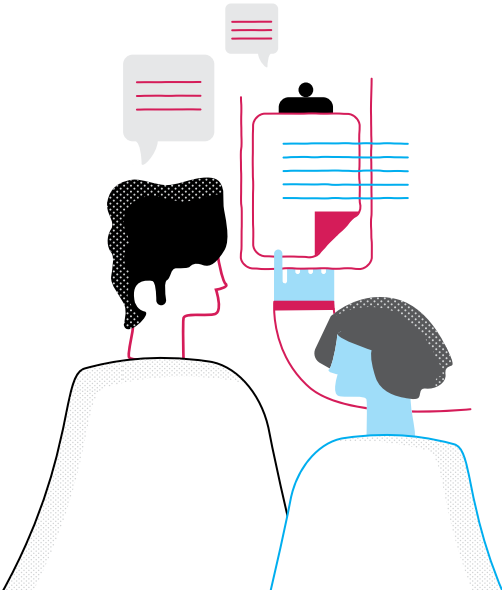
In order to accelerate the pace of promotion for key female talent, PwC Germany’s *Up!Talk* programme provided high-potential women with experienced leaders of both genders from different parts of the business and advice about career advancement. Last year, 63 per cent of *Up!Talk* participants were promoted, compared with an overall female promotion rate of 29 per cent.

PwC UK developed a series of unconscious bias awareness training modules to establish the business case for greater diversity. These included not only gender but a number of other key dimensions relevant to their market, such as LGBT status and disability. The training included psychological tests and illustrative videos to create scenario-based understanding of unconscious bias and its potential in the workplace. Over four years of rolling out these courses to the entire UK firm, female representation on the Executive Board increased from 25 per cent in 2012 to 43 per cent in 2016, while the percentage of female partners increased from 15 per cent to 18 per cent. Importantly, internal partnership admissions became increasingly diverse: while in 2012 only 16 per cent of new partner admissions were female and 0 per cent were ethnically diverse, in 2016, 28 per cent were female and 7 per cent were ethnically diverse.

KEY LEARNINGS FROM PwC

———— Our Inclusion Index has revolutionized the way we approach diversity across the network by making sure that data rather than assumptions or stereotypes are driving actions. Robust, timely and comprehensive data driven diversity actions that move the numbers in the right direction. In addition, integrating unconscious bias awareness training with the context of actual data and numbers motivates systemic and individual change more than either one of these do individually.

Although we have achieved gender balance on our Global Leadership Team, PwC is the first to acknowledge that there is much more we want and need to do across our network. “We must remain tenacious about diverse succession planning and the development of diverse key talent to make sure this trend of increased parity accelerates,” explained Sharmila Karve, PwC Global Diversity Leader.



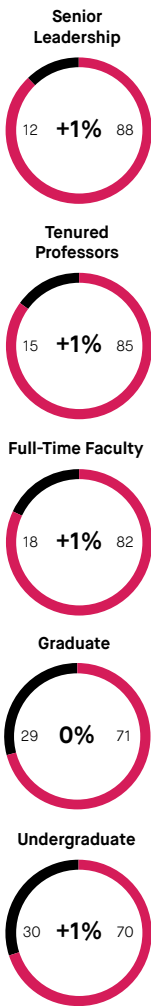


# UNIVERSITY IMPACT CHAMPIONS

## NAGOYA UNIVERSITY

Nagoya University is a leading Japanese national university headquartered in the city of Nagoya, Aichi Prefecture. It was the last Imperial University in Japan and is among the National Seven Universities. Nagoya University caters to over 16,000 students.

### 2016 DATA



### OUR STORY

Increasing the representation of women in leadership positions to 20 per cent by 2020

Women are significantly under-represented in the professional arena in Japan. For example, the proportion of women researchers in Japan is the lowest among the OECD countries. While many other developed countries are measured in the 30 per cent range, Japan has only 14 per cent.

Women are even more invisible in business and management. According to ILO data on women’s percentage share of all managers, Japan has only 11.1 per cent whereas many other OECD countries have more than 30 per cent.

Women’s under-representation is therefore a common challenge for Japanese society.

We identified the under-representation of women in faculty as a major challenge. The proportion of female full-time faculty members in 2015 was 17.4 per cent and women in senior leadership was 11.4 per cent. A leaky pipeline issue exists behind these low figures, as many women disappear or do not progress through career development. In 2015, females accounted for 29.2 per cent of undergraduates and 29.0 per cent of graduate students. However, the figure is much lower for the faculty and women comprise only 9.7 per cent at full professor level. This low representation of female full professors results in a small number of women in senior leadership (11.4 per cent) at Nagoya University.

### OUR “CLICK-MOMENT”

———— We realized that universities need to get more women to enter and remain in the academic pipeline. Although we have been promoting gender equality for the last 15 years, President Seiichi Matsuo has taken further steps. With the *Nagoya University Matsuo Initiative for Reform, Autonomy and Innovation 2020* (NU MIRAI 2020), he included as his priority goals the three commitments he made as an IMPACT Champion. The inclusion of these goals has helped us bring gender issues into the mainstream within the university community.

### OUR INNOVATIVE APPROACH

———— First, we set up the HeForShe Promotion Committee with President Matsuo as the chair. This committee develops strategies and makes decisions on actions towards achieving these targets and other HeForShe activities.

We organized a one-day HeForShe seminar titled *The Promotion of Diversity and Women’s Leadership* jointly with PwC Japan in November 2016. The Chubu region is known for its world-class industrial manufacturing cluster and is therefore traditionally characterized by its male-dominant labour market structures and strong gender-based division of labour – an ideal setting to challenge these very stereotypes. The seminar was attended by some 630 participants including students and faculty members, representatives of corporate and public sectors and the general public.

The diversity of backgrounds, experiences, goals and problem-solving approaches brought fresh perspectives, new ideas and a renewed sense of solidarity among participants.



Seiichi Matsuo, President of Nagoya University

The diversity of backgrounds, experiences, goals and problem-solving approaches brought fresh perspectives, new ideas and a renewed sense of solidarity among participants.

OVERCOMING OUR OBSTACLES

———— We have been very successful in promoting networks and partnerships to raise public awareness of HeForShe and more broadly the importance of gender equality. However this still needs to be incorporated into our regular education activities. We have therefore adjusted our strategies to include the following actions.

First, to generate more interest and resources for promoting gender equality, particularly for providing talented female students who have a potential to become global leaders in the future with scholarship opportunities, we created the Female Leadership Fund.



Second, we created an internal system of HeForShe supporters to disseminate information about HeForShe and other gender-related activities on campus. Any members of the university, whether students, faculty or staff members, can register as HeForShe supporters on a voluntary basis.

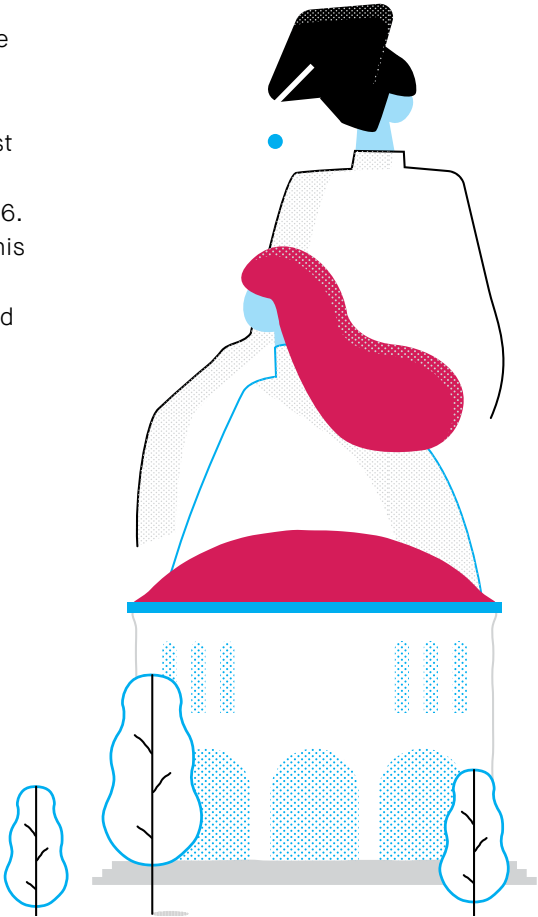
Finally we have engaged leaders of student-led sports clubs and circles as a focal point for disseminating information on HeForShe, prevention of gender-based violence and gender issues. These activities and initiatives are expected to help us further internalize our efforts to promote HeForShe and gender equality throughout the campus.

OUR IMPACT

———— First, inside the university, increased awareness of gender issues has been truly embedded among the senior management staff. Gender issues have become a subject of discussion and consideration at different levels of university governance. Second, outside the university, close networks and partnerships have been developed with the government and corporate sectors, generating great enthusiasm and momentum and leading to further joint activities with corporations and public organizations.

KEY LEARNINGS FROM NAGOYA UNIVERSITY

———— We have strived to promote gender equality and achieve the three commitments President Seiichi Matsuo made as a HeForShe IMPACT Champion. Significant progress has been made, particularly with respect to Commitment 3 through the first public HeForShe seminar in Japan, organized jointly by Nagoya University and PwC Japan at Nagoya University in November 2016. The enhanced momentum and enthusiasm generated through this seminar have led to multiplier effects – bringing more ideas and initiatives for related joint activities among universities, firms and public organizations in Japan.





# UNIVERSITY IMPACT CHAMPIONS

## SCIENCES PO

Sciences Po is an international research university ranking among the finest institutions in the fields of humanities and social sciences. It stands out for combining approaches and confronting different worldviews. Sciences Po serves over 13,000 students.

### OUR STORY

Striving for a gender-balanced leadership in a unique academic environment

Sciences Po holds a unique position in French higher education and research: it is a public institution administered by a private foundation. The uniqueness of the institution is reflected in its staff structure. Apart from researchers who are members of the National Centre for Scientific Research (CNRS) and are therefore civil servants, the majority of Sciences Po employees are hired under private law through the foundation. Career paths and evaluation schemes differ between researchers who are members of the CNRS – and who are therefore subject to the career management and evaluation schemes applied within their respective disciplinary area – and researchers and professors who are recruited according to Sciences Po’s own procedures. The rules of Sciences Po regarding academic recruitment differ radically from French public higher education rules.

Our challenge is to accelerate progress towards gender equality within our permanent academic body and ensure that female academics can reach senior academic positions whatever their discipline. This includes leadership positions in our research centres and departments, along with the European stipulation of 40 per cent female representation in all top positions.



Our challenge is to accelerate progress towards gender equality within our permanent academic body and ensure that female academics can reach senior academic positions whatever their discipline.

### OUR “CLICK-MOMENT”

The income disparity of 15 per cent between female and male students with a Sciences Po diploma in their first jobs is a challenge to the university and our organizational culture. As a role model for others, we have a responsibility to provide equal access to senior leadership positions within the institution at both administrative and academic levels. To reach effective gender equality is not an objective: it is our duty and our responsibility.

– Frédéric Mion, President of Sciences Po

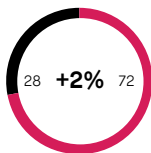
### OUR INNOVATIVE APPROACH

We adopted a comprehensive action plan in 2015 based on state-of-the-art policies and strategies from the EU and beyond. The action plan has three objectives: to strengthen our research projects for a better understanding of the gender inequality phenomenon; to raise our students’ awareness on gender equality issues so that they are better equipped to address discrimination in their professional careers; and to be exemplary in our own administrative and academic careers development.

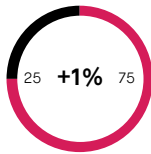
Our first evaluation phase used research methods to carry out a thorough review with the help of a European co-funded research project entitled Effective Gender Equality in Research and Academia (EGERA). As far as academic careers and recruitment policies are concerned, the current results of the review highlight the limitations of the quota policy versus academic excellence. Alternative methods have also been examined, including the publishing of exclusive female positions and the equal opportunity employer approach.

#### 2016 DATA

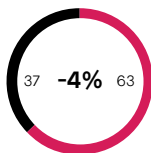
Senior Leadership<sup>(1)</sup>



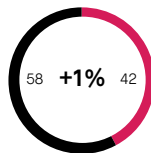
Tenured Professors<sup>(2)</sup>



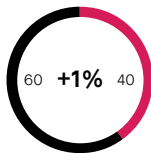
Full-Time Faculty<sup>(3)</sup>



Graduate



Undergraduate



(1) Includes Sciences Po Executive Body, heads of faculty departments, heads of research centers and heads of doctoral studies  
(2) Includes Sciences Po full professors, full professors (civil servants), Sciences Po associate professors and Sciences Po directors of research  
(3) Includes Sciences Po research fellows (including OFCE researchers), Sciences Po assistant professors and assistant professors (civil servants)



Within our academic environment context, we have designed an evaluation process for our academic community which implements regular bilateral exchanges between the Director or Dean of a research centre or department and the academic collaborator; annual academic mid-point reviews of tenure-track staff by mentors; and inclusion of at least one female academic in all our academic judging panels, including PhD defence thesis panels. Mutual learning as part of HeForShe and EGERA has been key to devising sound principles and actions.

We have also adopted a proactive policy to identify female academics and encourage them to apply for senior academic positions offered at Sciences Po.

OVERCOMING OUR OBSTACLES

Although academic females represent some 42.6 per cent of our permanent academic community, their career profile may not make them eligible for senior academic positions by current academic career criteria.

Regarding the recruitment procedure, we are now focused on working ahead of the publication of positions and the recruitment phase to better identify relevant profiles and encourage females to apply. This is a strategy already followed by some European partners. To be implemented at Sciences Po, this strategy requires an awareness campaign among our Deans and Research Centre Directors as well as among recruitment committees' Chairmen and Chairwomen. It also requires the implementation of a selection committee to ensure the selection procedure respects gender equality.

In addition, we are also focused on raising awareness of the research centres' and departments' directors and deans, and guaranteeing an equal pay policy by discipline – rather than at the whole-organization level – and career situation. We also recognize that although maternity or parental leave has an impact on academic production, such leave should not affect an individual's career situation. We have therefore introduced the option of extending tenure by one year for those returning from maternity and parental leave.

OUR IMPACT

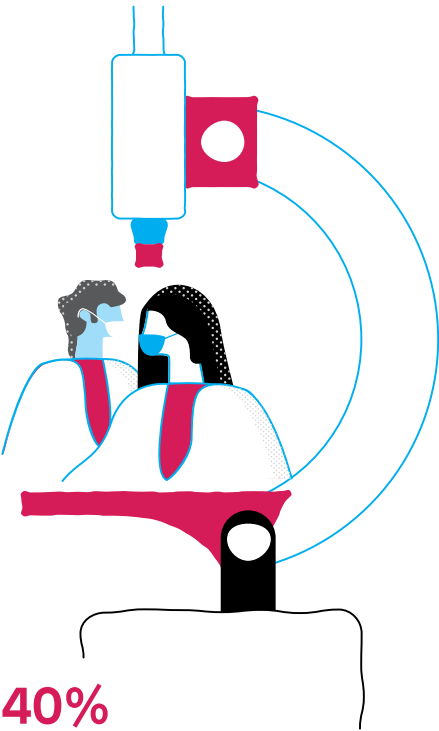
We signed the Gender Equality Charter of the French Ministry of Higher Education and Research, and are committed to guarantee parity at all governing levels. Along with this Charter, Sciences Po also signed the EGERA Charter for Gender Sensitive Governance.

We have established performance indicators for the evaluation of research units, departments, teams or projects that do not favour either sex but acknowledge a diversity of profiles and backgrounds.

We have encouraged women to apply for leading academic positions with very positive results. Appointments include the nomination of a female Scientific Dean, a female University College Dean, a female Dean of Studies, a female Director of a leading research centre and a female Director of the Sociology Department. Parity has also been reached at the Doctoral Studies Directorate.

KEY LEARNINGS FROM SCIENCES PO

With the Gender Equality Action Plan implementation reaching its cruising speed and several components of the gender equality strategy in place, more energy has been devoted to awareness-raising, training and communication on gender issues. The institution has made its commitments towards gender equality more visible and more salient, advertising the objective as core to the institution's DNA. We have experienced greater engagement from students and staff, demonstrated by new issues being brought forward, participation in consultations and widespread sharing of gender equality issues. On the academic front, the nomination of female academics to key leading positions has been an encouraging signal which remains to be extended to all disciplines and research centres in order to reach 40 per cent representation by 2020.



More women in academic leadership by 2020

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



Iceland  
Sweden  
AccorHotels  
Schneider Electric

# HOW TO ACHIEVE EQUAL PAY

## Part 2

removing unfairness  
in the way we reward people

- 01 — Closing the gender pay gap for all citizens by 2022
- 02 — Closing the gap between men and women in pay and employment
- 03 — Reaching 150,000 employees with pay equity by the end of 2017
- 04 — Driving towards parity in pay and representation of women



Equal pay for equal work requires data-informed change  
and implementation throughout hiring practices, incentives  
in the workplace and company culture.





HeForShe

# INTRODUCTION

## HOW TO ACHIEVE EQUAL PAY – Removing unfairness in the way we reward people

Iceland, Sweden, AccorHotels, Schneider Electric

—— The gender pay gap has been measured and critiqued over many years. More recently, leaders have come to realize that if work roles continue to be gendered then the relative inequality between women’s and men’s pay will continue, even if absolute values for women’s pay increase. The focus has now shifted to equal pay for equal work: rewarding people for what they do, not who they are. It’s a different way of looking at work. But once the shift in perspective occurs, our traditional reward structures – and the expectations of employees and employers alike – are suddenly revealed as unfit for purpose.

Making the necessary changes on the ground is much harder than seeing what’s wrong with the existing system. Laws, regulations and processes need to be redesigned. People need to be trained to operate in different ways. And organizations have to accept a greater degree of scrutiny and transparency. Our IMPACT Champions are working to make equal pay for equal work the natural position for every organization in every sector. They are creating the new normal: a world where fairness is the central principle of everyone’s rewards.



# HEAD OF GOVERNMENT IMPACT CHAMPION ICELAND

Defined by its dramatic landscape and housing a population of just 330,000, Iceland is the most sparsely populated country in Europe. Ranked at the top of the Global Gender Gap Index for the last eight consecutive years, Iceland is well on the road to achieving gender equality.

## OUR STORY

Closing the gender pay gap for all citizens by 2022

Almost 80 per cent of women in Iceland are active in the labour market, underpinning our economy and women’s economic empowerment. However, despite success in many areas of gender equality, our labour market continues to be highly gender-segregated, both horizontally and vertically. Despite wage discrimination being made illegal in Iceland in 1961, a gender wage gap persists. This further leads to an imbalance in domestic responsibilities between women and men, which negatively affects women’s economic empowerment and their eventual pension, leading to more women than men being fully dependent on the welfare system during their retirement.

The overall unadjusted gender pay gap is measured at around 17 per cent to 21.5 per cent while the adjusted gender pay gap, often referred to as equal pay for work of equal value, is around 6 per cent labor market as a whole. Recent studies indicate that the unexplained gender pay gap is narrowing from year to year. It is our commitment to close this gap and ensure that women receive equal pay for work of equal value by 2022.

This complex problem touches on everything from stereotypes, lack of role models in leadership and educational choices, to how companies and unions categorize different jobs and sectors. The solutions therefore need commitment from the whole of society.

## OUR “CLICK-MOMENT”

Even though we have made great strides for gender equality in Iceland we continue to struggle with pay inequality. When women get paid less than men for the same work, it’s discrimination, simple as that. But it is also bad business. In today’s economy, an equal pay employer will retain the best talent and have happier employees. In Iceland we also believe the consumer is willing to show a preference for companies that have equal pay. The new Icelandic legislation on Equal Pay Certification will allow consumers to see which companies are truly equal payers.

– Bjarni Benediktsson, Prime Minister of Iceland

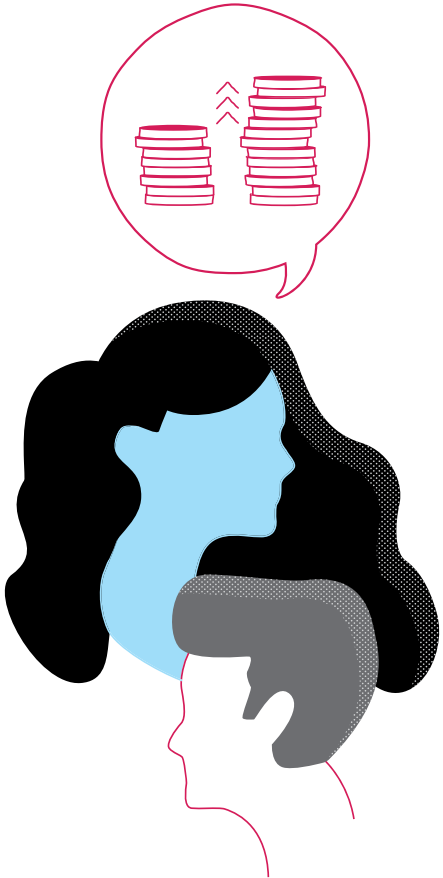
## OUR INNOVATIVE APPROACH

A key effort to address the issue of pay inequality is the tripartite cooperation between the Government, National Association of Local Authorities, Unions and Business Iceland to develop the Icelandic Equal Pay Standard (ÍST 85) in line with recognized international management ISO standards. The standard describes a schedule of requirements and a process that companies and public institutions can follow in order to ensure equal pay for work of equal value. The standard provides a framework for implementing effective and professional methods for pay decisions, effective management review, internal audit and improvement. It is applicable to all companies regardless of their size, field of activity and gender composition.

Most importantly, to accompany the Equal Pay Standard, we have developed an independent audit method to monitor compliance with the standard and support its implementation. This means certification is not dependent on a government body or funding which could potentially slow down the process or make it overly burdensome.



Prime Minister **Bjarni Benediktsson** of Iceland



**17% to 21.5%**  
Gender Pay Gap

Once the independent certification has been completed the companies receive formal recognition as Equal Pay organizations and receive the Equal Pay Award. The Equal Pay Symbol can be used by organizations while they continue to be certified. In the same way as consumers reacted to the Fair Trade symbol, we expect many consumers in Iceland will direct their business to companies certified as equal payers, providing a powerful economic incentive for certification.

The standard and certification have already been piloted by 11 public and private sector employers with positive experiences across the board. The first Equal Pay Symbol was awarded in June 2017 and the standard is now ready for general implementation.

**OVERCOMING OUR OBSTACLES**

Change can take time. In order to achieve our ambitious timeline, it became clear that a legislative push was needed to help ensure the full implementation of the standard. Thorsteinn Viglundsson, Iceland’s Social Affairs and Equality Minister, is responsible for the Government’s action on equal pay. “We have seen time and again that good intentions can only take us so far. Requiring companies to truly implement their equal pay policies will be instrumental in eliminating the pay gap,” he said. Under his leadership, the Government submitted a groundbreaking legislation proposal to require firms with more than 25 employees and state institutions to have their equal pay systems certified, based on the Equal Pay Standard. The Legislation on Equal Pay Certification was approved by Parliament in May 2017.

**OUR IMPACT**

We believe we are getting close to demystifying equal pay in Iceland. An issue that has haunted us for decades now has a practical, tangible tool that can be used by both the public and private sector to address equal pay. Most importantly the tool was developed in cooperation with all the social partners, increasing ownership across every sector of society.

The Equal Pay Standard does not stifle opportunities for rewarding good performance. On the contrary, it will allow companies to better assess their human resources. We believe the pilot phase has fully demonstrated the usefulness of the tool with benefits extending beyond the individuals directly affected to their companies and organizations as the ghost of discrimination disappears. These efforts enjoy wide support among the Icelandic public. Even for measures such as the legislation to ensure its full implementation, supporters among the public outnumber those against by three to one. The momentum is clearly shifting in Iceland towards equal pay.

We believe we are getting close to demystifying equal pay in Iceland. An issue that has haunted us for decades now has a practical, tangible tool that can be used by both the public and private sector to address equal pay.

**KEY LEARNINGS FROM ICELAND**

We have managed to flip the paradigm in Iceland. No longer is it the responsibility of the employee to prove that she or he has been discriminated against. Rather it is now the responsibility of the companies to demonstrate, as they would with their annual accounting and tax returns, that they are not discriminating through pay.

We need to support them in making this happen with tools that fit their way of working while making equal pay economically viable through consumer empowerment and levelling the playing field by relevant legislation.





# HEADS OF STATE IMPACT CHAMPIONS SWEDEN

Sweden is the third largest country in the European Union by area. With a population of just above 10 million people, gender equality is one of the cornerstones of Swedish society – another country consistently ranked at the top end of the Global Gender Gap Index.

## OUR STORY

———— Closing the gap between men and women in pay and employment

To achieve Goal Five of Agenda 2030 and the Swedish gender equality policy objective that “women and men shall have the same power to shape society and their own lives”, we are advancing strategic interventions and policy reforms around six national sub-goals. “Economic equality” and an “equal distribution of unpaid housework and provision of care” are two of these.

In Sweden, some of the most important reforms concerning gender equality took place in the 1970s. These paved the way for the high participation of women in the labour market and the important impact of women’s earnings and bargaining power in the household that can be observed in Sweden today.

Nevertheless, there is an unequal gender distribution of unpaid care and domestic work as well as persistent gender wage and employment gaps in Sweden. In 2016, women’s pay was 88 per cent of men’s pay. Women’s employment rate was 79.2 per cent (women aged 20-64), and men’s employment rate was 83.0 per cent. Almost 30 per cent of women work part-time. Parental leave is unequally shared between women and men. In 2016, women used 73 per cent of all paid days of parental leave and men 27 per cent of the days.

Our challenge is to continue to refine interventions and systematically strengthen the welfare sector in a way that enables both women and men to participate in the labour market on equal terms.

This challenge is reflected in our HeForShe commitment to create the structures and support needed to make full-time work sustainable for both men and women. It also illustrates why measures to ensure that policy reform is conducted in a gender-sensitive manner is the first necessary step towards bridging the gap between words and commitments, channelling gender-transformative outputs.

## OUR “CLICK-MOMENT”

———— In Sweden as well as in the Nordic countries, the answer has been a model where both men and women participate in the labour market. This along with well-developed child care and elder care. An income of one’s own is fundamental for living free and equal lives. It is a political priority to close the gap between men and women in pay and employment.  
– Prime Minister Stefan Löfven

## OUR INNOVATIVE APPROACH

———— One of our most important tools for implementing a feminist policy is gender mainstreaming; an important component of which is gender-responsive budgeting. The task is not merely to analyse the consequences of political decisions: the analysis must be carried out before decisions are taken, to ensure that decisions are taken with the gender-equality perspective in mind. This also leads to more effective actions, with the aim of ensuring that the state budget promotes gender equality and that resources are redistributed to this end.

A new National Agency for Gender Equality will be established as of January 2018, to enhance and ensure effective, strategic and sustainable governance in this complex field.



Prime Minister **Stefan Löfven** of Sweden

In addition, we rolled out a programme to strengthen gender mainstreaming in 60 public authorities and actively support municipalities and regions in their efforts to mainstream gender into their public services.

Recent measures have included an amendment of the National Discrimination Act to require all employers with 10 or more employees to conduct annual pay surveys, reported by gender. The revised act entered into force on 1 January 2017. A third reserved month of parental leave for each parent was introduced in 2016 to encourage men's use of parental leave days and a more even sharing of the leave days between men and women. Additional policy modernisation to promote gender-equal parenting is under way with a national commission established in 2016 currently reviewing how to further enhance the gender-equal division of parental leave.

OVERCOMING OUR OBSTACLES

A key lesson over the past decade of pursuing our national gender equality objectives has been the need to strengthen the strategic, efficient and sustainable governance of gender equality policy. Faced with a cross-cutting and ubiquitous challenge, we needed a systematic approach to achieve progress in this complex field.

Other insights include the importance of understanding, buy-in and know-how on how to work towards gender equality at all levels of government and society. By its very definition, this means that active participation is required from men and boys to continue gender equality efforts. Stereotypical masculinity norms are a serious obstacle to achieving gender equality. Promoting healthier and more equitable gender norms for men has been shown to reduce men's violence against women and children, reduce the disproportionate burden of domestic responsibilities on women and foster more equitable relationships at household, community and society levels. It has also been shown to improve men's health.

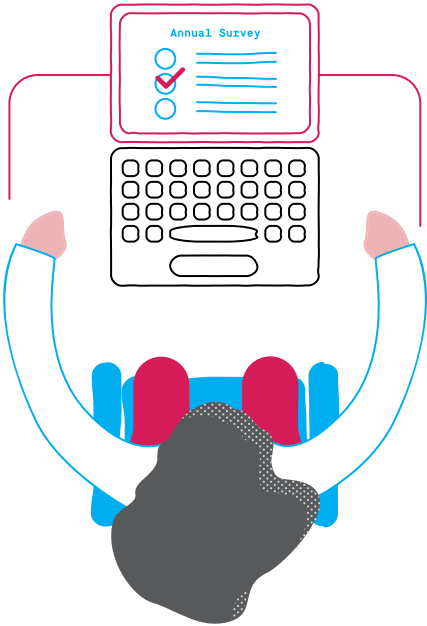
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OUR IMPACT

Proposals submitted for government decision contain a gender analysis. Statistics are disaggregated by sex. The result has been that mandatory ex-ante gender equality impact analysis of reforms and policy proposals are part of the preparation of the Budget bill. Work on gender-responsive budgeting has also resulted in improved and more extensive gender equality analysis as well as more systematic use of statistics disaggregated by sex in the Budget bill. Direct and measurable impact of social and structural reforms is more likely to manifest itself over time and a positive trajectory has been observed in Sweden since the 1970s. A development in the right direction between 2015-2016 was the 0.5 per cent reduction in the wage gap between women and men in Sweden which as of 2016 brought the current wage gap to 12 per cent.

KEY LEARNINGS FROM SWEDEN

Gender equality is not a concern just for some but for everyone: women and men, boys and girls. Changing norms is difficult and takes time, effort, dedication and strategic prioritisation of resources. Strong leadership is required as well as institutionalised governance mechanisms committed to the cause.



79.2%

Women's employment rate, compared to men's 83%



# CORPORATE IMPACT CHAMPIONS

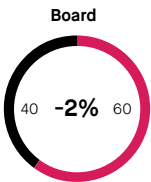
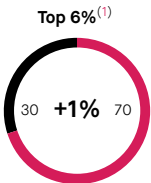
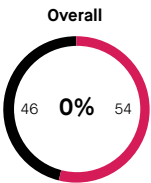
## ACCORHOTELS

AccorHotels is a group united by a shared passion for hospitality and driven by a shared promise to make everyone Feel Welcome. Over 250,000 women and men in 4,200 AccorHotels establishments look after thousands of guests every day in 95 countries. Headquartered in France, AccorHotels is the world’s leading hotel operator.

### OUR STORY

Driving towards parity in pay and representation of women across our organization

#### 2016 DATA



At AccorHotels, the glass ceiling is at hotel general manager level. We are determined to ensure that our gender diversity commitments are complied with in all the countries in which we operate, taking into account each country’s nuances. We are convinced our differences enrich our daily working lives. Gender diversity is also a business challenge as more and more female clients choose our hotels. Including gender diversity in all our management processes is a way to identify top talents and avoid missing female talents. Our challenge: to close the pay gap by 2020 in all countries, at all levels, taking into account our 95 countries’ different levels of maturity.

### OUR “CLICK-MOMENT”

With 250,000 employees in all four corners of the globe, gender diversity is a daily reality for our Group. This ambition, which we want to take forward with you, forms part of a drive to be open, promote equality in the workplace and prevent discrimination, everywhere we operate. We need women and men to achieve our ambitions! Feel welcome, feel valued.

— Arantxa Balson, Chief Talent & Culture Officer

*In a Group like AccorHotels, where about 50 per cent of our 250,000 employees are women, diversity at every level in the company is not a cause we stand for: it is a vital issue and a key to sustainable performance. We are all – men and women alike – free to enjoy fulfilling professional careers.*

– Sébastien Bazin, Chairman and CEO of AccorHotels.

### OUR INNOVATIVE APPROACH

We are convinced that everything begins with the behaviour of our top leaders: they must set the example for all our employees. One of our priorities is to ensure equality of opportunity for employees with the same professional skills, particularly for women and men, in all areas of work and at all stages in their working life: recruitment, integration, training, remuneration, geographical mobility and career development.

We also work on unconscious biases through workshops and conferences that are real boosts to raising our employees’ awareness. 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. Everyone in the network is helping to foster gender diversity around the world.

### OVERCOMING OUR OBSTACLES

The main challenge is adapting to our employees’ varied cultures, personal histories and pathways, religions and backgrounds. Our efforts are strengthened by the fact that new jobs are appearing and we are regularly making strategic and new businesses acquisitions.

Another challenge is to address women’s self-censorship; most of the time they don’t dare apply to management positions. That is one reason why we are very careful about getting gender balance in every talent management programme we develop internally and sponsor externally.

Last but not least, we need to continue our efforts to mobilize middle management in our cascade strategy.



Sébastien Bazin, Chairman & CEO of AccorHotels

We are convinced that everything begins with the behaviour of our top leaders: they must set the example for all our employees.



(1) Senior leadership defined as top ~2% of the organization, Director position  
(2) New hires not available in reporting system

OUR IMPACT

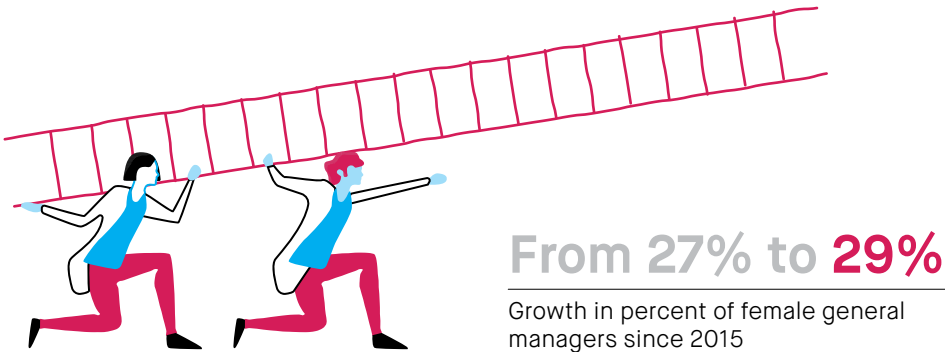
Since 2015 the percentage of female General Managers has grown from 27 per cent to 29 per cent. When including franchises, this figure jumps to 34 per cent (60 per cent of franchise data is available). This is a strong signal that AccorHotels is on the right path! Our female General Manager testimonies prove it.

Our internal gender diversity network gained 10 per cent more members in a single year, with more and more men participating in the events. For instance, when we showed the Frédérique Bedos documentary *Women and Men*, 150 employees plus journalists attended. A round table with Frédérique, Arantxa Balson (CEO T&C AccorHotels) and Sophie Etchandy-Stabile (CEO AccorHotels France & Switzerland) continued the debate. A recent event with seven neighbouring companies from different sectors, all strongly committed to gender equality, was very effective as it linked gender diversity to business.

KEY LEARNINGS FROM ACCORHOTELS

Men need to be involved as much as women in working on gender equality. We need everyone to be engaged: everyone can be a catalyst for gender diversity!

Diversity is what makes us different. We are the ambassadors of diversity to all our stakeholders. All of us have a role to play – every day and in every situation – to guarantee that non-discrimination is the norm.



CORPORATE IMPACT CHAMPIONS SCHNEIDER ELECTRIC

Schneider Electric is a global specialist in energy management and automation. With over 144,000 employees serving customers in 100+ countries, Schneider Electric helps people manage their energy and processes in ways that are safe, reliable, efficient and sustainable.

OUR STORY

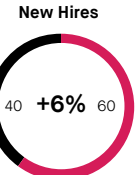
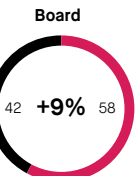
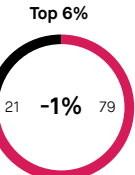
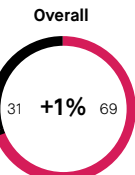
Reaching 85% of our global workforce with a worldwide pay equity process by the end of 2017

We have identified salary equity as a major challenge where we have the potential to play a meaningful role in placing men and women on an equal footing.

Gender diversity and equality is viewed as an essential aspect of talent management. There is widespread acknowledgement that salary parity is essential for ensuring a robust supply of great women talent, and establishing an inclusive work environment. However, the undervaluation of women’s work is still prevalent in many workplaces.

In 2012, a salary equity process was established to cover 20,000 employees in Schneider’s France office. The human resources department annually compares the salaries of men and women in similar job positions, and wherever gaps are found, a thorough analysis is conducted and rectifications are done. Through a dedicated action plan, we committed to implementing a worldwide salary equity process that will cover 85 per cent of our global workforce. This commitment is included in Schneider Electric’s Planet and Society barometer, which is a factor in the Executive Committee remuneration.

2016 DATA





Jean Pascal Tricoire, CEO of Schneider Electric

OUR “CLICK-MOMENT”

Companies have a key role to play as change agents to build a world where gender equality is a reality. It is a question of determination. Leading by example and engaging more men in these challenges will be one of my key priorities. At Schneider Electric, we want to achieve the same level of commitment across the whole company, in all countries where Schneider Electric operates, and we work through programmes that help us bridge differences and embrace diversity to the fullest.

– Jean Pascal Tricoire, CEO

OUR INNOVATIVE APPROACH

In July 2015, we launched a dedicated solution group to address salary equity: the Schneider Electric Gender Salary Equity task force. The key objectives of this task force were to collect data on wage inequities, establish a shared methodology across our global operations for evaluating the pay gap, and ensure that corrective actions are in place to close the gap.

OVERCOMING OUR OBSTACLES

The introduction of the process and its implementation have run smoothly. However there have been a few challenges and strategic adjustments along the way.

At the beginning it took effort to get buy-in from local countries. An effective and coordinated communication plan has been critical to ensuring a clear commitment and deployment to local countries. As a global company operating in more than 100 countries, we had to align different country practices in order to cascade a global, systematic salary review process.

OUR IMPACT

Our global salary equity task force was launched across 15 countries in 2015. The journey successfully continued through 2016, expanding to an additional 19 countries.

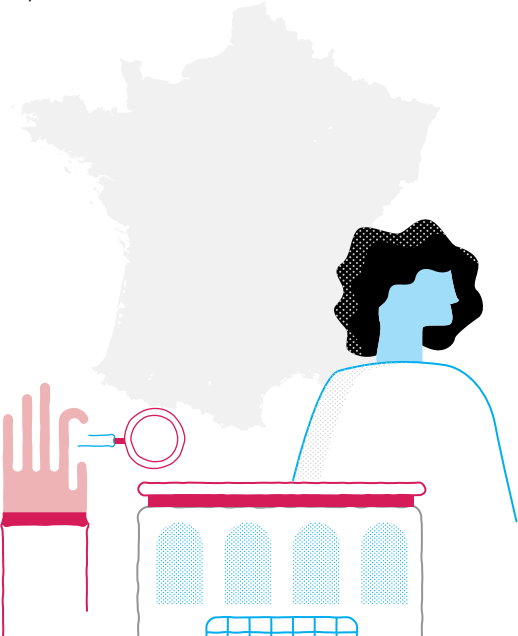
At the end of 2016, our externally audited salary equity process had been implemented in over 35 countries, reaching 74.8 per cent of total workforce. More importantly, the company is implementing actions for addressing pay equity gaps.

KEY LEARNINGS FROM SCHNEIDER ELECTRIC

Equal pay for equal value is one of the basic components of our gender equality strategy and we are confident of fulfilling our HeForShe IMPACT Commitment by the end of 2017. Based on a collaborative approach with local countries, the salary equity transformation has been conducted in a very pragmatic way. Our country CEOs have signed the WEPs as an imperative and fundamental commitment of their local operations. Their commitment is a key enabler for us to achieve gender equality.

20,000

Schneider Electric employees covered under a salary equity process in 2012



At the beginning it took effort to get buy-in from local countries. An effective and coordinated communication plan has been critical to ensuring a clear commitment and deployment to local countries.



Japan  
Malawi  
Barclays  
Tupperware  
Unilever  
Vodafone  
University of Waterloo

# HOW TO TRANSFORM WOMEN’S ECONOMIC EMPOWERMENT

creating a world where everyone participates

- 01 Increasing leadership and employment opportunities for all women
- 02 Ending child marriage once and for all
- 03 Embedding gender equality deep into the culture, processes and policies
- 04 Ground-breaking research on the business case for women’s economic empowerment
- 05 Expanding opportunities for women by unstereotyping advertising
- 06 Bringing critical mobile education to young refugee girls
- 07 Closing the gender gap in STEM with HeForShe IMPACT Scholarships







Economic empowerment for women is a long-term investment, requiring a consideration of both community and institutional impact.



HeForShe

# INTRODUCTION

## HOW TO TRANSFORM WOMEN'S ECONOMIC EMPOWERMENT –

**Creating a world where everyone participates**

Japan, Malawi, Barclays, Tupperware,  
Unilever, Vodafone, University of Waterloo

—— In order to bring about real, lasting change, we've got to take many targeted actions over a sustained period. The IMPACT Champions are finding a wide variety of ways to empower women and increase their participation in the economy. They are making use of existing capacities, relationships and value chains to involve more women – adding bottom-up and edge-in approaches to the often top-down business of creating laws and policies. Our IMPACT Champions are devising incentives which will attract more women into roles and areas where they are currently under-represented, encouraging them to contribute their talent and vision.

Gender parity is an idea that becomes stronger with every conversation. The more we participate, the better and more productive our conversations. It's by talking with each other that we can translate the aims of the movement into sustainable practice, finding creative ways to make equality work for all.



# HEADS OF STATE IMPACT CHAMPIONS JAPAN

Japan, with a population of 127 million, is old and new at the same time, with traditions dating back thousands of years alongside a technologically advanced society in continual flux. The creative dialogue between past and future is nowhere more urgent than in the issue of gender equality.

## OUR STORY

Increasing leadership and employment opportunities for all women across Japan

The Japanese working-age population has been decreasing due to its ageing population and its low birth rate. There are approximately 2.7 million women in Japan who want to work if working conditions can accommodate their lifestyle. Active participation of women has the greatest potential to invigorate our society and stimulate economic growth. We must urgently enhance women’s leadership and employment opportunities. This means increasing the number of female leaders at all decision-making levels.

## OUR “CLICK-MOMENT”

In April 2013, Prime Minister Shinzo Abe developed the Growth Strategy which positioned women’s empowerment as one of the core priorities for our ageing society with fewer children. He said:

*Women’s active participation in our society is often discussed in the context of social policy. However, I see this issue differently. I recognize them as the central core of my Growth Policy. I firmly believe that empowering women to maximize their high potential to the full extent will be a driving force that puts Japan, a country currently caught in an impasse, on track for growth and prosperity once again.*



Prime Minister **Shinzo Abe** of Japan  
Cabinet Public Relations Office,  
the Government of Japan.

## OUR INNOVATIVE APPROACH

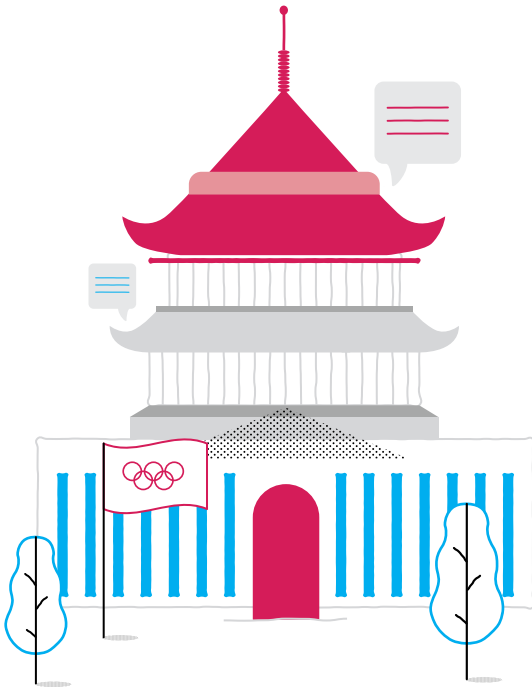
The Act on Promotion of Women’s Participation and Advancement in the Workplace requires large companies with more than 301 employees and government entities to develop, release and disclose their action plans relating to the promotion of employment and appointment of women with numerical targets. In addition, the government introduced in its procurement policy the evaluation of companies active in the promotion of women’s advancement and work style reforms. We are also encouraging local government and the 2020 Tokyo Olympics and Paralympics organization to introduce similar incentives.

Prime Minister Abe has twice appealed to our country’s economic associations to appoint more women to managerial positions in all listed companies; to appoint at least one female as a board member; and to promote information disclosure regarding the appointment of women. Before the Act made it compulsory for companies to disclose information about women’s employment and promotion, other measures were implemented to promote awareness of women’s participation and advancement in society. For example, companies are obliged to record the ratio of female board members in their financial statements.

## OVERCOMING OUR OBSTACLES

Having children may impact women’s ability to continue working, creating obstacles to their active participation in society. As the number of women in the workforce increases, it is still difficult to find day-care centres for their children, particularly in urban areas. For four years now, the Abe administration has been taking steps to achieve our target of zero waiting lists for nurseries. In 2013, to accelerate the growth in capacity of childcare facilities, we set the target of achieving additional capacity for 400,000 children by the end of the 2017 fiscal year. The target was raised to 500,000 in 2015.

Under such initiatives, the employment rate among women of parental age is increasing. Last year, the employment rate reached approximately 72 per cent. As a result, the number of applications to day-care centres has further increased. We will monitor the situation in each region and support municipalities in their efforts to increase their childcare capacity.



OUR IMPACT

While the labour force has been decreasing during the four years of the Abe administration, the number of employed women has increased by 1.5 million and the employment rate among women of parental age (25-44) has increased by 5 per cent to approximately 73 per cent. The percentage of women who continue to work after the birth of their first child has exceeded 50 per cent for the first time. Regarding the proportion of women in leadership positions, the number of female board members in listed companies has doubled. Under the initiative of Prime Minister Abe, we have hosted the World Assembly for Women (WAW!) three times in Tokyo since 2014, leading the world in fostering momentum for women’s empowerment.

KEY LEARNINGS FROM JAPAN

As a result of consistent efforts by Prime Minister Abe to promote women’s empowerment, visible results have been produced during the four years of his leadership. Specifically, implementation of new regulations and systems, and personal appeals to the economic associations have made big social impacts. Through dissemination of our efforts and progress, Japan is gradually being recognized as a leading country in women’s empowerment.

On the other hand, no matter how much effort women put in, only so much can be changed without the efforts of men. We must create an enabling environment where people can balance their work and personal lives without undue hardship, even if they are raising children or caring for the elderly. To do so, work style reform is our greatest and most important challenge. Prime Minister Abe has led this effort and the Action Plan for the Realization of Work Style Reform was announced by his administration in March 2017. In line with this plan, we will continue developing, implementing and reviewing strategic measures that support the empowerment of women.



We must create an enabling environment where people can balance their work and personal lives without undue hardship, even if they are raising children or caring for the elderly. To do so, work style reform is our greatest and most important challenge.

HEADS OF STATE  
IMPACT CHAMPIONS  
MALAWI

Malawi, the Warm Heart of Africa, is located in Southern Africa. It has a highly diverse population of 18 million, who mostly live and work in rural areas of the country.

OUR STORY

Ending child marriage once and for all

Malawi is ranked eighth out of the 20 countries with the highest rates of child marriages (UNFPA 2012). According to the recent MDG End Line Survey, one out of two girls in Malawi are married before the age of 18 years. Poverty levels, harmful cultural practices and lack of knowledge on the dangers of child marriages, especially in the rural communities, have contributed to young girls dropping out of school.

Malawi has a number of laws and policies to protect young women’s and girls’ rights. However local leaders and their communities, including women and girls, are not aware of the laws that protect them and are therefore unable to demand their rights. If Malawi does not address the situation, child marriage will develop into a social and economic crisis. Malawi therefore needs to build awareness of laws, mobilize required resources and sustain the momentum initiated by our HeForShe IMPACT Champion.

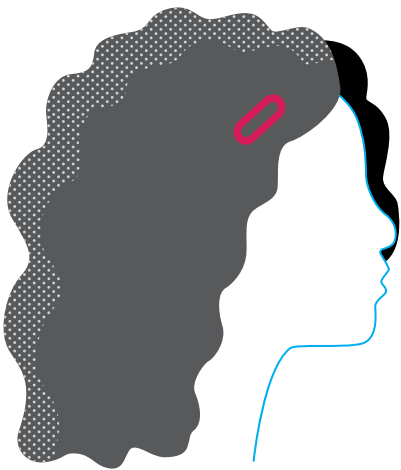


President **Arthur Peter Mutharika**  
of the Republic of Malawi



1 of 2

Malawi girls in child marriages



OUR “CLICK-MOMENT”

During his 2017/2018 State of the Nation address, the President stated that in order to harness economic gains for sustainable economic development, the Government will continue implementing women economic empowerment initiatives across the country including building capacities of female Ward Councillors in transformational leadership; establishing the national platform on women economic empowerment; and facilitating advocacy and awareness initiatives on gender-related laws.

These initiatives follow from efforts in 2016 that included disseminating gender-related laws to Traditional Authorities to facilitate the harmonization of their by-laws; rolling out the GBV module, which is part of the Integrated Information Management System, in 13 districts; developing and implementing a nationwide strategy to strengthen men’s engagement and HeForShe activities in Gender Equality and Women’s Empowerment; and training 389 groups of women in business skills in 14 districts under the Economic Empowerment Programme.

*The HeForShe movement provides an opportunity for the socialisation of men and boys to support and promote women’s and girls’ empowerment. Men should commit themselves by signing up to the HeForShe movement.*

– President Arthur Peter Mutharika

OUR INNOVATIVE APPROACH

Malawi is implementing a number of strategies for combating child marriages. In 2017, the Malawi Parliament amended the provisions of the Constitution on Child and Marriage Age to 18 years. The government is also implementing and publicizing laws such as the Gender Equality Act (2013), the Child Care, Protection and Justice Act (2010), Trafficking in Persons Act (2015), and the Marriage, Divorce and Family Relations Act (2015).

In order to harmonize the gender-related laws and customary laws for terminating child marriages, the Government, in collaboration with chiefs, developed a National By-Law Framework in 2016 on Gender Related Laws to be used by all districts to stop child marriages and promote gender equality and women empowerment. Malawi has also intensified community-based monitoring through Community Policing Committees, Victim Support Units, Mother Groups and Justice Committees. Malawi has developed the National Girls’ Education Strategy and Communication Strategy which covers relevant areas such as re-admission of girls who have dropped out of school due to pregnancies or have been removed from early marriages. The strategy further provides life skills education and vocational training for older girls and young women so that they can assert their rights; role modelling to encourage girls to complete their education; and support for disadvantaged girls who drop out of school.

OVERCOMING OUR OBSTACLES

Being a resource-constrained country, Malawi’s budget is thinly spread across sectors. Malawi has weak institutional mechanisms especially at the local level, inadequate human resource capacity and limited implementation of laws. Harmful cultural practices and social norms still remain deeply rooted in local communities. It has also been a challenge to support girls who have been re-admitted into schools and those removed from child marriages. Malawi therefore needs a sustained campaign to end harmful cultural practices and social norms, and to provide a re-admission package to motivate girls to go back to school (school fees, uniforms, transport, study and baby care materials).



OUR IMPACT

Malawi has created a conducive environment for ending early and forced child marriages. The enactment and subsequent passing of the Marriage, Divorce and Family Relations Act (2015) sets a benchmark for the creation of a protective environment against child marriages in Malawi. In 2017, the Government amended the Constitution on both the age of marriage and definition of the child. The process has harmonized both the age of a child (raised from 16 to 18) and age for entry into marriage. Since then more than 3,500 child marriages have been annulled and over 1,300 girls have been able to return to education,

The new Marriage, Divorce and Family Relations Act empowers all those mandated to preside over and register marriages to verify the age of marriage as a way to combat early and forced child marriage. We have also reviewed and adopted provisions of the SADC Model law which provides best practices in law enforcement with regard to ending child marriages. In addition, Malawi recently launched a mass media campaign on ending child marriages entitled Lekeneni (Stop).

Critical interventions to promote dialogue between chiefs and their spouses, adolescents and religious leaders on how to eliminate some harmful cultural practices that promote child marriages are being implemented. Traditional leaders are developing by-laws to implement national gender-related laws to end child marriages and promote girls' education. The urgency of mobilizing resources to manage the growing number of girls withdrawn from marriage and re-admitted into school is critical. Direct work with traditional leaders has enhanced awareness of harmful cultural practices and led to the creation of the National By-law Framework for addressing child marriages.



KEY LEARNINGS FROM MALAWI

Malawi has learnt that partnerships are essential to ending child marriages. We have achieved successes by working in collaboration with United Nations agencies, traditional leaders, legislators, faith organizations, private sector, artists and NGOs. Malawi will intensify its efforts to engage with all actors and the communities in the elimination of early and forced child marriages across the country. Malawi will also strengthen coordination with inter-ministerial committees, development partners and Parliament to ensure there are adequate budgetary allocations to support community-based structures, re-admission package resources and enforcement of community by-laws.





# CORPORATE IMPACT CHAMPIONS

## BARCLAYS

Headquartered in London and with nearly 130,000 employees, Barclays provides personal banking, credit cards, corporate and investment banking, and wealth and investment management to clients all around the world.

### OUR STORY

Embedding gender equality deep into the culture, processes and policies of our organization

Barclays’ dynamic working campaign *How do you work your life?* was born from our multigenerational listening group; a forum where colleagues meet to discuss common interests as they relate to the diversity and inclusion multigenerational agenda.

The campaign was launched in the UK in November 2014 and globally in June 2015 under the sponsorship of our CEO. There were three main challenges around flexible working at Barclays: empowering managers to make the right decisions around dynamic working; busting the myth that flexible working is just for mothers with young children who want to work part-time; and helping everyone see that it really is good for the business – customers and colleagues alike.

With volunteers drawn from the initial multigenerational listening groups, experts from human resources and business colleagues created a small working group to identify and analyse existing best practice within the bank, evaluate external research, make recommendations on policy improvement and draw up a campaign which would address the three main challenges.

As a result, *How do you work your life?* has four components:

- Clinics for managers run by managers, showcasing best practice and collectively working through challenging scenarios;
- Creation of dynamic working champions – colleague volunteers who provide counselling to managers and staff on concerns around dynamic working;
- Stories from colleagues and managers on “how they work their life”, helping to create the culture that dynamic working is for everyone;
- Events for colleagues sharing a variety of their experiences.



Jes Staley, CEO of Barclays

### OUR “CLICK-MOMENT”

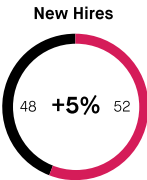
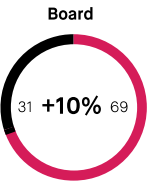
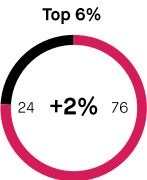
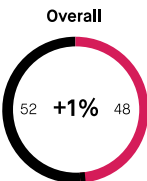
Barclays will only succeed if we relentlessly focus on building and maintaining a diverse and inclusive environment. An environment that values experience and empowers colleagues to prioritise their professional and personal lives is one that allows us all to succeed together. Dynamic working offers colleagues an opportunity to design their own work patterns. Enabling people to decide when, where and how they work helps increase engagement and productivity.

– Jes Staley, CEO

### OUR INNOVATIVE APPROACH

Dynamic Working is the flagship multi-year campaign of the multigenerational agenda, a pillar of our diversity and inclusion strategy. We expect each business to tailor dynamic working to the needs of their clients and stakeholders; for example, the Global Finance team has its own dynamic working team. This includes executive level sponsors, a team of finance champions and managers helping to action their dedicated dynamic working plans. As part of their 2016 engagement plan, the team analysed their employee engagement scores. This resulted in drawing out key focus areas with associated objectives and deliverables, with stakeholders held accountable.

2016 DATA



OVERCOMING OUR OBSTACLES

———— We have started to change the way we engage with colleagues through virtual “community jams”, testing what is working and what needs to change or be improved. We communicate to dynamic working champions through a regular newsletter, seeking feedback on ways to engage colleagues and improve the campaign.

The campaign has evolved to include future colleagues. Our internal and external job boards make it clear we are eager to talk about dynamic working and what it may mean for a new hire.

We are working with our technology and operations teams to understand innovations which may assist certain types of dynamic working, such as remote working. We have started to think about the positive benefits of dynamic working to support our well-being strategy for colleagues and how workplace adjustments can include approaches to working in a different and more dynamic way.

OUR IMPACT

———— Dynamic Working questions are incorporated into our quarterly employee engagement survey. Recent results indicate:

- 90 per cent believe leaders support diversity and inclusion in the workplace
- 86 per cent of colleagues say they are able to have a positive conversation with their manager about working dynamically
- 86 per cent of colleagues would recommend Barclays as a good place to work and 80 per cent feel a strong sense of belonging.



We also found that:

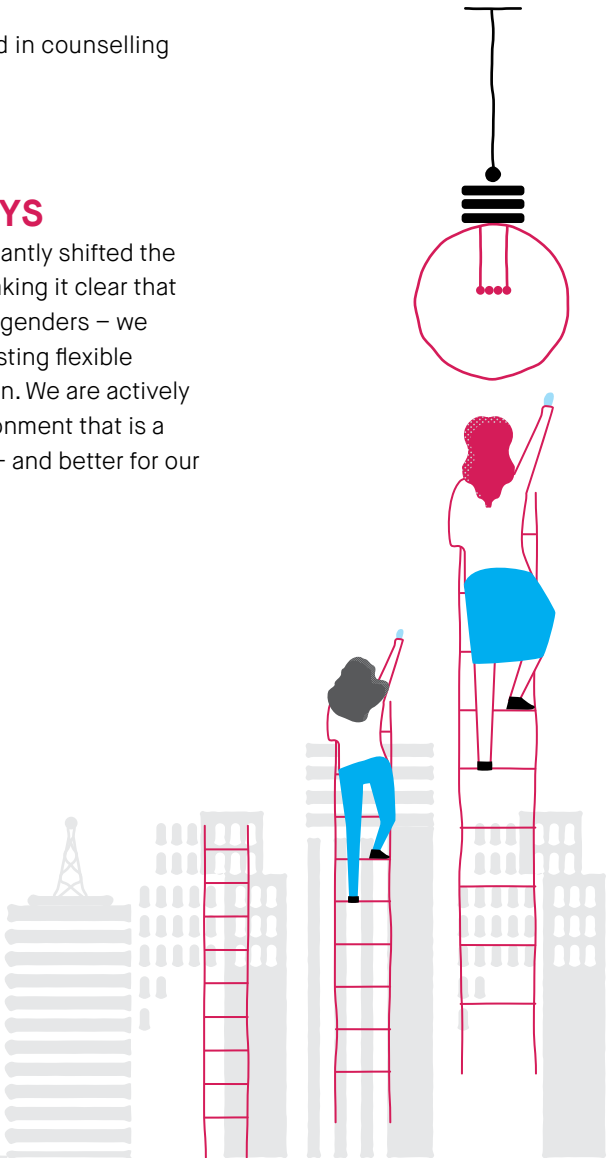
- Maternity returners retained after 12 months have increased by 13 per cent since the launch of the campaign
- Over 3,000 managers have attended a dynamic working clinic
- Over 500 dynamic working champions are engaged in counselling managers and colleagues.

KEY LEARNINGS FROM BARCLAYS

———— The dynamic working campaign has significantly shifted the culture and attitudes towards flexible working. By making it clear that it is for everyone – all ages, all levels, all roles and all genders – we have created a level playing field for everyone requesting flexible working and empowered managers to make it happen. We are actively creating a more diverse and inclusive working environment that is a more faithful reflection of the world we live in today – and better for our people and our customers alike.

500

Champions engaged in counseling peers



# CORPORATE IMPACT CHAMPIONS

## TUPPERWARE BRANDS

Through an independent Sales Force of 3.2 million, Tupperware Brands Corporation is the leading global marketer of innovative, premium products across multiple brands using social selling.

### OUR STORY

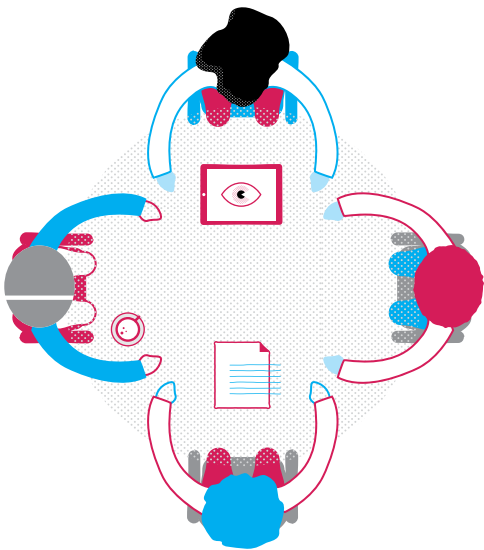
Leading ground-breaking research on the business case for women’s economic empowerment

We have observed the relationship between women’s confidence and economic success for decades. We previously worked with the Global Fairness Initiative to study the transformative power of confidence among our predominantly female Sales Force. The findings repeatedly showed the link between boosting women’s confidence and increasing their earning potential, regardless of market or demographic. However the research didn’t unequivocally indicate if the findings were universal for all women or were replicable beyond the Tupperware business model. This prompted us to seek an external academic institution to investigate if the positive confidence cycle was externally applicable. In 2015, we partnered with Georgetown University, a fellow HeForShe IMPACT Champion, to conduct a first-of-its-kind research study quantifying the economic impact of confidence.

### OUR “CLICK-MOMENT”

We realized that this research is not about Tupperware – it’s about studying a trend in the workplace, and showing that confidence is universal, translatable and ultimately valuable.

– Rick Goings, Chairman and CEO, Tupperware Brands Corporation



### OUR INNOVATIVE APPROACH

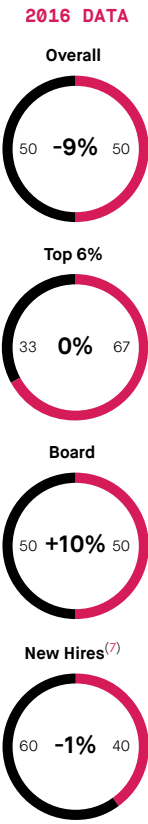
Researchers conducted interviews and focus groups among Tupperware Sales Force members in the US and South Africa in 2015. They modelled the interactive process between confidence and success at Tupperware, or the “confidence cycle,” and identified tangible factors that can boost or reboot that cycle once individuals experience a challenge or failure. At the World Economic Forum Annual Meeting in 2016, Tupperware Brands shared these findings with women’s empowerment experts and identified disempowering or repositioning failure as a motivator for greater success, making this the tangible factor to test in 2016.

Within Tupperware, researchers executed a randomized controlled trial experiment. Researchers first surveyed more Tupperware Sales Force members on their perceived levels of confidence. Sales Force members then heard one of two messages: the test message that failure is part of the road to success, or the control message, which was a neutral motivational message. After being exposed to each message over the course of several weeks, participants were surveyed a second time. The researchers then analysed the Sales Force members’ sales and recruitment data before and after receiving these messages.

Outside of Tupperware, non-affiliated, employed adults in the US, South Africa and Brazil were surveyed to test the generality of the psychological process which affects confidence, failure and success, using the well-validated MacArthur scale of subjective social status.

### OVERCOMING OUR OBSTACLES

The field research among Tupperware Sales Force members specified data collection at two points in time: before hearing either the test or control message and after being exposed to that message over the course of several weeks. However, once analyses were under way the research team realized that reviewing week-by-week sales data would have enabled a more comprehensive analysis of the confidence cycle. It would also have allowed a more rigorous test of causality between pre-treatment economic success and post-treatment economic success.



(7) New hires are Tupperware Brands associates. Tupperware Brands’ global sales force of more than 3 million individuals is predominantly female.



Rick Goings, Chairman & CEO  
of Tupperware Brands

OUR IMPACT

Aggregate business data within Tupperware shows that confidence boosts the bottom line. Specifically, greater confidence yields an average of 27 per cent more recruits and an average of 22 per cent higher sales. Workers who heard that failure is part of the road to success reported higher levels of confidence and an increased ability to overcome challenges. Moreover research showed that workers within and outside Tupperware are more successful at work and are more optimistic about future successes than workers with less confidence.

Confidence is not necessarily an inherent trait. It can be cultivated – and it’s relatively straightforward to do. The research shows that organizations can increase workers’ confidence by up to 30 per cent by giving “permission to fail.” It’s important to note that across genders, geographies and industries workers respond better to this message from the organization than from direct supervisors – so boosting workers’ confidence must come from organizational culture.

KEY LEARNINGS FROM  
TUPPERWARE BRANDS

Confidence results in higher sales and recruiting numbers, which are associated with economic gains. Increased confidence is also linked to greater worker productivity, innovation and problem-solving. This holds true across genders, geographies and industries. Confidence may increase women’s economic benefits more since they participate in the workforce less and aren’t compensated as highly. This research proves that non-cognitive skills like confidence can be measured and viewed as hard metrics.



Confidence results in higher sales and recruiting numbers, which are associated with economic gains. Increased confidence is also linked to greater worker productivity, innovation and problem-solving.

CORPORATE IMPACT  
CHAMPIONS  
UNILEVER

Unilever is one of the world’s leading suppliers of food, home and personal care products with sales in over 190 countries and reaching 2 billion consumers a day. It has 172,000 employees and over half (57 per cent) of the company’s footprint is in developing and emerging markets.

OUR STORY

Expanding opportunities for women  
by unstereotyping advertising

One of the biggest barriers to women accessing opportunities or skills training is harmful social norms and stereotypes. And so, in addition to the 5 million women Unilever wants to empower through our value chain, we have a greater ambition: to “unstereotype” our advertising, and, over time, our workplace, supply chain and customer development networks.

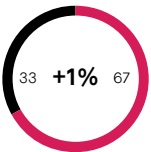
Every day, 2.5 billion people use Unilever products to look good, feel good and get more out of life. And around \$7 billion worth of Unilever advertisements feature women. As one of the biggest global advertisers, we carried out multiple in-depth studies to better understand how female identity has evolved and how brands can be more relevant and better connected. In an audit of industry advertising over a one-year period:

- 40 per cent of women said they do not identify at all with the women they see in adverts
- Only 3 per cent of advertisements showed women in leadership, managerial or aspirational roles
- Only 20 per cent of voiceovers featured women’s voices.

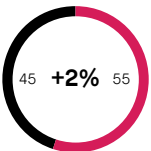


2016 DATA

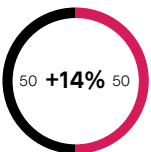
Overall



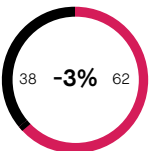
Top 6%<sup>(8)</sup>



Board<sup>(9)</sup>



New Hires<sup>(10)</sup>




<sup>(8)</sup> Unilever senior leadership is defined as top 11% of management roles

<sup>(9)</sup> Unilever board defined as non-executive directors

<sup>(10)</sup> Unilever new hires and overall company numbers include all workforce including blue collar workers

OUR “CLICK-MOMENT”

———— The private sector spends billions of dollars a year on shaping perceptions which influence how women and men feel and think, and as such we have a responsibility to be at the forefront of this change.



———— The private sector spends billions of dollars a year on shaping perceptions which influence how women and men feel and think, and as such we have a responsibility to be at the forefront of this change.

*We must find ways to challenge the adverse norms and stereotypes holding women and men back, and companies, like Unilever, have an important role to do so. Via our Unstereotype initiative, we are using our expertise and understanding of the drivers of social norms to create a positive transformation, starting with our advertising.*

-Paul Polman, CEO

In June 2016, we took the first step in this journey by announcing our #unstereotype initiative to shift advertising away from stereotypical portrayals of gender and deliver fresh campaigns.

OUR INNOVATIVE APPROACH

———— We undertook a variety of global in-depth studies over a two-year period to get a better understanding of how female identity has evolved and how brands can be more relevant and better connected. Research was also done to demonstrate that advertisements which avoid stereotypes and instead feature progressive portrayals of women and men are not only socially imperative but also better for business and generating stronger engagement.

Our #unstereotype initiative has focused on advancing portrayals of gender in our ads with a focus on three key areas: roles, personalities and appearance.

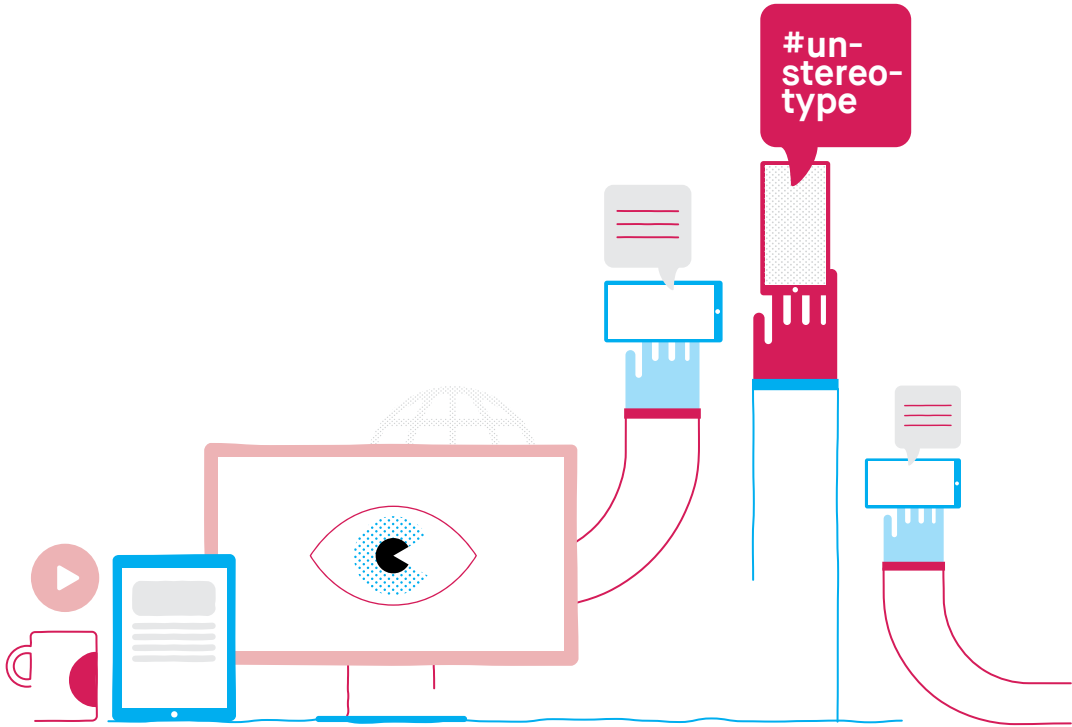
Unilever’s brands have already had new campaigns from Dove and Axe. Axe’s *Find Your Magic*, has been widely applauded by both consumers and the communications industry for its positioning which is liberating to both men and women. It is encouraging men to define ‘man’ for themselves.



OVERCOMING OUR OBSTACLES

———— We launched our report *Opportunities for Women: Challenging harmful social norms and gender stereotypes to unlock women’s potential* in March 2017. We announced Unilever’s ambition to not just focus on unstereotyping our advertising but to ramp up efforts to unstereotype the workplace and, over time, our own wider networks.

Finally, to drive wider industry change in shaping the stereotypes, in partnership with UN Women and advertising industry leaders including WPP, IPG, Facebook, Google, Mars, Microsoft and Johnson & Johnson we announced the launch of the Unstereotype Alliance at the Cannes Lions International Festival of Creativity. This is a new global alliance set to eliminate stereotypical portrayals of gender in advertising and all brand-led content.





OUR IMPACT

Through the #unstereotype initiative in our advertising, we are now working across the marketing function and with creative agencies to disrupt the behaviour that perpetuates gender stereotypes in advertising and rethinking the creative process from development through to execution. Some of our leading brands are already leading the way.

Axe’s #IsItOKForGuys is redefining masculinity by re-adjusting “toxic” portrayals of masculinity and liberating men so that they feel comfortable to be themselves. Knorr’s *Love at First Taste* focuses on a shared love of cooking by portraying men and women cooking for each other. And a Lifebuoy campaign features not only a female doctor, a role rarely depicted in Indian pop culture, but a pregnant, female doctor as the voice of authority.



Paul Polman, CEO of Unilever

KEY LEARNINGS FROM UNILEVER

Each actor involved needs to understand where it can help to move away from harmful norms and stereotypes, and role-model those who are taking steps to move in the right direction. As with any of these changes, it is not always comfortable at first, but it is important to start to close the gap on gender inequality. Unilever’s ambition to #unstereotype our advertising, and in time our workplace, supply chain and customer development function, demonstrates how we are taking the first steps in this journey.

CORPORATE IMPACT CHAMPIONS VODAFONE

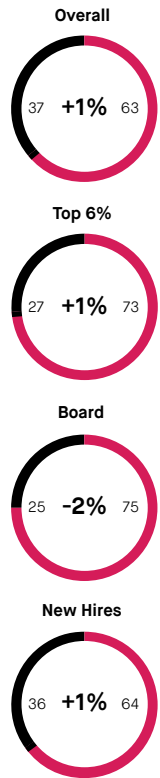
Vodafone is one of the world’s largest telecommunications companies with over 100,000 employees and provides a range of services including voice, messaging, data and fixed communications. Vodafone has mobile operations in 26 countries, partners with mobile networks in 55 more, and fixed broadband operations in 17 markets.

OUR STORY

Bringing critical mobile education to young refugee girls

One in every 113 people on earth have been forcibly displaced from their homes and over 50 per cent of these are children. The Vodafone Foundation Instant Network Schools (INS) programme was launched in October 2014 in partnership with UNHCR. The programme aims to connect classrooms in some of the world’s most poorly resourced refugee camps, providing students and teachers with access to the internet and digital educational content. We provide hardware, software, an internet connection and teacher training. This works within the existing educational system in refugee camps to support and improve existing infrastructure, as opposed to duplicating work.

2016 DATA



OUR “CLICK-MOMENT”

Our Instant Network classrooms give boys and girls the opportunity to learn on tablets and have access via our technology to knowledge and subjects at the same level as every other young person in the world. Education and technology can really improve their chances of having a better life, and maybe – as several told us – go back to their countries and help re-establish peaceful societies.

– Vittorio Colao, Chief Executive, Vodafone Group plc

OUR INNOVATIVE APPROACH

Our overarching strategy is to use Vodafone’s charitable giving, network, technology and expertise to connect communities that need it most. One area where the technology is proving to be transformational is in education. We believe connectivity is transforming the way people learn. Those with little access to the written word can now have access to any piece of text which has ever been written. Of the estimated 16.1 million school-age refugees, only 2.3 million have access to schooling. Through Instant Network Schools we are also providing them with connections to the outside world and inspirational leaders who we hope will encourage and inspire students to stick with their studies. We believe that online educational resources will be critical in enabling many of the 263 million young people currently out of school to have access to learning.



**263 M**  
School children and young people without better access to learning

OVERCOMING OUR OBSTACLES

Camps are often in extremely remote locations and require dedicated humanitarian flights to access. For example, Mole camp is in such a remote location in the Democratic Republic of the Congo (DRC) that it is impossible to reach as there are no roads between the main cities and camps. Our team had to travel by plane, boat and jeep to reach the camp, with equipment being carried by volunteers in some locations where the roads were impassable due to rainfall and flooding.

The INS team has developed a platform that enables them to manage the tablet computers used in the schools remotely. Previously volunteers would have had to travel to the camps. Effectively managing the impact of the programme has led to the development of a real-time monitoring platform. The monitoring and evaluation platform will enable the tracking and evaluation of every student engaged in the INS programme, with a view to measuring how INS is used and the impact on a student’s performance.

OUR IMPACT

There are currently 31 INS in camps in Kenya, Tanzania, South Sudan and the DRC benefiting over 43,000 refugee students and 600 teachers each month. Immediate impact includes enhanced access to resources, information and knowledge, improvement in the quality of learning through educational programme broadcasting including language skills, access to a tailored curriculum based on the language and prior educational background of refugee children, and increased student motivation and attendance.

Longer-term benefits identified by UNHCR include increased access to jobs, better integration in the host country, increased capacity to rebuild their lives when repatriated to native countries – which is critical for developing potential future leaders who will bring peace and stability in conflict-sensitive areas. There is more than one example of young girls avoiding being removed from school to marry as parents can understand how their children are learning with the new resources and value the education offers at INS.



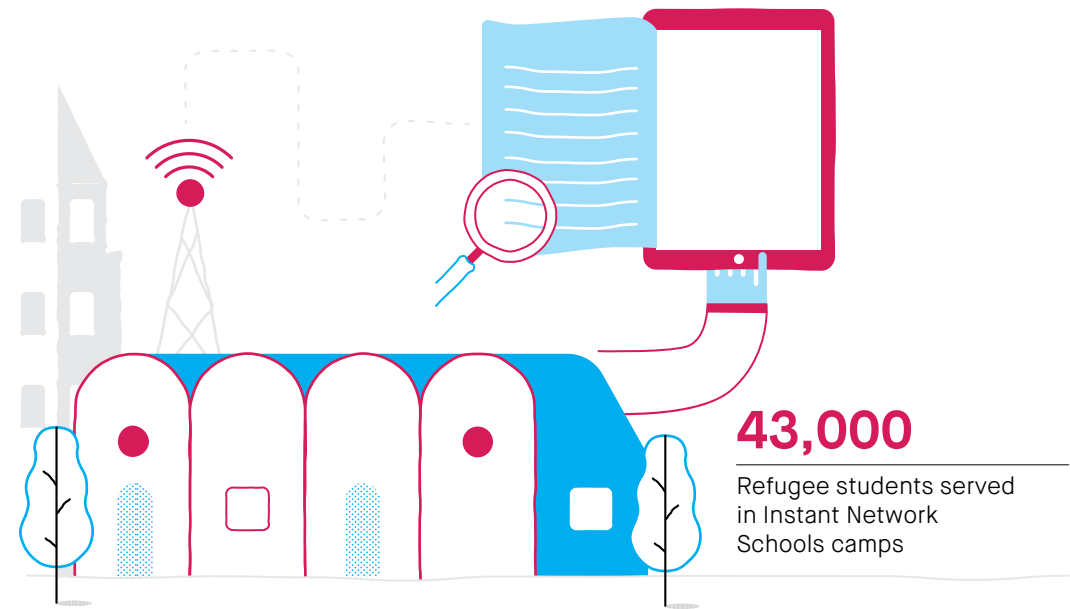
Vittorio Colao, CEO of Vodafone Group Plc



**KEY LEARNINGS FROM VODAFONE**

Education is the single greatest tool to improve girls' lives, leading to healthier and more productive lives, gaining skills and knowledge to break the cycle of poverty and transforming not only their own lives but also their families and communities.

Connectivity has the ability to transform education for millions of people around the world. INS has broken down some of the barriers to education faced by students living in refugee camps. Through INS they have access to resources that greatly improve their opportunities for a quality education and they are able to connect with people beyond the confines of the camp. Education is the single greatest tool to improve girls' lives, leading to healthier and more productive lives, gaining skills and knowledge to break the cycle of poverty and transforming not only their own lives but also their families and communities.



# UNIVERSITY IMPACT CHAMPIONS

## UNIVERSITY OF WATERLOO

With over 36,000 students, the University of Waterloo has been ranked as Canada's most innovative university for 25 consecutive years (according to Maclean's Magazine) and is number one in Canada for Computer Science and Engineering (US News and World Report).

### OUR STORY

Closing the gender gap in STEM with HeForShe IMPACT Scholarships

Despite the significance of science, technology, engineering and mathematics (STEM) in today's world, females continue to be under represented in these fields. Research conducted by the World Economic Forum indicates that women stand to gain only one new job in STEM for every 20 jobs lost across other sectors, whereas the ratio for men is one new job in STEM for every four lost elsewhere. Not only does this increase the risk of women being left behind in the dust of the technological revolution, it's also bad for businesses which are unable to tap into a significant portion of the global talent pool.

We identified that the gender gap in STEM was a major challenge where we could play a meaningful role and we understood that creating and sustaining opportunities for women in STEM is critical to ensure that they are not left behind.



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



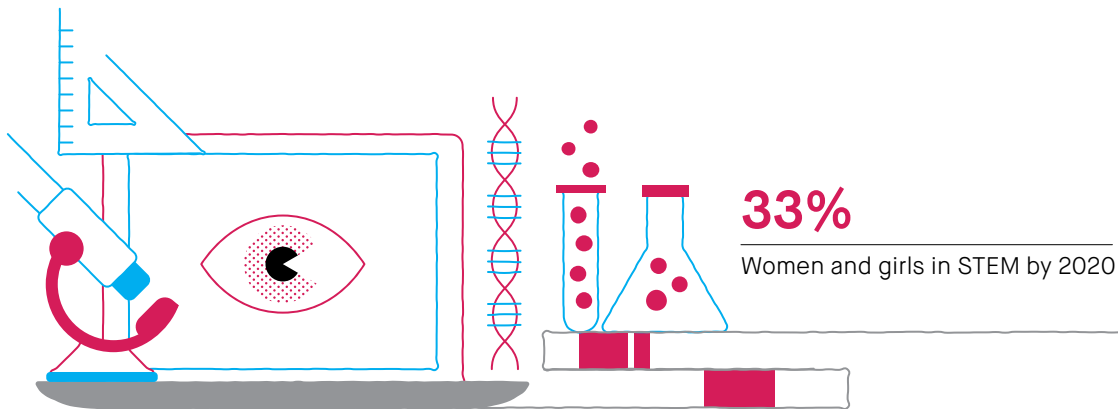
OUR “CLICK-MOMENT”

As part of its HeForShe IMPACT partnership, we committed to boosting female enrolment in STEM programmes to 33 per cent by 2020. “The efforts we put into recruiting young girls into STEM undergraduate programmes directly impact the number of women who pursue STEM graduate degrees and eventually STEM careers,” explained Dr. Diana Parry, the Special Advisor to the President on Women’s and Gender Issues and HeForShe IMPACT 10x10x10 Campus Lead. “We are particularly concerned about getting more females into STEM faculty positions, both tenure-track positions and senior academic positions. Having women in STEM faculty positions is critical to ensure that all students, including girls, have academic role models and see themselves in the people that we have here on campus.”

OUR INNOVATIVE APPROACH

Determined to address this challenge and to play a leadership role in getting more women into STEM careers, we introduced the HeForShe IMPACT Scholarship programme. Today, we offer them on an annual basis to six outstanding female students admitted to an undergraduate STEM degree programme in which females are under-represented, divided evenly among the faculties of Engineering, Mathematics and Science.

The first step was to draft the award and, since the scholarships were to be awarded through multiple faculties, this required bringing each of the respective Deans on board.



The faculties agreed that selection into the scholarship programme would be primarily based upon academic merit but would also take into consideration extracurricular activities and leadership involvement as assessed through the Admission Information Form.

Determined not only to get more women into the STEM talent pipeline but also address leaks throughout the pipeline, we chose to pay the scholarship awards in instalments each academic term. We made the award payments contingent upon the student achieving a minimum overall average of 80 per cent each academic semester and continued full-time enrolment in an eligible STEM programme. We have committed to offering the HeForShe IMPACT Scholarships for a minimum of four years (2015-2018), awarding a total of 24 scholarships, representing a \$288,000 CAD commitment.

OVERCOMING OUR OBSTACLES

One year since the HeForShe IMPACT Scholarship programme was first launched, the programme has grown and recently accepted its second cohort of scholarship recipients.

The launch of the scholarship programme did receive pushback from some members of the university community who wanted the HeForShe IMPACT Scholarships to be offered across all faculties. “Not everyone supports this approach and keeping everyone informed at all times did prove challenging,” explained Dr. Parry. “We needed to make it clear that, legally, we cannot offer gender-based scholarships where we don’t have underrepresentation.”

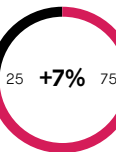
Having previously awarded the scholarships retroactively after the university application, we have now engaged in an extensive marketing campaign and outreach activities for the HeForShe IMPACT Scholarship programme and as such we anticipate that female applicant rates to targeted programmes will increase.

2016 DATA

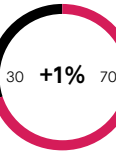
Senior Leadership



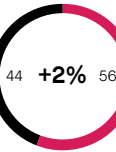
Tenured Professors



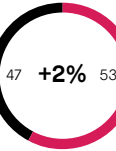
Full-Time Faculty



Graduate



Undergraduate





OUR IMPACT

— The HeForShe IMPACT Scholarship programme has successfully brought more outstanding female students into the STEM talent pipeline. By recruiting and retaining these students in STEM undergraduate studies, we anticipate that these women will go on to pursue careers in related fields and start to shift the paradigm regarding women in STEM.

To date, the recipients of the scholarships are:  
2015 recipients: Anya Marie Forestell, Sally Ann Ying Hui, Jing Yi Ma, Sarah Mime Macdonald Muth, Anqi Yang and Zhuo Yu.

2016 recipients: Emily Carlson, Yue Ding, Anjali Joshi, Carmen Kwan, Ankita Mishra and Stephanie Kirsten Swanson.

2017 recipients: Jiayue Cheng, Qingyun Kang, Heather Angela Valerie Musson, Guia Janelle Congzon Pucyutan, Alexandra Jane Rynard and Christina Lee Sullivan.

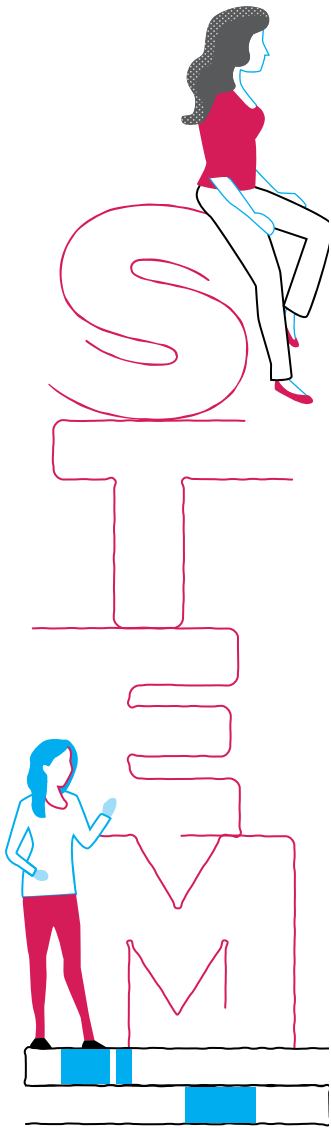


In addition to contributing to the STEM global talent pool, the scholarship programme is having a meaningful impact on the personal development of the awardees. Awardees have reported increased self-confidence, a sense of belonging and camaraderie among their peers.

Following the success of the HeForShe IMPACT Scholarship programme, we are considering new ways to expand its scope and impact, and promote it more widely. For example, we host an annual IMPACT Girls Summer Camp for indigenous girls and their caregivers to promote post-secondary education awareness and build confidence in girls to consider a career in the STEM fields. We are considering how to best leverage these two programmes so that they mutually reinforce each other and encourage more young women to apply to eligible programmes.

KEY LEARNINGS FROM UNIVERSITY OF WATERLOO

— Our HeForShe IMPACT Scholarship programme meets the dual need of building out the STEM talent pipeline through scholarships and marketing efforts while simultaneously preventing leaks throughout the STEM talent pipeline through award payment mechanisms. It will take time, but getting more women into STEM degree programmes and careers is the first step towards breaking the gendered stereotypes surrounding education and career decisions – and to ensure that women are offered the same opportunities as their male counterparts to profit from, and advance in tandem with, the dynamic technological revolution that characterizes the world today.





Finland  
Indonesia  
Romania  
Rwanda  
Uruguay  
Georgetown University  
University of São Paulo  
Witwatersrand University

# HOW TO END GENDER-BASED VIOLENCE

calling time on gender-based harm

## Part 4

- 01 Changing behaviours to eliminate gender based violence
- 02 Eradicating violence against women and girls
- 03 Creation of the Gender Equality Expert: eliminating domestic abuse
- 04 Eradicating Gender-Based Violence in all its forms
- 05 Implementing a national action plan to eradicate domestic violence mortality
- 06 Creating a respectful, safe campus for all community members
- 07 Implementing a zero-tolerance policy to prevent violence against women
- 08 Developing a dedicated Gender Equity Office to report, predict, prevent GBH







To breaking cycles of physical and sexual violence against women and girls, our communities must challenge economic structures, mindsets and social systems that perpetuate this societal issue.



HeForShe

# INTRODUCTION

## HOW TO END GENDER-BASED VIOLENCE –

### Calling time on gender-based harm

Finland, Indonesia, Romania, Rwanda, Uruguay, Georgetown University, University of São Paulo, University of the Witwatersrand

—— One in three women worldwide face violence at least once in their lifetime. Violence against women and girls is a sickness that society has tolerated for too long. It's up to all of us to reject it – and heal our communities.

Our IMPACT Champions are finding different 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 it's not just about education to reduce offences and extra resources to help victims. The emphasis is on bringing about lasting, systemic change by mobilizing the whole community.



# HEADS OF STATE IMPACT CHAMPIONS FINLAND

Finland, “the land of the thousand lakes”, is best known for its vast forests, expertise in mobile telecommunications and world-leading design. A modern European nation with a population of over 5 million and with a strong identity, Finland is actively working to improve the lives of all its citizens.

## OUR STORY

———— **Changing behaviours to eliminate gender-based violence**

We are one of the first countries to sign the Council of Europe Convention on preventing and combating violence against women and domestic violence. The ratification process immediately brought about improvements. For example, shelters are now free for victims of violence. We have taken financial responsibility for the shelters and we are significantly increasing the funding – a 50 per cent increase from 2016 to 2019. A 24/7 helpline for victims of violence opened in 2016. The committee for combating violence against women and domestic violence also started its work in the beginning of 2017. The committee will act as the national coordinating body stipulated by Article 10 of the Istanbul Convention.

In Finland, approximately one in three women experience violence. Despite a range of measures to tackle violence against women, its prevalence around the world has increased in the last years. The key actions in preventing violence against women and girls include raising awareness of the problem, developing expertise in tackling it and influencing attitudes about it. Appropriate services also need to be developed. As part of our HeForShe commitment our goal is to decrease the number of cases of violence against women and girls perpetrated by men below 30 years of age by 5 per cent by 2020.

## OUR “CLICK-MOMENT”

———— *In my capacity as Commander-in-Chief of the Finnish Defence Forces, I am proud to announce that all our conscripts, who are mostly young men, undergo training on anger management and prevention of violence in close relationships as part of their military service. I call upon everyone to join in efforts to build equal and sustainable societies and achieve full gender equality by 2030. Finland is a close partner of UN Women – we are one of its largest donors – in this endeavour.*  
– President Sauli Niinistö

## OUR INNOVATIVE APPROACH

———— As a result of national conscription in Finland, almost 80 per cent of our male population goes through military service. By strategically targeting the Finnish Defence Forces, there is a crucial window of opportunity to address conscripts on the prevention of violence against women and girls. The Finnish Defence Forces have introduced an education module on the prevention of violence against women and girls and on aggression control as a part of the general training of conscripts. The Finnish Military National Defence is based on the civic duty of military service. The education module reaches annually around 21,000 young men and 500 young women. Everybody participates in a half-day session covering aggression control, human relations and human rights.

We have been implementing the obligations of the Istanbul Convention since 2015. Before that we implemented a five-year action plan to reduce violence against women. The government approved a new Gender Equality Action Plan for 2016 to 2019 in May 2016.



President **Sauli Niinistö** of Finland

OUR IMPACT

— The conscripts say that thanks to the education module they understand better how violence and aggression can be controlled by their actions. They have also learned that they can impact others' violent behaviour. One conscript said that having this class is a very good thing: "We learn how to control anger as well as violence in relationships and in general."

The training offers tools on how to address, prevent and control aggressive thoughts and actions. It also offers the opportunity to think about one's own feelings and thoughts in a new way. Furthermore, it promotes peer discussion on aggression and violence in society, which is also beneficial in addressing the problem.

KEY LEARNINGS FROM FINLAND

— Educating conscripts about the prevention of violence against women and girls is an effective way to reach a large number of young men and women every year. Our Finnish Defence Forces have had positive experiences of the education module and they will continue this training. As the education has been identified as successful, the goal is now to share best practices with other Member States and HeForShe IMPACT Champions.



— The conscripts say that thanks to the education module they understand better how violence and aggression can be controlled by their actions. They have also learned that they can impact others' violent behaviour.



HEADS OF STATE  
IMPACT CHAMPIONS  
INDONESIA

Indonesia is made up of over 10,000 volcanic islands, with hundreds of ethnic groups speaking a plethora of languages. One of the world's major emerging economies, Indonesia, with a population of over 260 million, must navigate a uniquely complex social environment in its mission to modernise.

OUR STORY

— Eradicating violence against women and girls

Violence against Women (VAW) remains a challenge in Indonesia. The 2006 National Survey showed that the prevalence of violence against women was around 3.1 per cent, with 3-4 million Indonesian women subjected to violence every year. Yet cases of VAW are under-reported, as many instances are regarded as purely domestic matters.

The problem of under-reporting is mainly due to the high sensitivity of the subject. In 2014 we established 247 Integrated Service centres for Women Empowerment and Child Protection (P2TP2A) in 33 of the 34 provinces. We also created a Taskforce on Human Trafficking in 30 provinces and 155 cities, as women are the main victims of TIP crimes in Indonesia.

Research suggests the contributing factors to VAW in Indonesia include patriarchal values and unequal social and economic status; lack of comprehensive and verifiable data to formulate effective policies; and inconsistent law enforcement leading to impunity for perpetrators.



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



OUR “CLICK-MOMENT”

When President Joko Widodo was elected as President of the Republic of Indonesia, his mission was described in Nawa Cita 2015-2019. The Nawa Cita – Sanskrit for “Nine Priorities” – specifically cites his commitment to women and girls, namely “to promote the role and representation of women in politics” and “develop and protect women, children and other marginalized groups”. He is also the first President of Indonesia to appoint such a high number of women ministers in his cabinet, with women comprising almost a third of the membership.

*I strongly believe removing the root causes of discrimination and violence against women and girls is a smart strategy to ensure a just and prosperous world.*  
– Joko Widodo, President of the Republic of Indonesia

OUR INNOVATIVE APPROACH

The Ministry of Women Empowerment and Child Protection (MOWECP) launched the flagship 3ENDS programme in 2015. The goals of 3ENDS are to end violence against women and girls, eliminate human trafficking and eradicate barriers to economic justice. The 3ENDS programme targets not only acts of violence but also addresses contributing factors such as economic dependence.

The main strategies for the elimination of violence against women include providing an enabling environment for victims of violence. This involves prevention mechanisms, case management and increased empowerment of women.

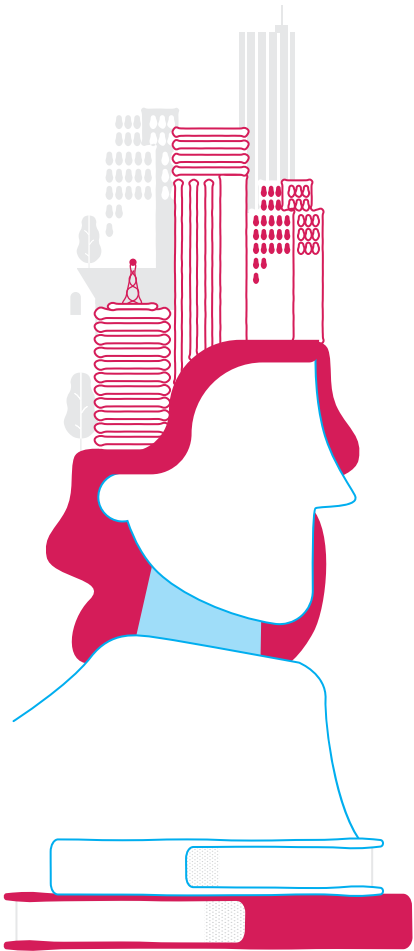
The prevention mechanisms include an advocacy campaign to engage men aged between 15 and 30 in the prevention of domestic violence and to empower them to support women who report cases of domestic abuse.

Under this programme, MOWECP provides capacity building for field officers in relevant institutions on handling and reporting VAW, knowledge of legal proceedings and provision of legal assistance, provision of relevant health services, social rehabilitation, repatriation and reintegration for the victims and their families. The programme is also working to empower women who are victims of violence by providing training including economics and entrepreneurship. This training will help women’s capacity to reintegrate with the life of the community and become more independent.

OVERCOMING OUR OBSTACLES

Our implementation of our HeForShe commitment met several challenges on the ground. Reported cases of violence against women remained high, with MOWECP’s 2015 data reporting 23,043 cases of VAW in 31 provinces. Additionally, the 2016 Pengalaman Hidup Perempuan Nasional (SPHPN) National Survey on Women’s Life Experience shows that one in three women in Indonesia aged 15-64 are subject to physical or sexual violence by their partner and other partners during the course of their lives, and one in 10 women aged 15-64 have experienced violence in the last 12 years. Physical or sexual violence cases are higher among women aged 15-64 who are high school graduates and above (39.4 per cent) and unemployed women (36.1 per cent).

We therefore altered the 3ENDS programme’s focus to changing patriarchal values by strengthening advocacy to targeted groups. We also adjusted targets for the improvement numbers, and the victim services provided by agencies and social workers. We increased the number of service units from 247 in 2014 to 429 in 2016. We procured new vehicles to improve reach in remote areas. We worked with universities to promote the “Campus without Violence” and ran a gender-responsive training programme for law enforcement officers. We trained 150 officers in 2016 and have already trained a further 500 as of June 2017. We have increased the use of information technology in reporting mechanisms and data collection to help simplify reporting and improve access, established a Women Empowerment and Child Protection task force at national and regional levels and launched a village-level initiative on anti-trafficking.



**39.4%**  
Physical and sexual violence cases pertain to women who are high school graduates

OUR IMPACT

Since the launch in 2015, our programmes in support of HeForShe have delivered many positive results, including extended services from integrated service centres for Women and Children Empowerment (P2TP2A). The centres are spread over 34 provinces and 390 districts and cities.

We have improved quality and monitoring of services with an online application named SIMFONI PPA (Information Systems for the Protection of Women and Children). SIMFONI PPA has been piloted in 36 P2TP2A and will be expanded in the near future. We have also improved the availability of up-to-date, real-time and accurate online data for reported violence, accessible to all service units at the national, provincial and district and city levels. The number of anti-trafficking communities has gradually increased from 54 villages to 179 villages in 2016.

KEY LEARNINGS FROM INDONESIA

The programmes implemented under the 3ENDS strategy have increased community awareness and participation in addressing under-reporting as well as empowering women victims of violence.

The implementation of our HeForShe commitment at the national and local level, with the necessary adjustments, has resulted in positive developments which we hope will create a strong foundation and momentum to bring the desired result by 2020.



The programmes implemented under the 3ENDS strategy have increased community awareness and participation in addressing under-reporting as well as empowering women victims of violence.

HEADS OF STATE  
IMPACT CHAMPIONS  
ROMANIA

Romania is the largest country in Central and Eastern Europe with a population of over 19 million. Romania joined the European Union in 2007 and continues its path towards economic growth and social inclusion.

OUR STORY

Creation of the Gender Equality Expert: eliminating domestic violence across the community

Gender Equality Experts have been working in Romania for 10 years within non-governmental organizations, but their profession was not formally recognized as such. Convinced that gender equality represents the progress of humanity, we decided to create a formal profession to recognize their vital work and support their efforts in the community. We developed specialized courses for non-governmental organizations including representatives of the public administration, trade unions and employers.

The need for this new profession is supported by the international community and national legislative framework which enables the constant presence of the gender dimension in the evolution and dynamics of all sectors of activity.



President Klaus Werner Iohannis of Romania





OUR “CLICK-MOMENT”

———— A study of the existing legal framework at international, European and national levels highlighted the necessity of promoting and respecting gender equality in all spheres of social, economic and political life, and proposed the need to recognize the profession of Gender Equality Expert in our National Classification List of Occupations.

*The formalization of the Gender Equality Expert role is not only a critical step in eliminating gender based violence throughout our communities in Romania, but also ensures that our policies are informed and responsive. Only when we do this, we will start to see gender equality become reality.*

— President Klaus Werner Iohannis

OUR INNOVATIVE APPROACH

———— The Gender Equality Expert profession includes everyone responsible for implementing equal opportunities policies and eliminating direct and indirect gender-based discrimination. They aim to promote and apply equal opportunities in all their activities, support active measures to prevent and combat domestic violence and act as Equality Ambassadors.

OVERCOMING OUR OBSTACLES

———— At first, civil society showed a lack of enthusiasm towards the newly created profession. The source of dissatisfaction was the lack of knowledge of the contents of the modules included in the training curricula, as the 1,100 experts in equal opportunities recruited and trained were from public institutions. The training was carried out by 33 trainers and certification was done by experts from the National Qualifications Authority.

Currently the National Agency for Equal Opportunities between Women and Men (NAEO) is working on a new National Strategy on Promoting Gender Equality and Preventing and Combating Domestic Violence 2018-2021 and its Operational Action Plan. The plan will include a measure on the formation of a network of experts on equal opportunities at national level.

OUR IMPACT

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

A Gender Equality Expert is specialized in undertaking data collection and analysis; field-specific report generation; liaison and collaboration across central and local authorities; formulating relevant recommendations; developing public policies and action plans.

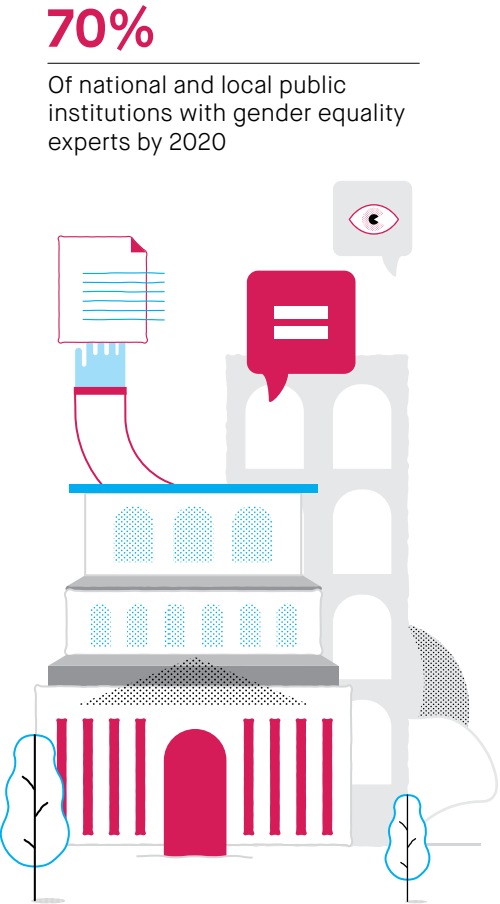
*After finishing the training, I have analysed all the cases of domestic violence through the eyes of a more aware man. My main concern now is the safety of the victim. The victim and her children must be safe, as soon as possible after the act of violence took place. And if I contributed to her state of well-being, then I consider myself a contented man.*

— Judge, graduate of the Expert in Equal Opportunities training

KEY LEARNINGS FROM ROMANIA

———— Following the positive impact of this new profession at national level, NAEO’s new 2018-2021 strategy will focus on building a national network of experts in equal opportunities.

By 2020, 70 per cent of our 1,680 national and local public institutions will have experts or technicians in gender equality. To reach this ambitious goal, we will organize training courses for experts and technicians in gender equality around the country. We are committed to sharing the lessons learned, scaling best practices and accelerating progress.



We are committed to sharing the lessons learned, scaling best practices and accelerating progress.





# HEADS OF STATE IMPACT CHAMPIONS RWANDA

Following the 1994 Genocide against the Tutsi, Rwanda is striving to rebuild its economy and reduce poverty and inequality. With a population of 12 million, Rwanda has one of the world’s most progressive constitutions, enshrining the principle of gender equality and stipulating a minimum 30 per cent quota of women in all decision-making positions.

## OUR STORY

— **Eradicating Gender-Based Violence in all its forms**

Statistics show that 35 per cent of women worldwide have experienced physical or sexual violence at the hands of their partner or others. It is important to note that men and boys are also victims of violence, and these cases sometimes go unreported.

Although our government and its partners have continued to undertake measures such as revising laws, establishing systems and institutions, running anti-GBV (Gender Based Violence) awareness campaigns at community level and introducing home-grown solutions geared towards combating GBV, cases of violence persist in Rwanda.

Irrespective of the mechanism in place, challenges such as cultural and religious norms around GBV continue to hinder the fight against GBV.

**OUR “CLICK-MOMENT”**

— Statistics from the National Public Prosecution Authority (NPPA) Annual Report 2015-2016 show that 98 per cent of the suspects are men. Although women and men join in efforts to end GBV, men clearly have an important role to play. Several programmes to end GBV at grass-roots levels are therefore being championed by male role models. Civil society organizations have also been fully engaged by the Government to fight GBV countrywide. The private sector has been brought on board through a number of HeForShe sensitization campaigns in order to harness their reach at the grass roots.

*We have to change mindsets, not just laws. We are in this together; let’s stand as partners and end gender inequality once and for all.*

– His Excellency Paul Kagame, President of the Republic of Rwanda.

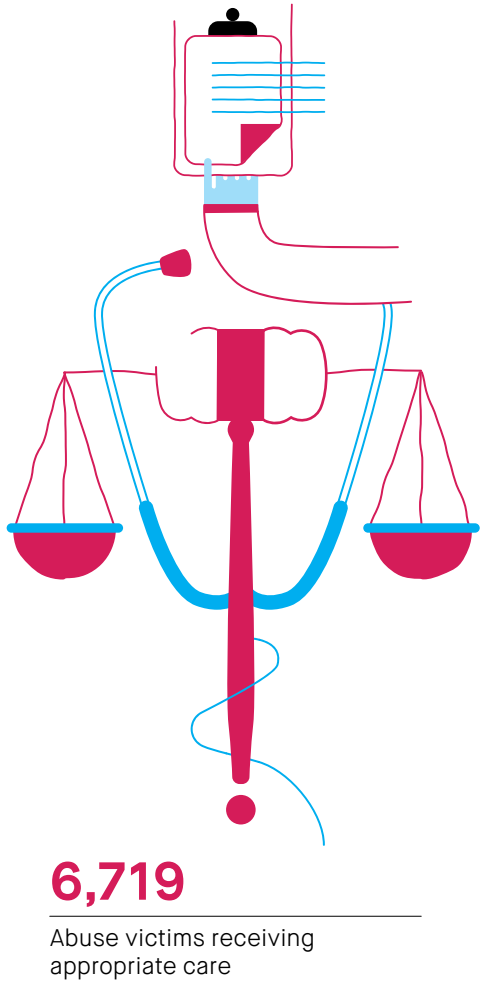
**OUR INNOVATIVE APPROACH**

— We partnered with organizations including One UN, the Office of the First Lady and the Imbuto Foundation to initiate the Isange One Stop Centre (IOSC) model in 2009.

The IOSC approach seeks to create synergies in efforts to provide support to victims of gender-based violence in a holistic manner. Isange means “feel at home”. IOSCs aim to provide a safe space for GBV victims with a multisector approach, offering psychological, medical, judicial and legal services under one roof.

The Regional Centre of Excellence on Gender Based Violence and Child Abuse was inaugurated in 2016. Its purpose is to provide high quality research and statistics related to GBV, child abuse and other forms of violence to the public, policymakers, law enforcement personnel and other GBV practitioners in the region.

The NPPA has a unit responsible for prevention and provision of response services to victims of GBV. It has a well-established structure which provides different services up to intermediate courts.





President **Paul Kagame** of Rwanda

## OVERCOMING OUR OBSTACLES

Since the IOSC expansion in 2013, the programme has had tremendous impact on beneficiaries, but challenges remain. A major challenge is lack of evidence caused mainly by late reporting and lack of forensic laboratory services. Among the 713 GBV cases received by the NPPA in July–September 2016, 154 were not pursued due to lack of evidence while other 163 are awaiting tangible evidence for filing in court. Only 396 cases were filed in court. As far as the conviction rate is concerned, 75% of suspects were convicted for child defilement and 80 % for rape.

As a response to this challenge, the Government has established a National Forensic laboratory which will soon start offering the required services and will enable immediate and effective collection of evidences needed in courts.

In addition, awareness raising to report timely GBV cases are conducted at grass root level through Family Campaigns, school’s anti GBV clubs, media, parents evening, national women and Youth councils forums.



## OUR IMPACT

The IOSCs and other preventive mechanisms have reduced GBV cases as well as their re-occurrence. In addition, a GBVMIS is being developed where GBV data will be compiled and will inform future strategies. To date 44 IOSCs have been established and are functional in 30 district hospitals, a notable increase from the 9 centers that existed in 2014. Services provided are free of charge and available 24 hours a day.

As of December 2016, 6,719 GBV and child abuse victims have received appropriate medical, psychosocial and legal services from IOSCs across the country.

In 2015, up to 90 service providers including police officers, GBV officers, social workers and psychologists were trained in the Multidisciplinary Investigative and Intervention Team (MDIIT) model which enables them to deliver effective service to GBV victims.

IOSC social workers visited victims in their communities and at the end of 2016 up to 1,054 victims of GBV had follow-up visits after obtaining support from IOSCs. Social workers also undertake discussions with local authorities on the protection of vulnerable survivors to ensure they are not re-victimized. As a result, 824 were identified as the most vulnerable survivors of GBV and were given socioeconomic support by the government.

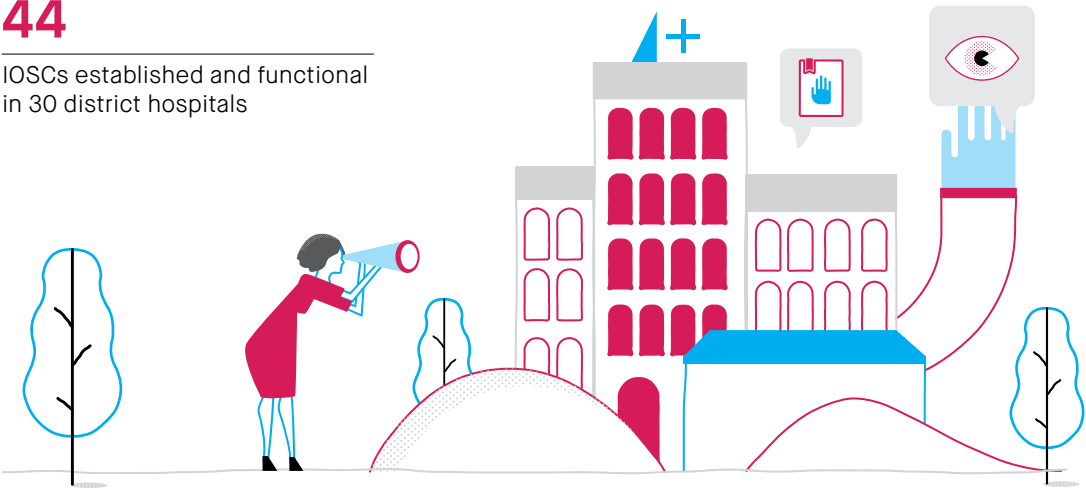
## KEY LEARNINGS FROM RWANDA

Our political will to combat gender-based violence through the establishment of effective GBV prevention and response measures has so far yielded significant results. Using holistic care and methods that combine medical, psychological, legal and social support under one roof while maintaining the full respect and dignity of the GBV victims has proved to be a safe and effective practice which will inform future plans. By continuing to build capacity and maintaining synergy between stakeholders and the community through community policing structures, the challenge against GBV will continue to be a collective effort.

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44

IOSCs established and functional in 30 district hospitals





# HEADS OF STATE IMPACT CHAMPIONS URUGUAY

Uruguay, with its population of 3.4 million, is regarded as one of the most progressive nations in the world, ranking highly on global measures of personal rights, tolerance and inclusion.

## OUR STORY

Implementing a national action plan to eradicate domestic violence mortality by 10 per cent by 2020

Uruguay’s first National 2013 Gender Based Violence and Generations Prevalence Survey showed that seven out of 10 women have suffered violence at some point in their lives. In 2016, 24 women died at the hands of a current or former partner, or other relative.

As part of our HeForShe commitment, we have implemented a national policy to support the prevention and decrease of gender-based violence (GBV) and provide compensation to victims, with an inter-agency strategy to tackle this serious social problem. Our *National Action Plan 2016-2019 for a life free of gender-based violence with a generational view* sets out clear objectives, outcomes and indicators to achieve this.

## OUR “CLICK-MOMENT”

We passed legislation in 2002 that addresses the issue of domestic violence with Law No. 17514, which established the National Advisory Council on the Fight against Domestic Violence (CNCLVD), integrated with representatives of the three state branches as well as qualified civil society organizations. Since its establishment, CNCLVD has contributed to strengthening and coordinating public actions to address this issue.

Because of increased GBV, a rise in the number of domestic violence reports, an increase in the number of women accessing specialized assistance services, femicide and citizen complaints, urgent action was needed to undertake comprehensive, inter-agency measures.

## OUR INNOVATIVE APPROACH

In 2016 the Executive Branch put forward a Bill aimed at guaranteeing women a life free of gender-based violence. The Bill proposed changes to articles 311 and 312 of the Criminal Code to define femicide as an aggravating circumstance.

The Bill, which is in the process of being converted into law, includes measures for prevention, assistance, protection and compensation. It covers violence in private and public places and considers both gender and generations.

A comprehensive inter-agency response system to gender-based violence was implemented within the framework including a set of measures that strengthens inter-agency mechanisms and addresses the specific nature of each sector from an intersectoral perspective. It incorporates GBV prevention actions, access to a network of assistance services, rehabilitation programmes for male perpetrators, access to justice, information systems as well as education and training.

The *Verification of the presence and location of people in cases of high risk of domestic violence* programme initiated in 2013 is currently being extended at a national level. Its objective is to ensure compliance with protection measures ordered by the courts in domestic violence cases.

Finally, the first Casa de Medio Camino (CMC) is under construction. Its purpose is to provide accommodation, protection, counselling and training to women and their dependants who are suffering domestic violence.



President **Tabaré Vázquez** of Uruguay

OVERCOMING OUR OBSTACLES

———— The implementation of an inter-agency response system to GBV has been an important challenge and a great achievement for our country. The system combines prevention, access to justice, care and protection to victims, punishment for perpetrators and restitution of women’s rights. This comprehensive response system is aimed at reinforcing the protection of women’s rights at different points in their lives.

Within the 2016-2019 Action Plan, the outcomes associated with the inter-agency response system to GBV are to: expand and enhance access for women, boy, girl and adolescent victims of GBV, and expand assistance to males who have perpetrated gender-based violence in their relationships to ensure rehabilitation.

It is imperative to continue strengthening this comprehensive inter-agency response system to ensure provision of universal care and the necessary support to guarantee women, girls, boys and adolescents an end to violence.



———— It is imperative to continue strengthening this comprehensive inter-agency response system to ensure provision of universal care and the necessary support.

OUR IMPACT

———— Within the inter-agency framework we can highlight the following accomplishments:

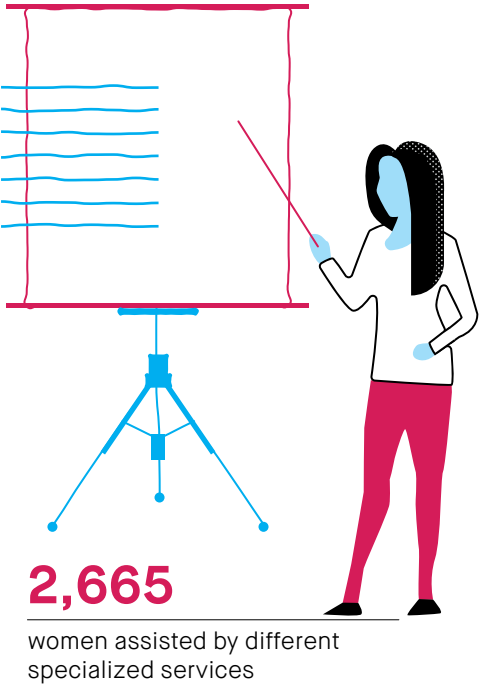
- 30,217 cases of domestic violence have been reported to the police.
- The Ministry of Health reformulated 113 reference teams on domestic violence and created emergency care guidelines to be used in situations of acute violence.
- The travelling national campaign Noviazgos Libres de Violencia (Violence Free Relationships) included more than 100 activities and attracted over 10,000 young visitors.

Since the implementation of the response system in 2016, 2,665 women and 284 males have been assisted by the different specialized services. Ninety-nine women and 186 girls, boys and adolescents have been assisted within the Alternativas Habitacionales (Shelter/Housing) programme.

KEY LEARNINGS FROM URUGUAY

———— The development of an inter-agency mechanism (CNCLVD) including all state bodies and social organizations with expertise on this issue has enabled a common framework for addressing gender-based violence from the human rights, gender and generations perspectives.

We have managed to consolidate a state policy on prevention, care and compensation to victims of gender-based violence. This policy is supported by an inter-agency system that guarantees an integrated response to gender-based violence and a more efficient and effective approach.





# UNIVERSITY IMPACT CHAMPIONS

## GEORGETOWN UNIVERSITY

Georgetown is a Catholic and Jesuit, student-centered research university. Established in 1789, Georgetown University is one of the world’s leading academic and research institutions with a student population of 18,525, offering a unique educational experience that prepares the next generation of global citizens to lead and make a difference in the world.

### OUR STORY

Creating a respectful, safe campus for all community members at Georgetown

Sexual assault on college campuses has been at the forefront of the national conversation in the United States. In 2015, the Association of American Universities (AAU) found 11.7 per cent of student respondents across 27 universities reported experiencing non-consensual sexual contact by physical force, threats of physical force or incapacitation after enrolling at their university.

In order to understand the scope and how best to address these issues at Georgetown, we needed to take a comprehensive inventory of the incidence, prevalence and characteristics of sexual assault and misconduct on campus. We also needed to assess students’ perceptions of sexual assault and misconduct and their knowledge of university resources.

### OUR “CLICK-MOMENT”

The survey findings underscore an urgent and critical need to continue to address sexual assault and misconduct and provide us the information we need to better target and focus our work. Some of the action we take will be immediate, beginning in the coming days and weeks. Some action will require ongoing, sustained effort. All actions that we take will require the active engagement of our entire community.

– President DeGioia

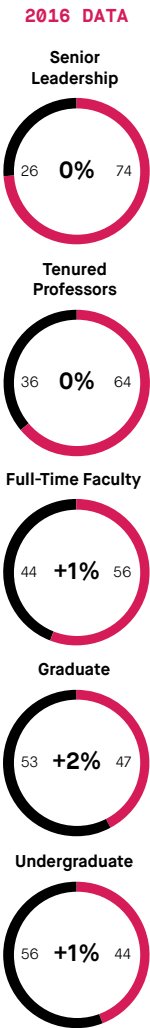
### OUR INNOVATIVE APPROACH

We conducted our first climate survey on sexual assault and misconduct in January 2016. Before administering the survey, a group of faculty, staff and students researched best practices identified by the White House Task Force to Protect Students From Sexual Assault, methodologies used by other schools and federal recommendations.

We ran a comprehensive marketing campaign to advertise the survey. As a result, 51 per cent of students participated, one of the highest participation rates for this type of survey in America.

The survey results are now shaping our ongoing efforts to address earlier identified issues. In June 2016 President DeGioia established a new Sexual Assault and Misconduct Climate Task Force comprising students, faculty and staff to review the results. The Task Force was charged with determining what further commitments we can make to address this problem, and how we can increase reporting, knowledge of resources and trust in our policies and procedures.

The Task Force recommended focusing on several thematic areas including resources, reporting and policies; education and bystander intervention; the role of alcohol and drugs; under-represented and vulnerable populations; and metrics and assessment.





OVERCOMING OUR OBSTACLES

Some of the key challenges we have faced in implementing this work include achieving consistency of awareness across our decentralized university; complying with Title IX, a complex federal civil rights law that prohibits sex discrimination in educational programmes and activities; striking a balance between awareness of the issues and providing safe spaces and support for survivors; and focusing on prevention and perpetrator behaviour. We have embraced these challenges by making a concerted effort to engage a cross-section of our community in working towards solutions (faculty, staff and students across campuses).

OUR IMPACT

To build on our efforts to reach students, in summer 2016 we implemented *Bringing In The Bystander*, which teaches participants how to safely intervene. An in-depth programme has been implemented for 350 student leaders and a 90-minute overview programme has been piloted for 250 first-year students.

We hired two additional staff including an Interpersonal Violence Training and Education Specialist and another staff psychologist specializing in LGBTQ and sexual violence.

Given the connection between sexual violence and alcohol revealed by our survey results, our Vice President of Student Affairs also convened a committee to study alcohol consumption on campus.



John J. DeGioia, President of Georgetown University

KEY LEARNINGS FROM GEORGETOWN UNIVERSITY

Sexual assault is not an issue that can be tackled solely with a top-down approach. We need to engage all members of our community in order to understand the full scope of the problem and work towards solutions. The student voice is imperative to this discussion and should be included every step of the way. Input from student focus groups led to the creation of *How to Get Help*, a comprehensive guide to accessing support on and off campus related to sexual assault and misconduct.

Sexual assault is not an issue that can be tackled solely with a top-down approach. We need to engage all members of our community in order to understand the full scope of the problem and work toward solutions.



11.7%

Of students at 27 Universities reported sexual assault and violence, as found by the AAU climate survey: <https://www.aau.edu/key-issues/aau-climate-survey-sexual-assault-and-sexual-misconduct-2015>



# UNIVERSITY IMPACT CHAMPIONS

## UNIVERSITY OF SAO PAULO

The University of São Paulo is the largest Brazilian public university with a student population of 94,000 and is the country’s most prestigious educational institution. It is involved in teaching, research and university extension in all areas of knowledge, offering a broad range of courses.

### OUR STORY

Implementing a zero-tolerance policy to prevent violence against women on the USP campus

Of the 10 countries with the highest rates of homicide of women, seven are in Latin America. Brazil is fifth in this ranking according to recent research by FLASCO-Brasil. Sadly, this culture of violence is reflected in the recurrence of different forms of violence against women in society and on university campuses.

As a HeForShe IMPACT Champion, we have committed to establishing and implementing a zero-tolerance policy to address and prevent violence against women on the USP campus.

**OUR “CLICK-MOMENT”**

— We are fully committed to providing equal opportunity of access and completion of higher education to students of all backgrounds. We are committed to ensuring that social origin, gender and ethnicity do not represent a barrier to achieving excellence. For me, the university is a privileged place, where education is a powerful instrument to develop long-term transformative changes of behaviours to address social issues such as violence against women and all types of discriminations.

– President Marco Zago

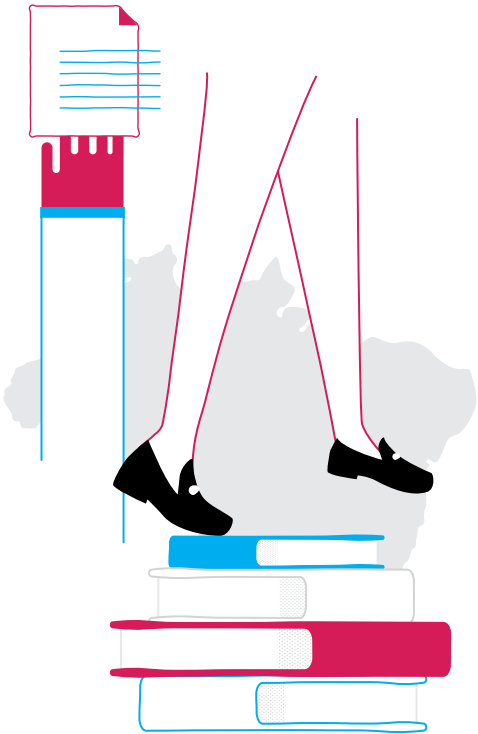
**OUR INNOVATIVE APPROACH**

— Since the creation of the USP Women office to lead our IMPACT 10x10x10 initiative, we have worked to promote initiatives with grass-roots student movements; create mechanisms enabling students to organize themselves; increase participation in relevant forums; regularly meet with directors of faculties and institutes and develop visual campaigns.

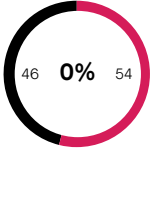
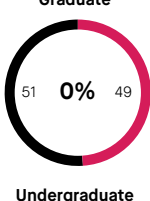
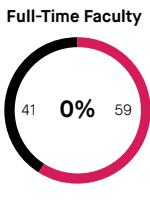
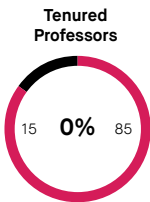
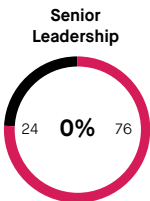
Human Rights Commissions are now required in all faculties and institutes, with the purpose of strengthening the institutional procedures for violence report hearings, punishment of aggressors and the well-being of victims.

In 2016, the Superintendency of Social Assistance (SAS) set up a Commission Against Violence to examine reports of violence against women on USP’s Residential Quarters (CRUSP). The final report, published in April 2017, presents a diagnosis of cases of violence as well as proposals to respond to the current problems and prevent new occurrences. The goal is to standardize services and referrals made by the social workers who assist CRUSP’s residents.

We have also been improving our Health Care Services for both internal and external communities. Our facilities now offer psychological and medical assistance to women victims of domestic, family and sexual violence. USP Women has been participating in the West Region Network on Ending Violence Against Women meetings at USP Butantã Campus.



2016 DATA





Marco Antonio Zago, President of the University of São Paulo

OUR IMPACT

Students created visual campaigns to further emphasize each individual’s role in embedding the policy. Twenty-eight Human Rights Commissions were created at the nine campuses across the university to receive reports of violence based on gender, race, colour, ethnicity or sexual orientation. The Commissions must investigate complaints and submit reports suggesting applicable sanctions for each case. They can also guide victims to internal and external care services whenever necessary.

USP Ribeirão Preto developed the *Gender Violence in University – Know Your Rights* booklet, with the support of USP Women, Rede Não-Cala and the Provost for Graduate Studies. USP Women printed 5,000 copies in order to distribute the material to all units of the university in the nine campuses and encourage the organization of debates and workshops.

KEY LEARNINGS FROM UNIVERSITY OF SAO PAULO

We are progressing towards denaturalizing violence against women at the university. The discussions involving professors, students and employees have mobilized us to change the culture of gender-based violence. The President and the academic community are building a culture of equality by promoting initiatives aimed at reducing gender inequalities across USP.

The President and the academic community are building a culture of equality by promoting initiatives aimed at reducing gender inequalities across USP.

UNIVERSITY IMPACT CHAMPIONS UNIVERSITY OF THE WITWATERSRAND

The University of the Witwatersrand is a multi-campus South African public research university in Johannesburg with a student population of 37,000. Wits has a reputation built on research and academic excellence, and offers countless opportunities for students and staff to contribute to our country’s knowledge-base and build our future.

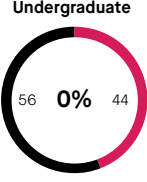
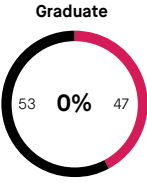
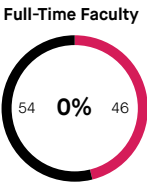
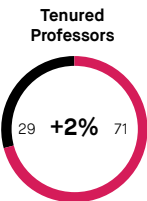
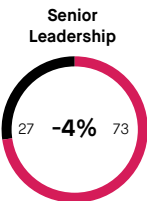
OUR STORY

Developing a dedicated Gender Equity Office to report, predict, prevent and address GBH on Wits’ campus

Despite significant under-reporting, South African statistics remain startling. One in five women report that they have experienced violence at the hands of a partner. What happens in education institutions presents no exception. The university represents a microcosm of patriarchy’s institutionalisation. We see this in structures, staffing, policies, discourse and practices of gender-based harm (GBH).

As part of our HeForShe commitment, we established a holistic and integrated Gender Equity Office (GEO) in February 2014 to deal comprehensively with all aspects of gender discrimination on campus and GBH in particular. The GEO challenge includes building awareness of the service; increasing the number of complaints received and their effective handling; developing appropriate information systems; and running specialist gender projects.

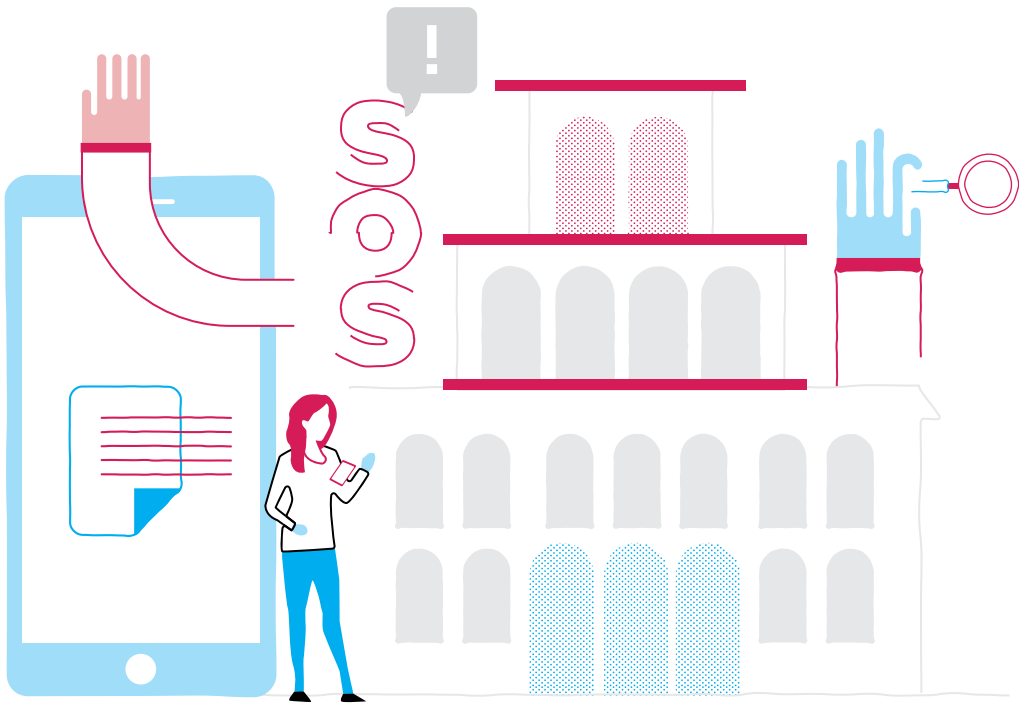
2016 DATA



OUR “CLICK-MOMENT”

— The work of the GEO has been critical for promoting gender equity in the wake of several cases of sexual harassment. Our work and contribution towards eradicating GBH at Wits, however small, will have significant impact for other universities and for society more broadly. Wits can demonstrate what is possible in challenging patriarchal privilege by sharing our lessons; challenges and successes. Very few are doing what we are, yet far more is needed.

– GEO Director, Crystal Dicks.



OUR INNOVATIVE APPROACH

— We developed a multi-pronged strategy to achieve our commitment:

*Consolidating the Work of the Office.* Strong complainant- and victim-centred systems, counselling support, processes and policies have been established, with nearly 400 complaints received to date.

*Optimising our Interventions through an Information Management System (IMS).* We have established a database for recording GBH, with categorisation based on complaint type.

*Policy Development and Review.* Three new policies were introduced in 2016/17: a policy prohibiting romantic relationships between staff members and undergraduate and honours students; a protocol relating to new students applying for residence who are survivors of rape; and a protocol to be used with human resources to ensure gendered employment grievances are dealt with.

*Silalele/Listening Campaign.* In implementation of the recommendations of an independent report on a high-profile alleged campus rape in 2016, we are reviewing our policy and procedural mechanisms and are exploring ways in which we can enhance the work of the office through a Listening Campaign (Silalele in isiZulu).

*MySOS App.* We have launched a GBH app that serves as a tracking device, panic button and reporting tool.

*Reporting and Communicating on GBH.* A reporting mechanism has been agreed to provide our community with a broader sense of the work of the GEO, communicate policies, advertise events, report on cases of GBH occurrences that we have consent for publishing and provide updates on complaints received.

## OVERCOMING OUR OBSTACLES

Since our HeForShe commitment was undertaken we have experienced four core challenges in its implementation: the prevalence of GBH, which we underestimated; the lack of gendered policies in parts of the organization; resource constraints; and the complex political situation.

In acknowledging these challenges, we have put in place measures to alleviate potential risks and have drawn largely on existing mechanisms and resources. These include a more extensive advocacy approach and engagement at faculty level; the recruitment and development of student gender justice champions; working with student clubs and societies; drawing on the support of our academic-based Sexual Harassment Advisory Committee; and building closer working relationships with student services, residence life and our transformation office.



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

## OUR IMPACT

The number of reported GBH incidents continues to increase as a result of increased campaigning and advocacy work. The GEO has successfully adjudicated nine cases through its gender-sensitive procedure and continues to provide psychosocial support to victims.

The office has received both negative and positive feedback on its case management. Some cases have been discussed in national media and some have been more localised to the university. The publication of our successes and perceived failures has allowed a space for female students to challenge gender imbalances and hold the GEO and the university accountable.

In recognition of the need to involve students in finding solutions to GBH, we have started building a pool of gender justice champions and have extended our work with student clubs and societies on campus. We currently have 48 students working as gender justice champions, two advocacy projects with our Medical Students Council and a Women in Sports initiative.

Using the space created by a University Residence Inquiry, our work within residences and the recent high-profile resident incidents, we are engaged in a concerted gender sensitisation campaign to tackle patriarchal manifestations within residences.

## KEY LEARNINGS FROM UNIVERSITY OF THE WITWATERSRAND

The systems and support mechanisms we have established show that, with leadership and community involvement, significant strides can be made in tackling GBH head-on.



McKinsey & Company  
University of Hong Kong  
University of Leicester  
Stony Brook University

# HOW TO CATALYZE THE NEXT GENERATION

achieving gender equality in our lifetime

## Part 5

- 01 Embedding gender equality into everything we do
- 02 Leading cutting-edge research to drive towards greater equality
- 03 Closing the gap between men and women in key academic and career areas
- 04 Closing the gap between men and women – from matriculation to graduation







Reporting and utilizing data and analysis regarding gender inequity is important for creating long-lasting, future-oriented approaches to equality.



HeForShe

# INTRODUCTION

## HOW TO CATALYZE THE NEXT GENERATION –

### Achieving gender equality in our lifetime

McKinsey & Company, University of Hong Kong,  
University of Leicester, Stony Brook University

—— The world we inherit is an accumulation of traditions, habits, technologies, opinions – and knowledge. Fact-based decision-making is only one of the strategies people use to guide their actions and develop organizations and societies. Psychologists tell us that our emotions outrank rational thinking every time, unless we’re very careful about our thinking processes. Yet we live in an information age with rich potential for better understanding and novel ways of working.

Gathering and analysing relevant data is a crucial element in critiquing existing structures and practices. It’s how we hold a mirror up to ourselves. But the answers we get are only as good as the questions we ask. The IMPACT Champions are focused on finding out real facts about inequality, its effects and efforts to eradicate it. They are pursuing the truth about women’s and men’s experiences, both quantitatively and qualitatively. What they’re discovering can confound our assumptions and reveal what works and what doesn’t. They are bringing welcome new light to the movement for gender equality.



# CORPORATE IMPACT CHAMPIONS

## MCKINSEY & COMPANY

McKinsey & Company is a global management consulting firm with over 20,000 employees serving leading businesses, governments, non-governmental organizations and not-for-profits. McKinsey helps clients make lasting improvements to their performance and realize their most important goals.

### OUR STORY

Leading cutting-edge research to drive towards greater equality

Since 2007, our *Women Matter* research has explored the role women play in the global workplace, their experiences and impact in senior executive roles, and the performance benefits that companies gain from gender diversity.

Studying companies across countries and sectors showed those with more women in their executive committees had better financial results compared to the ones with no women. Yet while most now recognize this link, barriers for women remain. The *Women in the Workplace* studies we have conducted since 2015 with LeanIn.org have shown that even committed companies struggle to put gender diversity into practice.

Findings from our research show that in Western European companies, 17 per cent of all executive committee members are women and women comprise 32 per cent of members of corporate boards. In the United States, the figures are 17 and 19 per cent respectively. McKinsey Global Institute (MGI) research found that \$12-28 trillion could be added to global GDP by 2025 by closing the gender gap in the economy.

### OUR “CLICK-MOMENT”

Our own numbers are up from a decade ago but they are lower than we would like. The barriers we have identified are not easy to overcome.

*The vast majority of companies have introduced measures to increase gender diversity at the top, but many are still struggling to achieve significant results. Achieving gender parity is hard work, as we well know from our own experience. Changing outcomes on a scale that will move the needle will require relentless effort.*

– Dominic Barton, McKinsey’s Global Managing Partner and HeForShe IMPACT Champion.

### OUR INNOVATIVE APPROACH

Although there’s no one-size-fits-all solution, we have identified steps companies can take to accelerate progress towards gender equality. These findings include:

*Focus on accountability and results:* Our research found that companies with gender equality commitments in place for more than three years experienced the most progress in balanced representation at entry levels of the organizations. Companies lacking formal commitments lost ground. We didn’t set explicit gender goals for McKinsey until 2014 and in just one year after doing so, our intake of female consultants increased by five percentage points.

*Engage the whole organization:* Closing the gender gap requires people across the organization to act, not just the CEO. And it takes tackling multiple objectives for years at a time: everything from evaluating the criteria companies use for promotion to addressing unconscious biases, neutralizing the impact of family leave on career advancement and shifting from mentoring to true sponsorship. We have built a dedicated team of managers globally, both men and women, to drive this agenda.



Dominic Barton, Global Managing Partner of McKinsey & Company

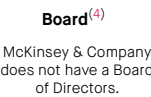
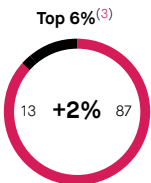
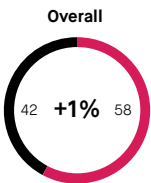
OVERCOMING OUR OBSTACLES

Barriers continue to prevent women from rising through the ranks, despite equal levels of ambition. From our research, one of those barriers is the so-called “double burden” syndrome.

The anytime-anywhere performance model that currently prevails in the corporate world has placed everyone under more pressure. But the impact is greater on women, who continue to shoulder a disproportionate share of the responsibility for managing home and family issues. Our *Women Matter 2016* research found correlations between the representation of women in leadership positions and women’s part-time employment rate as well as between women in leadership and hours of unpaid work. The combination of work and home responsibilities is incompatible with the “anytime” performance model at the top. In Europe, women devote twice as much time as men to domestic tasks, which puts them at a disadvantage in the workplace.

Research findings suggest that companies should shift their culture, establishing “new normal” ways of working for everyone. At McKinsey, we are rethinking travel expectations, how projects are managed to allow for part-time programmes, and how we work together from different locations.

2016 DATA



<sup>(3)</sup> Senior leadership includes Partners and Senior Partners as well as senior research and support staff <sup>(4)</sup> As a partnership, McKinsey & Company does not have a board in the traditional sense

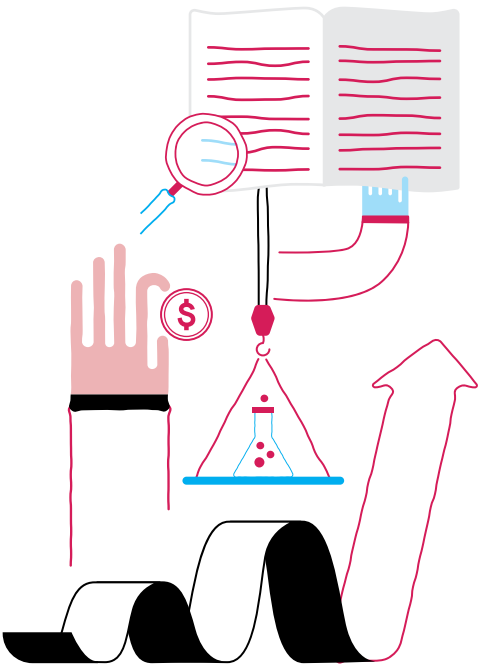
OUR IMPACT

Through our continued effort and investment in research, we have set out the business and economic case for gender diversity, identified underlying barriers to achieving parity, sought to find ways of overcoming those barriers, gathered thoughts from leaders in this space and tested approaches in our own organization.

In its most recent report, *Delivering the Power of Parity*, MGI identified an initial road map for action and investment (in education, unmet needs for family planning, maternal mortality, financial inclusion, digital inclusion and unpaid care work such as domestic and family responsibilities) to narrow the gender gap in society and capture the \$12 trillion GDP opportunity if all countries matched the fastest historical rate of progress in their region.

KEY LEARNINGS FROM MCKINSEY & COMPANY

Our research suggests there are three characteristics that distinguish companies who have made most progress towards gender parity: persistence, CEO commitment and holistic transformation programmes.



\$12 trillion

GDP opportunity if gender gap narrows

# UNIVERSITY IMPACT CHAMPIONS

## UNIVERSITY OF HONG KONG

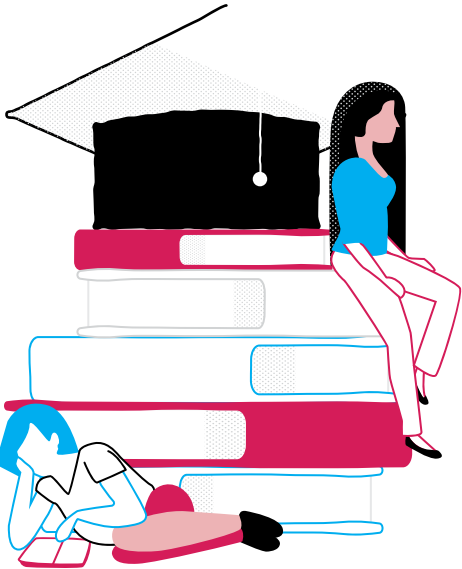
The University of Hong Kong, founded in 1911 and with a student population of over 27,000, is the oldest tertiary institution in Hong Kong. The university is committed to the creation and dissemination of knowledge for the benefit of both the local community and humanity in general.

### OUR STORY

Embedding gender equality into everything we do

We believe our students and staff should be respected for who they are, rewarded for what they do, and given access to opportunities to develop and excel. But we know women are under-represented in senior and leadership positions at the University of Hong Kong (HKU).

When we committed to become a HeForShe IMPACT Champion, women accounted for over 50 per cent of our students, but under 40 per cent of the assistant professors, under 30 per cent of the associate professors and under 20 per cent of the full professors. In 2014, women held only eight of the 110 Dean-level positions across Hong Kong’s eight government-funded institutions (7 per cent of roles). HKU is leading the effort to treble these numbers by 2020 – starting with its own campus.



50%

Women students, only 20% full-time women professors

### OUR “CLICK MOMENT”

I have been shocked by the male predominance in higher education in Hong Kong, and even more concerned by the passive acceptance by many parties. I welcome the challenge of addressing this issue during my Presidency.

– President Peter Mathieson

### OUR INNOVATIVE APPROACH

We adopted a three-pronged approach to working towards rebalancing the gender profile: awareness-raising, policy development and education. As we reported in 2016, we have had many successes in these areas but we needed to bring piecemeal initiatives together and make systemic changes. We therefore designed an evidence-based, policy-driven framework informed by research on good practice in Hong Kong and overseas. The result is a set of family-friendly employment policies and practices towards achieving our commitment.

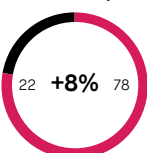
### OUR IMPACT

A range of measures will enhance gender parity in the search and selection committees for professoriate recruitment, including formal adoption of the guideline of at least 30 per cent of the members (or at least two members) being female for every search and selection committee. The same guideline will apply to male membership. For selection panels dealing with promotion and tenure, we adopt the guideline of having at least two female and two male members.

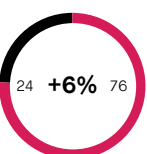
We have reviewed our promotion and career development processes and we will enhance maternity and paternity benefits, introduce primary caregiver leave and a range of return-to-work benefits. For tenure clock extension, our definition of “children” will also include adopted pre-school children. In addition, at least one woman and at least one man will be included as external assessors in professoriate tenure and promotion processes.

#### 2016 DATA

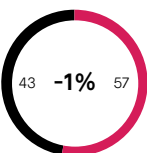
##### Senior Leadership



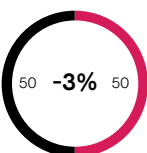
##### Tenured Professors



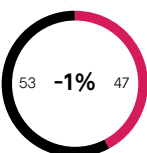
##### Full-Time Faculty



##### Graduate



##### Undergraduate





The HeForShe IMPACT Scholarships will be awarded to students with outstanding academic results who have overcome the problems of gender inequality in education where they live and students may apply to any HKU undergraduate programme.

The scholarships will have a value equivalent to a full tuition fee waiver plus accommodation, flight and general living allowance per year, and are renewable on a yearly basis. Preference is given to those from a disadvantaged background. The first cohort of five students fully funded under this scheme will start their studies at HKU in September 2018.

These students are:  
Sophiemay Vongkhamsao from Lao People’s Democratic Republic, Aleena Khalid from Pakistan, Alaa Sleiteen from Syria Arab Republic, Rabia Kaihan from Afghanistan and Mezgebe Mamo Dafursa from Ethiopia.



Peter Mathieson, President & Vice Chancellor of the University of Hong Kong

KEY LEARNINGS FROM UNIVERSITY OF HONG KONG

———— Much of the effort towards achieving gender parity at HKU has focused on recruitment search, appointments and maternity benefits. We now need to consider the demands placed on women at work and at home, and how we can best address women’s needs while balancing the needs of the university.

UNIVERSITY IMPACT CHAMPIONS UNIVERSITY OF LEICESTER

The University of Leicester is a leading UK university, with a student population of 20,000, committed to international excellence through the creation of world-changing research and high-quality, inspirational teaching.

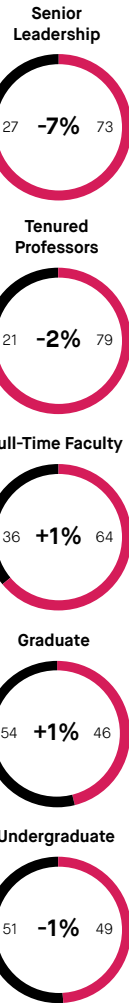
OUR STORY

———— Closing the gap between men and women in key academic and career areas, in both directions

Women have reached parity with men in undergraduate student numbers but clear differences exist between the level of academic study pursued by men and women. Fifty-six per cent of masters graduates are women and 44 per cent men, and internationally more men study for PhDs than women (UNESCO).

These figures mask the differences in proportions of women and men who study subjects that deliver higher income employability, such as STEM subjects. We will use targeted activities to secure the development, promotion and progression of women thereby achieving our target of 30 per cent female professorial staff by 2020.

2016 DATA



OUR “CLICK-MOMENT”

—— We realized it wasn’t enough just to increase our undergraduate female student numbers in key disciplines to close the educational gender gap. We really need to nurture, develop and invest in our academic talent at every step of the academic pathway.

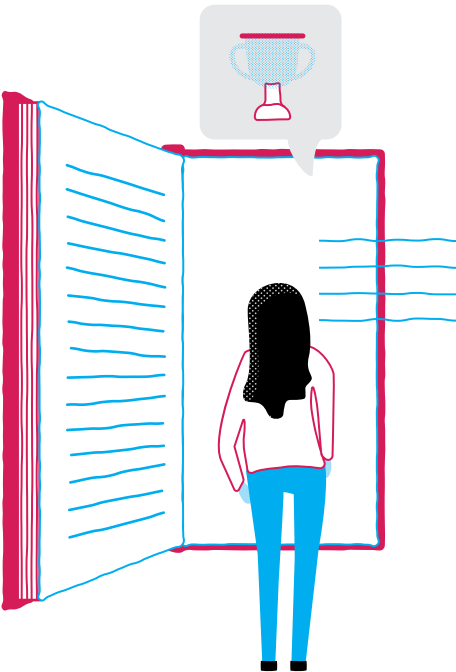
*A key component of our strategic plan is to develop talent in our people. We think the investments we make in developing our female staff will result in a transformation in the make-up of our university leaders into the next decade.*

– Professor Paul Boyle, President and Vice Chancellor, University of Leicester

OUR INNOVATIVE APPROACH

—— Energised to develop a cadre of future leaders and close the gap between men and women, we have developed leadership, mentoring and coaching programmes throughout the career trajectory. We are introducing a shadowing scheme to supplement this developmental activity and to promote exposure to role models.

We have committed to a National Gender Equality Charter mark (Athena SWAN) to continuously improve our practices. We have devised initiatives to promote a clear pathway for progression for women. This engagement has resulted in our achieving recognition at silver and bronze levels (with five silver awards).



39

Women receiving Aurora leadership training in last two years

OUR IMPACT

—— Our developmental programmes at all levels will provide a pool of future female leaders. Supporting female undergraduate students to undertake targeted leadership programmes such as SPRINT and engaging with the national Aurora programme has resulted in 39 women receiving Aurora leadership training in the past two years. Providing a leadership pathway which incorporates mentoring and coaching programmes has seen an increase in our promotion applications from women to professorial posts in 2016/17. Using recent Athena SWAN activity as a case study we are working at the department level to promote a transparent, equality-based culture which ensures female representation on committees and provides visible role models.

KEY LEARNINGS FROM UNIVERSITY OF LEICESTER

—— Our journey to implement our HeForShe commitment is taking shape. Our female staff’s enthusiasm for development and culture change shows their determination to progress and become leaders.



Paul Boyle, Vice-Chancellor of theUniversity of Leicester

# UNIVERSITY IMPACT CHAMPIONS STONY BROOK UNIVERSITY

With a student population of 25,000, Stony Brook is one of America’s most dynamic public universities – a centre of academic excellence and an internationally recognized research institution that offers all students a world-class education.

## OUR STORY

Closing the gap between men and women – from matriculation to graduation – by 2020

Issues surrounding men and higher education have been getting increasing attention from universities across the United States and the world. Through the work of our Academic Success Team we became aware that while more men matriculate, significantly fewer men graduate in four years. The team reported a 17 percentage point difference in male and female graduation rates.

As part of our HeForShe commitment, we resolved to equalize the matriculation of male and female undergraduate students and eliminate the gap in four-year graduation rates for men and women. We are committed to achieving a 60 per cent rate for all of our first-time, full-time students.

**OUR “CLICK-MOMENT”**

— The gender equality issues we face on a daily basis could not be more important or timely. Among them: the role of men in gender equality; how can men become involved in the prevention of violence against women; how do we combat sexual assault and gender-based violence; and how do we promote healthy behaviours? The answers to these questions are fundamental to how we treat one another, how we work together to improve the human condition and how we endeavour to achieve true equality.

– Samuel L. Stanley Jr., M.D., President

**OUR INNOVATIVE APPROACH**

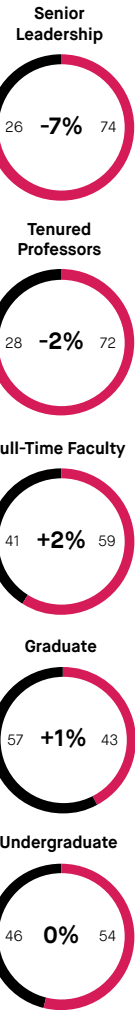
— The Academic Success Team established a Male Success Subcommittee charged with studying the male completion gap and developing interventions. The team completed a comprehensive review of the literature to understand what has already been done in this area. We ran a series of focus groups with male students while other men were engaged in individual meetings. We also emailed a web-based survey to former students who did not complete their studies.

The groups focused on those thematic areas that emerged from the literature review and the individual interviews. Many of these centred on issues of masculinity, toxic masculinity and the intersection with higher education. We are now examining these issues and the findings of the survey to design a series of interventions to ameliorate the negative impacts.

**OVERCOMING OUR OBSTACLES**

— The first challenge involved bringing male students into the project. Several scheduled focus groups were cancelled due to the low number of participants. We increased participation numbers significantly by inviting men with whom we already had relationships. We have now successfully engaged more than 100 male undergraduates and are using the information gathered to formulate targeted interventions.

2016 DATA



OUR IMPACT

———— We initially looked at the issues of success and the student body very broadly. We have since become more sophisticated in using analytics to focus our interventions on specific student populations. We have employed a public health approach to move the dial on the outcomes we are striving to achieve. Although there is still a lot to do, we are very pleased with our progress.

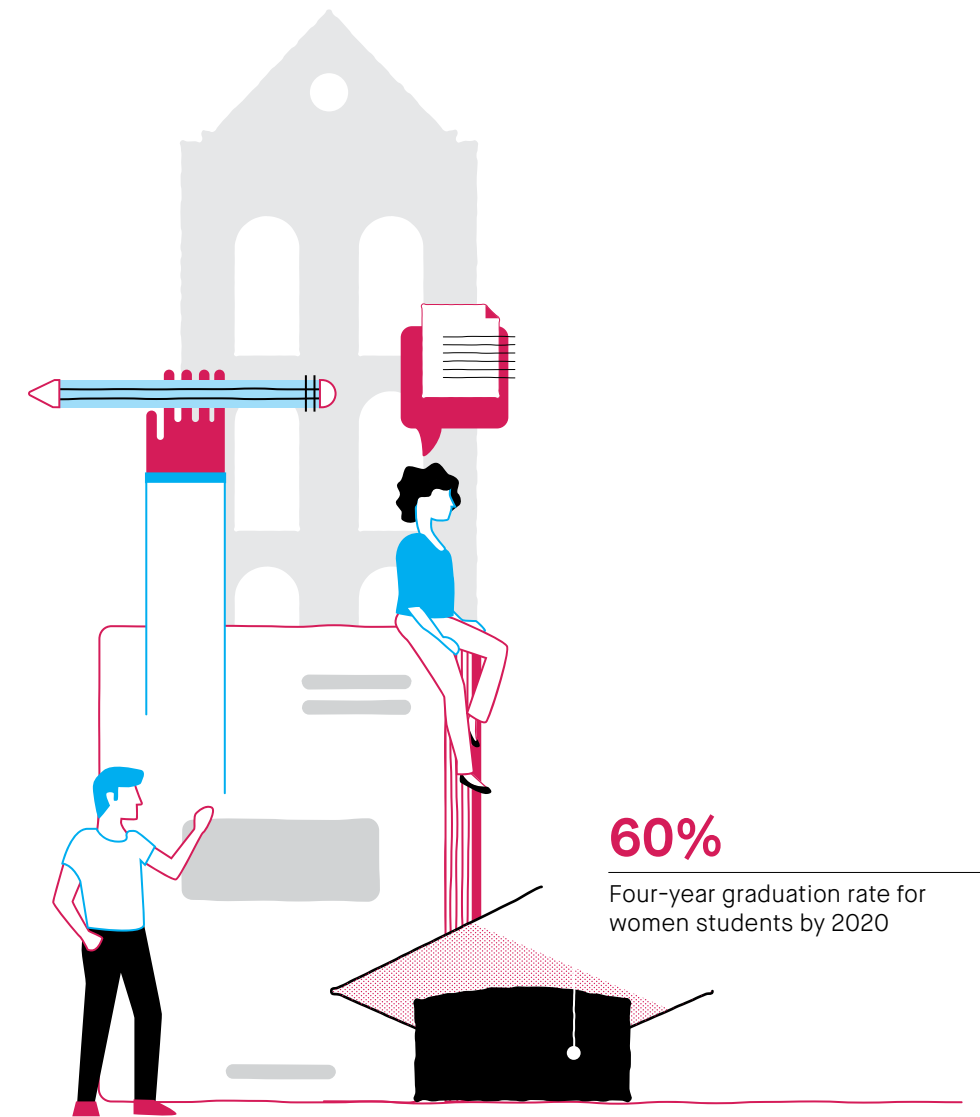
We believe the issues we have highlighted in the focus groups and individual meetings represent the most significant factors negatively impacting male students’ experiences at our university and in higher education in general. Engaging with over 100 male students has positively impacted our work – but more importantly it has benefited the men themselves. The students are more aware of the issues and the potential negative impact on their individual success. Another beneficial impact is that people are now aware of the topic and talking about it. Most members of the university were previously not aware of this phenomenon or the extent to which it exists.

Although we have not implemented specific interventions yet, we believe these other effects are responsible for the male four-year graduation rate disparity decreasing from 17 per cent to 14 per cent.

KEY LEARNINGS FROM STONY BROOK UNIVERSITY

———— We believe we must engage our community and beyond to address all gender disparities. Working with men to diminish the impact of these negative thinking styles and behaviours will lead to positive outcomes for all people.

While this commitment specifically addresses the reduction of the disparity in the rate of male completions, there will be additional benefits in how men feel about themselves and the manner in which they interact with others. We believe this will move us towards the creation of a community in which everyone is free to be themselves.





HeForShe

# ACKNOWLEDGEMENTS

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—— We are thrilled to release this joint HeForShe IMPACT 10x10x10 Parity Report. With this inaugural group of Heads of State, global CEOs and University Presidents, we are revealing ground-breaking solutions towards achieving gender equality in our lifetime. 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 IMPACT Champion. We would like to thank colleagues from across UN Women 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](http://weareinhouse.com)





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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