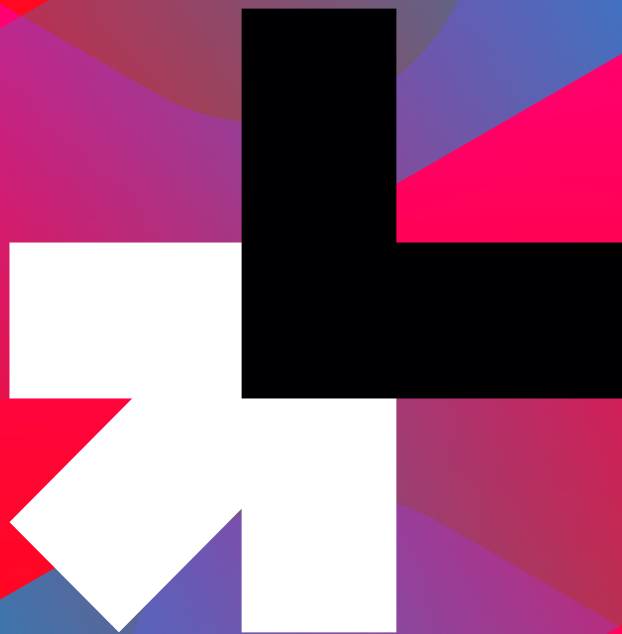
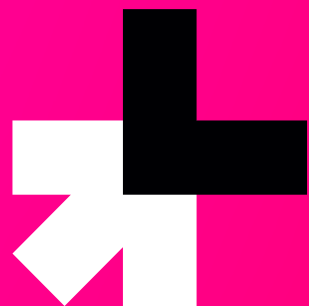


# HeForShe Alliance

## IMPACT REPORT 2025





# HeForShe Alliance

# IMPACT REPORT 2025



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# ABBREVIATIONS

AFAWA	: Affirmative Finance Action for Women in Africa
ASOIF	: Association of Summer Olympic International Federations
AWOME	: Accelerating Women Owned Micro-Enterprises
CSI	: Corporate social investment
CSW	: Commission on the Status of Women
DEI	: Diversity, equity and inclusion
DVA	: Domestic violence and abuse
ESG	: Environmental, social and governance
GBV	: Gender-based violence
GBVH	: Gender-based violence and harassment
GEDI	: Gender, Equality, Diversion and Inclusion
HR	: Human resources
I&D	: Inclusion and diversity
IRC	: International Rescue Committee
ITF	: International Tennis Federation
KPIs	: Key Performance Indicators
NA	: National association
RA	: Regional association
SBU	: Strategic business unit
SDGs	: Sustainable Development Goals
STEM	: Science, technology, engineering and mathematics
TVET	: Technical and vocational education and training
UNCCD	: United Nations Convention to Combat Desertification
VAWG	: Violence against women and girls
WEPs	: Women’s Empowerment Principles
WISH	: Women in Sport High-Performance Pathway

# FOREWORD BY UN WOMEN EXECUTIVE DIRECTOR



**Equality for all women and girls, for all men and boys, is the most powerful engine for peace and development. It is the pathway to a better world.**

Thirty years since the landmark 1995 Beijing Platform for Action there is progress in women and girls' health, education and safety. Yet it remains an agenda unfulfilled. Women remain unable to play their fullest role in their economies, still hold a small minority of positions of political leadership, are the first victims of war and conflict, and face pervasive violence not least in their own homes where they should be safest. All this as we see a backlash, an unfounded assertion that the pursuit of equality is the problem, not the solution. We also see disinvestment in gender equality, whether at home or in support of development in other countries.

In the virtual world, the rapid online spread of misogyny and sexism has driven regressions that threaten the choices and even the lives of women and girls. Narratives in the digital realities incite abuse and perpetuate negative stereotypes. Real-world consequences range from acts of gender-based violence to regressive public policies.

For more than a decade, HeForShe has urged men and boys to act for equal, inclusive societies. The HeForShe community now comprises some **2 million activists around the world**, particularly men and boys. In 2024, its message reached **nearly 40 million people**.

That message was powerful: a call to stop online violence and misogyny; a challenge to injustice, from digital spaces to corporate boardrooms; a commitment to new funding and opportunities for women in fields as diverse as science and technology, sports and the police. It is a commitment to **all women and girls**.

While this all rightly deserves of our celebration, HeForShe allies and champions know that the pushback against women's rights demands much more. In particular, the private sector, with its vast influence on culture, economies and political systems, has both responsibility and motivation. Gender equality is good for business, boosting productivity, innovation and profit.

Corporate commitments to gender equality have grown all over the world and they must continue to do so. These commitments need to be matched with metrics and accountability. Gender equality must be more than an add-on or matter of compliance with reporting standards. It must be embedded in every aspect of the business to close pay gaps, make workplaces inclusive, reach parity in leadership and create green economies.

HeForShe is the best reflection of the growing realisation that gender equality is our shared responsibility and potentially our shared reward. I am grateful to those whose leadership has led to the results laid out in this annual report.

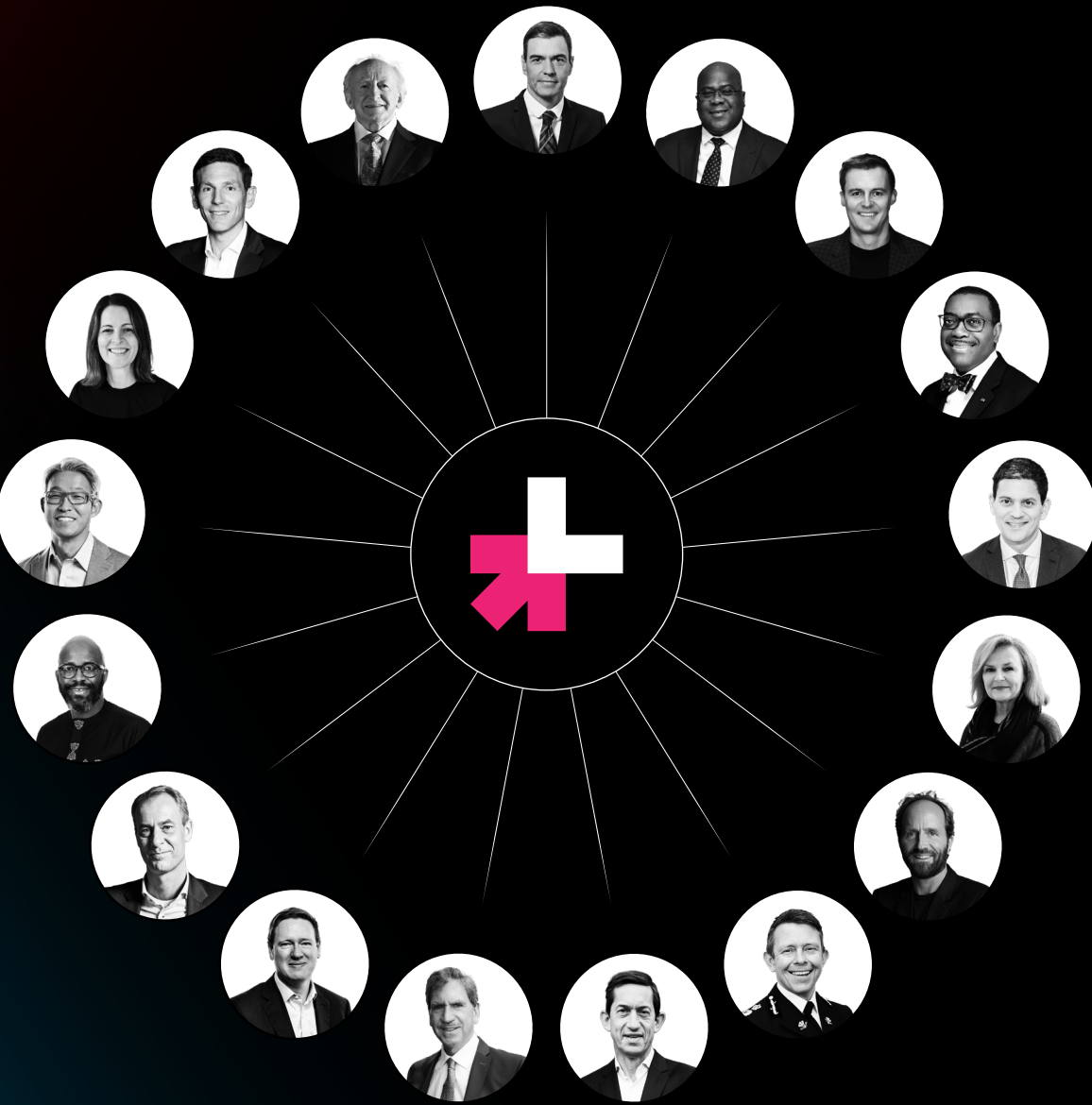
There remains so much more for us to do together. I ask that we redouble our efforts, recruit more into our movement, join our voices in an unstoppable call for change.

This report is an inspiration and a motivation. It shows what can be done. **It now falls on us to go out and make it a reality.**

**- Sima Bahous**



# JOINT STATEMENT FROM THE HeForShe ALLIANCE



In 2025, we stand at a critical crossroads: thirty years after the adoption of the Beijing Declaration and Platform for Action—the most comprehensive global blueprint for gender equality—and just five years away from the 2030 Sustainable Development Goals deadline. UN Women’s global review of progress across 159 countries offers a mixed picture: while gains have been made, the road ahead remains steep and fraught with new and intensifying challenges (UN Women, Women’s Rights in Review: 30 Years After Beijing, 2025).

The review shows that 88 per cent of countries have passed laws to eliminate violence against women and girls, and most have banned workplace discrimination. Yet nearly one in four countries reports that backlash is hindering the implementation of the Beijing Platform for Action, demonstrating how progress is uneven and vulnerable to reversal. Democratic backsliding, climate crises, rising conflict, and economic uncertainty continue to disproportionately affect women and girls—and threaten to roll back hard-won gains.

Online, the pushback is also evolving. HeForShe Champion Movember’s recent research reveals that 63 per cent of young men in the US, UK and Australia regularly engage with ‘masculinity’ influencers online whose content often promotes narrow and rigid ideas of what it means to be a man within more innocuous lifestyle content. While 45 per cent of them report finding this influencer content entertaining and 43 per cent say it is motivating, nearly 27 per cent simultaneously report feeling worse about themselves, citing higher levels of anxiety, worthlessness, and nervousness. (Movember, Young Men’s Health in a Digital World, 2025). These young men are also more likely to report anti-feminist beliefs and support traditional gender roles than those that do not engage with this content. The so-called “manosphere”—a growing online network promoting misogyny and disinformation—is now influencing how young people understand gender, relationships, and identity and filling a void for young men in relation to conversations on gender equality (UN Women, What is the Manosphere?, 2025).

At the same time, public consciousness is rising. A global survey by the TEAM LEWIS Foundation in

support of HeForShe finds that gender equality has emerged as one of the top three concerns worldwide—alongside healthcare and climate change—for the first time in the study’s history (TEAM LEWIS & HeForShe, A Fair World for All Women and Girls, 2025). More than 75 per cent of respondents believe companies should be required to adopt workplace policies that empower and support women. Over 80 per cent of Gen Z and 76 per cent of Millennials report serious concern about the impact of online sexism. The world is watching—and asking for change.

HeForShe Champions are responding with the strength of the Alliance. The HeForShe Alliance Call to Action to curb online violence and misogyny is bold, coordinated, and has resonated widely. But we do not stop at words – we aim to inspire through action. As HeForShe Alliance members, we are acting with resolve. We are delivering on bold targets for gender-balanced leadership and demanding inclusive spaces, we are transforming workplace norms and challenging online abuse, we lead with a sense of urgency and transparent accountability. We continue to pursue pay equity objectives and we refuse to participate in forums that exclude women and marginalized voices. We push forward for gender equality with action—committed to building safer workplaces, stronger representation, and a global culture of visible, vocal allyship. This report is a testament to the measurable actions taken by each Champion to drive change in our own context—and to how our united efforts are moving the needle globally. But our voices alone are not enough. We call on men and boys everywhere to join us. We call leaders to lead by example and deliver on the promise of SDG5. This is a call to challenge injustice. To stand up for equality in real, practical ways. Gender equality is not a women’s issue—it is a moral imperative that benefits everyone. The future we envision—safe, inclusive, and equal—depends on our actions today.

Let the promise of Beijing+30 and the urgency of the SDGs Agenda 2030 guide us forward. The time to lead is now.

- HeForShe Champions

# HeForShe ADVOCACY IMPACT AND REACH

VODAFONE GROUP	F	M
Overall Company	40%	60%
Top Six Per Cent	36%	64%
Board	39%	61%
New Hires	45%	55%

DE BEERS GROUP	F	M
Overall Company	27%	73%
Top Six Per Cent	35%	65%
Board	25%	75%
New Hires	39%	61%

ITF	F	M
Overall Company	42%	58%
Top Six Per Cent	31%	69%
Board	18%	82%
New Hires	30%	70%

UK POLICING	F	M
Overall Company	36%	64%
Top Six Per Cent	29%	71%
Board	30%	70%
New Hires	44%	56%

TECK	F	M
Overall Company	26%	74%
Top Six Per Cent	33%	67%
Board	27%	73%
New Hires	29%	71%

RECRUIT HOLDINGS	F	M
Overall Company	50%	50%
Top Six Per Cent	28%	73%
Board	33%	67%
New Hires	N/A	N/A

IRC	F	M
Overall Company	47%	49%
Top Six Per Cent	63%	33%
Board	44%	56%
New Hires	52%	48%

MOVEMBER	F	M
Overall Company	50%	50%
Top Six Per Cent	46%	54%
Board	50%	50%
New Hires	55%	45%

AfDB	F	M
Overall Company	N/A	N/A
Top Six Per Cent	32%	68%
Board	20%	60%
New Hires	48%	52%

MTN GROUP	F	M
Overall Company	44%	56%
Top Six Per Cent	32%	68%
Board	36%	64%
New Hires	54%	46%

- HeForShe Alliance Headquarters
- National Chapters and Activations
- Operating Countries



# HeForShe ADVOCACY IMPACT AND REACH

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

## #ChangeThePunchline Rwanda (#HinduraBlague)

As part of our drive to localize the #ChangeThePunchline campaign, which reached **11 million people** in 2024, HeForShe extended the opportunity to UN Women country offices to adapt and implement the #ChangeThePunchline campaign. Rwanda Country Office (CO) took up the opportunity, launching a localized version titled “Hindura Blague” in Kinyarwanda. It aimed to challenge gender stereotypes in comedy, calling for more inclusive, respectful storytelling within Rwanda’s entertainment sector.

Through a comprehensive communications strategy the campaign created and launched original content, engaged influencers and 21 comedians through targeted workshops, and secured media coverage across four outlets and one radio station. Thanks to these efforts Rwanda CO **reached 2.1 million people online** and achieved **over 42,000 social media engagements**, demonstrating strong community interest and engagement. One of the highlights was the Gen Z Comedy Show, which integrated campaign messages and drew **over 200 attendees**.

## #HeForSheSummit, and celebrating 10 years of HeForShe

In 2024, HeForShe celebrated **10 years of impact** with the HeForShe Summit and a worldwide campaign. The movement has mobilized **over 3 million allies** of all genders and generated **more than 3 billion conversations** around critical issues such as the gender pay gap, gender-based violence and male allyship. The 10th anniversary campaign attracted wide-range attention, with coverage across high-level UN platforms, national government communications such as the Office of the President of Spain and global thought leadership channels. Reaching over 500,000 people and generating 19,000 engagements, it set the stage for the summit to showcase tangible results and best practices from HeForShe Champions worldwide, renewing calls for sustained action on gender equality.

## Advancing the Transforming Patriarchal Masculinities Agenda

In 2024, UN Women’s HeForShe initiative advanced the Transforming Patriarchal Masculinities (TPM) agenda through alignment of its outputs and advocacy with TPM objectives. UN Women with HeForShe launched a series of editorials aiming to socialize the TPM approach widely through audience friendly explainers that can spark digital space engagement and discussions around masculinities today. HeForShe also strengthened its positioning as a thought leader on masculinities by delivering tailored communications packages for high-impact global events, including the World Economic Forum, International Women’s Day, the Commission on the Status of Women (CSW), the United Nations General Assembly, the Conference of the Parties (COP) and the 16 Days of Activism against Gender-Based Violence campaign. These efforts helped embed a progressive narrative around masculinities into global gender discourse and drive broader engagement across platforms.

## #HeForShe

HeForShe’s always-on communications strategy in 2024 continued to serve as a vital resource for engaging men and boys in the pursuit of gender equality. By prioritizing message clarity, cultural relevance and data-informed content, we significantly expanded our digital reach and deepened audience connection. Our posts organically reached nearly 11 million people—an increase of 39 per cent from the previous year—and generated 1.5 million impressions across online platforms. This strategic approach also drove substantial audience growth, with 122,593 new followers added in 2024 alone. Consistent engagement, paired with actionable messaging and platform-specific optimization, reinforced HeForShe’s position as a trusted voice and community hub for gender equality advocacy online.

## Alliance Co-created Resources and Campaigns

In 2024, HeForShe significantly advanced its corporate engagement strategy through the release of co-created resources developed closely with the HeForShe Alliance. These collaborative outputs marked a new era of joint action and shared accountability. A major milestone was the release of research conducted with the Vodafone Foundation, examining how FTSE 100 companies are responding to domestic violence and abuse (DVA) in the workplace. This research, paired with a review of Alliance members’ gender-based violence (GBV) policies, helped shape a series of capacity-building workshops designed to guide institutions toward more gender-responsive practices.

Complementing this work, the launch of the HeForShe Male Allyship Toolkit provided a practical, TPM-aligned model for embedding positive masculinities and gender equity into institutional cultures. Further amplifying its impact, the HeForShe Alliance issued a joint Call to Action advocating for robust policies and enforcement mechanisms to combat online misogyny and gender-based hate. This positioned the Alliance as a collective voice for systemic change.

These efforts were accompanied by a targeted social media campaign that reached core audiences and continues to serve as a vital resource for men and boys committed to gender equality. Throughout 2024, HeForShe prioritized turning evidence-based research into action, ensuring that our communications not only informed but also inspired meaningful change across sectors.

# THE WOMEN’S EMPOWERMENT PRINCIPLES (WEPs)









The Women's Empowerment Principles (WEPs), developed by UN Women and Global Compact, offer comprehensive guidance to businesses on advancing gender equality and women's empowerment in the workplace, marketplace, and community. The WEPs are grounded in international labour and human rights standards, recognizing the critical role businesses play in driving social change and economic development. HeForShe embraces and promotes these principles as they provide a robust framework that aligns with its mission to foster inclusive and equitable environments for all genders. By adopting the WEPs, HeForShe underscores the importance of gender equality as a fundamental human right and a key driver of sustainable growth.

For HeForShe Alliance members, the integration of WEPs into their operations is a testament to their commitment to transparency, accountability, and continuous improvement.

The principles require members to measure and publicly report their progress, ensuring that their gender equality efforts are aligned with global standards and open to scrutiny. This reporting mechanism fosters a culture of accountability and encourages organizations to set ambitious goals while tracking their achievements. Additionally, the WEPs facilitate the sharing of best practices and lessons learned among Alliance members, promoting a collaborative approach to tackling gender inequality. This collective effort amplifies the impact of individual actions, creating a ripple effect that contributes to broader societal change. By embedding the WEPs into their core operations, HeForShe Alliance members demonstrate leadership and dedication to a sustainable and equitable future for all.

**The seven WEPs principles that HeForShe Champions bring to life in their work for gender equality are:**



-  **Principle 1** Establish high-level corporate leadership for gender equality.
-  **Principle 2** Treat all women and men fairly at work-respect and support human rights and nondiscrimination.
-  **Principle 3** Ensure the health, safety and well-being of all women and men workers.
-  **Principle 4** Promote education, training and professional development for women.
-  **Principle 5** Implement enterprise development, supply chain and marketing practices that empower women.
-  **Principle 6** Promote equality through community initiatives and advocacy.
-  **Principle 7** Measure and publicly report on progress to achieve gender equality.
-  **Visit** To learn more about the Women's Empowerment Principles (WEPs) and more visit: [weps.org](https://weps.org)



# HeForShe AND BEIJING+30: COLLECTIVE ACTION TO ACCELERATE GENDER EQUALITY AND DELIVER SDG 5

The year 2025 marks the 30th anniversary of the Beijing Declaration and Platform for Action, the most comprehensive and ambitious global agenda for gender equality ever adopted. Signed by 189 governments at the Fourth World Conference on Women in 1995, the Beijing Platform laid out a visionary framework for achieving a more inclusive, peaceful and prosperous world.

Three decades later, the Beijing+30 review process offers a critical opportunity to take stock. Through global, regional and national assessments in 159 countries, UN Women’s analysis reveals both hard-won progress and

urgent challenges: 88 per cent of countries have passed laws to address violence against women, and most have outlawed workplace discrimination, yet nearly one-quarter report a rising backlash that undermines gender equality. The COVID-19 pandemic, climate crises, conflict and online misogyny have further compounded risks, especially for the most marginalized ([UN Women, Women’s Rights in Review: 30 Years After Beijing, 2025](#)).

To accelerate the implementation of the Platform for Action and deliver on the SDGs, [UN Women has identified six strategic action areas](#) that all institutions must adopt:

## 1. ACHIEVE GENDER PARITY

Rapidly increase the number of women in leadership positions at all levels.

## 2. PROTECT WOMEN AND GIRLS

Safeguard women and girls from violence in all spaces, both offline and online.

## 3. CENTRE WOMEN IN EQUITABLE ECONOMIC GROWTH

Invest in women’s skills development and job creation, including in the green economy.

## 4. CLOSE THE DIGITAL GENDER GAP

Ensure equal access to technology and its benefits for women and girls.

## 5. ENABLE WOMEN TO WORK

Remove employment barriers and build supportive workplace cultures, including access to care services.

## 6. CONTRIBUTE TO PEACE AND SECURITY

Address harm, invest in gender equality and innovate to create sustainable solutions.

**In this context, the HeForShe Alliance exemplifies how collective action, institutional leadership and allyship can deliver transformative results for women and girls. Through targeted commitments, investments in women’s leadership, shared learning and partnership with UN Women, HeForShe Champions are creating measurable impact across each of the six Beijing+30 priority areas.**

# 1. ACHIEVE GENDER PARITY

The persistent underrepresentation of women in leadership remains one of the most visible indicators of gender inequality. HeForShe Champions are changing this trajectory by embedding gender parity targets in governance structures, elevating women into senior roles and reshaping internal cultures to support equitable progression.

Through collective accountability, cross-sectoral mentorship programmes and structural reforms—from constitutional amendments to inclusive talent pipelines—the HeForShe Alliance is redefining what leadership looks like. Examples of impact include the following:

- > **Spain** has taken a leading role in global efforts for gender parity in UN leadership, issuing joint statements, backed by over 80 Member States, advocating for gender rotation in the presidency of the UN General Assembly.
- > **The African Development Bank (AfDB)** increased women's representation in senior leadership from 17 per cent in 2019 to 32 per cent in 2024 by actively supporting inclusive recruitment, retention and promotion. The Bank also pursued EDGE Certification (a global standard for workplace diversity, fairness and inclusion) to institutionalize gender equality across human resources systems and workplace culture.
- > **Movember** achieved full gender parity across its organization and board, with women making up 45 per cent of senior leadership and 55 per cent of new hires.
- > **MTN Group** increased the proportion of women in leadership by 4 percentage points and in management by 2 points over three years. This was achieved through targeted hiring practices, custom development programmes and regular gender pay equity reviews.
- > **UK Policing** increased women officers in senior leadership from 24 per cent to 30 per cent, and in middle management from 22 per cent to 28 per cent, between 2017 and 2024.

- > **The International Tennis Federation (ITF)** implemented gender-balance constitutional reforms requiring at least five women and five men on the ITF Board from 2027 onwards. This followed on from a near doubling of women board candidates between 2019 and 2023.
- > **Teck Resources Limited (Teck)** is aiming for 30 per cent female representation across its workforce by 2030. To reach this goal the company has implemented gender-disaggregated succession planning and structured leadership development pathways, leading to an increase in nominations of women for senior training programmes.
- > **De Beers Group** launched gender balanced leadership programmes and strengthened reciprocal mentoring to support women's advancement.
- > **Vodafone** increased women in senior management to 36 per cent. Through inclusive hiring and parental support policies, the company is aiming to increase representation of women at this level to 40 per cent by 2030.
- > At the **International Rescue Committee (IRC)** 63 per cent of the senior leaders group identified as women. To further strengthen women's leadership, IRC launched a mentorship program pairing emerging women leaders with experienced mentors and led regional workshops in Asia, including forums in Malaysia and Bangladesh, to promote gender-inclusive work environments.
- > **Recruit Holdings** increased the proportion of women in senior executive roles from 21 per cent in 2022 to 27.5 per cent in 2025, supported by company-wide targets and coaching-based talent development programmes tailored to national contexts.

# 2. PROTECT WOMEN AND GIRLS

As gender-based violence rises in both physical and digital spaces, HeForShe Alliance members are taking action by adopting survivor-centred approaches and supporting institutional reform. Through workplace policies, allyship training, research on harmful masculinities and community education programmes, they are not only addressing the effects of violence but are also working to prevent it.

For International Women's Day 2025, HeForShe Champions issued a [powerful Joint Open Letter calling for urgent action against online misogyny](#). Signed by leaders across multilateral sectors, the statement outlined the following **Five-Point Plan for Change**:

- + Strengthening platform governance
- + Improving legal accountability
- + Increasing transparency
- + Scaling up education
- + Boosting digital literacy

This marked a defining moment of **collective voice and leadership** on an issue that undermines the visibility, safety and voice of women and girls globally.

By tackling violence as a systemic issue embedded in cultures, workplaces and digital platforms, the Alliance sets a powerful precedent: that safety is a foundational right and safeguarding must be a core institutional responsibility. Examples of impact include the following:

- > **Spain** adopted a new National Pact Against Gender-Based Violence in 2025, expanding measures aimed at combating GBV to 462 and increasing funding to €1.5 billion, with targeted support for rural women and women with disabilities. The new Pact introduces new 3 priorities, such as vicarious, economic and technology facilitated gender-based violence.
- > **AfDB** integrated GBV safeguards into infrastructure and economic programmes, ensuring that development interventions actively mitigate risks to women and girls.

- > **Vodafone** trained 250 "Allies Against Abuse" and reached 27.7 million people through the Vodafone Foundation's 2024 "16 Days of Activism" campaign, which resulted in over 200,000 people accessing the Bright Sky platform – the highest engagement ever for the campaign.
- > **Teck** trained over 100 leaders in trauma-informed responses to GBV; 96 per cent of staff completed respectful workplace training.
- > **De Beers** piloted a "Bystander Intervention" programme in Namibia, training 321 employees to prevent and respond to harmful workplace behaviour, with 98 per cent of participants recommending the course.
- > **Movember** conducted a landmark study on the influence of online masculinity influencers, offering insights for countering digital misogyny and how to engage young men more effectively.
- > **MTN** strengthened digital and physical protections against GBV by expanding its Child Online Protection Programme across multiple markets, training youth as safety advocates and partnering with the Internet Watch Foundation to block harmful content.
- > **UK Policing** has expanded its commitment from tackling domestic abuse to eliminating sexism and misogyny within police culture. Through their HeForShe network, police forces share best practices via annual reports and events.
- > **IRC** launched a new Safeguarding Policy, reaffirming their commitment to preventing and responding in a serious and timely manner to all forms of abuse, exploitation or harassment by staff or those associated with the organisation.

### 3. CENTRE WOMEN IN EQUITABLE ECONOMIC GROWTH

Economic inequality remains a key barrier to gender equality. In response, Alliance partners are investing in the infrastructure needed to support women’s economic empowerment. Their efforts include entrepreneurial training, inclusion in the green economy and local job creation. These programmes target systemic inequities and help ensure that women have equal access to economic opportunity and mobility.

By integrating gender lenses into economic development, especially for underserved populations like Indigenous and forcibly displaced women, HeForShe partners are not only supporting individuals, they are creating ripple effects across families, communities and markets. Examples of impact include:

- > **Spain** reached a historic milestone with over 10.1M women employed, a record driven by a set of progressive policies. For example, the reform of labor legislation led to more stable and indefinite jobs, especially for women; the increase of the minimum wage positively impacted women, who make up over 65% of minimum-wage earners and the establishment of equal pay regulations in large companies promoted fairness and inclusion.
- > **ITF** funds women’s participation in global sports leadership and Olympic coaching programmes.

- > **De Beers Group** has supported over 3,000 women to date through EntreprenHER, providing training, mentorship and micro-financing. In 2024, they launched a third phase to reach a total of 1,500 women, including access to new grants and loans.
- > **AfDB** approved over \$2.5 billion in financing through the Affirmative Finance Action for Women in Africa (AFAWA) initiative to close the gender financing gap. The programme has reached over 24,000 women entrepreneurs via 185 financial institutions across 44 countries.
- > **Teck** has empowered more than 8,000 Indigenous women in Chile improving their social and economic participation through the Originarias Programme and provided bursaries to the Forum E-series for over 150 women entrepreneurs in North America.
- > **MTN** delivered inclusive skills-building through the MTN Skills Academy, providing thousands of women, particularly in underserved communities, with access to online training in financial literacy, digital marketing and entrepreneurship.

### 4. CLOSE THE DIGITAL GENDER GAP

Digital technologies offer enormous potential, but access, safety and digital literacy remain deeply unequal. HeForShe Champions are bridging this divide by providing women and girls with digital skills, safe technologies and leadership opportunities in science, technology, engineering and mathematics (STEM) and innovation.

Through partnerships, platforms and targeted investment, the Alliance is helping to ensure that women not only use technology but also shape it. Examples of impact include:

- > **Spain** implements the 2026 Digital Spain Strategy and the Digital Skills State Plan, which include gender-responsive programs targeting women to ensure they achieve basic digital skills. Funding lines such as ENISA Digital Women Entrepreneurs provide 52 million Euros for women-led digital projects.
- > **Vodafone’s Bright Sky app** has been downloaded over 1.2 million times and is supported by a newly upgraded website, providing safe, anonymous support across 13 countries.
- > **AfDB** launched a \$52.8 million technical and vocational education and training (TVET) initiative in Kenya to boost digital and technical skills among women and youth. The programme trained 600 technical instructors—40 per cent of whom are women—in fields such as information and communication technology (ICT), electrical engineering and mechanical engineering.
- > **De Beers** continued the Trailblazer Accelerator programme with WomHub to support women running STEM-based sustainability ventures.
- > **MTN** advanced digital inclusion for women and girls by launching coding bootcamps, ICT scholarships and mentorship programmes designed to equip young women with the skills needed to thrive in the digital economy.

## 5. ENABLE WOMEN TO WORK

**Even where rights exist, structural barriers—from caregiving responsibilities to unconscious bias—continue to limit women’s full participation in the workforce. HeForShe partners are actively dismantling these barriers by redesigning policies, implementing flexible work and fostering inclusive, family-friendly workplaces.**

Crucially, Alliance members are moving beyond performative commitments. They are tracking results, updating promotion practices and investing in long-term systemic change. Examples of impact include the following:

- > **Spain** implements the Plan for equally sharing of household responsibilities between women and men, which aims to reduce the gender gap in unpaid caregiving work by shifting the society from work-life balance to shared responsibility. In 2024, the Plan was reinforced with an investment of 142,5 million Euros to support families with children under 16 through professional caregiving networks, dignifying and professionalizing caregiving work, creating quality jobs – mostly for women, and promoting cultural change towards shared caregiving responsibilities by men.
- > **AfDB** mainstreamed gender across operations by promoting flexible work policies, investing in care infrastructure and supporting time-saving services (e.g. access to clean energy and water). This approach addressed unpaid care burdens and created paid care work opportunities to increase women’s labour force participation.

- > **Teck** uses gender-disaggregated measurement of equal opportunity in the talent cycle and bias-aware recruitment to support equitable advancement.
- > **IRC** launched the #InHerWords Campaign to celebrate staff, featuring global nominations, a video series spotlighting women in non-traditional roles, and a panel event that sparked widespread engagement across the organisation and beyond.
- > **UK Policing** implemented Flexible Working Advocates and HeForShe Allies who support equitable hiring and promotion.
- > **ITF** revamped promotion processes, achieving a 43 per cent promotion rate for women in 2024.
- > **Vodafone** introduced a global parental leave policy to promote shared caregiving and workplace equality and has implemented menopause support programmes to foster an inclusive environment for women at all life stages.
- > **MTN** implemented inclusive workplace policies across its operations, including maternity and wellbeing leave, hybrid work options, and on-site childcare support, creating flexible environments where women can balance career and caregiving responsibilities.

## 6. CONTRIBUTE TO PEACE AND SECURITY

**Women are critical to building and sustaining peace, yet remain underrepresented in security and conflict resolution spaces. Alliance members are ensuring women’s participation in peacebuilding and advancing gender equality in crisis-affected contexts.**

Through psychosocial support, legal services and recognition of Indigenous leadership and traditions, HeForShe Champions are creating more inclusive and effective peace and security frameworks. Examples of impact include the following:

- > **Spain** supports regional women-mediation networks in the Mediterranean, Sahel and Latin America by providing funding, training and diplomatic platforms. Amplifying women’s voices in negotiations and conflict resolution fosters sustainable peace.
- > **AfDB** implemented gender-responsive projects in fragile and conflict-affected states, including a joint initiative with the United Nations Convention to Combat Desertification (UNCCD) that enhances drought resilience for women and girls in Madagascar, Mozambique and Zimbabwe.

The Bank also supports women’s entrepreneurship, access to finance and governance participation in post-conflict recovery settings.

- > **IRC** institutionalized Safe, Inclusive, and Transformative Programming to ensure all clients—especially those at risk of exclusion—can safely access, influence and benefit from affirming services that address intersecting identities and systemic inequalities.
- > **Teck** supports the Moose Hide Campaign and Be More Than a Bystander program to address GBV and domestic violence and to encourage men and boys to stand up against violence and support victims.

As this milestone year reminds us, progress is possible—but not guaranteed. The HeForShe Alliance demonstrates what is achievable when institutions commit to structural change, allyship and shared accountability. With only five years left to deliver on the SDGs, the path forward demands deeper ambition and faster action. Now is the moment to scale up what works, close the gaps that remain and ensure that gender equality is not just a vision of the past, but a reality for the future.



# COLLECTIVE IMPACT OF THE HeForShe ALLIANCE IN 2024

The HeForShe Alliance has generated significant positive impacts for women and girls through the coordinated commitments and initiatives of its Champions under the umbrella of the WEPs.

## Progress on Key Performance Indicators (KPIs) Related to Gender-equal Representation:

By holding themselves accountable, the Alliance members have made significant strides in gender-equal representation in their institutions. Between 2023 and 2024:

- + 38 per cent of Champions increased overall female representation in their companies;
- + 50 per cent boosted female representation within the top 6 per cent of their organizations;
- + 14 per cent have increased the percentage of women on their boards of directors;
- + 50 per cent have increased the number of new women hired.

These achievements underscore the power of collective efforts in advancing gender equality and empowering women and girls globally. HeForShe Champions have created inclusive workplaces, supported survivors of violence, promoted gender parity, empowered women in leadership and STEM fields and fostered economic and educational opportunities. These figures reflect not only the scale of HeForShe's impact but also its unique ability to drive change across industries and sectors, embedding gender equality into both institutional culture and community-based action.

## Overall Assessment

**Outreach Capacity:** In 2024, the HeForShe Alliance reached a total of nearly **40 million people**.

This includes **1.24 million direct beneficiaries**—primarily women, girls and other community members—who have participated in GBV prevention programmes and gained digital access to support services, STEM education and economic empowerment opportunities.

HeForShe partners engaged **923 employees** in 2024 through initiatives such as respectful workplace training, GBV response training, male allyship programmes and mentorship schemes. These efforts reflect a strong commitment to transforming organizational culture and equipping staff with the tools to advance gender equity from within.

In addition, partners reached over **38.6 million indirect beneficiaries** through awareness-raising programmes and implementation of HeForShe signature tools in their work. This widespread outreach reflects the Alliance's ability to drive meaningful impact across diverse geographies and sectors.

**Financial Investment:** The Alliance demonstrated a strong financial commitment to gender equality by directly allocating approximately **\$34.4 million** to gender equality objectives, along with over **\$2.59 billion in gender-related** lending aimed at improving the lives of women across the continent of Africa.

These resources supported large-scale programmes such as women's entrepreneurship training, STEM scholarships and gender equality in sport. This significant level of funding illustrates the seriousness with which Alliance partners are integrating these priorities into their operations and philanthropic activities.





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# HeForShe Italy

Gender equality remains a prominent topic on Italy’s public agenda, attracting increasing attention through awareness campaigns and policymaking efforts. Yet data and statistics reveal a concerning decline in the country’s ranking on equal opportunities. This is largely driven by workplace conditions and cultural norms that discourage female participation, along with deeply rooted gender stereotypes. In many parts of the country traditional expectations still often relegate women to caregiving roles at home.

Even more alarming is the persistence of gender-based violence and femicide, which transcends generations and shifting cultural mores. These forms of violence are rooted in traditional patriarchy and given a new platform by modern, social media-driven lifestyles. In some social contexts, violence is still bound up with notions of virility and machismo, is not always condemned and, on occasion, even admired.

However, in recent years, public mobilization against GBV and femicide has intensified, with growing recognition of the need for cultural and societal transformation.

A powerful figure at the forefront of this movement is Gino Cecchettin, who lost his young daughter in a brutal murder. With remarkable dignity and resolve, he established a foundation committed to ending gender-based violence in Italy, beginning with education initiatives in schools. He has become a symbol of a new kind of masculinity—one that rejects violence and champions equality. His message has resonated deeply, helping to build a growing political and societal consensus on the importance of advancing gender equality and ensuring safety and dignity for all.

In May 2025, UN Women Italy launched the HeForShe Italian Chapter. It establishes a local hub able to engage at all levels of society, supporting the rising momentum for accelerating progress on gender equality. At the launch of the Chapter we

appointed our first HeForShe ambassadors. These included our guest of honour Gino Cecchettin; Alessio Boni, a well-known actor with a personal and professional commitment to gender equality; Professor Alessandro Rosina, a leading advocate of equality agenda; and Luca Fratini, coordinator of the UN Agenda for Women, Youth, and Peace and Security at the Italian Ministry of Foreign Affairs.

The event was attended by around 100 guests from the private sector, academia, civil society and institutions, many of whom contributed donations to support the financial sustainability of the UN Women Italian National Committee. Both traditional and social media coverage drew broader interest from business and a wide range of stakeholders, raising the visibility of the initiative and its goals.

We aim to capitalize on this positive start by maintaining an active HeForShe ambassador network through ongoing engagement, and by supporting individual ambassador efforts that align with our mission. We also intend to expand the network by identifying and appointing our Italian Champions. In particular, we hope to form partnerships with leading sports clubs—across football, rugby and other disciplines—to help drive a change in attitudes. Taken together, these measures can build on the growing public appetite for confronting entrenched norms and make way for genuine societal change.

**“I am honored to contribute to the HeForShe initiative, which reflects the same values upheld by the Foundation established in Giulia’s memory. Only by fostering a culture of respect and responsibility in relationships can we effectively combat gender-based violence. Men, often trapped in models that distance them from themselves and others, must play an active role in this transformation—for their own sake, for women, and for society as a whole.”**

**- Gino Cecchettin**  
President Giulia Cecchettin Foundation





# HeForShe Spain

Spain has made notable progress in advancing in gender equality in recent years. However, challenges persist—particularly in engaging men and boys as partners in promoting feminist principles and achieving gender parity. The HeForShe Spanish Chapter intends to address these interconnected issues by mobilizing men as allies to dismantle structural barriers, champion workplace flexibility and shared responsibility, and drive cultural transformation toward genuine gender equality in professional and domestic contexts.

The appointment of H.E. Mr Pedro Sánchez, President of the Government of Spain, as a HeForShe Champion by UN Women in September 2024 creates an unprecedented opportunity to amplify our Chapter's visibility and impact. This national leadership provides strategic leverage to attract partnerships across corporate and public sectors, opening a unique window for engaging major Spanish corporations and public entities in driving institutional change.

Current geopolitical tensions make engaging men and boys in gender equality more urgent than ever. Anti-feminist sentiments are rising globally, creating what experts describe as **"a steady erosion of the rights that feminist movements fought for with so much effort over the years."**

This context underscores the critical importance of our mission and the timeliness of expanding our reach.

We have established a dedicated HeForShe working group within our Corporate Advocacy and Public Advocacy teams to begin developing the HeForShe Strategy and National Chapter.

As we work towards finalizing our HeForShe national strategy we are simultaneously creating tailored strategies and action plans for civil society, public institutions and the corporate sector.

We are also establishing selection criteria for future Changemakers in alignment with existing HeForShe global standards and other national Chapters' frameworks.

When the strategy is complete, we will reach out to corporations, public institutions and civil society organizations and at the same time develop comprehensive criteria and monitoring systems to track and evaluate institutional and corporate progress on HeForShe commitments.

Finally, we plan to launch a national communication campaign to raise awareness of the HeForShe initiative throughout Spain.





# HeForShe Mexico

Mexico has made significant progress in advancing women’s rights and achieving gender equality, especially at the legislative and policy levels. However, lack of funding and structural challenges mean that implementation of new rules and regulations is often poor. In addition, harmful gender stereotypes persist, which hamper women’s economic empowerment, limiting their opportunities to advance or contribute fully to society.

At the same time, GBV and femicide remain widespread and often go unreported. The problem is compounded by deep-seated cultural norms that perpetuate patriarchal beliefs, and by weak law enforcement.

HeForShe Mexico is working to end damaging gender stereotypes by promoting positive narratives around masculinities, taking a sociocultural change approach in its programmes and communication strategies. We challenge traditional social norms through awareness-raising campaigns disseminated through a variety of media channels, including social media.

As a partner in one of UN Women’s most high-profile and influential initiatives in Mexico, the Chapter can reach out to a range of stakeholders to help them set clear commitments and implement concrete action that leads to meaningful institutional change. We work with government institutions, private sector companies, academia, media and public figures who not only recognize what HeForShe stands for but actively seek to be associated with it.

By developing a range of tailor-made initiatives, the Mexico Country Office has strengthened the visibility and leadership of HeForShe and UN Women in advancing gender equality. Its advocacy initiatives have also helped to build new alliances with a large number of stakeholders to drive collective action on gender equality and women’s empowerment. Given the current funding landscape, it is more important than ever to

find innovative ways to mobilize resources and to further diversify funding sources.

UN Women continues to work with institutions and individuals to identify relevant, measurable and achievable objectives, and they in turn sign commitments to promote gender equality. UN Women Mexico has developed a model for effective monitoring and reporting of progress on this core aim.

To date, **59 institutions across all sectors in the country have joined HeForShe**, while **over 134,000 individuals have registered as members**.

The Mexico Chapter of HeForShe will continue to work closely with UN Women to ensure organization-wide alignment on strategic priorities to advance the cause of gender equality.

Positioning HeForShe as a pilot strategy for individual giving in Mexico allows UN Women to explore new ways of engaging the public beyond awareness-raising.





# HeForShe Central Asia

The HeForShe Central Asia Chapter confronts a range of persistent challenges that impede progress toward gender equality and the effective prevention of GBV. These include deeply rooted cultural and social norms, particularly in conservative and rural areas, which reinforce stigma, discourage survivors from seeking support, and sustain harmful power imbalances—factors compounded by institutional barriers and discriminatory practices. HeForShe Central Asia advances the core priorities of the Alliance, which include preventing violence, ensuring equal participation in decision-making processes, engaging men and empowering women and girls.

Actions by UN Women Kazakhstan and the Central Asian Alliance to End Gender-Based Violence (EGBV) have led to significant changes in behaviour and gender/social norms. The EGBV, a multi-stakeholder regional platform supported by UN Women and currently funded by the Government of Kazakhstan, unites a wide range of actors from Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, including civil society organizations, youth networks, human rights defenders, independent experts and media representatives.

A major milestone was the launch in 2022 of the first region-wide HeForShe communication campaign in Central Asia. Aimed at engaging men across the region to promote the eradication of GBV and gender-based discrimination, the campaign is part of the European Union-UN Spotlight Initiative Regional Programme for Central Asia and Afghanistan. Some 90 students took part in a panel discussion entitled “Life Without Violence”, held in Turkestan, Kazakhstan, which emphasized the critical role of men and boys in ending GBV. Prominent HeForShe Central Asia allies including Dr. Moldiyar Yergebekov and Aziz Beishenaliyev, a moviemaker and actor, shared their perspectives on flexible masculinity, engaged fatherhood, partnership and the role of men and boys in ending violence against women and girls.

To challenge traditional notions of masculinity and address toxic masculinity, a [HeForShe Central Asia comic book](#) was developed and published in 2025. HeForShe Central Asia allies, bloggers and social media influencers also helped to raise public awareness about social norms and gender stereotypes, with a live session on Russkoe Radio in Kazakhstan, along with publications on the digital platforms [Manshuk](#) and [Comode.kz](#), reaching a combined audience of 94,000 people.

The 2025 premieres of three videos developed by HeForShe Central Asia based on regional traditions and related themes—“[One Day](#)”, “[Judo](#)” and “[Father and Son](#)”—attracted over 1 million views. HeForShe Central Asia has also released seven podcast episodes in 2025 on flexible masculinity and gender-based discrimination, which are available on [YouTube](#) and have gathered 2,308 views. Additionally, Citix, a key partner of UN Women and the EGBV, a WEPs signatory and Generation Equality Forum Action Coalition commitment maker, showcased testimonials and videos from HeForShe Central Asia allies on 132 smart street boards across Astana and Almaty cities. These displays were viewed over 230,000 times as part of the 16 Days of Activism campaign.

A panel discussion organized by UN Women and the EGBV with HeForShe Central Asia allies, opinion leaders and a journalist from Tajikistan attracted over 500 participants, including national partners, diplomats, civil society organizations, youth and activists from across the region. The debate aimed to raise awareness about strategies to combat and prevent GBV, and to promote the concept of new masculinity while addressing harmful gender stereotypes and evolving gender roles. It was arranged in collaboration with the Qurmangazy Kazakh National Conservatory and the Crisis Centers Union in Kazakhstan, with additional support from the National Commission for Women’s Affairs and Social and Demographic

Policy under the President of the Republic of Kazakhstan, and the Kazakh Ministry of Foreign Affairs.

Our next steps are grounded in building a more inclusive, visible and sustainable movement to empower both women and men to become agents of change in addressing the root causes of inequality and violence. The HeForShe Central Asia Chapter will focus on deepening engagement with key stakeholders and expanding its regional footprint. The EGBV plans to strengthen cross-border collaboration among youth groups, civil society and government partners by hosting regional dialogues and capacity-building workshops that foster shared learning and coordinated action against GBV. A key priority is to amplify the voices of young men through outreach campaigns at universities. This will help to cultivate a new generation of advocates who challenge harmful norms and promote gender equality in their communities.

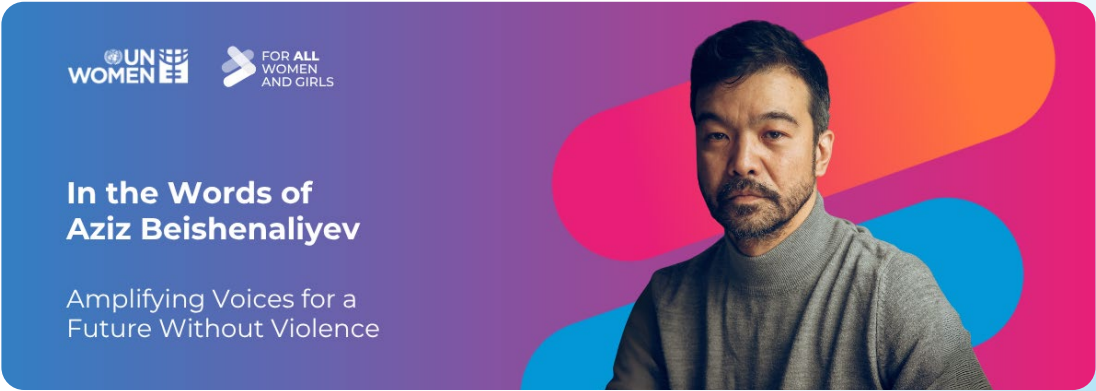
We aim to invest in data-driven advocacy and impact measurement tools to better track our progress, inform policy recommendations and ensure accountability. Strengthening media engagement and storytelling will also be central to our strategy, highlighting personal stories and positive male role models across Central Asia.

**"Let any man who believes that women's rights require no special protection put himself in her place. And if, in that position, he finds himself just as satisfied with life as always, then I will admit he is right. But not before."**

**Aziz Beishenaliyev**  
Moviemaker, Actor and  
HeForShe Central Asia Advocate  
Kazakhstan

**"I support feminism because I have a conscience. I don't object when women criticize all men collectively because I have eyes and ears. I don't witness discrimination against women because I create an environment where it's not allowed."**

**Daniar Amanaliyev**  
Entrepreneur, Public Thinker, Cultural Architect  
and HeForShe Central Asia Advocate  
Kyrgyz Republic



# HeForShe Brazil

The current context is particularly conducive to mobilizing men in the debate on women's rights in Brazil. The expansion of public discourse on gender equity, combined with the persistence of structural inequalities, makes the active participation of all segments of society imperative. In this scenario, male engagement should not be seen as a replacement for female leadership, but rather as an ethical and social commitment to building a more just, inclusive and democratic society. Moreover, there is a growing willingness among men to critically reflect on gender roles and their implications in interpersonal and institutional relationships. This openness represents a strategic opportunity to foster dialogue, promote shared responsibility and consolidate progress in gender equality policies. Mobilizing men at this moment is therefore not only necessary but urgent, so that cultural and institutional transformation against patriarchal masculinities and in favour of women's rights becomes effective and lasting.

As part of renewed efforts to mobilize around the HeForShe movement, the Brazil CO launched two major brand initiatives. The first took place at the **Porão do Rock** music festival in Brasília, featuring a campaign video shown on the main stage and the distribution of branded materials and informational content to attendees. Over 25,000 people attended the festival across both days and interacted with the HeForShe activation spaces, including a branded backdrop and giveaways.

Additionally, representatives from over 40 institutions—including ministries, parliament, and civil society—gathered at the UN House to mark the appointment of HeForShe National Changemaker Edegar Pretto.

Looking ahead, HeForShe Brazil Chapter aims to mobilize more companies to join the HeForShe Alliance and to step up efforts to raise funds to support national and local impact campaigns. New HeForShe Changemaker Edegar Pretto will play a key role in encouraging more companies to join the Alliance, so that discussions on transformative masculinities can reach an even broader audience.

**“Being appointed as a HeForShe Advocate is the result of 15 years of listening to social movements and promoting awareness and actions to ending violence against women. For the past 15 years, I have sought to stand in solidarity with women’s demands, always learning from them and embracing my role as a man who wants a better, violence-free society. This journey would not have been possible without all the women who walked alongside me, showing me how critical the issue is.”**

**- Edegar Pretto**  
HeForShe National Changemaker





# HeForShe AROUND THE WORLD

Central to UN Women’s strategic plan is our commitment to shifting social norms and transforming the patriarchal masculinities that underpin gender inequality and violence. The HeForShe movement embodies this vision by engaging men and boys as allies and change agents across diverse contexts.

Through locally led initiatives, UN Women country offices are advancing this global agenda—challenging harmful attitudes, promoting equitable masculinities and fostering inclusive communities. This section showcases key examples from around the world where collective, community-driven action is driving meaningful shifts in social norms and accelerating progress toward gender equality.

## HeForShe In Sweden

In Gothenburg, HeForShe is driving local efforts to advance gender equality. A recent conference, led by UN Women Sweden and its Gothenburg Chapter with support from the County Administrative Board of Västra Götaland, brought together policymakers, activists and frontline organizations to explore how men and boys can help prevent violence and promote inclusive communities.

Grounded in practical tools and local experience, the event highlighted how cross-sector collaboration can turn commitment into action. Speakers from Gothenburg’s City Executive Board and intersectional equality advocates shared strategies to communicate the value of equality in everyday terms. The conference reinforced HeForShe’s role as a catalyst for community-led change across Sweden.



## HeForShe In Bolivia

In Bolivia, HeForShe continues to strengthen the movement for workplace equity through the **Actions for Equality**. Organized by UN Women Bolivia in collaboration with national and international partners, the initiative celebrates concrete efforts to create more inclusive, gender-equal work environments across the country.

The third edition of the recognition awards, held in 2025, focused on three key areas: financial inclusion, women’s leadership and shared responsibility in caregiving. By highlighting tangible progress in these areas, the initiative not only honoured successful practices but also reinforced the growing momentum of male allyship in business leadership. With a nationwide reach, Actions for Equality is helping to embed gender equality as a central driver of Bolivia’s social and economic development.





# HeForShe In Rwanda

In Rwanda, HeForShe harnessed the power of humour to challenge harmful gender stereotypes through the innovative #HinduraBlague campaign. Building on HeForShe’s global campaign #ChangeThePunchline, which engaged men and boys in addressing misogynistic language, #HinduraBlague partnered with comedians and influencers to promote respectful, inclusive humor that unites communities rather than divides them.

Rwanda’s campaign trained 21 rising comedians through workshops and integrated gender-sensitive messaging into popular platforms like the Gen Z Comedy Show. The entire campaign reached a potential audience of over 2 million people online. With strong public engagement and over 42,000 social media interactions, #HinduraBlague drove a national movement to reshape entertainment norms, encouraging positive masculinities and fostering a culture of respect and equality.



# HeForShe In Vietnam

In Vietnam, HeForShe took to the skies with the symbolic “Magenta Flight” a Vietnam Airlines initiative launched in partnership with UN Women Vietnam to spread the message of gender equality. The flight, which carried HeForShe branding and campaign messaging, served as a powerful call to action reminding passengers that advancing gender equality is a shared responsibility.

Beyond the symbolism, the initiative brought meaningful outreach to life. Stakeholders including UN Women, Vietnam Airlines and local authorities visited the Can Tho Shelter Center to deliver support and solidarity to women in vulnerable situations. This localized approach to HeForShe demonstrated how creative public engagement combined with direct community impact can inspire allyship and strengthen national momentum for gender equality.



# HeForShe In Germany

In Germany, HeForShe is helping reshape public conversations around masculinity and gender equality through national media. A recent ARTE documentary, “Männer und Feminismus. Geht das?“, translated to “Men and Feminism, is that possible?” featured HeForShe Germany advocate Fikri Anil Altıntaş alongside other male allies and feminist voices, spotlighting how men can play a transformative role in advancing equality.

Through his advocacy, Altıntaş encourages open dialogue about masculinity and inclusion, helping dismantle patriarchal norms and expand the feminist conversation. The documentary reached broad German and French-speaking audiences, offering a compelling call to action: gender equality requires solidarity, shared responsibility, and space for men to engage meaningfully. This initiative underscores how media can serve as a powerful platform to drive cultural change and deepen public understanding of inclusive feminism.



# HeForShe In Liberia

In Liberia, HeForShe is strengthening its local impact by encouraging men within the UN system to actively support efforts to end GBV. In response to growing concerns about GBV, the One UN in Liberia hosted a dedicated men’s conference to strengthen awareness, promote accountability and recognize male staff as ambassadors for positive change. The event brought together UN personnel, civil society and media partners to support a shared commitment to safer, more inclusive communities.

With support from UN Women Liberia, the Office of the United Nations High Commissioner for Human Rights (OHCHR), and the Resident Coordinator’s Office, the conference emphasized the importance of male allyship in shifting social norms. Participants pledged to lead by example in the workplace, at home and beyond, underscoring HeForShe’s mission to foster inclusive leadership and collective responsibility for equality.





# HeForShe In Ukraine

In Ukraine, HeForShe continues to uplift women’s contributions to culture and national resilience through the annual **Women in Arts. The Resistance Award**. Now in its fifth edition, this prestigious award recognizes the achievements of women artists across multiple disciplines, and honours those who have been lost amid ongoing conflict. Embedded within a spirit of resistance and resilience, the 2024 ceremony highlights how women in the arts serve as vital voices in Ukraine’s journey toward peace and recovery.

The award process, overseen by expert juries, reflected evolving criteria that recognized not only artistic excellence but also contributions to Ukraine’s cultural strength during times of adversity. By shining a spotlight on female creativity and leadership, Women in Arts reinforces HeForShe’s commitment to gender equality and cultural empowerment, amplifying Ukrainian women’s influence nationally and internationally even amid challenging circumstances.



# HeForShe In South Africa

In South Africa, HeForShe partnered with local institutions to host a youth-led dialogue on “Transforming Patriarchal Masculinities for a Gender-Equal World”, advancing UN Women’s global mission to shift harmful social norms and promote inclusive masculinities. Bringing together 150 young people from diverse educational backgrounds, the event created a platform for youth voices to influence national and global policy, including recommendations for South Africa’s upcoming G20 Women Empowerment Ministerial.

Grounded in South Africa’s National Strategic Plan on Gender-Based Violence and Femicide, the dialogue emphasized unlearning harmful masculinities and embracing positive, respectful behaviours. Participants including students, activists, government and civil society representatives engaged in critical conversations about men’s roles as allies in promoting equality and preventing violence.



# HeForShe In Türkiye

In Türkiye, HeForShe continues to breakdown gender stereotypes in the world of sport. UN Women under the HeForShe movement, in partnership with Fenerbahçe Sports Club and with the support of Tüpraş, has implemented the “Advancing Gender Equality in and through Sports in Türkiye” project.

The Gender-Responsive Sports Reporting Handbook was developed as part of this project. It draws upon international resources and data gathered from previously conducted gender-responsive sports reporting workshops. This handbook highlights the key elements of gender-responsive sports journalism for media professionals involved in or looking to pursue sports reporting. The handbook provides guidance to media professionals engaged in sports reporting and serves as a reference for journalists, editors, presenters, graphic designers and content creators across television, radio, digital media and social media platforms. A practical guide that media professionals can easily keep on hand, it highlights key points in text boxes and is supported by checklists and actionable recommendations. The sources forming the basis of the text body are provided at the end of the handbook for further reading.



# HeForShe In Japan

In 2024, UN Women Japan’s Liaison Office marked International Women’s Day with a HeForShe-focused public event in Tokyo, bringing together leaders from business and civil society to discuss gender equality trends and the importance of male allyship.

The dialogue highlighted the importance of inclusive workplace cultures and empowering women to advance in their careers, while engaging men as partners in promoting equality. The event showcased how locally led initiatives can foster meaningful conversations that challenge traditional gender norms and inspire collective action. These efforts illustrate how local action in Japan is contributing to UN Women’s global mission of transforming social norms and patriarchal masculinities to advance gender equality.



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# THE GOVERNMENT OF SPAIN

## The HeForShe Actions, Activities and Interventions

> The Spanish Congress has updated its 2017 National Pact against Gender-Based Violence: The new pact expands the number of measures from 290 to 462, and introduces new areas such as vicarious violence, economic violence and digital violence. In addition, other forms of violence against women already included in the previous pact, such as sexual violence and trafficking for sexual exploitation, are addressed in greater depth. Special attention is paid to rural women and women with disabilities.

> Spain has continued to advocate for gender rotation in the presidency of the United Nations General Assembly. At the 79th Session of the UN General Assembly on the revitalization of its work, held on 4 November 2024, Spain made a statement— supported by 81 Member States— on women’s representation in UN leadership positions. In February 2025, in the framework of the Ad Hoc Working Group on the Revitalisation of the General Assembly, Spain delivered a joint statement on behalf of Spain, Mexico and Slovenia, as well as 61 other Member States.

> Spain sent high-level representation to the sixty-ninth session of the CSW, held in New York in March 2025 to commemorate the 30th anniversary of the Beijing Declaration and Platform of Action. The Ministry of Equality and other senior representatives strongly defended women’s rights and pushed for Spanish priorities, including the fight against technology-facilitated, gender-based violence, the participation of women in politics and the implementation of a feminist foreign policy.

## Context & Ambition

The Gender Equality Index 2024 of the European Institute for Gender Equality has confirmed that Spain remains the fourth most advanced European Union country in terms of gender equality. It highlights particular progress in access to positions of power and in political decision-making, along with a growing public awareness of feminism and women’s rights. However, progress in health has stalled, marking a setback for gender equality, while issues such as the gender pay gap and unequal care work persist.





H.E. PEDRO  
SÁNCHEZ

THE GOVERNMENT  
OF SPAIN

PRESIDENT

“

In this context of special difficulty for multilateralism and setbacks in the respect of human rights, defending gender equality means reaffirming the universality and interdependence of all human rights, and thus contributing to the creation of more just, tolerant, and inclusive societies. **Men must be part of this change.**

”



Key Results

Spain has implemented its HeForShe commitments across various departments, including the Ministry of Foreign Affairs, European Union and Cooperation and the Office of the President of the Government. While the exact number of beneficiaries is difficult to determine, the broader impact is significant. By increasing financial contributions to UN Women and advancing gender-focused legislation, the reach and influence of Spain’s commitments continue to grow. By promoting gender parity at all levels and adopting a feminist approach across all policies, Spain fosters systemic change that benefits women across sectors and society.

To support this work, the Ministry of Foreign Affairs, European Union and Cooperation approved the allocation of almost €5 million to UN Women core funding and €250,000 to the UN Women Office in Geneva. In parallel, the newly adopted National Pact Against Gender-Based Violence, passed by Congress in February 2025, marks a major milestone. With a 50 per cent increase in funding, the pact now totals €1.5 billion over its five-year duration, demonstrating Spain’s sustained commitment to eliminating GBV.

Approximately eight staff members across relevant ministries are directly assigned to the implementation of the HeForShe commitments, ensuring coordination and institutional support. Key results to date include the increase in UN Women core funding, the adoption of feminist legislation—most notably the new pact against GBV—and continued advocacy for gender rotation in the presidency of the United Nations General Assembly, with a growing number of Member States joining this initiative.

Closing & Next Steps

In recent years, a broad consensus in favour of gender equality has emerged in Spanish society, supported by all main political parties. However, despite this, outmoded attitudes to gender persist among certain segments of the population. We need greater engagement from men who support gender equality to combat these views. The HeForShe initiative offers a key tool to mobilize male allies in this endeavour. Spanish government policy to advance women’s rights and build a feminist society is fully in line with the aims of the HeForShe initiative. In support of these policies, the government will continue to take a whole-of-government approach, with all ministries integrating gender equality and implementing feminist policies at both the national and international level. It will also ensure that sufficient funding is secured to deliver these aims.

In broader terms, amid democratic decline and the rise of autocratic regimes, hard-won progress on women’s and girls’ rights and gender equality is under threat. In response, Spain is working with likeminded Member States to halt the backlash. Civil society, despite facing increasing restrictions and direct attacks to human rights defenders, continues to mobilize to fight against the erosion of gender rights. Such efforts must be supported. In this climate, male allies have a crucial role. The HeForShe initiative is essential for mobilizing high-level men who defend gender equality and help drive lasting change.

# AFRICAN DEVELOPMENT BANK (AfDB)

## HeForShe Commitments

AfDB is committed to promoting gender equality through its policies, programmes and investments. Under its Gender Strategy (2021-2025), the Bank aims to accelerate women's economic empowerment by focusing on access to finance, skills development and policy reform. KPIs include increasing the share of women benefiting from bank-supported programmes and strengthening gender-responsive policies across African economies.

The Bank also aims to foster gender diversity within its leadership team and ensure that gender-responsive policies are a part of its institutional culture.

## WEPs Alignment



AfDB's impact story falls under Principles 1, 2 & 3:

### Principle 1:

Establish high-level corporate leadership for gender equality. AfDB started the EDGE Certification process, obtaining "Assess" level indicating that the organization is taking a proactive approach towards creating a diverse and equitable workplace.

## Context & Ambition

Since joining the HeForShe Alliance in 2024, the AfDB has expanded its gender-focused initiatives to accelerate progress toward gender equality in Africa. Recognizing the socioeconomic impact of the COVID-19 pandemic on women, the AfDB has adapted by increasing funding for women entrepreneurs and expanding digital training programmes.

The Bank remains committed to aligning its gender goals with its overarching strategic priorities, ensuring that gender equality is embedded in its broader economic development strategy.

Through joining the HeForShe Alliance, the AfDB will continue to spearhead transformative change toward achieving gender equality, and join with other global leaders in inspiring greater involvement to ensure this change is delivered.

### Principle 2:

Treat all women and men fairly at work – respect and support human rights and non-discrimination. The Bank takes a comprehensive gender mainstreaming approach, integrating gender concerns across all areas of the Bank from staffing and work culture to policies and programmes.

### Principle 3:

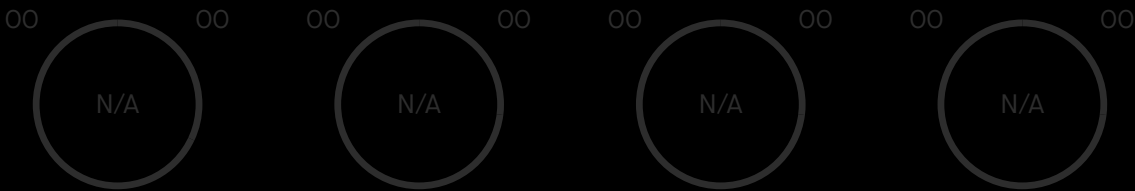
Ensure the health, safety and well-being of all women and men workers. AfDB organized wellness and engagement events along with an occupational health and safety event in 2024.

## DATA RESULTS NEW CHAMPION

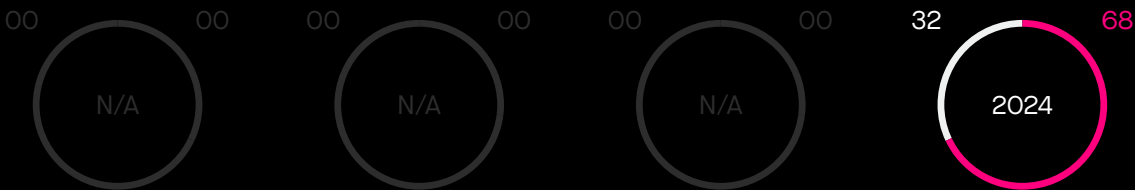
AfDB joined the HeForShe Alliance in 2024, with that year serving as its reporting baseline.

— Female — Male

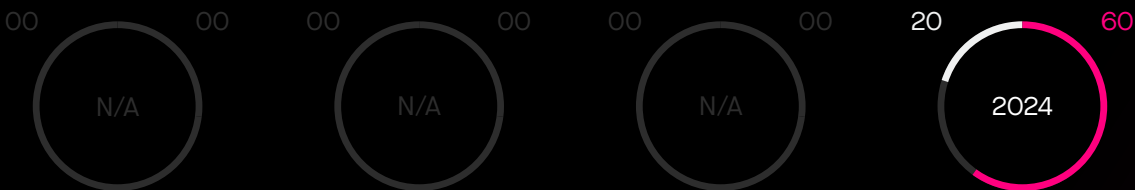
### Overall Company



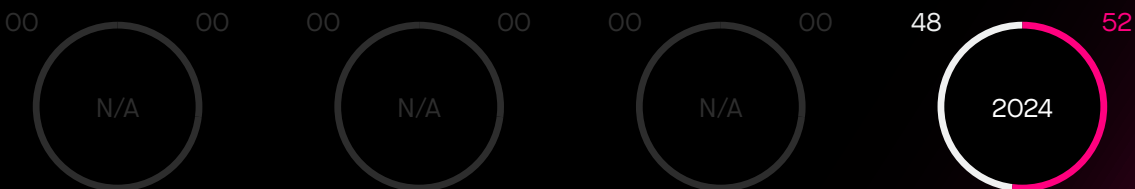
### Top Six Per Cent



### Board



### New Hires





DR. AKINWUMI  
A.ADESINA

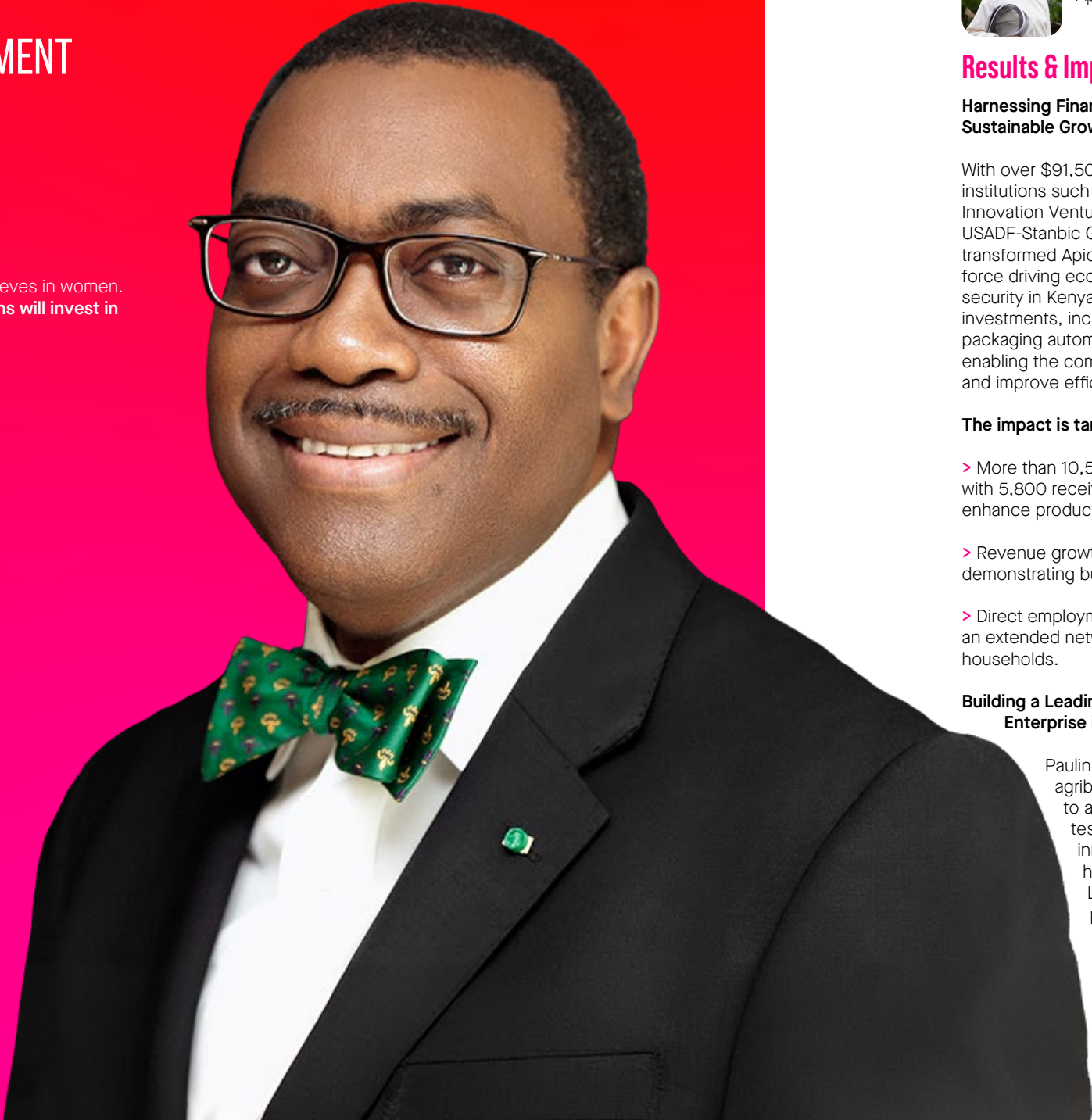
AFRICAN DEVELOPMENT  
BANK (AfDB)

PRESIDENT

“

The African Development Bank believes in women. Women are bankable! Smart nations will invest in women.

”



# IMPACT STORY



**Pauline Otila ‘Queen Bee’**  
Founder & CEO  
Apiculture Venture Limited

## Results & Impact

### Harnessing Finance for Sustainable Growth and Impact

With over \$91,500 in financing secured from institutions such as Stanbic Bank, Kenya Climate Innovation Ventures, Ecobank and the USADF-Stanbic Grant, Pauline Otila has transformed Apiculture Venture Limited into a force driving economic empowerment and food security in Kenya. This funding has fuelled critical investments, including equipment acquisition, packaging automation and asset financing, enabling the company to scale its operations and improve efficiencies.

#### The impact is tangible:

- > More than 10,500 local beekeepers supported, with 5,800 receiving structured input financing to enhance productivity.
- > Revenue growth of 10 per cent in one year, demonstrating business sustainability.
- > Direct employment for 22 staff members, with an extended network benefiting thousands of households.

### Building a Leading Beekeeping Enterprise in Africa

Pauline Otila’s journey from an audit and agribusiness professional background to a trailblazing entrepreneur is a testament of resilience and innovation. In just five years, she has positioned Apiculture Venture Limited among the top five key players in Kenya’s beekeeping industry. Defying industry norms,

Pauline has leveraged her expertise to turn beekeeping into a viable business model, coining the name ‘Queen Bee’ as a symbol of leadership in this traditionally male-dominated sector. Her impact has earned her prestigious recognitions, including:

- > Top 50 African Business Heroes 2023 Finalist, Jack Ma Foundation.
- > Top 5 Entrepreneurs Advancing the SDGs in Sub-Saharan Africa, 2023 WE Empower UN SDG Challenge.

### Driving Sustainability and Economic Empowerment

Founded in 2018, Apiculture Venture Limited is a social enterprise tackling food insecurity and economic vulnerability in Kenya’s Arid and Semi-Arid Lands (ASALs). Through beekeeping, the company provides sustainable livelihood opportunities while ensuring environmental conservation.

#### Key pillars of impact include:

- > Food Security – Training communities to harness beekeeping for nutrition and income.
- > Market Access and Value Addition – Facilitating honey processing and linking farmers to buyers.
- > Women and Youth Empowerment – Partnering with organizations to integrate marginalized groups into the value chain.

### Scaling Innovation Through AFAWA’s Women Entrepreneurship Enablers programme

Through her participation in the AFAWA Women Entrepreneurship Enablers programme, facilitated by the E4Impact Accelerator, Pauline has received mentorship in financial management and business development. She has also been introduced to investors and global manufacturers to support innovation, including the upcoming rollout of ‘Green Bee Hives’ – a revolutionary product made from recycled waste materials to promote sustainable beekeeping.



Closing & Next Steps

The Future: Expanding the Hive of Opportunity

Pauline envisions a future where African beekeeping is globally competitive, creating jobs, wealth and environmental sustainability. By leveraging partnerships, finance, and technology, Apiculture Venture is not just producing honey, it is building an ecosystem of prosperity for thousands of farmers.

Her story is a powerful example of how strategic financing fuels impact, innovation and economic transformation in Africa’s agribusiness sector.



# DE BEERS GROUP

## HeForShe Commitments

De Beers commits to increasing the number of women in technical roles and leadership, and to reaching gender parity across the company by 2030. It aims to meet those commitments through:

- > Setting clear definitions for technical roles and targets to drive and assess progress.
- > Implementing and tracking talent development and succession programmes.
- > Rolling out training and awareness activities to encourage dialogue and challenge stereotypes.
- > Delivering regular impact reviews, based on metrics and ongoing workforce feedback, to shape its approach.
- > Promotion of and access to STEM careers and education.

## WEPs Alignment

De Beers Group signed the UN WEPs in 2017. De Beers impact falls under Principle 1.

## Context & Ambition

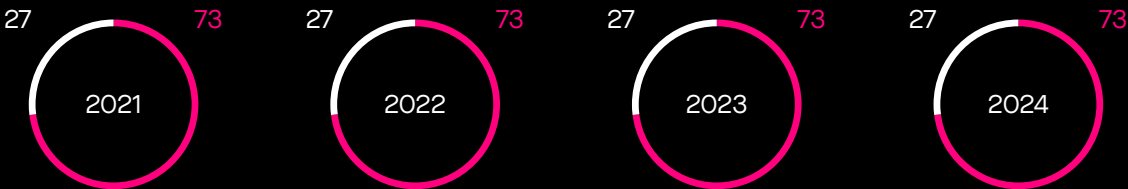
We joined the HeForShe Alliance in March 2021. Since then, we are proud of our progress to ensure a gendered lens to our internal policies and practices, as well as continuing our high impact partnership with UN Women to support women entrepreneurs and access to livelihoods and socioeconomic diversity in our partner countries within southern Africa, for a sustainable future beyond mining.

# DATA RESULTS

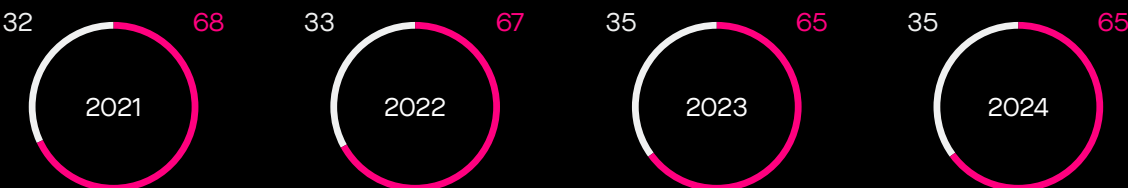
Below are De Beers Group's data from 2021 to 2024 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male

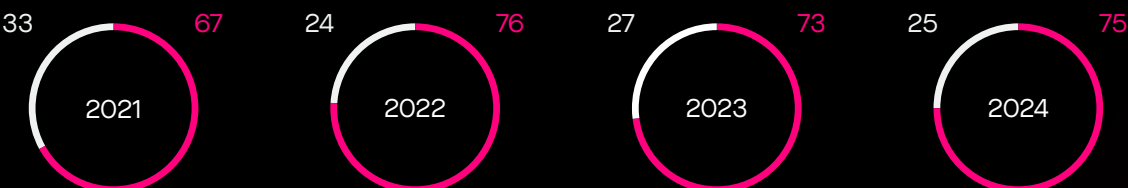
### Overall Company



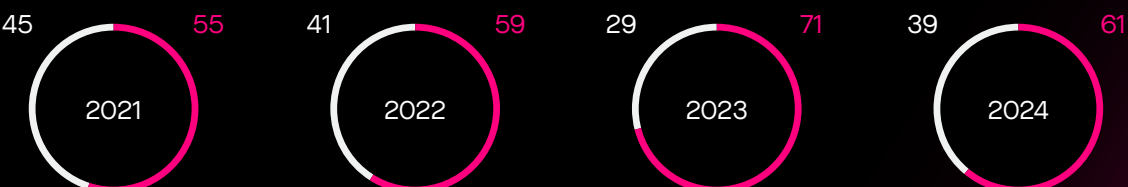
### Top Six Per Cent\*



### Executive Team\*\*



### New Hires



\*Band 5 and above.  
\*\*Band 3 and above.



AL  
COOK

DE BEERS  
GROUP

CEO

“

At De Beers, we know women’s economic inclusion is key to thriving communities and a resilient business. From mentoring and technical scholarships, to tackling gender-based violence, we’re proud of the progress we’re making. Beyond our gates, our partnerships empower women entrepreneurs and small businesses.

As a HeForShe Champion, I’m committed to accelerating gender equality. The journey is long, but together, change is possible.

”



Key Results

De Beers is honoured to be a #HeforShe Champion. Because the company operates in a historically male-dominated industry, increasing female representation, especially in technical and senior roles, is both challenging and important. We are therefore proud to report significant progress on gender diversity within the organization during 2024. Across our workforce, we now have 27 per cent female representation. Women make up 35 per cent of senior leadership, from a baseline of 17 per cent in 2017, and 25 per cent of our Executive Committee compared to zero in 2017.

Through the EntreprenHER programme—previously known as AWOME (Accelerating Women-Owned Micro-Enterprises)— in partnership with UN Women, we have already supported over 3,000 female entrepreneurs across southern Africa. De Beers was delighted to launch phase three of the programme in January 2024, aiming to support a total of 1,500 women over three years. To help improve access to finance, identified by past participants as a key barrier to growth, this year the programme established small grants and loans for eligible businesses, with the first scheme in Namibia launching in October 2024.

Meanwhile, our Trailblazer Accelerator programme for women entrepreneurs, welcomed its second cohort of participants. This leadership and business development programme, run in partnership with STEM incubator WomHub, is designed to support women across Botswana, Namibia and South Africa who run sustainability and technology-focused businesses.

More than 100 scholarships have been granted to young women in Canada to pursue STEM opportunities. The company has also supported over 6,500 girls to access STEM training across southern Africa through a partnership with WomEng.

Beijing+30 Review

De Beers Group is advancing its HeForShe commitments by driving progress across five of the six Beijing+30 priority areas identified by UN Women, with a strong focus on inclusive leadership, violence prevention, women’s economic empowerment, digital inclusion, and workplace equity:

**1. Achieve gender parity:** Rapidly increase the number of women in leadership positions at all levels.

> Leadership development - Investment in our leadership and management teams to lead with our values, adopt inclusive behaviors and increase psychological safety through development programs such inclusive leadership training. Our manager community have taken part in various training including unconscious bias Managing Diverse Teams inclusively. We also launched a leadership development programme for talent development in Q4 last year with a 50% gender split.

> Reciprocal mentoring - The programme’s objective is to see, learn and understand the organisation from a diverse and broad perspective, so we can collectively get closer to the needs of all colleagues. We have previously delivered the programme with a distinct gender lens, recognising that it provides an opportunity. This has enabled allyship across senior male leaders.

> Celebrating Diversity - A series of inclusion and diversity awareness months and days are marked through the year creating a greater understanding for a range of diverse themes and allowing colleagues to come together to celebrate difference, increase their awareness and develop their inclusive skills.

**2. Protect women and girls:** Safeguard women and girls from violence in all spaces, both offline and online.



> Last year we rolled out a pilot bystander intervention programme in our Namibia operations. This aimed to encourage positive bystander action by the whole community when harmful behaviours are witnessed, by equipping people with the knowledge and skills to notice harms, feel responsible, motivated and confident to address them on a practical level. The aim of the training to foster a positive healthy working culture fits neatly within the Group-wide EDI and People Strategy GBV prevention goals supporting values-led and inclusive behaviours for leadership and all colleagues

> Bystander at Work® was customised for DBG through stakeholder meetings, a survey of behaviours, and iteratively through delivery on the ground in Namibia. The training is grounded in best research evidence about what works in human behaviour. In this pilot, 19 sessions, each of 4 hours duration, were delivered in Namdeb and Debmarine, Namibia, to 321 employees.

> The evaluation sought proof of concept for Bystander at Work® for the first time in Southern Africa, in a mining context, and for tackling multiple axes of inequality. It was conducted by anonymous surveys post-training containing quantitative and qualitative questions. The results are exceptionally positive, with 98% responded 4 or 5 out of 5 that they would recommend the training to others.

**3. Centre women in equitable economic growth:** Invest in women’s skills development and create job opportunities, including in the green economy.

> Women are underrepresented as business owners and leaders in technical fields. This matters in our host communities such as Blouberg, South Africa, where women head two out of three households. Gender equity is the key to the long-term success of these communities, which is why we strive to support women business leaders

> Since 2017, we have partnered with UN Women and government stakeholders to support women entrepreneurs running small businesses across Botswana, Namibia and South Africa. This programme, previously known as AWOME (Accelerating Women-Owned

Micro-Enterprises), provides mentoring, networking, business and life skills training, creating new jobs that help local communities thrive.

> In 2024, we launched the third phase of the programme under the new name EntreprenHER, aiming to reach a total of 1,500 women over the next three years. As access to finance has been identified as a key growth barrier by past participants, this year we worked to establish small grants and loans for eligible businesses, with the first scheme in Namibia launching in October 2024. To date we have supported over 3,000 female entrepreneurs through this partnership.

**4. Close the digital gender gap:** Ensure women have equal access to technology and its benefits.

> Our Trailblazer Accelerator programme for women entrepreneurs welcomed its second cohort of participants. This nine-month leadership and business development programme, run in partnership with STEM incubator WomHub, is designed to support women across Botswana, Namibia and South Africa who run sustainability and technology-focused businesses. This year’s 60 participants attended a three-day engineering workshop focused on personal branding and solutions-based thinking outside the box. The workshop was a build-up from the 2023 workshop attended by 20 female engineers. Engineers were encouraged to network and discover opportunities around them.

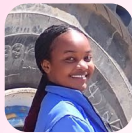
**5. Enable women to work:** Remove employment barriers and create supportive workplace cultures including access to care services

> Since joining the HeForShe Alliance- we’ve launched a new ‘Family friendly and carer’ policy in the interests of developing a working environment that meets the diverse circumstances of our colleagues’ personal lives. The policy outlines a suite of family friendly leave types that, alongside our Flexible Working Arrangements Policy, help to enhance the wellbeing of our employees and to better balance their work and personal lives, so that they can reach their full potential.





# IMPACT STORY



**Josephina Lotho**  
Mining Engineer  
Namdeb

**“WomEng provided me the opportunity to network with fellow engineers from southern Africa who shared similar visions as I for the future and the world we aspire to see.**

**I am eternally grateful for the unforgettable positive mark WomEng has made to my career right from university into the workplace. I take great pride in being a WomEng alumna, and it is my dream to positively advocate for girls in STEM today and in the future.”**

## Link to the HeForShe Commitment

Women are underrepresented in technical roles within our business and industry. To achieve our HeForShe commitment of parity within the workforce, deliberate action is required. Therefore, De Beers has specifically called for a focus on promotion of and access to STEM careers and education to build a pipeline of talent.

As part of these efforts, we are working in partnership with UN Women and Scholarships Canada to provide scholarships for women studying STEM subjects at university in Canada. The company has also provided funding for girls and their caregivers from First Nation communities located close to our operations to attend summer science camps.

De Beers has also engaged over 6,500 girls through our partnership with WomEng, which encourages and supports the next generation of skilled women in STEM from school, through university into their early careers through workshops, inspirational talks, mentoring, career advice and more.

## Results & Impact

**This is Josephina’s story in her own words, to show how our focus on engaging women and girls as part of our HeForShe commitment has impacted and supported her career path:**

I am Josephina Lotho, and I am a mining engineer by profession. I come from Onankali village in the Oshikoto region of northern Namibia, where I was born and raised. My primary education took place in the same area, and later on I got accepted into the prestigious secondary school, Rev Juuso Shikongo, not far from my village. Right from the 8th grade onwards, I was self-motivated and determined to excel in my academic journey, which set the tone for the rest of my high school career.

In high school, I studied mathematics, physical science, biology, geography and accounting as my major subjects and Portuguese as a language. I was always a proactive individual in seeking and creating for growth and self-development. It was through this that my journey to be an engineer originated during the last year of high school.

I was fortunate to get acceptance into the Namibia University of Science and Technology (NUST) to pursue a bachelor’s degree in mining engineering. The decision to study mining engineering has been one of the most rewarding choices of my life.

My undergraduate degree in mining engineering lasted for four years, and I graduated in April 2023. These four years were filled with growth, remarkable opportunities and continuous self-improvement. Throughout this journey, I prided myself in being an ambassador of where I come from (my community), my university, the different organizations I served and the mining industry I was about to enter.

Prior to starting my internship, I worked on a part-time basis in the retail industry while studying to make ends meet. I have known struggle, but I did not and would not want that to define who I become. It is for this reason that I continuously aim to improve myself if it is within my control.

In 2021, I got acceptance into the WomEng fellowship. This was tailor-made for us women in engineering in order to become the next generation of changemakers in every aspect: leadership, entrepreneurship and innovation, sustainable development goals, financial, physical and mental well-being, CV and cover letter compilation techniques, and overall STEM careers awareness and mentorship.

WomEng provided me the opportunity to network with fellow engineers from southern Africa who shared similar visions as I for the future and the world we aspire to see. I recall taking some key pointers from my simulation job interview at WomEng and applying that advice in my own CV and my LinkedIn profile. Additionally, I applied the skills I gained from the leadership master class during my Student Representative Council (SRC) campaign preparations to successfully becoming the SRC for Gender, Health and Development at NUST in 2021. Overall, I am eternally grateful for the unforgettable positive mark WomEng has made to my career right from university into the workplace. I take great pride in being a WomEng alumna, and it is my dream to positively advocate for girls in STEM today and in the future.

In 2022, I got the opportunity to intern at one of my dream companies, Namdeb, a De Beers Group partnership company. This was a six-month internship which focused on research, data analysis and process improvement across some of the key mining processes. After graduating in 2023, I rejoined Namdeb as a geology field assistant and soon transitioned into my current role as a mining engineer intern. In this role, I work within a diverse work force and every action taken is guided by Namdeb’s core values of respect, sustainability, innovation, accountability and teamwork, to ensure our purpose of “mining for good”. To make this vision a reality requires collective effort from different teams within the organization, including engineers.

Building on what she learned on the programme during her time at university, Josephina applied to one of De Beers’ mining operations in Namibia-Namdeb and was successfully chosen for an internship as part of her university placement. Once graduated she successfully applied for a full-time position. She is now working as a mining engineer intern, and is a true testament to the power of taking a pipeline approach to building a more diverse workforce.

## Closing & Next Steps

Investing in a pipeline approach has been demonstrated through Josephina’s story to be effective in growing our talent pool.

And yet our HeForShe commitment to achieving gender parity within our workforce will not be achieved through one initiative or partnership alone. It requires dedicated effort across the business, alongside a great deal of learning to understand from and reflect on what programmes and partnerships are most effective, and at what level, in order to achieve real and sustainable change.

Being a HeForShe partner has supported us in making firm public commitments, which—through the annual reporting cycles—ensure that we remain reflective, focused on and accountable in directing our work where we can have the greatest impact on achieving our overall goals.

Quote from Josephina for others considering STEM education/careers:

**“As a young professional in my career, my word of advice to high school students is to continuously work to improve yourself for the better, be it schoolwork, sport, volunteering etc. To be intentional about your purpose in everything you do and to be the change you would like to see in the world. And as they say, the world truly is your oyster, and opportunities are there for you to grab. If engineering is something that sounds appealing to you, I advise you to take the first step into searching what you would like to do, as the opportunities in the field of engineering are endless.”**

# INTERNATIONAL RESCUE COMMITTEE

## HeForShe Commitments

The IRC is committed to advancing gender equality across all dimensions of our work – from our internal culture to the programs we deliver and the advocacy we lead to drive change within the humanitarian sector. We believe that achieving gender equality in our programs begins with embodying it in all parts of the organization.

## WEPs Alignment

The IRC’s impact falls under Principles 2, 4 and 7.

## Context & Ambition

At the IRC, gender equality means striving for equal outcomes for all clients and colleagues by promoting equitable access to opportunities and services. When actively practiced and modeled, gender equality becomes a catalyst for advancing our mission and navigating complex challenges with integrity. It remains central to who we are and how we work—shaping our culture, guiding our decisions, and influencing how we serve clients globally.

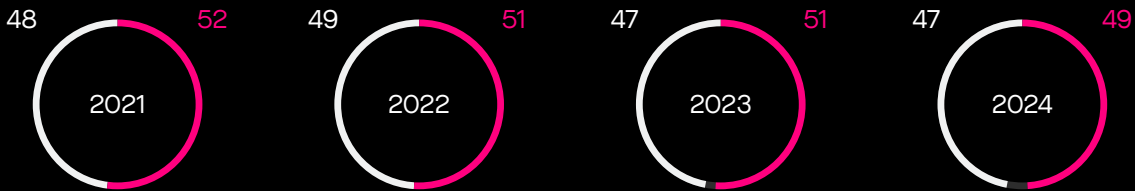
The GEDI Action Plan is a three-year global strategy launched in April 2021 to advance our Gender, Equality, Diversity and Inclusion commitments. Built around three pillars—who we are, what we do, what we say, and how we engage—it sets clear goals, metrics, and a governance structure to ensure accountability while allowing for local adaptation.

# DATA RESULTS

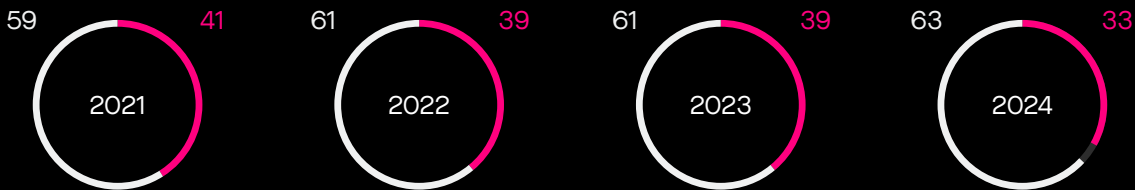
Below are IRC’s data from 2021 to 2024, highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male

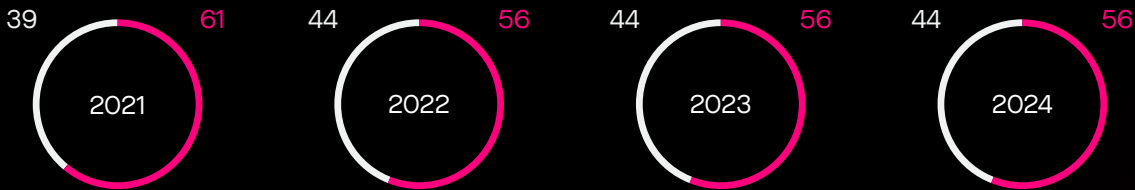
## Overall Company\*



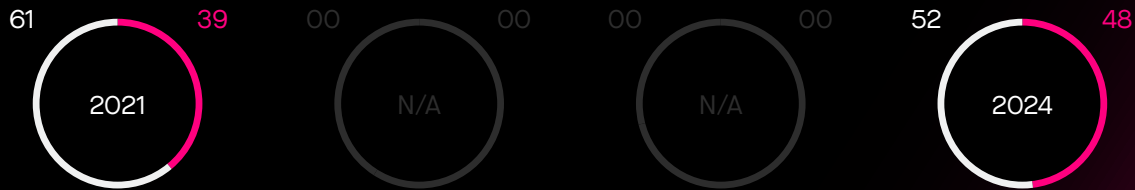
## Top Six Per Cent\*\*



## Board



## New Hires



\*With the remainder not available or prefer not to say.  
\*\*Refers specifically to the “Senior Leaders Group”  
Remainder with data not available.



DAVID  
MILIBAND

INTERNATIONAL  
RESCUE COMMITTEE

PRESIDENT & CEO

“

Beijing+30 is a pivotal moment to reassess our progress and renew our commitment to gender equality. I urge leaders and men to join us in driving forward the achievement of SDG 5 by 2030. At IRC, we are steadfast in our mission to promote gender equality within the humanitarian sector.

I commit my efforts, knowledge, and leadership to accelerate progress towards a gender-equal society. Let's work together to create a future where everyone can thrive equally.

”



Key Results

- > At the International Rescue Committee (IRC), 63 percent of our senior leaders group identified as women and 33% as men.
- > Launched in 2023, the IRC’s mentorship program supports diversity, inclusion, and leadership by pairing emerging women leaders with experienced mentors. Through regular coaching, training, and guidance, the program helps participants grow, overcome bias, and advance their careers—leading to strong participation growth, improved performance, and notable promotions across several country programs.
- > Significant strides in addressing gender equality were made in Asia through impactful workshops and forums to tackle norms that negatively affect workplace culture and well-being. In Bangladesh, a workshop promoted inclusivity and a zero-tolerance policy towards discrimination, fostering a safe and empowering environment.
- > The 2024 #InHerWords Global Campaign marked International Women’s Day with an initiative celebrating women staff and promoting inclusion. Tactics included colleague nominations, a video series spotlighting women in traditionally male roles, and a panel discussion on Women at Work groups. The campaign brought over 400 nominations, 50 LinkedIn shares, 500 event participants and 10 published articles.
- > The IRC launched a new IRC Safeguarding Policy, reaffirming our commitment to preventing and responding in a serious and timely manner to all forms of abuse, exploitation or harassment perpetrated by IRC staff or those associated with us.
- > The IRC has taken steps to advance Safe, Inclusive and Transformative (SIT) Programming by formalizing it as a cross-cutting institutional approach. This work ensures that all clients – especially those at risk of exclusion – can access, influence, and benefit from services that are safe, dignified, and affirming. Our clients hold diverse, intersecting identities that can drive inclusion or exclusion (e.g. sex, gender, disability, age, sexual orientation, ethnicity, displacement, mental health). By analyzing these dynamics, identifying who is invisible or marginalized, and proactively engaging them across the program cycle, we strive for all clients – including women and girls in all their diversity – to have meaningful access to services, experience them as safe and affirming, influence the programs that affect them, and, when appropriate, benefit from systemic change that addresses the root causes of gender inequality and exclusion.

# IMPACT STORY



**Mongpeng Rotchanarattikon**  
Senior WPE Training Officer,  
Participant and Facilitator  
IRC Thailand

**“In the beginning, I thought it would be difficult talking with men and boys about women’s rights and violence against women. I wasn’t sure how they would react. But after going through the curriculum myself, I saw how necessary it is. These conversations are not just important—they are urgent.**

**“When men recognize women’s roles and support them, families are stronger. Communities are stronger. Empowering women is not just their responsibility—it’s ours too.”**

## Link to the HeForShe Commitment

As part of the IRC’s commitment to gender equality and the prevention of gender-based violence (GBV), a transformative initiative was launched in refugee camps along the Thailand–Myanmar border. The programme takes a bold approach: engaging men directly in challenging harmful gender norms and promoting more equitable relationships. Through a structured 16-week curriculum, male participants take part in participatory sessions that explore topics such as healthy relationships, violence prevention, and the often invisible labor carried out by women. The programme is designed not just to inform, but to transform—fostering deep reflection and behavioral change at the individual, household, and community levels.

One powerful example is Mongpeng Rotchanarattikon, who joined the programme first as a participant and later became a facilitator. His journey prompted a personal reckoning with power-sharing and domestic responsibilities. Mongpeng described how the programme reshaped his relationship with his wife, leading to more equitable decision-making and shared caregiving. His story is echoed across participating communities, where men report taking on more household responsibilities, improving communication, and actively engaging in community-based GBV prevention efforts.

## Results & Impact

The ripple effect has been significant. Men who once hesitated to join—citing time constraints or lack of interest—were reached through adapted outreach strategies, including informal conversations in familiar spaces like sports areas. This approach helped normalize participation and fostered trust. As a result, engagement grew, and men began applying what they learned both at home and in their communities, becoming vocal advocates for gender equality.

The impact extends beyond households. At IRC, the programme has begun to influence workplace culture, with staff showing increased interest in integrating gender equality principles into their professional and personal lives. Spouses of participants have also reported positive changes, including improved communication, shared decision-making, and reduced conflict. This initiative demonstrates that when men are meaningfully engaged as allies, they can play a critical role in shifting social norms and advancing gender equality—not just changing minds, but changing lives.

## Closing & Next Steps

The sustainability of these initiatives hinges on continuous commitment, inclusive participation and adaptive strategies. By fostering an environment where gender equality is prioritized, IRC can ensure these efforts remain impactful and relevant.

IRC hopes to see a community where everyone, regardless of gender, can thrive without facing discrimination or bias. By maintaining and expanding our commitment to HeForShe, IRC can contribute significantly to these goals. This involves actively supporting gender equality initiatives, advocating for policy changes, and encouraging others to join the movement. Together, we can accelerate efforts to meet the SDGs deadline by 2030, creating a more equal and just world for all.





# INTERNATIONAL TENNIS FEDERATION

## HeForShe Commitments

- GOAL 1. On the court:** Equal number of playing opportunities for women:
- > Global development strategy to close the gender gap and address a drop in women’s and girls’ participation.
  - > Invest in and offer a balanced tournament calendar with equal playing opportunities and a pathway for rising men and women stars.
- GOAL 2. Off the court:** Increased number of women in high-level decision-making roles in leadership, officiating and coaching:
- > **Leadership:** 18 per cent of board members are women, minimum target of 30 per cent
  - > **Coaching:** 24 per cent of coaches are women, minimum target of 30 per cent
  - > **Officiating:** 31 per cent of White Badge level officials are women, minimum target of 40 per cent

## WEPs Alignment



The ITF’s impact falls under Principles 1, 2, 4 and 7.

## Context & Ambition

ITF’s overall global commitment to gender equality is demonstrated by its continued support of and investment in Advantage All initiatives. Global challenges, in particular relating to cultural issues, continue to test and hinder progress, emphasizing the need for dedicated commitments supported by key actions. These include the following:

Following constitutional reform, there is a requirement for a minimum of five men and five women on the ITF board from 2027 (including one male and one female appointed player representative). Since 2019, the percentage of female candidates putting themselves forward for election has nearly doubled from 14 per cent, or four candidates, in 2019 election to 24 per cent, or seven candidates, in 2023.

Regional Associations (RAs) have introduced constitutional reforms to increase opportunities for female candidates, including the establishment of minimum quotas for women on boards and, in some cases, the creation of regional committees to address local cultural barriers and promote change. Additionally, many National Associations (NAs) have set their own targets and quota requirements at the national level.

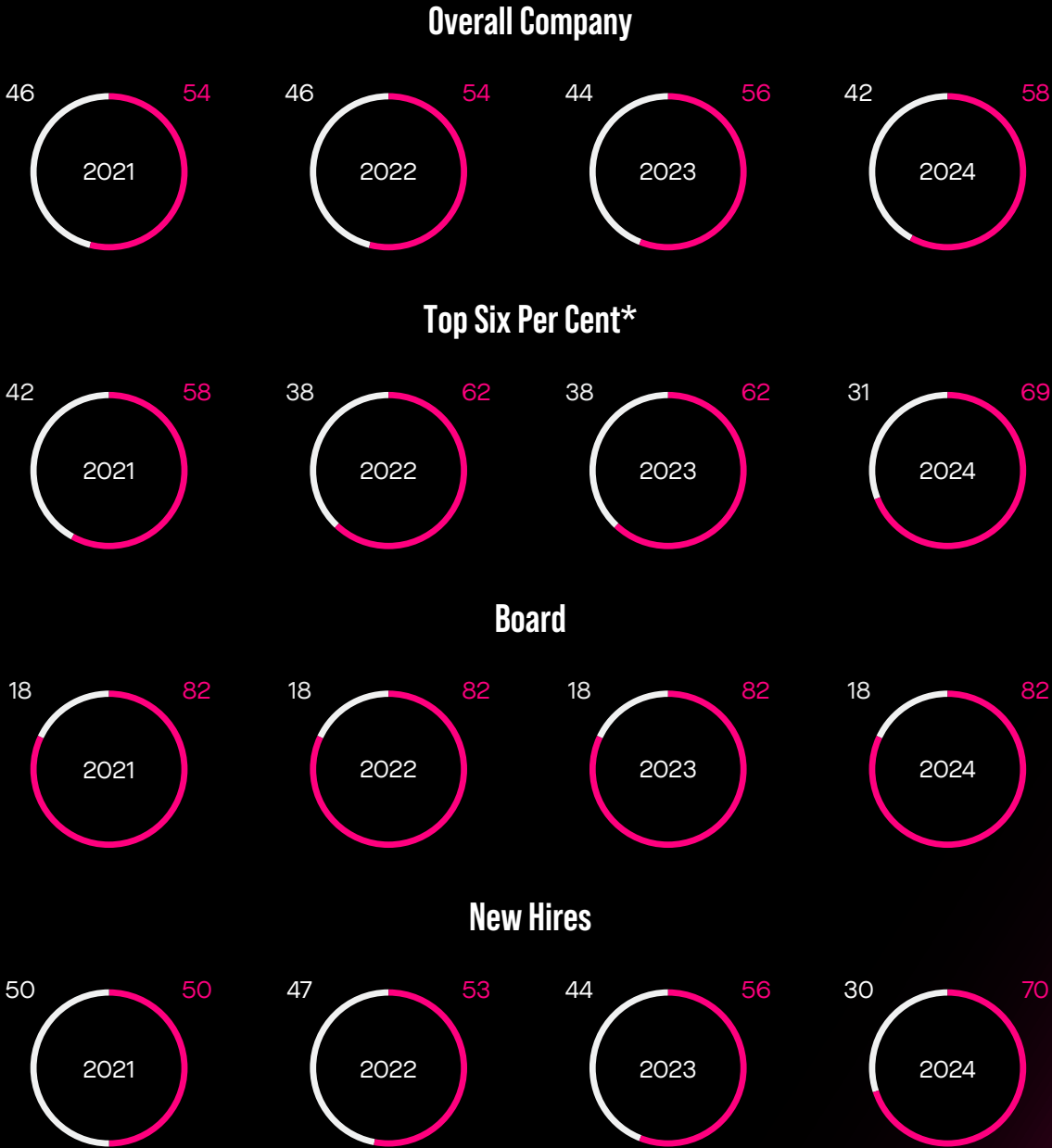
The ITF has invested significantly in maintaining and increasing the number of ITF tournaments for women on the ITF World Tennis Tour, together with securing equivalent prize money. This investment has resulted in an equal number of playing opportunities for men and women at this professional level.

Equal Prize Money – Thanks to the title sponsor for the Billie Jean King Cup Finals, Gainbridge, the 2024 event offered player prize money of \$9.6 million (\$1.6 million more than in 2022 and equivalent to the player prize money awarded to the men in the Davis Cup 2024).

# DATA RESULTS

Below are ITF’s data from 2021 to 2024, highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male



\*Senior Leadership Team.

DAVID  
HAGGERTY

INTERNATIONAL  
TENNIS FEDERATION

PRESIDENT

“

The latest Global Tennis Report showed that the total female playing population has grown by 8.3 per cent. Worldwide, the percentage of women who are coaches has increased from 20.6 per cent in 2019 to 24.3 per cent in 2024, and the percentage of women who are officials from 21 per cent to 31 per cent. Although growth is positive, we need more Male Allies to make more progress.

I urge all male leaders, from within tennis and beyond, to become Male Allies. Male Allies should commit to making a tangible and measurable contribution towards achieving gender equality. By having a clear pathway and plan, we can help to ensure that equal opportunities are provided to women and girls all over the world. Stand up for progress. Invest in women.

”



Key Results

The Global Tennis Report published at the end of 2024 reflected positive changes:

- > Total female playing population has increased by 8.3 per cent (currently 40.3% of players are women)
- > The percentage of women coaches has risen from 20.6 per cent in 2019 to 24.3 per cent in 2024. The Federation has committed to help increase the number of female team captains through measures such as introducing grants for women coaches to travel.
- > Between 2018 and 2024, the number of women officials increased from 21 per cent to 31 per cent.
- > The ITF invests millions of dollars into the women's ITF World Tennis Tour each year to drive gender parity and narrow the gap with men's tennis. Our investment increases the number of tournaments, raises prize money and provides hospitality to players to help raise incomes and cut costs.
- > An equal number of men and women were appointed to officiate at the Paris Olympics and Paralympics in 2024.

Beijing+30 Review

Through its HeForShe commitment, the ITF is driving systemic change in gender equality by embedding parity in governance, expanding leadership opportunities for women in sport and strengthening institutional policies to enable women to thrive—advancing three of the six Beijing+30 priority areas.

- 1. **Achieve gender parity:** Rapidly increase the number of women in leadership positions at all levels.
  - > Female representation on the board currently stands at 18.7 per cent, following a doubling in female candidates between 2019 and the latest elections in 2023.
  - > On the six regional association (RA) boards, the percentage of women ranges from zero to 75 per cent, with the average being 29 per cent. Constitutional changes in some RAs now support more women running for a position on the board. The Confederation of African Tennis (CAT) board, for example, increased the number of women from zero to 29 per cent between 2021 and 2023.
  - > In 2022, ITF member nations approved a constitutional reform stating that from 2027 elections onwards, there must be at least five women and five men on the board.
  - > More than 100 women, all of whom are members of ITF or regional boards, ITF committees or commissions, have been invited to participate in the Advantage All Leadership Development Programme. As part of the programme they will receive support in electioneering, networking and mentoring.
  - > The Men as Allies programme asks men to commit to making a tangible contribution towards the ITF Advantage All goals. This could be through the introduction of constitutional reforms to create a more balanced Board of Directors, or mentoring a future leader, encouraging talented women to step into a leadership role, or balancing the opportunities available to women and girls in other areas of our sport, such as coaching or officiating.



> Finally, the Reward and Recognition Programme is in place to ensure that national associations are recognized for the work they are doing around gender equality, and for nations to learn from each other.

> ITF contributed to UN Women’s Male Allyship Toolkit. The continued emphasis on analysis and measurement of progress helped maintain focus on key areas, while collaboration with other Alliance members was crucial to ensuring alignment and maximizing collective impact.

**3. Centre women in equitable economic growth:** Invest in women’s skills development and create job opportunities, including in the green economy.

> The Advantage All programme has funded coaches to participate in the Olympic Solidarity WISH (Women in Sport High Performance Pathway) programme. WISH is designed to equip women coaches who have the potential and ambition to succeed in gaining roles at elite coaching levels within their sports.

> Additionally, 11 women holding leadership roles in national or regional associations have received funding to take part in the ASOIF Women Lead Sports online programme. The initiative supports the advancement of women in leadership at both national and international level and helps them to develop the skills required to serve in elective positions. Those who have completed the programme have made significant progress in leadership roles on ITF and regional boards, as well as in ITF committees and commissions.

**5. Enable women to work:** Remove employment barriers and create supportive workplace cultures including access to care services.

> Unconscious bias training: The training was effective in raising awareness of gender stereotypes and biases. It provided course participants with tools and techniques to overcome bias, fostering a more inclusive work environment.

> **Prevention of sexual harassment training:** The ITF is holding training sessions on this topic to address barriers faced by women in the workplace, helping to create a safer and more respectful work environment.

> **Flexible working hours:** We offer flexible start and finish times outside core hours to help employees balance work and family responsibilities. This flexibility can improve job satisfaction and retention.

> **Promotion Criteria:** In 2024, we reviewed our criteria for internal promotions and achieved a 43 per cent promotion rate for women (35 promotions of which 15 were women). This demonstrates our commitment to providing equal opportunities.

> **Training and Development:** We will provide further training and development opportunities to help women employees build their confidence and competence.

> **Supporting policies:** We offer enhanced maternity pay and continue to pay pension contributions to employees on maternity leave beyond the legal requirements.

> **Equal pay:** We conduct salary assessments on a regular basis to ensure equal pay for equal work.

> **Inclusive recruitment:** We advise recruitment agencies to send a gender balanced number of candidates for all roles. We use gender-neutral language in job ads and job descriptions.

> **Recognition:** An area we are going to focus on in 2025. We will do this by giving public acknowledgements and highlighting success stories.



# IMPACT STORY



**Fatime Kanté**  
President of Seychelles Tennis Association, Confederation of African Tennis (CAT) board member and former Advantage All committee member  
Seychelles

**“Through strength, resilience, and a shared vision, we as women have humbly carved the path towards success, shattering glass ceilings and proving that our voices belong at the forefront of leadership. As we take our seats on the CAT Executive Committee Board, we ignite the flames of change, inspiring generations to come.”**

## Link to the HeForShe Commitment

ITF’s Advantage All programme, launched in 2018, aims to promote gender equality in tennis with a goal of 30 per cent female board members in RAs. The ultimate objective is a balanced and inclusive tennis environment on and off the court, benefiting all. National and regional associations are strongly encouraged to embrace this initiative and develop their gender equality strategies.

The Leadership Development Programme, launched under the Advantage All strategy, is designed to motivate, inspire and support women who are active in various aspects of tennis, from administration to coaching and officiating. There are currently over 100 women participating in the programme, all of whom are either on ITF regional boards or in ITF committees and commissions. Fatime Kanté and Wanjiru Mbugua Karani have both been highly engaged participants on the programme since 2018.

The CAT 50th Elective General Assembly, held in Nairobi, Kenya at the end of October 2023, saw an historic moment for gender equality in tennis within



**Wanjiru Mbugua Karani**  
General Secretary of Tennis Kenya, CAT board member & Advantage All committee member  
Kenya

**“The outcome of the [2023] AGM has brought a new dawn to African tennis. I am extremely excited to be the first female president of Zone 4. The lesson I would like to share with all women is “It can be done!” Give those leadership positions a try. Remember what Ellen Johnson Sirleaf said: ‘If our dreams do not scare you, they are not big enough.’”**

the region, with the election of two female representatives to the new board for the first time.

In 2022, the CAT AGM voted to introduce a new female representative role on the board. At the 2023 elections, Fatime Kanté (Seychelles), a former Advantage All committee member, was elected as the Women’s Representative alongside current Advantage All committee member Wanjiru Mbugua Karani (Kenya), who was elected Zone 4 President. The election results have made a significant contribution to the ITF’s commitment to increasing female representation in governing and leadership roles in tennis.

ITF board member and Advantage All Committee Chair Salma Mouelhi Guizani from Tunisia has contributed significantly to the progression of gender equality within the African region, acting as a focal point of contact between the ITF and the African nations, and assisting with regional engagement.

## Results & Impact

The CAT voted to introduce a dedicated Women’s Representative role on the board. This newly established position is currently held by Fatime Kanté.

Furthermore, a change to the CAT Constitution was introduced to allow non-NA presidents to be able to run for election for the RA board. (In this case, Wanjiru was able to run as a candidate in 2023, as General Secretary of Tennis Kenya.) From these high-level corporate leadership positions, along with support from Advantage All-organized networking and mentoring schemes, Wanjiru and Fatime will be able to access new opportunities in the future, enabling them to reach even greater heights.

Through constitutional changes agreed at the 2022 AGM, the ITF is furthering the cause of gender parity in tennis. From the 2027 board elections onwards, there is a requirement to have a minimum of five men and five women elected on to the board.

It is, however, key to recognize that all RAs also have their own constitutions and each region must be considered individually in terms of local, cultural contexts. A “one size fits all” approach will not work.

## Closing & Next Steps

Advantage All’s goal of achieving gender equality across all RAs and NAs is ongoing and sustainable. Data show clear progress under the Advantage All Leadership Development Programme and across other programmes implemented under the Advantage All strategy, including the Men as Allies programme and Reward and Recognition Programme.

Constitutional changes within the CAT and the ITF have enabled the number of women on the board to increase. From a starting point of zero in 2021, female representation on the board rose to 29 per cent in 2023. Additionally, from the 2027 ITF board elections onwards, there will be a minimum of five women elected (29 per cent).

As mentioned previously, it is essential to consider each region’s situation independently and not try to impose a “one size fits all” approach.

Over the next few years in the lead up to the next regional and ITF board elections, the ITF Advantage All programme will expand the Men as Allies programme, help to identify more future women leaders, create networking and mentoring opportunities and provide training and educational sessions.



# MOVEMBER

## HeForShe Commitments

**Policy Commitment**  
Movember commits to maintaining gender parity across its board of directors and senior leadership team by 2030. This includes implementing best practices for inclusive hiring, developing mentorship programmes for women and underrepresented groups, and providing ongoing training on unconscious bias and inclusive leadership.

**Advocacy Commitment**  
Movember and HeForShe will create opportunities to promote research exploring the intersections of men’s health and gender equality, with a specific focus on the understanding and promotion of healthy masculinities. This will include sharing research findings with HeForShe partners on the conceptualization and measurement of healthy masculinities, to inform effective intervention design and support the development of guidelines on how to communicate about healthy masculinities in order to promote gender equality.

## WEPs Alignment

Movember’s impact falls under Principle 6.

## Context & Ambition

Movember joined the HeForShe Alliance in 2024 because we know that achieving gender equality requires everyone’s involvement, and we recognize the key role boys and men can play in finding solutions to tackle gender inequality.

As the world’s leading men’s health organization, we recognize the opportunity we have to help foster more respectful behaviour and create healthier, safer communities for all. This collaboration allows us to combine our expertise in men’s health with HeForShe’s mission to engage men in gender equality. It also provides a platform to share research on the intersections between men’s health and gender equality, and to help promote more expansive narratives about what it means to be a man.

Through this partnership we are committed to advancing the well-being of men while contributing to a gender-equal world where both men and women can thrive together. We know that when men are healthier—both mentally and physically—it benefits everyone and is essential to achieving true gender equality.

# DATA RESULTS NEW CHAMPION

Movember joined the HeForShe Alliance in 2024, with that year serving as its reporting baseline.

Female Male



# MICHELLE TERRY

## MOVEMBER

### CEO

“

At Movember, we believe that achieving gender equality requires all of us to be part of the solution. Our goal is to elevate the voices and experiences of boys and men, engaging them as integral parts of the solution to gender inequality. We know that when men are healthier—both mentally and physically—it benefits everyone and is essential to achieving true gender equality.

We are proud to join the HeForShe Alliance and stand alongside those who are driving positive change and challenging outdated norms. Together we can build a world where everyone, regardless of gender, has the opportunity to thrive.

”



### Key Results

#### Progress on Policy Commitment

- > Gender parity at board level (50 per cent)
- > Gender parity overall at Movember (50 per cent female)
- > Approaching gender parity among senior leaders (45 per cent)
- > 55 per cent of new hires are female

#### Progress on Advocacy Commitment

- > We are well under way in developing a first-of-its-kind, strengths-based measure of healthy masculinities. This tool draws on insights from end users, leading researchers and experienced practitioners, as well as from men themselves through in-depth qualitative research. The goal is to offer long-needed clarity about what it looks like when men are truly healthy, thriving and flourishing—and how this vision can support both improved health outcomes and broader gender equality efforts.
- > Alongside the measure, our work is laying the groundwork for practical communication guidelines on healthy masculinities in support of gender equality. These resources aim to reduce defensiveness, increase resonance across diverse audiences, and help partners engage men more effectively in conversations about health, identity and relational well-being.
- > As we move toward finalizing the measure and accompanying resources, we are actively engaging end users—clinicians, educators, programme developers and policy advocates—to ensure these tools are applicable across diverse sectors and capable of supporting scalable, real-world impact.

### Beijing+30 Review

Through its HeForShe commitment, Movember is championing inclusive leadership and tackling the root causes of gender inequality through research and cultural engagement. Our work contributes to two of the six Beijing+30 priority areas: achieving gender parity and protecting women and girls.

**1. Achieve gender parity:** Rapidly increase the number of women in leadership positions at all levels.

> We are very proud that we have gender parity both across the organization and on our board, and are moving towards this goal at senior leadership level too.

**2. Protect women and girls:** Safeguard women and girls from violence in all spaces, both offline and online.

> We have recently completed research on young men’s engagement with online masculinity influencers to understand how the narratives are promoting and affecting young men’s health, their sense of purpose and relationships. This is a critical area of research that will enable practitioners working to tackle misogyny and violence against women to understand the motivation behind young men’s attraction to this content. This can in turn help to develop solutions to engage young men more effectively as allies in the pursuit of gender equality. We are excited to share this report with HeForShe members in the coming months and discuss ways in which members can use this research to drive gender equity through their work.



# MTN GROUP

## HeForShe Commitments

MTN Group has three priorities:

- > Firstly, to achieve gender equity by no later than 2030, from a 2021 base of 39 per cent. Our efforts on gender equity extend to the executive leadership groups and the boards within our governance structures.
- > Secondly, higher representation of women within technology roles, with a goal of at least 30 per cent by 2030, from an existing base of 17 per cent.
- > Thirdly, to close the gender pay gaps we have across our businesses.

## WEPs Alignment

MTN Signed the UN WEPs in 2021. Their impact falls under Principles 1, 4 and 6.

## Context & Ambition

Since MTN's initial HeForShe commitments, both the global and African DEI landscapes have evolved. Internationally, gender and inclusion efforts now face a political and legal backlash, often framed as a challenge to meritocracy or traditional norms. In contrast, MTN has remained resolute, adapting to this climate by contextualizing its DEI strategies within Africa's unique cultural, linguistic and socioeconomic diversity.

Internally, MTN has strengthened its commitment to gender equality by focusing on equitable leadership opportunities for women, skills development for underrepresented groups and inclusive work environments across its markets. Externally, MTN has leveraged DEI as a strategic advantage—integrating it into talent acquisition, stakeholder engagement and long-term business sustainability.

Aligned with environmental, social and governance (ESG) principles, MTN's HeForShe initiatives proactively address gender-related risks, such as workplace inequities and safety concerns, demonstrating a commitment to responsible governance and social impact. By setting measurable gender parity goals, MTN not only advances inclusion but also meets stakeholder expectations and reinforces its position as a purpose-driven organization.

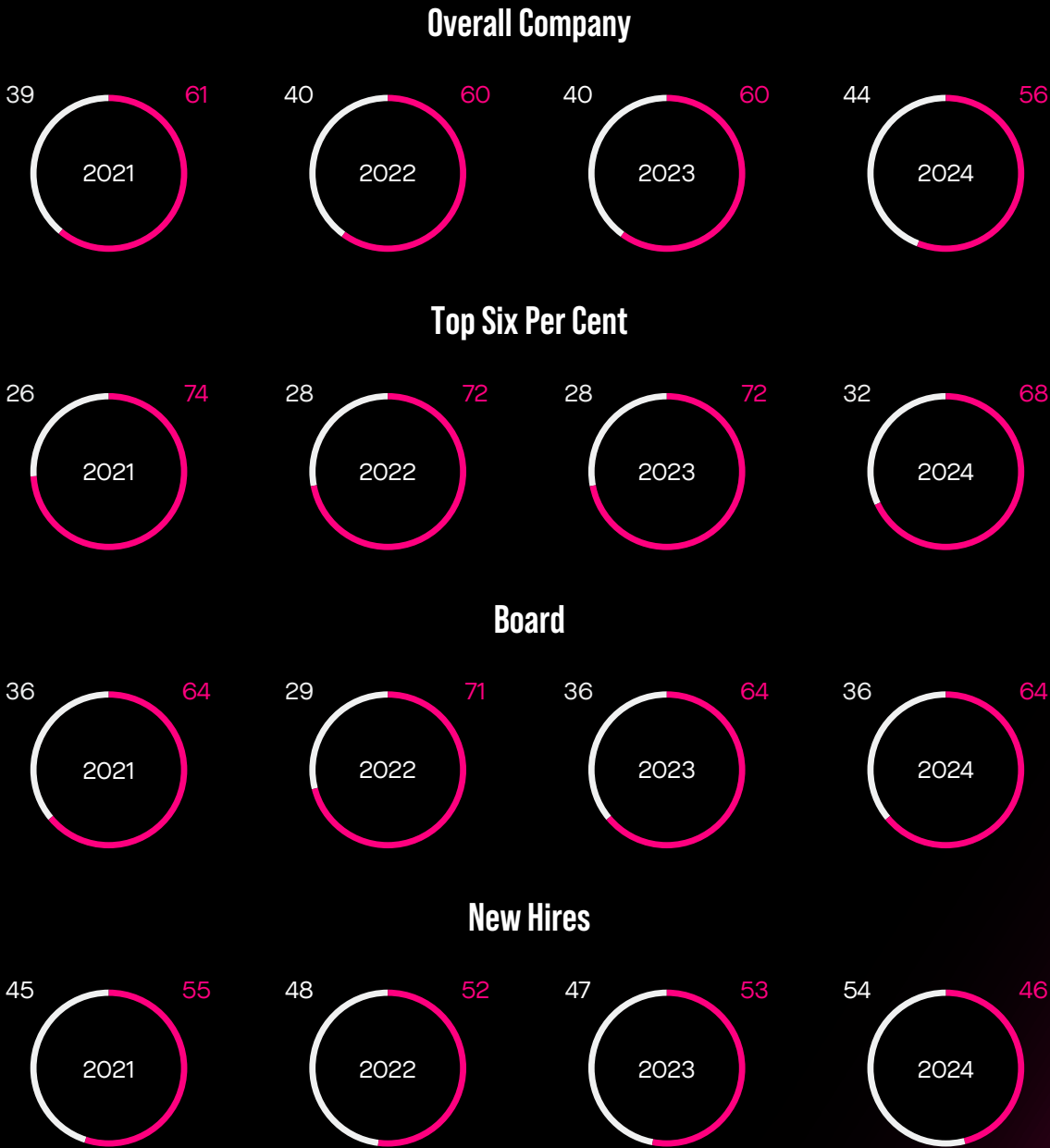
Navigating challenges like cultural resistance and economic constraints has required agility. Yet these circumstances have also created opportunities for MTN to lead by example—showing that gender equity, when embedded in business strategy, strengthens innovation, performance and public trust.

Through a regionally sensitive and globally aligned DEI approach, MTN continues to persevere in its gender equality journey, reaffirming its role as a champion for inclusive growth and sustainable development in Africa.

# DATA RESULTS

Below are MTN Group's data from 2021 to 2024, highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male



\*Overall company is defined as all permanent employees and payroll based temporary employees, across our active markets as on 31 December 2024. Point in time reporting as on 31 December, for each year

\*\*Top Six Percent only includes Leadership Grades (permanent and payroll based temporary employees) of MTN, across our active markets as on 31 December 2024. Point in time reporting as on 31 December, for each year

\*\*\*Board specifically refers to the MTN Group Board for the headquarter company as on December 2024. Point in time reporting as on 31 December, for each year

\*\*\*\*New hires refer to external acquired placements within the organization across the various operational markets as on 31 December 2024. Period of reporting 1 January - 31 December, for each year

RALPH  
MUPITA

MTN  
GROUP

PRESIDENT & CEO

“

As the world marks Beijing+30, we are reminded that progress requires not only reflection, but bold, decisive action. Gender equality is not optional—it is essential to building the inclusive and prosperous societies we all aspire to. At MTN, we are committed to ensuring women do not just participate, but that they thrive and feel a deep sense of belonging, in every part of our business and beyond. From boardrooms to technology hubs, from local communities to global platforms, women must know that they belong, and that their voices, ideas and leadership matter.

**Yet this vision cannot be achieved by women alone. It requires all of us, and especially men, to step up as allies— to advocate, to mentor, to challenge bias and to open doors. As a father, husband and CEO, I know that personal leadership is powerful. I call on my peers and every man in leadership to join us, so that when history reflects on our time, we can say with certainty: we stood up, together, and built a gender-equal world where everyone belongs.**

”



Key Results

DEI is integral to our values, culture and at the heart of our people strategy. Our journey towards gender equality focuses on achieving parity for women in the workplace. We have set out clear strategies to achieve our ambition, including reaching workforce gender equality by 2030. We have committed to gender pay parity as a key measure of our efforts to advance DEI with the company.

The results of our efforts so far on achieving gender equality are encouraging:

- > Female representation in the workforce has increased to 44 per cent (up 4 percentage points since 2023)
- > Women in management increased to 36 per cent (up 2 percentage points since 2023)
- > Women in technology increased to 27 per cent (up 3 percentage points since 2023)

As we look ahead:

- > We continue our mission to raise transparency and achieve gender pay parity. Improving the hiring of women in senior and critical roles is a key part of meeting these ambitions.
- > We also remain committed to increasing the number of women in technology and have made significant progress in realizing this goal. We are making efforts to grow our future pipeline for women in STEM by curating specialized developmental programmes with academic institutions in Africa, which focus on technical skills, professional training, innovation and business acumen.

In 2025, MTN supported a diverse range of female-focused programmes across its markets, primarily targeting digital inclusion, education and empowerment. Initiatives included workshops like "Girls in ICT" in Benin, equipping girls with digital skills such as coding and AI training; mobile applications like "ELLES" in Benin, promoting women's health and entrepreneurship; and community-driven campaigns such as "#JeParraineUneFille" in Côte d'Ivoire, which provided digital literacy training for young girls. Other programmes, such as "Women's Hope 2.0", focused on vocational digital training in fields like event decoration. These efforts collectively aimed to close the digital gender gap, uplift women through technology and provide them with practical tools for socioeconomic advancement. Through these programmes, MTN was able to positively impact over 1 million women and girls.



## Beijing+30 Review

### MTN’s HeForShe Commitment: Advancing Gender Equality in Line with Beijing+30

In recognition of the Beijing+30 milestone and through our ongoing commitment as a HeForShe Alliance member, MTN continues to champion meaningful change for women and girls across the Group. Our approach is comprehensive, focusing on gender parity, protection from violence, digital inclusion, economic empowerment and supportive work environments that allow women to thrive.

We have made significant progress in achieving gender parity, particularly in leadership and management roles. Over the past three years, MTN has implemented targeted hiring practices and bespoke development programmes, resulting in a four-percentage-point increase in women’s leadership representation and a two -point rise at management level. Gender pay equity has also remained a priority. Our approach combines transparent reporting with conscious salary adjustments and advanced pay analytics, ensuring our compensation practices are fair and aligned with equity principles. These actions reflect our belief that representation and remuneration are equally critical in driving systemic gender equality.

MTN also recognises the urgency of protecting women and girls from GBV in both digital and physical spaces. A poignant example is Alexis, a mother and GBV survivor who accessed MTN’s wellness programme to receive mental health support. With the assistance of psychiatrists, psychologists, physiotherapists and peer communities, Alexis began to heal—and ultimately launched a platform to support other survivors without access to care. Her story is emblematic of MTN’s broader ambition: to create safe environments that empower survivors to reclaim agency and rebuild their lives.

Our commitment extends across our operations and ecosystems. We collaborate with partners like the Internet Watch Foundation (IWF) to block harmful online content and reinforce digital human rights protections. In 2024, our Child Online Protection Programme was strengthened in

multiple markets to empower youth as online safety advocates, raise awareness of abuse reporting mechanisms and train caregivers and law enforcement through evidence-based tools. These actions align with our broader stance against digital exploitation and affirm our dedication to privacy, safety and inclusion. Each year, MTN also supports the 16 Days of Activism against GBV campaign, using the platform to amplify awareness, drive collaboration and call for collective action—most recently under the “UNiTE: #NoExcuse” campaign theme.

Central to MTN’s gender equity efforts is our focus on closing the digital gender gap. Across our markets, we invest in female-focused digital literacy and skills development programmes through targeted corporate social investment (CSI) initiatives. Our flagship MTN Skills Academy offers inclusive online training in areas such as financial literacy, cybersecurity, digital marketing and coding. Designed with accessibility in mind, the platform removes barriers to learning—particularly for young women in underserved communities—by offering affordable, high-quality digital education. Complementing this are grassroots programmes tailored to local contexts: coding bootcamps, ICT scholarships for girls, mentorships for aspiring female technologists and entrepreneurship training for women-led businesses. These initiatives not only equip women with future-fit skills but also provide a launchpad into the digital economy. The HeForShe Alliance has played a key role in sharpening our focus on Girls in ICT and embedding gender responsiveness into all our digital initiatives.

Within MTN’s workplaces, we continue to remove systemic barriers to women’s employment and success. Our inclusive policies prioritise flexibility, wellbeing and care infrastructure. From maternity and wellbeing leave to hybrid work options and on-site childcare support, MTN has designed an ecosystem that empowers women to balance professional ambition with personal responsibilities. The company also invested

in digital women’s networks and robust mental, physical and psychological safety mechanisms to foster a workplace culture where every woman can thrive. These efforts are integral to our people strategy and underscore our broader commitment to inclusion.

In addition to our organizational and community-focused initiatives, MTN Digital Solutions has expanded our gender impact through a portfolio of digital content services tailored to women and caregivers. These include Yami, which offers trending celebrity news, beauty tips and recipe inspiration reflecting female pop culture icons; AfricaGlam, which promotes holistic well-being through curated music, fitness and health content; and the MTN Play Kids Bundle, a valuable tool for mothers and caregivers that delivers educational games and videos for children. We also offer Beauty Bae and Glam Galore, platforms that support personal confidence and self-expression through fashion, beauty and lifestyle trends. Notably, Smart Dr—formerly the Mom and Baby Health Service—has evolved into a broader wellness tool providing live symptom checks and health guidance, with its origins in maternal care reflecting our longstanding commitment to women’s health. These platforms demonstrate MTN’s ongoing commitment to delivering digital value in ways that enhance everyday life for women and families across our markets.

# IMPACT STORY

This is an impact story about the impact generated from an exclusive STEM Student Programme developed and executed by MTN Group.

**Lethibe Mokgwadi**  
MTN NextGen Stem Graduate  
and Employee  
Johannesburg, South Africa

**“A year ago, I came across the MTN NextGen STEM Programme through the Career Portal at my University. I didn’t anticipate how transformative the experience would be, introducing me to the dynamic world of telecommunications and emerging digital markets. Alongside the demands of my Honours studies, I committed myself to a programme designed to empower women in STEM. That journey expanded my skill set and changed the trajectory of my career. Six months later, I am incredibly proud to be an MTNer, currently part of the Global Graduate Programme, an opportunity that accelerates young talent into key roles across the organization. I truly couldn’t have asked for a better start to my career, and I have the NextGen programme to thank.”**

## Link to the HeForShe Commitment

MTN Group is committed to ensuring that everyone reaps the benefits of a modern, connected life. As a leading operator across several developing economies in Africa, MTN recognizes that women and girls often face disproportionate challenges within the communities it serves. In response, MTN has taken deliberate steps to drive meaningful impact—particularly by focusing on the development of young women poised to enter the workforce.

In alignment with MTN’s ambition to achieve 50 per cent female representation across its workforce by 2030, the Group has prioritized initiatives that empower women from the outset of their careers. One such initiative is the NextGen STEM Programme, designed specifically for young women pursuing careers in STEM.

This programme provides participants with unique exposure to the telecommunications sector through a structured series of masterclasses, led by experts and senior leaders from across the business. It also places a strong emphasis on personal development and wellbeing. To deepen their technical understanding, participants are introduced to the fundamentals of network operations and gain access to supplementary online learning platforms. Graduates of the programme are considered for immediate employment opportunities within MTN, as well as for entry into the MTN Global Graduate Programme or market-specific learnership initiatives.

We at MTN believe that the best way to predict the future is to create it. By intentionally preparing young women to take up leadership roles in technology, the Group is investing in a more inclusive and innovative future.

## Results & Impact

MTN designed the NextGen STEM Programme with the explicit aim of supporting young women in their transition into technology careers. The inaugural programme launched in 2023, welcoming 30 women from four universities across three African countries. Upon completion, all eligible participants were either employed within the MTN Group or offered structured learnership opportunities, underscoring the tangible impact of the programme.

In addition to entry-level support, MTN has developed a suite of internal initiatives to foster long-term career growth for women in technology. These include specialized leadership development programmes, as well as access to coaching and mentoring for those who choose to participate. These resources provide valuable guidance, encouragement and career navigation tools.

Recognizing that professional success is closely linked to overall wellbeing, MTN also offers a range of wellness initiatives focused on physical, mental and financial health.

To date, over 80 young women across 10 countries have benefited from these interventions, with demonstrable improvements in confidence, capability and career progression. Importantly, the programme also incorporates a peer coaching model, enabling women not only to receive guidance, but also to serve as mentors to others. This reciprocal support structure builds both confidence and leadership capacity, creating a ripple effect of empowerment across the organization.

## Closing & Next Steps

Since its inception, the programme has engaged participants from six countries and 10 universities across Africa. In 2025, MTN will expand the reach of the programme, with the aim of making a meaningful difference in the lives of even more young women across the continent.

By enabling greater participation by women in the technology sector, the programme contributes to a more diverse and inclusive future—one where a broader range of perspectives shapes innovation, design and development. The more women who are equipped and empowered to enter the tech workforce, the richer the collective intelligence and creativity of the industry becomes.

The future holds great promise for Africa’s young women in STEM. When women step into tech, they don’t just break barriers - they rewrite the code of what’s possible for the continent.



# RECRUIT HOLDINGS

## HeForShe Commitments

Recruit Holdings strives for gender parity by fiscal year 2030 across all levels of Recruit Group, including in the boardroom and at a senior executive level.

## WEPs Alignment

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

## Context & Ambition

Betting on the passion and ideas of our employees has long been the Group's competitive advantage. This is why its leadership team remains committed to fostering an environment of inclusion and belonging, where everyone can thrive and drive innovation. In particular, the Group prioritizes gender issues by establishing group-wide goals and accelerates its efforts to achieve them.

The Group consists of three autonomous SBUs and Recruit Holdings. Each of them operates in a unique context and the challenge they face varies by business. All 3 SBUs are adopting strategies to fulfill the shared goals, in full compliance with all local laws.

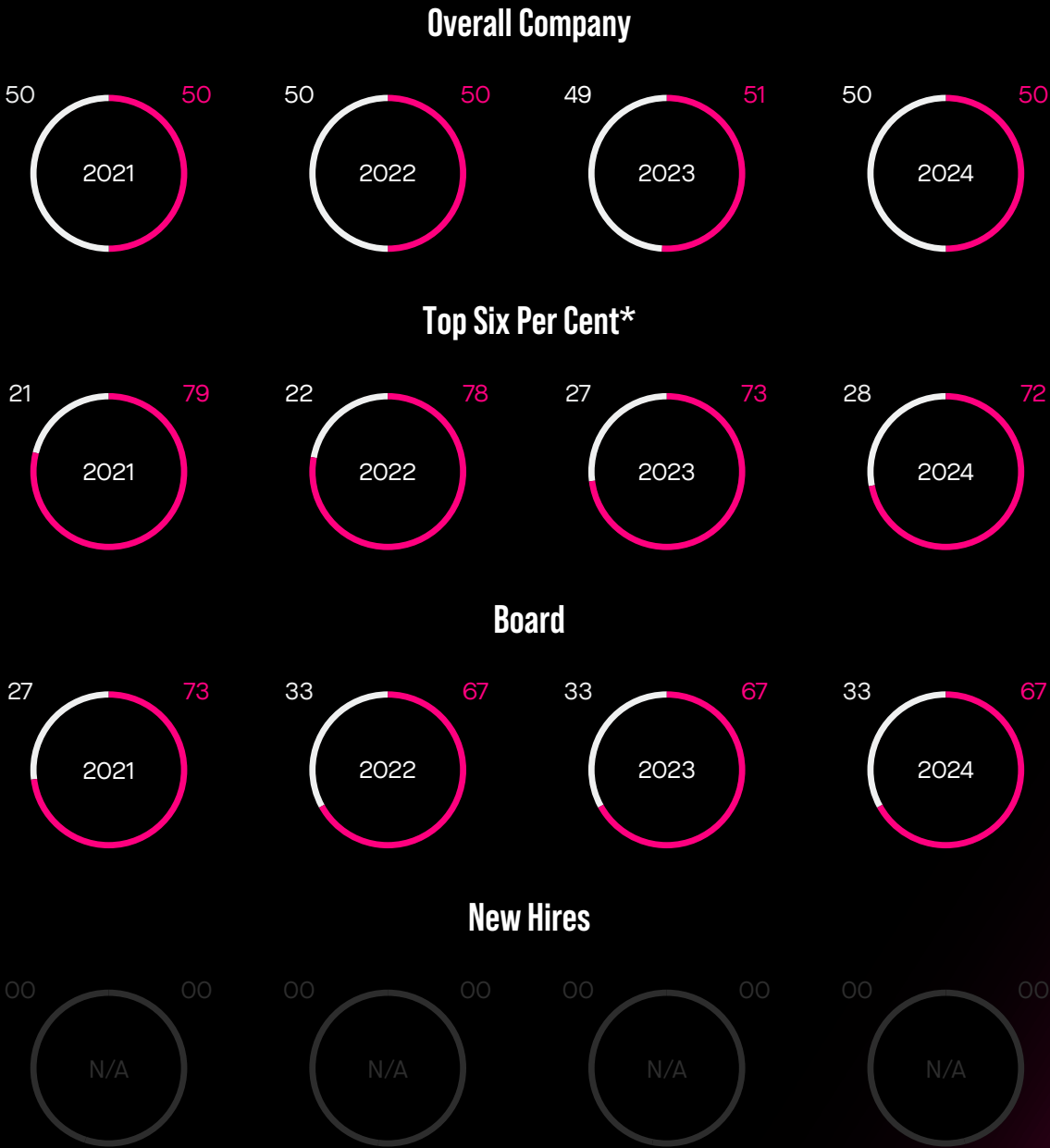
For example, Staffing SBU has already achieved gender parity among all employees except for senior executives. Therefore, the SBU is advancing succession planning for its senior executives, including CEOs of major subsidiaries and SBU executives. By comparison, HR Technology and Marketing Matching Technologies SBUs are still in the process of realizing their targets for managerial positions. As highlighted above, Marketing Matching Technologies SBU has expanded its managerial candidate pool by providing a coaching-based human capital development programme and clarifying the requirements for management positions.

Each SBU will continue planning and implementing measures in line with its respective environments and challenges.

# DATA RESULTS

Below are Recruit Holding's data from 2021 to 2024 highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male



\*Top Six Per Cent represents Senior Executives.

# HISAYUKI “DEKO” IDEKOBA

## RECRUIT HOLDINGS

### REPRESENTATIVE DIRECTOR, PRESIDENT & CEO

“

Respecting individual differences is ingrained in Recruit Holding's culture. We value and nurture individual curiosity, investing in ideas and passions that bring out people's best. As an employer, we are striving for gender parity across all levels of the Group. As an HR matching technology company, it is our responsibility to drive change and foster inclusivity.

As a father of two girls, I am committed to a future where equal opportunities are limitless. We wholeheartedly support the HeForShe movement and pledge to collaborate for a brighter and fairer tomorrow.

”



### Key Results

The Group made progress in increasing the representation of women in leadership.

> The ratio of women in senior executive roles rose to 27.5 per cent as of 1 April 2025, from 21 per cent in 2022 when the Group joined the HeForShe Alliance.

> The representation of women in managerial positions increased from 39 per cent in 2022 to 45.8 per cent as of 1 April 2025.

> In addition, the proportion of women on the Board of Directors rose from 27 per cent in 2022 to 33 per cent as of 1 April 2025.

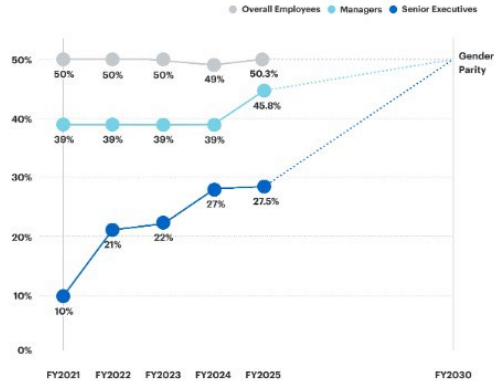


Figure 1: Progress Towards Gender Parity Across Employee Levels

Indeed, Inc., a part of HR Technology strategic business unit (SBU), and at certain subsidiaries that apply the same HR system, revised their management scope and structure in May 2024 to streamline decision-making and simplify processes. As part of this process, the definition of managerial positions was changed to reflect specific job roles, resulting in the reclassification of some employees (mainly in R&D) from managerial positions to general employees. The figures for FY2024 and earlier in the graph are calculated based on the previous definition. The figures for FY2025 are calculated based on the revised definition, resulting in an increase from the figure calculated using the previous definition (39.9 per cent).

### Beijing+30 Review

**1. Achieve gender parity:** Rapidly increase the number of women in leadership positions at all levels.

Since the Group set a policy to pursue gender parity in 2021, the ratio of women in managerial positions has significantly improved, especially at the senior executive level. In 2024, each strategic business unit (SBU) focused on expanding the pool of management candidates by providing employees with opportunities to expand their capacity and skills.

For example, Recruit Co., Ltd., part of the Marketing Matching Technologies SBU, operates primarily in Japan where the gender gap remains significant. To tackle this, it initiated a new coaching-based human capital development programme and clarified the requirements for management positions. These changes expanded its managerial candidates, leading to a marked increase in the proportion of women among managers. Compared to fiscal year 2021, the percentage of women managers at Recruit increased from 26.8 per cent to 35.0 per cent, and the percentage of senior managers increased from 9.1 per cent to 33.3 per cent.



# IMPACT STORY

Marketing Matching Technologies SBU's Recruit Male Leader Driving Gender Equity

**“A homogenous organization tends to be slow to cope with major environmental changes. Furthermore, creating leaders with varied strengths is expected to positively impact the organization and the business, resulting in a wide range of strategies being more feasible. Suppose we have a mosaic of people from different backgrounds working together. In that case, there will always be people who can play to their strengths, even in times of major change.”**

## Link to the HeForShe Commitment

Recruit Group remains focused on achieving gender parity by the end of fiscal year 2030. While each of our business units operates in a unique context, they are adopting strategies to fulfill our shared sustainability goals, in full compliance with all local laws.

Recruit Co., Ltd., a major subsidiary of Marketing Matching Technologies SBU, is committed to achieving both job satisfaction, which leads to career and evolution for all employees, and a flexible work environment suiting individual needs.

To foster that flexible work context, Recruit has been advancing initiatives since 2006 to provide an environment and opportunities where all employees can fully demonstrate their abilities. As a result, there is virtually no gender disparity in both years of continuous employment and the ratio of employees working while raising children.

Furthermore, following the announcement of Recruit Group's gender parity goals in 2021, Recruit has accelerated its efforts to create a fair workplace where all employees, including women, can fully realize their potential and find greater meaning in their work. In addition to company-wide initiatives such as clarifying management requirements and implementing the “Co-AL” programme, each organization under the company has developed its own “Three-Year Inclusion Promotion Plan” led by responsible officers who are integrating these efforts into their business and organizational strategies.

## Results & Impact

Initiatives of Recruit Co., Ltd. have produced tangible results and a clear impact. Specifically, to create fair opportunities Recruit redefined its managerial position requirements, which led to a 1.7-fold increase in women candidates and a 1.4-fold increase in men candidates, proving effective in expanding the pool of leadership talent.

Under the “Co-AL” programme, which systematizes Recruit's long-standing employee development methods, we have focused on having multiple managers understand each employee's values and motivations to create career plans that leverage their individual differences.

Driven by these and other company-wide efforts, the percentage of women in management positions increased from 26.8 per cent in 2021 to 35.0 per cent by fiscal year 2025.

The Group will continue to promote initiatives to ensure that the proportion of women in management matches the proportion of women across the overall workforce.

## Closing & Next Steps

Since fiscal 2021, when the Group set its policy to pursue gender parity, the ratio of women in managerial positions has improved significantly at all levels, driven by diverse initiatives implemented at every company across the Group.

Recruit Group will continue to value the unique differences of each employee, and invest in the ideas and passions that arise from their curiosity, allowing it to create new businesses and services.

# TECK

## HeForShe Commitments

Teck is a leading Canadian resource company focused on responsibly providing essential metals that the world needs.

We are guided by our purpose and values, which means being respectful and inclusive and creating a workplace where everyone can bring the best of themselves, every day.

“Across our company, from our mines to our project sites to our offices, we’re working to increase the percentage of women in our workforce to 30 per cent by 2030. We’re committed to eliminating gender-based violence and harassment in all its forms, helping to amplify the voices of Indigenous women as an act of reconciliation, and we’re creating spaces and opportunities for women to support each other through mentorship and peer resource groups.

Our partnership with HeForShe is an opportunity for everyone in our company to take an active role as allies for women in achieving gender equality—to understand what that means, how they can be an ally, and why it’s so important. As someone who works with courageous and talented women every day, my commitment to creating gender equality aligns with our core values and is important to me personally. As a HeForShe Champion, my dedication to this work is unwavering. I’m very proud to join the HeForShe Alliance, to represent a company making important progress in gender equality, and to help create a workplace where all women at all levels have the opportunity to build meaningful careers.”

- Jonathan Price  
President and CEO, Teck

## WEPs Alignment

Teck signed the Women’s Empowerment Principles in 2023. Their progress is aligned to all principles.



## Context & Ambition

Teck became a member of HeForShe in 2025 through collaborative relationships within our organization and with our partners. The commitment is timely as Teck embarks on a new strategy as a pure-play energy transition metals company, where respect and inclusion are core values and we build resilience through the diversity of our workforce. As we grow and execute on our pipeline of projects, we will continue to progress towards gender parity in our workforce, committing to increasing the percentage of women to 30 per cent by 2030. Male allyship will be essential to support women to progress in their careers.

By listening to and learning from stakeholders, and engaging in cross-industry forums, we recognize there are many systemic barriers to women’s full and equal participation and advancement in our industry. Studies such as RioTinto’s Everyday Respect report (2020) and Western Australia’s Inquiry into Sexual Harassment (2021) reveal that gender-based violence, harassment and disrespect are major challenges for mining. This learning presents an opportunity to be better.

With the 2024 implementation of our global Respectful Workplace Policy and Standard, we included definitions of GBVH. Corresponding to the standard, we have a GBVH Procedure to guide a trauma-informed response to GBVH in our workplace. Recognizing that there is more opportunity to protect women and girls in our workplace and in the communities in which we operate, we are expanding on our prevention of and response to GBVH by creating a commitment to take action on domestic violence in our organization and within the communities in which we operate.

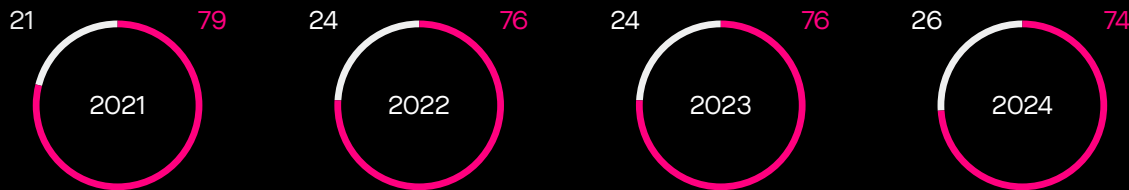
Through our respectful workplace journey, we have also been listening to our Indigenous employees and communities that we partner with. With the development of an affinity group, the Indigenous Employee Gathering, employees have provided feedback on opportunities to thrive in their careers with Teck. Their input informed the implementation of our Indigenous Employment Procedure and our HeForShe commitment to amplifying the career experiences of Indigenous women.

# DATA RESULTS

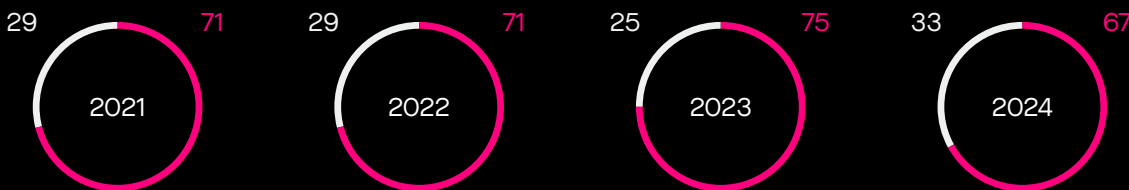
Teck joined the HeForShe Alliance in 2025, with 2024 year serving as its reporting baseline.

Female Male

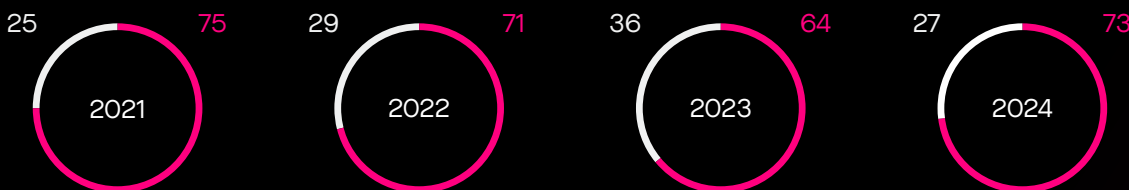
## Overall Company



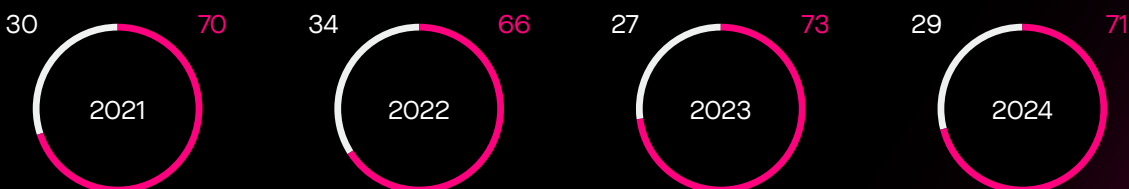
## Top Six Per Cent



## Board



## New Hires





# JONATHAN PRICE

## TECK

### PRESIDENT & CEO

“

As someone who works with courageous and talented women every day, my commitment to creating gender equality aligns with our core values and is important to me personally.

I'm very proud to join the HeForShe Alliance, to represent a company making important progress in gender equality, and to help create a workplace where all women at all levels have the opportunity to build meaningful careers.”

”



### Key Results

As a new partner of HeForShe, our focus has been on creating awareness around our commitment and partnership and building relationships with HeForShe and fellow champions. We announced our partnership as part of our activities to recognize International Women’s Day (IWD), a day Teck has recognized for more than a decade. HeForShe engagement activities as part of IWD included interactive learning for employees on allyship and how to contribute to our HeForShe policy commitments.

In addition to prominently featuring the new partnership within Teck’s IWD activities, President and CEO Jonathan Price spoke about the partnership during an all-employee townhall a few days later, showcasing his commitment to culture change within the organization and industry.

In this timeframe, we have also focused on our commitment to increase the percentage of women in our workforce to 30 per cent by 2030. We’ve done so through collaborative planning sessions with our sites, identifying systemic barriers and new initiatives such as mentorship for women. Related to women’s advancement in the workplace and allyship, we also confirmed four mentees and seven mentors for the International Women in Resources Mentorship programme.

We focused on allyship through the delivery of our Bystander to Upstander course at our Red Dog Operations in northwest Alaska, reaching over 100 staff and contractors to foster the skills to speak up.

Teck had the opportunity to advocate for gender equality by signing onto HeForShe’s Joint Statement for Action Against Online Misogyny, and raising awareness within our company on how to address this behaviour.

Investing in the communities in which we operate to advance equity, we continue to support UN Women’s Originarias Programme to empower more than 8,000 Indigenous women and families in northern Chile.

### Beijing+30 Review

Through its HeForShe commitments, Teck has taken concrete action to advance gender equality across four of the six Beijing+30 priority areas, with a focus on inclusive leadership, safety, economic empowerment and enabling workplace environments.

**1. Achieve gender parity:** Teck has been advancing our commitment to increase the percentage of women in our workforce to 30 per cent by 2030. As this commitment is new to Teck, we have focused on raising awareness and fostering understanding and commitment through integrated planning sessions with leadership teams and hiring managers. These sessions have provided a strong understanding of the baseline of women at Teck, identified areas of opportunity and helped to create plans to improve gender equity in our talent pipelines. We also disaggregate our succession planning by gender, which allows us to foster pipelines and talent development plans that reflect our goal. Following our planning, we have seen an increase in women nominees for our leadership development programmes. HeForShe has helped us to elevate this commitment and engage more men as allies in the process.

Teck has Inclusion Centres at our Quebrada Blanca, Red Dog, and Highland Valley Copper operations. These centres, available 24/7/365, offer professional counseling support, raise awareness to prevent, address and eradicate gender-based violence, provide a safe space for open dialogue for employees and contractors as well as well-being activities. They help us advance gender equality, cross-cultural understanding and well-being to ensure a safe and respectful workplace for everyone.

**2. Protect women and girls:** Our efforts to protect women and girls are reflected in our external and internal advocacy and training work. Teck signed on to the Joint Statement on Action Against Misogyny and raised awareness of this commitment and the risk of online misogyny in our workforce through a Values Share that leaders share at sites with their teams.

Additionally, we recently facilitated Bystander to Upstander Training at our Red Dog Operations in northwest Alaska. This training builds skills to be an ally and speak up to foster a more respectful workplace when behaviours that don't align with our values are witnessed or experienced. At all of our sites in Chile we have been facilitating Respectful Workplace Training, which includes a section on gender-based violence and harassment (GBVH), so that employees recognize the full spectrum of gender-based violence and harassment, understand the risks, and can speak up when they witness or experience it. Ninety-six per cent of our staff have completed Respectful Workplace Training and more than 100 HR, Legal and Security professionals have completed trauma-informed training for response to GBVH.

Teck supports the Be More Than a Bystander (BMTAB) programme, run by the Ending Violence Association of British Columbia (B.C.) and the B.C. Lions football team, which educates individuals on preventing gender-based violence. Our funding enables the delivery of seminars and workshops in the communities where we operate in B.C., Canada, providing practical tools and strategies to create safer and more inclusive environments. The programme encourages men to speak out actively against violence and support victims. By empowering men to intervene and challenge harmful behaviours, BMTAB aims to foster a culture of accountability and respect. In addition, Teck has actively been participating in the Moose Hide Campaign, an Indigenous-led grassroots movement in Canada aimed at ending violence against women and children, particularly Indigenous women and children. The campaign encourages men and boys to stand up against GBV and promotes healing and reconciliation through Indigenous ceremonies and traditions.

3. Centre women in equitable economic growth:

In addition to our efforts to advance women's representation to 30 per cent by 2030, Teck invests in women's skills development for equitable economic growth. Some of the examples include:

> UN Women Originarias programme: Empowering Indigenous women and families in northern Chile since 2016. The programme contributes to the empowerment and economic and social participation of Indigenous women, and to consolidate the tangible progress made on

participation and equitable representation, leading to greater autonomy and a better quality of life for target communities. Since its inception in 2016, the programme has empowered over 8,000 women.

> The Forum E-series programme: Supporting women entrepreneurs in the communities where we operate in B.C. (Canada) and Alaska (United States) by providing full bursaries to participate in the six-day transformative educational programme, followed by 12 months of one-to-one mentorship. Over 150 Teck grant recipients have been able to take part to date.

> Women Geoscientists in Canada sponsorship: Supporting women from diverse backgrounds at various stages of their careers in geology, geophysics and related disciplines, helping them to thrive and succeed in their professional journeys.

5. Enable women to work: Teck has flexible work arrangements under our FlexWork Policy and invests in childcare in all operating regions. We address bias and barriers at all points in the talent cycle through awareness and analysis. For example, we conducted Bias in Recruitment training for over 100 hiring managers to increase their understanding of bias, recognize how it can impact hiring, and create action plans and practices for overcoming bias. We use Textio to review all job postings and remove language that could unintentionally exclude applicants. In succession planning and assessing talent for opportunities, we use a gender-disaggregated lens to ensure equity, and present bias awareness at the start of meetings related to talent. Several of our sites set a 50/50 gender target for programmes in leadership development, entry and upskilling, and work experience.

Foundational in enabling women to work is our respectful workplace culture. Fostering this culture is an expectation of all employees and contractors at Teck; we have mandatory annual training for all employees and the skills to build a culture of respect are built into our leadership development programmes.

Additionally, Teck has a Global Women's Network to connect women, strengthen skills and accelerate action. We have chapters of the

network at our sites, including Women in Teck in Latin America, Women in Mining in Highland Valley Copper and Red Dog Operations, and Women of Steel in Trail Operations. These groups have run mentorship programmes, facilitate leadership and career development workshops and identify and address barriers to full and equitable employment.



# UK POLICING

## HeForShe Commitments

UK Policing has made three clear commitments towards gender equality. The first is to address the gender imbalance of middle management teams. The second is to address and remove the sexism and misogyny, where it exists, in police culture. Finally, UK Policing has committed to sharing annual gender equality information in the form of an annual report.

## WEPs Alignment

UK Policing’s impact story falls under Principle 6.

## Context & Ambition

Policing is a traditionally male-dominated profession, with women officers still underrepresented at every rank throughout the UK. Progress has been made at senior levels, but middle management now has the lowest representation of women officers. Addressing the imbalances at this level forms the first commitment for UK Policing. Middle management roles are incredibly important when setting culture and providing role models for Police Constables, as well as being a pipeline through to senior leadership.

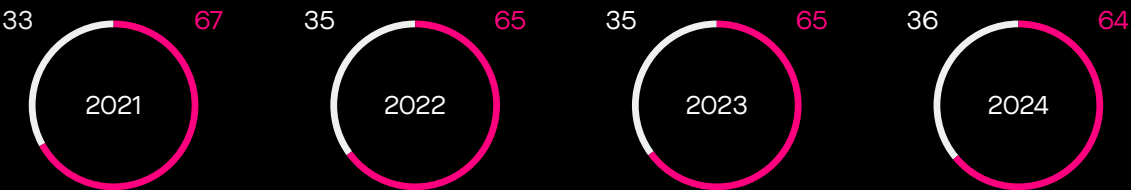
Several high-profile reports within the UK have provided evidence of sexism and misogyny existing in police culture. This forms the second commitment for UK Policing. Police forces have since undertaken their own surveys and listening circles to better understand the experiences of women within policing. This leads to the wider issue of VAWG and how police should respond in order to keep their communities safe.

# DATA RESULTS

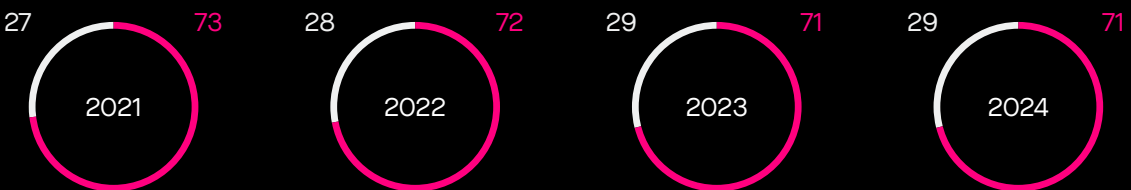
Below are UK Policing’s data from 2021 to 2024, highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male

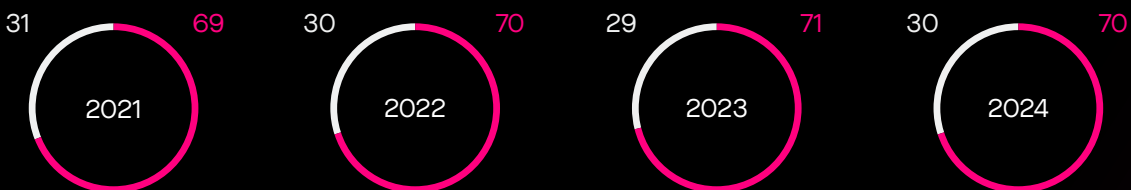
### Overall Company\*



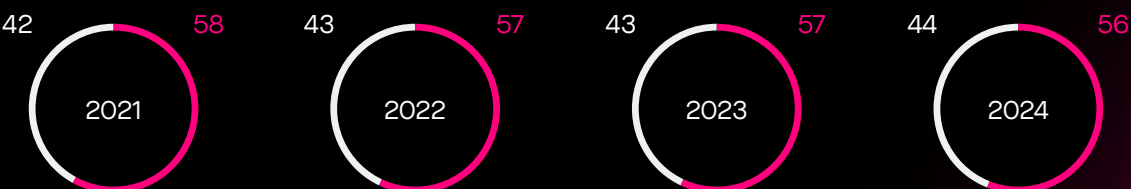
### Top Six Per Cent\*\*



### Board\*\*\*



### New Hires\*\*\*\*



\*Data as of 31st March 2025. Includes Police Officers only. Does not include police staff data, a further third of our workforce. The data available for police staff cannot be broken down by rank or grade so all data points cannot be completed.  
\*\*Top 7% has been included, this includes Inspector rank and above.  
\*\*\*Rank of Chief Officer included here.  
\*\*\*\*Does not include transferees only new starters.

# JEREMY VAUGHAN

## UK POLICING

### CHIEF CONSTABLE

“

Now, more than ever, we need everyone to come together and work towards gender equality. As the HeForShe Champion for UK Policing, I am asking men to join me in accelerating change, eradicating gender inequalities in the workplace and advocating healthy role models.

I am proud of the HeForShe work taking place across UK Policing. My role is to ensure that we do not lose focus or momentum, actively supporting and encouraging officers and staff to continue the excellent work they are doing to move us closer to gender equality.

”



### Key Results

- > The representation of women officers in middle management throughout UK Policing increased from 27 per cent in 2023 to 28 per cent in 2024.
- > A sixth annual report looking at Gender Equality in UK Policing was launched in November 2024. This report features data and a good practice example from every police force in the UK.
- > Two in-person UK Policing HeForShe events were held in 2024. The first focused on “Working Together” and promoted collaborative working between policing and key stakeholders on gender equality. The second saw the launch of the sixth annual report and highlighted several areas of good practice across policing.
- > The HeForShe policing network expanded further with police forces from six of the British Overseas Territories making their own commitment to HeForShe in July 2024.
- > A central online, internal, space for HeForShe policing resources was created. This provides instant access to several resources that support police forces in embedding HeForShe.
- > UK Policing collaborated to produce a Male Allyship Toolkit for organizations with UN Women and members of the HeForShe Alliance. This toolkit guides organizations through every step of introducing male allyship.
- > In addition, individual police forces across the UK held a number of internal HeForShe events, raising awareness and attracting allies.



Beijing+30 Review

UK Policing has embedded gender equality into force-wide leadership, culture and operational reform, contributing directly to three of the six Beijing+30 action areas.

**1. Achieve gender parity:** Since joining HeForShe, one of UK Policing’s commitments has always focused on addressing gender imbalances. Initially this was for senior leadership, and then updated to middle management. Looking at the proportion of women officers throughout UK Policing:

- > Overall, women officers have increased from 29 per cent in 2017 to 35 per cent in 2024.
- > Women officers in middle management have increased from 22 per cent in 2017 to 28 per cent in 2024.
- > Women officers in senior leadership positions have increased from 24 per cent in 2017 to 30 per cent in 2024.

A HeForShe Development Programme template was launched across UK Policing in 2023. This programme focuses on confidence building and encouraging women not to delay promotion. The sixth annual HeForShe report looking at UK Policing shows several examples where police forces across the country have since introduced their own development programmes.

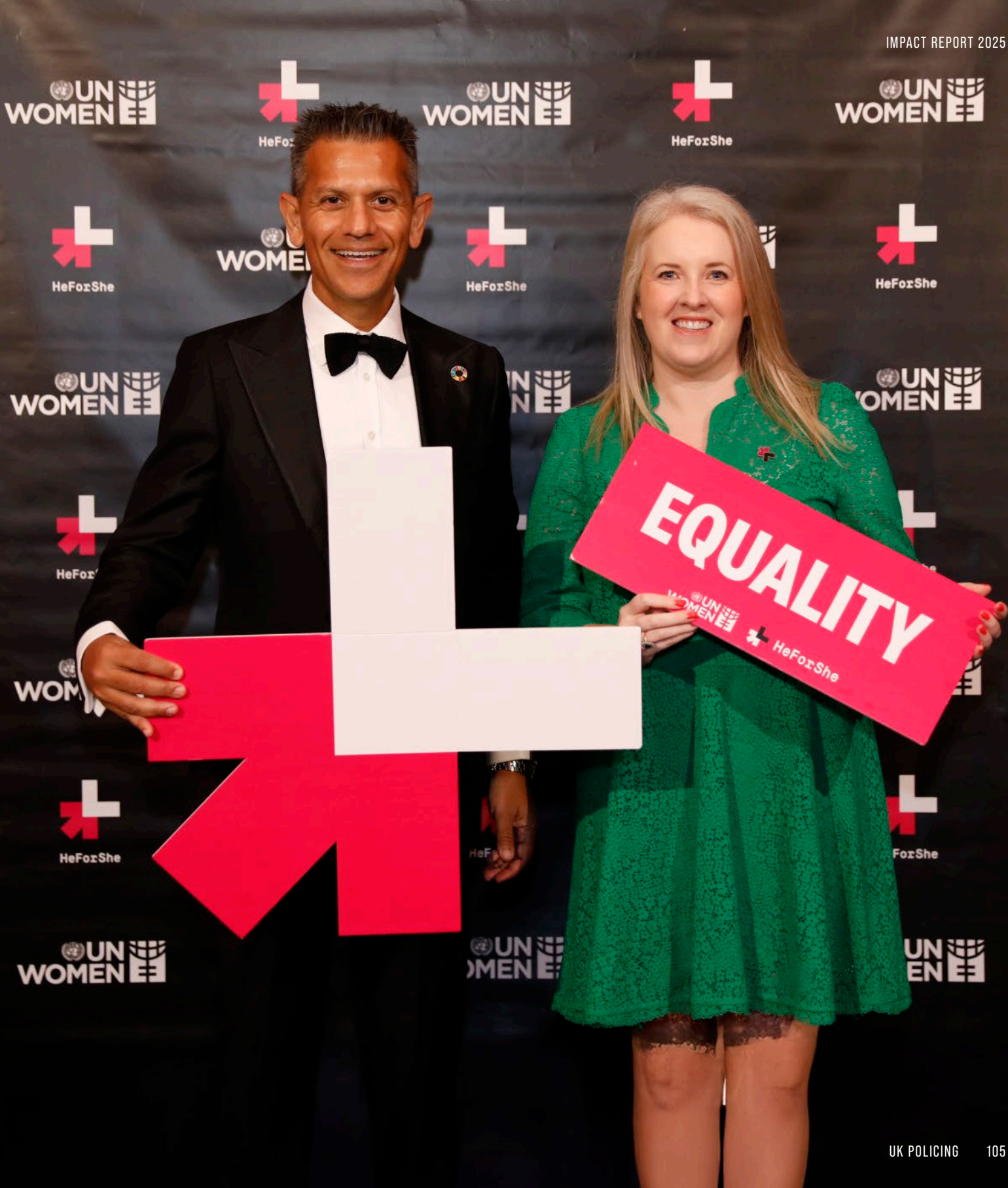
Being a member of the HeForShe Alliance has allowed us to learn from private sector development programmes. Members of the HeForShe Alliance have also supported the HeForShe Development Programme by providing talks and hosting external attachments.

**2. Protect Women and Girls:** One of UK Policing’s initial commitments was to tackle domestic abuse, and this has more recently been updated to remove the sexism and misogyny, where it exists, within police culture. Police forces must eradicate gender inequalities within their organizations before they can best serve their communities—in particular women and girls.

Through annual reports, and online and in-person events, good practice relating to HeForShe and violence against women and girls (VAWG) is shared across the UK Policing HeForShe network. This includes the City of London Police’s Op Reframe and West Yorkshire Police’s JogOn, both featured in the HeForShe Impact Reports.

**5. Enable Women to Work:** Several areas of good practice, shared across the UK Policing HeForShe network, relate to enabling women to work. This includes the introduction of Flexible Working Advocates and “Let’s talk about Gender Equality” conversations.

Another key focus of UK Policing is the introduction of HeForShe Allies, individuals who stand up for gender equality and break down the barriers that women face in the workplace. Good practice of HeForShe Allies, shared across the UK Policing HeForShe network, include reverse mentoring with women new to the force, and providing advice and guidance on moderation and promotion panels.





# IMPACT STORY

## Women Runners in Bradford West Yorkshire, UK

**“As someone who likes to run and keep fit, there have been instances where I have been subjected to unacceptable behaviours, such as cars slowing down and comments being shouted out of the window.**

**Whilst these incidents in isolation may not seem serious, when they become a regular occurrence, it can have a significant impact. A build-up of these incidents can make women change their running routes, avoid certain locations and choose not to run in the dark. Women should be able to run without being concerned.**

**Here in Bradford, this behaviour will not be tolerated.”**

- Superintendent Beth Pagnillo

## Link to the HeForShe Commitment

In 2021, Runner’s World magazine reported that 60 per cent of women they surveyed had been harassed while running. Behaviours included cat calling, offensive comments and, occasionally, physical harassment. These behaviours were particularly prevalent from men in cars.

This leaves women runners feeling scared, intimidated and often looking for alternative running routes or changing the times they run.

West Yorkshire Police, with Bradford Council, has taken action to stop this problem. Their “JogOn” campaign aims to support women in Bradford to run without the fear of harassment.

JogOn has four key actions: engagement, education, enforcement and environment. West Yorkshire Police worked with key partners to tackle harassing behaviours, encourage reporting by runners and prevent incidents occurring in the first place.

The JogOn brand was developed and promoted on posters, banners and T-shirts to raise awareness. Local Park Runs and running club meets were attended to share the campaign and undertake crucial engagement.

Local media were utilized to educate the community that these types of behaviours are unacceptable and should be reported. This was supported by a launch video that was widely circulated, and activity in schools and colleges.

Active Bystander Training was provided to local runners free of charge. This training stressed that the safety of women whilst out running is everyone’s responsibility, and not just a matter for those directly impacted by the harassment.

A multi-agency operation was developed, including uniformed officers providing reassurance and plain clothes officers going out running to witness behaviours and gather intelligence. Bradford Council was able to enforce its Public Space Protection Order, which prohibits the anti-social use of vehicles including for “shouting, swearing at, or abusing, threatening or intimidating, another person—including using sexual language or making sexual suggestions”.

## Results & Impact

Since JogOn has been introduced, reporting of this sort of harassment of runners, and related action taken, has increased.

Action by West Yorkshire Police and Bradford Council includes: seven proactive operations; pursuing seven breaches of the Public Space Protection Order, one breach of a Criminal Behaviour Order and 39 traffic offences; three warnings for anti-social driving; and the seizure of eight vehicles.

The increase in reports and subsequent action has been supported by over 1,000 individuals receiving Active Bystander Training, encouraging runners to intervene and report any harassment they witness.

West Yorkshire Police and Bradford Council have also been working together to promote local street safe and walk safe apps, to encourage members of the public to tell them where they do not feel safe. Environmental Visual Audits are being undertaken at notified hotspots, and are being used to consider whether the area can be designed differently to promote safety.



## Closing & Next Steps

The JogOn campaign is continuing within Bradford and will continue to review its impact and adapt as necessary.

Innovative and forward thinking, West Yorkshire Police has also invested in developing Pol-Ed, which provides a range of materials to be delivered by teachers in schools across West Yorkshire including lessons and assemblies related to VAWG. Scenarios appropriate to JogOn are being developed to be delivered by officers in primary and secondary schools.

The learning from JogOn is now being shared more widely across policing. Chief Inspector Nick Haigh attended the UK Policing HeForShe Annual Report Launch in November 2024 and presented JogOn to police forces around the country, sharing learning and advice for any who want to run a similar campaign.

Academic research by Dr Caroline Miles and Professor Rosemary Broad from the University of Manchester has further looked at “The abuse of women runners in Greater Manchester and Merseyside”. This research found that over two-thirds of women runners across these two English regions have experienced abuse. The research has provided several recommendations for police forces and policymakers and helped to influence JogOn.

It is hoped that with increased awareness, reporting and police and partner response, women will feel safer when going out running.

This work supports the second Beijing+30 strategy: Protect Women and Girls. The JogOn campaign demonstrates how police and partners can work together to safeguard women who feel unsafe whilst out running. The approach has been shared across UK Policing in the hope that it will be replicated in other areas across the country.

UK Policing has developed a strong HeForShe network where good practice such as the JogOn campaign can be shared and replicated across police forces. UK Policing produces an annual report and hosts online and in-person events throughout the year to facilitate this sharing.



# VODAFONE GROUP PLC

## HeForShe Commitments

In 2019 Vodafone launched a global DVA policy, becoming the first company to offer employer support to survivors of domestic abuse on a global scale. The policy sets out a comprehensive range of workplace support, security and other measures for employees at risk of, experiencing, or survivors of DVA.

Vodafone is committing to building on this policy with additional tools, awareness and leadership strategies to help ensure the safety of employees globally.

## WEPs Alignment

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

## Context & Ambition

External Context: Gender equality has made progress, for example with nearly 90 per cent of 159 countries tracked by UN Women reporting strengthening GBV laws.<sup>1</sup> But progress is slow, and economic and climate shocks, the COVID 19 pandemic and conflicts have set back gender equality efforts over the last five years. Domestic violence surged during pandemic lockdowns, and conflicts and the climate emergency disproportionately affect millions of women and girls around the world. ([UN Women](#))

At Vodafone we want our business to reflect the customers we serve and the broader societies in which we operate. Close to 50 per cent of the world’s population is female, and our work supports progress towards gender equality and empowering all women and girls.

One in three women will experience physical or sexual violence in their lifetime. We recognize domestic abuse as a significant barrier to gender equality which needs everyone to act in order to end the cycle of violence. Our work is focused on continuing to shine a light on the issue, and playing our part in providing support to survivors at work as part of a broader systemic response.

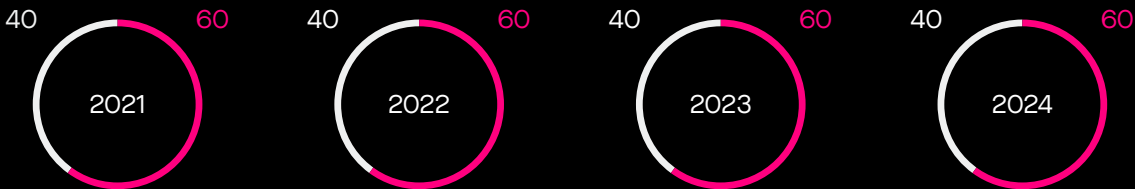
<sup>1</sup> Actions to accelerate gender equality for ALL women and girls | UN Women – Headquarters

# DATA RESULTS

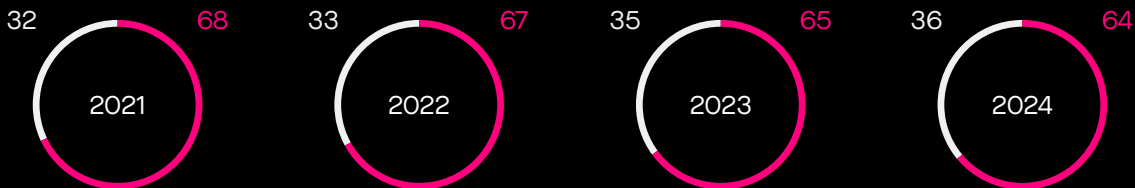
Below are Vodafone Group PLC’s data from 2021 to 2024, highlighting the percentage of male and female staff in various categories. The five-year reporting period uses 2021 as a baseline.

Female Male

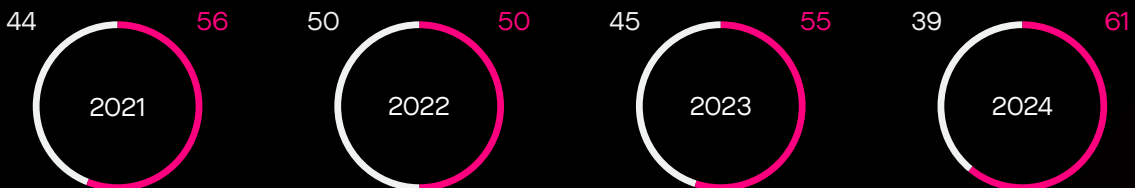
## Overall Company



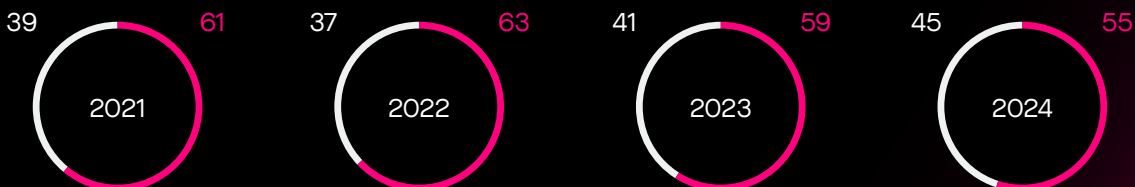
## Top Six Per Cent



## Board



## New Hires



All data from the end of December 2024.

JOAKIM  
REITER

VODAFONE  
GROUP PLC

CHIEF EXTERNAL & CORPORATE  
AFFAIRS OFFICER

“

Vodafone remains deeply committed to supporting those impacted by domestic abuse. The Vodafone Foundation Bright Sky app has now surpassed a million downloads globally. This was fuelled by the success of the Foundation's 16 Days of Activism campaign, which reached 27.7 million women and enabled over 200,000 people to access critical support.

With the launch of a new, upgraded website, we've now made it even easier for those affected by domestic abuse to find the help they need. Vodafone stands firm in its dedication to preventing domestic abuse and violence, providing ongoing support for survivors and their communities.

”



Key Results

- > 250 allies against abuse have been trained across our markets to support survivors in our workplace. Through our partnerships with Hope After Harm and Dr Jane Pillinger, every ally has been trained and given resources to help recognize the signs of abuse, respond and refer survivors to specialist support.
- > Vodafone Foundation's 2024 16 Days of Activism campaign highlighted the vital role that family and friends can play in supporting survivors of domestic abuse and signposting resources for support through the Bright Sky app. The campaign reached 27.7 million people, resulting in over 200,000 people accessing the Bright Sky platform—more than any previous campaign. Vodafone Foundation's Bright Sky app and website have now surpassed 1.2 million downloads across 13 markets, providing users with a safe pathway to information and essential services. The newly upgraded Bright Sky website also makes it easier than ever to access practical support and information for anyone who is experiencing domestic abuse, or anyone who is worried about a friend, family member or colleague.
- > Since 2021, Vodafone has increased the representation of women in our senior management and leadership positions by 4 per cent to 36 per cent in 2024.



### Beijing+30 Review

Vodafone's HeForShe work contributes directly to three of the six Beijing+30 action areas—advancing gender equality across leadership, digital inclusion and violence prevention—through both corporate practices and global philanthropy.

**1. Achieve gender parity:** Rapidly increase the number of women in leadership positions at all levels.

> We aim to increase the number of women in our senior management and leadership positions to 40 per cent by 2030. We work to address barriers to gender equality, from talent acquisition through to learning and development, by creating an inclusive workplace where everyone can thrive. We introduced parental leave to help families share caring responsibilities; recognizing that menopause will affect half the world's population, we are clear about our support at work for women experiencing menopause; and we support survivors of domestic abuse through our workplace policy.

**2. Protect women and girls:** Safeguard women and girls from violence in all spaces, both offline and online.

> For over a decade, Vodafone Foundation has harnessed the power of technology to support more than 2.6 million people impacted by abuse. Through a suite of innovative apps, the Foundation provides vital access to advice, support and education, empowering individuals to live free from abuse. In addition to its digital tools, the Foundation leads research and awareness campaigns that highlight domestic abuse as a global epidemic that affects millions of people in diverse and often hidden ways.

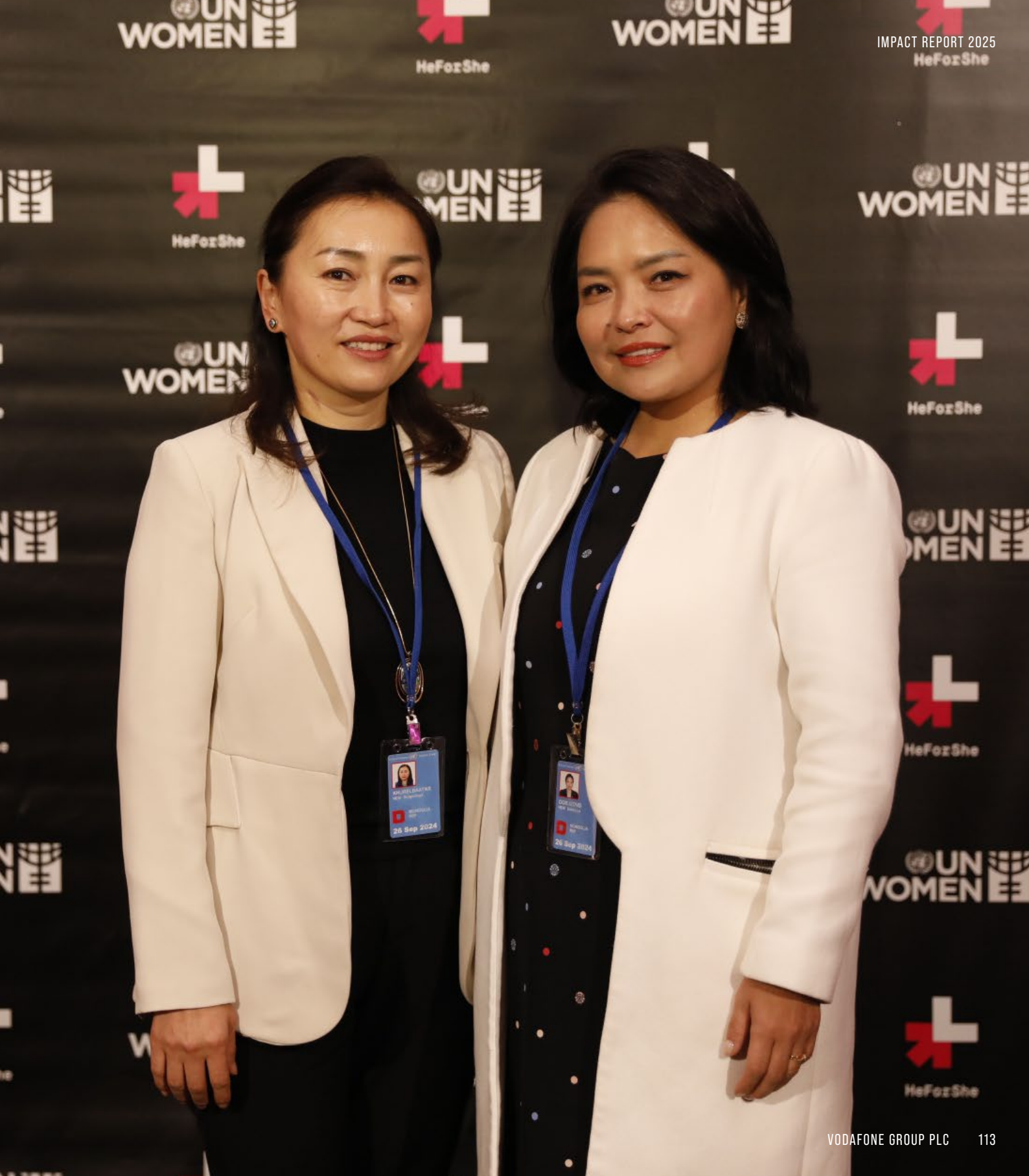
> Vodafone has a workplace domestic violence policy offering paid safe leave, safety measures, referral to specialist support, awareness raising and training. In the last 12 months 250 Allies Against Abuse have been trained to support survivors at work.

**4. Close the digital gender gap:** Ensure women have equal access to technology and its benefits.

> To address the digital gender gap, Vodafone connects women to mobile communication in markets across Europe and Africa, helping them to take advantage of technology and the benefits it offers. We are using our mobile technologies to enhance the quality of women's lives through programmes that support education, skills and jobs; improve health, wellbeing and safety; and enable economic empowerment.

> Our purpose is to empower people so they can connect to a better future.

> We recognize that gender equality and empowering women and girls is unattainable without putting an end to all forms of VAWG. In tackling DVA, allyship across industries and organizations is critical and our partnership with HeForShe is part of this.



# IMPACT STORY

**Emma Smith**

Global Cyber Security, Technology  
Strategy and IT Architecture Director  
Vodafone

**“At Vodafone, we believe in connecting people for a better future through technology. Technology can be a powerful tool to empower and protect individuals, and the Bright Sky app is a great example of this. Every month the app enables around 4,000 survivors of domestic abuse or concerned friends, colleagues and relatives to discreetly get the information and help they need.**

**For people working in Cyber Security, integrity and confidentiality are integral values; these same values are key in our work as allies against abuse. We can share practical recommendations with employees about how to stay safe and aware online to help detect and prevent technology being used for harm, for example through spyware, hidden camera, trackers or image-based abuse.**

**At a personal level, the ally training has been incredibly powerful for me. The insights from the training created a strong connection to the lived experiences of survivors, and this has stayed with me. The training has helped allies to better understand the different types, signs, behaviours and impacts of domestic abuse over time, while thinking about intersectionality, so that our responses are tailored to individual needs and context. It has provided a safe space to ask questions and learn from each other, enabling a supportive network of people all wanting to make a difference and foster a sense of safety. Being an ally against abuse and part of this safe network has reminded me of the power of community, empathy and kindness in our collective journey towards gender parity.”**

- Emma Smith

## Link to the HeForShe Commitment

Vodafone is committed to building on our domestic abuse policy with additional tools, awareness and leadership strategies to help ensure the safety of employees globally.

> In 2024, our Allies Against Abuse Programme was launched with the aim of expanding the network of support available to survivors. Our allies embed our policy by building large-scale awareness of domestic abuse, and this network increases our capacity and capability to support survivors. Our programme has trained over 250 allies to recognize, respond and refer survivors at work to support. Teams from across our markets have joined the allyship network to equip themselves to spot signs of abuse, and receive support to help them respond through their day-to-day roles. As a result of this programme, allies reported that their confidence in their ability to support survivors improved, and that their awareness of all the avenues of support at Vodafone grew.

> Across our markets, local Vodafone Foundation teams presented a unified response during the 16 Days of Activism campaign to demonstrate our global commitment to ending the cycle of abuse and embed our support. This ranged from cinematic events highlighting the issue of domestic abuse in Luxembourg to establishing a new national media partnership in Romania.

## Results & Impact

Reaching as many people as possible through our policy and Vodafone Foundations work is critical, given the prevalence of abuse across society. Since 2021, Vodafone Foundation has launched a series of targeted awareness campaigns at key moments throughout the year to help combat domestic abuse. These campaigns collectively have reached 75.2 million women. Vodafone’s policy supporting our survivors at work has been embedded further through our Allies Against Abuse network.

Our Allies reported that the initial training and subsequent upskilling sessions provided safe and inclusive learning environments on types of abuse, how to recognize abuse and how to respond and refer survivors to specialist support. Allies are critical in supporting our efforts to end the cycle of abuse, not just in their support for colleagues at work, but for the wider community.

## Closing & Next Steps

One in three women will experience abuse in their lifetime. Gender equality is unattainable without addressing domestic abuse, and so Vodafone remains committed to continuing to embed and build on our support for domestic abuse survivors. This will continue through awareness campaigns, digital tools including apps and websites, research and sharing lessons learned. Vodafone Foundation’s portfolio of apps against abuse continues to increase the number of people it reaches. Bright Sky has reached over 1 million people, and awareness campaigns continuously shine a light on the issue.

Our employer policy continues to be embedded by expanding training beyond HR and managers to an extended network of Allies Against Abuse. Our aim is to ensure survivors can access a broad network of support, so we will continue to invest in building and supporting this network of Allies. We aim to normalise support and break down the stigma associated with domestic abuse, so that every survivor can get support when and where they need it. We are increasing everyone’s understanding of the Recognise, Respond and Refer framework so that our support practices are embedded in the workplace. We aim to raise the level of awareness and support for survivors, so that one day support will far exceed the prevalence of abuse, helping us to end the cycle of violence.





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