



FOR ALL
WOMEN
AND GIRLS



HeForShe Alliance IMPACT REPORT

2026



About HeForShe

Launched by UN Women in 2014, HeForShe is a global platform where men and boys join in solidarity the movement to advance gender equality. Grounded in the understanding that gender equality requires collective action, HeForShe convenes the public, private and civil society sectors in a joint effort to challenge patriarchal masculinities, promote equitable models of leadership and allyship, and mobilize individuals and institutions to drive lasting, systemic change.

Through strategic partnerships, advocacy, thought leadership and evidence-based initiatives, HeForShe supports organizations in embedding gender equality into their policies, practices and cultures while fostering greater accountability and shared responsibility.

Acknowledgements

The HeForShe Initiative extends its sincere gratitude and appreciation to the members of the HeForShe Community whose hard work, dedication and leadership continue to drive institutional change and deliver meaningful results for women and girls. Their commitment to advancing gender equality across governments, businesses, civil society organizations and international institutions is the foundation of the HeForShe Alliance and the collective progress reflected in this report.

HeForShe expresses deep appreciation to the practitioners, experts, communications specialists, programme teams, National Committees, government counterparts and partner organizations who have generously contributed their time, expertise, recommendations and lessons from practice to develop this edition of the **HeForShe Impact Report**. Their collaboration has strengthened the quality of the report and enriched the Alliance’s collective learning. This includes and is not limited to **Ambassador Ana María Alonso**, Ambassador for Feminist Foreign Policy, Government of Spain; **Myriam Erquicia**, Adviser on Feminist Foreign Policy, Government of Spain **Francisco Javier López Lorenzana**, Permanent Representation of Spain to the United Nations; **Amparo Cornejo**, Chief Sustainability Officer, Teck Resources; **Dr Jackie Scales**, Chief Inclusion Officer, Teck Resources; **Tori D’Avella**, Senior Lead, Equity, Diversity and Inclusion, Teck Resources; **Ai Whelan**, Specialist, Community Investment, Teck Resources; **Catalina Necochea Rodler**, Acting Manager, Conservation, Teck Resources; **Stephanie Bennett**, EDI Specialist, Teck Resources; **Marina Madale**, General Manager, Sustainability and Shared Value, MTN Group; **Fundiswa Zuma**, Manager, Group CSI Programmes and Partnerships, MTN Group; **Shakira Moise**, Diversity, Equity and Inclusion Lead, Vodafone Group; **Daniel Neilson**, Global Diversity, Equity and Inclusion Leader, Vodafone Group; **Jemima Gawn**, Global Brand Manager, Vodafone Group; **Joe Griffin**, Senior Manager, Sustainability Strategy, Vodafone Group; **Libbi Lee**, Chief Sustainability Officer, De Beers Group; **Lucie Clark**, Sustainability Partnerships Lead, De Beers Group; **Miguel Santos**, Executive Compensation and Corporate Governance (Group Function), Recruit Holdings; **Yuko Takemasa**, Corporate Communication Planning Staff, Recruit Holdings; **Mariko Ishitani**, PR Group Communication, Recruit Holdings; **Hiroko Saito**, Corporate Communications, Recruit Holdings; **Eli Tomizu**, Environmental and Human Rights PMO, Recruit Holdings; **Cica Dadjo**, Chief Gender Equality, Diversity and Inclusion Officer, International Rescue Committee; **Graciela Pasquier Cross**, Deputy Director of Programs, Global Surge Team, International Rescue Committee; **Emilie Linder Aiyebomwan**, Senior Officer, Gender, Equality, Diversity and Inclusion, International Rescue Committee; **Heather Bowler**, Senior Executive Director, Communications, World Tennis; **Mairi Davies**, Presidential Senior Coordinator, World Tennis; **Gayathri Butler**, Director, Global Social Connections Investments, Movember; **Louise Crawford**, HeForShe Programme Manager, UK Policing; **Brooke Jarvis**, HeForShe Programme Manager, UK Policing; **Darya Majidi**, President, UN Women Italy National Committee; **Corrado Tomassini**, Board Member and Head of Public Affairs, UN Women Italy National Committee; **Eva Castro**, President, UN Women Spain National Committee; **Marga**

Guitart, Secretary of the Board, UN Women Spain National Committee; **Ciça Almeida**, Treasurer and Board Member, UN Women Spain National Committee; **Alicia Fischer**, Communications, Campaigns and Social Media, UN Women Germany National Committee; **Maike Exner**, Project Manager, HeForShe, UN Women Germany National Committee; **Pedro Henrique Da Silva Nogueira**, Communications Analyst, UN Women Brazil; **Aisulu Toishibekova**, Volunteer, UN Women Kazakhstan Multi-Country Office; **Azhar Bergeneva**, Central Asian SGBV Alliance Coordinator, UN Women Kazakhstan Multi-Country Office; **Alua Jabassova**, Central Asian SGBV Alliance Administration and Finance Associate, UN Women Kazakhstan Multi-Country Office; **Emir Fazlović**, Programme Analyst, UN Women Bosnia and Herzegovina; **Haris Buljubašić**, Communications Analyst, UN Women Bosnia and Herzegovina; **Anesa Muhović**, Programme Analyst, UN Women Bosnia and Herzegovina; **Anela Kadić Abaz**, Programme Coordination Specialist, UN Women Bosnia and Herzegovina; **Geno Tumaini Ochieng**, Senior Communication and Media Consultant, UN Women Rwanda; **Tikikel Tadele Alemu**, Programme Management Specialist, UN Women Rwanda; **Emma Uwantege**, Programme Specialist, UN Women Rwanda; **Simbarashe Moyo**, IAG Coordinator, UN Women Zimbabwe; **Innocent Katsande**, Media and Communications Officer, UN Women Zimbabwe; **Teofila Guarachi Cusi**, Specialist in Law and Communication, UN Women Bolivia; **Ana Arancibia**, Volunteer, UN Women Bolivia; **Satria Yuma**, Programme Partnership Associate, UN Women Indonesia; **Hosianna Rugun Anggreni**, Programme Analyst, Gender, Women, Peace and Security, UN Women Indonesia; **Ebru Ozdayi Demirel**, Communications Analyst, UN Women Türkiye; **Didem Ayberkin**, Communications Analyst, UN Women Türkiye; **Nilufer Bas**, Communications Analyst, UN Women Türkiye; **Duygu Arig**, Programme Specialist, UN Women Türkiye; and numerous colleagues from UN Women Headquarters, Regional and Country Offices, National Committees, government institutions and partner organizations across the globe.

Last, but not least, we extend our sincere gratitude to all HeForShe Champions whose leadership and commitment continue to inspire action across governments, businesses, civil society and international organizations. Their vision and accountability are central to the progress reflected throughout this report.

Report Credits

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

UN Women supports UN Member States as they set global standards for achieving gender equality. It works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women’s equal participation in all aspects of life, focusing on five priority areas: increasing women’s leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women’s economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN systems work in advancing gender equality.

The views expressed in this publication are those of the authors and contributors and do not necessarily represent the views of UN Women, the United Nations or any of its affiliated organizations.

Report prepared by: **Francesco Merola** and **Ruwadzano Nhamoinesu**, HeForShe Global Secretariat

Designer: **Erkam Akalin**

Editor in Chief: **Vesna Jaric**, Global Head of HeForShe

Cover Photo: UN Women Bolivia/**Teófila Guarachi**

© UN Women, 2026

ACRONYMS AND ABBREVIATIONS

AGM	Annual General Meeting
AWOME	Accelerating Women-Owned Micro-Enterprises
CEO	Chief Executive Officer
CELAC	Community of Latin American and Caribbean States
COI	Community of Interest
CSO	Civil Society Organisation
CSW	Commission on the Status of Women
DEI	Diversity, Equity and Inclusion
EDI	Equity, Diversity and Inclusion
ERD	Economic Recovery and Development
ESG	Environmental, Social and Governance
EU	European Union
EU-LAC	European Union–Latin America and Caribbean
EVAW	Ending Violence Against Women
FAO	Food and Agriculture Organization of the United Nations
FELCV	Special Force to Combat Violence
FY	Financial Year
GBV	Gender-Based Violence
GBVH	Gender-Based Violence and Harassment
IGNITE	Inspiring Girls and Grassroots Networks for Inclusive and Transformative Education
IRC	International Rescue Committee
ITCILO	International Training Centre of the International Labour Organization
ITF	International Tennis Federation
KPI	Key Performance Indicator
LME	London Metal Exchange
LSE	London School of Economics and Political Science
NGO	Non-Governmental Organisation
NYU	New York University
POLRI	Indonesian National Police
SDG	Sustainable Development Goal
STEM	Science, Technology, Engineering and Mathematics
UN	United Nations
UNGA	United Nations General Assembly
UNSG	United Nations Secretary-General
UNITE	United Nations Secretary-General’s campaign to end violence against women
VAWG	Violence Against Women and Girls
WEPs	Women’s Empowerment Principles
WIM UK	Women in Mining UK
WiMAN	Association of Women in Mining in Namibia
WPS	Women, Peace and Security

TABLE OF CONTENTS

1 FOREWORD BY UN WOMEN EXECUTIVE DIRECTOR	06
2 JOINT STATEMENT FROM THE HeForShe ALLIANCE	08
3 HeForShe GLOBAL ADVOCACY IMPACT AND REACH	14
4 HeForShe CHAMPIONS DRIVING PROGRESS FOR SDG 5	18
5 COLLECTIVE IMPACT OF THE HeForShe ALLIANCE IN 2025	24
6 HeForShe ALLIANCE CHAMPIONS REPORT	28
7 HeForShe ENGAGEMENT WITH YOUTH THROUGH UNIVERSITIES	68
8 HeForShe NATIONAL CHAPTERS	72
9 HeForShe AROUND THE WORLD	80

1

Foreword by UN Women Executive Director

With four years remaining to achieve the Sustainable Development Goals, the window for delivering on the promise of gender equality is narrowing. Important progress has been made, but it is far from sufficient. Women hold just 27.2 per cent of parliamentary seats globally and only 30 per cent of managerial positions. They continue to perform two and a half times more unpaid care and domestic work than men. Over the past year, one in eight women experienced physical and/or sexual violence by an intimate partner. Conflict, economic uncertainty, climate shocks and growing opposition to women's rights are placing hard-won gains at risk. The years ahead must therefore be defined by accelerated action and renewed commitment.

Progress at the pace required cannot be achieved by women and girls alone. Governments, businesses, civil society, academia and communities must use their resources and influence to dismantle the barriers that sustain inequality. Men and boys also have a critical role to play in this effort, as allies for change. HeForShe was founded on that very principle.

For more than a decade, HeForShe has mobilized men and boys and brought together leaders and institutions committed to advancing gender equality. Its purpose is not only to build support, but to translate that support into tangible changes in policies, practices and behaviors.

Over the past year, HeForShe reached more than 16 million people through digital engagement, public advocacy, workplace action and community mobilization. More than 6,300 institutions were mobilized through partnerships, capacity-building, technical assistance and targeted funding. In 2025, HeForShe Alliance members directly supported more than 2.61 million people, while workplace initiatives benefited more than 172,000 employees, personnel and contractors.

These results reflect action across the priorities of UN Women's Strategic Plan 2026-2029, from advancing women's leadership and economic empowerment to ending violence against women and girls and supporting women's participation in peace, security and humanitarian action.

The report also demonstrates how the different parts of the HeForShe movement reinforce one another. Champions advance institutional change, National Chapters translate global commitments into locally grounded action, and universities engage the next generation of leaders. Practical resources such as the Barbershop Toolkit 2.0 also equip partners to respond to emerging challenges, including online misogyny and technology-facilitated violence against women and girls.

As we look to 2030, the measure of our success must be clear: equal rights, equal opportunities and equal representation for all women and girls, everywhere.

— Sima Bahous

Under Secretary General &
Executive Director, UN Women



2

Joint Statement from the HeForShe Alliance



With just four years remaining to achieve the Sustainable Development Goals and amid growing global instability, progress for women and girls remains uneven and under threat. Across the world, conflict, economic uncertainty, climate shocks, and growing polarisation continue to deepen inequalities and undermine hard-won gains. Yet this moment also presents an opportunity to turn ambition into action and demonstrate what committed leadership for gender equality looks like in practice.

The HeForShe Alliance has reinforced an important lesson: progress towards gender equality requires the active engagement of men and boys. As opposition to gender equality and inclusion grows more organised and visible, positive examples of male allyship and equitable masculinity matter more than ever. Leadership is demonstrated not only by what we say, but by how we act. Through our actions, we strive to model respect, inclusion, accountability, and partnership, while showing that men and boys have an important role to play in advancing equality and helping build more inclusive societies.

We are encouraged by practical approaches such as the HeForShe Barbershop Toolkit 2.0, which provides concrete tools for engaging everybody, especially men and boys in meaningful conversations about power, privilege, allyship, and gender equality.

We are equally inspired by the continued growth of the HeForShe movement. Over the past year, the establishment of six new National Chapters and activations around the world has expanded the reach of our collective mission and demonstrated the growing demand for action on gender equality.

Together we are building a truly global ecosystem for change, one that connects local leadership with global ambition. We are proud to be part of this movement and encouraged by the growing number of individuals and institutions choosing to stand visibly and vocally for equality.

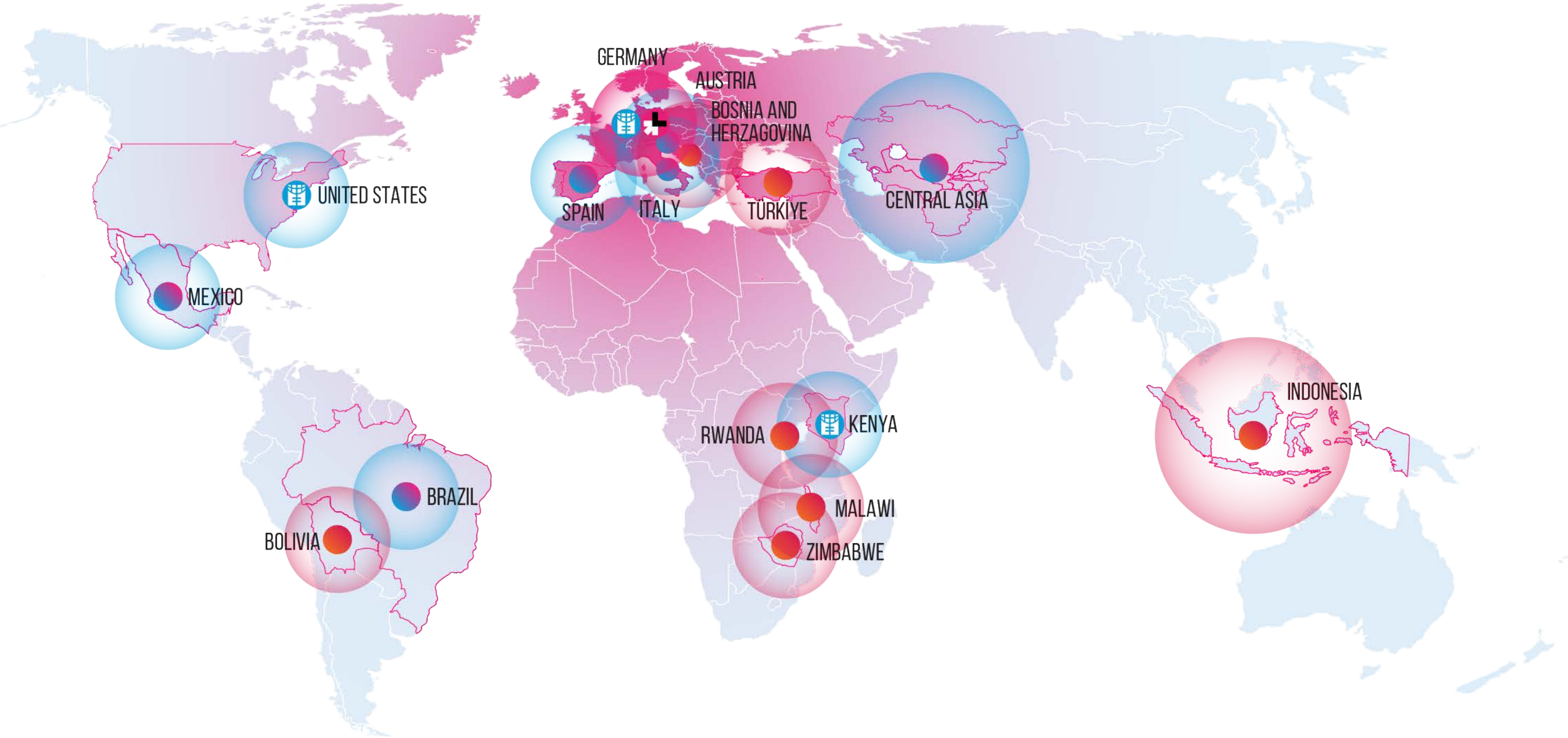
This report demonstrates the collective impact of the HeForShe Community and the actions each Champion is taking to advance gender equality in our own contexts. Together, we are proud to have directly supported more than 2.61 million people through programmes advancing training, education, entrepreneurship, leadership development, violence response, healthcare access and economic empowerment; and engaged more than 172,000 employees, personnel and contractors through workplace initiatives. This reflects not only the scale of our collective action, but the shared responsibility we carry to turn commitments into measurable progress for women and girls.

We call on leaders across all sectors to stand firm in their commitment to gender equality, and we call on men and boys everywhere to become agents of change and accountable allies for women's rights.

Inspired by the determination of women and girls worldwide and motivated by a shared vision of equality, empowerment, and rights for all, we remain committed to using our voices, influence, and actions to help drive progress in the years ahead. The time to act—and to lead—is now.

— HeForShe Champions

THE HeForShe MOVEMENT: GLOBAL REACH AND IMPACT





UN WOMEN GLOBAL OFFICES
NEW YORK (UNITED STATES),
BONN (GERMANY), NAIROBI (KENYA)



HEFORSHE GLOBAL OFFICE
BONN, GERMANY



HEFORSHE OFFICIAL CHAPTERS
ITALY, SPAIN, MEXICO, BRAZIL,
CENTRAL ASIA, BOSNIA AND HERZEGOVINA



HEFORSHE ACTIVATIONS
AUSTRIA, RWANDA, TÜRKIYE, ZIMBABWE,
MALAWI, GERMANY, BOLIVIA, INDONESIA

REACH

OVER 16 MILLION PEOPLE



were reached worldwide by HeForShe Champions, HeForShe Global, and National Chapters through digital engagement, public advocacy, workplace action, and community mobilization for gender equality.

1.3 MILLION FOLLOWERS



on social media across HeForShe Global and HeForShe National Chapters.

1,000+ PARTICIPANTS



convened through in-person events.

INSTITUTIONAL CHANGE

6,300+ INSTITUTIONS



mobilised to advance gender equality through partnerships, capacity-building, technical assistance, and targeted funding.

172,000+ EMPLOYEES, PERSONNEL AND CONTRACTORS



benefited from workplace initiatives promoting gender equality, allyship, and safer, more inclusive workplaces.

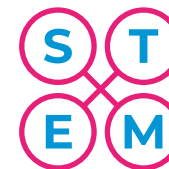
OPPORTUNITIES CREATED

2.61 MILLION+ PEOPLE



directly supported through training, education, entrepreneurship, leadership development, violence response services, healthcare access, and economic empowerment initiatives.

16,800+ GIRLS AND YOUNG WOMEN



reached through STEM, digital skills, scholarship, educational, and vocational initiatives.

USD 9.6 MILLION



in prize money for women athletes at the Billie Jean King Cup Finals, maintaining parity with the Davis Cup.

USD 10,000+



generated in sales by Indigenous women-led enterprises through Teck's Originarias Programme.

3

HeForShe Global Advocacy Impact and Reach

In 2025–2026, the HeForShe movement mobilized millions of people across regions and sectors, demonstrating global push forward for gender equality. Across National Chapters, HeForShe mobilized millions of people through high visibility campaigns, cultural events, and digital engagement. Chapters in Rwanda, Bolivia, Central Asia, Brazil, Zimbabwe, and others collectively reached more than 4.6 million people. At the same time, HeForShe Champions advanced large scale, measurable impact through programmes that directly benefited more than 2.61 million people and indirectly reached over 10.7 million individuals worldwide. Together, these efforts reflect a unified, intersectional, and action-driven movement that is shifting norms, strengthening institutions, and expanding opportunities for women and girls.

LAUNCH OF THE HeForShe BARBERSHOP TOOLKIT 2.0

Thanks to the support of the Government of Iceland, HeForShe and the Ending Violence Against Women (EVAW) Section advanced UN Women's efforts to generate evidence and advocate for equitable masculinities. The partnership also supported the development of practical tools to drive social norms change and promote accountable forms of masculinity.

During UNGA80, HeForShe launched [HeForShe Barbershop Toolkit 2.0](#), a strengthened and expanded resource designed to facilitate critical conversations on masculinity, power, privilege, and gender equality. Building on Iceland's pioneering Barbershop model, originally launched in 2017, the initiative promotes safe and difficult conversations that challenge patriarchal masculinities. The updated 2025 toolkit reflects the latest evidence on transforming patriarchal masculinities, social norms change, and violence prevention. Developed in consultation with wide range of stakeholders including UN Women specialists, HeForShe Alliance members, and leading masculinities civil society experts such as MenEngage and Equimundo, the toolkit strengthens the link between gender equality advocacy and violence prevention efforts.

The Barbershop Toolkit 2.0 was developed in response to emerging challenges in the gender equality landscape, including growing backlash against women's rights, online misogyny, and the influence of the "manosphere". [Research from Movember](#) shows that 63 per cent of young men regularly consume content from online masculinity influencers, while a [Team Lewis study](#) conducted in support of HeForShe found that 80 per cent of Gen Z and 76 per cent of Millennials are concerned about sexist rhetoric online and are calling for stronger action to address online misogyny. These findings underline the need for evidence-based approaches that help young people critically engage with harmful online narratives and promote equitable masculinities.

HeForShe is responding by combining partner expertise and coordinated action to actively occupy digital spaces with positive, values-based counter-narratives that challenge misogyny and promote more equitable masculinities. Notably, Alliance partners, led by Vodafone, [issued a joint Call to Action](#) urging for stronger policies, platform accountability, and enforcement mechanisms to combat online misogyny and gender-based hate.

This rise in harmful content has informed a key innovation in the updated Toolkit: a strengthened focus on contemporary issues such as online misogyny, digital masculinities, and technology-facilitated violence against women and girls. Building on the success of the original Toolkit, the resource expands to 10 modules and provides practical guidance for engaging men and boys across workplaces, schools, communities, and public institutions, while promoting healthier, more equitable, and accountable forms of masculinity in line with UN Women's approach to social norms change. By addressing how harmful gender norms are shaped and reinforced both online and offline, the Toolkit equips participants with practical tools to challenge inequality, promote positive masculinities, and support violence prevention efforts.

RESULTS FROM EARLY IMPLEMENTATION

Early implementation results demonstrate the Toolkit’s potential to drive meaningful change. In partnership with New York University Stern School of Business, HeForShe piloted Module 3, Digital Masculinities and Online Behaviour, through eight workshops reaching 39 students across in-person and virtual formats.

The pilot generated measurable improvements in participants’ understanding of gender issues in digital spaces. Understanding of digital masculinities increased from below 50 per cent before the workshops to more than 70 per cent afterwards, while recognition of harmful masculine tropes rose from 32 per cent to 79 per cent. Awareness of the impact of online behaviour on others increased from 55 per cent to 87 per cent. Most significantly, participants demonstrated a stronger willingness to take action. The proportion of participants who

reported they would challenge or report harmful online content increased from 14 per cent before the workshops to nearly 70 per cent afterwards, highlighting the Toolkit’s capacity to translate awareness into behavioural change and positive engagement.

LOOKING AHEAD

To operationalize this work, scale-up will be driven through a coordinated global advocacy campaign, uptake and implementation by UN Women offices and National Chapters, and the establishment of a robust knowledge infrastructure, including digital learning modules, and structured knowledge exchange platforms. A certified global roster of trained Barbershop Toolkit facilitators will be offered to any interested institutions to avail themselves from the expertise of facilitators. This will ensure quality, consistency, and scalability across regions, complemented by country-level piloting and adaptation to ensure contextual relevance and uptake.



Launch of the HeForShe Barbershop Toolkit 2.0 held at Salesforce headquarters in New York on 25 September 2025 on the margins of the 80th Session of the UN General Assembly (UNGA80). Photo: UN Women/Ryan Brown

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. 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.

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

4

HeForShe Champions Driving Progress for SDG 5

UN Women leverages its unique triple mandate (normative support, UN System coordination and operational activities) to act as the driving force behind Sustainable Development Goal 5 (SDG 5), which aims to achieve gender equality and empower all women and girls by 2030. This integrated, “policy-to-practice” approach shapes global standards based on local realities, and relies on the strength of partnerships to deliver better outcomes for all women and girls.

[UN Women’s Strategic Plan 2026–2029](#) comes at a defining moment for gender equality. Despite important gains over recent decades, progress remains uneven and fragile, with women and girls continuing to face barriers to equal rights, representation, opportunity, and safety. At the same time, conflict, economic uncertainty, climate shocks, and growing backlash against gender equality threaten to reverse hard-won gains.

In response, the Strategic Plan sets out an ambitious vision of a world of equality, empowerment, and rights for all women and girls. It focuses on four Strategic Impact Areas: 1) Women’s Leadership and Political Participation; 2) Women’s Economic Empowerment; 3) Ending Violence Against Women and Girls; and 4) Women, Peace and Security and Humanitarian Action. Together, these priorities provide a roadmap for accelerating progress towards gender equality and the achievement of Sustainable Development Goal 5.

Across sectors and regions, the HeForShe Alliance contributes directly to this agenda. Through institutional commitments, policy reforms, workplace transformation, community investments, advocacy, and allyship, HeForShe Champions are helping translate global commitments into measurable outcomes that advance the rights, equality, and empowerment of women and girls. While each Champion contributes in different ways according to its context and sphere of influence, together they demonstrate how leadership and accountability can drive systemic change.

WOMEN’S LEADERSHIP AND POLITICAL PARTICIPATION

Women’s equal participation in leadership and decision-making is essential to achieving gender equality and building stronger institutions. Yet significant leadership gaps remain worldwide. According to the World Economic Forum’s 2026 report [Closing the Gender Gap in Senior Leadership](#), in 2025 women accounted for 41.7 per cent of the global workforce but only 29.6 per cent of top-level management positions, 24.6 per cent of C-suite roles, and 19.1 per cent of CEO positions. While women now hold 29.3 per cent of corporate board seats globally, recent progress has begun to lose momentum, with the share of women hired into senior leadership roles plateauing since 2022. The report concludes that these persistent gaps reflect not a shortage of qualified women, but structural barriers within leadership systems—including unequal access to sponsorship, traditional evaluation systems, non-linear career pathways, and limited access to enterprise-wide leadership roles that most often lead to CEO positions.

Across the Alliance, Champions are helping address these barriers by reforming governance structures, strengthening accountability, investing in leadership pipelines, and creating opportunities for women to influence decisions at every level. From corporate leadership and public institutions to sport, policing, and humanitarian organizations, Alliance members are helping ensure that women’s voices are represented where decisions are made.

Examples of impact include:

- **The Government of Spain** advanced women’s political participation through the implementation of its Parity Law and continued international advocacy for greater representation of women in senior leadership positions within the United Nations system.
- **De Beers** increased women’s representation in senior leadership from 20 per cent to 36 per cent and expanded women’s representation on its Executive Committee from 0 per cent to 29 per cent between 2017 and 2025.

- **International Rescue Committee (IRC)** strengthened women's leadership internally and externally, with women representing 63 per cent of senior professional staff, while expanding partnerships with women-led organizations.
- **World Tennis (previously ITF)** secured constitutional reforms guaranteeing minimum gender representation on its Board from 2027, expanded leadership pathways for more than 100 women leaders globally through the Advantage All programme, and increased the representation of women coaches and officials across international tennis.
- **Movember** increased representation of women in senior leadership positions to 51 per cent in 2025, from 46 per cent in 2024. Used research, advocacy, and partnerships to promote engaged fatherhood, paid parental leave, and healthier masculinities, helping shift unpaid care responsibilities and support women's workforce participation, career progression, and leadership.
- **MTN Group** increased women's representation across its workforce from 39 per cent in 2021 to 45 per cent in 2025, while increasing women's representation in leadership to 33 per cent and embedding gender equality into leadership accountability, succession planning, and governance across its operations.
- **Recruit Holdings** increased women's representation among senior executives to 24.3 per cent, managers to 45.7 per cent, and Board members to 33.3 per cent, while strengthening leadership pipelines through coaching-based development, succession planning, and targeted initiatives to expand opportunities for women leaders.
- **Teck** increased women's representation in leadership to 29 per cent while expanding mentorship, leadership development, and allyship initiatives across its operations.
- **UK Policing** increased the proportion of women officers in England and Wales from 29 per cent in 2017 to 37 per cent in 2026, while continuing targeted efforts to increase women's representation in middle-management and leadership positions across police forces.

- **Vodafone** increased women's representation in senior management and leadership to 37 per cent.

WOMEN'S ECONOMIC EMPOWERMENT

Economic empowerment is central to women's independence, resilience, and ability to participate fully in society. Across the Alliance, Champions are expanding access to education, skills development, entrepreneurship opportunities, and pathways into higher-paying sectors and leadership positions. Their efforts help address structural barriers while creating opportunities for women and girls to thrive and contribute to inclusive economic growth.

Examples of impact include:

- **Spain** advanced women's economic participation through equality plans, childcare and parental leave policies, entrepreneurship support, and international leadership on the care economy, including support for the EU–LAC Bi-regional Pact on Care and the launch of the Sevilla Platform for Action on Financing for Gender Equality.
- **De Beers** supported more than 3,900 women entrepreneurs through the EntreprenHER programme and engaged over 6,500 girls in STEM initiatives while supporting scholarships and technical career pathways for young women.
- **IRC** strengthened women's economic resilience through vocational training, employability support, business development services, and economic inclusion programmes reaching women across humanitarian contexts.
- **World Tennis** invested millions of dollars annually in the women's World Tennis Tour, expanded professional opportunities for women athletes, and achieved equivalent prize money for women and men at its premier team competitions.
- **MTN** reached 833,787 women and girls through digital inclusion, ICT skills development, entrepreneurship, financial inclusion, employability, and business support initiatives, while

increasing women's representation in technology roles from 17 per cent in 2021 to 29 per cent in 2025.

- **Recruit Holdings** embedded gender parity into talent management, leadership development, and succession planning, while strengthening flexible workplace practices that support long-term career progression and employees balancing work with caregiving responsibilities.
- **Teck** increased women's workforce representation to 26 per cent and supported more than 60 Indigenous women-led enterprises through the Originarias Programme, providing technical assistance, financing, business development support, and market access to strengthen economic opportunities for Indigenous women.
- **Vodafone** trained nearly 10,000 young women and girls through its #CodeLikeAGirl programme in FY2026 and continued investments in digital inclusion, skills development, and women's career progression.

ENDING VIOLENCE AGAINST WOMEN AND GIRLS

Violence against women and girls remains one of the most significant barriers to gender equality. Across the Alliance, Champions are strengthening prevention, protection, survivor support, and accountability while engaging men and boys as allies in challenging harmful norms and behaviours. This reflects one of the Alliance's distinctive contributions to gender equality: promoting positive models of allyship and masculinity that help prevent violence before it occurs and create safer, more inclusive communities and workplaces.

Examples of impact include:

- **Spain** strengthened legislative and institutional frameworks to prevent and respond to gender-based violence, while expanding services and protections for survivors.
- **IRC** reached 1.5 million people through violence prevention activities and provided support services to more than 40,000 survivors of violence across humanitarian settings.

- **De Beers** expanded workplace policies supporting employee safety and wellbeing while strengthening violence prevention awareness and training across its operations.
- **Teck** strengthened prevention and response mechanisms for gender-based violence and harassment, trained employees on trauma-informed approaches, and partnered with the Moosehide Campaign to engage employees in ending violence against women and girls.
- **MTN** strengthened prevention by creating safer organisational and social environments through workplace policies, awareness initiatives, leadership advocacy, and male allyship, leveraging its platform to challenge harmful norms and promote more inclusive workplace cultures.
- **Vodafone** pioneered workplace responses to domestic violence through its global domestic violence and abuse policy, trained more than 250 Allies Against Abuse, and reached millions through awareness campaigns and digital support tools such as the Bright Sky app.
- **UK Policing** expanded efforts to address sexism and misogyny within policing while strengthening initiatives to prevent violence against women and girls and engaging young people through education and awareness programmes.

WOMEN, PEACE AND SECURITY AND HUMANITARIAN ACTION

Women's participation is essential to effective humanitarian response, recovery, peacebuilding, and security processes. In line with UN Women's Strategic Plan, HeForShe Champions are supporting women's leadership in crisis settings, strengthening local organizations, and helping ensure that women's voices are represented in recovery, humanitarian action, and peacebuilding processes.

Examples of impact include:

- **Spain** adopted its III National Action Plan on Women, Peace and Security (2025–2030), reinforcing women's participation in peacebuilding, humanitarian action, and international security processes.

- **IRC** strengthened women's participation in humanitarian response and recovery, directed funding to local organizations, trained more than 1.5 million people on recovery and development topics, and supported over 6,000 civil society organizations.
- **Vodafone Foundation** helped save more than 8,800 lives through its m-mama emergency transport programme, which has responded to more than 218,000 maternal and newborn emergencies and is now fully owned and operated by governments in Tanzania and Lesotho.

The collective efforts of HeForShe Champions demonstrate how institutions across sectors can contribute to UN Women's Strategic Plan 2026–2029 and accelerate progress towards gender equality. Through leadership, accountability, allyship, and sustained action, the Alliance continues to demonstrate that advancing women's rights, leadership, safety, and economic opportunities is a shared responsibility that requires collective action across institutions, sectors, and societies.



Folkloric procession of the Oruro Carnival, member of the Intercontinental Poopó Music Band of Oruro. Photo: Teófila Guarachi, UN Women Bolivia

5

Collective Impact of the HeForShe Alliance in 2025

Leadership commitment is critical to advancing gender equality. Heads of State, CEOs and other influential leaders play a unique role in driving change by championing gender equality within their institutions and embedding commitments into policies and practices. Recognizing the power of leadership to accelerate institutional and societal transformation, HeForShe established the HeForShe Alliance as a platform to convene leaders from government, the private sector, civil society and academia around measurable commitments for gender equality. Alliance Partners work to challenge discriminatory structures, transform organizational cultures and develop scalable solutions that inspire broader action. Today, the HeForShe Alliance comprises 15 Champions, including two Heads of Government Champions, five Private Sector Champions, seven Non-Profit Champions and one Academic Champion, advancing collective efforts to accelerate progress towards a more equal world.

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 Women's Empowerment Principles (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 2021 (baseline) and 2025:

- **67%** of Champions increased overall female representation in their companies compared to men;
- **78%** boosted female representation within the top 6 per cent of their organizations;
- **56%** have increased the percentage of women on their boards of directors;
- **67%** have increased the number of new women hired.

These achievements demonstrate the value of accountability and sustained leadership in advancing gender equality. Beyond improvements in representation, HeForShe Champions continued to drive change through initiatives that expanded opportunities for women and girls, strengthened leadership pathways, supported survivors of violence, and promoted more inclusive institutions and communities. Together, these efforts illustrate how collective action across sectors can contribute to meaningful and measurable progress toward gender equality.

HeForShe Champions are keeping pace with global benchmarks on workforce representation while setting a higher standard for women's representation in leadership and governance. When benchmarked against global data presented in the World Economic Forum's 2026 report, Closing the Gender Gap in Senior Leadership, HeForShe Champions demonstrate particularly strong performance at senior decision-making levels. In 2025, women represented an average of 41.6 per cent of the overall workforce across reporting Champions, almost identical to the global benchmark of 41.7 per cent. Women also held an average of 37 per cent of senior leadership positions among reporting Champions, over seven percentage points above the global benchmark of 29.6 per cent, and 36 per cent of Board positions, compared with the latest available global benchmark of 29.3 per cent in 2024. These results position HeForShe Champions ahead of global benchmarks where women's representation remains most limited, particularly in leadership and governance roles.

OVERALL ASSESSMENT

In 2025, HeForShe Alliance members supported **more than 2.61 million people** directly, including women and girls who received training, education, entrepreneurship, leadership development, violence response services, healthcare access, digital inclusion, and economic empowerment initiatives. Alliance members directly reached **more than 16,800 girls and young women** through STEM, digital skills, scholarship, educational, and vocational initiatives, helping expand pathways into STEM fields, digital careers, and future economic opportunities.

Champions also reached **more than 10.7 million people** indirectly through awareness campaigns, digital platforms, workplace initiatives, and public engagement activities promoting gender equality, healthy masculinities, and violence prevention. Beyond investment in individuals, Alliance members invested in strengthening the systems and institutions that enable long-term progress towards gender equality. **More than 6,300 institutions** were mobilised to advance gender equality, including civil society and community organisations, sports governing bodies, and private sector organisations. Support included technical assistance, capacity-building, leadership development, and targeted funding and partnership initiatives.

HeForShe partners invested and mobilized financial and institutional resources in support of their commitments and gender equality objectives. For example, Spain reported **EUR 11.5 million** in support to UN Women in 2025, marking its return to the top ten donors in both core and non-core contributions and reinforcing its leadership in advancing the global gender equality agenda. World Tennis (previously International Tennis Federation) sustained for 6 years its annual investment of **USD 150,000** towards their HeForShe commitment to implement the Advantage All programme. Through World Tennis, women athletes competed for **USD 9.6 million** in prize money at the Billie Jean King Cup Finals, maintaining parity with the Davis Cup and representing an increase of USD 1.6 million since 2022. Teck's Originarias Programme helped Indigenous

women-led enterprises generate more than **USD 10,000** in sales while expanding their market visibility and customer reach.

HeForShe Champions also advanced workplace transformation and gender equality across their organizations and sectors. Collectively, **more than 172,000** employees, personnel, and contractors benefited from workplace initiatives promoting gender equality, allyship, and responses to domestic violence, including through organizational commitments, awareness-raising efforts, and employee engagement programmes. Within this broader reach, **nearly 2,700** participated in workplace learning, leadership, allyship, and inclusion initiatives. Of these, **more than 1,500** participated in leadership development, mentoring, networking, governance, career learning, and allyship programmes, helping to strengthen inclusive leadership and advance gender equality within institutions.

Collectively, these and HeForShe community partners' efforts demonstrate the unique value in mobilizing leaders, institutions, and resources to drive measurable progress toward gender equality and the achievement of Sustainable Development Goal 5.

INSIGHTS FROM FIVE YEARS OF HEFORSHE ALLIANCE ENGAGEMENT

While Champions operate across diverse sectors, regions, and institutional contexts, their experiences point to a shared conclusion: gender equality accelerates progress.

Alliance members highlighted the **value of visible leadership commitments** in embedding gender equality within organisational priorities with accountability and measurable reporting requirements. As Vodafone's Joakim Reiter reflected, *"allyship is never passive. It demands sustained leadership, humility, and the willingness to listen and to challenge long held norms."* Champions also emphasised the **importance of peer learning**, noting that exposure to approaches developed by other Alliance members helped inform and strengthen their own strategies and programmes. Reflecting on the Alliance, World

Tennis President David Haggerty noted that it has provided *"valuable collaboration opportunities, practical examples, and increased visibility for our goals."*

Similarly, Movember described one of the most valuable aspects of the Alliance as *"the opportunity to engage with leaders from different industries, sectors, and regions, bringing diverse perspectives to complex challenges at the intersection of gender equality, health, work, caregiving, and social change."*

Several partners highlighted the **practical value of Alliance tools and knowledge products**, including the HeForShe Male Allyship Toolkit for Corporation, HeForShe Barbershop Toolkit, Impact Reports, and thematic research publications. UK Policing and Teck both pointed to the Barbershop Toolkit as a resource for deepening workplace conversations on gender equality and male allyship: UK Policing plans to use it to support discussions across police forces, while Teck is developing Allyship Learning Labs informed by the toolkit. These resources have

informed leadership engagement, workplace initiatives, policy development, and programme design across a range of sectors and contexts.

Looking ahead, Champions identified opportunities to further strengthen the Alliance through deeper peer exchange, continued development of practical tools and guidance, and greater collaboration on shared challenges. Particular interest was expressed in exchanging approaches to leadership engagement, measurement and accountability, and advancing gender equality in complex cultural and political environments. As IRC President David Miliband reflected, *"Progress happens when leaders stay focused on evidence, outcomes, and shared responsibility."*

These reflections demonstrate that the HeForShe Alliance serves not only as a platform for commitment and accountability, but also as a global community of leaders working together to accelerate progress towards gender equality.



UN Women Italy Board and new 2026 HeForShe Italy advocates at the 2026 HeForShe Italy Gala in Naples, Italy. Photo: Antonella Panella

6

HeForShe Alliance Champions Reports

> **THE GOVERNMENT OF SPAIN**
PAGE 30

> **WORLD TENNIS**
PAGE 34

> **VODAFONE GROUP**
PAGE 38

> **UK POLICING**
PAGE 42

> **TECK RESOURCES LIMITED**
PAGE 46

> **RECRUIT HOLDINGS**
PAGE 50

> **MTN GROUP**
PAGE 54

> **MOVEMBER**
PAGE 58

> **INTERNATIONAL RESCUE COMMITTEE**
PAGE 60

> **DE BEERS GROUP**
PAGE 64

THE GOVERNMENT OF SPAIN

HeForShe Champion since 2024

CONTEXT

Spain has continued to strengthen its commitment to gender equality through feminist policymaking, international cooperation, and multilateral leadership. These efforts have contributed to Spain ranking fourth in the European Union in the 2025 Gender Equality Index, with a score of 70.9, well above the EU average of 63.4. While this reflects significant progress, persistent inequalities in areas such as pay, pensions, unpaid care work, and women's representation in positions of power and decision-making highlight the need for continued action.

SUMMARY OF KEY RESULTS (2025)

- Prioritised gender equality financing in the **Fourth International Conference on Financing for Development (FfD4)**, including through the launch of the **Sevilla Platform for Action on Financing for Gender Equality**.

- Approved Spain's first **Feminist Cooperation Strategy**.
- Adopted the **III National Action Plan on Women, Peace and Security (2025–2030)**.
- Supported adoption of the **EU–LAC Bi-regional Pact on Care**.
- Continued advocacy for women's leadership in multilateral institutions, including support for gender rotation in the Presidency of the United Nations General Assembly and funding for the Madam Secretary General Campaign.
- Strengthened protections and support mechanisms for survivors of sexual violence.
- Adopted Spain's first national plan focused on **women and girls with disabilities**.
- Allocated nearly **EUR 7 million** to UN Women programmes and **EUR 4.5 million** in core contributions, marking Spain's return to UN Women's top ten donors in both core and non-core funding.

RESULTS & IMPACT

Spain advanced its HeForShe commitments through legislative reform, institutional strengthening, international advocacy, sustained investment in gender equality and allocated nine officials across government institutions as responsible parties for advancing the HeForShe commitments. In 2025, Spain increased its support to UN Women's core contributions and returned to the top ten donors to UN Women in both core and non-core funding. This investment was accompanied by continued leadership on international gender equality priorities, including efforts to advance gender-responsive financing through the **Fourth International Conference on Financing for Development (FfD4)** in Seville and the launch of the **Sevilla Platform for Action on Financing for Gender Equality**. The platform urgently calls on all stakeholders to significantly

increase investments to accelerate implementation of the Beijing Declaration and Platform for Action and the 2030 Agenda.

Women's participation in political and public life has been strengthened through measures that promote parity, gender-responsive policymaking, and women's leadership. The 2024 Parity Law requires public institutions, boards, and political candidacies to maintain a 40–60 per cent gender balance, while gender units across ministries and mandatory gender impact assessments help integrate gender perspectives throughout policymaking. Leadership programmes, mentorship initiatives, and support for women-led political participation have contributed to increased representation of women in elected office, public administration, and decision-making bodies. Internationally, Spain has

continued to advocate for women's equal participation in senior leadership roles, including within the United Nations system.

Spain expanded women's economic opportunities by combining workplace equality requirements, care policies, and support for entrepreneurship. Companies with more than 50 employees are required to implement equality plans covering equal pay, career progression, and non-discrimination, while childcare support, flexible working arrangements, and parental leave reforms promote a more equitable distribution of care responsibilities. Government-backed financing, training, mentorship, and innovation programmes further support women's economic inclusion and leadership opportunities.

Protections and support for survivors of gender-based violence have been strengthened through legislative, institutional, and prevention measures. The "Only Yes Means Yes" law provides a comprehensive framework centred on consent, survivor protection, and accountability, while the renewed National Action Plan Against Gender-Based Violence strengthens coordination across justice, health, and social services. The renewed Plan further recognizes new forms of GBV, such as technology-facilitated gender-based violence, economic violence and vicarious violence. In 2025, Spain introduced new mechanisms to facilitate the official recognition of survivors of sexual violence, improving access to employment, housing, and social benefits without requiring a prior judicial ruling. Funding for local authorities and civil society organisations working on prevention, protection, and survivor support was also expanded.

Spain further advanced an intersectional approach through the adoption of its first national plan focused specifically on women and girls with disabilities, addressing multiple and overlapping forms of discrimination.

Spain strengthened its global leadership on gender equality by placing women's rights at the centre of development cooperation, peacebuilding, care policy, and multilateral advocacy. Its first Feminist

Cooperation Strategy places gender equality at the centre of international development policy, while the III National Action Plan on Women, Peace and Security (2025–2030) reinforces women's participation in peacebuilding, humanitarian action, and security processes. Spain also played a leading role in supporting the adoption of the EU–LAC Bi-regional Pact on Care, reinforcing recognition of care as a cornerstone of gender equality and sustainable development.

The Government also advanced women's leadership and gender equality through multilateral engagement. This included support for gender rotation in the Presidency of the United Nations General Assembly (UNGA), funding for the Madam Secretary General Campaign, advocacy for stronger gender equality language within UN processes, and high-level engagement at the Commission on the Status of Women (CSW), where Spain promoted action on vicarious violence and stronger feminist institutions.

Spain's work to strengthen regulation, private-sector engagement, and multistakeholder cooperation aligns closely with the recommendations of UN Women's 2025 [Unfinished Business: Private Sector and Gender Equality](#) report. Measures such as the Parity Law, mandatory equality plans for companies with more than 50 employees, gender-responsive budgeting mechanisms, and partnerships with civil society, women's organisations, international agencies, and private-sector actors help strengthen the enabling environment for gender equality and accelerate progress towards SDG 5.

Looking ahead, Spain remains committed to advancing gender equality through legislation, public policy, and international cooperation. While recognising the risk of global setbacks to women's rights and established gender equality frameworks, Spain continues to emphasise the importance of strong institutions, inclusive governance, and sustained investment in gender-responsive policies. Within this effort, HeForShe remains an important platform for mobilising male leaders and allies to champion women's rights and reinforce that gender equality is both a human rights issue and a shared societal responsibility.

H.E. PEDRO SÁNCHEZ PRESIDENT OF THE GOVERNMENT OF SPAIN

“Feminism and multilateralism go hand in hand, which is why they are under attack. It is a matter of human rights. It is a matter of the quality of democracy. When women participate, decisions are more inclusive, sustainable and legitimate; in short, better.”

30 January 2026

Conference Women Leading in the UN in the 21st Century, Madrid

HeForShe Summit with Pedro Sanchez President of Spain, held at the UN Delegates Dining Room in New York City, Tuesday, September 23, 2025.
Photo: Jennifer Graylock



WORLD TENNIS

(PREVIOUSLY INTERNATIONAL TENNIS FEDERATION)

HeForShe Champion since 2022

World Tennis' impact falls under WEPs 2, 3, 4, 6, and 7.

ABOUT THE WORLD TENNIS

World Tennis (previously International Tennis Federation) is the global governing body for tennis, working with 214 member nations to grow the sport and support its long-term development worldwide. The organisation oversees the rules, standards and integrity of tennis while creating opportunities for players of all ages and abilities through participation programmes, development pathways and international competitions. Through its global tennis ecosystem, including the World Tennis Tour and major team competitions such as the Davis Cup and Billie Jean King Cup, World Tennis supports the continued growth, accessibility and sustainability of the sport.

CONTEXT

World Tennis has focused its HeForShe commitments on advancing gender equality both on and off the court through its Advantage All strategy. This long-term programme aims to increase women's representation in leadership, coaching, and officiating while ensuring equal playing opportunities and development pathways for women and men across the global tennis ecosystem.

A key milestone was the constitutional reform approved in 2022, which will require at least 31 per cent women's representation on the World Tennis Board from 2027 onwards, up from 18.7 per cent today. Alongside governance reforms, World Tennis has continued to invest in women's tennis, leadership development, coaching, officiating, and equivalent prize money, recognising that sustainable progress requires both structural change and long-term investment.

SUMMARY OF KEY RESULTS (2025)

- Increased women's Board representation through reforms that will guarantee at least 31 per cent women from 2027, while female Board nominations rose from 14 per cent in 2019 to 24 per cent in 2023.
- Increased women's governance representation, with women National Association Presidents rising from 8.1 per cent in 2019 to 12.6 per cent in 2025 and women's representation on the Confederation of African Tennis Board reaching 29 per cent.
- Elected the first female Regional Association President, Vicki Reid of the Oceania Tennis Federation.
- Achieved equivalent prize money for women and men in the Billie Jean King Cup and Davis Cup from 2023.
- Advanced women's participation in coaching and officiating, with women coaches rising to 24.3 per cent and women officials to 31 per cent, alongside gender-balanced officiating at the 2024 Paris Olympic and Paralympic Games and several Grand Slams.
- Invested millions of dollars annually in the women's World Tennis Tour, expanding tournaments, prize money, and professional opportunities for women athletes.

RESULTS & IMPACT

World Tennis continued to advance gender equality across governance, participation, leadership, and economic opportunity through the Advantage All strategy.

A major area of progress has been women's leadership. Constitutional reforms approved in 2022 established minimum gender representation requirements for World Tennis Board from 2027 onwards: at least five of the 16 Board members, or 31 per cent, including one athlete representative, must be women, compared with 18.7 per cent

today. The Advantage All Leadership Programme further strengthened the pipeline of women leaders through mentoring, networking, learning opportunities, and election support. To date, it has supported more than 100 women serving on World Tennis, Regional Association, and National Association boards, committees, and commissions. Since 2019, the proportion of women standing for election to World Tennis Board has increased from 14 per cent to 24 per cent.

IMPACT STORY

Asa Hedin and the Advantage All Leadership Programme



Asa joined the Advantage All Leadership Programme in 2020 and helped shape its development, including through her service on the Advantage All Committee. In 2021, she participated in the

Advantage All Mentoring Programme, which pairs aspiring women leaders with experienced mentors from across the sports sector.

The programme provided access to mentoring, professional networks, and practical insight into international sports governance and decision-making. Asa credits the experience with helping her navigate leadership pathways and prepare for senior governance roles.

Since participating in the programme, Asa has continued to advance her leadership career. She has served as President of the Swedish Tennis Federation since 2020, was elected to World Tennis Board in 2023, and joined the Billie Jean King Cup Ltd Board in 2026. Under her leadership,

gender equality has become a more deliberate priority within Swedish tennis, including efforts to strengthen women's representation in leadership and decision-making roles.

Reflecting on the programme's impact, Asa noted:

"What mattered most to me was seeing gender equality move from aspiration to structure. Advantage All helped translate values into governance, accountability, and leadership pipelines. Equality does not happen by chance; it happens when systems are redesigned."

Her experience demonstrates how targeted leadership development, mentoring, allyship, and strong institutional commitment can help increase women's representation in decision-making roles across sport.

World Tennis has advanced gender equality across tennis while recognising that progress varies across regions. Looking ahead, it will continue working with member nations to strengthen local strategies, share good practice, invest in women's pathways, and engage male allies to drive lasting change.

Progress has also been achieved across the wider tennis governance system. The proportion of women serving as National Association Presidents increased from 8.1 per cent in 2019 to 12.6 per cent in 2025, while several Regional Associations introduced constitutional reforms, board-level targets, and dedicated gender equality initiatives. In 2025, Vicki Reid became the first woman elected President of a Regional Association, marking an important milestone for the sport.

World Tennis has also continued to advance women’s economic empowerment through sustained investment in women’s tennis. Significant funding for the women’s World Tennis Tour has expanded playing opportunities, increased prize money, and strengthened support for athletes through initiatives designed to raise incomes and reduce costs. A major achievement was the introduction of equivalent prize money in both the Billie Jean King Cup and Davis Cup, which has been maintained since 2023.

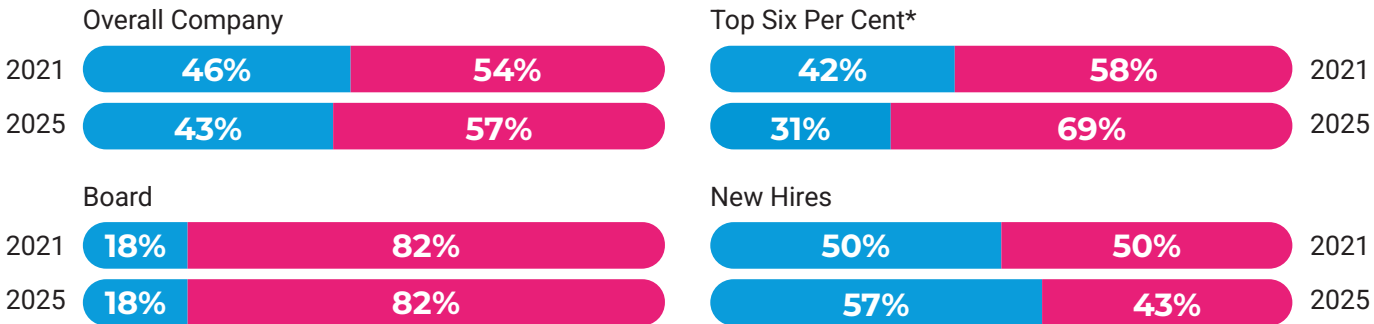
Targeted action has also improved women’s representation in coaching and officiating. Women coaches increased globally from 20.6 per cent in 2019 to 24.3 per cent in 2024, while women officials increased from 21 per cent to 31 per cent over the same period. Gender-balanced officiating assignments were achieved at the Paris 2024 Olympic and Paralympic Games and at Grand Slam tournaments.

These results have been supported by sustained leadership commitment and engagement across the global tennis community. Through initiatives including Advantage All Leadership, Men as Allies, I Pledge, and the Reward and Recognition Programme, World Tennis has continued to mobilise member nations, leaders, and allies to advance gender equality throughout the sport.

Looking ahead, World Tennis will continue engaging member nations to address gender imbalances in tennis, supported by strong leadership, accountability, male allyship, shared good practice, and sustained investment. It sees continued visibility and practical examples from diverse contexts as key areas where the HeForShe Alliance can add value.

WORLD TENNIS’ PROGRESS ON GENDER REPRESENTATION SINCE 2021

FEMALE MALE



* Senior Leadership Team

“As World Tennis’ Advantage All programme has progressed, so has the pathway for women in leadership positions, from national level, to regional, to international. There have been a number of achievements during my time as HeForShe Champion, including constitutional reform that will ensure minimum gender representation on the World Tennis Board from 2027 onwards.

Over this time, we have learnt that a one-size-fits-all approach does not apply, and that changes in gender representation do not happen without a continued and sustainable commitment. The HeForShe Alliance has provided valuable collaboration opportunities, practical examples, and increased visibility for our goals. We encourage future Champions to make full use of the Alliance and the opportunities it provides.”

DAVID HAGGERTY
PRESIDENT



Procession of Señor Jesús del Gran Poder, members of the Waca Waca dance. Photo: Nirvana Callejas, UN Women Bolivia

VODAFONE GROUP

HeForShe Champion since 2015

Vodafone Group impact falls under Women Empowerment Principles (WEPs) 2 and 3.

ABOUT VODAFONE

Vodafone is a leading telecommunications company in Europe and Africa, empowering millions of people through world-class connectivity and digital services. It serves more than 279 million mobile customers and drives digital transformation across 9 European countries, 6 African countries, a further 5 through joint ventures and associates; and over 40 more through partners.

CONTEXT

Vodafone recognises that gender equality is not a finite goal, but a continuous responsibility requiring sustained leadership, accountability, and adaptability.

In 2015, Vodafone partnered with UN Women as an inaugural member of the IMPACT 10x10x10 initiative, committing to expand women's access to mobile technology, provide mobile education for refugee girls in countries where Vodafone operates, and increase women's representation in leadership positions to 30 per cent by 2020.

Over the past decade, Vodafone's approach has evolved with the HeForShe Alliance and a changing global context. Its focus has expanded from representation, digital inclusion, and awareness-raising to active allyship, survivor support, and organisational accountability, reflected in its global parental leave policy, Domestic Violence and Abuse Policy, and Allies Against Abuse programme.

SUMMARY OF KEY RESULTS (2025)

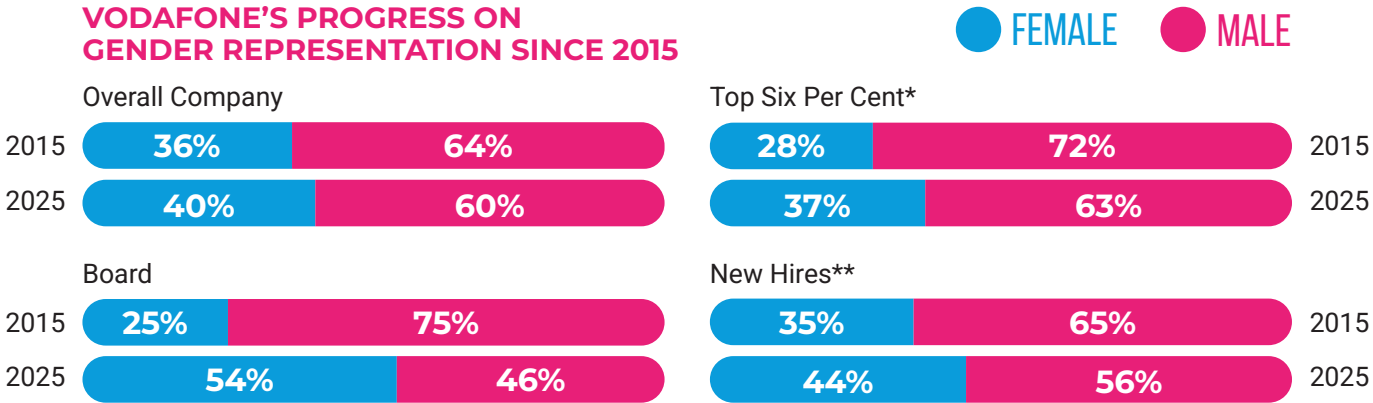
- Increased women's representation in senior management and leadership from 28 per cent to 37 per cent since joining HeForShe.
- Trained more than 250 Allies Against Abuse across 17 operating countries.
- Reached more than 100 million people through Bright Sky and domestic violence awareness campaigns across 13 countries, contributing to 1.64 million+ Bright Sky app downloads and improved access to information and support for people affected by DVA.
- Trained nearly 10,000 young women and girls through the #CodeLikeAGirl programme in FY2026.
- Supported maternal and newborn health through the m-mama programme, responding to more than 218,000 emergencies and contributing to an estimated 8,800 lives saved.
- Co-initiated the Charter Against Domestic Violence, endorsed by the Czech Government Office for Gender Equality and signed by 65 organisations, reaching 170,000+ employees.

RESULTS & IMPACT

Since joining HeForShe in 2015, Vodafone has strengthened gender equality across its leadership, workplace culture, and community initiatives. Women's representation in senior management and leadership positions increased by nine percentage

points, reaching 37 per cent in FY2026, reflecting sustained efforts to strengthen accountability, leadership ownership, talent development, and inclusive career progression across the business.

VODAFONE'S PROGRESS ON GENDER REPRESENTATION SINCE 2015



* "Women in senior management and leadership positions"
** 2025 'External Hires', please see the [Vodafone ESG](#) Addendum for more

Building on this foundation, Vodafone expanded its focus to preventing and responding to DVA. Vodafone is one of the first companies to introduce a global Domestic Violence and Abuse Policy, which provides up to 10 days of paid leave and workplace support for employees affected by abuse.

Furthermore, the company has complemented this commitment by training more than 250 Allies Against Abuse across its global operations, helping to create safer workplaces and stronger support systems for employees affected by abuse.

Case Study: Reflections on Allies Against Abuse



"Vodafone's Domestic Violence and Abuse initiatives have reinforced for me that employers can play a genuinely life-changing role in supporting people affected by abuse. The clarity of our policies, the practical support available, and the strength of our partnerships mean colleagues do not have to navigate these situations alone. Personally, this has deepened my understanding of domestic abuse as a workplace issue and strengthened my belief that creating psychologically safe environments is not optional; it is a leadership responsibility. I am proud to work for an organisation that treats this with the seriousness, compassion, and consistency it deserves.

Being an Ally Against Abuse has had a real impact on how I show up as a leader. It has given me greater confidence to stay present in difficult conversations: to listen properly, to pause, and to recognise when my role is to signpost rather than step in. It reinforces that being an ally is about offering belief, support, and consistency, not judgement or quick solutions.

It has also shaped the environment I try to create around me. I am more intentional about building trust, so people feel able to raise concerns and know they will be handled discreetly, respectfully, and with care. It has influenced how I think about flexibility, employee relations, and leadership behaviours, particularly during periods of pressure or transformation.

Being part of the Allies Against Abuse Network has given me the language, structure, and clear boundaries needed to respond consistently and safely when someone discloses. One of the key challenges has been resisting the instinct to 'fix' or move too quickly, and instead focusing on listening, believing, and empowering. That shift has been deliberate and has required conscious effort, but it has strengthened how I approach sensitive and complex situations, in my work and personal life.

Finally, the network itself matters. Being part of a trained, supportive community reinforces shared responsibility, reduces isolation and emotional load, and ensures the focus remains where it should: on the individual seeking support and their safety and wellbeing."

— Amanda Weaver, Head of VOIS HR Western Europe

Technology and partnerships extended this support into the communities Vodafone serves. Vodafone's Bright Sky app, which provides information and support for people affected by DVA, has surpassed 1,640,322 downloads globally. Together with related awareness campaigns, Bright Sky has reached more than 100 million people across 13 countries.

This work has also helped drive change beyond Vodafone's own operations. In the Czech Republic, Vodafone co-initiated the Charter Against Domestic Violence, endorsed by the Czech Government Office for Gender Equality. The Charter has now been signed by 65 public and private sector organisations, reaching more than 170,000 employees. Vodafone Czech Republic Foundation further expanded this work through its Academy Against Domestic Violence, which has engaged more than 40 organisations through workplace training and awareness initiatives.

Vodafone has also continued to engage men and boys as allies in preventing violence and promoting gender equality. Its #SameSide campaign, developed with UN Women National Committee UK, addresses online misogyny and promotes

positive models of masculinity among young men. To date, the campaign has generated more than 7.3 million views.

The company's broader commitment to women's empowerment has also continued through initiatives that expand opportunities for girls and young women. In FY2026, nearly 10,000 young women and girls participated in the #CodeLikeAGirl programme, strengthening access to digital skills and future career pathways. Vodafone Foundation's m-mama programme has expanded women's and newborns' access to emergency healthcare by providing life-saving transport for pregnant women and newborns. Since its inception, the programme has responded to more than 218,000 maternal and newborn emergencies and is estimated to have saved more than 8,800 lives. Originally piloted in Tanzania and later expanded to Lesotho, the emergency transport system is now fully owned and operated by both governments, demonstrating its long-term sustainability and impact.



Case Study: A Vodacom Reflection on #CodeLikeAGirl and Allyship

"Reflecting on Vodafone's first-phase HeForShe commitments, I can say that Vodacom has benefited significantly from expanded access to mobile technology and educational initiatives such as Code Like a Girl. These programmes have empowered women and girls by providing vital digital skills and access, while also acting as catalysts for overcoming barriers related to socio-economic inequality. The expansion of mobile education for refugee girls, in particular, has been transformative, opening doors to learning, personal growth, and independence for many who previously had limited opportunities. Through these efforts, we have seen increased confidence, representation, and participation among women in both our organisation and the communities we serve.

Sustaining these benefits during the second phase of HeForShe was possible because we continued to build on our foundational work, particularly through the introduction of our domestic violence policies and the Allies Against Abuse programme. These initiatives ensured that Vodacom's commitment went beyond numbers and statistics; it became about creating a culture of safety, support, and allyship. The Allies Against Abuse programme, for instance, inspired colleagues to actively stand up for one another, fostering an environment where everyone felt empowered to speak out and seek help. This cultural shift has been instrumental in sustaining progress and embedding gender equality into the fabric of our organisation.

Vodafone's commitment to gender equality and support for survivors of domestic abuse has helped create lasting change at Vodacom. Our policies and programmes have not only protected and empowered individuals, but have also helped shape a more inclusive and respectful workplace where everyone feels valued. Advancing gender equality and supporting survivors remain crucial because we are reminded daily that there are still gaps to close and lives to change. Lasting change requires continuous action, and it matters because every person deserves to feel safe, supported, and able to realise their full potential."

— Tando Mkosi, Managing Executive: Talent Management, OE, Culture and D&I, Vodacom Group

Together, these efforts have contributed to greater representation, stronger support systems, improved safety, and expanded opportunities for women and girls both within Vodafone and across the communities it serves.

"Becoming part of the HeForShe Alliance challenged us to move beyond commitment and translate belief into measurable change. It gave us both the discipline and the momentum to embed gender equality into how we lead, how we support our people, and how we apply technology for social good.

As a result, we have made real progress in strengthening representation in leadership and in tackling barriers such as violence and abuse that prevent women from participating fully at work and in society.

My greatest personal lesson has been that allyship is never passive. It demands sustained leadership, humility, and the willingness to listen and to challenge long held norms, including our own. I've seen that progress accelerates faster when men step forward as active advocates for change.

For the HeForShe Champions of today and tomorrow, my message is this: use your influence with intent, measure what truly matters, and act with courage. Gender equality is a core leadership responsibility and will never just be a 'nice-to-have'. If more leaders, especially men, choose action over aspiration, we can create change that lasts".

JOAKIM REITER
CHIEF EXTERNAL &
CORPORATE AFFAIRS OFFICER

UK POLICING

HeForShe Champion since 2017

UK Policing's Impact falls under WEP 6.

ABOUT UK POLICING

UK Policing represents a nationwide network of police forces in the United Kingdom committed to advancing gender equality and fostering inclusive workplaces and communities. Through its partnership with HeForShe, every police force across the United Kingdom and seven additional police forces in the British Overseas Territories has signed up to the initiative and have committed to supporting the principles of gender equality and taking action to drive meaningful institutional change.

CONTEXT

Since joining HeForShe in 2017, UK Policing has united police forces across the United Kingdom around three commitments: increasing the representation of women in middle management, addressing sexism and misogyny within policing culture, and transparently reporting progress through an annual gender equality report.

These priorities reflect both the challenges and opportunities facing the profession. While policing has traditionally been male dominated, middle-management roles are particularly influential in shaping workplace culture, supporting career progression, and creating pathways to senior leadership. At the same time, a series of national reviews, surveys, and listening exercises have highlighted the need to address sexism and misogyny within policing, both to improve workplace culture and strengthen public trust.

Building on this foundation, UK Policing renewed its HeForShe partnership with UN Women in 2026 for a further five years, reaffirming these commitments and renewing its focus to increase women's representation across all ranks, address gender inequalities within policing culture, and strengthen accountability through annual reporting.

SUMMARY OF KEY RESULTS (2025)

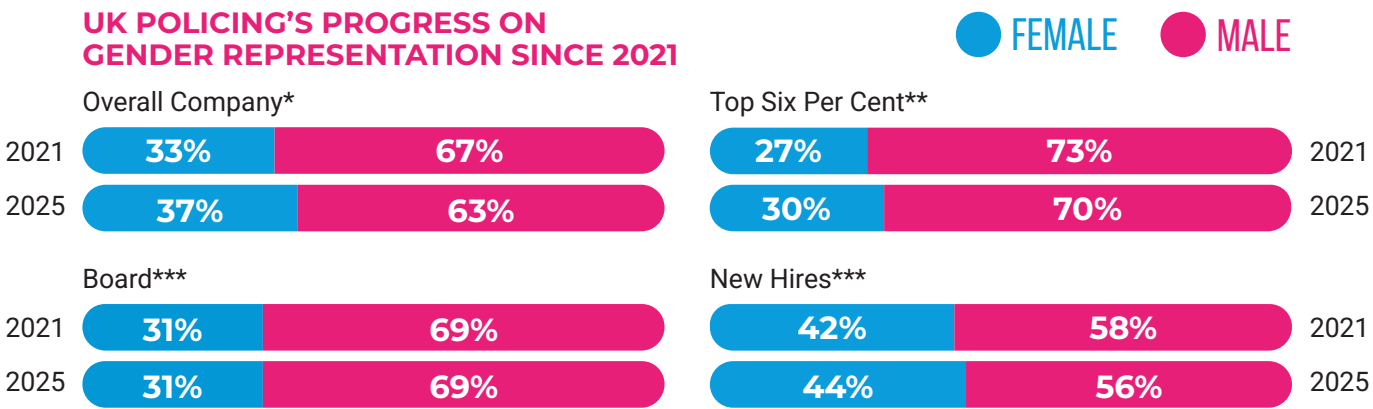
- Increased women's representation in middle-management police roles from 28 per cent in 2024 to 29 per cent in 2025.
- Increased women's overall representation among officers in England and Wales from 29 per cent in 2017 to 37 per cent in 2026.
- Published the seventh annual Gender Equality Report, featuring data and good-practice examples from every UK police force.
- Delivered an in-person national learning event and three online good-practice events to share learning and launch new resources.
- Continued to expand the HeForShe Allies network, engaging thousands of officers and staff across UK Policing.

RESULTS & IMPACT

Over the reporting period, UK Policing continued to build momentum across all three HeForShe commitments. Women's representation in middle-management roles increased from 28 per cent in 2024 to 29 per cent in 2025, while the overall proportion of women officers in England and Wales rose from 29

cent in 2017 to 37 percent in 2026. Progress has been supported through leadership development programmes, promotion process reforms, visible role models, storytelling initiatives, and the engagement of male allies.

UK POLICING'S PROGRESS ON GENDER REPRESENTATION SINCE 2021



* Data as of 31st March 2026. 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.

A cornerstone of the initiative has been the sharing of good practice across forces. In April 2025, police leaders from across the United Kingdom gathered for an in-person learning event that launched new resources and showcased successful approaches. Three additional online events explored topics including misogyny and its links to terrorism, men's mental health, and young men's wellbeing in a digital world. One session was delivered in partnership with fellow HeForShe Alliance Champion Movember, highlighting the value of cross-sector collaboration.

The seventh annual Gender Equality Report, published in December 2025, further strengthened accountability by providing data and a good-practice example from every police force in the United Kingdom. These examples have helped forces learn from one another and scale successful initiatives, from anonymous staff surveys and confidential reporting mechanisms to upstander training, call-it-out campaigns, and male allyship programmes.

One of the programme's most significant developments has been the growth of the HeForShe Allies network. Initially, progress relied on Tactical Leads who balanced HeForShe responsibilities alongside their primary roles. While commitment remained strong, capacity constraints sometimes slowed implementation. To broaden ownership, UK Policing introduced HeForShe Allies networks across forces. The response exceeded expectations, and thousands of allies are now actively championing gender equality and driving local change.

UK Policing's participation in the HeForShe Alliance has also enabled the co-creation of practical resources, including the Male Allyship Toolkit and Communications Toolkit for Policing. Looking ahead, forces plan to implement the Barbershop Toolkit to encourage deeper conversations about gender equality and the role of men as allies in creating inclusive workplaces.



As HeForShe Champion and Chief Constable Jeremy Vaughan notes:

"It is vital that we continue to strive for gender equality, not just for our workforce but for our communities. Now is the time to accelerate change and make progress that will benefit everyone."

I am proud to be the HeForShe Champion for UK Policing. I ask leaders around the world to join me in taking steps towards gender equality within their workplaces and I ask men around the world to become allies for gender equality. Together, we can make change."



Manchester, United Kingdom - 16th Aug 2025: Two British police officers from Greater Manchester pose next to their van.
Photo: Created by Juiced Up Media

IMPACT STORY

Inspiring the Next Generation Through Merseyside Police



A strong example of UK Policing's commitment to increasing the representation of women can be seen in the work of Merseyside Police. Since 2023, the force has used International Women's

Day as an opportunity to engage directly with girls and young women, showcasing the wide range of careers available across policing and encouraging future generations to see themselves in the profession.

What began as a visit to a single all-girls school reaching 1,000 students has grown into a flagship outreach programme. In 2025, Merseyside Police delivered its most ambitious initiative yet, visiting 10 all-girls schools and engaging more than 4,000 students over a week-long programme. Women officers and staff from across the force—including Armed Response, Dog Section, Forensics, Investigations, Response Teams, and Apprenticeships—shared their personal journeys, career pathways, and experiences of overcoming challenges.

As Assistant Chief Constable Zoe Thornton explained, "It is important to be involved in positive events like this that allow us to engage with young people and build trust. Showcasing the range of roles available beyond frontline policing helps attract diverse talent and perspectives to Merseyside Police."

The programme also evolved beyond recruitment and representation. Recognising the opportunity to engage a large audience of young people,

Merseyside Police integrated conversations about Violence Against Women and Girls (VAWG), encouraging students to reflect on personal boundaries, recognise sexist behaviours and language, and build healthy, respectful relationships. Senior male leaders participated alongside women officers, reinforcing the importance of allyship and shared responsibility for gender equality.

The impact was significant. Following the programme, 69 per cent of participating students expressed an interest in pursuing a career with Merseyside Police, while 90 per cent reported greater confidence in reporting crimes to the police. An Assistant Head Teacher reflected on the programme's influence, noting that "The girls have really been inspired by the range of diverse women that have presented today. It is fantastic for them to see the range of roles available beyond police officer roles too."

In 2026, Merseyside Police further expanded the initiative, engaging approximately 5,000 young people across mixed-gender schools throughout the region. Reflecting the principles of HeForShe, the programme actively included boys and young men in discussions about gender equality, challenging harmful attitudes and behaviours while encouraging them to become advocates and allies for change. Through this approach, the initiative demonstrated how policing can use education and early engagement to promote equality, build trust and contribute to safer, more respectful communities.

TECK RESOURCES LIMITED

HeForShe Champion since 2025

Teck's impact falls under WEPs 2 and 3.

ABOUT TECK

Teck is a leading Canadian resource company focused on responsibly providing the metals essential for economic development and the energy transition. With world-class copper and zinc operations and an industry-leading copper growth portfolio. Teck has operations and projects in Canada, Peru, Chile and the United States.

CONTEXT

As a new HeForShe Champion in 2025, Teck has positioned gender equity as a core component of its sustainability, community development, and inclusion strategies. Recognising that gender equality is essential to building resilient workplaces and thriving communities, Teck's HeForShe commitments focus on four priorities: preventing gender-based violence and harassment (GBVH), increasing women's representation across the workforce, advancing opportunities for Indigenous women, and engaging men as allies in creating more inclusive workplace cultures.

These commitments were further strengthened in Teck's Sustainability, Community Development and Inclusion and Engagement Strategies, which integrated a stronger gender lens across business operations, community partnerships, and workforce initiatives. As part of this work, Teck increasingly embedded gender equity considerations into sponsorships, partnerships, educational programmes, and community investments, moving from stand-alone initiatives towards a more systematic and organisation-wide approach.

SUMMARY OF KEY RESULTS (2025)

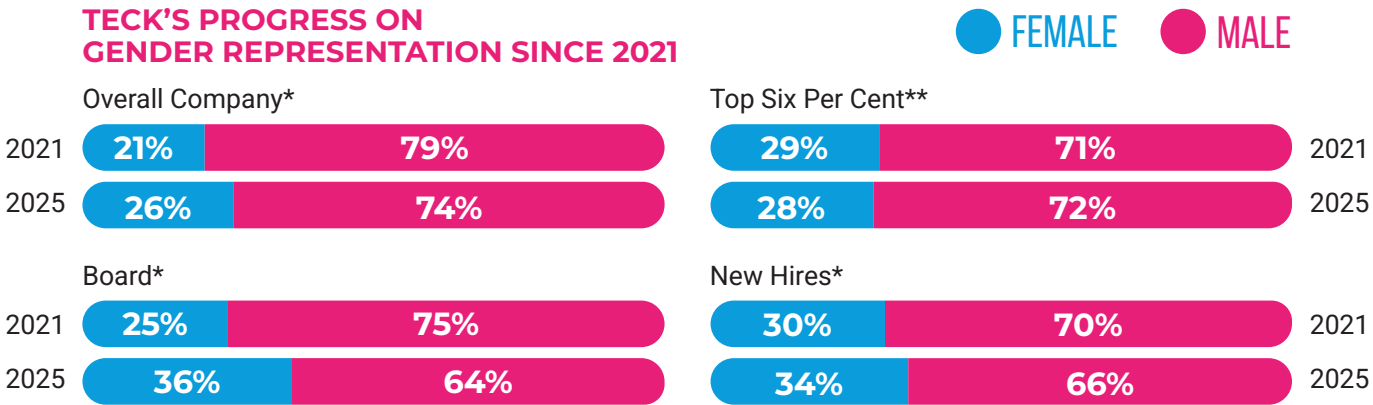
- Increased women's representation in the workforce to 26 per cent and women's representation in all leadership positions to 29 per cent.
- Engaged more than 300 participants through women's focus groups and allyship workshops focused on micro- and macro-allyship.
- Supported more than 60 Indigenous women-led ventures through the Originarias Programme, reaching more than 40,000 visitors and generating over USD 10,000 in sales.
- Trained more than 1,000 people through the Quebrada Blanca Inclusion Centre on topics including microaggressions, consent, prohibited actions, and speaking up.
- Embedded gender equality within Teck's new Sustainability Strategy, positioning gender equity as a key pillar for building resilient and thriving communities.
- Advanced male allyship in mining through CEO-led initiatives, including the World's Deepest Marathon, the HeForShe Roundtable during London Metal Exchange (LME) Week, and the Moosehide Campaign's we are medicine training.
- 42 per cent (Canadian USD 9.8M) of Community Investment funding supported initiatives benefiting women and girls.

RESULTS & IMPACT

During its first year as a HeForShe Champion, Teck made measurable progress across workforce representation, leadership engagement, gender-based violence prevention, Indigenous women's economic empowerment, and male allyship. Women's representation increased to 26 per cent of the workforce

and 29 per cent of all leadership positions, with several operations exceeding projected targets. Progress was supported through succession planning, leadership development, mentorship, and targeted advancement initiatives.

TECK'S PROGRESS ON GENDER REPRESENTATION SINCE 2021



* Data from the end of December 2025
** Data from the end of December 2025, comprises senior management

More than 1,000 employees participated in leadership and career development events, including Career Connections sessions featuring women members of Teck's Board of Directors. Teck also embedded gender equality considerations into sponsored events, partnerships, and talent pipeline initiatives, including a requirement that at least 30 per cent of attendees at Teck-sponsored gala events be women and gender representation criteria for programmes such as the Canadian Mining Games. The company further promoted women role models through educational partnerships and prioritised women students through scholarships and awards, with a benchmark that at least 30 per cent of recipients are women.

Teck also strengthened economic opportunities for women through employment, talent development, and community investment initiatives. Through its partnership with UN Women under the Originarias Programme, more than 60 Indigenous women-led ventures received technical and financial support, reaching over 40,000 visitors and generating more than USD 10,000 in sales. Additional investments supported women's entrepreneurship, skills development, and economic participation across communities in Canada and Chile.

Preventing gender-based violence and harassment was a major focus of Teck's first year as a Champion. The company expanded implementation of its Respectful Workplace Policy and Gender-Based Violence and Harassment Procedure, strengthened trauma-informed response capabilities, and began developing tools to support employees experiencing DVA. At the Quebrada Blanca Inclusion Centre, more than 1,000 employees, contractors, and community members participated in training on consent, microaggressions, prohibited behaviours, speaking up, and workplace inclusion.

Teck also advanced male allyship as a driver of cultural change. More than 300 employees participated in workshops, focus groups, and allyship initiatives designed to identify barriers to women's advancement and strengthen inclusive workplace cultures. CEO-led initiatives, including the World's Deepest Marathon, the HeForShe Roundtable during LME Week, and participation in the Moose Hide Campaign's we are medicine programme, helped elevate conversations about gender equality across the mining sector.

IMPACT STORY

Advancing Allyship Through we are medicine

A strong example of Teck's commitment to preventing gender-based violence and strengthening allyship can be seen through its partnership with the Moose Hide Campaign and the implementation of the we are medicine training programme.

The pilot programme was launched to advance Teck's HeForShe commitments by preventing gender-based violence and harassment, amplifying Indigenous women's voices, and strengthening the role of male allies. Through Indigenous teachings on relationships, respect, and responsibility, participants explored the realities of violence experienced by women and girls—particularly Indigenous women, girls, and Two-Spirit people—and examined the role individuals can play in creating safer and more inclusive communities.

The programme equipped participants with practical tools, language, and confidence to recognise signs of violence, engage in difficult conversations, and intervene safely when appropriate. It also strengthened understanding of how colonial violence continues to influence safety outcomes for Indigenous communities and highlighted the importance of listening, learning, and taking action.

Leadership engagement played a critical role in the programme's success. As executive sponsor, Matt Parilla, General Manager at Trail Operations, helped elevate the visibility of the initiative and demonstrated that allyship is a leadership responsibility. Participants noted that visible support from senior leaders helped create an environment where employees felt more comfortable discussing challenging topics and acknowledging gaps in their own understanding.

Reflecting on his experience, Matt Parilla shared:

"Serving as the executive sponsor for the we are medicine training pilot allowed me to act as a visible ally. I was able to go beyond talking about the importance of ending violence against women and girls and move into actively supporting the work. When leaders speak up, people notice, and sometimes it helps them find support they didn't know existed. Using my role

this way is part of my responsibility as a man and as a leader, and it's one way I can help create a safer world for my daughter and for all women."

The programme also had a profound impact on participants. Nona Kucher, Leadership and Development Advisor at Trail Operations, described how the training changed her understanding of violence and strengthened her commitment to allyship:

"I came into the we are medicine training not knowing what it was, but the experience changed me. It changed how I understand violence, how confident I feel talking about it, and what I am committed to doing if I witness or experience it. Since finishing the course, I haven't stopped learning about the experiences of Indigenous communities and the women and girls who experience violence. I'm hoping that more people can take this training and experience the same shift I did."

By creating space for open dialogue and learning, the programme helped participants develop a deeper understanding of gender-based violence, strengthen allyship skills, and build confidence to take action. It also demonstrated how visible leadership and culturally grounded approaches can contribute to broader efforts to prevent violence and create more inclusive workplaces and communities.

Building on the progress achieved during its first year as a HeForShe Champion, Teck is focused on deepening its efforts to prevent gender-based violence, strengthen allyship, and advance women's representation across the organisation and the communities where it operates. A key priority will be scaling successful initiatives, including expanding we are medicine training cohorts and increasing access to learning opportunities that help employees build the skills and confidence to act as allies. Teck has developed Allyship Learning Labs informed by the HeForShe Barbershop Toolkit, further strengthening a culture of accountability, inclusion, and shared leadership.

Internally, Teck launched its Allies in Action initiative, through which employees can nominate colleagues for acts of allyship; to date, 15 nominations have been received, with allies recognised monthly through employee profiles highlighting their contributions. These efforts culminated in gender equality being embedded as a core pillar of Teck's Sustainability Strategy and Inclusion and Engagement Strategy, reinforcing the company's

commitment to building safer workplaces, expanding opportunities for women, and strengthening community wellbeing.

Looking ahead, Teck sees continued collaboration with UN Women and fellow HeForShe Champions as an important opportunity to accelerate progress, share learning, and contribute to more systemic approaches to advancing gender equality both within the mining sector and beyond.



JONATHAN PRICE
PRESIDENT AND CEO

"As an ally, and in living Teck's values of being humble and driven, I believe that real progress begins with listening and learning. Over the past year, we engaged across Teck and our industry to better understand how we can support women and advance our HeForShe commitments."

What we heard guided our actions. We piloted allyship programming, hosted mentorship opportunities, and participated in initiatives such as the World's Deepest Marathon to help bring attention to gender equality in mining, resulting in broader engagement beyond our organisation. These steps reflect our effort to respond to the insights shared with us and begin addressing the gaps that still exist."

But listening and early action are only part of the work. Meaningful change depends on leaders who are willing to take responsibility for creating more inclusive workplaces. Gender equality is not just the right thing to do; it is key to unlocking our full potential and creating a safer, smarter, and more productive business. By listening with intent, speaking up when it matters, and using our influence to sponsor with purpose, we can help shape a more gender-equal future for responsible mining."

RECRUIT HOLDINGS

HeForShe Champion since 2022

Recruit Holdings’ impact falls under WEPs 1 and 2.

ABOUT RECRUIT HOLDINGS

Recruit Group is a global technology company transforming the world of work by simplifying the hiring process and enabling businesses and individuals to work smarter. Headquartered in Tokyo, the company operates in more than 60 countries through its key subsidiaries, including Indeed, Glassdoor, Recruit and RGF Staffing. With a workforce of more than 45,000 employees, Recruit Group leverages technology to connect people with opportunities and deliver long term sustainable growth and positive social impact.

CONTEXT

Since joining the HeForShe Alliance in 2022, Recruit Holdings has focused its commitments on achieving gender parity across all levels of the Group by fiscal year 2030, including within senior executive leadership and the Board of Directors. Recognising that leadership diversity is critical to innovation and long-term business performance, the Group has embedded gender parity into its talent management, leadership development, and succession planning strategies.

Operating through three Strategic Business Units (SBUs) – Staffing, HR Technology, and Marketing Matching Technologies – Recruit Holdings has adopted tailored approaches that respond to the different contexts and challenges across its businesses. These include coaching-based leadership development, succession planning, clearer management competencies, and targeted initiatives to expand the pipeline of women leaders while fostering an inclusive and flexible workplace.

SUMMARY OF KEY RESULTS (2025)

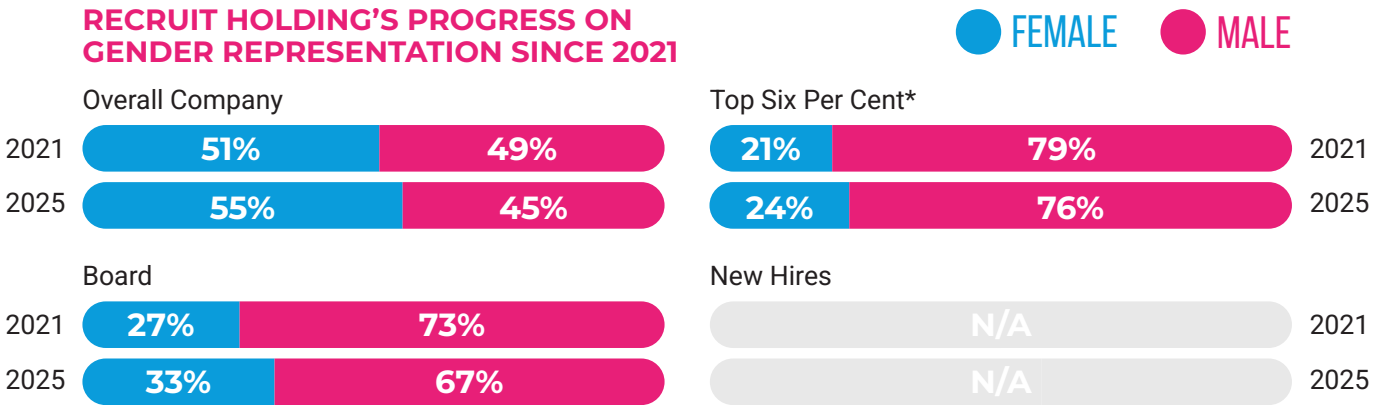
- Increased women’s representation in senior executive roles from 21 per cent in 2022 to 24.3 per cent as of 1 April 2026.
- Increased women’s representation in managerial positions from 40 per cent in 2022 to 45.7 per cent as of 1 April 2026.
- Increased women’s representation on the Board of Directors from 27 per cent in 2022 to 33.3 per cent as of 1 April 2026.
- Expanded leadership pathways for women through coaching-based leadership development, succession planning, clarified management competencies, and targeted initiatives to strengthen the pipeline of women leaders.
- Increased the proportion of women managers at Recruit Co., Ltd. from 26.8 per cent in fiscal year 2021 to 35.0 per cent in fiscal year 2026.

RESULTS & IMPACT

Recruit Holdings continued to strengthen women’s representation across leadership and decision-making by embedding gender parity into organisational systems, leadership development, and workforce planning. Since joining the HeForShe Alliance in 2022, the Group has recorded steady increases in women’s representation among senior executives, managers, and Board members, reinforcing

progress towards its 2030 gender parity commitment. Women’s representation in senior executive roles increased from 21 per cent to 24.3 per cent, while women’s representation in managerial positions increased from 40 per cent to 45.7 per cent. Representation on the Board of Directors also increased from 27 per cent to 33.3 per cent.

RECRUIT HOLDING’S PROGRESS ON GENDER REPRESENTATION SINCE 2021



* Top Six Per Cent represents Senior Executives

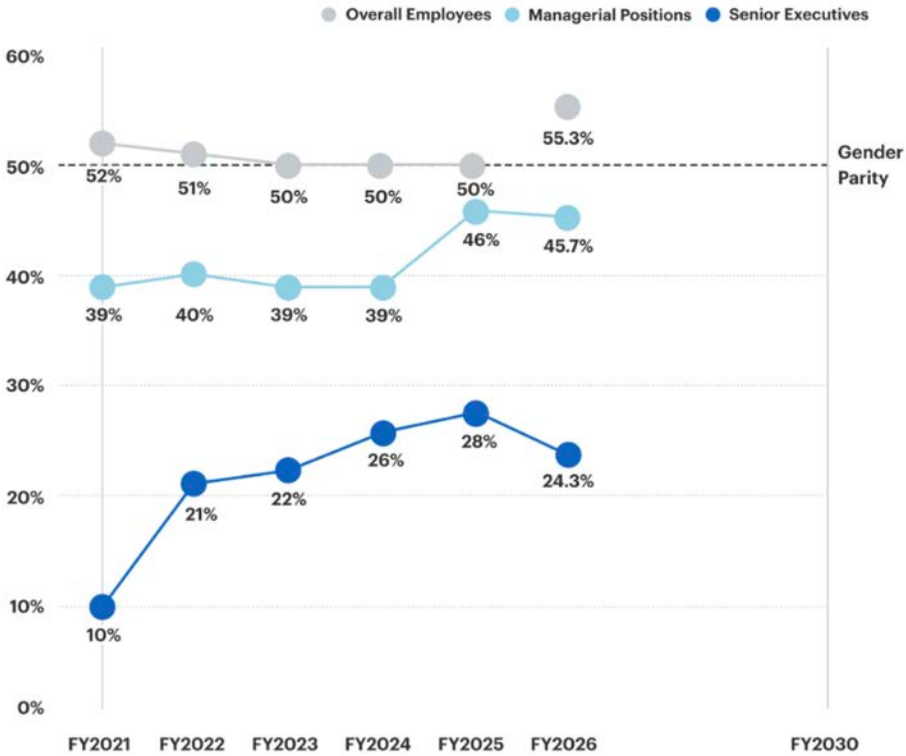


Chart 1: Recruit Holding’s Progress Towards Gender Parity (FY2021–FY2026)

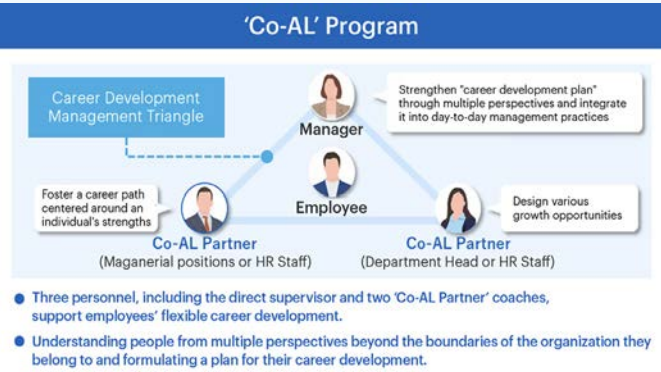
These gains have been driven by targeted action to strengthen leadership pipelines across the Group. Recognising that each Strategic Business Unit operates in a different business context, Recruit Holdings has implemented tailored approaches, including succession planning for senior executive roles, coaching-based human capital development, and initiatives to expand the pool of women candidates for management positions.

Recruit Co., Ltd., part of the Marketing Matching Technologies SBU, demonstrates how organisational reform can accelerate progress. Operating

in Japan, where women remain underrepresented in leadership, the company clarified management role requirements, introduced coaching-based leadership development, and implemented the Co-AL programme to support career development. These measures expanded the leadership pipeline, resulting in a 1.7-fold increase in women candidates for management positions and increasing the proportion of women managers from 26.8 per cent in fiscal year 2021 to 35.0 per cent in fiscal year 2026.

Case Study: Marketing Matching Technologies SBU’s Recruit Male Leader Driving Gender Parity

Recruit Co., Ltd. provides a strong example of how structural reforms can create more equitable leadership opportunities. Following Recruit Holdings’ commitment to achieve gender parity by 2030, the company embedded gender parity into its business strategy through coaching-based leadership development, the Co-AL employee development programme, and Three-Year Inclusion Promotion Plans led by responsible officers across business units, integrating gender parity into business and organisational strategies.



A key innovation was redefining management role requirements to create more transparent and equitable pathways to leadership. This significantly expanded the leadership pipeline, increasing the number of women candidates for management positions by 1.7 times while broadening opportunities across the organisation. These leadership reforms have been complemented by long-standing flexible workplace policies that have helped eliminate gender disparities in employee retention and in the proportion of employees balancing work with caregiving responsibilities, supporting women’s long-term career progression.

Together, these initiatives contributed to increasing women’s representation in management from **26.8 per cent in fiscal year 2021 to 35.0 per cent in fiscal year 2026**. By combining organisational reform, inclusive talent development and flexible workplace practices, Recruit Holdings continues to demonstrate how embedding gender parity into core business systems can deliver sustained progress towards parity in leadership.

"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."

— Marketing Matching Technologies SBU’s Male Leader Driving Gender Parity

Recruit Holdings has also continued to strengthen an inclusive workplace culture that supports long-term career progression. Flexible workplace policies in Recruit Co., Ltd., a major subsidiary of Marketing Matching Technologies SBU, introduced over many years, have contributed to virtually no gender disparity in employee retention or in the proportion of employees balancing work with caregiving

responsibilities. These efforts complement the Group’s leadership initiatives by helping ensure that women have equitable opportunities to progress throughout their careers.

Looking ahead, Recruit Holdings will continue implementing business unit-specific strategies while pursuing its shared ambition of achieving gender parity across all levels of the organisation by 2030.



"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."

HISAYUKI "DEKO" IDEKOBA
REPRESENTATIVE DIRECTOR,
PRESIDENT AND CHIEF EXECUTIVE OFFICER

MTN GROUP

HeForShe Champion since 2022

MTN's impact falls under WEPs 1, 4 and 6.

ABOUT MTN GROUP

MTN is Africa's largest mobile network operator, providing voice, data, fintech, digital, enterprise, wholesale and API services to 312.7 million customers across 19 markets. Headquartered in South Africa, the company has expanded its operations through investment in communications infrastructure, technology and digital solutions, supporting connectivity and access for communities across Africa.

CONTEXT

Since joining the HeForShe Alliance in 2022, MTN Group has focused its commitments on achieving gender parity across its workforce by 2030, increasing women's representation in technology and leadership roles, and closing gender pay gaps across its operations. Recognising its role as one of Africa's leading telecommunications companies, MTN has also committed to expanding opportunities for women and girls to participate in the digital economy through skills development, digital inclusion, and strategic partnerships, including with organisations such as UNICEF and UNDP.

Operating across diverse African markets, MTN has evolved its approach from standalone diversity initiatives to an integrated business strategy that embeds gender equality into leadership accountability, workforce planning, talent development, governance, and sustainability. This reflects the Group's recognition that advancing gender equality is essential to Africa's digital transformation, inclusive economic growth, and long-term business resilience.

SUMMARY OF KEY RESULTS (2025)

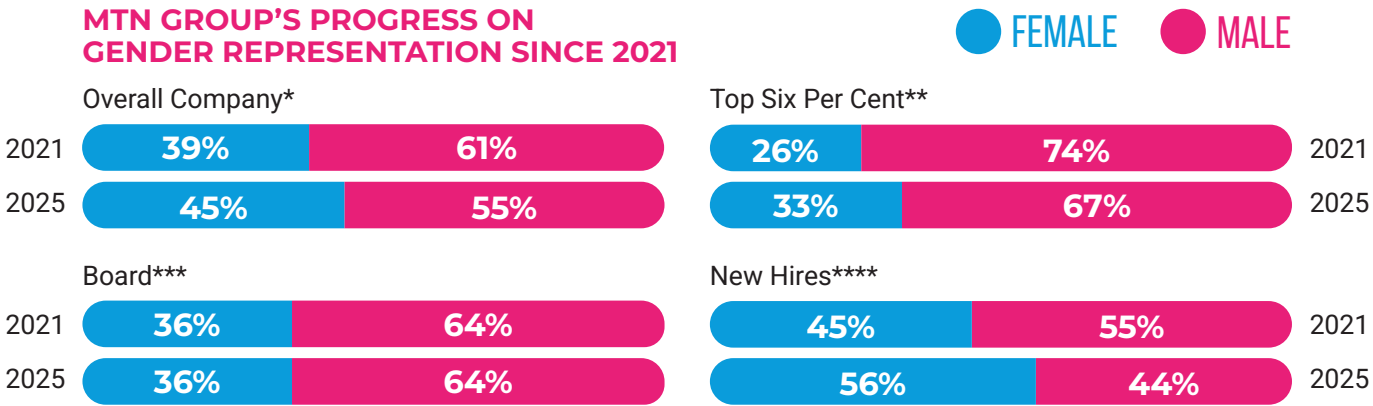
- Increased women's representation across the workforce from 39 per cent in 2021 to 45 per cent in 2025, advancing towards the Group's 2030 target of 50 per cent.
- Increased women's representation in leadership by 7 percentage points since joining the HeForShe Alliance, reaching 33 per cent in 2025 and progressing towards MTN's 2030 target of 35 per cent.
- Increased women's participation in technology roles from 17 per cent in 2021 to 29 per cent in 2025, approaching MTN's 2030 target of 30 per cent.
- Reduced the gender pay gap across 15 operating companies and Group headquarters, improving the mean pay gap by 2.7 percentage points and the median pay gap by 1.5 percentage points.
- Institutionalised male allyship through executive-led masterclasses, all-male leadership dialogues, organisation-wide Gender IQ learning, mentorship, and sponsorship initiatives.
- Reached 833,787 women and girls through digital inclusion, entrepreneurship, education, financial inclusion, employability, and community development initiatives across MTN's markets.

RESULTS & IMPACT

MTN Group continued to strengthen women's representation across leadership and decision-making by embedding gender parity into organisational systems, leadership development, workforce planning, and governance. Since joining the HeForShe Alliance, women's representation across the

workforce increased from 39 per cent to 45 per cent, while women in leadership reached 33 per cent and women in technology roles increased from 17 per cent to 29 per cent. These results demonstrate sustained progress towards MTN's ambition of achieving gender parity by 2030.

MTN GROUP'S PROGRESS ON GENDER REPRESENTATION SINCE 2021



* 1. Overall company is defined as all permanent employees and payroll based temporary employees, across our active markets as on 31 December 2024
2. Point in time reporting as on 31 December, for each year
** 1. Top Six Percent only includes Leadership Grades (permanent and payroll-based temporary employees) of MTN, across our active markets as on 31 December 2024
2. Point in time reporting as on 31 December, for each year
*** 1. Board specifically refers to the MTN Group Board for the headquarter company as of December 2024
2. Point in time reporting as on 31 December, for each year
**** 1. New hires refer to external acquired placements within the organization across the various operational markets as on 31 December 2024
2. Period of reporting 1 January - 31 December, for each year

A central driver of this progress has been MTN's focus on strengthening women's leadership and participation in Africa's digital economy. Recognising that women remain underrepresented in technical careers across many African markets, MTN invested in targeted learning pathways, mentorship, sponsorship, leadership development, and succession planning to expand opportunities for women in leadership and technology. Across its three business pillars, gender targets have become embedded within workforce planning and leadership accountability, helping move gender equality from a standalone diversity initiative to a core business priority.

MTN also strengthened institutional accountability by integrating gender equality into leadership performance, governance, and sustainability frameworks. During the reporting period, the Group assessed gender pay gaps across 15 operating companies and Group headquarters, improving both mean and median pay gaps. Executive-led male allyship

masterclasses, all-male leadership dialogues, and organisation-wide Gender IQ learning further strengthened men's ownership of gender equality outcomes, helping shift allyship from awareness to sustained behavioural and cultural change.

Beyond its workforce, MTN continued expanding opportunities for women and girls across Africa through digital inclusion and community investment. During the reporting period, **833,787 female** beneficiaries were reached through programmes providing laptops, digital devices and connectivity, bursaries, ICT and digital skills training, entrepreneurship and SMME development, business funding and mentorship, employability support, healthcare services, financial inclusion initiatives, and social relief such as food parcels. These interventions helped reduce barriers to women's participation in education, employment, entrepreneurship, technology, and the broader digital economy.

IMPACT STORY

Supporting Women Entrepreneurs in Africa's Digital Economy

MTN's commitment to women's economic empowerment extends beyond its workforce to supporting women entrepreneurs across Africa's digital economy. One example is the **MTN Foundation Women in Digital Business Challenge**, which provides women-owned ICT enterprises with funding, mentorship, and business development support.

The programme awards annual funding to ten women digital entrepreneurs, combining seed capital with structured business coaching to help scale their enterprises and strengthen women's participation in Africa's digital economy.

Neliswa Jilimba, a digital entrepreneur from Johannesburg, was selected as one of the programme's beneficiaries. Through seed funding, expert mentorship, and access to MTN's broader digital ecosystem, she strengthened her business operations, improved financial management, expanded market opportunities, and created employment opportunities for other women.

Reflecting on her experience, Neliswa said:

"Before the MTN Women in Digital Business Challenge, my business had the vision but lacked the resources to scale. Through the funding, mentorship and exposure, I gained the confidence, skills and credibility to compete in a male-dominated digital economy. MTN's commitment to gender equality is more than policy; it translates into real opportunities for women like me to build sustainable businesses and create jobs for others."

Neliswa's experience illustrates how MTN's HeForShe commitment translates into tangible opportunities for women entrepreneurs. As part of its commitment since joining the HeForShe Alliance in 2022, MTN is investing in programmes that expand women's participation in technology, entrepreneurship and the digital economy while addressing longstanding barriers to finance, skills development and professional networks. By combining investment, mentorship and leadership, MTN is creating sustainable pathways for women to build thriving businesses, generate employment and contribute to more inclusive economic growth across Africa.

Internally, MTN's broader gender equality strategy also benefited women across its workforce through leadership development, succession planning, women-in-technology initiatives, mentorship and sponsorship programmes, wellness support, inclusive talent practices, and organisation-wide learning on gender equality and allyship. These initiatives contributed to strengthening women's progression, participation, and leadership across the business.

The Group also continued to strengthen its implementation approach by improving governance and reporting across its operating companies. While variations in data maturity, leadership transitions,

and competing business priorities presented ongoing challenges, MTN responded by strengthening Group-level oversight, standardising reporting expectations, and tailoring interventions to local contexts while maintaining shared accountability.

Looking ahead, MTN will continue strengthening leadership accountability, increasing women's participation in leadership and technology, deepening male allyship, and expanding digital inclusion initiatives to achieve its 2030 gender equality commitments across Africa.



Folkloric procession of the Oruro Carnival. Bear character, member of the Diablada fraternity. Photo: Teófila Guarachi, UN Women Bolivia

MOVEMBER

HeForShe Champion since 2024

Movember's impact falls under WEP 6.

ABOUT MOVEMBER

Movember is the leading global men's health charity focused on creating positive change so men can live healthier, longer lives. Movember mobilizes millions of participants to raise awareness and funds for programmes and research addressing men's health challenges, including mental health, suicide prevention, prostate cancer and testicular cancer.

CONTEXT

Movember joined the HeForShe Alliance with two commitments: to maintain gender parity across its Board of Directors and Senior Leadership Team by 2030, and to work with HeForShe to promote research on the intersections of men's health, gender equality, and healthy masculinities.

These commitments respond to a rapidly evolving context. Across many high-income countries, political and media attention has increasingly focused on the influence of online masculinity content and influencers on young men's views of manhood, relationships, and wellbeing. At the same time, rising psychological distress, loneliness, and suicide among men have reinforced the need to address men's wellbeing in ways that support, rather than compete with, gender equality.

Movember's HeForShe work therefore focuses on demonstrating that improving men's health and advancing gender equality are mutually reinforcing goals. By addressing restrictive gender norms and promoting healthier, more connected, and more equitable models of masculinity, Movember seeks to improve outcomes for men and boys while contributing to safer, more equal relationships, workplaces, and communities.

SUMMARY OF KEY RESULTS (2025)

- Increased representation of women in senior leadership positions to 51 per cent in 2025, from 46 per cent in 2024; and among new hires to 58 per cent in 2025, from 55 per cent in 2024.
- Shared findings from the [Young Men's Health in a Digital World](#) report with Alliance members and translated these insights into HeForShe's 2025 advocacy campaigns. Movember also presented the research at the HeForShe 2025 Lab.
- Launched the Young Men and Media Collective in partnership with Equimundo to reshape online environments for young men. The collective brings together creators, platforms, and organisations to test approaches that expand healthier and more diverse ideas of masculinity online.
- Published four new *Real Face of Men's Health* reports in the US, Canada, New Zealand, and Ireland. These country-specific reports generated evidence-based recommendations for governments, employers, health systems, and communities to improve men's and boys' health, wellbeing, social connection, prevention, and help-seeking.



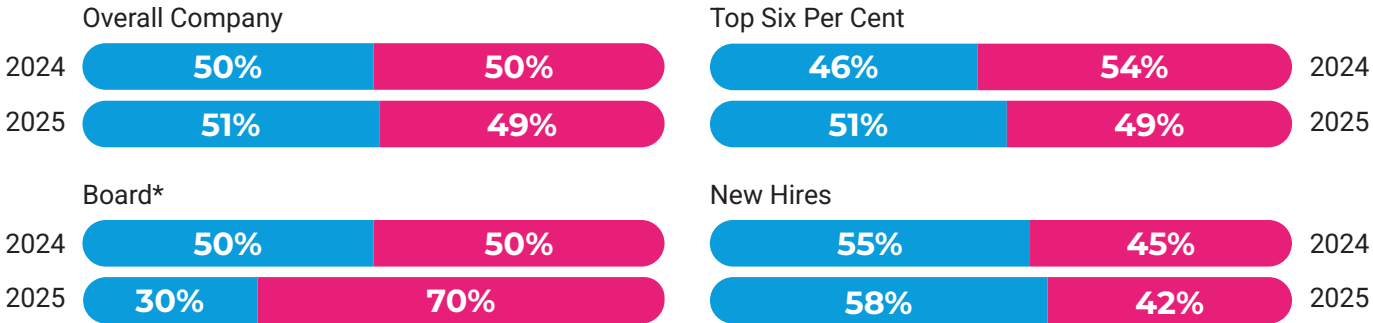
"Progress towards gender equality requires all of us. At Movember, we know that when men are supported to embrace healthier, more connected, and more equitable ways of being, the benefits extend far beyond individual wellbeing; they strengthen families, workplaces, and communities. I encourage leaders and men everywhere to use their influence to challenge outdated norms, champion equality, and help create a future where everyone can thrive."

ANNE-CECILE BERTHIER
ACTING CEO

RESULTS & IMPACT

Over the reporting period, Movember advanced its HeForShe commitments by strengthening women's representation, expanding the evidence base on men's health, masculinities, and gender equality, and creating new opportunities for cross-sector learning

MOVEMBER'S PROGRESS ON GENDER REPRESENTATION SINCE 2024



* The Board gender equity ratio changed from 50:50 to 70:30 following the unexpected resignation of a female global Board member. Recent European Trustee recruitment included the appointment of one male and one female Trustee, supporting Movember's ongoing commitment to gender-balanced governance.

Movember's [Young Men's Health in a Digital World](#) report contributed to HeForShe advocacy during 2025 by providing insights into how online environments shape young men's attitudes, identities, and wellbeing. The findings helped inform conversations across the Alliance on digital masculinities, online harm, and the need for positive, evidence-based alternatives to restrictive or harmful models of manhood.

Building on this evidence, Movember launched the Young Men and Media Collective in partnership with Equimundo. Movember's [research](#) reports that over 60 per cent of young men engage with content from online masculinity influencers, with both positive and negative effects on their health. In response, the Collective brings together creators, platforms, organisations, and researchers to test what works in expanding and reshaping dominant ideas about masculinity online. By creating a space for experimentation, learning, and dialogue, the initiative aims to promote healthier, more inclusive narratives for young men in the digital spaces where they increasingly form their identities and relationships.

Movember also expanded the evidence available to policymakers, employers, health systems, and communities through four new *Real Face of Men's Health* reports in the United States, Canada, New

and advocacy. Women's representation in senior leadership increased from 46 per cent in 2024 to 51 per cent in 2025, while women's representation among new hires increased from 55 per cent to 58 per cent over the same period.

Zealand, and Ireland. These country-specific reports examine the social, emotional, and systemic factors affecting men's health, wellbeing, and help-seeking behaviours, providing practical recommendations for improving outcomes for men and boys.

Through its HeForShe engagement, Movember has also helped reframe conversations about men's wellbeing and gender equality. Its advocacy emphasises that policies supporting men's health, engaged fatherhood, and paid parental leave can also advance women's equality by redistributing unpaid care, supporting women's economic participation, and strengthening healthier family and workplace dynamics.

Participation in the HeForShe Alliance has reinforced the value of cross-sector collaboration and shared accountability. Movember has highlighted the importance of engaging leaders from different industries, regions, and sectors in conversations about gender equality, health, work, caregiving, and social change. Looking ahead, Movember sees an opportunity to deepen collective impact by broadening the range of voices involved in Alliance discussions, including researchers, practitioners, civil society leaders, policymakers, and people with lived experience.

INTERNATIONAL RESCUE COMMITTEE

HeForShe Champion since 2021

IRC's impact falls under WEPs 4 and 6.

ABOUT THE IRC

The International Rescue Committee (IRC) is a global humanitarian organization that helps people affected by conflict, disaster and the climate crisis to survive, recover and rebuild their lives. The IRC provides support across more than 40 crisis-affected countries, delivering programmes in health, education, economic empowerment and protection, with a focus on the unique needs of women and girls. The organization also provides resettlement, asylum and integration services to support communities affected by displacement and crisis.

CONTEXT

Since joining HeForShe in 2021, the IRC has used its commitments to advance gender equality within its organisation and across the humanitarian sector, including by committing to direct half of its strategic partnerships to women-led or women-focused organisations and 25 per cent of funding to local organisations.

Implemented amid donor scrutiny, regulatory shifts, geopolitical instability, organisational change, and resource constraints, these commitments reinforced the need to embed gender equality into IRC's systems, governance, and decision-making. Throughout this period, HeForShe has served as an anchor for a more evidence-based, locally led, and accountable approach.

SUMMARY OF KEY RESULTS (2025)

- Directed 16 per cent of funding to local organisations, advancing locally led humanitarian action.
- Maintained strong women's leadership representation, with women comprising 63 per cent of senior professional staff.
- Achieved 84 per cent of Phase I gender equality action plan milestones and launched Phase II (2025–2027).
- Launched Ethical Storytelling Guidelines to elevate the visibility, agency, and leadership of local partners and IRC clients.
- Reached 1.5 million people through violence prevention awareness and provided response services to more than 40,000 survivors
- Advanced women's economic empowerment, with women representing 60 per cent of Economic Recovery and Development participants and 74 per cent of people reached through economic inclusion activities.
- Trained more than 1.5 million people on recovery and development topics, 54 per cent of them women, and supported more than 6,000 civil society organisations.

RESULTS & IMPACT

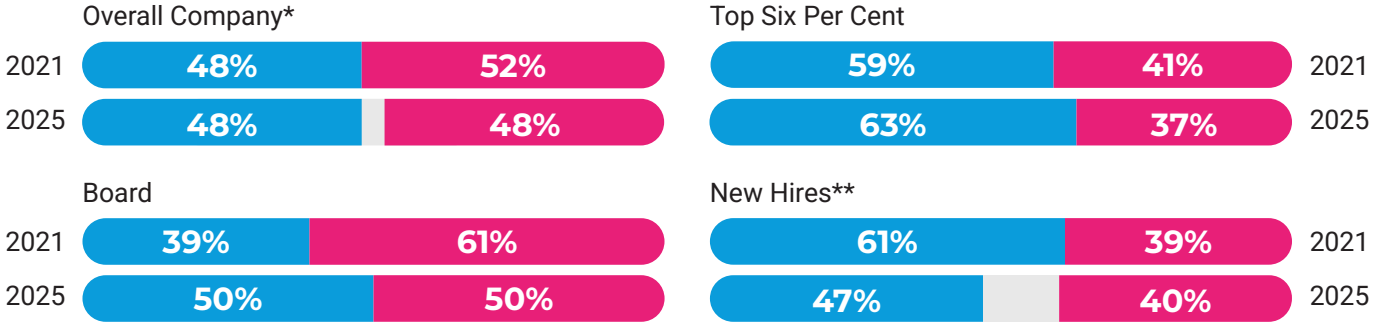
Over the reporting period, IRC strengthened gender equality across organisational culture, programme quality, localisation, communications, and external engagement.

A major institutional milestone was the completion of Phase I of IRC's action plan on inclusive organisational culture and effective programming, with 31 of 37 milestones achieved. Building on this progress, IRC launched Phase II for 2025–2027, structured around three pillars: People & Culture, Program Quality & Delivery, and Communications & External Engagement. This next phase aligns with IRC's

Strategy 100 and HeForShe commitments, embedding gender equality across leadership, accountability, programme delivery, and external engagement.

IRC also continued to advance women's leadership and locally led humanitarian action. In 2025, 63 per cent of senior professional staff identified as women, while 16 per cent of funding was directed to local organisations. Partnerships with women-led and women-focused organisations have further strengthened women's role in humanitarian governance, partnerships, and decision-making.

IRC'S PROGRESS ON GENDER REPRESENTATION SINCE 2021



* Totals may not equal 100% due to non-response or unavailable data.
** Totals may not equal 100% due to non-response or unavailable data. Start date during 2025.

Programme results also demonstrate IRC's contribution across UN Women's Strategic Impact Areas. Through Economic Recovery and Development (ERD) programming, women represented 60 per cent of participants in ERD activities and 74 per cent of people were reached through economic inclusion activities, including vocational training, job counselling, employability and business training, and microenterprise support. These programmes strengthened women's income generation, skills development, and economic resilience.

IRC continued to strengthen safety, dignity, and accountability through both internal policies and external programming to prevent and respond to violence against women and girls.

Internally, mandatory training and policies such as The IRC Way, the Anti-Retaliation and Reporter Protection Policy, Global Reporting Policy, Gender Equality Policy, Combating Trafficking in Persons

Policy, Respect at Work Policy, and Safeguarding Policy help ensure that staff, vendors, partners, and volunteers understand standards and reporting pathways. Externally, IRC delivered programming to reduce violence against women across 40 countries, reaching 1.5 million people through awareness-raising activities and providing response services to more than 40,000 survivors.

IRC also supported women's participation in recovery, peacebuilding, and humanitarian action by working directly with women and strengthening civil society organisations. In 2025, IRC trained more than 1.5 million people on recovery and development topics, including peacebuilding, local governance, and justice system strengthening; 54 per cent of participants were women. During the same period, more than 6,000 civil society organisations received technical or systems-strengthening support.

IMPACT STORY

Local Leadership, Girls' Education and Positive Masculinity in Burkina Faso



A strong example of IRC's HeForShe commitments in action can be seen through the work of Salif Nikiema, Project Manager and Field Coordinator at the Association des Jeunes Femmes Entrepreneuses du Burkina (AJFEB), an IRC-supported organisation in Burkina Faso through the IGNITE programme.

Salif's commitment to girls' education and protection is rooted in personal experience. Raised in a context where restrictive gender norms were widely accepted, he began questioning those beliefs after his older sister was forced to leave school following a pregnancy and was rejected by their family. The experience shaped his commitment to supporting girls facing similar barriers.

"In 2021, my older sister was forced to leave school after becoming pregnant. She was rejected by our family and told she could no longer contact us. She would though call me privately asking for help. That experience changed me. I promised myself that my other sisters would never go through the same humiliation. Girls make mistakes due to lack of education or opportunities, but they deserve dignity, protection, and a second chance. That moment forced me to

question the norms I had grown up with. It became my compass. Today, when I support other girls, I see my sister in them."

Through IGNITE's flexible funding and accompaniment model, AJFEB strengthened its governance, developed a strategic plan, advocacy framework, and code of conduct, and improved coordination with local authorities. The organisation is now recognised by law enforcement, administrative authorities, and customary and religious leaders as a key actor supporting survivors of violence. AJFEB also works with ministries to facilitate birth registration for adolescent girls, advocates for reduced school fees, and provides safe spaces for pregnant girls seeking refuge.

The results have been both measurable and transformative. In 2025, 209 girls received educational support, including school fees, psychosocial assistance, and family advocacy to prevent dropout. More than 2,000 community members were reached through awareness-raising sessions and educational dialogues addressing harmful gender norms. AJFEB managed approximately four protection cases per month, while 53 girls received vocational skills training and five received sewing machines to support income-generating activities.



The initiative has also contributed to changing community attitudes. Fathers who previously resisted girls' education have begun advocating for other girls to benefit, while customary leaders have expressed interest in formally supporting AJFEB's mission. AJFEB has also helped internally displaced girls secure recognition as displaced persons, enabling more affordable access to school and essential services.

Salif's engagement reflects the HeForShe vision of shifting gender equality from being perceived as a women's issue to a shared societal responsibility. His leadership has helped engage more men and boys as allies, with local youth and community leaders requesting dedicated structures to support male engagement in gender equality efforts.

The sustainability of AJFEB's impact rests on two pillars: immediate support for vulnerable women and adolescent girls, and continued advocacy to transform harmful social norms. As Salif reflects:

"IGNITE did not only support our activities—it transformed the way we work. We moved from passion and goodwill to structure and strategy. Today, we have the tools, the confidence, and the legitimacy to engage authorities and secure new partnerships."

Looking ahead, AJFEB aims to expand its integrated model combining education support, vocational training, civil registry access, and male engagement. For IRC, the story demonstrates the value of flexible, locally led partnerships with women-led and women-focused organisations to strengthen protection, expand opportunity, engage men and boys as allies, and advance progress towards SDG 5.

Through the HeForShe Alliance, IRC has benefited from peer learning, knowledge sharing, and benchmarking opportunities, and sees continued

value in practice-oriented exchanges on implementation challenges and scalable approaches to advancing SDG 5.



"Over the past five years, our engagement with HeForShe has helped us turn commitment into action—embedding the values that HeForShe champions. Progress happens when leaders stay focused on evidence, outcomes, and shared responsibility."

DAVID MILIBAND
PRESIDENT AND CEO

DE BEERS GROUP

HeForShe Champion since 2017

De Beers' impact falls under WEPs 2, 3, 4, 6, and 7.

ABOUT THE DE BEERS GROUP

De Beers is the world's leading diamond company with operations spanning the global diamond value chain, from the responsible discovery and recovery of diamonds to rough diamond sales, retail jewellery and diamond technology. The company operates in 18 countries, has a workforce of more than 20,000 people, and produces approximately one-third of the world's rough diamonds.

CONTEXT

De Beers committed to two generations of HeForShe allyship to drive meaningful impact in a historically male-dominated industry. Through Impact 10x10x10, De Beers established the foundations of its journey—improving gender parity in senior leadership appointments, building inclusive policies, and investing in women and girls. When the HeForShe Alliance launched in 2020, it offered the opportunity to deepen this work, evolve from targets to systemic change, and align with a broader global movement focused on economic empowerment, STEM inclusion, violence prevention and workplace equity. What has remained constant is the belief that gender equality is both a moral imperative and essential to a resilient future. De Beers' progress shows that when men stand alongside women as true allies, change accelerates.

As part of the HeForShe Alliance, De Beers Group committed to increase representation of women in technical roles and leadership, and promote a culture that enables our journey to achieving gender parity by 2030, through:

1. Clear definitions for technical roles and targets to drive and assess progress;
2. Talent development and succession programmes;
3. Training and awareness activities to encourage dialogue and challenge stereotypes;
4. Regular impact reviews based on metrics and ongoing workforce feedback, to shape our approach;
5. Promotion of and access to STEM careers and education.

SUMMARY OF KEY RESULTS (2025)

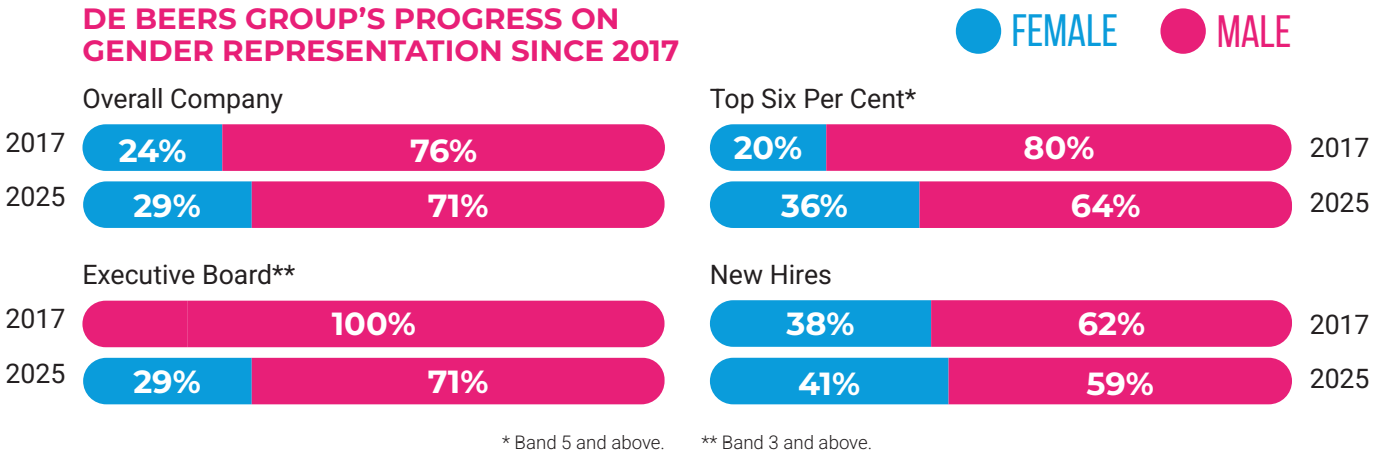
- Increased women's representation in senior leadership from 20 per cent in 2017 to 36 per cent in 2025.
- Expanded women's representation on the Executive Committee to 29 per cent.
- Engaged more than 6,500 girls in STEM education programmes across producer countries.
- Supported more than 3,900 women entrepreneurs through the EntreprenHER programme across Botswana, Namibia, and South Africa.
- Strengthened workplace inclusion through policies and training focused on violence prevention, flexible working, paid leave, and safe accommodation.

RESULTS & IMPACT

Since becoming a HeForShe Champion in 2017, De Beers Group has delivered sustained, organisation-wide progress toward gender equality across its workforce and host communities. Internally, the company moved from 20 per cent women in senior

leadership in 2017 to 36 per cent in 2025 – making material progress towards parity in senior leadership appointments. Representation on the Executive Committee rose from 0 per cent to 29 per cent.

DE BEERS GROUP'S PROGRESS ON GENDER REPRESENTATION SINCE 2017



Across producer countries, De Beers Group has engaged more than 6,500 girls in STEM through WomEng, supported over 90 STEM scholarships for young women in Canada, and enabled girls from First Nations communities to attend science camps. De Beers' flagship entrepreneurship programme—EntreprenHER, previously AWOME—has supported more than 3,900 women micro-entrepreneurs across Botswana, Namibia and South Africa, with the latest phase incorporating small business grants to help address financial barriers.

In parallel, De Beers Group has strengthened its policies enabling safe accommodation, paid leave, flexible working and practical support. Training for leaders and employees has deepened understanding of violence prevention across mining operations. Together, these efforts reflect a comprehensive, long-term approach to building representation, expanding opportunities, tackling systemic barriers, and supporting women's agency across workplaces, communities, and future talent pipelines.



"Over almost 10 years the HeForShe Alliance has provided De Beers with valuable support to help accelerate change in a historically male-dominated industry. We have strengthened our ability to attract, support and promote women across our business, with female representation increased in every category since 2017."

Externally we have expanded access to STEM education and invested in thousands of women entrepreneurs in our host communities. Our progress—particularly in making material progress towards parity in senior leadership appointments, as well as supporting more than 3,900 women through our EntreprenHER partnership with UN Women—shows what is possible. I call on fellow CEOs to champion equality in your organisations and support women's economic empowerment. Together, we can create lasting change."

AL COOK CEO

IMPACT STORY

Josephina Lotho: From Rural Namibia to Mining Engineer



Josephina Lotho is a Namibian mining engineer from Onankali village whose determination and commitment to growth have shaped her journey from rural schooling to the mining industry. Excelling academically from an early age, she pursued science-focused subjects in high school and discovered her ambition to become an engineer. This led her to pursue a bachelor's degree in Mining Engineering from the Namibia University of Science and Technology, while also working part-time in retail.

Her journey was further strengthened through her participation in the WomEng Fellowship, which enhanced her leadership, professional skills, and passion for promoting women in STEM. The WomEng Fellowship is a professional development programme designed for female engineering, technology, and built environment students in their penultimate or final years of study, particularly in Southern Africa (Namibia, Botswana, and South Africa), and has been delivered in partnership with De Beers Group since 2019.

In 2022, Josephina secured an internship at Namdeb, a De Beers Group joint venture with the Government of Namibia, and is currently progressing through a structured Mining Engineer-in-Training programme, working towards becoming a registered professional engineer. She is also currently pursuing further academic development to strengthen her technical and professional capabilities. Alongside her professional development, she is an active member of Women in Mining UK (WIM UK) and the Association of Women in Mining in Namibia (WiMAN), reflecting her commitment to advancing inclusion and representation of women in both the local and global mining industry.

Working within a diverse team, Josephina is guided by values of safety, teamwork, accountability, innovation, respect, and sustainability, which shape both her professional growth and her contribution to the organisation and Namibia. She proudly represents her community while demonstrating the impact of long-term, inclusive talent pipeline initiatives. Her experience highlights how HeForShe allyship and De Beers' STEM initiatives help open doors for women in technical fields—building confidence, capability, and a clear pathway into mining careers.

"Being part of the WomEng Fellowship and later joining Namdeb has truly shaped my path as a Mining Engineer. Growing up in a close-knit village in Namibia, I developed a strong work ethic and always sought to create opportunities for myself, while the support I received through De Beers' STEM initiatives gave me the confidence, skills, and networks I needed to grow. WomEng helped me strengthen my leadership, refine my CV and interviewing skills, and connect with other women engineers who shared my vision for a more inclusive future. That experience prepared me not only to succeed at university, but to kickstart my career within the mining industry."

As I work towards professional development through the structured engineering development programme, I remain committed to growing both technically and as a leader, while broadening my perspective for contributing to a more inclusive and globally connected mining industry.

I am proud to be part of the Namdeb workforce, where I experience our values in action every day, and I hope my journey encourages other girls across Namibia and beyond to see that they, too, belong in engineering."

IMPACT STORY

Makgabo Moremi: Growing a Business, a Community and a Pipeline of Women Entrepreneurs



Makgabo Moremi, a 34-year-old entrepreneur from Blouberg in South Africa, is a powerful example of the impact of De Beers' second-phase HeForShe programmes. After leaving a nine-year banking career to pursue her passion for chemicals, she formalised her company, BCF Chemical and Cleaning Services, but lacked the business training needed to grow sustainably.

In 2021 she joined the EntreprenHer programme. This was a turning point that helped her develop a solid business plan, strengthen financial management, conduct proper market research and, importantly, strengthen her ability to pitch to investors. This shift in capability allowed Makgabo to avoid premature scaling, secure funding twice and expand from manufacturing hand sanitiser during COVID-19 to producing six different cleaning and car care products.

She moved from her garage to a rented store, hired staff and improved her time-management skills as a working mother. The programme's personal impact extended to her family, helping them adopt better financial habits.

Today, Makgabo is not only growing her own business but empowering others. As founder and chairperson of Blouberg Entrepreneurs, she supports nearly 400 local entrepreneurs, sharing knowledge gained through EntreprenHer and helping build a community of confident, skilled businesswomen.

Her story demonstrates how HeForShe's second phase is enabling women to become leaders, job creators and agents of long-term local change.

"The EntreprenHER training had a profound impact on both my business and my personal life. I learnt how to build a proper business plan, conduct market research and understand financial management. I've also improved my time management skills, which is essential; as a mother running a business. It has also helped me guide my family in better financial management, and my siblings are now more motivated to pursue their own goals."



HeForShe Engagement with Youth Through Universities

Universities remain one of HeForShe's most important platforms for engaging the next generation of leaders, researchers, and advocates for gender equality. Through academic partnerships, student-led initiatives, and global knowledge-sharing, HeForShe is helping translate gender equality commitments into practical action while generating new insights on some of the most pressing challenges facing young people today.

ADVANCING GENDER EQUALITY THROUGH ACADEMIC PARTNERSHIPS

A key pillar of this work is the integration of HeForShe into university curricula and applied learning programmes. Through its longstanding partnership with NYU Stern School of Business, two student research teams contributed directly to HeForShe's work on digital violence and masculinities. One team piloted [Module 3 of the Barbershop Toolkit 2.0, Digital Masculinities and Online Behaviour](#), through eight workshops reaching 39 students. The pilot not only informed refinement of the Toolkit but also demonstrated measurable shifts in participants' understanding of online misogyny, harmful masculine norms, and their willingness to challenge harmful content online. A second student team [examined the influence of the manosphere](#) and pathways into technology-facilitated violence, generating practical recommendations to strengthen prevention efforts and positive engagement with young men online.

"The HeForShe project was one of the most formative experiences of my early career. We got to take the theory from previous semesters and apply it to a real-life scenario, emulating a consulting engagement."

— Aparna Vagvala, NYU Stern Alumna

HeForShe also continued its partnership with the London School of Economics and Political Science (LSE), where graduate students explored how private sector organisations in East Africa are responding to growing resistance to diversity, equity, and inclusion efforts. Drawing on interviews with Women's Empowerment Principles (WEPs) signatories and sector leaders, the research highlighted the importance of male allyship, inclusive leadership, and institutional accountability in sustaining progress on gender equality. These findings helped inform HeForShe's engagement with businesses and institutional partners globally.

"My consulting project with HeForShe was my first introduction to advancing gender equality at a global scale. It shifted my career trajectory, opening opportunities for me to work within the United Nations system. Many of the topics I explored through HeForShe translated directly into my subsequent work and continues to influence my professional journey."

— Moona Shaik, World Economic Forum ECP Candidate, LSE Alumna

In 2026, HeForShe also welcomed Università Commerciale “Luigi Bocconi” into its global community, opening a new avenue for collaboration on research and knowledge-sharing to advance evidence-based dialogue and action on gender equality.

BUILDING A GLOBAL UNIVERSITY NETWORK THROUGH KNOWLEDGE EXCHANGE

Beyond formal coursework, HeForShe continues to foster a growing global community of universities committed to advancing gender equality. Throughout the year, universities engaged through webinars and collaborative discussions on embedding gender equality across teaching, research, leadership, and campus life. A global [Virtual University Town Hall](#) in May 2026 brought together more than 100 university leaders, academics, and students to share experiences and strengthen collaboration, reflecting HeForShe’s broader approach of creating ongoing spaces for learning, exchange, and collective action across higher education institutions.

STUDENT-LED ACTION AND LEADERSHIP

Student-led HeForShe Clubs remain a powerful driver of this work, translating institutional commitments into grassroots action. Across the network, students have organised awareness campaigns, peer dialogues, and advocacy initiatives that challenge harmful gender norms and promote accountability among their peers. [In Zimbabwe](#), the HeForShe Club model expanded from the University of Zimbabwe to five additional universities, creating a growing youth-led movement for gender equality. In Portugal, [HeForShe Lisboa](#) evolved from a campus initiative into an independent organisation, demonstrating how student leadership can create lasting impact beyond the university setting. Together, these efforts illustrate how universities are serving not only as centres of learning, but as incubators for the next generation of gender equality leaders.

“What makes youth initiatives effective in driving change on campus and beyond is the authentic power of peer-to-peer accountability. Through awareness campaigns and advocacy, we were able to create spaces where students can learn where they live.”

— Tafadzwa Manyanye, Immediate Past President, University of Zimbabwe HeForShe Club



Photo: Hanan Bedru, Riya Patel, Nathan Phillips, Sthu Noel-Zungu, Lekhya Kantheti, Jennifer Lin and Megan Ortwein at the final presentations for the 2025 NYU Stern Social Impact Business class.

8

HeForShe National Chapters

The HeForShe movement has delivered significant global impact across its National Chapters and Champion partners, demonstrating powerful push forward for gender equality. In 2025–2026, HeForShe initiatives reached communities on every continent, engaged institutions at scale, and delivered life-changing support to women, girls, and marginalized groups worldwide.

Across National Chapters, HeForShe mobilized millions of people through high-visibility campaigns, cultural events, and digital engagement. Chapters in Rwanda, Bolivia, Central Asia, Brazil, Zimbabwe, and others collectively reached more than 4.6 million people, with standout initiatives such as Bolivia's "No

Masks, No Violence" campaign, which reaches more than 1.5 million people annually. Chapters also activated communities through in-person events, drawing more than 1000 attendees across key launches, festivals, and public dialogues. Digital engagement continued to grow, with HeForShe platforms in Germany, Brazil, Türkiye and Central Asia expanding their reach to a combined social media community of more than 150,000 followers. These developments strengthened HeForShe's global reach and confirmed the Chapter model as a key driver of localized action on gender equality and violence prevention, advancing the Transforming Patriarchal Masculinities agenda through context-specific engagement.

> **BOSNIA AND HERZEGOVINA**

PAGE 74

> **ITALY**

PAGE 75

> **CENTRAL ASIA**

PAGE 76

> **BRAZIL**

PAGE 77

> **SPAIN**

PAGE 78

HEFORSHE BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina became the newest HeForShe National Chapter during the reporting period, marking an important expansion of the initiative in Europe. The Chapter is in its establishment phase, focused on building partnerships, structures, and stakeholder engagement to support long-term male allyship for gender equality.

A key milestone was the HeForShe National Chapter [pre-launch event](#) in April 2026, which convened government, UN agencies, civil society, academia, media, the private sector, and public figures to introduce the HeForShe approach nationally. The event featured Megan Gilgan, Director of UN Women's Strategic Partnerships Division, who highlighted the global impact of HeForShe and the importance of engaging men and boys in advancing gender equality. It also announced athlete Amel Tuka as the country's first HeForShe supporter, generating strong visibility and early momentum.

Following the pre-launch, the Chapter began structured engagement with potential allies across sport, media, youth, academia, civil society, and the private sector to build a cross-sector coalition for gender equality and violence prevention.

"I have witnessed unequal opportunities for girls and women in and beyond sport from an early age: their visibility and media representation are significantly lower, pay and compensation gaps remain wide, and stereotypes and social norms continue to hinder the development of women's sport. This is not only an injustice to women athletes — it is a loss for the entire community. HeForShe reminds us that equality is not a 'women's issue' — it is a human issue. As a man, an athlete and a public figure, I have a responsibility to speak out and act."

— Amel Tuka

HeForShe Bosnia and Herzegovina Advocate and President of the Athletes' Commission of the Olympic Committee of Bosnia and Herzegovina



HeForShe pre-launch event in Sarajevo. Photo: UN Women Bosnia and Herzegovina



Amel Tuka, Athlete and President of the Athletes' Commission of the Olympic Committee of Bosnia and Herzegovina speaking at the HeForShe pre-launch event in Sarajevo. Photo: UN Women Bosnia and Herzegovina

HEFORSHE ITALY

HeForShe Italy strengthened its national presence in 2025 with the formal launch of its National Chapter in May during a fundraising and advocacy event, where the first six HeForShe Advocates were appointed. Throughout the year, the Chapter focused on consolidating public engagement and strengthening its advocacy footprint across cultural, institutional, and international spaces. In June 2026, the chapter hosted their second annual #HeForShe Italy Gala in Naples which brought together institutional leaders and partners to reinforce commitments to ending online violence and misogyny. The Chapter maintained visibility through strategic communications and media engagement, including contributions to the Commission on the Status of Women in New York, ensuring Italian perspectives informed international gender equality dialogue.

HeForShe Italy also embedded its work within cultural and learning environments. Engagements such as the [Fratelli Cozzi Museum campaign](#) supported public reflection on gender stereotypes and allyship, while participation in the ITCILO Gender Academy roundtable on "Engaging Men

to Reshape Masculinities" reinforced Italy's role in advancing global conversations on transformative masculinities.

A defining element of the Chapter's impact has been the leadership of HeForShe Advocate Gino Cecchettin. In the context of Italy's landmark femicide legislation, his advocacy has helped connect legal reform with the need for sustained cultural change. Through his work with the Giulia Cecchettin Foundation, he has consistently emphasized that preventing violence requires confronting misogyny, harmful masculinities, and online hate across all spaces.

"Being a HeForShe Advocate for me is a clear responsibility. It means transforming a personal experience of pain into a concrete commitment to change, putting my voice at the service of this message: equality is not only about women, it concerns us all. My role is to show that men can and must take an active part, choosing every day to promote respect, equity, and relationships free from violence."

— Gino Cecchettin

HeForShe Italy advocate and Founder of the Giulia Cecchettin Foundation



Participants at the HeForShe Italy Gala in Naples, Italy. Photo: Antonella Panella



HEFORSHE CENTRAL ASIA

In 2025, the movement in Central Asia was strengthened through the Central Asian Alliance to End Gender-Based Violence, hosted by UN Women Kazakhstan, which consolidated partnerships, ensured continuity of programming, and expanded regional coordination on prevention and social norms change.

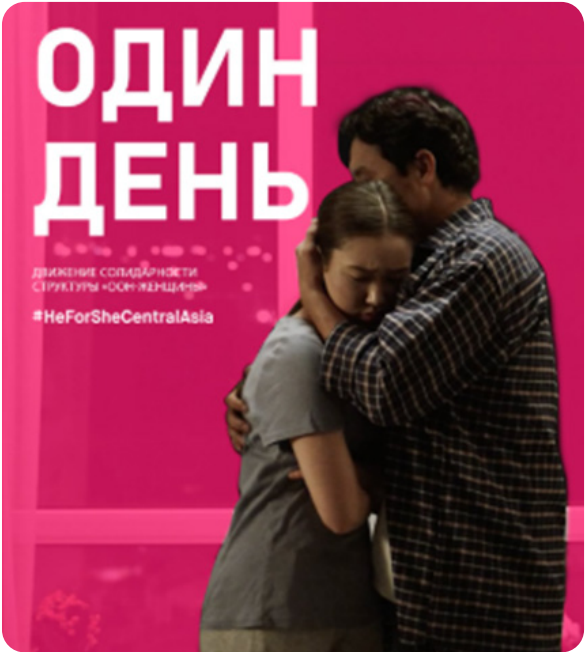
Public engagement and digital outreach remained central to the initiative's impact. In 2025, HeForShe Central Asia reached over 39,000 views across its digital platforms through short videos and podcast episodes addressing masculinities, gender norms, and violence prevention. The initiative also launched the digital edition of *The Little Book of Big Stereotypes For Men*, offering an accessible tool to support reflection on harmful norms and encourage accountability among male audiences. These materials are further amplified through the [Virtual Knowledge Platform on Ending Gender-Based Violence](#), which preserves and disseminates resources on cyber safety, research, and prevention, extending their use across the region.

A key milestone was the contribution to the 2025 16 Days of Activism against Gender-Based Violence through the #EndViolence International Film Festival

in Astana and Shymkent, delivered with UN Women, UN agencies, and partners including inDrive and the Alternativa project. The collaboration with the private sector was particularly significant in addressing technology-facilitated violence, aligning with the global UNiTE campaign focus on digital harm. The festival engaged 569 in-person participants and reached over 123,600 people through outreach and media visibility. It also convened dialogue with filmmakers, experts, and HeForShe Advocate Aziz Beyshenaliyev, strengthening public reflection on stereotypes and prevention.

"As a father, a husband, I believe deeply in the power of equal opportunity and respect for both women and men. As a HeForShe Advocate, I'm committed to advancing equality within the creative world by challenging stereotypes, creating inclusive spaces for women. This is about more than words. It's about using our voices, our actions, and our work to stand together and build our future."

— Aziz Beishenaliyev
Actor, Screenwriter and Director



A still from a short film "One Day", highlighting the importance of recognizing and responding to gender-based violence and promoting respectful relationships. Photo: HeForShe Central Asia / Central Asian Alliance to End Gender-Based Violence / UN Women Kazakhstan



Cover of the HeForShe Central Asia Comics Book ("A Small Book of Big Stereotypes for Men"), developed to challenge harmful gender stereotypes and promote positive masculinity in Central Asia. Photo: HeForShe Central Asia / Central Asian Alliance to End Gender-Based Violence / UN Women Kazakhstan

HEFORSHE BRAZIL

2025 marked the relaunch of HeForShe Brazil and the establishment of its first National Chapter, restoring a national platform for engaging men and boys in advancing gender equality and preventing violence against women and girls.

Throughout the year, the Chapter expanded engagement across government, private sector, and civil society. Partnerships with the Ministry of Ports and Airports supported anti-harassment initiatives in transport spaces, while collaboration with companies such as Banco do Brasil, and Unimed Campo Grande strengthened private sector uptake.

Public engagement drove reach and visibility. At the [Porão do Rock festival](#), HeForShe engaged approximately 25,000 people in conversations on allyship and positive masculinities in a predominantly male cultural space. During the 21 Days of Activism, the Chapter expanded outreach through the Brazilian Bar Association (OAB/DF) and community-led mobilisations by the [Comitê Gaúcho ElesPorElas](#) in public transport and coastal spaces.

Looking ahead, Brazil will prioritise scaling its masculinities agenda across sectors. A central focus will be the rollout of the Barbershop Toolkit 2.0 in Portuguese, including pilots with private sector partners, providing a structured approach to engaging men and boys in behaviour change. This will be complemented by the Portuguese edition of Engaging Men, Ending Violence: Pathways to Safer Digital Futures, strengthening capacity to address digital misogyny and the manosphere.



HeForShe campaign activation during the Porão do Rock Festival in Brasília, Brazil. Photo: Ilca Lemos/UN Women Brazil

HEFORSHE SPAIN

During its first year, HeForShe Spain established the institutional and operational foundations for a structured national platform engaging men and boys in advancing gender equality. The National Chapter was formally launched at the HeForShe Gala in June 2026 in Madrid, convening government, private sector, cultural, and civil society actors and reinforcing equality as a shared societal responsibility.

A key achievement was early resource mobilisation to enable scale-up. A EUR 100,000 grant strengthened operational capacity through dedicated communications and project management staff, improving coordination and visibility of national activities. A EUR 2,500 grant supported a corporate engagement breakfast, establishing initial private sector dialogue on workplace gender equality and partnership development.

Throughout the year, HeForShe Spain focused on strengthening institutional relationships and positioning the initiative within national gender equality frameworks. The HeForShe strategy was presented to the Spanish Ministry of Equality, aligning the initiative with national priorities and opening pathways for collaboration. Engagement with Barcelona City Hall and the Government of Catalonia secured early regional support, strengthening subnational buy-in for future programming.

Looking ahead, Spain will transition from setup to consolidation. In 2026, the Chapter will roll out a sequenced programme of regional engagements in Barcelona and the Basque Country, culminating in a national flagship event in the third quarter. These activities will expand visibility, deepen partnerships, and broaden participation across sectors.



Participants at the HeForShe Spain Gala held at Espacio Almagro in Madrid. Photo credit: UN Women Spain



Eva D. Castro Outeiriño, President of UN Women Spain, at the HeForShe Spain Gala held at Espacio Almagro in Madrid. Photo: UN Women Spain

9

HeForShe Around the World

GERMANY

In 2025, HeForShe Germany delivered around 50 activities combining advocacy, public engagement, and community dialogue on gender equality and masculinities. Work included contributions from five HeForShe Germany advocates across UN Women Germany campaigns, as well as independent initiatives and HeForShe-focused events engaging men and boys.

A key highlight was UN Women National Committee Germany Director Bettina Metz's participation in the HeForShe Summit and UNGA80 Barbershop Toolkit launch where she contributed to global exchange on transforming patriarchal masculinities.

Outreach was strengthened through digital platforms, through the development of a [free four-week HeForShe Journal](#) in four languages exploring gender roles, privilege, and stereotypes. Advocates also contributed to International Women's Day and Orange the World campaigns through workshops, media engagement, and storytelling initiatives, amplifying male allyship in public discourse.

The Committee also convened small, men-only dialogue spaces on topics such as care work and violence against women, creating opportunities for reflection and peer exchange on gender norms.

"In the HeForShe Solidarity Movement by UN Women, supported by UN Women Germany, our team of five voluntary HeForShe Germany advocates addresses men of all ages and backgrounds. We aim to make men understand that equality between all genders requires their sustained commitment and encourage them to take a critical look at their privileges. We emphasize that it is important for men to think outside the box to raise awareness of structural nature of discrimination in society and look at gender equality in an intersectional way."

— Gerhard Hafner

HeForShe Germany Advocate



Participants at the Inauguration of the UN Women Bonn office. Photo: UN Women/Necat Nazargulu

ZIMBABWE

In 2025, HeForShe Zimbabwe significantly expanded its reach through a coalition of government, diplomatic corps, civil society, private sector, and youth partners. A major highlight was the [HeForShe Solidarity March against gender-based violence](#), delivered with the European Union (Outgoing Co-Chair), Government of Zimbabwe and the Embassy of Canada (Incoming Co-Chair) which strengthened public awareness and national ownership of the movement.

Youth engagement emerged as a key area of impact. Building on the University of Zimbabwe HeForShe Club, [the model was expanded to five additional universities](#), creating a growing network of student leaders advancing gender equality, violence prevention, and positive masculinities. The movement also deepened collaboration with government institutions, diplomatic missions, private sector leaders, parliamentarians, and men's networks

including Fathers Against Abuse and Padare Men's Forum. Through initiatives such as the HeForShe Networking Reception, male allies were brought together to share experiences, strengthen accountability, and coordinate action across sectors.

Collectively, these efforts reached more than 50,000 people nationwide, demonstrating the growing influence of male allyship in advancing gender equality.

"Canada firmly believes that when women and girls are given equal opportunities to succeed, they can be powerful agents of change, driving stronger economic growth, encouraging greater peace and cooperation, and improving the quality of life for their families and their communities."

— H.E. Adler Aristilde
Ambassador of Canada to Zimbabwe, Botswana and to Malawi



UN Women ESRO Deputy Regional Director and the Ambassador of Canada during the DED Visit to Zimbabwe. Photo: UN Women Zimbabwe



HeForShe Allies and university students during a HeForShe Dialogue for University Students in Harare. Photo: UN Women Zimbabwe

RWANDA

In 2025, UN Women Rwanda launched the [#HinduraBlague](#) HeForShe campaign, a localized adaptation of the global [#ChangeThePunchline](#) campaign, using humour to challenge harmful gender stereotypes and promote more inclusive public narratives.

A partnership with the Gen-Z Comedy Show equipped more than 20 emerging comedians, most of them men, to create gender-sensitive content and use their platforms to advocate for gender equality. The campaign reached more than one million people through digital content, radio programmes, influencer partnerships, and a flagship comedy event attended by over 200 participants. The broader campaign reached an estimated 2.9 million people and generated more than 43,000 engagements through influencers, digital content, and national media. Prominent comedians, including Arthur Nkusi, Fally Merci, Rusine Patrick, Kimenyi Tito,

and Clapton Kibonge, helped spark conversations on male allyship and positive masculinities, while support from government and UN partners amplified the campaign's reach and credibility.

By engaging the entertainment sector as a platform for social change, [#HinduraBlague](#) and [#ChangeThePunchline](#) demonstrated how non-traditional partnerships can mobilize men and boys as allies for gender equality. The campaign's success has generated strong demand for continued engagement and future expansion of HeForShe initiatives in Rwanda.

"When we comedians are on stage, we are like the drivers of a bus leading people towards a common destination. We are therefore going to change our punchline for the public to follow us towards respectful humor."

— Fally Merci
Comedian & Founder of the Gen-Z Comedy Show



Mobilizing Rwanda's vibrant comedians as allies for gender equality, the [#ChangeThePunchline](#) campaign fostered a transformative shift in public gender discourse, leveraging humour as a vehicle for equality, respect and unity. Photo: UN Women Rwanda



INDONESIA

In 2025, UN Women Indonesia supported a shift within the Indonesian National Police (POLRI), repositioning HeForShe from a campaign into a mechanism for institutional reform on gender equality. The focus was on embedding gender equality into leadership accountability, HR systems, and operational practice, in a context where women represent only 7–8 per cent of personnel and structural barriers continue to constrain recruitment and progression. POLRI demonstrated strong ownership, financing over 90 per cent of implementation through its Human Resources Bureau. UN Women provided technical support to align the approach with global standards and ensure it delivered measurable institutional change.

The 2025 HeForShe Awards engaged 29 headquarters and regional units in structured dialogue on gender-responsive policing and inclusive leadership, with the Chief of Police reinforcing high-level commitment. Strengthened criteria shifted emphasis toward leadership accountability and reform

outcomes. POLRI has committed to scaling the framework to district level in 2026, extending institutional reach.

The process also informed internal reflection on women's promotion pathways, survivor-centred handling of GBV cases, and the role of male leadership in cultural change. The publication [Good Practices towards Equality in the Indonesian National Police](#) captured key lessons on inclusion, leadership, and trust-building.

"The POLRI HeForShe Awards marks an important momentum for POLRI in strengthening its commitment to gender equality and inclusive leadership, in line with UN Women's global HeForShe movement. This transformation requires not only policy change, but also leadership role models and an organizational culture that provides equal space and opportunities for all personnel."

— Brigadier General Langgeng Purnomo;
Head of Career Development Bureau, Indonesian National Police (POLRI)



"Polri Award in Support of UN HeForShe Movement 2025" at The Tribrata Dharmawangsa, Jakarta, on Thursday (27/11/2025) evening.
Photo: Kompas/Adi Prinantyo

BOLIVIA

In 2025, HeForShe Bolivia advanced a strong, multi-sectoral approach to transforming social norms and mobilising male allyship through two flagship initiatives: ["No Masks, No Violence"](#) and ["Actions for Equality."](#)

The "No Masks, No Violence" campaign engaged 160 folkloric associations representing thousands of dancers across Bolivia's major cultural festivals. These UNESCO-recognised cultural spaces became entry points for non-violence training and awareness-raising, reaching more than 1.5 million people annually. With participation from nine public and civil society institutions, including the Special Force to Combat Violence (FELCV) and the Bolivian Police, the campaign strengthened institutional coordination while embedding prevention messages in highly visible public events. In 2025, it was further amplified through 37 communication products and 72 media features, reinforcing its national visibility and cultural impact.

The "Actions for Equality" initiative, now in its third edition, deepened private sector engagement by working with 20 CEOs and business leaders to

promote internal gender equality policies, women's leadership, and workplace prevention of violence. Five companies were recognised in 2025—Banco Ecofuturo, Droguería INTI, Grupo Paz, Itacamba Cemento, and SOBOCE—each demonstrating strengthened commitments to gender-responsive business practices. Engagement through the Women's Empowerment Principles (WEPs) community further supported the translation of commitments into institutional policies, with Banco Ecofuturo becoming the first bank in Bolivia to receive the Gender Equality Seal and SOBOCE and Droguería INTI joining as new WEPs signatories.

"Gender equality cannot be an occasional discourse; it must become a living policy within organizations. At Banco Ecofuturo, we have embraced this commitment as part of our way of managing, convinced that only through this approach can we generate a real and sustainable impact for our people and for society."

— Javier Gómez
Chair of the Board of Directors of Banco Ecofuturo



Procession of the Lord Jesus of Gran Poder, member of the Llamorada dance troupe. Photo: Nirvana Callejas, UN Women Bolivia



TÜRKİYE

The HeForShe National Chapter in Türkiye advanced gender equality through a long-term partnership between UN Women Türkiye, Tüpraş and Fenerbahçe Sports Club, using sport as a powerful platform to engage men and boys as allies while driving institutional change across the sports sector. The initiative combined capacity-building, policy reform and strategic advocacy to strengthen women's leadership, promote safer and more inclusive sporting environments, and embed gender equality into sports governance.

In 2025, the programme expanded its impact through gender equality training for sports professionals, a national webinar series on technology-facilitated violence in sport, and advocacy campaigns linked to major sporting events and the 16 Days of Activism. Across the programme, approximately 1,800 athletes, coaches, managers and sports personnel participated in capacity-building initiatives, while digital campaigns reached around 6 million people and generated more than 5 million content views. Male athletes, coaches and sports

leaders played an active role in championing gender equality, helping shift conversations from individual responsibility towards institutional accountability.

The initiative also contributed to lasting institutional transformation across Türkiye's sports ecosystem. Fenerbahçe Sports Club adopted its Gender Equality Action Plan, established a Gender Equality Committee, and became the first sports club in Türkiye to sign both the Women's Empowerment Principles (WEPs) and the UN Women Sports for Generation Equality initiative. The programme developed practical tools including a Gender-Responsive Sports Institution Guide, a Gender-Responsive Sports Reporting Handbook and one of Türkiye's first comprehensive safeguarding policy frameworks for sport, providing scalable models for wider adoption. Building on these achievements, partnerships expanded to 25 sports institutions, including the Turkish National Olympic Committee, the Turkish National Paralympic Committee and the Turkish Tennis Federation, positioning HeForShe as a leading platform for advancing gender equality through sport.



HeForShe and Fenerbahçe employees came together at an event marking National Sovereignty and Children's Day, celebrated annually on 23 April in Türkiye. Photo: Fenerbahçe Sports Club



HeForShe and Fenerbahçe Sports Club joined forces to promote gender equality in sport, displaying the "Together for Equality" message before a match at Fenerbahçe Şükrü Saracoğlu Stadium in Istanbul. Photo: Fenerbahçe Sports Club

UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead United Nations entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social norms and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector, coupled with our coordination of the broader United Nations, deliver lasting changes. We make strides in four areas: leadership, economic empowerment, freedom from violence, and peace, security and humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress – always, everywhere. Because gender equality is not just what we do. It is who we are.



/heforshe



@HeForShe



/HeForShe



/heforshe

UN Women Global Office Bonn
Platz de Vereinten Nationen 1
Bonne, Germany 53113

[HeForShe.org](https://heforshe.org)