

HeForShe Alliance Impact Report

2022

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Vodafone >
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1. FOREWORD BY UN WOMEN EXECUTIVE DIRECTOR

The latest data on progress towards achieving Sustainable Development Goal (SDG) 5 paint a challenging picture for both women and men. Our report suggests that, at the current rate of change, full gender equality would take another nearly 300 years. The HeForShe Alliance has a clear and resounding response to this – a redoubled commitment for male allyship and concerted, inclusive action to drive change. In this context, I am pleased to present the 2022 report of the HeForShe Alliance and to recognize the work of the HeForShe Champions.

The past year has seen some real achievements towards gender equality, but it has also been a year where challenges have surged around the world. Global crises, including the COVID-19 pandemic and its aftermath, conflicts, the climate emergency and the backlash against women's rights have increased pressures on progress towards achieving the SDGs.

A key strength of the HeForShe Alliance is its role as a platform for recommitment to concerted action. Through HeForShe, men mobilize to tackle the obstacles that block the realization of women's and girls' full legal rights, exerting their agency and responsibilities in achieving gender equality and economic and political equality. Those efforts have a crucial role to play in driving change. Together with men and boys around the world, UN Women can intensify its impact and ensure that the wait for gender equality is much shorter than current assessments would suggest. This requires three specific areas of focus from us:

1. Recognize the universality of what causes gender inequality: While the pursuit of gender equality will be expressed differently from one country to another, it is important to recognize that the root causes of discrimination and inequality are the same across every society: unfair gender roles, normalized violence and the undermining of women and girls. Together, we will tackle those root causes.

2. Challenge negative masculinities: We often see negative masculinities expressed as violence – in the street, at home, at work, in schools, in public spaces and online. HeForShe showcases role models that demonstrate positive masculinities, embody inclusive leadership and responsibility and challenge the “macho” attitudes underpinning these negative behaviours.

3. Take responsibility for sharing your platform: The HeForShe Alliance is ideally positioned to proactively share the spaces created by patriarchy and accelerate girls' and women's participation and leadership. The challenges and opportunities in doing so include leading by example, engaging more men and boys in this collective endeavour and being innovative in how to challenge the gender imbalance in daily life. These actions will enable the Alliance to be a powerful force for fundamental change.

I recognize and appreciate the accomplishments set out in this report and look forward to expanding the inspiration, impact and actions of the HeForShe movement. With our allies and partners, male and female, HeForShe will continue to break down barriers to gender equality, expand opportunities and increase freedoms for women in all their diversity. Achieving full gender equality requires a profound shift in individual attitudes and behaviours and it must include social progress for all groups in society. We must leave no one behind in our work. Once we are able to do this – together – we will have more peaceful, just and sustainable societies.

Ms. Sima Sami Bahous
UN Women Executive Director

2. JOINT LETTER FROM HeForShe CHAMPIONS

In our world today, global efforts to advance gender equality are hampered by challenges of a magnitude that we have not seen before. Recovery from the COVID-19 pandemic has been slow and economic challenges and hardship are on the rise. Against this background, we are also experiencing a growing backlash against women's rights and the loss of hard-fought gains, a situation further exacerbated by climate change and humanitarian crises.

As leaders in the public, private and third sectors, we understand that being part of the HeForShe Alliance calls for bold and transformative action to address gender inequality. We know that achieving gender equality and women's empowerment is a complex socioeconomic and political process and we are committed to taking the action needed to drive this forward within our institutions and communities.

Working together as allies allows us to re-examine and map out ways to challenge and change existing structures, norms, values, attitudes and practices that are barriers to the realization of human rights for all, regardless of gender or sexual identity. Addressing these challenges requires courage of conviction, action and leadership. That is what we as Champions in the HeForShe Alliance have undertaken to bring.

This year's report – our first one together – presents the change that is happening and the positive impact we are supporting for women and girls around the world. We recognize the role of male allyship in catalysing change but also the crucial role of the women working with us to effect change and their invaluable and complex understanding of the psychological, emotional and cultural reasons why their communities operate the way they do. Communities are more likely to accept information and advice when it comes from someone who understands them and that they know and trust. Beneficiaries, therefore, are our Champions too because they have the trust of their communities and act upon it.

We call upon leaders across all sectors to join us to accelerate change. It is within our power to turn the dream of an equal future into reality.

3. EXECUTIVE SUMMARY

As the world emerges from the COVID-19 pandemic, it is increasingly clear that the expected recovery has not materialized. Globally, women, who were disproportionately affected by the pandemic, have not regained pre-pandemic levels of employment and income, and this is even more marked for those belonging to vulnerable groups. The slight improvement in closing the gender gap worldwide is dwarfed by the staggering statistic that gender equality, at current rates of progress, it would take nearly 300 years. Worryingly, economic upheavals and climate-related challenges mean that gender equality may recede even further into the future as progress slows, or potentially stall.

Women's leadership at Head of State and chief executive levels remains stubbornly low at around 15%. On the economic empowerment front, 2.4 billion women of working age are not afforded equal opportunity and earn 77 cents for every dollar earned by men. And, as the world increasingly shifts towards the digital economy, women and girls have fallen behind, hampered by gender stereotypes and norms that prevent them from pursuing opportunities in Science, Technology, Engineering and Mathematics (STEM).

Both underpinning this inequality and intensified by it, violence against women and girls remains a huge factor hindering women's life chances. Based on current statistics, the situation as regards to violence against women remains dire, meaning that governments are a long way from achieving global targets. Worldwide, one in three women has experienced physical or sexual violence by an intimate partner or non-partner and reports suggest as many as 50 per cent of women feel unsafe walking alone at night. Given the stigmatized nature of gender-based violence, it is very likely that these statistics significantly understate the problem.

The focus of this report is the important role that men can play in helping to overcome these challenges. Critical to this is the importance of men understanding male privilege, the advantage it accords them in society and the negative implications it has for women and girls. This report highlights the need for men to actively commit to change in the institutions they lead and the positive impact they have when they do so.

HeForShe Champions have developed proven solutions to address current levels of gender inequality in society, in the workplace and at home. They also point the way to further potential

solutions for the next generation and their experiences underscore the need for a holistic approach to drive change.

This report highlights the importance of engaging men and boys as allies of change and profiles regional programmatic approaches and focuses. For example, it reflects the need for men's greater involvement in household work and caregiving and women's greater involvement in paid work outside the home in Arab states; the need for the promotion of "positive masculinities" in the Asia Pacific region; and the interrelation of multiple objectives, such as ending violence against women and preventing HIV, in Eastern and Southern Africa.

It also describes some of the lessons drawn from interventions, including the need to understand that male engagement is a means and not an end in itself, the need to create spaces and processes for men and boys to question what it means to be a man and the need to focus on organizational and policy change in relation to issues such as the care economy.

This report provides an overview of HeForShe, its genesis and impact. For example, at the level of previous HeForShe Heads of State Champions, it details efforts including ground-breaking legislation, such as Iceland's 2018 Equal Pay Certification and Malawi's constitutional change raising the marriage age to 18 years. From Private Sector Champions, highlights include supporting women micro-entrepreneurs and the promotion of climate-smart agriculture. And at the community level, it reports on the results of community-driven action by thousands of men from around the world to tackle violence against women in communities and on campuses.

This report also documents the value of allyship in accelerating progress. HeForShe Alliance Champions are pushing forward efforts that bring about real change, putting the experiences of women and girls at the centre of their initiatives and holding themselves to account. They are delivering programmes to increase the representation of women in technical roles and leadership, to close the gender pay gap, to address and eliminate sexism and misogyny in workplace contexts and to promote a culture that moves the needle toward gender parity.

The report concludes with powerful and inspiring stories of the impact of the work of HeForShe Champions from the women who have experienced the change in their lives this work can foster.

4. GLOBAL PROBLEM

According to UN Women it will take nearly

300 YEARS

to close the gender gap worldwide.¹ Without concerted efforts to change this reality, no one alive today will live to experience gender equality.

During 2022, the ongoing consequences of the COVID-19 pandemic, related economic upheavals, and the far-reaching impact of climate change and war have served to underscore the need for concerted actions at all levels to foster and advance progress towards gender equality.

Equal representation in the political, public and private sectors is essential to achieve gender equality. In 2022, women comprised just 14% of Heads of State and/or Government.² Although equitable hiring is on the rise, in the private sector, only 15% of Fortune 500 CEOs were female identifying.³ In senior business roles, the glass ceiling remains intact – only 1 in 3 managers/supervisors are women.⁴

REPORT STATISTICS

132 YEARS

According to the World Economic Forum, it will take 132 years to close the gender gap worldwide.

+86%

Globally more than 86% of all Heads of Government and 85% Fortune 500 CEOs are male.

1 IN 3

1 in 3 women have experienced physical or sexual violence in their lifetime.

18%

Women hold only 18% of qualified coaching positions and 9% of senior coaching positions in sport.

1 IN 3

The glass ceiling remains intact: only 1 in every 3 managers/supervisors is a woman.

50%

50% of women in the world feel unsafe walking alone at night in urban areas.

**2.4
BILLION**

We live in a world where 2.4 billion women of working age are not afforded equal economic opportunity.⁵ This is compounded by the fact that women on average earn 20 per cent less than men.⁶ Women's labour force participation in 2022 is projected to remain below pre-pandemic levels in 169 countries and territories (50.8 per cent, compared to 51.8 per cent in 2019) and the gender gap is expected to widen in 114 countries and areas compared to 2019.⁷

Violence against women and girls is a violation of human rights with devastating immediate and long-term consequences. It is experienced in different forms and settings and with varying frequency and severity but remains an underlying constant globally. It is estimated that almost one in three women and girls have been subjected to physical and/or sexual intimate partner violence, non-partner sexual violence or both at least once in their lifetime. One woman or girl is killed by someone in her own family every 11 minutes and 50 per cent of women feel unsafe walking alone at night in urban areas.⁸

Emerging data from a new UN Women study confirms that the COVID-19 pandemic has resulted in a shadow pandemic of violence against women and girls. Socio-economic stressors, such as unemployment, and external stressors, such as food insecurity, have a significant impact, not only on experiences of violence or feelings of safety but also on women's well-being overall.⁹ One in two women report that they or a woman they know experienced violence following the outbreak of the COVID-19 pandemic and seven in 10 women believe domestic violence has increased since the pandemic.¹⁰

Since the onset of COVID-19, more people have spent more time in the home, multiplying household chores and care responsibilities. Available data from 38 countries overwhelmingly confirm that both women and men have increased their unpaid workloads, but women are still doing the lion's share with women taking on a greater intensity of care-related tasks than men, further undermining their economic empowerment.¹¹

The pandemic has also accelerated the rapid shift to a digital economy. However, women and girls have not been well equipped to take advantage of this. Inherent biased gender norms and stereotypes have hindered women's and girls' career and employment opportunities in the STEM field. Young women outnumber young men in tertiary education, yet globally make up just 19.9 per cent of science and engineering professionals.

Women and girls have led global efforts to address gender inequality, but it is clear that gender equality is not just about women and girls. To achieve gender equality requires the collective effort of allies, champions and supporters, and men and boys and people of all genders have an important role to play.

Men dominate power in social, economic and political spheres, a factor that underpins discrimination against women and gender-based violence. In efforts to promote women's empowerment and gender equality it is important to engage men and for them to understand male privilege and how it accords them advantages in politics, society and the workplace and how this leads to restriction of women's and girls' rights, access to empowerment opportunities and resources.

The active support of men in the institutions they lead – whether that be in government, academia, the private sector or in communities – for a change in the harmful social norms and cultural narratives that inform attitudes and behaviours and are reflected in policies and practices is a vital element in ensuring women and girls can enjoy their human rights to achieve their full potential. HeForShe is focused on driving forward this change.

5. HeForShe PROVEN SOLUTIONS

The 2030 Agenda for Sustainable Development sets out SDGs that provide a broad framework for peace and prosperity. Reaching SDG 5 (gender equality) and SDG 17 (partnerships) requires multisectoral, collective, coordinated and comprehensive action.

The HeForShe Alliance's broad partnerships, bringing together governments, the private sector, the third sector and academia, present a unique combination of diverse strengths to address some of the most pressing gender equality issues.

Since its inception, the HeForShe Alliance, spearheaded by Champions, has driven transformative change by creating equality in society, in the workplace, at home and with the next generation. Champions have implemented commitments and developed solutions across a range of issues, including: ending violence against women, eliminating child and forced marriage, equal pay for work of equal value, gender parity in staff and leadership, supporting survivors of domestic violence and abuse, challenging gender stereotypes through gender neutral policies, promoting success for women in STEM and mobilizing young leaders to become agents of change for gender equality.

The current membership of Alliance Champions is working on generating new solutions to add to the largest collection of publicly available solutions on gender equality.

5 GENDER
EQUALITY



17 PARTNERSHIPS
FOR THE GOALS



6. UN WOMEN'S WORK ON INCLUDING MEN AND BOYS

The need to engage men and boys on gender equality and the empowerment of women is as urgent as ever today. The experience of the COVID-19 pandemic revealed in many ways the fragility of progress on gender equality and the scale of the challenges that remain. Longer-term trends, including attacks on feminist civil society and women's political participation as well as a rising authoritarianism and militarism, threaten the gains made by women's movements worldwide.

From its inception, UN Women understood the need to mobilize all sectors of society in order to achieve the goal of gender equality, including the importance of working with men and boys as allies and agents of change. This is reflected in the current UN Women Strategic Plan (2022-2025) which identifies "positive social norms, including the engagement of men and boys" as a key result area required to enable the achievement of lasting change in the lives of women and girls.

UN Women's work on engaging men and boys is anchored in the belief that achieving gender equality is about transforming unequal power relations between men and women. However, a recent UN Women study notes that work with men and boys on gender equality has not paid sufficient attention to increasing the accountability of men in positions of political, economic and social power.¹² The study points out that the focus has concentrated on men and boys at the individual and community level, rather than addressing the broader structures of power within which individuals and relationships operate. Indeed, holding leaders accountable for commitments to change such "broader structures" is a central focus of the Generation Equality Action Coalition on Feminist Movements and Leadership.

The study also highlights that the use of the term "engaging men" is itself often unclear as to the specific goal, giving the impression that "engaging men" is the goal, rather than a strategy to achieve gender equality. The study recommended a shift of narrative to transforming patriarchal masculinities, as this provides both purpose and process and focuses the work on overcoming systems, ideologies and institutions that create and perpetuate them, thereby enabling deep and lasting change.¹³

The following examples illustrate the work of UN Women in different parts of the world, addressing what are similar underlying challenges with varying approaches in order to respond to specific contexts.

In countries such as Jordan, the State of Palestine and Tunisia in the Arab states/North Africa region, women's enrolment in all levels of education is high. Nevertheless, patriarchal and social norms in the region continue to limit women's rights and freedom. Women's participation in the labour market remains one of the lowest in the world. Decision-making positions, at the household community levels as well as within institutions of political and economic power remain dominated by men. Violence against women and girls is widespread with research indicating that 37 per cent of Arab women have experienced some form of violence in their lifetime. Early marriage also remains a concern, with 14 per cent of Arab girls being married before the age of 18.¹⁴

Some key interventions by UN Women in collaboration with Equimundo (formerly Promundo) in the region include the International Men and Gender Equality Survey (IMAGES), implemented in Egypt, Lebanon, Morocco and the State of Palestine. This was the largest multi-country study of its kind in the region and included quantitative and qualitative research with nearly 10,000 men and women aged 18-59 in both urban and rural areas.

One of the main findings of the IMAGES study was that men's greater involvement in household work and caregiving and women's greater involvement in paid work outside the home were both linked to more gender equitable attitudes toward women's rights. This emphasis on fatherhood and the gendered division of labour within the care economy informed the design of UN Women's Men and Women for Gender Equality (MWGE) regional programme with the overall goal of creating communities where men and women are able to exercise their rights and opportunities equally. The programme aims specifically to contribute to: 1) Creating communities that have more gender equitable attitudes and behaviours; 2) Integrating and promoting gender-responsive practices in key regional and national institutions (governments, academia, faith-based institutions and the media) and regional networks; and 3) Advocating for and supporting the drafting, revision and/or approval of laws, policies and strategies that promote gender equality.

In the Asia-Pacific region, men continue to dominate political decision making. The average proportion of seats held by women in national parliaments in the region has increased since 2000, but progress remains uneven across countries.¹⁵ In relation to violence against women, a study conducted by UN Women with more than 10,000 men and 3,000 women in nine sites across six countries in the region (Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Sri Lanka) found that men's use of violence against intimate female partners was pervasive, albeit with variations in prevalence.¹⁶

In the region, a focus on promoting "positive masculinities" has characterized much of UN Women's male-focused gender equality work, engaging adolescents to challenge traditional notions of masculinity, training peer educators on "positive masculinity" and pursuing partnerships with faith-based institutions, university students and women rights organizations. Particularly notable is UN Women's work on organizational accountability in Fiji. The focus of the work ensures that the expansion of gender equality work with men and boys across the region is closely accountable to ongoing work by women's rights organizations. Part of the rationale for this emphasis on accountability was the proliferation of new

actors working to engage men and boys, which brings opportunities but also complex coordination challenges.

The Latin America and the Caribbean region has particularly high rates of violence against women and girls and structural problems, such as inequality, poverty, low foreign direct investment and low productivity, which persist and hinder sustained growth. These structural issues accentuated the negative effects of the COVID-19 pandemic in the region.¹⁷

A significant focus of gender equality work with men and boys in this region has been violence against women and girls. Some of the interventions have focused on sexual harassment in public spaces, particularly targeting young and migrant women. In Mexico, as part of the Safe Cities and Safe Public Spaces for Women and Girls initiatives, UN Women worked with both the local government in Mexico City and the private sector to develop the #NoEsDeHombres (It's not manly) communications campaign, launched in 2017 in the Mexico City public transport system, which carries up to 5.5 million passengers per day. An evaluation of the campaign noted some positive impacts. For example, 39 per cent of men exposed to the campaign said they would now respond actively to instances of sexual harassment; 29 per cent said that they respected women more and would avoid engaging in sexual harassment; and 25 per cent considered that it was useful to instil gender equality values in sons and daughters. Nevertheless, as these numbers suggest, there is still much more work to do.¹⁸

Countries in the East and Southern Africa region have constitutions guaranteeing equality and election laws that provide for affirmative action measures to increase women's political participation, yet female parliamentary representation varies dramatically across the region, between 64 per cent and 1.82 per cent.¹⁹ In this region, one of the most common areas of focus has been on preventing and responding to violence against women and girls, including reducing harmful practices, with addressing HIV also a common theme. Many programmes combine multiple objectives, such as ending violence against women, HIV prevention and sexual and reproductive health and rights work.

One of the high-profile initiatives to engage men and boys has been the HeForShe Taverns. This has been adapted into a community-level model with multiple approaches and activities, including a network of community conversations and HeForShe advocates embedded as community agents of change. The HeForShe Taverns emerged against a background of a community affected by high unemployment due to mine closures, illegal alcohol production and alcohol abuse, high prevalence of gender-based violence and low health-seeking behaviour among men. Taverns were identified as spaces where men could be reached to work on these problems and supported as well as to be places where there could be regular dialogues and activities with men and women focused on gender equality and preventing gender-based violence and HIV infection. The HeForShe Tavern initiative has grown to over 200 taverns in Klerksdorp and to over 500 taverns in four other provinces.

Inspired by HeForShe Taverns and community advocates, young women organized themselves as the Young Women for Life Movement, a rights-based women's organization.²⁰ The Movement has thousands of young women members across five provinces and has been instrumental in ensuring young women survivors of violence have access to justice, in some cases protesting at local police stations to demand justice with the support of male community advocates. These community advocates have also partnered with HIV counselling and testing clinics across participating districts, reaching 100 clinics in the five provinces, and facilitated outreach HIV testing at community and church events as well as developing a referral system to encourage men's uptake of HIV testing. In relation to the impact of HeForShe Taverns, periodic surveys carried out to assess change found that "the HeForShe programme has been having a marked effect on men's perceptions towards rape, when considered at a larger scale across four communities, as opposed to at a smaller scale in each individual community".²¹

The following sets out some of the key lessons learned that have emerged from UN Women work on engaging men and boys. These include the need to:

- **Create spaces and processes for men and boys to question masculinities;** when it comes to specific gender equality work with men and boys, it is important to create spaces and processes for men and boys to reflect on and discuss the harms of patriarchal masculinities.
- **Stay focused on the end goal of gender equality;** male engagement must be understood as a means and not an end in itself. The focus of any gender equality work with men and boys must be on the long-term goal of enhancing women's empowerment and rights and transforming the patriarchal masculinities that inhibit progress toward this goal.
- **Change the narrative from engaging men and boys to transforming patriarchal masculinities;** linked to above, work should focus on overcoming systems, ideologies and institutions that uphold patriarchy. This involves addressing ideas and practices of patriarchal masculinities that serve to maintain gender inequalities and power imbalances which are expressed in attitudes and behaviours (individually), in policies and practices (institutionally) and in social norms and cultural narratives (ideologically).
- **Highlight men's accountability as leaders in social, economic and political life;** this relates to the concern that the focus of work has been on the individual and community levels rather than addressing the broader structures of patriarchy within which individuals and relationships operate. This calls for holding leaders accountable for commitments within the broader structures that perpetuate patriarchy.
- **Focus on change at the organizational and policy levels;** programmes should complement current efforts by focusing more on the organizational level and policy and legislative frameworks. A potential starting point is a focus on the impact of patriarchal masculinities on the care economy and on institutional norms and cultures that condone violence or promote inequitable gender norms, especially given the significant gender differences in women's burden of unpaid (and low paid) care work in both domestic and institutional settings.

7. WHAT IS HeForShe?

Created by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform on which men and boys can engage and become change agents towards the achievement of gender equality. Achieving gender equality in our lifetimes requires an innovative, inclusive approach that both recognizes men and boys as partners for women's rights and acknowledges the ways in which they benefit from this equality.

HeForShe invites men and boys to build on the work of the women's movement as equal partners, crafting and implementing a shared vision of gender equality that will benefit all of humanity.

Since its launch in 2014, HeForShe has been working with hundreds of thousands of men from around the world including Heads of State, CEOs and global luminaries from all walks of life, spearheading transformative change across countries, companies, campuses and communities and inspiring many others to follow suit. As a result, more than 30 solutions on gender equality have been developed with the leadership of Heads of State and CEOs. A solution is a jointly developed tangible and measurable commitment that accelerates a targeted area of a Champion's gender equality effort. The progress of implementing the commitment is documented and reported each year. At the end of the five-year timeframe, it is shared as a proven solution.

Below are some of the commitments that have been implemented by previous champions, highlighting the impact in the lives on women and girls across the world.

Heads of State Commitments On Legislation:

- **Achieving Equal Pay Through Legislative Measures in Iceland** – The Equal Pay Certification law, adopted in 2018, requires companies and institutions with 25 or more employees to undergo an audit to ensure that they offer equal pay for work of equal value, based on the implementation of an Icelandic Equal Pay Standard.

- **Constitution on Child Age and Marriage Age to 18 years enacted in Malawi** – since 2015 more than 20,000 child marriages have been annulled, reducing child marriage by 8 per cent to 42 per cent, a key indicator on gender-based violence, girls' education and maternal and child mortality rates.

Private Sector Commitments On Economic Empowerment:

- **Supporting Women Micro-entrepreneurs in South Africa** – more than 1,500 women have been empowered by Women Owned Micro-Enterprises (AWOME) on micro-enterprises with business management and life skills and it is hoped 10,000 will be reached by 2030.

- **Climate-smart Agriculture in Senegal** – the programme promotes women's economic empowerment through climate-smart agriculture and supports women to enter high value-added value chains (for example, shea butter, rice and market gardening) and helps them identify farming techniques and seed varieties that are more resilient to climate change. The programme has benefitted more than 30,000 Senegalese women farmers.

Community-driven Action:

- **250 HeForShe University Students' Associations** – research indicates that this generation sees equality as a fundamental right and since the launch of HeForShe, over 250 HeForShe student associations have emerged in universities around the world, addressing issues of sexual misconduct and violence.

- **HeForShe Parliaments** – the European parliament and the parliaments of Bhutan, Botswana and Zambia have held discussions on male allyship with members of parliament declaring themselves as HeForShe Advocates.

- **HeForShe in Sport** – HeForShe has been working with the Georgia, Fiji and Samoa rugby unions and has also partnered in other sports, such as the Indian Wells tournament in partnership with BNP Paribas and Fenerbahçe Sports Club from Turkey, to support women's empowerment.

HeForShe ADVOCACY CAMPAIGNS

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

#MorePowerfulTogether

This campaign invited landmarks around the world, most notably the Empire State Building in New York City, the Burj Khalifa in Dubai and the CN Tower in Toronto, to turn off half their lights to demonstrate the power lost when women are underrepresented from society, economies and communities.

#HeForSheAtHome

This campaign highlighted the unfair burden on women for care work and work in the home, which during COVID-19 pandemic became increasingly apparent. #HeForSheAtHome encouraged men to do their equal share and in India alone generated over 1 billion views on TikTok. More than 200 men and celebrities from all four corners of the world contributed to the campaign including heads of UN agencies, country ambassadors, actors, musicians and Olympic athletes.

#IDo Campaign

The focus of this new campaign was moving away from awareness and into an era of action. The #IDo campaign empowered men to do more and celebrated those that do. It sought to support male allyship and make it easier for men to act in support of gender equality by outlining steps on how they can help end gender discrimination around the world.

#IWD2022 HeForShe Campaign

The UN Women theme for #IWD2022 was "Gender equality today for a sustainable tomorrow". Building on this, HeForShe implemented an advocacy campaign to drive awareness about climate action and the need for men to be active allies in efforts for gender equality. The content reached a collective 6 million followers with 1 million impressions across all social media channels.

In 2022

During 2022 male allies and Champions focused on increasing opportunities for women in various aspects in their respective institutions.

Leadership

Alliance Champions led the promotion of women's leadership representation, focusing on areas of onboarding/hiring, development, retention and promotion and countering sexism and misogyny. Coupled with this, some partners endeavoured to benchmark women's progress in the workplace by involving women in generating data and evidence to inform decision-making.

Some Champions focused on the promotion of women in technical roles through talent development and succession programmes in STEM and the digital economy, thus widening the talent pool for the future. Other opportunities included the promotion of women in creative roles by providing access and enhancing career development and sponsorship, including creating an enabling environment for working mothers to successfully pursue their career paths.

As a result, women across the Alliance member organizations can leverage opportunities to hone their skills, grow their confidence, further their careers and shape and inform decisions.

Economic Empowerment

Women's economic empowerment is key in realizing women's rights and closing gender gaps in the world of work. One Champion, for example, focused on promoting women's economic empowerment by ensuring that procurement processes demonstrate diversity and gender balance as well as promoting entrepreneurship in solar energy in rural areas. As a result, women are now able to engage in business, future-proof their communities and actively engage in the local economies.

Violence Against Women & Girls

One Alliance Champion focused on setting out a standard-setting domestic violence policy, covering a wide range of workplace issues such as security and other measures for employees at risk of, experiencing or survivors of domestic violence and abuse. This initiative ensure that survivors have access to the tools and resources and workplace support need to overcome situations of domestic violence.

Inclusion of Minorities

Champions working in support of the principle of leaving no one behind focused on promoting women and under-represented minority communities in their global power structures and initiatives. This included, for example, engaging in wider partnerships to identify highly qualified and diverse candidates for senior and board level employment. Champions also invested in upskilling their workforce by developing creative ways to recognize learning in the areas of belonging and inclusive leadership, embedding common Environmental and Social Governance standards and providing stakeholders with reliable information on which to evaluate business performance.

In other spaces, the creation of an enabling environment has had a huge impact on, for example, the successful retention of new mothers and employees of all genders returning from parental leave.

Reports

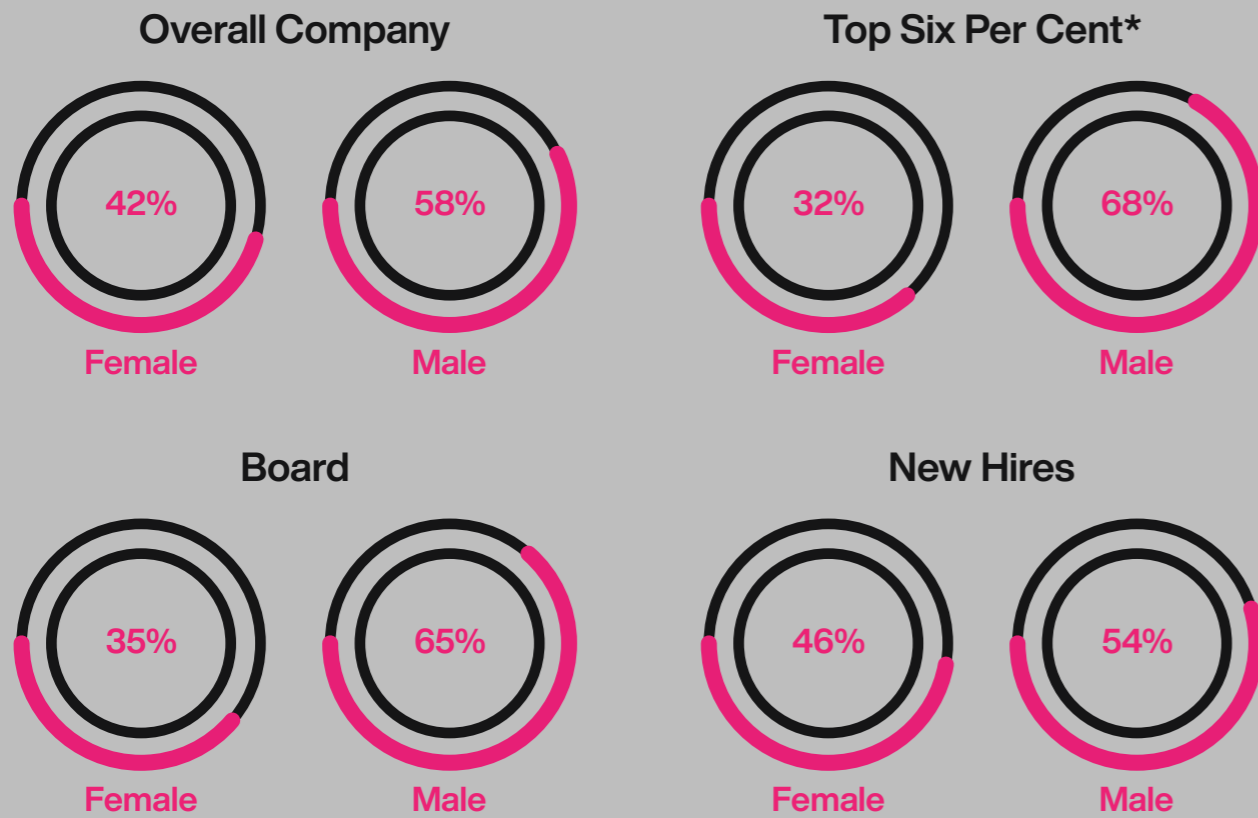
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CEO
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Sultan Ahmed Bin Sulayem
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Dean
- 58 **International Rescue Committee** >
David Miliband
President & CEO
- 62 **International Tennis Federation** >
David Haggerty
President
- 66 **McKinsey & Company** >
Bob Sternfels
Global Managing Partner
- 70 **MTN Group** >
Ralph Mupita
Group President & Chief Executive Officer
- 74 **Nasdaq** >
John Zecca
Executive Vice President, Chief Legal
& Regulatory Officer
- 78 **One Young World** >
Kate Robertson & David Jones
Co-founders
- 82 **PwC** >
Bob Moritz
Global Chairman
- 86 **UK Policing** >
Carl Foulkes
Chief Constable of North Wales Police
- 90 **Vodafone** >
Nick Read
Group CEO

8. REPORTS FROM PARTNERS

RESULTS IN NUMBERS

Staff Data

The data below represent the overall average of the Alliance partners. It marks the first year in the Alliance and the baseline to be reported on over the five-year reporting period.



*Representation of women in senior leadership – For this purpose, we measured the share of women in the most senior six per cent of employees at each organisation. Seniority is defined with respect to role, rather than income.

74

STEM scholarships provided to women in Canada

3.2M

Women and girls empowered to participate in digital economy through digital skills and knowledge programmes

400.000

US\$ grant awarded to a women's centre for equipment and training on solar energy entrepreneurship

18

Countries in Africa and the Middle East delivered the leadership programme for women (Rising Leadership programme)

532

Rural households electrified, reaching 6,000 beneficiaries

180.000

Downloads of mobile app designed to help tackle domestic violence in 11 territories

+500

Consultant mothers supported to re-integrate back to work during pre-leave, leave and their return phase

+30.000

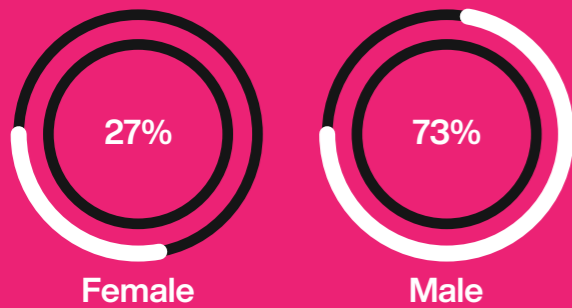
People from over 100 countries started their Inclusive Mindset learning journey, a course which engenders a culture of inclusive leadership as a pathway to increasing diversity in the workforce

DE BEERS GROUP

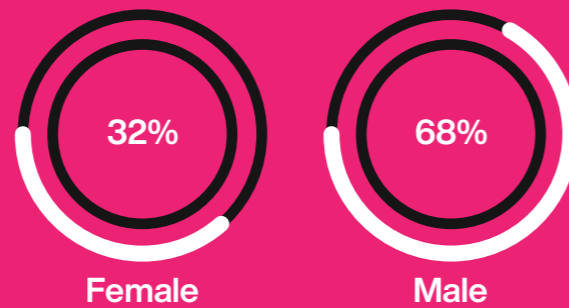
Data

The below is De Beers Group data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

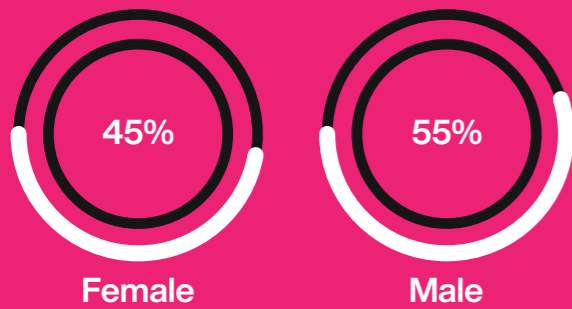
Overall Company



Top Six Per Cent



Leadership Appointments



HeForShe Champion Bruce Cleaver CEO

"We proudly continue to pursue gender parity and stand with women in our workforce as we know this is business critical for De Beers, and the only way we can access the full talent pool to maximize our potential. In the past few years, we have made significant strides in increasing the representation of women in leadership roles. To increase representation of women across our whole workforce, we are now building on this momentum with a dedicated focus on increasing the representation of women in technical and STEM roles, an area in which women remain underrepresented globally.

Our HeForShe commitment has proven particularly meaningful for a traditionally male dominated industry like mining, as male allies are playing an important role in effecting systemic change. However, while there have been significant strides forward, we know that achieving our goals for gender parity requires ongoing dedication and focus, and we remain committed to this effort."



Commitment Description

To achieve gender parity across the workforce by 2030, including a focus on increasing the representation of women in technical roles and leadership, and promoting a culture that enables our journey to gender parity, through:

- Clear definitions for technical roles and a target to double the representation of women in STEM roles by 2030
- Talent development and succession programmes
- Training and awareness activities to encourage dialogue and challenge stereotypes
- Regular impact reviews based on metrics and ongoing workforce feedback, to shape our approach
- Promotion of and access to STEM careers and education, including in trades

STORY OF IMPACT

Who Is This Story About?

Recipients of De Beers' Scholarships for women studying STEM at university in Canada

Jenna Lyons
Edmonton, Alberta, Canada
A psychiatric nursing student at MacEwan University

"Linking up and meeting other women in STEM is a really cool opportunity. Just knowing that there are these other women paving the way and even experiencing maybe some of the same silencing and learning to find your voice."

- Jenna Lyons

At De Beers, we've been working to remove financial barriers and encourage more women to consider studying STEM to help create a more diverse talent pool for the future. So far, in partnership with UN Women and Scholarships Canada, we've provided over 70 scholarships for women studying STEM subjects at university in Canada, as a part of our wider goal to engage 10,000 girls in STEM by 2030. One of these scholars is Jenna Lyons, who is studying at MacEwan University in Canada. "I grew up in a rural northern community in Alberta. The educational availability and opportunity – and the social constructs and economic status – I think really impacts the ability for women to come into STEM. Specifically, as you get more north and more isolated, that opportunity isn't there."

Having started in social work, Jenna wanted to find a way to bridge the gap between the medical and the mental health field and so decided to change careers. "That's kind of what got me into STEM. I was a single woman looking for any kind of support that I could. And that's what brought me to De Beers. You know, just having the opportunity was so great. And then... linking up and meeting other women in STEM is a really cool opportunity, just knowing that there are these other women paving the way and even experiencing maybe some of the same silencing and learning to find your voice."

With support from her scholarship, Jenna is now studying psychiatric nursing, with the aim of getting work experience at the Royal Canadian Mounted Police, as a crisis team nurse responding to mental health calls in the community. Jenna is also advocating for other women to consider STEM: "I would encourage women coming into STEM to reflect, plan and take on whichever career you're choosing. Know that we're still going to battle the social construct that may make you second guess your true calling. But know that you can do what you set your mind to. I would suggest setting one goal at a time and chip away at whatever that dream might be. Work hard and allow yourself to fail because it's going to happen. Learn lessons, get back to the grind – because we as women do have a valuable and unique presence in STEM."



RESULTS & IMPACT

Supporting Women in STEM and Leadership - Workforce:

- Increased representation of women in senior management from 14% in 2017 to 31% in 2021
- Representation of women in the workforce overall increased from 25% to 27% over the same period

Support Women in STEM and Leadership - Community:

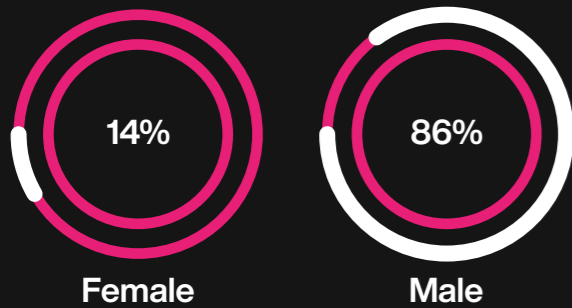
- Engaged more than 2,300 girls on STEM in Botswana, Namibia and South Africa since 2018 in partnership with WomEng
- Engaged 210 undergraduates on building STEM careers, leadership and innovation skills and wellness in Botswana, Namibia and South Africa in partnership with WomEng
- Provided 74 STEM scholarships to women in Canada since 2018 in partnership with HeForShe
- Provided funding for up to 30 girls and their caregivers from First Nation communities around our operations to attend summer science camps; 18 girls attended the University of Waterloo's Impact Summer Camp between 2018 and 2019 (2020 onwards the camp impacted by Covid-19 restrictions)
- Supported over 1,800 women entrepreneurs to build their businesses since 2018 in partnership with UN Women

DP WORLD

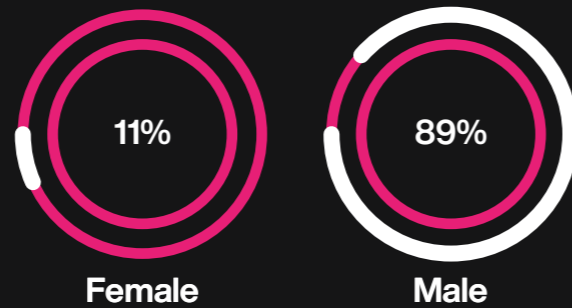
Data

The below is DP World data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

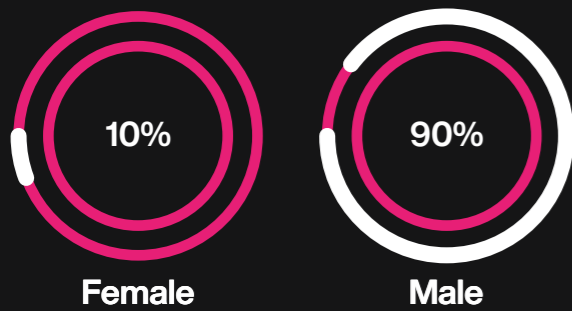
Overall Company



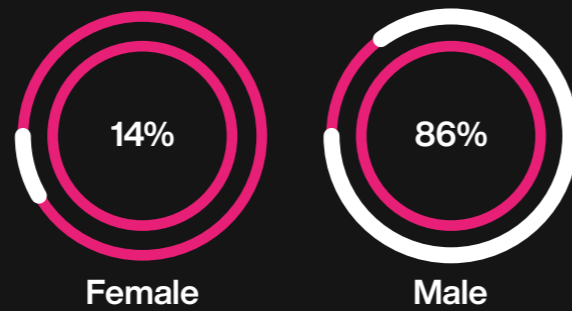
Top Six Per Cent



Board



New Hires



HeForShe Champion Sultan Ahmed Bin Sulayem Group Chairman & CEO

"Not only is gender equality a fundamental right for all, but it is also essential for economic prosperity. Societies that value women and men as equals are safer and healthier, and businesses are more profitable. Everyone benefits from gender equality.

To achieve this, we need more male allies to support the change. As a HeForShe Champion, I will work with the growing private sector and UN Women's HeForShe Alliance to be a leading voice in the MENA region and to ensure we as a company are doing our part."



Commitment Description

- Increase female representation across the group to 20% by 2025.
- Introduce the requirement for shortlisted candidates (band 4+) to include at least 1 female representative to proceed to the interview stage.
- Invest in getting more women on the board through our "Women on Board" initiative.
- Progress across all Women's Empowerment Principles and report publicly on this annually.

STORY OF IMPACT

Who Is This Story About?

Faty Thiala Ba, Belly Thiangi 2, Senegal
Mariame Ba, Bitel, Senegal
Maimouna Sow, Wendou Guelocki, Senegal
Aissata Diallo, Mbam, Senegal
Haby Dia, Belly Thiangi 1, Senegal
Hawa Sow, Madiandou, Senegal
Fatimata Ba, Wendou Doubi, Senegal
Fatimata Ba, Beli Senno Boboral, Senegal
Aminata Sow, Sinthiou Beydi, Senegal
Néné Ba, Bitel Wendou Pocki, Senegal

"I loved these six months spent in Toubab Dialao, where I learnt a lot. I never imagined that I could become a professional in solar energy at my age and without ever having been to school. I can't wait to return to my village to bring electricity to my community. Having solar energy in our community will change our lives."

- **Mariame Ba**
 from Bitel, Senegal, aged 59

As part of DP World's "Our World, Our Future" sustainability and community strategies, the Women's Empowerment Principles and HeForShe commitments, the company is committed to creating opportunities for women to reach their potential in education and the workplace.

One of the areas identified was increasing economic participation and training for women in rural areas. This story demonstrates how DP World is supporting the development of skills for women in Senegal, which helps them to future-proof their communities, access sustainable energy and actively engage in their local economies.

DP World Dakar has the concession to manage, develop and operate the container terminal at the Port of Dakar and is also developing the Port of Ndayane around 60km to the south. In May 2022, DP World and Barefoot College International (BCI), a non-governmental organisation, partnered to qualify the first group of women from rural areas of northern Senegal as solar energy and maintenance technicians after an intensive six-month training course. Their training was hosted at BCI's regional centre in Toubab Dialao, a village around 60km from the capital, Dakar.

Now fully qualified as solar energy and maintenance technicians, the 10 participating women, known as the Solar Mamas, were all selected from non-electrified, rural areas of the Ranerou region in northern Senegal, around 415km from Toubab Dialao. For many of the women it was the first time they had left their region. The Solar Mamas, who had little or no previous traditional education, can now install, maintain and repair solar-powered infrastructure in their local communities. Each new trainee also received the tools and resources needed to become business owners in the solar energy sector. They can now return equipped with the knowledge, skills and tools to make a positive difference in their own lives and that of their communities.

Last October, DP World donated nearly US\$400,000 to BCI to equip a training centre in Toubab Dialao. The donation also covered the cost of training the women to become solar technicians, educators and entrepreneurs. This will have a double impact - sustainably powering the development of local economies while encouraging other women to join the sector.

RESULTS

- 10 Solar Mamas from rural communities in Senegal have qualified as solar energy and maintenance technicians.
 - After qualifying in May 2022, to date the Solar Mamas have electrified 532 rural households with individual solar home electrification systems across their 10 rural communities.
 - All 10 communities of the new Solar Mamas are now fully electrified as planned.
 - During their 20 weeks of residence at the training centre, the Solar Mamas received a total of 663 hours of training in solar electrification, 222 hours of ENRICHE entrepreneurship training and participated in multiple extra-curricular activities and livelihood skills training sessions.
- At the end of their time at the Centre the Solar Mamas had:**
- Assembled 259 complete Solar Home Lighting Systems kits, learned how to wire the circuits, install, charge and link batteries, set up panels on roofs, identify faults in the solar systems and repair them.
 - Assembled 300 complete DIVA Lantern kits: 30 Diva lanterns per woman, learned to wire and charge them, identify faults and repair them.
 - Learned how to install the Rural Electrical Workshop (REW).
 - Tested charge controllers 372 times, identified failing parts and replaced them.
 - Wired and tested 377 LED Lamps, identified failed parts and replaced them.



RESULTS

- Upon completion, the Solar Mamas ranked the course with an average 5/5, indicating their satisfaction with the experience and that they would recommend the training to others.
- At their graduation ceremony, the Solar Mamas were each presented with a light that symbolized the light they have not only mastered but also become in this world, along with cinq cent mille francs CFA (USD \$ 800) in cash prize.
- In each of the Solar Mama's villages, a solar committee, or Village Electricity and Energy Committee (VEEC) was constituted. The election and constitution of the VEEC was done in consultation with the communities, and through a democratic process. The VEEC includes at least: a President, a Vice-President, a Secretary, a Treasurer, an Auditor, and two advisers. It must be composed by a majority of women to ensure fair gender balancing. Usually, a VEEC is composed of 4 women and 3 men or 3 women and 2 men.
- Regular follow-up meetings will be maintained by training centre staff as part of a program and in order to better contribute accurate M&E data. So far, 2 support visits have taken place after the Solar Mamas return, during which the impressively excellent installations they had made were observed, and general support for further undertakings was provided.

IMPACT

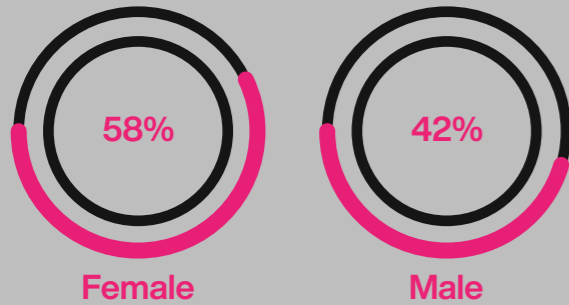
- Households equipped with solar systems as part of the project will achieve savings of about 30% on their domestic budget, which represents a massive saving for them.
- The 532 households that were solar electrified translates to about 6,000 direct beneficiaries, who will have access to solar electricity, along with all the positive impacts directly associated with regards to health, education and security that will come from stable access to energy.
- Black carbon emissions due to kerosene burning inside the households will drop to zero (0%), as each equipped household benefits from LED lamps, provided as part of the Solar Home Lighting System (SHLS).
- The emission of at least 7 tonnes of CO₂ eq per year could be avoided due to the abandonment of kerosene use by the 532 households of direct beneficiaries participating in the project, plus the amount of CO₂ eq per year avoided in households.
- The Government of Senegal has made power sector development a key component of its Plan Sénégal Emergent, which aims to make the country an emerging economy by 2025. Priorities include electricity access in rural areas. Senegal Electricity access is at 88% in urban areas, while rural areas are still limited to 38%, so the success of the BCI program represents a huge step forward in this regard.
- As there is significant potential to develop solar power, the Government has elaborated on a Renewable Energy action plan that sets a target of at least 90% coverage of rural households by 2025. One of this project's impacts is its direct support of this major national goal, now and for the future.

HAVAS GROUP

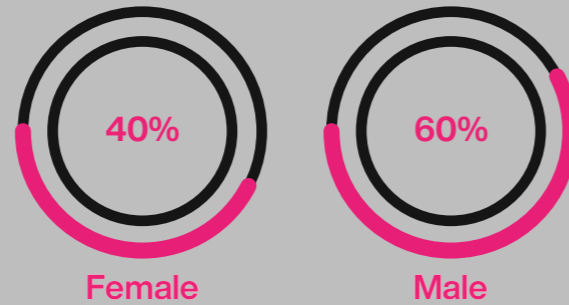
Data

The below is Havas Group data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

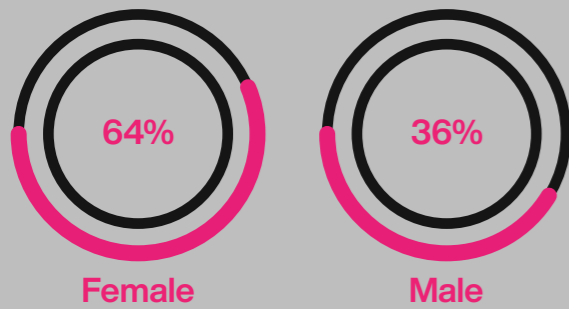
Overall Company



Board



New Hires



HeForShe Champion Yannick Bolloré Chairman & CEO

"Without question, women bring unique ideas and valuable perspectives to the creative field. In committing to women in creative leadership at Havas, we are ensuring that we continue to inspire, grow and support our women... making way for an equitable next generation of leaders. We hope our efforts are a catalyst for other creative industries to do the same."

Commitment Description

Our commitment is to increase the total number of women in our creative departments from 42% to parity by 2025, with a specific focus on improving representation in senior creative roles. To do this, I appointed a Women's Creative Leadership Council who is advising me on the key issues for us to address and together we are building a plan of action toward improvement and representation of women in creative. Our plans also include changing our recruitment efforts to provide more industry access to women creatives, enhancing career development and sponsorship for women in creative roles and creating more education and awareness training for agency leadership. Finally, we are also working to evolve the working environment in creative departments so that it better enables working mothers to successfully pursue their career paths.



STORY OF IMPACT

Who Is This Story About?

Rucha Patil Raikar
Principal Writer, Havas SO, London, UK

"As a rising woman in creative, I have been able to transfer from Mumbai to London to continue my path to leadership. This was made possible in part due to Havas' HeForShe Commitment and my involvement in the Femmes Forward FRIDA program, which helped grow my confidence and connect me with a network of inspiring women. I have renewed aspirations toward becoming a creative leader, and I feel my future is very bright."

- Rucha Patil Raikar

Rucha Patil Raikar is a rising creative leader from Havas Life Sorento in Mumbai, India. In March 2020, she was selected for Femmes Forward FRIDA, a special program providing women in Creative Director roles the chance to learn about themselves as leaders, gain confidence and inspiration, and build a plan towards advancement. At the end of 2021, Rucha learned she and her husband would be transferring to London, UK, for his job. With renewed confidence from FRIDA, Rucha had brave conversations with her leaders and communicated her aspiration to continue her growth at Havas in the UK.

Aided by her leaders at Havas in India, Rucha was matched with a role in our London office and thus retained as a creative talent. She has since joined Havas SO in the UK as Principal Writer and continued her participation in FRIDA by attending Cannes Lions in 2022. During Cannes, she was paired with a male Chief Creative Officer for inspiration and mentorship and made strong connections with several women Chief Creative Officers from within Havas.

Due to Rucha's participation in Femmes Forward FRIDA, she now has the chance to continue her trajectory as a rising creative leader. Through Rucha's example, Havas been able to retain a high-potential employee and benefit another Havas agency with her talents. Not to mention, Rucha continues to inspire other women at Havas with her story.



RESULTS & IMPACT

Havas' commitment to women has yielded the following results:

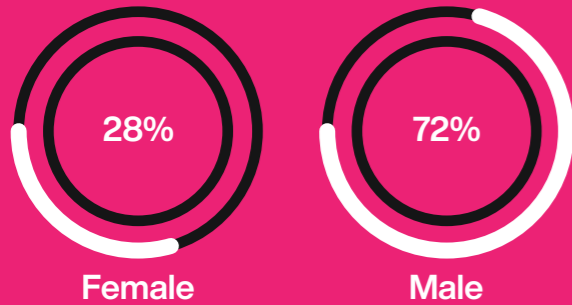
- From 42-45% increase of women in creative roles
- 53% women in management compared to 42% in 2020

HCLTech

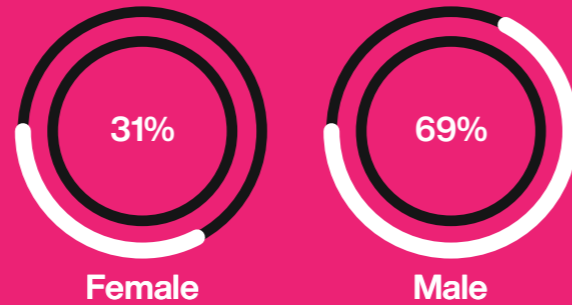
Data

The below is HCLTech data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

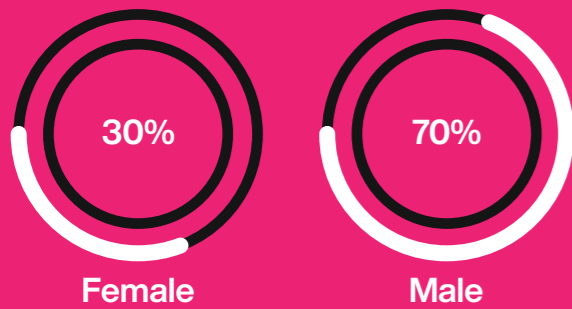
Overall Company



Board



New Hires



HeForShe Champion C Vijayakumar CEO & Managing Director

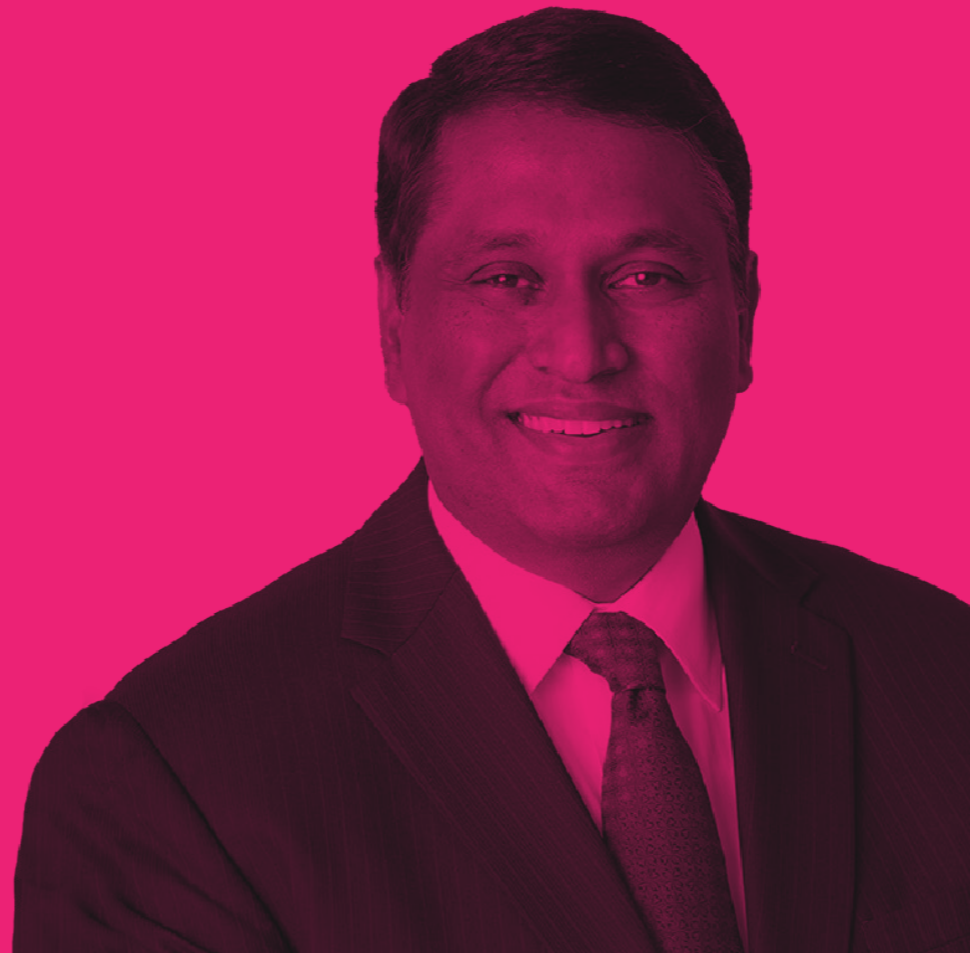
"We joined the HeForShe Initiative to demonstrate our commitment to gender equality. In 2021, we embarked upon a five-year journey to accelerate progress towards gender equality."

Commitment Description

HCLTech is committed to achieving gender parity in recruitment across the organization globally by 2025. We are also working through sports sponsorships to achieve the collective goals of the HeForShe alliance in achieving a gender equal world.

We continually improve our social performance and have set goals and targets across various social dimensions. With regard to our gender diversity goal, 40% of our workforce, and 30% of our senior leadership, will be women by 2030.

We have developed pathways for diversity, equity and inclusion across our operations and more broadly in the communities where we have a presence. Several of the programs run through our corporate social responsibility arm, HCL Foundation, are focused on improving the lives and outcomes for women throughout India.



STORY OF IMPACT

Who Is This Story About?

Jerlin Anika

A badminton prodigy and how a sports program can change lives

"We are delighted at Jerlin's achievements. She is a youth icon and an inspiration for millions of young people, particularly girls and differently abled children, to break barriers and prove their mettle in sports and other fields. At the HCL Foundation, we are proud to have been part of this wonderful journey. We wish Jerlin a successful future and may she continue to bring glory to India."

- Dr. Nidhi Pundhir

Vice President, Global Corporate Social Responsibility and the HCL Foundation

Jerlin Anika has become India's first woman Deaflympian to receive the Arjuna Award for her achievements in badminton. She received the prestigious honor from the Hon'ble President of India, Smt. Droupadi Murmu.

Since 2019, Jerlin has been supported by the HCL Foundation, through 'The Sports for Change' initiative. The HCL Foundation spotted this exceptional talent at the Avvai Corporation Girls Higher Secondary School which is a part of the HCL Foundation's 'My School Programme'. She was identified as a Sports Scholar through the initiative based on her exceptional abilities in badminton. Since then, the HCL Foundation has supported Jerlin for her nutrition, sports equipment and travel needs.

Since its inception in 2015, the 'Sports for Change' initiative has supported 27,000 students across India, including 78 para-athletes. By providing a high-quality and inclusive sporting experience, the program aims to enable balanced participation, excellence, and holistic development of all children, regardless of gender, from disadvantaged communities.



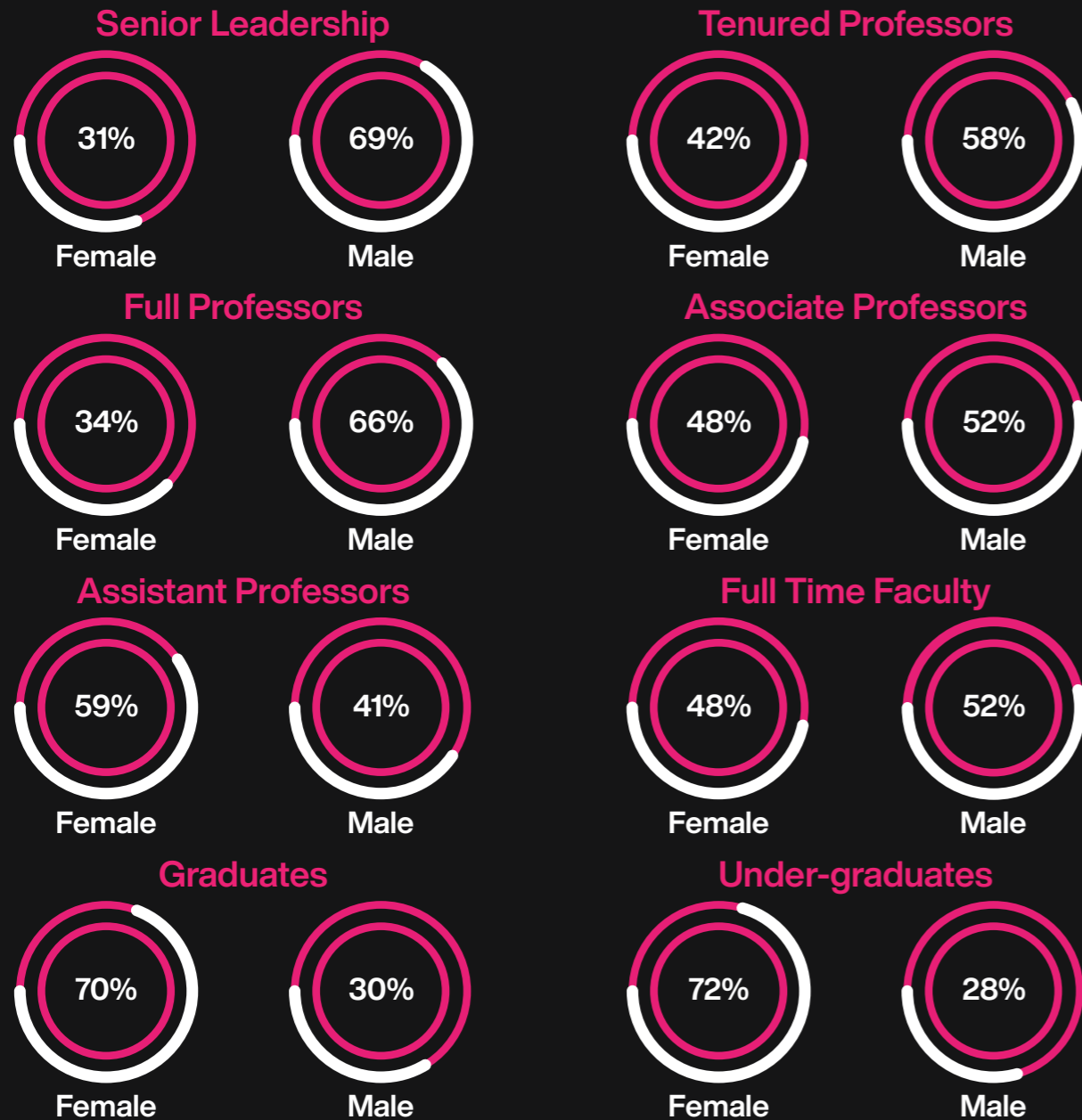
RESULTS & IMPACT

A badminton prodigy, 18-year-old Jerlin won three gold medals at the 2022 Deaflympics in Brazil while representing India. She also won six gold medals at the Asia Pacific Youth Badminton Championships and Asia Pacific Deaf Badminton Championships in Thailand this year. Jerlin also won one gold, two silver, and one bronze at the World Deaf Badminton Championships 2019 in China.

HOWARD UNIVERSITY

Data

The below is Howard University data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



HeForShe Champion Wayne A. I. Frederick President

"Advancing the rights of women is not just a gender issue – it is a social imperative. If women are not given opportunities to succeed and reach the highest limits of their potential, our society will fall short of its capacity to serve all people. Men have a responsibility to advocate for gender equality because the future of our society depends on it."



Commitment Description

As an institution of higher education with a predominately female student body, Howard has a greater opportunity and responsibility to cultivate opportunities for aspiring and current women leaders. We are creating educational programs with diverse stakeholders to understand the primary issues obstructing gender equality while also generating the solutions to overcome them. We are leveraging our standing as a preeminent HBCU to mobilize our communities throughout the United States and African diaspora to take a stand and take action on this issue.

STORY OF IMPACT

Who Is This Story About?

Josephine Jarpa Dawuni, Esq., Ph.D
Founding Director of the Howard University Center for Women, Gender, and Global Leadership

"The Center for Women, Gender, and Global Leadership is a culmination of Howard's longstanding advocacy for women's rights. From its founding in 1867, a Howard education was accessible to all people, including women. Now, the University has created a center dedicated to enhancing opportunities for women across the globe, individuals who universally bear an undue share of social responsibilities while being denied the rights needed to care for themselves. It is the greatest privilege of my career to bring this center to fruition and to spearhead the tremendous impact that this institution will undoubtedly realize."

- Josephine Jarpa Dawuni, Esq., Ph.D

As the first HBCU to become a gender equality champion, Howard University organized the HBCU Gender Equality Summit in February 2022. Dr. Dawuni invited the presidents of other HBCUs to raise awareness about the role of men in the fight for gender equality. This was also an opportunity for other presidents to learn from Howard and implement a system that will allow women to reach senior leadership positions like their male counterparts. At the end of the Summit, other HBCU presidents welcomed the idea of holding the event at their universities in the next coming years.

Last summer, the Center for Women, Gender, and Global Leadership commissioned a research project, the Women at Howard Project, that looked into the disaggregated data based on gender in all schools and departments throughout the University. This unprecedented initiative aims to highlight the areas where the glass ceiling has to break for women to reach top positions as tenured faculty. With these efforts, we are confident that there is an increased awareness of gender equality on campus.



RESULTS & IMPACT

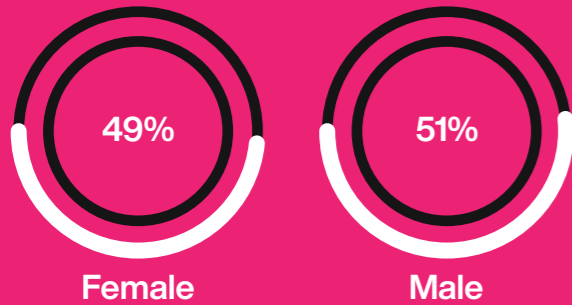
From October 2021 to April 2022, the Center for Women, Gender, and Global Leadership hosted four events organized along the theme of gender equality, gender awareness and gender inclusion. These events were held on campus and virtually and between 60 and 150 people attended each one. Several male students showed interest in volunteering at the Center's next HeForShe events.



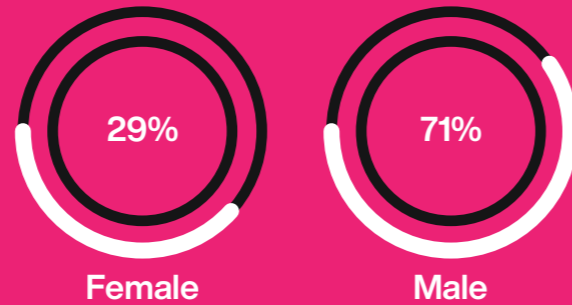
Data

The below is HSBC data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

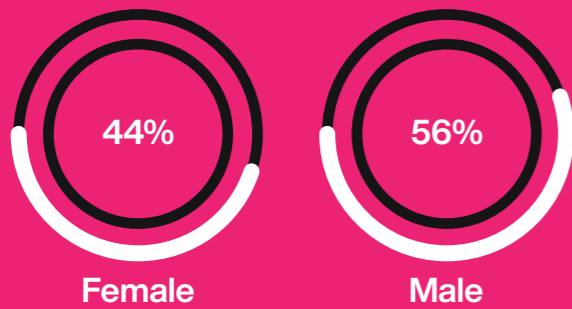
Overall Company



Top Six Per Cent*



Board



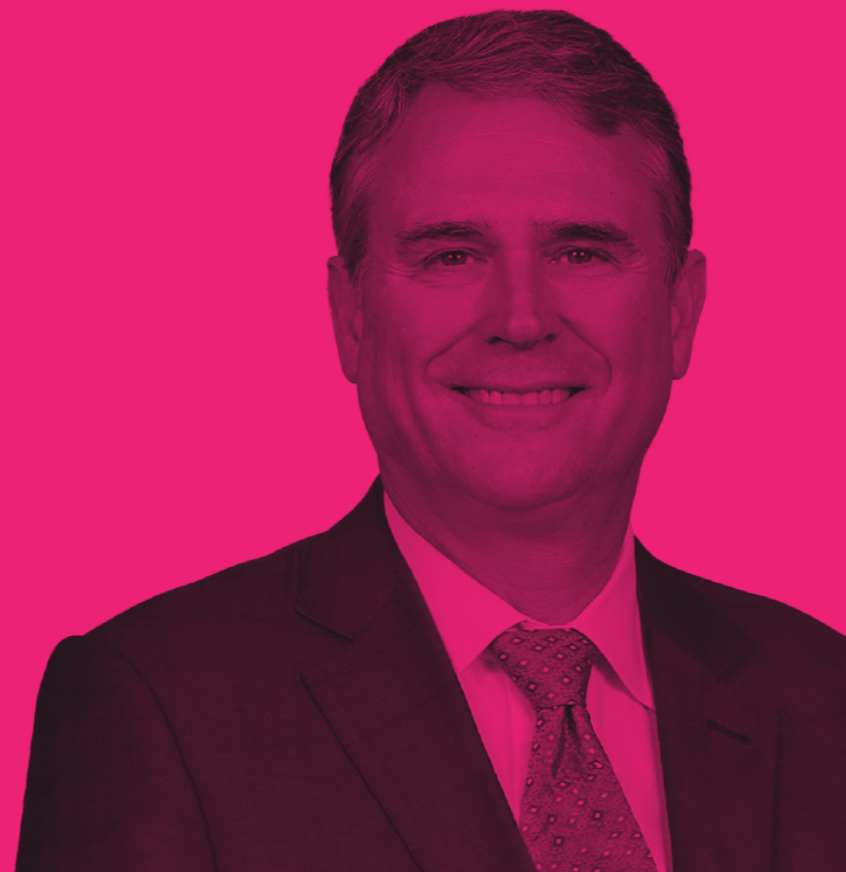
*Top 6% - represents 'Senior Management'

HeForShe Champion
Michael Roberts
 CEO US and Americas

"As we work toward our shared goal of gender equity, support from male allies is necessary to accelerate tangible results. I'm energized by the efforts of our Balance employee resource group to drive progress toward the commitments HSBC has made to improve gender diversity, including the goal to see 35% of women in senior leadership globally by 2025. We're proud to work alongside other global leaders in the HeForShe Alliance to use our collective strength to create a more equitable world."

Commitment Description

HSBC commits to increasing female senior leadership to 35% by 2025, focusing on areas of onboarding/hiring, development, retention and promotion. In addition to increasing the percentage of women in top leadership positions, HSBC has committed to publish our gender pay gap annually in the US and be a thought leader in this space.



STORY OF IMPACT

Who Is This Story About?

Oresta Mehta
Regional Head of Markets Treasury, Americas,
HSBC, New York, New York

"The Networkship@HSBC program with amazing community was a perfect fit for women over the age of 45 who want to re-enter the labour market and explore careers in the financial industry. Our HSBC volunteers provide career support, mentoring and technical skills to really help these women to build confidence and navigate the opportunities available to them. It's a wonderful example as well of how HSBC invests in women and their ability to stay in the workforce!"

- Oresta Mehta

HSBC's Involve Grant program allows employees to apply for funding for non-profit partners that support efforts they are passionate about and that will bring meaningful impact to our communities. Oresta Mehta, Regional Head of Markets Treasury, HSBC Americas, was inspired by the vision of the non-profit organization's amazing community to expand the work horizon for women in a more dynamic, ever-changing world.

The Networkship@HSBC partnership between HSBC and amazing community offers a structured networking and mentorship approach to help women aged 45+ navigate the present and future of work and build confidence and clarity in moving through their career choices.

With a wide variety of roles available in financial services, women from a diverse set of backgrounds all have the chance to find interesting opportunities and continue to progress in their chosen career path. In addition to career development opportunities, the Networkship program also provides participants with an understanding of how financial services work, which, in turn, helps them better manage their own personal financial wellbeing as they return to the workforce.

The initial program was a seven-week journey with 17 mentees from across the US and Canada. The topics covered included goal setting, identifying barriers to career growth and ways to deal with setbacks, embracing change and building a growth mindset, and how to stand out and how to advocate for yourself. There were also a number of insightful panel discussions and individual mentoring opportunities.

The program not only benefits mentees, but also gives HSBC mentors the opportunity to hone their professional skills and further develop their own careers. Oresta's leadership in driving the funding request and her establishing the program was invaluable and created a lasting impact for all involved.



RESULTS & IMPACT

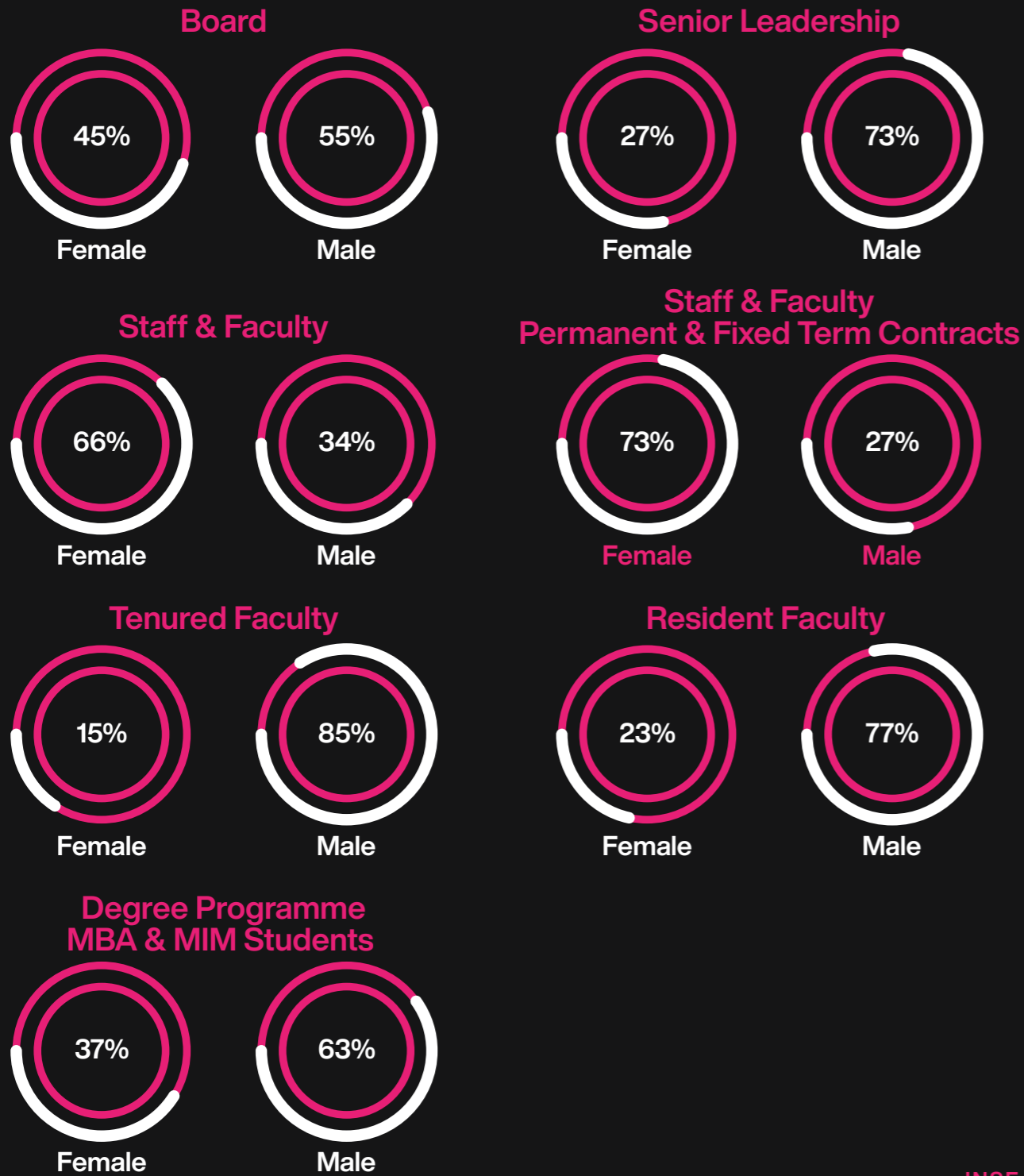
Networkship@HSBC program results:

- 17 mentees
- 17 mentors
- 2 Program co-chairs and a program assistant
- 10 HSBC panellists
- A partnership with mentoring platform "Ten Thousand Coffees" facilitating communication
- Closing event included interview and resume writing workshop and a networking reception
- HSBC HR has been reviewing the resumes of the mentees for suitability with current job openings

INSEAD

Data

The below is INSEAD data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



HeForShe Champion Ilian Mihov Dean

"Men have created and currently dominate the current system of gender imbalance so it's up to men to help play a role in fixing the system."



Commitment Description

The INSEAD HeForShe commitment involves an organisation-wide movement where senior level male allies – including the Chairman and Deans – work in consultation with the INSEAD Gender Initiative and women leaders on a number of targets, including having a gender balanced board by 2023, increasing representation of women students in our MBA and MIM programmes, attracting and retaining more women faculty and working with global industry and academic partners to continue our pathbreaking research on gender issues, to identify effective interventions in different global settings.

STORY OF IMPACT

Who Is This Story About?

Therese Joson
MBA'22J

Recipient of the Bischoff Family Endowed Scholarship which aims to support future participants from southern Africa and South-East Asia who demonstrate both merit and financial need

"Being awarded the Bischoff Scholarship was a dream come true. Not only was I accepted into one of the best business schools, I also had support from someone halfway across the world who believed in me and believed in transforming healthcare. The scholarship shaped my INSEAD experience. It became part of my identity and served as my North Star towards building a legacy of 'giving back' while at INSEAD and after."

- Therese Joson

Therese Joson, from the Philippines, was raised in a small family where making a positive difference in the community was part of everyday life. As a child, she spent her free time helping her father in his medical clinic, where she witnessed the inequalities that exist in healthcare, especially for the underprivileged. This experience led Therese to pursue a path of social impact, specifically focused on how to use technology and business to democratize opportunities and quality-of-life for those who need it most.

Eager to expand her knowledge and opportunities to make a difference, Therese was drawn to INSEAD, one of the world's leading business schools, and its culture of diversity and belief in "Business as a Force for Good". When she was admitted to the MBA Class of July 2022, she was ecstatic, but anxious about the costs involved, especially with the added pressure brought about by the pandemic.

Ultimately, she was awarded the Bischoff Family Endowed Scholarship, which aims to support participants from southern Africa and South-East Asia who demonstrate both merit and financial need. While not aimed solely at women, scholarships such as this one allows INSEAD to admit talented young women such as Therese, who are determined to make a positive difference in the world.

While studying at INSEAD, Therese embraced the idea of paying it forward and helped raise funds for a scholar from the MBA Class of July 2023 through the INSEAD Robin Hood Scholarship. She also was part of the Healthcare Club leadership team through which she connected healthcare enthusiasts to companies and leaders in the field. Through the INSEAD network, she secured an internship with a Singaporean healthcare start-up that uses technology and machine learning to lower healthcare costs and improve patient outcomes. Today, she is still with that start-up – MiyaHealth – as Group Corporate Development Manager.

RESULTS & IMPACT

Some results from the Gender and the Future of Work Alumni Survey:

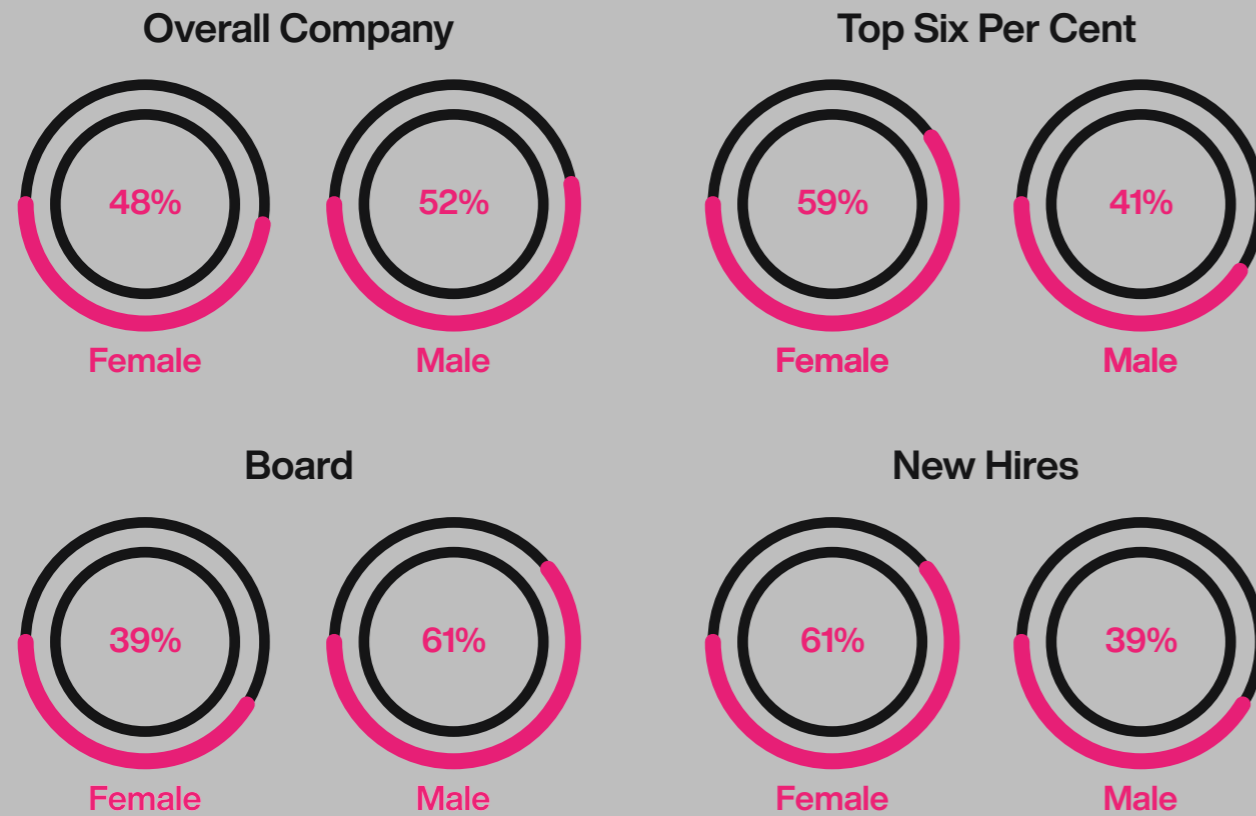
- Women were more likely than men (5.6% vs 3.6%) to have their jobs cut during COVID-19 due to budget cuts.
- Women were more likely to scale back or quit their jobs due to increased family care than men (6.4% vs 3.7%).
- Whilst men and women were equally called upon to fulfil extra work, the type of work varied drastically. Men were more likely to be involved in direct crisis management, whereas women were called upon in a more secondary capacity, such as covering for a sick colleague.



INTERNATIONAL RESCUE COMMITTEE

Data

The below is International Rescue Committee data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



HeForShe Champion David Miliband President & CEO

"Achieving gender equality is an all-society endeavour that requires tackling the underlying structural and systemic inequalities."

(Originally from a piece authored by David Miliband with Ambassador Geraldine Byrne Nason ahead of the Generation Equality Forum)

Commitment Description

In 2019, the IRC announced our ambition to become a feminist humanitarian organization. What we meant by that was that we'd centralize women's and girls' experiences in all that we do – whether that is our Women's Protection and Empowerment work, Education efforts, or Health – and that we'd work harder to understand not only how women's and girls' experiences of conflict and crisis are different, but how power in their communities and in the humanitarian system intersect to impact the outcomes of our programming.

As part of that ambition and our HeForShe efforts, the IRC has committed to do more both internally and externally. Internally, we believe that our leadership must be as diverse as the people we serve and we are holding ourselves to account for that by committing that 50% of our global and regional senior leaders identify as races/ethnicities under-represented in global power structures by 2025. Externally, we commit that 25% of our funding will go to local organizations and at least half of those will be women-led.



STORY OF IMPACT

Who Is This Story About?

The importance of our HeForShe commitments go beyond individual stories because we know and believe that long-term, sustainable impact on an organization the size of IRC comes from policy and culture change; we must work so that individual stories of achievement in gender equality become the norm.

The hundreds of participants in Women@Work groups – which are leading the organization to a more gender equal, safe and respectful place for women to work by addressing the gender-specific challenges that hinder women's full participation – have collectively changed country-office policies, created daycares for staffs' children, started collective savings programs to assist staff to operate small businesses out of their homes, conducted unconscious bias trainings and more. The impact on how staff see themselves and their role in the IRC can be profound, as can the sense of community that Women@Work groups engender.

"For me, feminist leadership is when anyone, irrespective of gender, working to end social injustice with a strong gender lens and consideration of other intersectional factors to ensure Gender Equality, Diversity and Inclusion in everyday activities. It is a way of practicing our power in a way that ensures equality and justice for all. It is about re-thinking our power for positive social and gender transformation."

- Netsanet Kidane

Participation in Women@Work groups has profound impacts on staff members' leadership capacity and belief in their own ability to make change within a large organization by pushing for gender equality at the policy and personal level. For example, our colleague from Ethiopia shared a story of when she worked with recruiters to overcome bias against a pregnant woman applying to work at the IRC:

"When I was medical director in a health center, the recruiting team informed me that they wanted to pass on to a second competent candidate, their justification was that the first candidate was pregnant, so she would deliver soon and be on maternity leave. Using the authority I had that time, I influenced them to hire her irrespective of her physiological condition and later they all witnessed her potential and her professional discipline. Understanding the existence of such kinds of biases in the workplace, raising awareness during team meetings, and ongoing follow-up, staff started to normalize recruiting pregnant women and avoid judging staff based on factors like personal or group characteristics or psychological or physical conditions."

RESULTS & IMPACT

To create long-term, sustainable change, the IRC has been undertaking change on a large scale:

- Our guiding Strategy document uses the question "why not partner?" as the central tenet and starting point for all our work. Before we engage in activities, we call on our staff to ask "why not partner?" so that we have to provide a rationale for why the IRC should go it alone instead of a rationale for why we would partner. This may seem like a small shift, but for an implementing organization like the IRC it is actually a major one that will help us achieve our goal.
- We have undertaken an extensive review of how we work with partners, particularly looking at the ease of partnerships and how funding flows through IRC, and we've done so led by an organization from the Global South. The recommendations from the review are now being taken up by the organization.
- We have transitioned from having a Gender Equality Unit to having a Gender Equality, Diversity and Inclusion Unit and have grown that team and increased its operating budget.

These are just a few examples of organization-wide efforts. Each technical unit, our policy and advocacy teams and our country offices are also all working on ways to not only achieve our HeForShe commitments, but to go beyond them and exceed the standards we've set for ourselves. The HeForShe effort has spurred multiple conversations within the organization about our responsibility to tangibly change the worlds in which we exist so that women and girls are heard, empowered, safe, healthy, educated and can live with the dignity each human deserves.

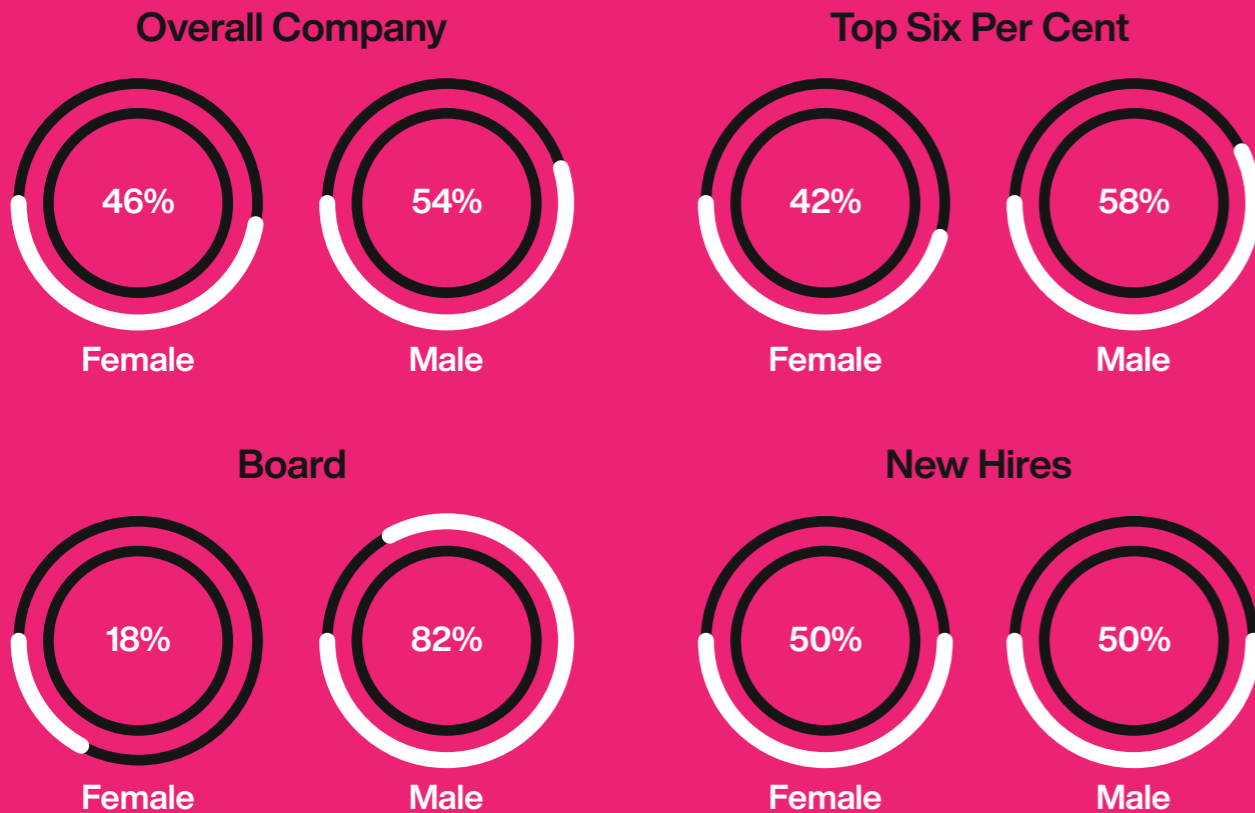
A few examples of IRC's progress in terms of quantitative results and efforts, in 2021, IRC:

- Grew representation of national women staff in country management roles by 10% and 2% respectively
- Increased funding delivered through partners as a percentage of total spending by 50% (compared to the same period in FY2020)
- Completed 40 trainings for 410 staff on inclusive brand guidelines to ensure IRC's public presence better reflects the people we serve
- Developed a plan to invest in high-potential staff who share identities that are under-represented in senior leadership levels through a "Talent Dialogues" program for which 4 pilots are planned

INTERNATIONAL TENNIS FEDERATION

Data

The below is International Tennis Federation data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



HeForShe Champion David Haggerty President

"To be successful in achieving cultural change across our international organisation and ensuring a sustainable, lasting impact, men play a vital role in this transition and must lead by example. Male allyship, encouraging talented women, providing a pathway for them to progress and rise to greatness, is essential. Leaders have long championed men to develop to their full potential and we must make sure that we give that same opportunity and support to the talented women we are fortunate to have in our global organisation."



Commitment Description

GOAL 1. On the court: Equal number of playing opportunities for women

The ITF's World Tennis Tour is the pathway for talented young players and where most top players begin their professional career. The Tour is the main artery for successful players to rise and play in the Olympics, Grand Slams, Davis Cup, Billie Jean King Cup and the ATP/WTA Tours. Historically, the pathway opportunities for women were half compared with those for men.

The ITF has invested in increasing the number of women's tournaments to offer an equal number of playing opportunities for men and women. In 2022 alone, a US\$1m investment resulted in more competitive opportunities for women at this emerging level and narrowed the gap from 1:2 to 1:1.5. We are confident we will close this gap by 2026, providing equal opportunities and career paths for women and men.

GOAL 2. Off the court: Increased number of women in high-level decision-making roles in Leadership, Officiating & Coaching

Leadership: 'I Pledge' call to action to male leaders on International Women's Day, a signed commitment to champion women for higher level decision-making roles. So far 60 Presidents have pledged. Current ITF leadership figures: Board 18% female / 82% male, Senior Leadership 42% female / 58% male, Committees & Commissions 32.5% female / 67.5% male

Coaching: 22.3% of coaches are women, minimum target of 30%

Officiating: 28.7% White Badge level officials are women, minimum target of 40%

STORY OF IMPACT

Who Is This Story About?

Gaone Poane
White Badge Chair Umpire, Botswana Tennis Association, Botswana, Africa

Jaume Campistol
Official, International Tennis Federation, Spain

"ITF Advantage All has been the most beautiful gender equalising initiative in our tennis community. More and more women are growing in the sport and being present and representing. We are also very grateful to be working with very qualified men who are helpful in both mentoring and inspiring us to be better and grow and soar to greater heights. I am proud of every woman and man that works really hard to be better. I am where I am because of all the women and men that have been helpful in my career path, took every minute from their time to mentor and help me. I have grown a lot over the years, and I am eternally grateful for every single opportunity."

- Gaone Poane

Gaone has been an official for 6 years, however her career has reached new heights since participating in an ITF Advantage All Officiating seminar in Johannesburg, South Africa, in 2019. This seminar was specifically aimed at female officials, to present the key goals of the Advantage All programme, to give women a chance to network and provide opportunities to introduce the officials to higher level national and international tournaments.

The experience and encouragement gained from colleagues at this seminar enabled Gaone to progress and that same year she was evaluated as a Green Badge official in Tunisia at an ITF World Tennis Tour event, then her first ATP Challenger event, ITF WTT events in South Africa and, impressively, as an official at her first Grand Slam event. She has since been an official at her first European tournament and the Olympic Games.

Jaume Campistol champions the idea and works hard to normalise men empowering women in the Officiating community. He is a vital spokesperson for ITF Advantage All in Officiating and a HeForShe "mini" champion.



RESULTS & IMPACT

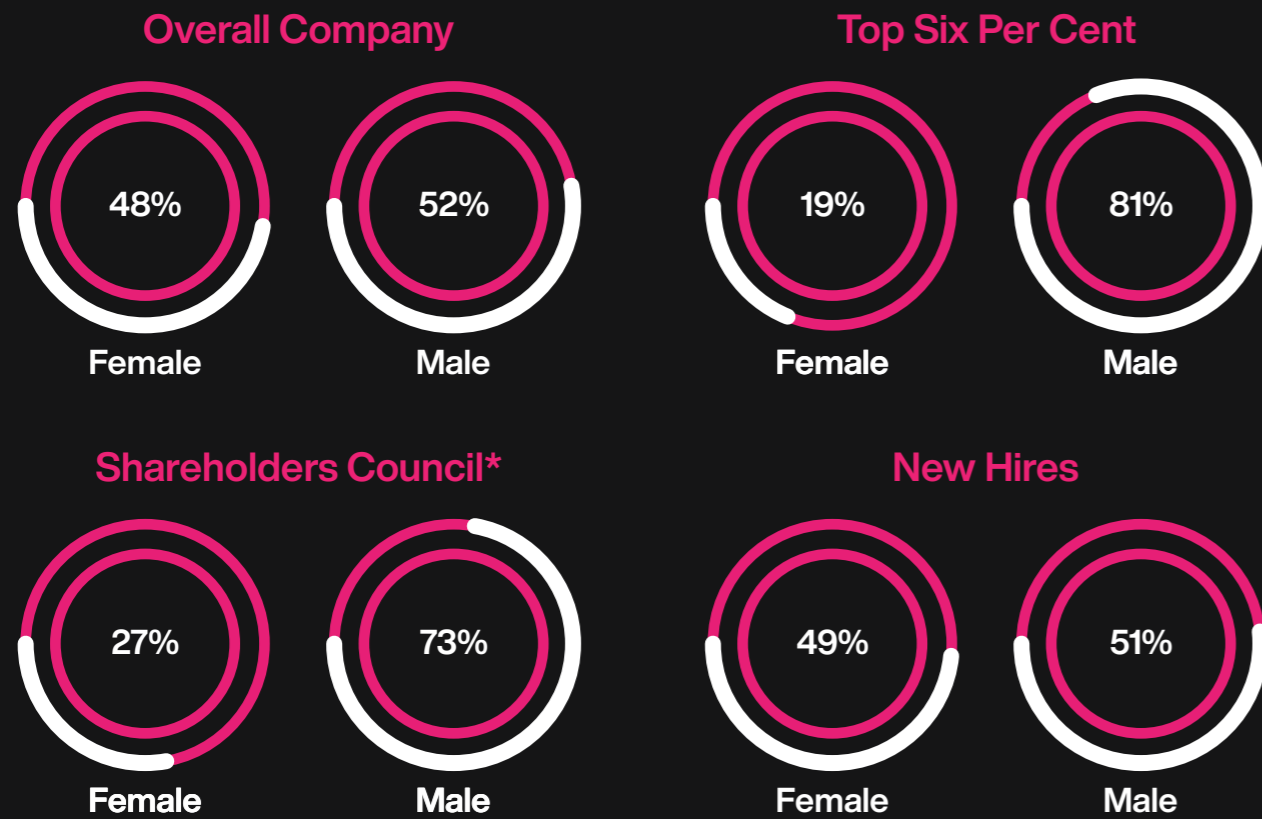
Gaone's Officiating achievements since attending the ITF Advantage All seminar in 2019:

- Tokyo 2020 Olympic Games: Gaone was the first tennis official from Botswana to represent the nation at the 2020 Tokyo Olympics
- 3 x Grand Slam events (Roland Garros and Australian Open 2021 and Wimbledon 2022)
- First ATP challenger event
- ITF World Tennis Tour events, first awarded Green Badge status in Tunisia and has been an official at multiple tournaments in South Africa
- ATF and WTA level tournaments
- First European tour

MCKINSEY & COMPANY

Data

The below is McKinsey & Company data for 2021, submitted August 2022, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



*Shareholders Council: This body, which is comprised of the Managing Partner plus Senior Partners who are elected by their peers, functions effectively as the Firm's board of directors.

HeForShe Champion Bob Sternfels Global Managing Partner

"To get to a world where gender parity becomes the norm, we have to invest in organizational changes that sit at the core of what we do, not just changes around the margins. The good news is that, largely, we know what we need to do – now it's a matter of relentless execution."

Commitment Description

McKinsey is committed to achieving gender parity across our global organization by 2026, which will also be our Firm's 100th anniversary. To get there, we are pushing forward on efforts to attract, retain and support the advancement of all women at our Firm. We are also continuing our commitment to research and benchmark women's progress in the workplace, specifically seeking to expand our research to include women around the globe.



STORY OF IMPACT

Who Is This Story About?

Cristina Alonso
Partner, Madrid Office, McKinsey & Company

"I wouldn't be at McKinsey today without its parental leave benefits and step by step reboarding process. As a mother of two children, coming back to work took a lot of adjustment and rethinking of priorities. McKinsey's parental leave and re-boarding support program puts in place the official mechanisms to make sure you have the support needed to come back at your own pace to make you succeed during the entire process and beyond."

- Cristina Alonso

Simply put, I wouldn't be at McKinsey today, and most certainly not a Partner, if the program hadn't been in place when I came back from maternity after my first child. I was one of the first employees in the program and I am incredibly thankful that McKinsey decided to focus on helping employees – of all genders – successfully return from parental leave.

One of the most important components of the program, was one I didn't even think I needed, but the coaching sessions with a professional coach were extremely helpful. When you come back after becoming a parent you need to adjust the way you work, the way you ask for help, the way you organize your time, you need to learn how to rethink your priorities every day. Specially

coming back from your first child, this is the moment when you decide the type of mother you want to be, the type of wife, and the type of professional. You put in a lot of thought on the sacrifices you are willing to make, and the moments you do not want to miss. Having professional support during this crucial moment in my life helped me define my career path.

The program also allows you to choose your first engagement carefully when you come back. The key people involved (responsible partner in the engagement, office manager, Professional Development team, etc.) officially signed a plan we put together to make it work. This plan included commitments to flexibility, regular touch points to review progress, meaningfully re-establishing my presence to my clients, and it was reinforced to the team that I was during an adjustment period looking for my new balance. Making it an "official" process got everyone more committed and supportive than I ever expected.

I was not good about asking for help, now with two kids in a dual career household I've learned, and I encourage women to take all the help they can get. McKinsey's parental leave and re-boarding support program puts all the mechanisms in place to give you the support you need before you even realize you need it.



RESULTS & IMPACT

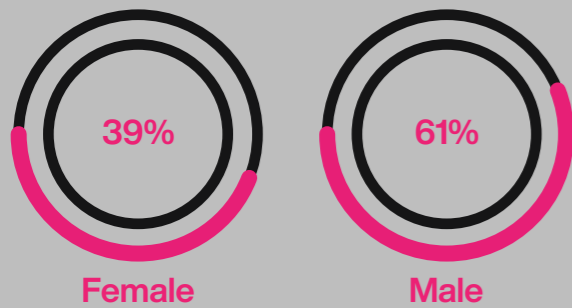
- The European pilot of the parental leave and re-boarding support program in place since 2019, has had significant impact, including increased retention of new mothers by 15+%.
- Since its introduction in 2019, over 500 consultant mothers have been supported by the program – pre leave, and during their return phase.
- 75% of working mothers felt supported before, and after leave.
- 80% of those who used program components reported that they found them to be very helpful or helpful.

MTN GROUP

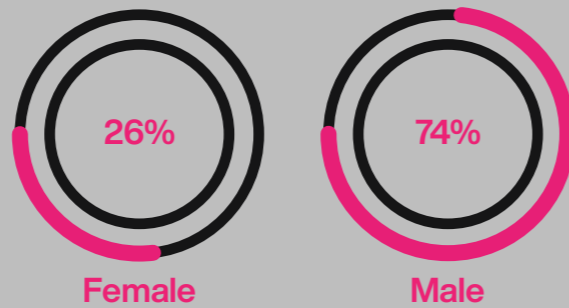
Data

The below is MTN Group data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

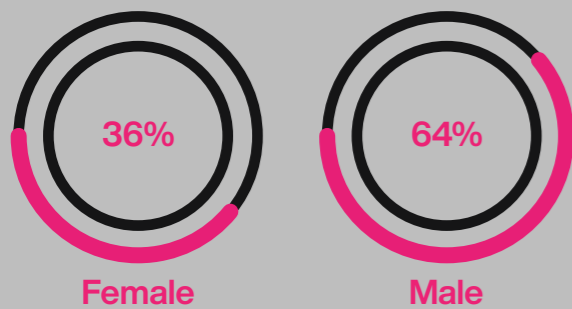
Overall Company



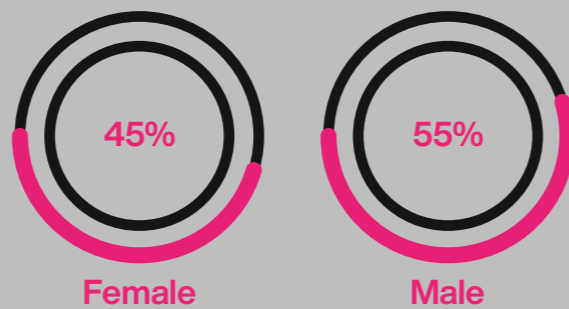
Top Six Per Cent



Board



New Hires



HeForShe Champion Ralph Mupita Group President & CEO

"At MTN, we are clear that a diverse and inclusive culture will be critical to our success and sustainability. Partnering with the HeForShe Alliance will help us accelerate our efforts to create an environment where women thrive and have a deep sense of belonging within MTN and broader society.

For MTN, gender equality is not only a moral imperative, but a business imperative too and that is why the company recognises that it cannot reach a sustainable future without the empowerment of women and girls and the commitment of all stakeholders, including men and boys, to achieving this goal."

Commitment Description

We have three priorities that we are focused on. Firstly, to achieve gender equity by no later than 2030, with a target of 50% women in the workforce, from a 2021 base of 39%. Our efforts on gender equity extend to the executive leadership groups and the boards within our governance structures. Secondly, higher representation of women within technology roles, with a goal of at least 30% by 2030, off an existing base of 17%. Thirdly, to close the gender pay gaps we have across our businesses.

MTN's approach to gender equality is not only about the women in the business but about the girls and women in broader society. Working with UN Women, MTN will develop and upskill women and girls to ensure they can actively participate in the Digital Economy.



STORY OF IMPACT

Who Is This Story About?

Ms. Mapula Bodibe
Chief Executive Officer, MTN Rwanda

"Women need allies who see us for who we are, recognise the impact we make, stand in our corner when it matters and give us the platform to be equal. Allyship is a silent but powerful tool that can empower lives. I was fortunate to have several male sponsors during my 17-year career at MTN – I experienced the power of HeForShe."

- Ms. Mapula Bodibe

As an avid technology consumer and analytics enthusiast, I started my career in the Fast-Moving Consumer Goods sector before I moved to telecommunications, joining MTN in South Africa in 2005. My passion for customers, together with the immense potential of the ICT sector made MTN my home for the past 17 years. I was hired by Donovan Smith (General Manager, Consumer Business at MTN) who gave me my first exposure to the Telecoms industry.

Donovan also guided my progression to senior levels and sponsored me to take over his position, upon his departure from the organization.

As I moved into more senior positions, I also gained from MTN's leadership programmes which further enhanced my capabilities. While technical skills are important, servant leadership was an art that shaped how I see people and the world today. Over the years, I've worked across various leadership roles in MTN including Chief Marketing Officer in Uganda, General Manager for Consumer in South Africa and now in Rwanda where I will serve as CEO. I've worked very hard, learnt constantly, adapted fast and grew more resilient over the years while experiencing various life stages as a wife, a mother and a leader.

My career was supported by several leaders who were more my allies than they were line managers. They encouraged me to be true to myself and gave me the support structure I needed to grow and flourish within MTN. Leaders like Donovan Smith; Serame Taukobong and Brian Gouldie (former CMOs of MTN South Africa); and Karel Pienaar and Godfrey Motsa (former CEOs of MTN South Africa) constantly reinforced courage, created visibility and exposure, openly recognized the impact I made and put their professional capital on the line to support my career. I went above and beyond working with them because I knew I could trust them and that they would make a meaningful contribution to our shared success.



RESULTS & IMPACT

At MTN, our workforce gender diversity and inclusion strategy comprises various strategic measures and associated indicators which enable us to remain transparent and accountable on gender equality commitments.

As at year ending 31 December 2021, key progress achievements are:

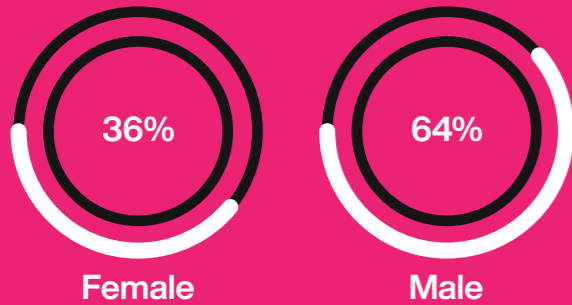
- Women in the workforce and in leadership improved by year ending 2021, standing at 39% and 27% respectively.
- Improving inclusion of women in technology is a critical commitment. Representation of women in tech at year ending 2021, stood at 17.5%
- Our marquee leadership programme for women (Rising Leaders programme) was delivered across 18 countries in Africa and the Middle East. In 2021, over 250 MTN Women from diverse fields, countries and regions successfully graduated from our leadership development programme.
- We empowered over 3.2 million women and girls by investing in programmes that ensure girls, female youth and women have the necessary digital skills and knowledge to actively participate within the digital economy.

NASDAQ

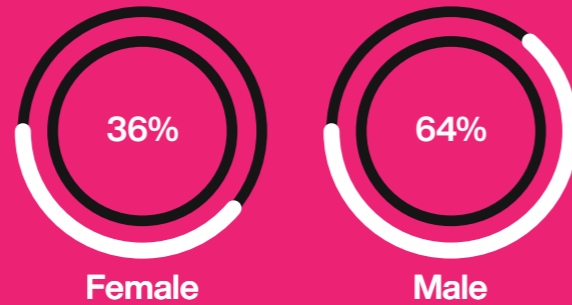
Data

The below is Nasdaq data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

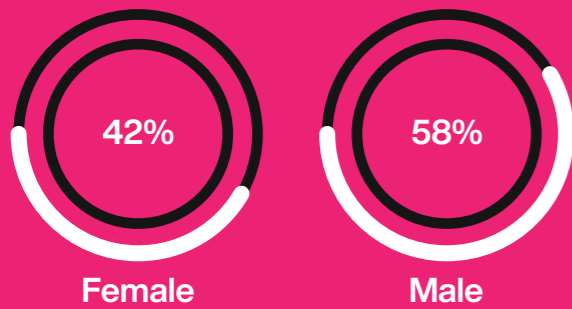
Overall Company



Board



New Hires



HeForShe Champion

John Zecca

Executive Vice President, Chief
Legal & Regulatory Officer

"Men are important allies to advancing gender equality because they have the ability to influence their peers to be more inclusive and supportive of gender equity. We need male allies to advocate for equality because they have access to and authority within spaces where other males may not be inclined to be allies."

Commitment Description

Nasdaq is committed to supporting initiatives and programs that advance and support women and under-represented minority communities. We continue to provide support through our Purpose Group, which comprises the company's philanthropic, community outreach, corporate sustainability, and employee volunteerism programs to leverage Nasdaq's unique place at the centre of capital creation, markets and technology. Nasdaq Corporate Platforms launched the Board Recruitment and Composition planning initiative, establishing relationships with a number of organizations to support Nasdaq-listed companies in their search for high-qualified, diverse, and board ready candidates; working together to advance Diversity In Your Company's Boardroom.



STORY OF IMPACT

Who Is This Story About?

Amma Anaman
 Managing Director and Associate General Counsel, US Listings and Structured Products at Nasdaq, New York, USA

"John proactively makes sure that I have a seat at the table where important decisions are being made. His confidence in me makes me feel trusted and energized, but most importantly, it makes me feel like my work is aligned with Nasdaq's broader purpose to champion inclusive growth and prosperity. In my time working with him, John has showed me that he had a bigger vision for me and my career than I ever did for myself."

- Amma Anaman

The first time I met John was in my final round interview for my first position at Nasdaq. Having a high-level executive like John on my panel of interviewers made me feel that Nasdaq was confident in my abilities and track record, even before I started working here.

After that interview, John and I met at an SEC Roundtable, with my first assignment being to take notes on the meeting and provide a summary to the executive team. My summary must have been well received, because after that John asked me to cover more SEC meetings, and then to draft comment letters on SEC proposals, join calls with the SEC, and regularly present to our executive team. John also started trusting me to prep him for meetings with regulators, reporters, and listed companies, now he even feels confident enough to delegate some of these meetings to me.

I've felt empowered and supported by John since my interview and throughout my career here. John has trusted me to lead significant legal and policy initiatives, such as our board diversity proposal, our response to the SEC's proposed climate change disclosures, and our ESG reporting. By doing this, he's given me the ability to develop excellent relationships with other senior executives, including Adena Friedman, our President and CEO. Not only is John committed to supporting my growth and professional development within Nasdaq, but also outside of Nasdaq. John has helped me to become a better leader and speaker by seeking out public speaking engagements for me, which have helped me to build my confidence and expand my network outside of Nasdaq. Moreover, he fully supported me relocating from Rockville to New York so that I could work more closely with key players in our World Headquarters, including Adena.

In general, I think what makes John a great intersectional ally is his leadership style, which is incredibly humble. John's mantra is that a leader should "take none of the credit and all of the blame for their team." He leads with integrity and is interested in hearing the broader perspectives of everyone on our team, even if they are relatively junior. John uses his position to elevate the ideas of others, including my own. I truly feel John is committed to making sure my voice is heard in rooms in which women, especially women of color, historically have not had access. I think this is why John makes a great HeForShe Champion.



RESULTS & IMPACT

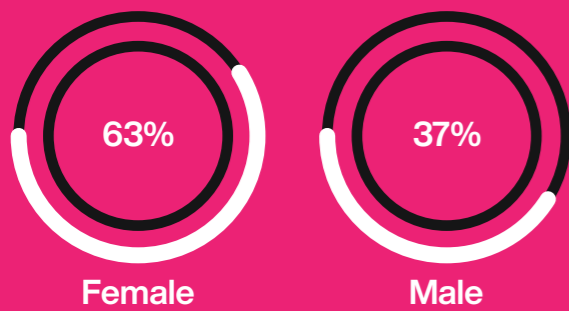
John Zecca's Business Unit is making great strides in achieving gender parity; his business unit is composed of 48% women. In the United States, 49% of these women identify as an underrepresented minority.

ONE YOUNG WORLD

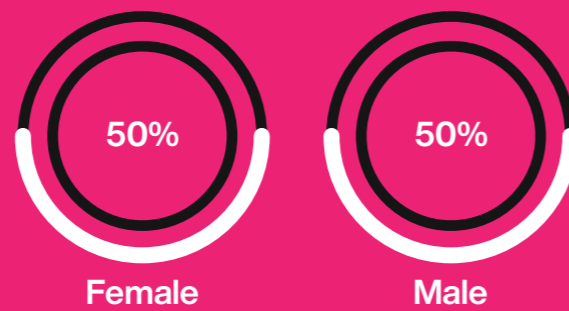
Data

The below is One Young World data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

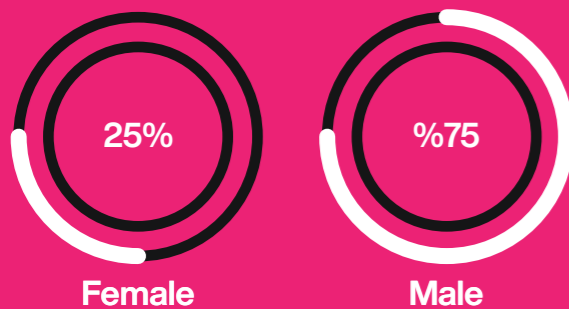
Overall Company



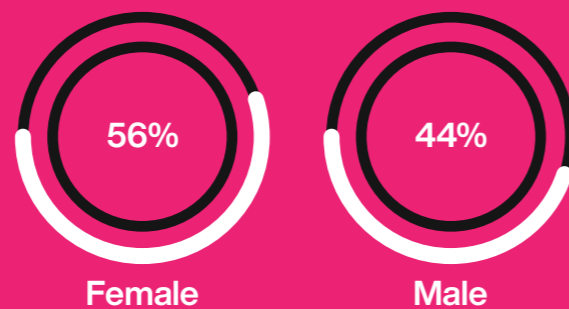
Top Six Per Cent



Board



New Hires



HeForShe Champion Kate Robertson & David Jones Co-founders

"Gender equality has never been more critical: we will not achieve progress in areas such a climate change, health equity, education, or peace and security unless we can be sure that every woman and girl is able to live up to her full potential. Men are essential partners in this fight. At One Young World, we develop young leaders who are taking action to solve the world's biggest challenges. All of our community – men and women – are tasked to work towards a more gender-equal world. We are proud to be HeForShe Champions and empower the next generation of male allies to step up and take action on SDG 5."

Commitment Description

As the global community for young leaders and an expert in the field of events, One Young World has committed to utilising its purchasing power to promote gender equality. We pledge that when tendering for services, we will make a mandatory requirement for suppliers to demonstrate the diversity – and specifically the gender balance – of the teams they propose to deliver services to us. Our hope is that by including this requirement in our process, suppliers will make a greater effort to promote gender equality and diversity on their teams.

Additionally, we have introduced sector-leading internal policies on menopause; miscarriage and neonatal death; and domestic violence – offering grants to anyone fleeing an abusive relationship.



STORY OF IMPACT

Who Is This Story About?

A key supplier for One Young World's Summit in 2023

"Being asked to look at intersectionality as part of a tender process is a very effective way to drive change in an industry. Whilst the events industry as a whole has a high representation of women, it is important to take a truly intersectional approach to avoid box-ticking or tokenism. One Young World is truly using the power of procurement to drive change which, in turn, empowers my company to demand more from our own suppliers when it comes to expecting diverse, inclusive and equitable teams to be put forward for projects. We have also started an internship scheme which aims to reach out to less represented groups in the events industry."

Whenever you go to a conference or festival, you'd be forgiven for thinking that it's one team running everything – from security and catering, to production and sound. The reality couldn't be further from the truth, with a network of contractors, sub-contractors and suppliers all coming together to deliver something that's greater than the sum of its parts.

But for all that the spirit of teamwork can achieve, it's this dynamic that makes tracking representation and diversity a major hurdle – you only ever really see one part of the picture.

This is why clear communications and strong commitments matter.

As the female CEO of the events business charged with delivering the 2023 Belfast Summit, I'm hugely grateful for the One Young World team for the commitment they made through their involvement in the HeForShe initiative.

It clearly mandates what's expected, not just from those within our own business, but also from those we partner with. Changing the procurement approach might seem like a small step, but it will have a significant knock-on effect to increase diversity in the wider events industry.

The response from our partners has been hugely positive and recognised as an important statement – not just about our culture, but the value we place on women's experiences.



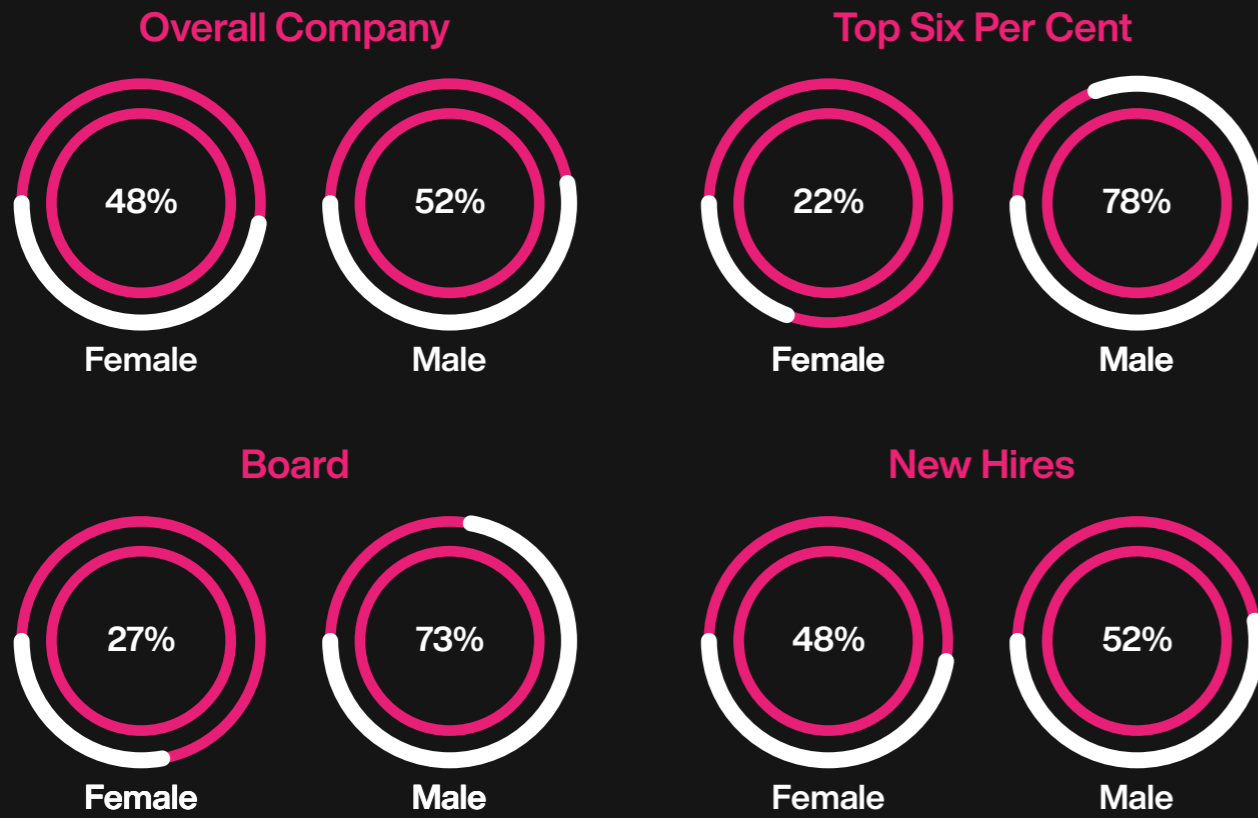
RESULTS & IMPACT

Our employee numbers do not lend themselves to quantitative analysis for this purpose.



Data

The below is PwC data for 2021, highlighting the percentage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.



HeForShe Champion Bob Moritz Global Chairman

"This year we launched our new global Inclusion First strategy. This is our commitment to do more to positively advance inclusion and diversity both within PwC and beyond. We know that engaging men to be activists and disruptors to make change for the benefit of others is hugely important. This is why we're proud to be an inaugural member of the HeForShe Alliance, through which we will continue to foster male allyship and inclusive leadership skills within PwC, whilst advocating for gender equality in the world."



Commitment Description

At PwC, as part of the HeForShe Alliance we are committed to:

- Exploring the development of an internal badge to recognise learning in the areas of belonging and inclusive leadership

PwC is committed to the extensive upskilling of our people globally to be inclusive leaders for a shifting world and exploring opportunities to bring this learning to an external audience in future years.

- Embedding common ESG standards to aid companies around the globe in their sustainable value creation

PwC is committed to supporting the need for providing stakeholders with trustworthy information upon which to evaluate business performance against this broader conception of value, through common standards such as the WEF IBC standards.

STORY OF IMPACT

Who Is This Story About?

Dion Shango
 CEO for PwC's Africa Central and Southern Africa, Johannesburg, South Africa (Dion is also a member of PwC's Global Inclusion & Diversity Council)

"For me personally, inclusion and diversity really mean that I get to contribute towards the building of a better world. As a father of two daughters and one son I want to be confident that the world that they grow up in will present them with equal opportunities regardless of whether they are male or female. I believe we all have a role to play in order to create a more inclusive and equal world."

- Dion Shango

Last year was an exciting year for PwC and for me, as we saw the dual introduction of our ambitious new global business strategy 'The New Equation' and our new global Diversity, Inclusion, Equity and Belonging strategy; our 'Inclusion First strategy'. As a member of the Global Inclusion & Diversity Council it was exciting to endorse our new Inclusion First strategy as a critical enabler of The New Equation and as an action plan to be more, do more and to affect more Inclusion & Diversity (I&D) change at PwC and beyond.

In particular it was a privilege to be the I&D Council member leadership sponsor of our Inclusive Leadership upskilling strategy because increasing the diversity of our workforce and making sure that our people are inclusive leaders for a shifting world are paramount to the success of both strategies. This is why we committed

extensive resources to the development of our Inclusive Mindset knowledge badge; because inclusive leaders bring out the best in diverse teams to deliver impact and value whilst fostering an environment of psychological safety, belonging and allyship for our community of solvers.

Over the past year I have championed the development of this internal badge and its release to the PwC Network. I got to watch an inspiring team of different subject matter specialists come together to develop this highly innovative 10-hour self-paced digital global learning experience which first became available to our member firms in October 2021.

This pioneering learning pathway brings together an array of state-of-the-art learning mediums such as videos, assessments, simulations and interactive discussions. It centres on key I&D constructs such as micro-inequities, unconscious bias, societal systemic advantage, intersectionality and key human skills such as empathy, curiosity, allyship and intentional networking as we help our people explore the key skills essential to practising everyday inclusive behaviours and leadership skills. Personally, the learning has broadened my knowledge on I&D and given me the opportunity to identify areas where I can be a more inclusive leader and male ally.

My focus for the year ahead is to encourage our leadership across the network to adopt this learning and further scale our levels of learner engagement with Inclusive Mindset. I am also excited to sponsor the development of a subsequent badge, our Inclusive Culture skill badge to further strengthen our Inclusive Leadership upskilling agenda. I am truly excited about the impact this will have both on our people and for our people, people like Mariya Ali.



"As an international woman with a non-visible disability working with a regional mandate across a region as diverse as the Middle East, inclusion has always been a cause that is close to my heart. This is one of the many reasons why I am proud to have earned my Inclusive Mindset badge.

This powerful learning has educated me on what it means to be holistically inclusive across all dimensions of diversity. It gave me a better understanding of the impact of unconscious biases, privilege, micro-inequities and the power of inclusive, empathetic and allyship behaviours. I can also visibly see the difference in the everyday behaviours of people all around me who are embarking on this learning journey. I can see their mindset shifting and people are interacting with me and each other in a more inclusive and authentic way.

This learning is enhancing PwC's inclusive culture through championing more allyship, inclusion, and equity for women and underrepresented groups to prosper. I am so pleased to be part of PwC's wider journey to fostering a workforce where everyone can thrive, be their authentic selves and fulfil their potential. I truly believe it has made me a better person both personally and professionally, and it has made PwC a better place for me and my colleagues."

- Mariya Ali, Manager, PwC Middle East

RESULTS & IMPACT

- Over 30,000 people from over 100 countries have already started their Inclusive Mindset learning journey, of whom 8,401 learners have already completed the learning*

- Of those who have completed or are currently engaged in the learning 1,748 are PwC partners*

- Inclusive Mindset has been receiving exceptional feedback:

- 92% said this learning enhanced their ability to practice more inclusive behaviours in their day-to-day interactions*

- 92% said this learning will help strengthen the culture of inclusion and belonging at PwC*

- While we can't point to a direct causal link, during the first year of Inclusive Mindset roll-out we have seen our key people score indicators significantly increase:

- "I feel like I belong at PwC." - 78% (+5 points)**

- "The leaders I work with actively build a diverse and inclusive work environment." - 80% (+6 points)**

* Inclusive Mindset data points all relate to period up to 31 August 2022

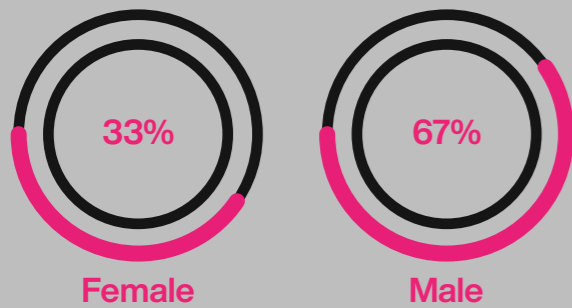
** Data source: PwC Global People Survey 2022

UK POLICING

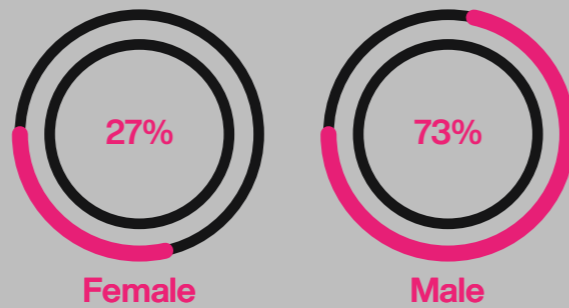
Data

The below is UK Policing data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

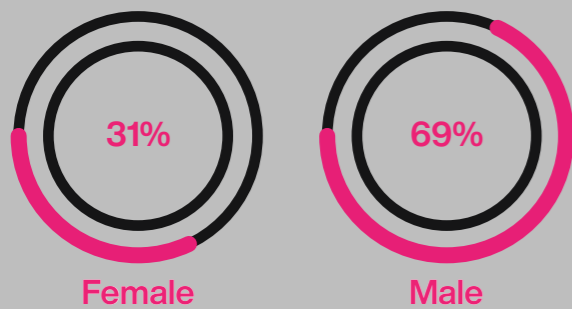
Overall Company



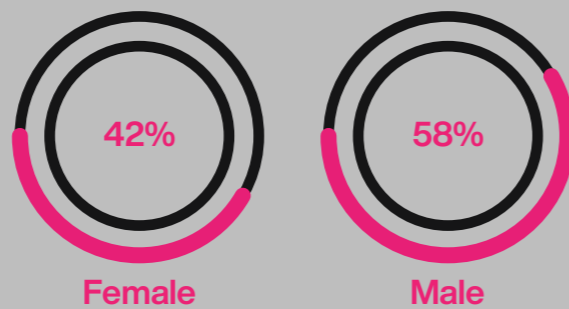
Top Six Per Cent



Board



New Hires



HeForShe Champion Carl Foulkes Chief Constable

"Male allies recognise that there is a gender imbalance within policing and the communities we serve; they take action to address inequalities through their everyday actions and amplify underrepresented voices. Our network of male HeForShe allies are key to removing the sexism and misogyny, where it exists, in police culture."

Commitment Description

UK policing has made three clear commitments towards gender equality. The first is to address the gender imbalances of middle management teams. The second is to address and remove the sexism and misogyny, where it exists, in police culture. Lastly, UK policing has committed to sharing annual gender equality information, this takes the form of an annual report produced every November.



STORY OF IMPACT

Who Is This Story About?

Phoebe Murphy

Personal Assistant to the Deputy Chief Constable, Sussex Police, Lewes, England

"This programme has given me the confidence to strive towards my professional goals and speak up in spaces where women can feel small. I have put myself forward for every opportunity given to me through this experience and used the tools I've been taught to scope these out for myself. I've come out the other side with a promotion, an improved network of connections internally and externally and a newfound self-assurance."

- Phoebe Murphy

Surrey Police and Sussex Police conducted a survey looking at equality in promotions. Results showed that whilst women had the same level of ambition as their male colleagues there were several barriers to them applying. Improvements to the process were made, but concerns identified by women regarding their self-confidence remained. A HeForShe Development Programme was introduced to support women officers and staff in increasing their confidence.

Phoebe was one of 40 women selected for the programme. The programme lasted for one year and consisted of six modules, with additional opening and closing events. Each module was designed to inspire the women on the programme, allowing them to reflect on their skills and experience and put them outside their comfort zone to demonstrate how much they can achieve. Multiple speakers supported each module, providing lived experiences of being a senior woman in policing.

For the first module, everyone was allocated a "buddy" to provide an informal mentoring relationship. Module two saw the cohort training with the local women's football team, something no one had experienced before. Modules three and five focused on the women gaining experience through one day attachments both within policing and within the private sector. These attachments allowed the women to learn more about areas different from those in which they currently work and to reflect on their own skills and experience. Modules four and six looked at dispelling the myths around the police promotions process and allowed the women time to identify areas that impact their confidence, such as public speaking. The women were then signposted to resources that could support them to start on their own journey of self-development once the programme ended.



RESULTS & IMPACT

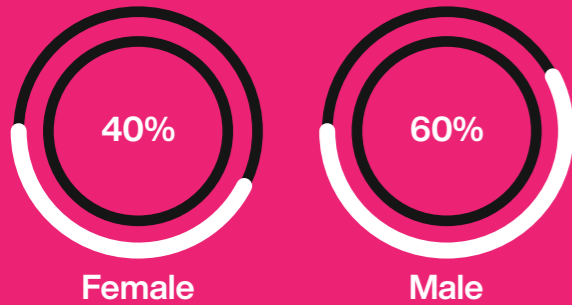
The HeForShe Development Programme is being evaluated by the University of Sussex and will be provided to all UK police forces as best practice. A key benefit of the programme is that it has been provided in-house, mostly using existing resources, allowing costs to be minimal and providing the potential for many women to benefit. Even before the end of the course, eight women (20%) had successfully pursued new career opportunities that they would otherwise not have taken without the increased confidence they had gained.

VODAFONE

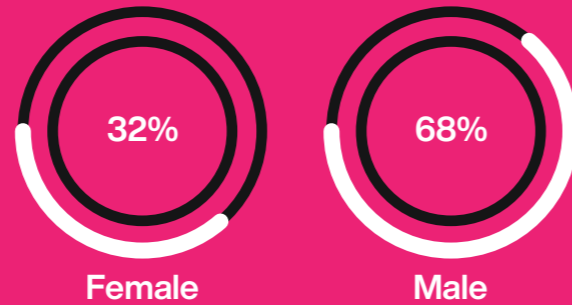
Data

The below is Vodafone data for 2021, highlighting the per centage of male and female staff in various categories. This will serve as the baseline over the five-year reporting period.

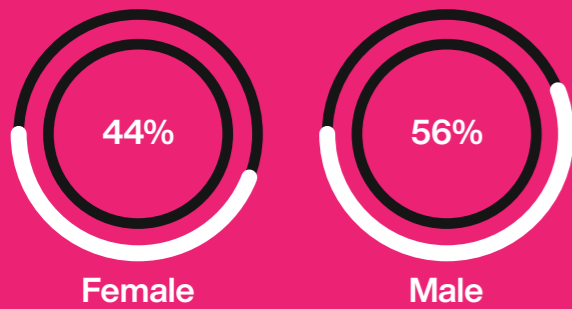
Overall Company



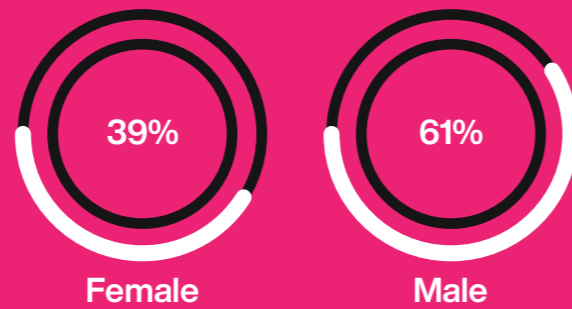
Top Six Per Cent



Board



New Hires



HeForShe Champion Nick Read Group CEO

"We all have a responsibility to end domestic violence and abuse. At Vodafone we want to do more, going beyond our company policies and support for our employees, to being active allies working to change attitudes and behaviours in society to stop abuse."

Commitment Description

Vodafone's global domestic violence and abuse policy sets out a comprehensive range of workplace support, security and other measures for employees at risk of, experiencing, and survivors of domestic violence and abuse. Vodafone is committed to building upon this policy with additional tools, research, awareness and leadership strategies to help ensure the safety of employees globally and help end the cycle of abuse.



STORY OF IMPACT

Who Is This Story About?

A survivor of domestic violence and abuse who has used Vodafone's domestic violence and abuse policy and Vodafone Foundation's Bright Sky app

"I would never have left my husband if it wasn't for Vodafone's Domestic Violence and Abuse Policy and the support of my manager. I am the most ordinary and normal person. If it can happen to me, it can happen to anyone."

- Survivor

Almost one year after Vodafone launched its Domestic Violence and Abuse Policy, lockdown restrictions in response to the outbreak of COVID-19 meant the majority of the company's global employee base shifted to home working. At the same time, instances of domestic abuse increased worldwide as restrictions exacerbated perpetrators' behaviours.

At this time, Alex* was watching a global webinar held by CEO of Vodafone Group Nick Read about the Domestic Abuse Policy and safety at home. "The phrase 'not being safe at home' really resonated with me," says Alex. "I thought, I don't feel safe in my own home. When the abuse escalated to the point that I had to flee with my children, the information I had learnt from the webinar gave me a language to use with my manager. I called him and said, 'I'm not safe in my own home. I've had to leave'. He knew immediately what the issue was and how to help."

Alex's manager was able to provide her with relevant and appropriate support at this time, thanks to the Policy, training and his active allyship in offering compassion and understanding.

He suggested Alex downloaded Vodafone Foundation's Bright Sky app, which provides information, advice and support to those affected or concerned about abusive relationships. Alex used the app to connect directly with frontline services who could advise on parental and custodial rights, as well as Alex's immediate safety. Through Vodafone, Alex was also able to access time off to work through practical elements of leaving the family home and moving house, working with the emergency and social services, speaking with solicitors and settling her children into a new school and nursery.

"After 5 years desperately trying to keep everything together, I lost my home, I lost my husband and my children lost living with their dad. The only thing I didn't lose in all of this was my job, and for me it's been a huge part of not going back to him. I can provide for myself and my children and I'm even applying for a mortgage on my own. As a mother, it's hard to choose a less financially stable future for your children, and thanks to Vodafone I have not been put in that position."

*Name has been changed to protect the employee

RESULTS & IMPACT

Following the launch of the Domestic Violence and Abuse Policy and in 2019 and the subsequent global lockdown restrictions in response to the outbreak of COVID-19 resulting to a shift to home working, Vodafone Foundation commissioned research¹ to review progress on the implementation of the Policy across Vodafone markets. The aim was to learn more about the new challenges and risks in the changing world of work brought about by the COVID-19 pandemic with a global backdrop of rising instances of domestic violence and abuse. The research found that:

- The policy, associated guidance and communications has been adopted in all of Vodafone's 27 markets. 95% of markets stated that the policy had been either extremely important or very important to enable them to support employees affected by domestic violence and abuse. The impact of this was particularly significant in markets where there is little in the way of domestic violence or legal support for survivors, and where rates of domestic violence are high. More than 80% of markets had completed, or had plans for, ongoing training with line managers and HR.

- The inclusive scope and nature of the policy has meant that managers can understand support is available in different ways. 68% of markets had referred survivors to an Employee Assistance Programme for counselling advice, while 64% had provided survivors with paid "safe" leave. Over half (55%) of markets had either referred a survivor to a specialist frontline support service, provided flexible working hours or adjusted workload.

Further research commissioned by Vodafone Foundation into the effectiveness of the policy in November 2021 revealed that:

- Despite the increase in domestic abuse, only 16% of those surveyed said their workplace had a policy to support survivors.

- 94% workers said it has had an impact on their work performance, with a third stating it had also seriously affected their career progression.

- A third (33%) who have experienced domestic abuse in the last year said their workplace has provided access to a safe space to work, despite many workplaces having to fully or partially close.

- Employees who had workplace support in place for domestic violence and abuse found it most helpful in raising their own awareness of the issue (46%) and helping them to understand how to spot the signs to allow for early intervention (41%). Further, 32% of employees said that the policies and support allowed them to help co-workers.

- For survivors of domestic abuse, the policy was most helpful in allowing them to continue to work thanks to the support available, with 47% sharing it helped them realise abuse wasn't something they had to endure alone.

- Reflecting the research, Vodafone updated its Domestic Violence and Abuse toolkit. This supports employers to implement domestic violence and abuse policies and includes new guidance on supporting survivors in different working patterns including office, hybrid and remote working.

As well as Vodafone's HR policy, Vodafone Foundation remains committed to using technology to tackle domestic violence and abuse at scale. Over the past 10 years, Vodafone Foundation's Apps Against Abuse programme has connected over 1.5m people affected to information, advice and support. The programme includes the Bright Sky app, which is live in 11 markets and which has been downloaded over 180,000 times.

9. NOTES

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- 12 Transforming Patriarchal Masculinities: Recommendations for an Organizational Approach to UN Women’s Gender Equality Work with Men and Boys
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- 19 UN Women’s Gender Equality work with men and boys 2021
- 20 UN Women, “In South Africa, young women leading HIV and violence prevention say men’s involvement is key”, <https://www.unwomen.org/en/news/stories/2020/11/feature-south-africa-young-women-lead-hiv-and-violence-prevention>
- 21 UN Women’s Gender Equality work with men and boys 2021

Created by UN Women, the United Nations entity for gender equality and the empowerment of women, the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform on which men and boys can engage and become change agents towards the achievement of gender equality. Achieving gender equality in our lifetimes requires an innovative, inclusive approach that both recognizes men and boys as partners for women's rights, and acknowledges the ways in which they also benefit from this equality. HeForShe invites men and boys to build on the work of the women's movement as equal partners, crafting and implementing a shared vision of gender equality that will benefit all of humanity.



HeForShe

**WE WANT TO ACCELERATE
THE PACE OF CHANGE TO ACHIEVE
GENDER EQUALITY FASTER, TOGETHER**

ARE YOU WITH US?

