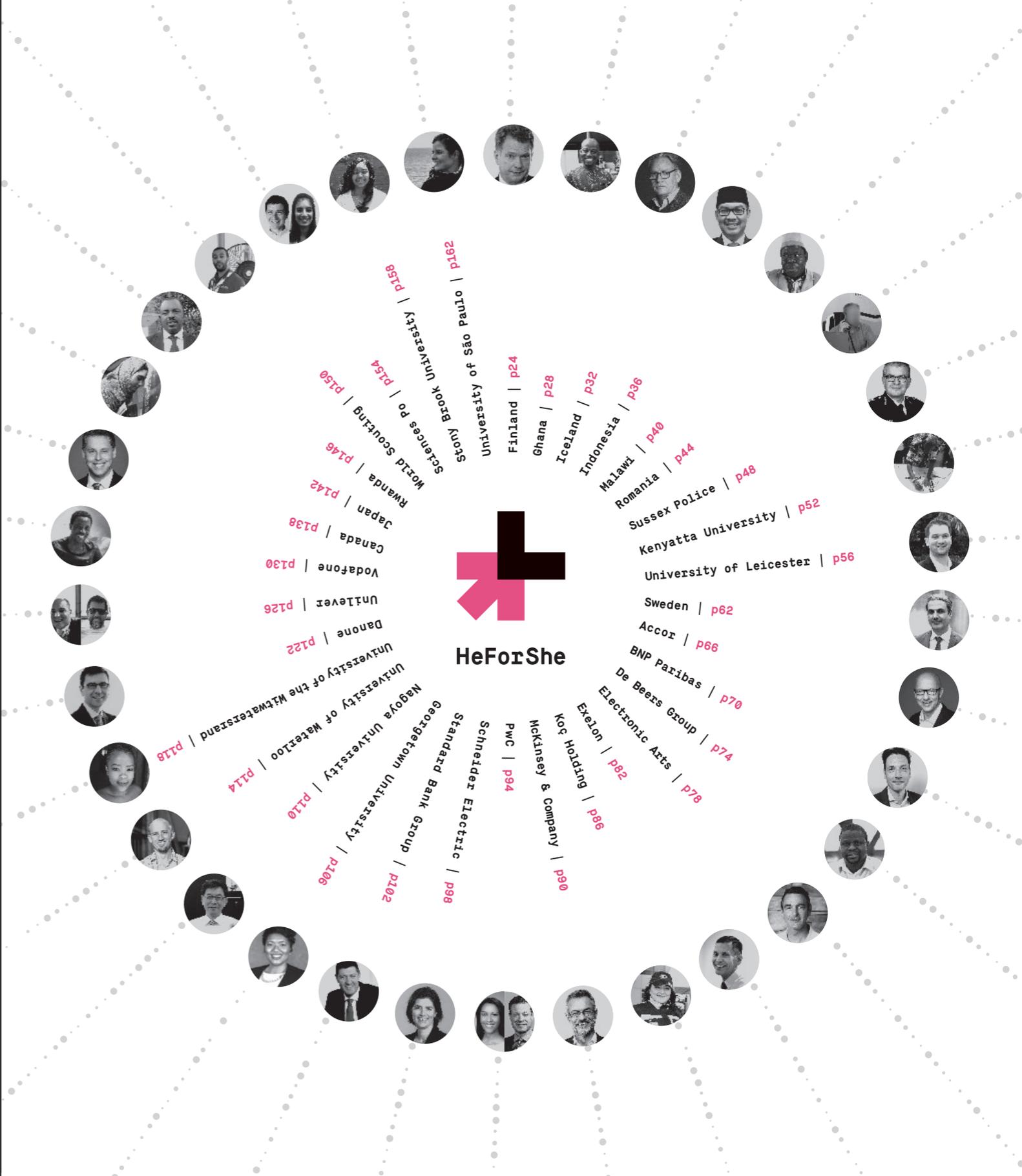
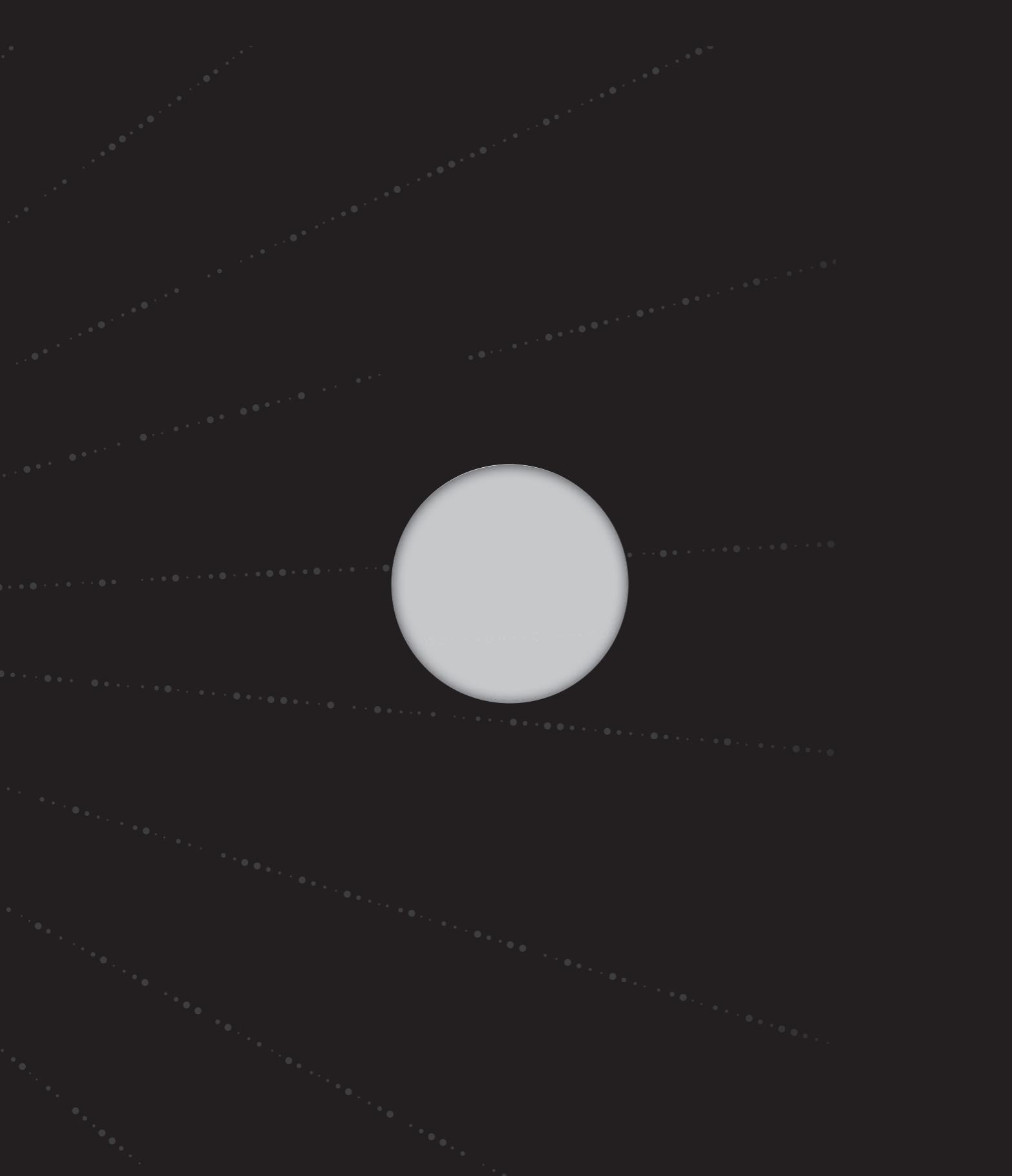
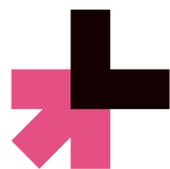


2019  
IMPACT  
REPORT







**HeForShe**

Created by UN Women, the United Nations entity for gender equality and the empowerment of women, the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform where a global audience can engage and become change agents for the achievement of gender equality in our lifetime. This requires an innovative, inclusive approach that mobilizes people of every gender identity and expression as advocates and acknowledges the ways that we all benefit from this equality.

HeForShe invites people around the world to stand together as equal partners to craft a shared vision of a gender equal world and implement specific, locally relevant solutions for the good of all of humanity. Since its launch on 20 September 2014, at the United Nations, by then UN Secretary-General Ban Ki-Moon and UN Women Global Goodwill Ambassador, Emma Watson, hundreds of thousands of men from around the world including Heads of State, CEOs, and global luminaries from all walks of life have committed to gender equality. HeForShe has been the subject of more than 2 billion conversations on social media, with off-line activities reaching every corner of the globe.

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# A Letter from the United Nations Secretary-General



Gender equality and women's rights are fundamental to global progress. In recent decades, we have seen remarkable progress on women's rights and leadership in some areas, but these gains are far from consistent or complete. Rather, we are increasingly being met with a pushback by those who feel their privilege questioned.

This is because gender equality is fundamentally a question of power. Only when we fully recognize that we live in a male-dominated world with a male-dominated culture, and see women's rights as a route to change that benefits everyone, will we begin to accelerate the pace.

At the United Nations, we are now almost at gender parity among our senior leadership and among those who lead our teams around the world. We will continue to build on this progress to transform the organization as a whole.

The HeForShe Champions initiative convenes male leaders from government, business and education who are committed not only to achieving gender equality but also to creating and sharing solutions. These Champions are finding new ways to build a more equal society, day by day. This report shares some of those stories.

I am proud to be a feminist. We need more men — indeed all men — to be feminists in order to achieve gender equality in our unequal societies. We must join together as partners — women and girls, men and boys — to make gender equality a reality for all.

**António Guterres**  
United Nations Secretary-General



# A Letter from the UN Women Executive Director

In this year's HeForShe IMPACT Report our cohorts of male CEOs, heads of state and academic champions show that they are continuing to lead in their spheres of influence with practical, evidenced solutions and results.

From the slow but steady increase in the representation of women at senior leadership levels amongst our private sector and university Champions; to the successful efforts of Heads of State such as Ghana and Malawi in working with traditional and community leaders to change societal norms around gender-based violence and child marriage; to Sussex Police Force's training of male officers in understanding and responding to domestic abuse as a gender-based crime — I commend the confidence, openness and curiosity with which all of our Champions have approached their challenges.

We know that the commitment of men with power and privilege can be a major game changer for gender equality, and we hope that the human stories and scalable, proven solutions within this report will provide a roadmap to progress and help to shape the robust men's movement for gender equality, which is needed now more than ever.

Nearly 25 years after the adoption of the Beijing Declaration and Platform for Action we continue to be challenged by the slow pace of change in women's leadership; our societies remain rooted in the ideal of a nuclear family headed by a male breadwinner, even though new UN Women research shows that for two thirds of the world's families this is not the norm; and around the world pushback to gender equality and women's rights continues to grow. That is why stories of male leaders stepping up, taking action and demonstrating what works can have such an impact.

Our Champions are under no illusions about the work ahead. They understand the importance of stronger resolve, building on partnerships and the need for increased resources to create change that lasts, and a better world for everyone.

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

# A Letter from the HeForShe Champions

In this year's HeForShe IMPACT Report, we mark a new step forward in our shared journey to gender equality, with the inspiring and moving stories from the diverse participants of this initiative. We are proud to lead the HeForShe Champions initiative, but more importantly we are proud to be working alongside all those individuals who work relentlessly behind the scenes to create the positive changes we are starting to see in our communities, organizations and institutions.

This IMPACT Report is shaped by the voices of today's changemakers – particularly the male allies – on how they are taking action in the most innovative ways for the equal world that we all want to see. There are traditional male leaders working to end child marriages, senior leaders in organizations ensuring leadership pipelines are diverse, organizational leaders implementing changes to rebalance care work at home and students who are working to eliminate gender-based violence. We hope that you take inspiration and motivation from them to do the same in your community.

At a time of uncertainty around the world, it is even more important to shed light on these stories of change, of positivity and of human endeavor. As HeForShe Champions, we are growing a new world, advancing equality by every means at our disposal and using our influence to magnify our impact. Every step takes us forward and the momentum keeps building.

What we have achieved together is just the beginning. The stories in this report show a huge diversity in approaches and give a vivid sense of the creativity HeForShe has unleashed. This report is a celebration – and a tool. We urge you to take and apply the ideas that spark your imagination. Be – like the millions involved in HeForShe – part of the change.

## The HeForShe Champions

The HeForShe Champions initiative is a unique ecosystem that engages world leaders, global CEOs and university presidents to address some of today's most pressing gender issues. Each Champion has made three specific, measurable and transformative commitments towards achieving gender equality. This report provides an update on their progress, with hard data on gender representation and first-hand experiences from those involved in creating the changes and those positively impacted by them.

What global leaders say influences the activities and priorities of millions; what they do accelerates and propagates change. When they are consistent in word and deed, they make the permanence of change more likely. The unwavering commitment of the HeForShe Champions is providing the leadership we need to reach the goal of gender equality in society.

This year's IMPACT Report shows what is happening on the ground when ideas take action and lives change for the better. HeForShe continues to help create the gender-equal world we want to live in: a world where parity is normality.

# Executive Summary

# The HeForShe Champions

Meet the visionary leaders taking action for gender equality in their countries, organizations and beyond. The HeForShe Champions initiative engages with these key decision makers around the world in the public and private sector to deliver parity by 2020, and drive change from the top. These global leaders are on a journey to reach parity and achieve a gender equal world for all.



## HEADS OF STATE CHAMPIONS

President **Sauli Niinistö** of Finland

President **Nana Akufo-Addo** of Ghana

President **Guðni Th. Jóhannesson** of Iceland

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

Prime Minister **Shinzo Abe** of Japan

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

President **Klaus Werner Iohannis** of Romania

President **Paul Kagame** of Rwanda

Prime Minister **Stefan Löfven** of Sweden

President **Tabaré Vázquez** of Uruguay



## CORPORATE CHAMPIONS

**Sébastien Bazin**, Chairman & CEO of Accor

**Jes Staley**, Group Chief Executive of Barclays

**Andrew Wilson**, CEO of Electronic Arts

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

**Kevin Sneader**, Global Managing Partner of McKinsey & Company

**Bob Moritz**, Chairman of PwC International Network

**Jean-Pascal Tricoire**, Chairman & CEO of Schneider Electric

**Alan Jope**, CEO of Unilever

**Nick Read**, CEO of Vodafone



## UNIVERSITY CHAMPIONS

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

**Paul Wainaina**, Vice Chancellor, Kenyatta University

**Edmund K. Burke**, Acting Vice-Chancellor of the University of Leicester

**Seiichi Matsuo**, President of Nagoya University

**Vahan Agopyan**, President of the University of São Paulo

**Frédéric Mion**, President of Sciences Po

**Michael A. Bernstein**, Interim President of Stony Brook University

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

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



## THEMATIC CHAMPIONS

Prime Minister **Justin Trudeau** of Canada

**Jean-Laurent Bonnafé**, Director & CEO of BNP Paribas

**Emmanuel Faber**, Chairman & CEO of Danone

**Bruce Cleaver**, CEO of De Beers Group

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

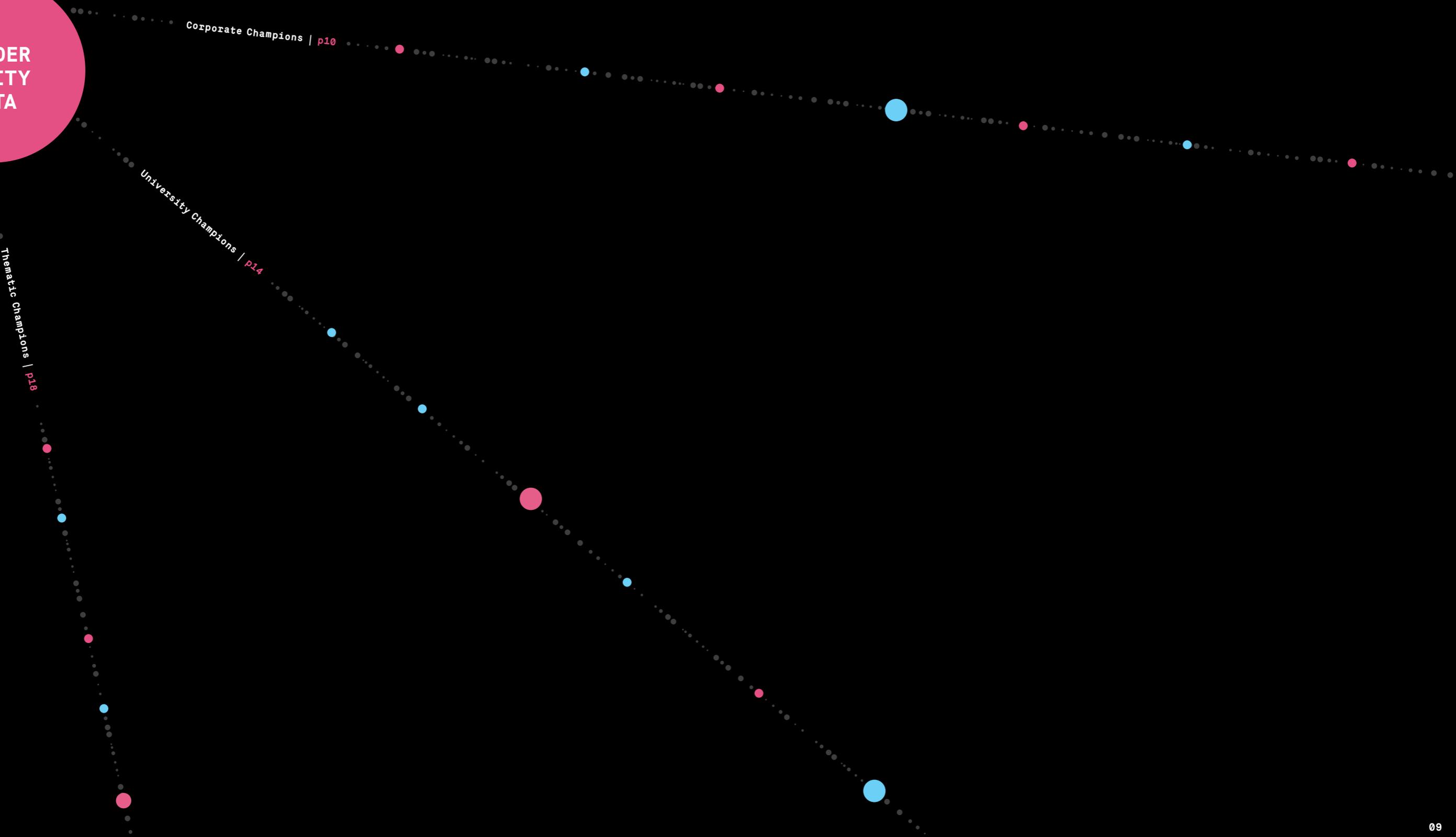
**Giles York QPM**, Chief Constable of Sussex Police

**Sim Tshabalala**, Chief Executive of Standard Bank Group

**Ahmad Alhendawi**, Secretary-General of the World Organization of the Scout Movement

**The World Bank Group**

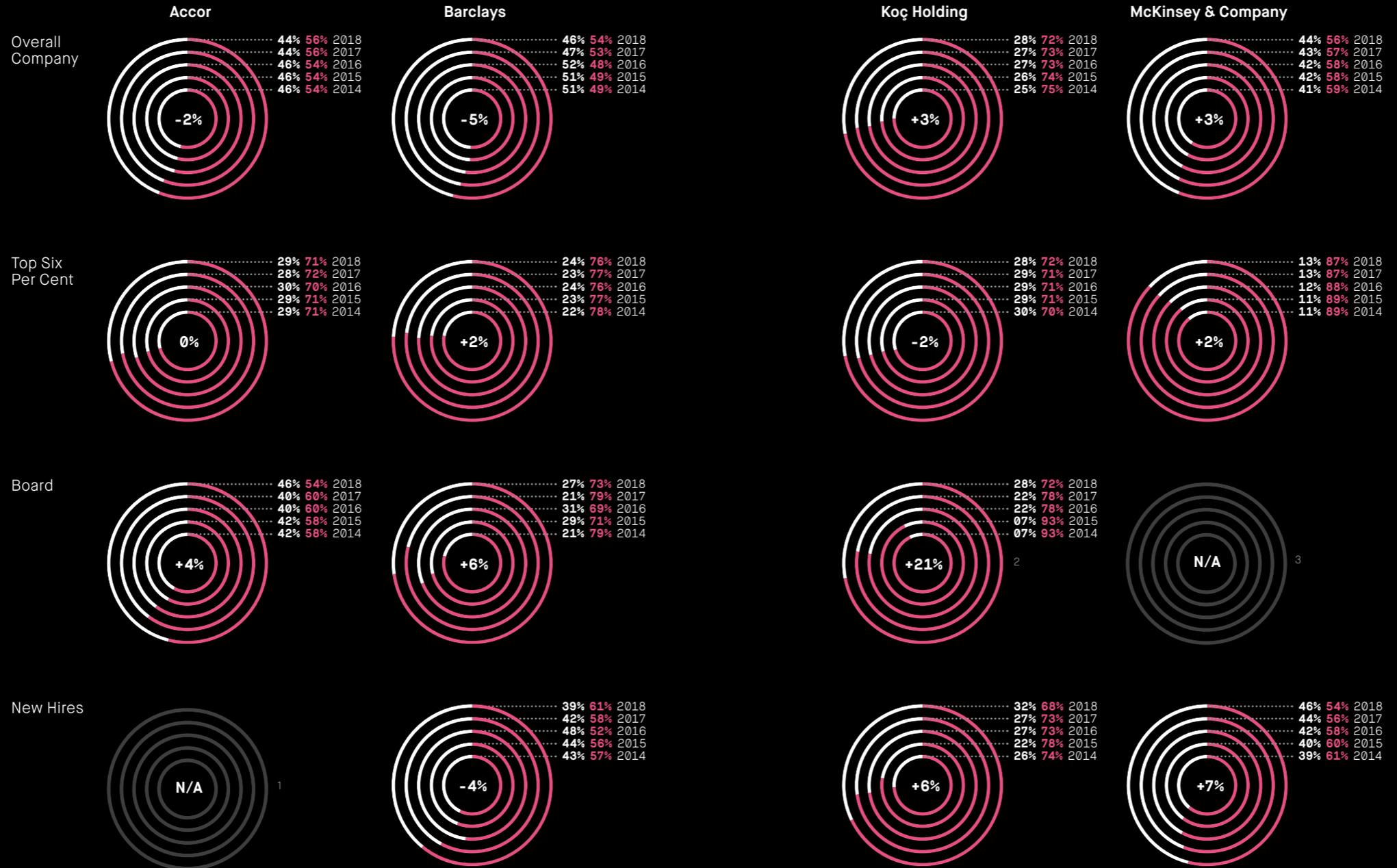
# GENDER PARITY DATA



### Corporate Champions Parity Data

All figures from 2018 reporting cycle. Baseline is 2014.

Female  
Male



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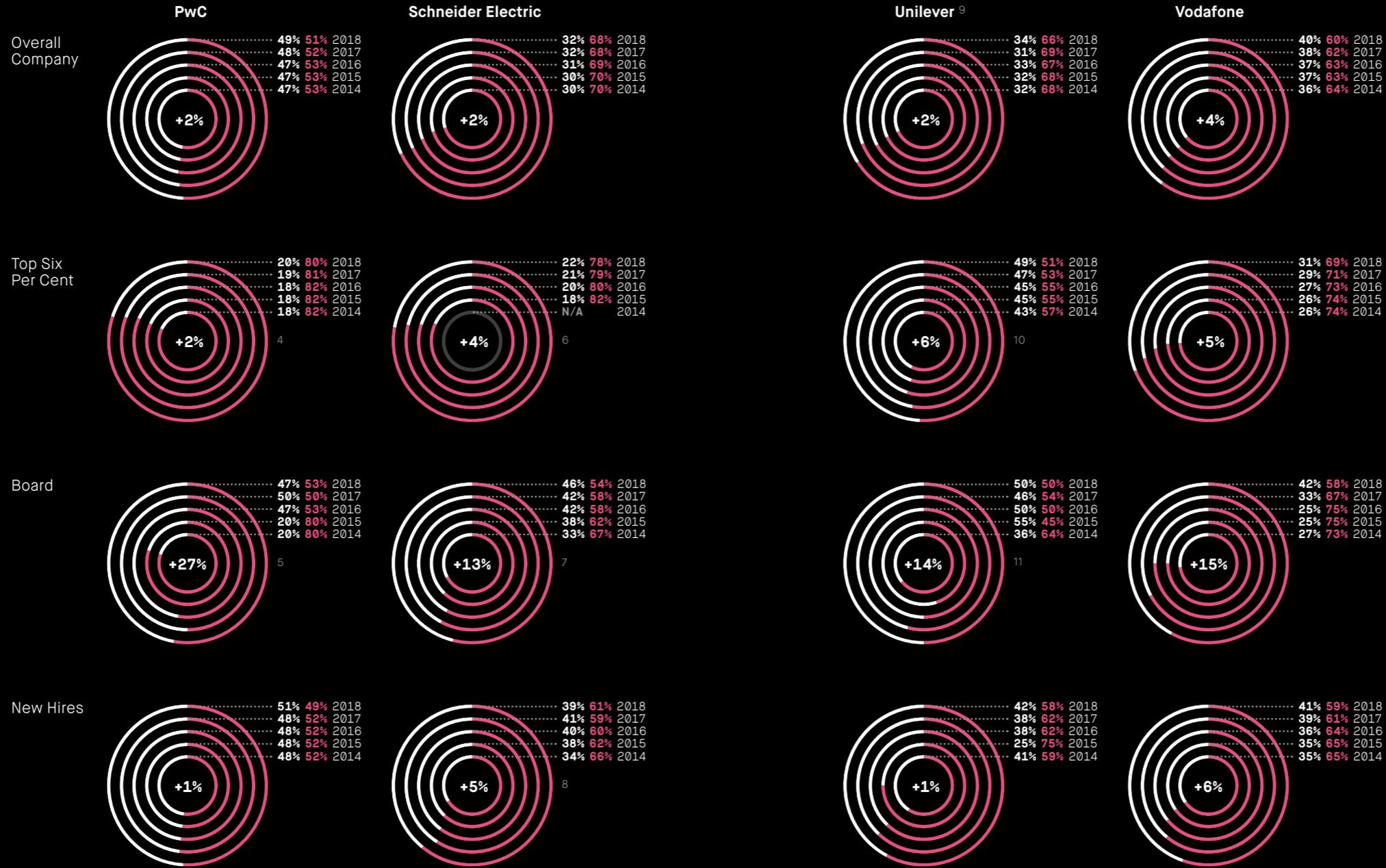
1 New Hire data not available in current reporting system.

2 Represents the Board of Directors of Koç Holding.  
3 As a partnership, McKinsey & Company does not have a board in the traditional sense.

### Corporate Champions Parity Data

All figures from 2018 reporting cycle. Baseline is 2014.

Female  
Male



4 Top 6% defined as Equity Partners.

5 Board is defined as PwC Global Leadership Team.

6 In 2016, we changed our scope and methodology of defining our leadership pool (Top 1000 Leaders). As we did not restate the data for 2014, the baseline data point is 2015.

7 46% as of April 2019 at Annual Shareholders Meeting, 42% at 12/31/2018.

8 Schneider Electric new hires are only white collar employees.

9 New hires and overall company numbers include all workforce including blue collar workers.

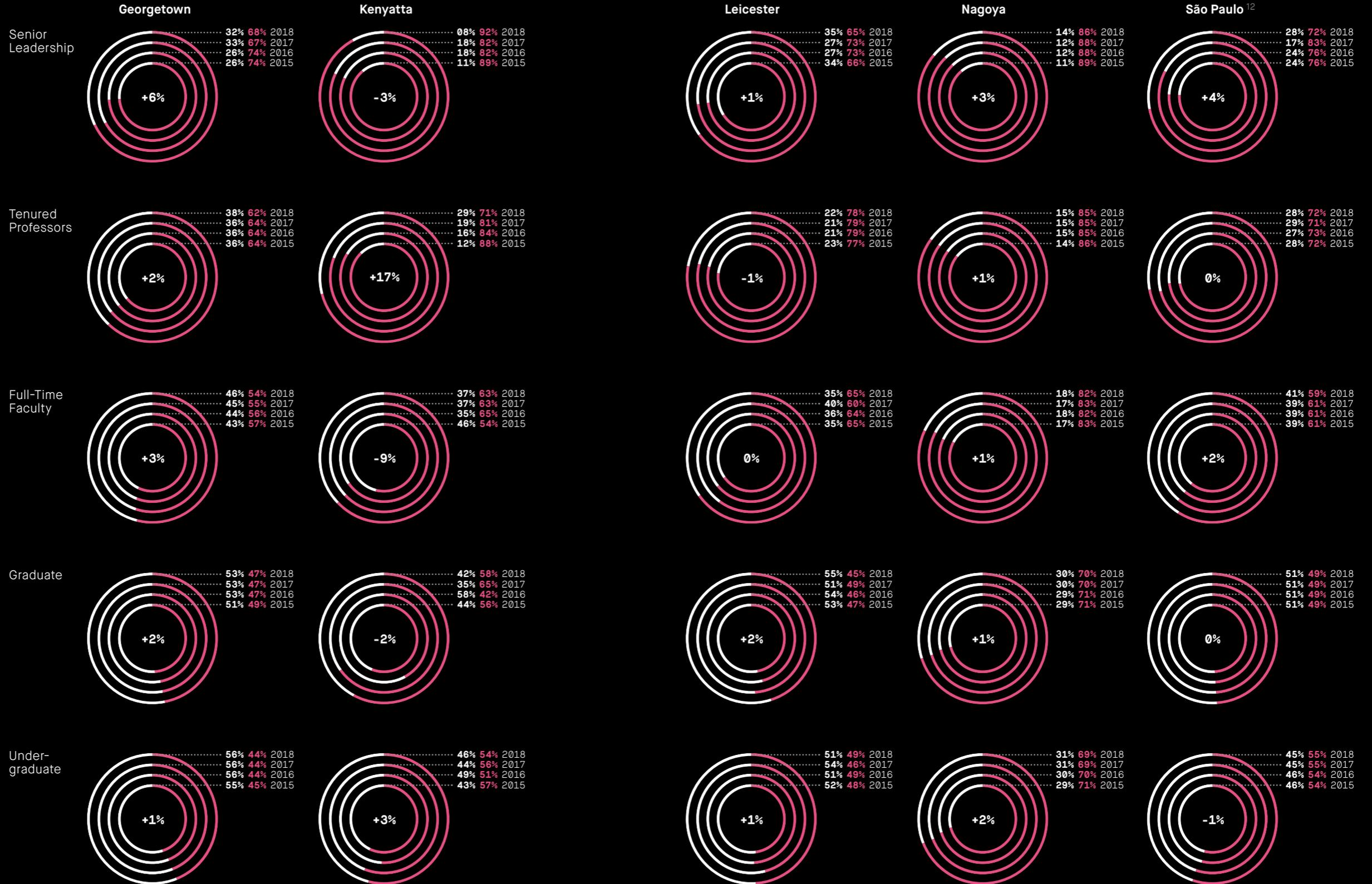
10 Defined as women in management roles.

11 Unilever board is defined as non-executive directors.

# University Champions Parity Data

All figures as of 2018 academic year  
Baseline is 2015.

Female  
Male



Continues on next page

<sup>12</sup> Since 2018, USP has had an office specializing in University statistics and metrics. As a result, we are updating all our data.

# University Champions Parity Data

All figures as of 2018 academic year  
Baseline is 2015.

Female  
Male

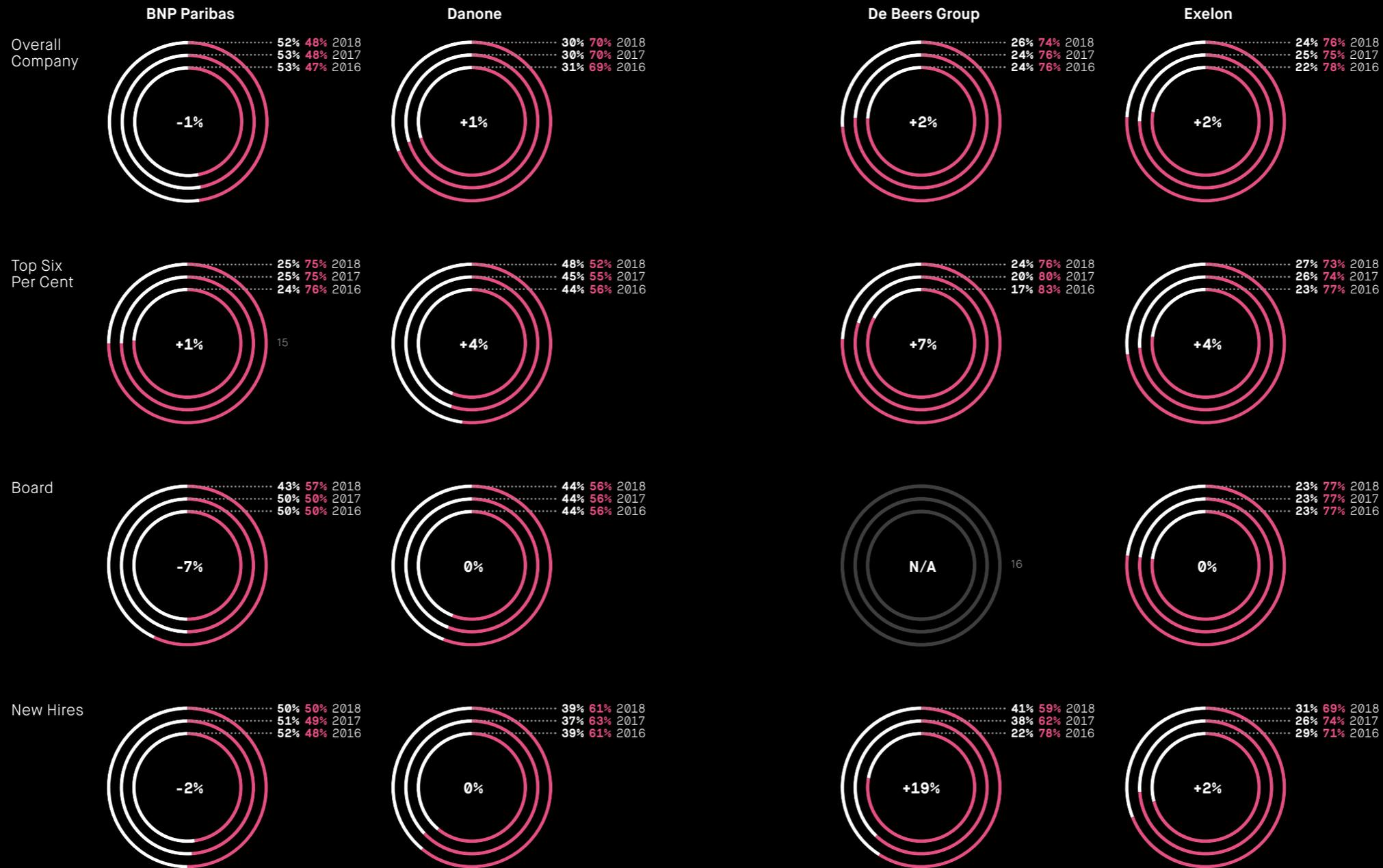


13 / 14 Remaining 1% is unreported/other/missing data.

### Thematic Champions Parity Data

All figures from 2018 reporting cycle. Baseline is 2016.

Female  
Male



Continues on next page

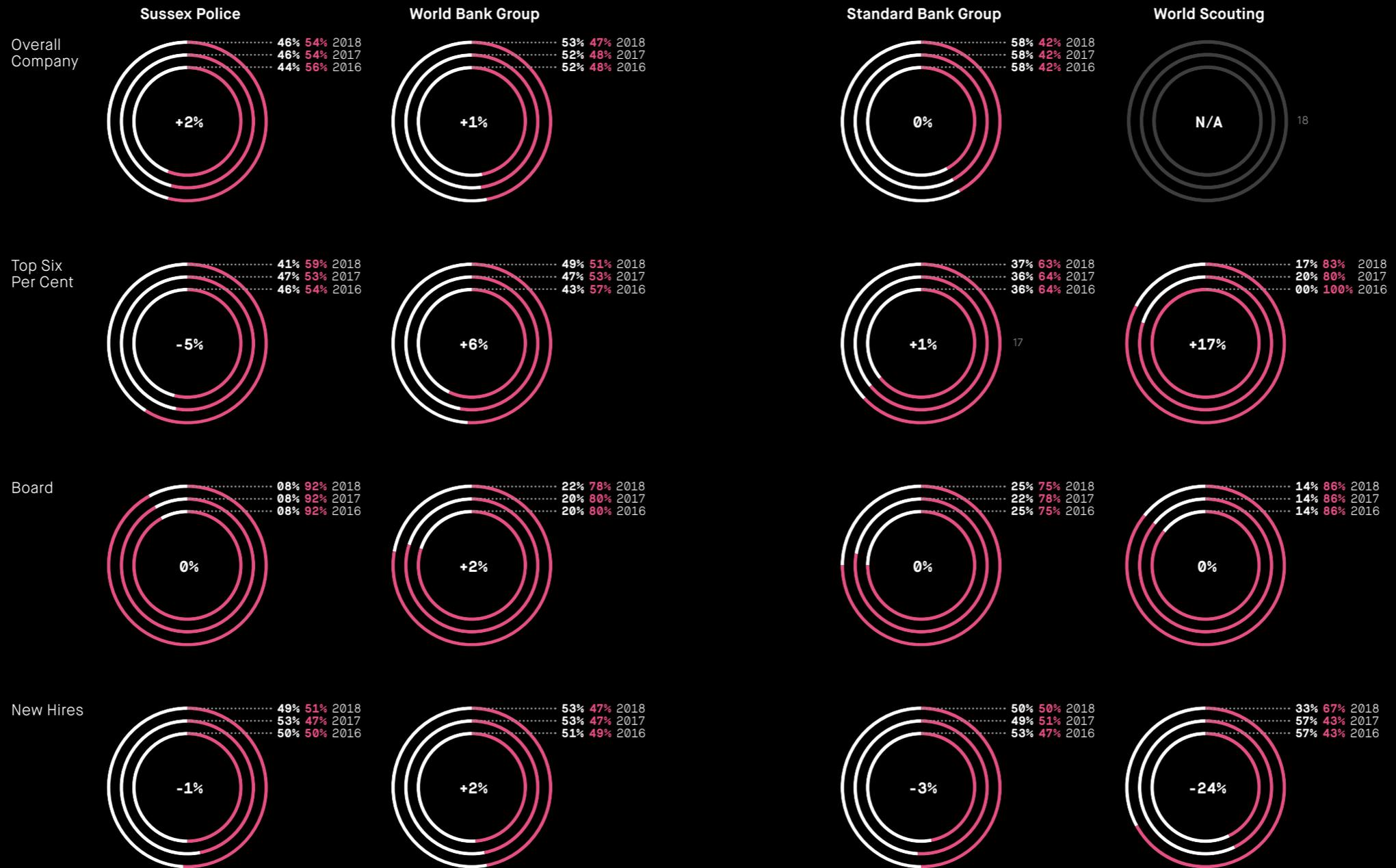
15 Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries).

16 De Beers is not a publicly listed company.

### Thematic Champions Parity Data

All figures from 2018 reporting cycle. Baseline is 2016.

Female  
Male



17 Leadership at Standard Bank is the top 8% of the workforce which represents executives and senior managers.

18 Data is not currently available.

# CREATING EQUALITY IN SOCIETY

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## 1 |

Our societies today remain marked by critical gender issues. Latest figures estimate that 35% of women experience some form of violence in their lifetime – an unchanged statistic.<sup>1</sup> Social norms are harmful in some parts of the world, gender-based violence persists and child marriage remains a priority for a number of countries. Individuals all over the world are denied the right to shape their own lives and realize their potential.

HeForShe Champions and supporters though, are moving the needle forward with personal, community and systemic interventions. Whether it's a university student inviting conversations about gender-based violence through art or a local Chief ending child marriages in his community, police officers at the frontlines of domestic abuse or operators at the end of a helpline, every advocate is finding practical ways to correct the power imbalance in society and to demonstrate through their actions that a better world is in the making.

<sup>1</sup> <https://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures#notes>

President

# Sauli Niinistö

of the Republic  
of Finland

HEAD  
OF STATE  
CHAMPION



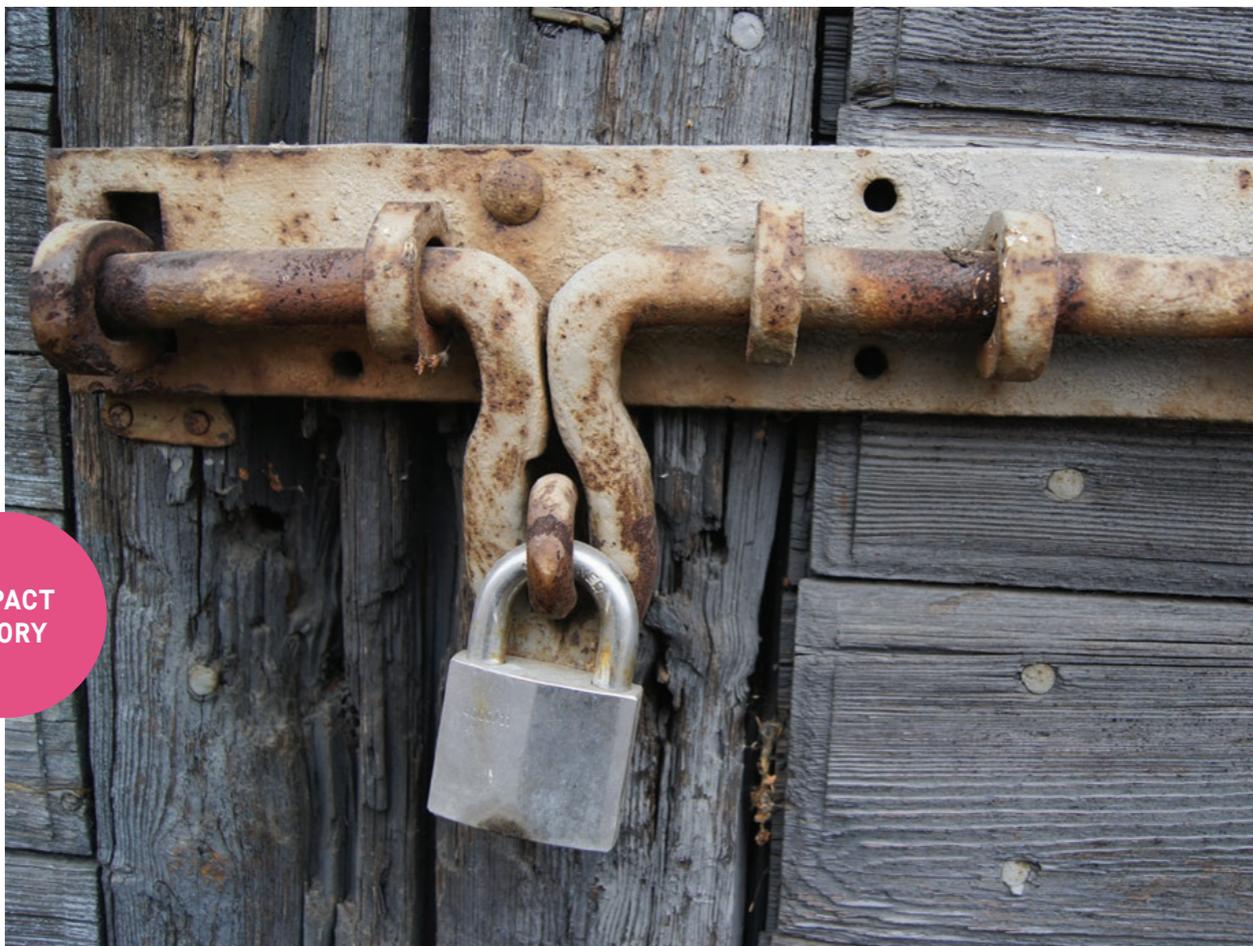
## Finland



**I feel honored to advance my commitments as a HeForShe Champion. Unfortunately violence against women remains an issue also in Finland. We need to strengthen our efforts to reduce and prevent that violence. At the same time, it is of utmost importance to support the victims. Increasing the number of shelters is one example of the measures taken towards that end.**

One of my commitments is ending violence against women. Approximately one in three women experience violence during their lifetime. We have an obligation to end violence against women in all its forms, to prevent it and to help victims. The Action Plan for Istanbul Convention includes measures for ensuring sufficient number of shelters in the whole country, as well as establishing Sexual Assault Support Centers in several locations. From 2015 to 2019, the number of shelters for victims of domestic violence in Finland has risen from 19 to 28, and the shelters can currently accommodate 202 families increasing from 114 in 2015. Each region has at least one shelter. The biggest cities and some of the joint municipal authorities have developed activities to combat gender-based violence.

IMPACT  
STORY



**M**

67 years old, Finland

I suffered from an abusive marriage and relationship for over 40 years. The nature of the domestic violence was verbal, mental, psychical and financial. I was under the complete control of my husband for the extent of the entire marriage. My husband, a well-respected and praised member of society, was controlling every aspect of my life. My husband did not allow me to have a private life or to move freely. The control was so severe that he had complete say on all my affairs. The physical violence was brutal and I was deprived of my basic human rights and treated like a sub-human for decades.

Then, I was diagnosed with a severe illness. At a doctor's appointment in the local hospital, the doctor noticed my multiple scars and bruises. The doctor referred me to a shelter house for domestic violence straightaway.

Arriving at the shelter house, it became obvious that I was deeply traumatized because of the years of violent abuse I had faced. I had lost my independence, my ability to make my own decisions as well as some of my social abilities. It was hard for me to comprehend a life without the complete control of my husband. In many ways, I was lost when first arriving at the shelter house.

The staff of the shelter house, with the cooperation and assistance of other social and health professionals and law enforcement agencies, started the long process to turn my life around. Shelters for victims of domestic violence are 24/7 social services that provide safe housing, crisis support and psychosocial support, counselling and guidance. All the 28 shelters in Finland are free and the employees are social and health care professionals.

I stayed at the shelter house for over a year and another year in a supported housing apartment next door to the shelter house. My journey toward regaining my own, "new" personal identity and a place in society was complicated and long, with its difficulties. Throughout the process, however, I was able to stay in the shelter house and consult with the shelter house professionals.

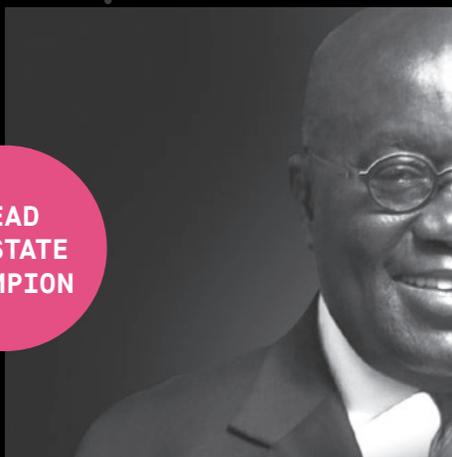
After the long process, I was ready to leave the shelter house and live independently, a life free of control, abuse and violence. I filed for a divorce from my husband, who was later charged with several counts of violence related crimes. He was sentenced to prison for a substantial period, without the ability to parole for the crimes he had committed.



**I suffered from an abusive relationship for decades. My husband was a well-respected member of society who controlled every aspect of my life. Gradually, I lost every aspect of my independence and social skills but with one appointment with a doctor, everything changed.**

# Ghana

HEAD  
OF STATE  
CHAMPION



President

**Nana Addo Dankwa  
Akufo-Addo**

of The Republic  
of Ghana



**Being a HeForShe Champion has broadened my perspective and understanding of issues affecting women. One major challenge is overcoming the bottleneck of male dominance in society and I encourage every man in Ghana to commit to the HeForShe movement.**

In my role as a HeForShe Champion, I have committed to end child marriage as well as all harmful traditional practices that negatively affect women in Ghana. These commitment areas are necessary for the promotion of the country's developmental process in a holistic manner which will ensure that no one is left behind. In 2018, 14 child marriages have been prevented and we are actively seeking to eliminate harmful practices that may hinder the full empowerment of women and girls and to move us towards achieving a gender equal world.

IMPACT STORY



## Mawutor Kwaku Ablo

Director, Policy, Planning, Monitoring and Evaluation. Ministry of Gender, Children and Social Protection. Accra, Ghana

“  
**My heart bled when I came to the realization that we are losing our precious wives, mothers, sisters and friends due to this negative cultural practice. Improving the situation was no easy task, but I am happy today that with persistence and hard work, I can now see a bright future for the people of Mafi Dove.**

Each community across the globe has their own culture of traditions and taboos that make them unique. However, the kind of taboos people uphold can sometimes impact negatively on its citizens and their developmental progress.

Mafi Dove is a community in the Central Tongu District of the Volta Region of Ghana, which has a long-standing traditional belief that does not allow pregnant women to deliver babies in the community, a situation that contributes to high levels of maternal deaths during delivery.

As the Director of Policy Planning Monitoring and Evaluation at the Ministry of Gender, Children and Social Protection, this issue became known during one of my monitoring trips to the region. I was overwhelmed by the story and quickly felt the need to advocate for the community to do away with this tradition.

I started to work closely with the Traditional Authorities and Opinion Leaders of the community to abolish this long-standing taboo. Working alongside the community members, it was decided that the Mafi Dove Health Centre would be built to ensure the safe delivery of babies and protection of the mothers.

The Government of Ghana posted both male and female health workers to deliver health services at the center, which has ensured the safety of those visiting the centre and community members as a whole.

This intervention has created a sense of ownership within the community members as the Health Center was built through their own self-help initiative. In addition, the intervention has promoted and improved the health needs of women and babies by abolishing certain harmful traditional beliefs and practices.

The prevalence of child marriage has also been discouraged and significantly reduced. This is as a result of numerous engagements with the traditional and opinion leaders, which have influenced their mindset and way of thinking.

Looking forward, the introduction of a free senior high school by the Government has encouraged more girls to attain a higher level of education, again reducing the prevalence of child marriage in the community. The existence of free meals in public schools at the primary level has also encouraged more girls to be enrolled in schools and ensure their retention.

With these interventions, the future of the community is bright. Women of Mafi Dove are healthier and economically active, thereby, contributing to the socio-economic development of the community and the entire nation as a whole. For me, it is clear from this experience that it takes each part of a community to make the changes that we want to see and I would encourage all Ghanaians to do the same.



President

# Guðni Th. Jóhannesson

of Iceland

HEAD  
OF STATE  
CHAMPION



## Iceland



**Gender equality is not only a fundamental human right, but an essential basis for building a better society. A society that does not strive towards gender equality is unjust, imperfect and ineffective. In Iceland, we have learned that gender equality does not come about of its own accord. Concerted action is needed, the action of everyone, not the least men and boys.**

As a HeForShe Champion, I encourage men and boys to join in the quest for a better society. Iceland regularly tops lists on gender equality and currently, one in every seven men in Iceland has committed to join the HeForShe movement. At the same time, women comprise only around 10% of CEOs in the country, and a quarter of managing directors. Despite political and legislative progress, imbalance exists. In the words of Jóhanna Sigurdardóttir, Iceland's first female Prime Minister (and only one of two so far), "Gender equality is not just about the law and women's formal rights; it is also about ensuring that women have equal access to power and its impact on society." Let us praise the progress made but there is still much work to be done, in my home country and around the globe. That is what the HeForShe movement is all about.

# Kristinn Óli Haraldsson (Króli)

Musician  
Reykjavik, Iceland

Towards the end of 2018, UN Women Iceland released an ad campaign aimed at increasing awareness and participation among Icelandic men and boys in the fight against gender-based violence. Twelve influencers and opinion leaders, of all ages, were asked to be filmed as they read out the true stories of women from Vietnam, Uzbekistan, Gambia, Myanmar and Iceland that had experienced violence. What they didn't know was that one of the women was sitting right in front of them. This is the story of Króli, one of the participants in the video. (The video is available on YouTube by searching "gender based violence is closer than you think.")

IMPACT STORY



“

It was really difficult to read the story. When you finally realize that you have been reading the story of the woman sitting in front of you, it is an incredibly powerful, yet sad moment. I think my response showed exactly how we feel about this issue and how everyone should feel about gender-based violence. Hopefully this can be the start of a change.

**Please introduce yourself and tell us a little about what you do.**

My name is Kristinn Óli Haraldsson or Króli, as I'm more frequently known. I'm 19 years old and a hip-hop artist in Iceland. I was born and raised in Hafnarfjörður, Iceland and still live there. I am currently starring as Galileo in a production of the musical "We Will Rock You."

**When you sat down to read this story, did you have any idea about what to expect?**

I had some idea of what I would be doing but I did not expect to be told that the person behind the story was the one handing me the letter and sitting in front of me the whole time I was reading it out loud. For me, that was enough to push me over the edge.

**How did you feel afterwards?**

I was faced with a real-life situation. Standing in front of me was someone who had suffered from horrible violence and I was completely unprepared. My reaction was my real response.

I couldn't control my emotions, I cried, and I felt deep empathy towards the woman. I learnt later that the Icelandic woman, on her side, felt unexpectedly empowered by facing her trauma this way. By receiving all the support from the men and boys in the video, she felt truly believed for the first time and free from the responsibility of the violence she had suffered. This was an incredible thing to hear.

**Why do you think it's important to share these stories and what do you think is the role of men here?**

It's really important to share these stories as they can change the assumption that gender-based violence is something that is far away and does not affect you, to something tangible which you can do your part in fighting against. On top of this, I feel the campaign can truly help in breaking down harmful and cultural masculinity; that it is okay for men to show their feelings.

President

**Joko  
Widodo**

of the Republic  
of Indonesia

**HEAD  
OF STATE  
CHAMPION**



**As a HeForShe Champion,  
we are aiming to improve  
the quality and coverage  
of sexual and reproductive  
health service, particularly  
for pregnant mothers.**

## **Indonesia**

Human resource development is becoming our priority. In this regard, one of the focus areas in the efforts to support this priority is by formulating and implementing policies to further achieve maternal and child health. These, among others, are achieved by ensuring the health of pregnant women, infant, toddler, and also school-age children. Achieving maternal and child health is paramount in preparing excellent generations for our future. Therefore, the Government of Indonesia is committed to continuing efforts in overcoming stunting and significantly reducing maternal and child mortality.

# Hasto Wardoyo

Dr. SP. OG.(K) Former Regent of Kulon Progo Regency Kulon Progo Regency, Special Region of Yogyakarta, Indonesia

Located on the island of Java, Kulon Progo Regency suffers from a significantly high Maternal Mortality Ratio (MMR). The causes of this include lack of understanding when it comes to the importance of maternal health, access to healthcare facilities and unintegrated referral procedures in health-service programs. The role of husbands in supporting pregnant women is also an area for improvement.



IMPACT STORY

For me, the challenges we faced in addressing this issue were limited local financial resources, the lack of awareness, and the fluctuating number of MMR cases caused by undetected diseases during the pregnancy period. However, it was important for the health of these women and their children to do what we could.

We started at the top with an integrated policy system aimed at meeting the needs of pregnant women including regulation on perinatal maternal referral and enlisting the services of various health facilities.

I also supported the local health department to creatively and innovatively speed up their efforts in reducing the MMR and IMR (Infant Mortality Rate). This included a WhatsApp group network "Rindu KIA". Through Rindu KIA, all the relevant stakeholders can communicate directly, share information, and take the required action during pregnancy and postpartum to ensure the health of the mother and baby. Last year, the "Bumilku" app was also created that can monitor the health of a pregnant women in real-time.

From a bottom-up approach, I enacted a decree on the formulation of a curriculum related to reproductive health for elementary, junior high, and senior high schools, as well as issuing a local regulation on the prevention of early-age marriage.

In 2018, the MMR rate in Kulon Progo was significantly reduced to be 58 out of every 100. This number is staggeringly far from the national average rate of MMR which lies in 305 out of every 100, and UN's target for the reduction of MMR that lies at 102 out of every 100. In addition, the success of Kulon Progo has been replicated in several other regions including Malaka Regency, NTT Province and Gunung Kidul.

As a result of this success, President Joko Widodo appointed me the Head of the National Population and Family Planning Board (BKKBN) and I hope that I can improve the healthcare for women and children all over Indonesia. As a male going through this process, I have seen how much more we can still do and I implore every man to do his part, not only when it comes to caring for the pregnant women in their lives but to have a greater awareness overall.



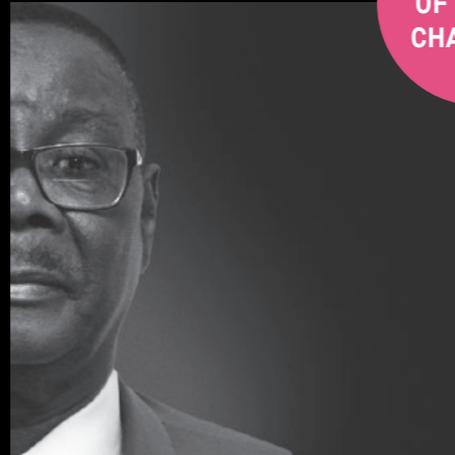
**Providing the right maternal care for pregnant women must be done wholeheartedly to ensure that every child is born safely and can prosper in Indonesia.**



President

# Arthur Peter Mutharika

of the Republic of Malawi



HEAD  
OF STATE  
CHAMPION

## Malawi

In Malawi, 42 percent of girls get married before the age of 18. As a HeForShe Champion, our vision is to reduce child marriages to 20 percent by 2023. Engaging the traditional and religious leaders, as custodians of culture, play a key role in ending child marriages. Since 2015, 20,000 child marriages have been annulled. Our commitment to address child marriages is key as it affects the national indicators on gender-based violence (GBV), girls' education and, maternal and child mortality rates.



**We are fighting against violence against women and girls. I believe no human society can meaningfully develop while marginalizing its women. Development must always be inclusive.**



IMPACT STORY

## Sultan Chowe

Traditional Leader  
Mangochi, Malawi

Traditional Authority Chowe is a HeForShe advocate from Mangochi in Malawi. His work is complementing the efforts of the President to address the problem of child marriages at the local level. As a traditional leader, the challenges faced are in changing the mindset of community members to accept the importance of education, which can contribute to reduced cases of child marriages and teen pregnancies. This is Traditional Authority Chowe's story.

I became a HeForShe advocate in 2017 following the example of our President and I realized that I could use my position as a male leader to advocate for girls' education and ending child marriages. My motivation is to socially and economically empower the women in my area, despite the unfriendly cultural norms that undermine their status.

To achieve these goals, I have continuously worked with fellow traditional leaders under the End Child Marriage Campaign. I have also mobilized junior chiefs to lobby parents and community leaders to ensure that both boys and girls have equal educational opportunities, are not dropping out of school and are getting financial support. We have also been working on a back to school campaign, where we have managed to bring back 1850 learners. With support from the United Nations agencies and other partners, we have scaled up the male engagement campaign; we are also engaging boys in schools, ordinary men and male religious leaders to be a part of the HeForShe movement. In addition, I mobilize and engage my group village heads and community male champions to dialogue with boys and men on dangers of child marriages and teen pregnancies.

Despite the efforts, I still face challenges. The major ones include persistence of negative perceptions from boys and men towards girls and daughters who are in schools. I am working hard to regulate initiation ceremonies to ensure that they are not training centres for child marriages and in collaboration with my fellow chiefs in Mangochi we are regulating the timing of the cultural initiation ceremonies for both boys and girls to ensure that they do not interfere with the school calendar. As traditional leaders, we have set up a chiefs' fund – though small – it helps in supporting girls, who are withdrawn from child marriages to go back and stay in school.

However, to enforce the importance of addressing child marriages, I will continue to mobilize more men and boys to become agents of change through the HeForShe movement. I have the will to contribute to the commitment of addressing child marriages made by our President, so that all girls in Malawi can finish their education.



**I am motivated to see girls and young women from my area progress in life through education despite the challenges they face on a daily basis.**



President of Romania

# Klaus Werner Iohannis



HEAD  
OF STATE  
CHAMPION

## Romania

As a HeForShe Champion, to address domestic violence, in December 2015, we created a free 24 hour National Domestic Violence Helpline. This service is provided by the National Agency for Equal Opportunities between Women and Men and ensures real-time access to information for domestic violence victims.

The Helpline counsellors offer information about legal rights and options available to them (complaint, order of protection, temporary order of protection) as well as referral to relevant services that can help the victim escape the abusive relationship and stop the cycle of domestic violence. In 2018, 1963 calls were made to the Helpline.



**Gender equality is the only chance for the progress of humanity. Don't close your eyes to discrimination. I commit myself at the national level to fully act towards achieving gender equality.**

# Gheorghe Petrescu

Call Center Operator  
Bucharest, Romania



My name is Gheorghe Petrescu and, throughout my career of over 15 years, I have worked in the field of preventing and combatting domestic violence within police structures. Recently, I worked as a call center operator, and was in charge of resolving allegations of domestic violence and gender discrimination received at the National Domestic Violence Helpline. I also played a key role in setting up this crucial social service.

From my professional experience, I can say that the actual extent of violence against women is radically different from that of the violence reported to the authorities with responsibilities in the field, because the victims continue to hide the amount of suffering that they are subjected to.

In my work, I have noticed that the majority of the aggressors are men and I believe that issue can be solved by developing more education and information programs focused on men. In order to have healthy relationships—and a healthy life—men have to be open to talking about and tackling difficult issues like domestic violence. Whether it's with fathers, uncles, friends or coworkers, we have to take responsibility for starting that conversation. And we as men need to understand that being able to admit vulnerability is a strength, not a sign of weakness. Thus, I think that the psychological counselling for men is needed and they must demand this type of help. A sincere discussion about domestic violence can support in healing, and recognizing the importance of a normal relationship, and to start a new life based on respect for women and dignity.

Personally, I find that the hardest thing is to convince the victim to contact the authorities, given that between the victim and aggressor there can be certain relationships of legal, contractual and most of the times there are one or more children involved.

Owing to this wide range of circumstances, I think it is necessary to educate boys and men about healthy masculinity and gender violence by engaging school teachers, clergy, civil society organizations and business leaders in the domestic violence conversation. Influential community leaders can also promote clear messages expanding awareness to ending violence against women. As a proactive approach, I personally involve myself each time it is needed and discuss with the aggressors because I believe that my advice can help them to realize that their behavior is harmful. My hope in doing this is that I am doing my part to eliminate this issue in Romania.



**The relationships between women and men must be built on real partnership, equal power and mutual respect. I think that people, acting together, can bring hope again for all the victims of the domestic violence.**

Chief Constable

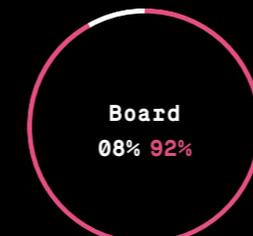
# Giles York QPM

Sussex Police



THEMATIC  
CHAMPION

Sussex Police  
2018 Data Report



# Sussex Police



I am proud to be a HeForShe Champion and represent law enforcement agencies throughout the UK. Gender inequality is a policing issue and all 43 police forces are coming together to accelerate change; by having a workforce that represents our communities we will better tackle gender based violence.

All UK police forces have expressed their support to the HeForShe movement and in doing so, have made a clear commitment to create communities free from domestic abuse. The victims of domestic abuse are predominantly women and by shifting our focus to view this abuse as a gender-based crime has provided UK policing a unique approach to tackle it. HeForShe has given us a platform to engage men within our workforce, to provide them with a better understanding of the impact of gender inequality and to support them to use this in their front line response to domestic abuse.



IMPACT STORY

## Martin Hewitt QPM

Chair of the National Police Chiefs' Council London, United Kingdom



### What is the current landscape of domestic abuse in the UK and what is the role of the police?

Within the UK, approximately 2 million adults experience domestic abuse each year and women are twice as likely to experience domestic abuse than men<sup>1</sup>. In domestic homicides, 73% of victims are women with the majority being killed by a partner or ex-partner who is male<sup>2</sup>. More disturbingly, not all domestic abuse incidents are reported to the police, with many victims experiencing repeated incidents before seeking help. The police play a key role in being the first to respond to a domestic abuse incident. They work with partner agencies to safeguard the victim and any children in the short and long term and take steps to bring the offender to justice.

### Why has it been important to apply a gender lens to this work and how has your work changed as a result?

UK policing has made a clear commitment to combat domestic abuse and the work through HeForShe has provided an opportunity to view this crime through a gender lens. Domestic abuse is overwhelmingly a gender-based crime and it is clear that in order to fully address this, we must address the gender inequalities within our workplace. Policing is traditionally a male dominated career and we strive towards a workforce that reflects the communities we serve.

Moreover, we wish to engage with our male workforce to develop their understanding of gender inequality which may then impact their response to a domestic abuse incident.

Police forces across the country are introducing cultural change workshops that explore the gender balance within policing and how gender inequalities affect the communities we serve. The aim of the workshop is to challenge some of the views and myths around gender. This is providing a platform for male officers to reflect on their own cultural worldviews, how that influences culture within policing and therefore how this affects their actions when responding to a domestic abuse crime.

### On a personal level, what has changed for you?

Domestic abuse is a key focus of all police forces with many initiatives and strategies working towards stopping this type of unacceptable abuse. Although good progress has been made, domestic abuse continues to exist. The HeForShe movement and strive for gender equality has allowed me to look at domestic abuse from a different angle and to consider how gender inequalities generate this type of abuse. Having a gender balanced workforce that reflects our communities and by changing the culture within policing in relation to gender equality will positively impact how we respond to and hopefully prevent domestic abuse incidents. My hope is to develop this work further by seeking to understand how addressing gender inequality within our societies can support operational policing, such as in the way that we might want to tackle serious gang violence.



**There is a clear link between domestic abuse and gender inequality. Police services in the UK are standing together to fight for gender equality and to combat gender based violence.**

<sup>1</sup> Crime Survey for England and Wales; year ending March 2018.

<sup>2</sup> Home Office Homicide Index, April 2014 to March 2017.

# Paul K. Wainaina

Vice Chancellor,  
Kenyatta University

One of our HeForShe Commitments is to reinvigorate existing structures to prevent, report, predict and deal with gender-based violence at the university. This commitment is about strengthening structures to curb and reduce cases of SGBV among staff and students. As such, we developed the SGBV Policy based on the principles of gender equity, equality and non-discrimination. It aims at creating a conducive learning and working environment in the university community. The policy proposes interventions of creating awareness and enhanced reporting mechanisms. The Center for Gender Equity and Empowerment is mandated to implement the policy and contribute in making Kenyatta University a safe working and learning environment. The Centre works with other university offices in fulfilling this mandate, such as security health services, accommodation and student affairs. Through this network, the SGBV cases reported at the Centre have reduced as students are better informed.

UNIVERSITY  
CHAMPION



# Kenyatta University



I am committed to enhance the fight against Sexual & Gender Based Violence (SGBV) and call on all, especially men, to be in solidarity with the other half of humanity in recognizing that development cannot be rapid and resilient unless it is also inclusive and equitable.

## Kenyatta University 2018 Data Report

Senior Leadership  
08% 92%

Tenured Professors  
29% 71%

Full-Time Faculty  
37% 63%

Graduate  
42% 58%

Undergraduate  
46% 54%

# Mugeni GG

(Not real name) Student Kenyatta University, Nairobi, Kenya

It happened when I was in my first year. A month earlier, I met someone on the sports field. We talked and exchanged our contact details. That evening he called and from then we were in constant contact with each other. I never saw him around the university again, even though he told me that he worked there. I did not bother to find out which office or department. I only knew his name. He would call late at night and we would talk for hours on end. I had grown to like him and felt like I knew him well.

Three days later, he told me that a friend of his owned a company and that he was recruiting. He told me that he could get me a part-time job there whilst I studied. I liked that idea very much. He asked me to take my CV and two passport size photographs to Utawala (a suburb at the outskirts of Nairobi city) where his friend's company was.

The following day after my classes ended, I managed to go to Utawala by bus and got there at around 5.30pm. When I called him, he told me to wait for him at the nearest restaurant, to order food and he would pay when he gets there. Once he arrived, he asked me if I had come with the documents to which I responded yes. It was almost 7.00pm by now and so he told me we needed to hurry before his friend left the office.

We walked to some houses in a gated community and he told me this is where his friend's office was. I did not ask many questions, I just followed like a sheep. We stopped at one of the houses and he retrieved keys from his pocket to open the door. This surprised me as I thought he would knock for someone to open the door.

As soon as we were inside, he turned and locked the door! That is when I realized, something was amiss. He ordered me to undress as he did the same. When I tried to resist, he slapped me and then tore my blouse. I was shaking. I don't even remember whether I was the one who removed my trousers or it was him, I only remember the sharp pain as he forced himself onto me. The worst happened, he raped me and that is how I lost my virginity.

When I finally came back to the university, I reported to the security office and they referred to the Centre for Gender Equity and Empowerment. The center is what helped me cope. I felt worthless and contemplated suicide at first but the care and encouraging words from the staff at the center helped me to move forward. My hope is that such seminars are shared even in primary and high schools, empowering young boys and girls. Had I known what I know today, I would never have been lured to start a relationship with a stranger. I am now in my third year and I will continue to share my story to help other young girls.



**It was the 15th Oct, 2016, a day reality dawned on me that SGBV is not a theory, but a reality. I loathe the day, it is a long time ago, but the memories are as real and as fresh as it is happening now.**

IMPACT STORY



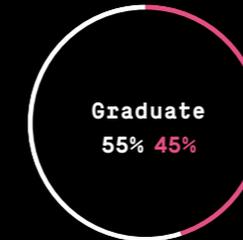
# Edmund Burke

Vice-Chancellor (Acting),  
University of Leicester



UNIVERSITY  
CHAMPION

University of Leicester  
2018 Data Report



# University of Leicester



**I am committed to delivering fundamental and sustainable change in driving forward gender equality at the University of Leicester. Whilst this remains a complex challenge to address, I am encouraged by the innovative and creative approaches taken by our staff and students to move this agenda forward.**

As a HeForShe Champion, one of our commitments is to make public the conversation around gender, provide transparency, and actively monitor progress on these issues.

We have done this by visually representing and celebrating the diversity of our staff, students and wider heritage, through visual art, public debate and celebratory events. We acknowledge and celebrate our pioneers whose achievements challenge stereotypes and demonstrate that leadership has no boundaries of race and gender. We currently hold 14 departmental awards under the Athena SWAN Charter, which is an equality charter that recognizes the advancement of gender equality in higher education. We are one of only 17 UK universities that hold an Institutional Silver Athena SWAN award.

## Selcuk Senturk

PhD graduate  
Istanbul, Turkey  
(currently Leicester, UK)

In 2014, I came to the University of Leicester from Istanbul, Turkey to begin my PhD studies in the School of Arts. I was encouraged by my PhD supervisor to attend the 2016 HeForShe Ideathon on gender-based violence, which was the first of its kind to be held at the University. The focus of the event was to identify ideas to raise awareness of gender-based violence on campuses worldwide, to educate and to consider innovative ways in which we can tackle it. I attended this event but had limited knowledge or understanding of gender equality issues.



IMPACT  
STORY



**I believe visual arts have the power to transform our campus into a better place for all. I am grateful to all who encouraged and supported my idea for further development.**

At the Ideathon, a safe space was created for us all to have open discussions and develop ideas to tackle gender-based violence. Through this, I learned about the high rate of gender-based violence incidents which are unreported and this had a particularly strong impact on me. I was able to move freely on streets and on campus every day and night and I enjoyed a freedom as a member of a 'privileged class' but those same streets and campus posed great dangers for others.

My idea was to use visual arts, such as paintings and sculptures, to portray real life experiences of gender-based violence to raise awareness, encourage reporting of incidents and to facilitate public conversation.

A range of ideas were generated by the students at the event and following a pitch to the University Leadership Team, including the Vice Chancellor, my idea of producing a piece of 'hard hitting' art to raise awareness of gender based violence was selected as one of the three projects to be taken forward.

From this, a local artist, Daniel Fountain, was commissioned to produce a series of art works that explore themes around gender-based violence. I contributed to the process of selecting the artist for the art commission and subsequently to the four workshops in which the artwork was developed and approved. Daniel and I worked with other students to develop the concepts and bring them to life.



The final artwork was unveiled by the Vice-Chancellor in April 2018 and is displayed in a central building on campus. The work was largely inspired by both historic and contemporary protest banners and ultimately hopes to express a message of unity and resistance.

In July 2019, I was awarded my PhD from the University of Leicester and I will be returning to Turkey as an Associate Professor in English at Kafkas University in Kars. Engaging with HeForShe, and especially with ideas around gender-based violence, have had a very significant impact on me. I intend to take this awareness and continue the conversation with the community in my new role. As a father, I can already see how a more inclusive culture will positively benefit my son and the world he will live in.

Diversity and equality are good for business, not only for organizational culture but for the bottom line. Ensuring an equal footing for women and men in political, economic and social life is not only a moral imperative but an economic one. According to the OECD, the cost of gender-based discrimination in social institutions is \$6 trillion, that is 7.5% of the global GDP<sup>ii</sup>. Our organisations need fixing – fast.

HeForShe supporters include many male leaders who are actively advocating for their female colleagues in leadership and sponsoring female co-workers for senior positions. They are challenging the stereotypes that so often act as barriers to women’s advancement and evolving their own leadership styles to become more inclusive. By mentoring women and communicating why gender equality matters to the organization, HeForShe male allies are remaking the world of work for a fairer and more valuable future.

ii OECD (2019), SIGI 2019 Global Report: Transforming Challenges into Opportunities, Social Institutions and Gender Index, OECD Publishing, Paris.





HEAD  
OF STATE  
CHAMPION

Prime Minister

**Stefan  
Löfven**

of Sweden

“

**As a HeForShe Champion, I am proud to take the lead in the fight against gender inequality. Sweden often tops international gender equality rankings, but there is still a lot of work to be done. My government is a feminist government. We're continuing to work to reduce the gender pay gap, increase the number of women in leading positions and eliminate health inequalities. To succeed in this, we need the commitment of all men and boys.**

## Sweden

As a HeForShe Champion, one of our three commitments is to advance women leaders across all Swedish sectors. As a government, we are building up a gender-equal state administration, with as many women as men appointed as heads of government agencies. Gender equality is also one of the cornerstones of the state ownership policy.

The target for the portfolio of state-owned enterprises (SOEs) in Sweden is a minimum of 40 per cent board representation for both women and men. We seek to achieve gender balance in individual company boards as well as at the portfolio level. The proportion of women chairs of SOEs has increased from 45 per cent in 2015 to 54 per cent in 2019, and women directors from 46 to 47 per cent.



IMPACT STORY

## Ibrahim Baylan

Minister for Business, Industry and Innovation, Stockholm, Sweden

As Minister for Business, Industry and Innovation, it is natural for me to focus on gender equality in the business sector and the application of good corporate governance. I am also responsible for the governance of Swedish SOEs. The Swedish State is the country's largest company owner.

The SOEs are jointly and ultimately owned by the Swedish people, which places even higher demands on good corporate governance. The overall objective for the Government is long-term value generation and, where applicable, to ensure that specifically adopted public policy assignments are duly performed.

It is my personal conviction that gender equality benefits everyone and it is therefore important that we all work to enhance gender equality in politics, society and business. Gender equality does not happen by itself. It requires hard work and people who are committed to challenging the status quo.

Our government has expressed that both gender equality and sustainability should be strategic priorities in SOEs. I believe that these priorities have contributed to the value performance of the state holdings during our mandate period. Since our government took office in 2014, the value of the SOEs has increased from SEK 460 billion at year-end 2014 (€ 43 billion) to SEK 630 billion (€ 59 billion) as of today.

Swedish companies are increasingly operating in global, highly competitive markets. Innovation, group dynamics and change strategies are all essential elements of modern management. Forming boards and management teams that are characterized by diversity and gender equality are important catalysts for strengthening competitiveness in a rapidly changing and challenging environment.

Our government is convinced that equal boards affect how gender equality is propagated at the CEO level, in management teams and throughout the companies. Equal boards set clearer requirements for diverse CEO recruitment processes from a broad recruitment base. Through the State's ownership policy and in dialogues with the SOEs, the Government also focuses on the issue of gender equality at management levels and the wider organization. This focus has contributed to the management teams of SOEs being more diverse than those of listed companies.

An earlier study of the companies on the Stockholm Stock Exchange showed that the most profitable companies were also among the most diverse at board level. Among these, there was not a single

board that was completely dominated by one sex whilst this was oftentimes the case among the worst performing companies. Today, the boards of SOEs consist of 47 per cent women and 54 per cent of the chairs are women! The corresponding figures for CEOs and management teams are 39 and 42 per cent, respectively.

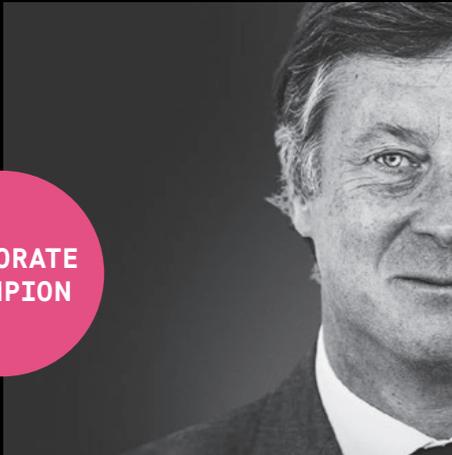
Our government has been a pioneer within gender equality and the current gender balance in the state company portfolio is a testament to what can be achieved when we set challenging targets, and continuously work towards achieving those. We have come a long way in Sweden but it is equally important for us not to become complacent. I hope that the Swedish model can serve as a good example for other company portfolios and that we together can close the gender gap in all its forms!



**The portfolio of Swedish SOEs is likely the most gender equal in the world at board, CEO and management levels. Our general objective for SOEs is to create value – and we can see that gender equality contributes to the value generation. Recruitment based on competence leads to a better gender balance in our companies.**



CORPORATE CHAMPION



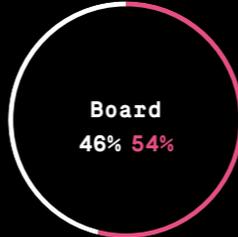
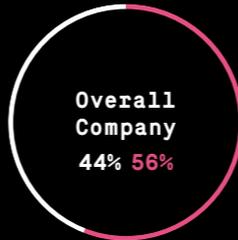
# Sébastien Bazin

Chairman and CEO, Accor

As a HeForShe Champion, gender parity is a long-term endeavor for Accor, and because of this, it is at the heart of our efforts to break the glass ceiling and to ensure an environment where women with great potential are adequately equipped to thrive. In addition to our goal of having 35% female General Managers, we are closing the pay gap between women and men and promoting the involvement of men in our combat. As such, 50% of our international diversity network, RiISE, are male and we are broadening our horizons to future generations by numerous mentoring and training programmes.

## Accor

Accor  
2018 Data Report



\* New Hire data not available in current reporting system.



Today more than ever, Accor sees in women's empowerment a unique opportunity to change mindsets in the hospitality industry. We are all, men and women alike, committed to the values of sharing knowledge, of solidarity and of combatting stereotypes. Diversity is not only a cause: it is a vital issue and a key to sustainable performance for the Group. We will continue to engage ourselves, at every level, every day to build a brighter future.

# Patrick Basset

IMPACT STORY



Chief Operating Officer, Upper South East & North East Asia Operations  
Bangkok, Thailand.

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**Every day, I work with talented females in this region, who are extremely dedicated to their careers and are amazing role models both at work and in their personal lives. They inspire me to play a part in this journey towards achieving gender parity.**

I oversee the region of Upper Southeast & Northeast Asia and the Maldives. In this diverse region of nine countries, the state of gender equality varies dramatically. Cultural norms in some of the countries may lead some owners to prefer men to women in management roles. I once recommended a female employee to an owner in Korea to consider for a General Manager role. The owner was quite traditional in his mindset and did not believe it could work. I then recommended her to another property to take on the role of General Manager where she did a fantastic job. Two years later when her contract was up, the original owner contacted me to request to engage her as General Manager for his property. This is an excellent example of how we try to overcome cultural barriers in many countries in our region.

From my own experience, I feel that one of the biggest challenge we face is the lack of confidence of our female

employees. They often set overly high expectations of themselves and they feel they are not qualified to take up higher roles. I try to encourage them to overcome these barriers and to believe that they can do it. When I push female employees to take on higher roles – even though they initially have self-doubt and reject the roles, they often perform above expectations.

Compared to other regions, there is still relatively less gender parity in Upper South East & Northeast Asia; so all that we want is to motivate our female employees to gain confidence and believe they can do it and that they too have the same opportunities as their male counterparts to grow in their career.

We are also encouraging women to enjoy fulfilling professional careers outside of the General Manager positions. For example, Food & Beverage (F&B) is key for the group. Chef Anne-Cécile

Degenne, who was Executive Chef at the Raffles & Fairmont in the Philippines, was recently promoted. Today she is the first female at Accor to hold the position of F&B Executive for an international luxury brand in the country.

We truly hope to develop more female employees to take on GM and key roles, as well as in COO/VP roles at the corporate level so that no aspiring female will doubt her ability to achieve the highest position possible in her career. My ultimate goal is to increase significantly the number of females in leadership roles in the region committee and hotel senior positions and to demonstrate to everyone that our female associates can deliver excellent performance and contribute to a positive and well-balanced working atmosphere for everyone.

# Jean-Laurent Bonnafé

Director & CEO, BNP Paribas



THEMATIC CHAMPION



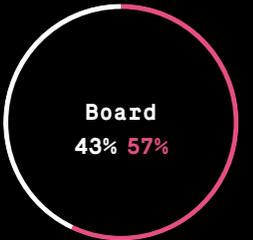
I am personally committed to drive forward the empowerment of women. Gender equality is an important driver for our business current transformation and the future success of the Group. If we stand together, we can be a powerful force for gender equality both inside and outside our company.

# BNP Paribas

As a HeForShe Champion, we are committed to promoting diversity in banking jobs that are traditionally male or female dominated, particularly in our Global Markets and Human Resources.

We are currently implementing creative solutions that will break down the barriers and enable women and men to apply for professional roles regardless of their gender. Focusing on Global Markets, we are committed to ensuring at least 40% female candidates in our graduate program and to reaching 40% women in our Global Markets Talent program. We have already achieved our target to ensure gender balance at graduate hiring, and we are currently at 38% women in our Talent program.

## BNP Paribas 2018 Data Report



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

## Marc De Belsunce

Co-Head of Credit Markets for EMEA, Global Markets, BNP Paribas CIB, HeForShe EMEA spokesperson, Paris and London



IMPACT  
STORY

Promoting gender equality is a clear ethical and human rights imperative. But it's not only a question of human rights, but also a question of performance. If we want to stay competitive, we definitely need diversity. Our bank needs to reflect society as a whole. That's the reason why men in Global Markets have a duty to be on the front line of this effort to increase the number of women in this part of our business. I cannot imagine dealing with diverse clients, without a diverse team.

I think that a lot of men do believe in gender equality, they know it is meaningful and they have the right mindset. But at some point, it is not enough: you really have to set some concrete actions, to try to do bold things and to realize how many barriers women have to face.

In fact, I experienced this a few months ago, when I decided to support the promotion and mobility of a woman in my team. What was interesting is that, in theory, her situation was a combination all the kinds of barriers: geographical mobility (from Paris to London), a job that she had never done before, a managerial role, without having been a manager in the past and, last but not least, she had never expressed her interest in taking a new position. In the end, we went for it. I had regular conversations with her of course, but also with the recruiting manager and the HR Business Partner. We trusted each other throughout the process and that was key. This individual story shows that it can happen: barriers can be broken down, challenges can be faced. Sometimes, a little nudge can have great impacts, and change someone's professional path. In the long term, we need to deeply shift the mindsets: too many women still think "I cannot do this job, it is not for me".



**Everyone should contribute to gender equality and spread the word, because our company needs it. It is a long path, many barriers exist, but breaking it down IS possible.**

Furthermore and in the wider landscape, we work on several initiatives to boost and encourage recruitment, mobility, promotion and retention of women.

As an example, we organized a networking event in London to give talented women exposure to senior management they otherwise would not usually get. This has been a success and we will replicate it in Paris and in other locations.

To achieve a better gender balance in leadership roles, we also need to hire more women at every level and I am glad to tell you that this year, we hired over 50% of female graduates!

# De Beers Group

De Beers Group  
2018 Data Report



HeForShe has provided a strong platform to unite the business around our commitment to increase gender diversity as well as to strive to provide equal access to opportunity for women and girls in our host communities. I'm proud of the progress we have made across De Beers Group to date and we will continue to support acceleration towards a more gender equal world.

As a HeForShe Champion, we committed to double the female appointment rate at senior leadership level to parity by 2020. Since 2017 our appointment rate has doubled from 22% to parity (40%) resulting in our representation of women at senior leadership increasing from 17% to 24%. This has been achieved through establishing senior leaders as gender champions across the business, as well as the development of a new Inclusion and Diversity strategy. This strategy includes a new talent management process, inclusive recruitment guidelines, a flexible working policy with line manager training, unconscious bias training, employee engagement workshops, a reciprocal mentoring programme and improved facilities such as lactation rooms at mining operations.



\* Not publicly listed

THEMATIC CHAMPION



## Bruce Cleaver

CEO, De Beers Group

IMPACT STORY



## France Banyatsang

Training and Development Manager & Advocate for Gender Equality, Debswana, Botswana.

Debswana is a joint venture between De Beers Group and the Government of Botswana.

When we signed up to become a HeForShe Champion in 2017, our workforce at Debswana's Orapa Diamond Mine in Botswana stood at around 80:20, men to women. To achieve our commitment of reaching parity in the appointment rate of men and women into senior leadership levels by 2020, we needed a deliberate and strategic agenda to address gender diversity and to challenge cultural stereotypes.

It was imperative that men were actively included in this so that we could attain meaningful and sustainable results. After all gender equality is about all people, not just women. So with the help of our local NGO, Men and Boys for Gender Equality, as well a world class academic on gender from Stony Brook University in New York, we piloted full day 'Engaging Men' workshops at the mine.



Top: France Banyatsang running a training and awareness session on HeForShe.

Bottom: Debswana colleagues overlooking Orapa Mine in Botswana.



**I love life. But I think that for life to be lived to the fullest, every individual should have the right and freedom to live and express themselves as far as their abilities and personal drive allow.**

These sessions were open to men only, creating a safe space where we could talk openly about gender, perceptions, challenges and solutions.

They were designed to enable us to become advocates for change, encouraging us to continue the conversations with our colleagues around the mine. Why did I get involved in these sessions? Because I love life. But I think that for life to be lived to the fullest, every individual should have the right and freedom to live and express themselves as far as their abilities and personal drive allows. And I believe that everyone should be able to derive benefits that are commensurate with their efforts. I want that for my daughters, wife, sisters and friends. Since attending the sessions, I have carried on the conversations that we started that day. I've coordinated group-wide events and activities encouraging everyone, regardless of gender, to be part of the conversation too, the first step of which is signing up for HeForShe. My message for other men is simple – get involved and participate. Change is needed and it will lead to a better life for us all.

We are still on our journey at Orapa Mine. One that continues to need a focus on behaviour change and change management. But as a result of these initiatives, alongside evident leadership involvement, we are starting to see change. There is now an increasing openness and freedom to engage in gender diversity discussions within the mine, and that is something that I am very proud to have played a role in. My hope for the future is that we will not only achieve parity in Orapa Mine; but more importantly, that we will build an inclusive environment that is a delight to work in for everyone, irrespective of gender.

# Electronic Arts



With over 2 billion gamers worldwide, we have a responsibility at EA to ensure the games we are developing are as inclusive as possible and we are integrating this deeper into our organizational culture every day. I'm excited for what we will achieve in the future and proud to share this journey with my EA colleagues.

As a HeForShe Champion, our commitment to empower an inclusive employee culture is built from our goal to Inspire the World To Play. We recognize that this starts with us and our employees take pride in their role to foster a welcoming and nurturing environment to be their best selves. Driven from the top by our CEO who spearheads the Global Diversity Council, each of our Business Unit leaders are also executive sponsors to Employee Resource Groups (ERG). Our Head of Studios and Chief Technology Officer are co-sponsors of the Women's Ultimate Team ERG ("WUT") which has 1,500 employees engaged in 22 countries. As a result, our game teams are intentional about creating experiences that resonate with current and future players, and the diversity of that global audience.

CORPORATE CHAMPION



## Andrew Wilson

CEO, Electronic Arts

IMPACT STORY



## David Rutter

Senior Vice President, General Manger, EA Studios Europe; Advisor to Women's Ultimate Team Employee Resource Group and to the Game Development Inclusion Framework, Stockholm, Sweden

For 25 years, I have been a part of the video game industry – a space historically dominated by men. Given this, it has been a truly enlightening and rewarding experience to watch inclusion become a greater priority for EA over the past few years.

Our Women's Ultimate Team, an employee resource group that is committed to advancing women across the company, has spearheaded much of this work. They are also changing the way women are represented in our games. I recently became a member of the Women's Ultimate Team board and have been proud to be an ally and to help sponsor new initiatives designed to embed inclusion more deeply in EA's culture.

One of the initiatives I am most proud of is the Inclusion Framework, a core set of guidelines designed to change the way we make games. In the past, men have led many of our game development teams - and we found that sometimes could have a limiting effect on our ability to develop diverse and authentic characters, stories and experiences. However, thanks to a group of incredible women, EA has taken a hard look at the way our games represent and characterize women and other underrepresented groups.

The Women's Ultimate Team has rolled out the Inclusion Framework across the company, and our development teams are adopting and embracing the framework as part of our culture. This, coupled with Unconscious Bias and Inclusion Training, has enabled our global team to address misconceptions about gender and champion more inclusive perspectives in their daily work. Today, I am proud to say that our developers are using the Inclusion Framework to guide the development of EA's biggest, most successful franchises.

This shift in the way we make games has been monumental. However, the most valuable part of the journey for me has been the personal conversations I have had with members of our team. Connecting with fellow employees has opened my eyes to the realities of what "being different" in the workplace feels like. It has helped me realize that we cannot just "fix" problems and move on. We must all work towards changing behavior; resolve to be open-minded and mindful of how we interact with one another.

It is not enough to "make the best games" anymore. To truly succeed, we must make EA the best place to work and create, for everyone.



**We realized we could be more inclusive in the way we dealt with diversity in our games. We listened, were inspired, and were led by empowered employees to implement changes to be more inclusive in our workplace and our games. We're making EA more inclusive through programs and teams - and that enables us all to win!**



Regular updates on our progress and impact keep all of us connected and engaged in our common goal. Vancouver, Canada.

# Christopher M. Crane

President & CEO, Exelon

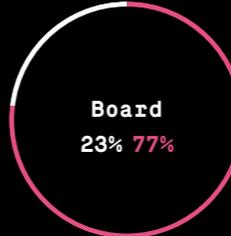
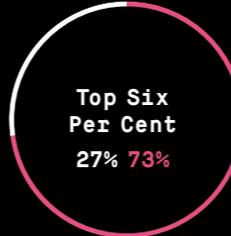


THEMATIC CHAMPION



Joining HeForShe has helped Exelon to have a tangible impact on STEM education, empowering students in our communities to one day become leaders in this field. We are proud to be working with the UN to drive gender equality globally.

Exelon  
2018 Data Report



# Exelon

A few years ago, we noted that women in salaried positions at Exelon were voluntarily leaving the company at much higher rates than men in similar roles. In some instances, the women were leaving the company two to three times more often than their male counterparts. We committed to identifying the reasons that women were choosing to leave the company and to make changes that would address those reasons where possible. As a HeForShe Champion, we made it our goal to increase our retention rate for professional women, closing the gap between the rates that women and men leave the company. Through our focus on career development and building a more inclusive culture, we are on track to have similar rates of retention for women and men by the end of 2020.



IMPACT STORY

## David M. Velazquez

President & CEO, Pepco Holdings, an Exelon Company; Executive Sponsor of HeForShe at Exelon, Washington, DC, USA



**Providing an easier pathway for women to build strategic relationships with leaders is key to retaining talent at Exelon. I am personally committed to ensuring all employees have equal access to mentorship and development opportunities so we can build a stronger company, driven by more diverse, inclusive ideas and perspectives.**

Promoting gender equality is a clear ethical and human rights imperative. But it's not only a question of human rights, but also a question of performance. If we want to stay competitive, we definitely need diversity. Our bank needs to reflect society as a whole. That's the reason why men in Global Markets have a duty to be on the front line of this effort to increase the number of women in this part of our business. I cannot imagine dealing with diverse clients, without a diverse team.

As with many large organizations, Exelon is a place where building a network and having sponsors to help you navigate the company and your career can be critical to your success. While this is not easy for any employee, in traditionally male-dominated industries like ours, building these key relationships can be particularly challenging for women.

I have some understanding of what it may feel like to navigate unfamiliar territory when you are different from your colleagues and peers. I was among the first in my family to attend college and was one of only a few Latino students pursuing a degree in the STEM field at that time. I had very few role models to look to as examples for potential pathways or mentors to help me acclimate and adapt. From learning how to study, to avoiding certain pitfalls – the experience was more challenging for me than it may have been if I felt more connected.

As CEO of an Exelon operating company, my goal is to ensure that all employees have the opportunity to build supporting relationships that can help them develop and pursue their career goals. While we are seeing improvements in this area, I know we can do more work to break down lingering barriers.

I personally piloted a development program for the company, requiring my core leadership team to have more intentional conversations on development with the female managers on their teams who had been identified as "emerging potential" or "top talent" during our organizational review processes. My team was charged with meeting with these managers to discuss their career goals and work with them to chart the best course to position them for their next leadership opportunity.

Through this pilot, my leadership team and I learned and appreciated the value of intentional engagement. We were able to have much more focused and detailed dialogue at business talent review meetings because leaders took the time to get to know their people and their goals and opportunities. For example, if someone desired an opportunity that was outside of their traditional professional path, their leaders would be able to advocate for them in these settings, putting them on the radar of other leaders who may not be familiar with their work or aspirations. Also, by taking time to discuss what the experience is like for them at Exelon, we can learn about challenges they may be facing and hear their recommendations for what we can improve. The long-term effects of this program will be measured by retention, movement to new roles, and even more women entering senior leadership.

I am challenging other leaders across Exelon to adopt a similar program. We must move the company toward a more focused and deliberate approach to professional and personal development, so those who may not have had an opportunity to connect formally or informally with senior leaders have more access, feel more engaged and are encouraged about their future with the company.



## Koç Holding



CORPORATE  
CHAMPION

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The future of work is diverse and inclusive. Becoming a HeForShe Champion presented an exceptional opportunity to imagine and shape a sustainable future. We will continue to take a leading role in enabling equal opportunity workplaces and empowering collaborative communities to drive towards parity.

One of our commitments as a HeForShe Champion is to strengthen gender sensitivity in the workplace and ultimately drive towards parity. As an organization, Koç Group companies operate primarily in manufacturing, however the rate of female employment is only 16% in Turkey in this field.<sup>1</sup> Our experience shows that unconscious biases constitute the single most important reason for occupational gender segregation. In order to address this, Koç Group companies carried out best practices within their impact areas to address stereotypes and start a movement for social change.

For example, the automotive manufacturing companies, Ford Otosan and TürkTraktör, developed specific outreach and mentoring programs to position female engineers as role models. Tüpraş, the largest industrial company of Turkey, partnered with HeForShe and Fenerbahçe Sports Club, to address unconscious biases in society and mobilize fans for a more inclusive sports environment. One other example is Opet, one of the largest fuel-oil distribution companies in the country that has set goals to end occupational gender segregation by increasing women's employment in their filling stations.

1. TÜİK İstatistiklerde Kadın, 2018  
<http://tuik.gov.tr/PreHaberBultenleri.do?id=30707>

Koç Holding  
2018 Data Report

Overall  
Company  
28% 72%

Top Six  
Per Cent  
28% 72%

Board  
28% 72%

New Hires  
32% 68%

## Ömer M. Koç

Chairperson, Koç Holding



IMPACT STORY

## Sermin Engin

Pump attendant, Opet Tekirdağ, Turkey

When I gave birth to my child, I had to quit work because there was no one to look after him. I wanted to start working again after 3 years, but had difficulty finding a job. When I first heard about Opet's Women Power Project, I must admit, I found the idea of a female pump attendant quite strange. Meeting with Nurten Özgür, a woman working at a filling station, persuaded me. My husband supported me and I applied for the job through the Turkish Employment Agency, one of the partners of Opet in this project.

There were only 27 women working in more than 1,600 Opet stations when I joined. At that time, Opet set a target to recruit 3,500 more women and to employ at least two women at each station by 2020. I was one of the first to get started as a pump attendant after the project was launched.

In the beginning, it was not easy. People would say "women cannot fulfill the requirements of work because of their responsibilities at home" or "a woman's physical condition is not suitable for working outdoors in the winter". To eliminate these biases and increase the number of women working at the stations, a project team from diverse departments was established and 70 people volunteered to be part of the project.

In order to create a gender-neutral environment, uniforms were re-designed to suit our physical needs and to ease our transition, night shifts were made optional for women. However, most of us, including me, chose to work under the same conditions as our male colleagues. The project team and volunteers visited stations regularly, observed the workplaces and spoke with us about our experience. They encouraged, guided and supported us during our orientation time. Now, a coaching program is being designed for further support.



**We have proved that selling fuel is not a male occupation. I am proud of myself. My son tells his friends that I do a very cool job, and asks me to put fuel in his toy cars.**

During all this time, we were aware of the strong support of our top management. At the end of the first year, the number of female pump attendants had increased from 27 to 389; and the total number of women working at Opet from 8 to 11 per cent. We already see the positive effects of a diverse work environment on our business. The sales at Opet stations with female pump attendants increased by 4 per cent. We observed that the number of female customers especially increased during that time. Customer satisfaction improved and complaints decreased by 9 per cent.

The Opet communications team developed a campaign to tell our story, inspire young girls and encourage other women like myself. I am proud that our company has won the prestigious Gold Effie Award for Gender Equality in Communications in 2019. I hope our example helps others to follow in our footsteps in the future.



# Kevin Sneader

Global Managing Partner,  
McKinsey & Company



**CORPORATE  
CHAMPION**

# McKinsey & Company

As a HeForShe Champion, we have committed to advancing research on the changing workplace with the aim of helping ourselves, as well as peer companies, drive toward equality. From this research, we know the power that diverse teams can have. At McKinsey, we are continuing our global effort to accelerate progress toward gender parity across all roles. We are proud to have reached 30% women on our Executive Committee. We are continuing to focus on achieving gender parity in hiring as well as retaining and advancing top female talent through sponsorship, dual career and flexibility programs.



As I talk to CEOs around the world, gender equality, diversity and inclusion are at the top of their agendas. That's why it has been so helpful to learn from other HeForShe Champions to ensure that we are doing all that we should while also sharing our own learnings as to what it takes to attract, develop and retain female talent.

McKinsey & Co  
2018 Data Report



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



IMPACT  
STORY

## Oliver Tonby

Senior Partner, McKinsey & Company,  
Singapore

### A conversation with Oliver Tonby, Senior Partner

Oliver Tonby serves as Chairman of McKinsey's offices in Asia; in which capacity, he also leads diversity and inclusion efforts for Asia-Pacific.

### What convinced you that gender equality was an important issue to tackle? Why does it matter to you personally?

Twenty years ago, I was the official mentor for two people, a man and a woman with similar experience and backgrounds. They both told me they wanted to work on the same project and asked for my guidance. The man said, "I haven't done this work before, but I've read every document in our knowledge database and I know I can do a good job." The woman said, "I'd like to do this project, but I'm not qualified." I reminded her that she'd done almost this exact same project twice before. Then it dawned on me that for her, it was a confidence issue. It's something that's been on my mind ever since.

### You were a co-author on McKinsey research looking at gender parity in Asia Pacific. What about Asia stands out on this issue?

If we can get to gender equality, the economic impact would be enormous. Our overall estimate is an additional 4.5 trillion dollars in GDP for Asia. That's larger than the German economy. There are positive signs. Gender equality is now squarely on the radar of many companies. In Indonesia, fifty percent of small business owners are women. In India, 160 million of 300 million bank accounts opened were by women over the last three years.

Yet, our research also tells us that entrenched social attitudes remain a problem. Fifty percent of people surveyed globally agreed with the statement that when women work their children suffer. There are some entrenched attitudes and mindsets that make getting to parity difficult.

### How has your team been tackling this challenge?

We're treating this like the transformation it should be. From an executive level, we're clear that gender equality is a part of our core strategy. We've set targets and monitor/measure those frequently. In each of our regions in Asia we have established a dedicated transformation office with resources behind it. Now, we're applying a recipe that we know works – training for women, sponsorship (one of the most important factors for women), building connectivity, and applying the lessons we've found in our own research. We're also implementing an increasing number of targeted support programs, including most recently concierge services to help support primary caregivers in dual working households to balance the load of supporting work and home simultaneously.

### What progress are you most excited about to date?

What I'm most excited about is how much this issue is top of mind for every leader in the firm. There's no leadership discussion that doesn't include diversity and inclusion. I also get excited when I see the increasing number of women taking on key leadership roles; unsurprisingly, they are doing a great job.

“

**I tell our men to look in the mirror. They need to be part of the solution. We need them to sponsor women and to create an environment that is more inclusive. We need to check the language being used. Men need to act as role models in this transformation.**

# Bob Moritz

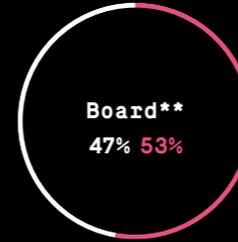
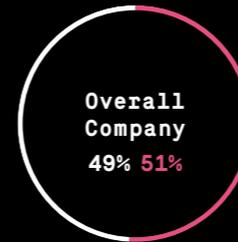
Chairman, PwC International Network

**CORPORATE CHAMPION**



To achieve gender parity and create the working culture we want for tomorrow, we need to take bold steps now. Increasing the number of women in leadership is one element of that and a key priority for us across the PwC network.

PricewaterhouseCoopers Intl Ltd  
2018 Data Report



\* Top 6% defined as Equity Partners.

\*\* Board is defined as PwC Global Leadership Team.

# PricewaterhouseCoopers Intl Ltd

As a HeForShe Champion, one of our commitments is to advance women in leadership across the PwC network. Decades of research shows that diverse teams produce better results: companies are more profitable, more competitive and more sustainable. Put simply, greater gender diversity is a business solution, not a challenge.

At PwC, we have learned that when building a diversity strategy, talent data is our most powerful ally. Using talent data from firms across PwC's network, we measure progress in each territory, providing a basis for tailored actions to advance female progression.

One of the tangible ways we make progress is through leadership development programmes around the world. One example is our Breakthrough Leadership programme in the US, which is the focus of this piece.

Although we still have work to do, we are seeing some good results. Globally, PwC firms' female partner admissions have increased from 23% in 2013 to 30% in 2018.

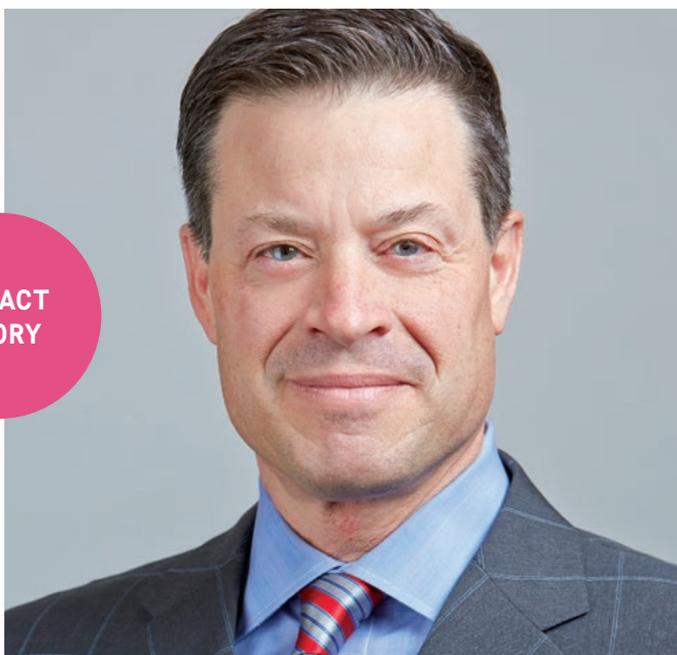
# Ken Turner

PwC US State & Local Tax Partner, Financial Services, Chicago, USA

# Caragh DeLuca

PwC US State and Local Tax Asset & Wealth Management Practice Leader, Chicago, USA

IMPACT STORY



“ I saw how increased diversity at the leadership level is key to achieving exponential impact on our team’s growth.

“ I had recently left my home and community for a leadership opportunity in another city so the Breakthrough programme came at a pivotal time in my career.

**A conversation with Caragh DeLuca, Breakthrough Leadership Participant and Ken Turner, Breakthrough Leadership Sponsor**

**Caragh, can you explain what Breakthrough Leadership is?**

Breakthrough Leadership is an intensive leadership development experience for female partner candidates and their male sponsors. Participants are part of the firm’s talent pipeline and attend this program three years prior to being considered for partner. It is mandatory that sponsor/protégé pairs attend together because the central focus of the course is how they will work together to advance her career.

**What was your experience?**

I attended Breakthrough in 2013 with my partner sponsor and it was actually at a critical point in my career. I had recently left behind my home and community in New York City to build PwC’s State and Local Asset & Wealth Management Tax practice in Chicago. In hindsight, Breakthrough was key to my advancement because it allowed my sponsor and I protected time to focus on my development and aspirations. The programme also created an invaluable network of peer relationships, and brought greater visibility of my achievements and potential.

**Why do you believe the programme is important and what does the future look like?**

I went on to make partner in 2015 and now lead our PwC US State and Local Tax Asset & Wealth Management Practice. For me it is about sponsorship and as long as this continues, we will see progress when it comes to diversity.

**Ken, what did you learn from being a part of this process?**

Both then and thereafter, I saw how increased diversity at the leadership level is key to achieving exponential impact on our team’s growth. With Caragh’s influence and leadership, along with careful and strategic career management, we have seen our management team become more diverse and that has clearly influenced our overall retention. Today we are in a much better place to recruit and retain at all levels which is key to our long-term growth plan.

**What do you think is the role of men when it comes to supporting increased diversity?**

In an environment or in a period where there is a need for increased diversity, men can often be seated in a position to influence change. If the men in that same environment are invested in the goals surrounding increased diversity, then they should naturally take on a key role in identifying, developing and advancing diverse candidates.

**What is your message to your male colleagues?**

As men, I think it’s important we recognize that with our increased ability “to influence” comes a responsibility each and every day to leverage that influence for the long-term benefit of our team. This requires us to first raise our level of awareness. Today, when I walk into a meeting, or review an upcoming agenda with speakers, I naturally look after the relative balance of the participants and speakers in terms of diversity.

# Jean-Pascal Tricoire

Chairman and CEO, Schneider Electric



**CORPORATE CHAMPION**



Achieving greater gender balance in leadership is one of our top priorities. It means recruiting at least as many women as men, giving them the chance to step up and face big challenges, and asking them to support other women and men in our progress towards diversity. This is actively supported by men in our company.

## Schneider Electric 2018 Data Report



# Schneider Electric

As a HeForShe Champion, we have committed to increasing the representation of women across our board to 40% at entry, and 30% at all levels of leadership. We target 30% because we believe in the power of critical mass, i.e. 30% is the threshold at which women can have a real impact in the organization on results, innovation and culture. To achieve our goal, we have been building our pipeline through recruitment and career development, senior leadership advocacy, inclusive policies to enable better work life balance, and education on hidden bias. Progress has been encouraging to date: women now represent 27% of our Executive Committee, 46% of our Board of Directors, and 22% of our top 1000 leaders.

\* 46% as of April 2019 at Annual Shareholders Meeting, 42% at 12/31/2018.

\*\* Schneider Electric new hires are only white collar employees.



As a woman in the Executive Committee, I am very proud to be a role-model for other women in and outside our organization, both from a gender equality and a work-life balance perspective and to show that it is possible to manage your unique life and work.



truly a "More Powerful Together" moment, showing that gender equality is both a men and women story.

As one of the few female industry leaders in France, I am enthusiastic to see the ripple effect of these actions in my country and beyond. We now have more programs being put in place by the institutions in France, with the aim of celebrating women in the industrial field or encouraging young girls to enter an industrial, engineering or technological career. On behalf of Schneider Electric France, and along with other men and women business leaders, I am part of an operational public-private taskforce commissioned by the French government to advance gender equality in the workplace.

I am very excited about the future of our company, both in France and globally. We are moving the needle in the right direction, building a gender diverse talent pipeline not only focusing on recruitment, but also on retention and promotion. We have made strides to help women grow in the organization and encourage men to stand up for gender equality, and we have been leading the way in our industry through ambitious pay equity, flexible working, and family leave policies. We must do more to meet our HeForShe commitments, but I believe we are on the right track to create and sustain one of the most diverse and inclusive organizations, globally.



## Christel Heydemann

Executive Vice President of Schneider Electric France, Member of Executive Committee, Paris, France

There was a time when Schneider Electric did not have so many women role models in leadership. Fifteen years ago, only 5% of the top 1000 leaders at Schneider were women and as of four years ago, only one was in our Executive Committee. Today, women represent 22% of our top 1000 leaders, and four Executive Committee members are women. As part of the Executive Committee myself, I have witnessed change in our dynamics with increased gender balance. This paradigm shift was not achieved by accident but through deliberate planning and advocacy, one decision at a time.

Despite our progress, we still have work to do. Research has shown that 30% women representation is the tipping point to have a true diversity impact on our teams. I strongly believe the more gender balanced our leadership becomes, the easier it will be to advance gender equality at all levels. It is therefore essential that every executive in the company be a true role model,

and at Schneider Electric, we have many champions – men and women – at the senior level who stand up and act for gender equality.

I am very proud to be a role model for other women inside and outside our organization, both from a gender equality and a work-life balance perspective, and to show that it is possible to live your life fully. I take advocacy seriously, and as an example, I signed an op-ed about women being underrepresented in leadership positions, published in one of the most widely read French newspapers ("Le Journal du Dimanche"), along with +50 business leaders and political figures.

And we walk the talk in our industry. For example, when I left for my parental leave last year, it was great to be visible in the market and to tell our customers 'I'm just off for a few months and the team is there for you in the meantime'. And I thank my team for driving the business while I was away: this was

THEMATIC  
CHAMPION



# Sim Tshabalala

Chief Executive, Standard Bank Group

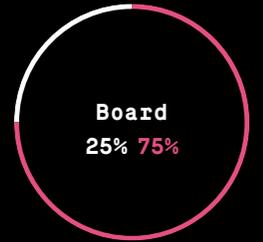
As a HeForShe Champion, over the last 9 months we have focused on two components of our journey – engaging as many of our male leaders as possible in the HeForShe conversation so that they, too can show demonstrable leadership of the HeForShe movement; and developing specific programmes to support the achievement of our targets. As we are still early in our journey, our story this year focuses on one of those male leaders.

# Standard Bank Group



Becoming a HeForShe Champion has been a great decision for the Standard Bank Group. Our employees are clearly very proud of our connection with the movement. We're having much more inclusive conversations about gender equity and we've generated a lot of positive energy towards building a more equitable society.

Standard Bank  
2018 Data Report



## Mike White

Chief Audit Officer,  
Johannesburg, South Africa

IMPACT  
STORY



**A conversation with Mike White, Chief Audit Officer, Standard Bank Group**

### **How will you personally support and contribute to the HeForShe movement?**

The first step is to acknowledge the problem (and opportunity!) at a personal level. I need to be aware that I grew up in a system and society that most likely imbued me with an unconscious sense of patriarchy. I constantly need to be aware that I may have a blind spot and act in a patriarchal way; so I need to give everyone I interact with a safe avenue to call me out on it.

Then the second is my role as a leader. We have asked and empowered our Diversity and Inclusion forum to keep a particular focus on this. To challenge us at a systemic level; to call out our blind spots; to make sure we don't have any unintended consequences of seemingly simple decisions that we take daily.

Then the third is to listen to the women in my life. I am blessed with a wife and daughter who keep me honest. Particularly my daughter – it's so encouraging to see her emerging as a confident young woman, not intimidated, but also not accepting of a patriarchal status quo.

### **You have been involved in the conversation around gender equality for some time – since well before Standard Bank made its HeForShe commitment. What have been your learnings and insights over the last few years?**

Engaging with women around how they experience the workplace was eye-opening for me. I had no ideas of some of the issues that women experience. I hadn't internalized or thought about how hard it is for women to be authentic in the workplace. They juggle these massive responsibilities, carry the guilt of not always being there for families and children, tied with the pressure of a very tough corporate world. So they don't feel comfortable to be their true, full selves in the workplace – they don't feel they can say "I'm leaving now, I have to fetch my kids". They lack the confidence to do that and fear they will be seen as less committed. But why do we need a person to be at their desk to produce?

So I have realized that our job as men in leadership is to make the case that gender equality is in the best interests of men and women, and we need people at the top level to say "this matters to me". We also need to have more men involved in the conversation to create awareness around the issues.

It's also important to create platforms for women to talk and be heard – we need honesty, forthrightness and robust discussion.

### **How will you measure the success of the HeForShe initiative?**

I long for the day when we don't measure successful women by their level of toughness, but by their compassion, their contribution and that fact that they bring emotion into a room.

“

**The first step is to acknowledge the problem, and opportunity, at a personal level. I need to be aware that I grew up in a system and society that most likely imbued me with an unconscious sense of patriarchy.**

# John J. DeGioia

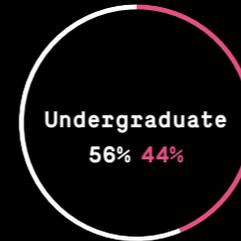
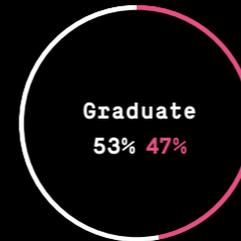
President, Georgetown University

UNIVERSITY CHAMPION



As a HeForShe Champion, our commitment is to create a culture where women can thrive. Empirical research has shown the importance of women as role models not only as faculty in the classroom, but also in administrative, technical and as senior leadership positions at academic institutions. As such, the launch of the Georgetown Women's Alliance (GWA) in 2015 was led by senior women leaders and funded by our Chief Operating Officer. The significant financial support of this group demonstrates institutional commitment to gender equity, our desire to support the aspirations of the women of Georgetown to build professional careers here, and our aspiration to create a pipeline and environment to facilitate their entry into senior leadership positions.

## Georgetown University 2018 Data Report



# Georgetown University



Building a campus where everyone is equal is the very foundation of life at Georgetown. I take this responsibility very seriously and will continue to leverage my presidency to advocate for gender equality at every opportunity.

# Shauntell Pinckney

Associate Director, Donor Relations for Alumni of Color, Washington, DC, USA.

My career at Georgetown began as a Sophomore in the Graduate School of Arts & Sciences. Here, I was under the leadership of Vice-Dean Sheila McMullan, one of the founders of the Georgetown Women's Alliance (GWA). During my time at the Graduate School, Sheila and I spoke a lot about my personal development and involvement with organizations both on and off campus. Our growing relationship led to my becoming a member of GWA's Steering Committee and being offered a full-time job by the fall of my senior year in college. One of the most amazing experiences that I had within this position was traveling to Uganda with the Dean of the Graduate School as he worked to create an academic partnership with two of the country's universities.

IMPACT STORY



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**By the end of my term on the Georgetown Women's Alliance steering committee, I realized that I was already everything that I was aiming to become.**



At the start of my career, I was filled with a lot self-doubt. I would look on social media, and many of my classmates were either back in school, working their dream job, or traveling the world; I felt like I wasn't doing any of that.

Being a part of GWA gave me the opportunity to surround myself with some of the most influential women; the real movers and shakers of Georgetown. When I would talk to Sheila about my next steps, she always found a way to introduce me to the right people or sign me up for speed networking opportunities on campus. She encouraged me to take every platform training that Georgetown offered despite it not having any correlation to the position that I was in, but the one that I saw myself in at a later point.

I always knew that the plan was to go back to school and continue my career in higher education as the President of a university, but I didn't know how I was going to get there. However, as of May 2019, I am a graduate of the McCourt School of Public Policy and can confidently say to anyone who asks, that I have the BEST job at Georgetown! I have the unique opportunity of working for my university and continue in its efforts to build better relations with its black alumni community.

A colleague of mine recently recounted a interview she conducted, where C.C. Borzilleri, a former GWA fellow of mine had mentioned my name along with other women of GWA. She credited us as her inspiration for manifesting the vision for the Women on the Woman exhibit; found in the Leavey Center on campus. My initial thought was, "Wow, she's mentioning my name among women that I admire. The girl that started as a senior in college as a member of the GWA Steering Committee would be proud of the young woman that she had become."

# Dr. Seiichi Matsuo

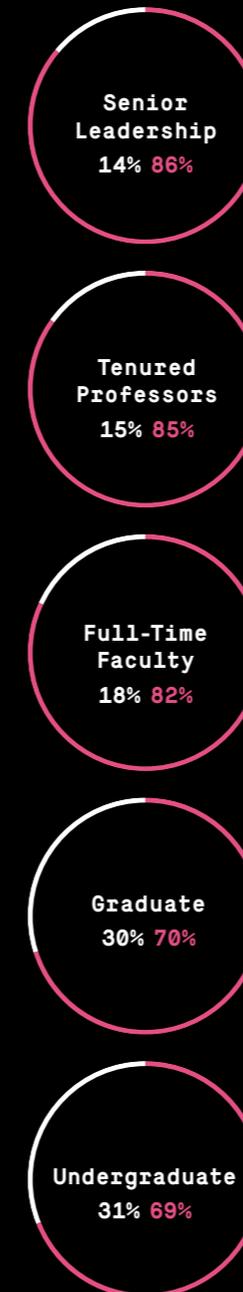
President, Nagoya University

As one of our HeForShe commitments, we are addressing the issue of underrepresentation of women in leadership positions and aim to achieve 20% by 2020. In addition to our existing and successful measures for parity, such as women-only positions in natural science subjects, Nagoya will scale and strengthen female-only roles, create dedicated programs for female Ph.D. students, and dedicated mentoring programs, to achieve 20%. In 2018, the percentage of female faculty members have slightly increased to 17.7% from 17.3% in 2017, and its women in leadership / administration positions reached 14.0% from 11.3% in 2017.



UNIVERSITY CHAMPION

## Nagoya University 2018 Data Report



# Nagoya University



I believe the changing mindset is the key to achieve gender parity, and increasing the representation of women in leadership positions is a vital policy to make awareness for the significance of gender equality. As a HeForShe Champion, I am a change agent to keep advancing this crucial issue to achieve 20% by 2020.

# Dr. Masahide Takahashi

Vice-President / Trustee (Gender Equality) / Professor at Graduate School of Medicine, Nagoya University, Nagoya, Japan



A conversation with Dr. Masahide Takahashi

### Why are you HeForShe?

Every time I saw the situation of remaining discrimination against a female at university enrollment or job employment, I have been struck with the unfairness in Japan. I strongly think men have a responsibility to improve an environment that individuals can take an active role to enjoy equal opportunity regardless of gender.

### What actions have you taken to advance the university's commitment to increase the representation of women at leadership?

Personally I have worked proactively to recruit more female students into the Department of Pathology to train up future female pathologists. I have encouraged several female students not to give up their career as a result of childbirth or nursing. Previously there were no female students in the department and today, around 10 female graduates are actively working as a pathologist. What is more, none of them have resigned or given up their career to date.

For me, achieving gender equality at home is also important for true women's empowerment. I enjoy housework and working together with my wife, who is a Vice-Principal at a high school. We have a clear distribution of roles at home. I am in charge of preparing breakfast, taking the trash out and cleaning. I think I am doing about 40% of all our housework!

With colleagues on campus, we have implemented diverse policies for achieving gender parity. One of the most successful and creative approaches was to establish women-only positions in natural sciences and medicine subjects otherwise known as Female Principal Investigators (PI) who play a leading role in conducting research and education.

In addition, at Nagoya, support programs have been implemented for female researchers to enjoy a greater work-life balance, such as two nursery schools and an after-school childcare facility on campus.

### What does the future of gender equality look like at Nagoya University and what is your message to your fellow colleagues?

We are already making progress: from April 2019, we have had our first female Vice-President, we introduced a 20% quota to our education and research council and modified our internal regulations to sustain a 20% quota of female members in the decision making process. All of these initiatives result in enhanced female representation when it comes to the overall decision-making process to expand the pool of female leadership.



**Women's empowerment is indispensable to enhance gender equal environments. Nagoya University will keep challenging and progressing until the day we achieve real gender parity on campus!**



IMPACT STORY



UNIVERSITY CHAMPION

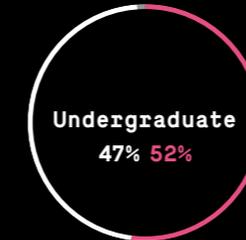
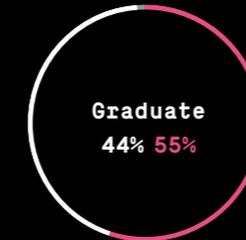
# Dr Feridun Hamdullahpur

President and Vice-Chancellor, University of Waterloo



Being a HeForShe Champion has been about action and long-term, sustainable change that supports grassroots efforts to empower our entire university community. This has resulted in more women in leadership positions, more women who are tenured professors and more women entering into STEM disciplines at the University of Waterloo.

## University of Waterloo 2018 Data Report



# University of Waterloo

When we joined as a HeForShe Champion, 24.5 per cent of our senior academic and administrative leaders on campus identified as women. Their journey from entry-level faculty to senior leadership takes over a decade. For us, increasing the share of women in leadership positions has a ripple effect on gender parity at lower levels; as women see women in these roles, they feel empowered to take on these positions. Through these commitments, and a suite of programs to target high potential women, we committed to reach 29 per cent representation of women in academic and senior leadership by 2020 and achieved this target in 2019.

\* Remaining 1% is unreported /other/missing data.

# Sean Peterson

Associate Professor, Faculty of Engineering, University of Waterloo, Waterloo, Canada

IMPACT STORY



Creating more women identified leaders at the University of Waterloo is a vital step in fostering positive change across the community and society. I believe that making that change requires the full spectrum of people acting in concert. Women leaders are vital for their perspectives and experience, as well as for the future that they represent.

A community of advocates, particularly male identifying, are equally important to stand up for what is right and educate their communities on why gender and equity issues are daily struggles that are not confined to a single group or demographic.

As a faculty member in Engineering, I was supportive of President Hamdullahpur's call for action when he became a HeForShe IMPACT Champion, but it was passive support. I was aware there was gender equity disparity in STEM disciplines, but my awareness was left at just that: awareness. To inspire and enable grassroots change and support the need for more women identified leader, President Hamdullahpur found allies across the campus community.

My HeForShe journey didn't start with a big launch event. It began with a tap on the shoulder where I was asked to get involved in the movement as the Faculty Advocate for Engineering.

Faculty Advocates aim to start transformative conversations and initiatives related to gender equity across the campus community. In Engineering, these initiatives have taken the form of community events ranging from movie nights, such as the Everyday Wonder Woman event to guerilla-style information pushes, like the Shark Bite Brownies event that looked to decrease the taboo around discussing menstruation (the "shark bite" being a metaphor for the cramping feeling during menstruation).

These efforts have created a ripple effect increasing awareness and advocacy on campus. The changes I've seen within myself have also been profound. I have been empowered to create action. While gender equity gains can be measured in statistics, the personal change I've undergone as an identified man educating and empowering other men to action has produced a tonal shift in how I view and approach gender equity. I believe through the considerable efforts of volunteers working with me on community events that I'm not the only person that has gained perspective and personal growth.

We know there is a need for women identified leaders, so that young women identified students can see that glass ceilings should not and need not exist. Young women should not have to be trailblazers, they should be able to envision themselves in leadership roles and clearly see the path to get there. This requires men to take a stand. This is not a women's issue. It is an issue of prosperity and opportunity for all.

We are only at the beginning of our institutional journey. I have personally learned that the examples set by leaders are powerful, but long-lasting change rests in that leader empowering others to enact local change and develop momentum at the grassroots level; I'm proud to say that we've seen and will continue to see this right here at Waterloo.



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UNIVERSITY  
CHAMPION



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My role as a HeForShe Champion is to ensure that our University creates an environment that allows for all students and staff to thrive. As a Champion, this has involved both creating a safe space for women and encouraging their leadership.

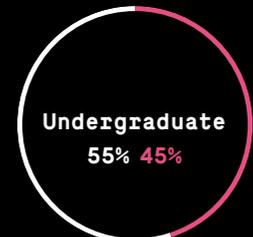
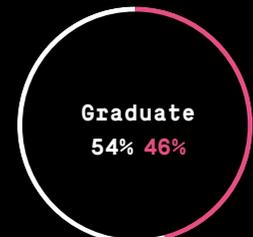
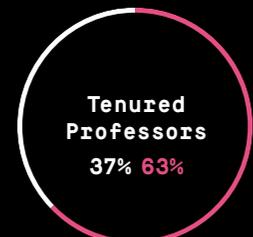
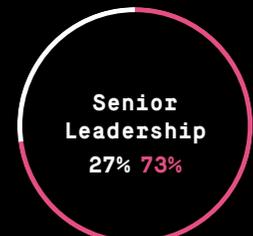
## Adam Habib

Vice-Chancellor and Principal,  
University of the Witwatersrand

## University of the Witwatersrand

One of our HeForShe Commitments is to increase the representation of female staff in the context of South Africa’s complex ‘dual diversity’ mandate. This means that we have to balance the sometimes competing imperatives of race and gender. We have made significant progress in this regard with women at the professoriate level increasing from 31% to 37% in the past 18 months. However, in order to ensure the long-term sustainability of this commitment, we need to start encouraging female leadership at the student level. This means listening to their experiences in leadership roles - as Babalwa Bakebu describes below - and supporting their development.

University of the  
Witwatersrand  
2018 Data Report





IMPACT  
STORY

## Babalwa Bakebu

Postgraduate Association  
President, Johannesburg,  
South Africa

Babalwa Bakebu is studying for a Master's of Science in Medicine: Bioethics and Health Law but also serves as the President of the Postgraduate Association (PGA) Executive. This is her experience as being a young female leader within the broader patriarchal society that one finds in South Africa.

I have found leading a mostly male dominated group very challenging. Other than myself, the other three Postgraduate Association Executives are men. Although we have not been in office for long, I have found that I have had to constantly prove my worth as a leader and be overly assertive in my leadership style. It has been hard to relax or even make mistakes in my role because I am overly criticized and my abilities as a leader are immediately questioned. The reality is that male leadership is still preferred and more respected but I am determined to change that.

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**The reality is that male leadership is still preferred and more respected but I am determined to change that.**

However, at Wits I have found a very liberal and progressive university where female leadership is encouraged, but needs to be more visible. In my opinion, one of the obstacles we are yet to overcome is that of representation. If we would see more females leading, I believe more of us would feel comfortable in taking on leadership positions.

Since 2015, there have been significant protests on campus around the increase of student fees under the hashtag #FeesMustFall. When Nomphendulo Mkhathshwa took leadership of the Wits' Student Representative Council, this was certainly a step in the right direction. More recently, it has been encouraging to see her elected as a member of parliament.

In terms of science and academia, I am hopeful that the future will be more welcoming to women and that equal opportunities will be available to women.

I believe that men can also play an important role through being intentional about making space for women. They can be strong allies and I hope that I can empower my colleagues to truly be HeForShe.



# CREATING EQUALITY AT HOME

Danone | p124

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## 3 |

Family-friendly policies matter because they support children to get a better start in life and support parents to find the right balance between their commitments at work and at home. Yet even some of the world's richest countries fail to offer comprehensive solutions to all families. Paternity leave, which begins at childbirth or soon after, is not as widely available as maternity leave. Paid paternity leave tends to be shorter than maternity leave (usually 1–2 weeks) but it is often paid at a higher rate. Sweden, Norway and Iceland are the three most family-friendly countries.<sup>iii</sup>

HeForShe Champions recognise that committed, engaged fathers are good for families and that existing traditions and norms around parenting are dysfunctional. These leaders are advocating for paid parental leave and sharing their experiences of fatherhood so that parents can share the work and rewards of raising the next generation together.

<sup>iii</sup> Yekaterina Chzhen, Anna Gromada and Gwyther Rees (2019), Are the world's richest countries family friendly? Policy in the OECD and EU, UNICEF Office of Research, Florence.

# Emmanuel Faber

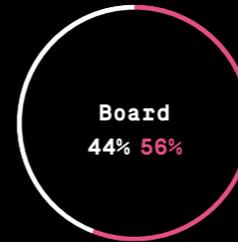
Chairman and CEO, Danone

THEMATIC CHAMPION



# Danone

Danone  
2018 Data Report



Reducing inequalities to foster inclusive growth is up to us: as leaders, as mothers & fathers, as organizations. My deep belief is that inclusion & diversity are our strength, and as a HeForShe Champion, I am committed to embrace both to make our business and society thrive. Offering gender-neutral paid parental leave to all our employees is an essential step in achieving this.

As a HeForShe Champion, we have committed to implementing a gender-neutral, paid parental leave policy for our 100,000+ global workforce by 2020, to support them as parents particularly during the first 1,000 days – from the start of a pregnancy to the baby’s second year of life. The parental leave goes beyond the legal framework present in many countries, as it provides 18 weeks paid leave for primary caregivers, and 10 days for secondary caregivers. So far, over 18,000 employees can now benefit from the policy across 13 countries (Australia, New Zealand, Italy, Spain, U.K., Singapore, Turkey, Belgium, the Netherlands, Greece, Malaysia, Thailand and Brazil).



Supporting parenthood has taught us that inclusive diversity brings both social and economic value to the company. On top of being a valuable asset to attract talents, it boosts the performance and career growth of parents who take their leave. We are taking concrete action to keep driving the change inside and outside our office walls, for others to recognize the values of parenthood and its potential to truly make a difference.



## Fabrizio Gavelli

General Manager Specialized Nutrition South Europe, Milan, Italy

### Why did you decide to take the lead at Danone to pilot the gender-neutral parental leave?

Italy has the highest female unemployment rate in Europe (it reaches almost 50% compared to other European countries where the rate of female unemployment averages 35%) and up to 30% of women do not return to their job after having their first child. With this policy, we aimed to be competitive in attracting the best talents, especially from the youngest generations who have put work-life balance at the heart of their priorities when searching for an employer. I am strongly involved in my role as a General Manager and a parent of two little girls. I am committed to creating a workplace that recognizes the value of parenthood, and I am convinced that each of us should act as an example on that, because every effort counts.

### What was your biggest challenge when implementing the policy and what did you do to overcome this?

The biggest challenge was the belief that taking parental leave will hinder the performance and career growth of parents. To overcome and change this belief, we have put MAAM in place. MAAM is an acronym that stands for 'Maternity as a Master,' because it transforms maternity and paternity into a natural way of learning and developing new skills. It demonstrates how leadership competencies improve after parents take their parental leave. In fact, based on data collected from MAAM – as parents take an assessment before and after their parental leave – it was shown that leadership skills such as setting strategic vision, delegating, collaboration, decision-making, creativity and managing complexity had all improved significantly. A recent study conducted on 3,396 employees coming from 16 different companies and industries (32% men and 68% women) also showed that organizational skills improve as much as 35%, and that innovative skills improve by 16%\*. That for us is clear evidence that when employees take their parental leave, they will most likely have better leadership competencies and are thus able to create more value for the company.

### What does the future look like?

We have strengthened our commitment to gender equality through the launch of the HeForShe movement in 2018, engaging all our employees in Italy, men and women alike, to step up for change. Additionally, we have joined the Institutional Table on Parental Support promoted by the Minister of Family and Disability in Italy, to share our learnings and best practices. The Institutional Table on Parental Support is also seeking to improve local legislation on parenthood and allocate funds for family care.

I am proud to see how much our company values mothers and fathers, and the way we are pushing the limits of how we can contribute to their professional career development: starting from 2011, 100% of mothers came back to work after their parental leave and since 2011, 40% of them have been promoted after their parental leave. We have proudly communicated these indicators externally, to share the success and highlight the importance of such an initiative. I truly believe that change is possible, and that it is through our differences that will make the difference. I am constantly reminded of this when looking at my two daughters every day, thinking how a commitment like this one will help them later in life.

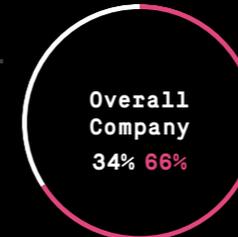


\* Based on a 2018 study developed by MAAM and Valore D



# Unilever

Unilever\*  
2018 Data Report



\* New hires and overall company numbers include all workforce including blue collar workers.

\*\* Defined as women in management roles.

\*\*\* Unilever board is defined as non-executive directors.



I've long believed that gender equality is the single greatest unlock to the development of societies around the world. As a HeForShe Champion, I want to galvanise more businesses, including our own, to drive gender equality forward; not just because it's the right thing to do, but because it makes business sense too.

CORPORATE CHAMPION



## Alan Jope

CEO, Unilever

As a HeForShe Champion, we are committed to having a gender-balanced organization, and to enabling women to access initiatives to promote their safety, develop their skills and expand their opportunities. We have been making good progress: by the end of 2018, 49% of our management were women, and we have helped 1.72 million women improve their skills.

However, we will not achieve true gender equality without addressing harmful norms and stereotypes that impact both women and men. It is proven that everyone benefits from close father-child relationships in the child's early life: children, fathers and mothers. But restrictive male stereotypes and a lack of paid paternity leave policies often hold men back, and consequently women, who cannot share caregiving responsibilities. Our brand Dove Men+Care is championing paternity leave globally, to help change attitudes on shared caregiving between parents and create a more gender equal world.

# Carlos-Javier Gil

Global Brand Vice President, Dove Men+Care

IMPACT STORY



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By championing a world in which dads are enabled and empowered to take paternity leave, we hope that the benefits of men's care and greater gender equality are felt at home, at work and in society more widely.

# Jonathan Gill

Global Sustainability Director, Strategy and Corporate Engagement, Unilever



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It is crucial to have the option to share childcare in the early years. Every family situation is different, and there should not be an expectation that the mother takes a lead role in looking after children.

A conversation with Carlos-Javier Gil, Global Brand Vice President, Dove Men+Care and Jonathan Gill, Global Sustainability Director, Strategy and Corporate Engagement.

### Carlos, why is paternity leave an issue that matters to Dove Men+Care?

Since the brand's launch in 2010, Dove Men+Care has supported an inclusive vision of masculinity, celebrating the diversity of what it means to be a man and father in today's world. It is our continued belief that when men care for themselves and others, there is a positive impact on them and society. Therefore, we have made a commitment to champion paternity leave for dads everywhere.

### What is Dove Men+Care doing to champion paternity leave?

We know championing paternity leave requires more than a single approach. To better understand this, we partnered with Promundo to conduct global research, which showed that while most men want to be more involved, they are prevented by barriers such as social stigma or lacking access in the first place. In order to make paternity leave possible for all men, we co-convened a Global Corporate Task Force to improve access and uptake, as well as a Pledge for Paternity leave, asking dads, allies, and business leaders to commit to supporting paternity leave. Finally, addressing the social pressures that still exist, we strive to create campaigns that celebrate fatherhood and men caring. For example, launching a documentary film about dads in partnership with Imagine Entertainment, to drive a culture shift in the portrayal of fatherhood.



### What is the difference that Dove Men+Care is hoping to create?

We foresee a future where all men are able to take the time to care. On a personal note, I was only able to take minimal paternity leave when I had my children. My hope is that future generations will have the opportunity to take more time in the early years following childbirth and this drives my personal passion for this mission. As we champion a world in which dads are enabled and empowered to take paternity leave, we believe the benefits of men's care and greater gender equality are felt at home, at work and in society more widely.

### Jonathan, what was the impact of being able to take paternity leave for you and your family?

I was fortunate to be heavily involved in my son's care during his first year, taking four weeks off when he arrived and three months of 'shared parental leave' at the end of his first year, and my wife returned to work. We decided that we would split the first year's care in advance - we both

have careers and knew that we would be sharing his care so decided to start as we mean to go on. This time created a great connection with my son and was very rewarding, although challenging too: baby parent networks are focused on mothers so it was more difficult creating a support network.

### Why do you think it's important for other men to be able to take paternity leave?

It is crucial to have the option to share childcare in the early years. Every family situation is different, and there shouldn't be an expectation that the mother takes a lead role in looking after children. Shared care creates a family life where both parents understand what goes into raising a child and is a better environment for shared decision making that benefits the family.

## Carlos-Javier Gil

Global Brand Vice President, Dove Men+Care



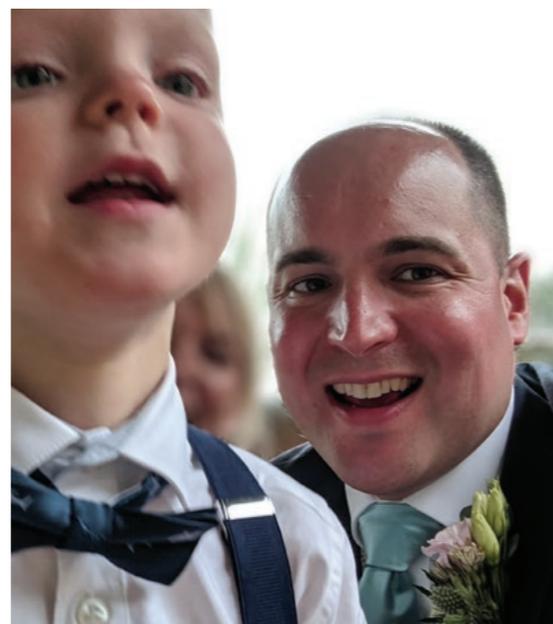
IMPACT STORY

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# Nick Read

CEO, Vodafone

CORPORATE CHAMPION



# Vodafone

Vodafone  
2018 Data Report



Vodafone is proud to support HeForShe through our commitments to build a more inclusive digital society with initiatives to improve the lives of women and their families.

As a HeForShe champion Vodafone has committed to expanding women's access to mobile services. Research shows that access to reliable health information is critical in reducing maternal and infant illness and mortality. In South Africa where there are an average of 1.2 nurses for every 1000 people it is difficult to access vital healthcare and information. "Mum & Baby" was created by Vodacom, our colleagues in South Africa, to provide a potential solution by offering customers with free step-by-step advice on pregnancy, neonatal and childcare. Since its launch in 2017, 1.5 million pregnant women, parents and carers have used this service, 24% of which are men such as Isaac, who want to provide the best care for their children and best support for their partners.

Overall Company  
40% 60%

Top Six Per Cent  
31% 69%

Board  
42% 58%

New Hires  
41% 59%

# Isaac Molalo

Vodacom Mum & Baby Customer  
Limpopo, South Africa



**Supporting a woman when she is pregnant is the first step to showing you will support the child too.**

IMPACT STORY



I used to have the mentality that the mother is responsible for looking after the baby on her own. Traditionally, a woman has always looked after the children while a man goes to work.

With my first girlfriend, I failed to look after her and our baby. I don't think men communicate enough about such matters. When my new girlfriend fell pregnant, I took the first step to do things differently. I decided to learn from my past mistakes.

I am the eldest child at home, so I didn't really have anyone to talk to about such matters, especially about my girlfriend's pregnancy. It wasn't easy to open up to my mother because I was shy to discuss things like pregnancy. The first time I heard about Vodacom's Mum & Baby mobile site was in April, 2018. That was when I registered and took it upon myself to learn more about pregnancy because I didn't want to lose her.

Firstly, it teaches you how to treat a pregnant woman and the level of respect you should give her; you need to be patient with her. Some of the messages I received from the Mum & Baby mobile site were exercising tips and the healthy foods she must eat. The information

changed our life since we had a baby. Supporting a woman when she is pregnant is the first step to showing that you will support the child too. We take time to listen to each other and talk about the baby.

I realized the programme had been of great help. The information I received gave me the courage to approach my family about the matter and made them realize that I would be a good father to my child. I did not realize how hard it must have been for my mother to raise four children on her own, but the site made me realize that it is real and every parent needs advice from somewhere, just as men need to talk to their partners, instead of fighting.

We need to focus on building our families. I want to communicate better so I can have a relationship with both my children. I believe I must lead them by example. They must respect others because they learnt it at home. If there is no respect at home, there is no way they would have respect for anyone out there, or me for that matter.



Vodacom's Mum & Baby service supports over 1.5m customers in South Africa. It is having a positive impact on clinic visits, breastfeeding and vaccination rates. 24% Mum & Baby subscribers are men like Isaac (pictured) who have benefited from much of the advice thereby contributing to greater gender equality at home.

Equipping today's youth with the knowledge, values, attitudes and skills to tackle gender disparities is a precondition to building a sustainable future for all. Today, more than 262 million children and youth are out of school. Six out of ten are not acquiring basic literacy and numeracy after several years in school. 750 million adults are illiterate, fueling poverty and marginalization.<sup>iv</sup>

HeForShe Champions are advocating for girls' education and engaging men and boys on the need for gender equality. They are making sure that gender equality is a central topic in the education and training of the next generation as well as an active principle in the way young people are taught. With the inspiration and energy provided by HeForShe, tomorrow's citizens will live in a more equal society – a society free of the distortions of gender bias and open to all.

<sup>iv</sup> <https://en.unesco.org/themes/education2030-sdg4>

# CREATING EQUALITY WITH THE NEXT GENERATION

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# The Right Honourable Justin P. J. Trudeau

Prime Minister of Canada

## Canada

THEMATIC  
CHAMPION



**Young people are leading  
the way on gender equality.  
Every day, they inspire  
and challenge us to do  
more and be better.**

As a HeForShe Champion and together with Canada's Parliamentary Secretary for the Department for Women and Gender Equality, we have committed to engage young Canadians on the role that men and boys can play in ending gender inequality.

Since I became the HeForShe Thematic Champion for Youth Engagement in 2016, HeForShe commitments in Canada have increased by more than 46%. Advancing gender equality remains one of our most important priorities, and we understand that this requires everyone to participate.

IMPACT STORY



## Peter Schiefke

Parliamentary Secretary to the Prime Minister (Youth)  
Ottawa, Canada

**How have you advocated for gender equality, especially among youth?**  
Earlier this year, I hosted the Canada Youth Summit alongside the Prime Minister and Minister of Youth, Justin Trudeau. The Canada Youth Summit brought together approximately 300 diverse youth from across the country to demonstrate our commitment to youth and engage them on issues of importance.

“

Advancing gender equality is important to us and Canadian youth, who are using their networks to promote social change, advance ideas and establish attitudes that are more inclusive.



### How did you incorporate gender equality into the Canada Youth Summit?

Gender equality was one of five key themes at the Summit. It was important to us that gender equality was incorporated throughout all discussions and not just raised during a session specific to that theme. We invited a diverse group of speakers to the Summit, including author and activist Liz Plank, and several young people that actively promote diversity, inclusion, and equality in their communities. To continue this momentum, the Conversations on Gender Equality with Young Canadians initiative was launched at the Summit to inspire thoughtful discussions among all youth participants and encourage them to continue being advocates for gender equality.

### What was the result?

A survey of participants indicated that the discussions on gender equality were among the most popular sessions and many identified gender and intersectionality as their greatest learning moments from the Summit. I believe this was an important step for many youth in considering gender equality in everything they do going forward, and I am encouraged that they will continue to be strong advocates for equality now and in the future.

### What does the future look like?

For me, having gender equality as one of the main themes at the Canada Youth Summit is just one step towards engaging more young people on gender equality and challenging them to be the last generation to face inequality. My job is to continue to engage young people to advance gender equality. We know that this will lead to countless benefits for us all, including increased economic prosperity, greater health and happiness, a fair and just society, and a world of limitless possibilities.

# Japan

Prime Minister

## Shinzo Abe

of Japan

HEAD  
OF STATE  
CHAMPION



Japan is transforming at an amazing speed into a society where all women shine. Within 6 years of my administration, over 2.8 million more women have joined the workforce and the employment rate of the active working age women has increased by 8.9 percent within 6 years, demonstrating the largest growth rate, and far exceeding the other G20 countries.

As a HeForShe Champion, Japan is committed to promoting women's empowerment and ending sexual violence in conflict and we provide support for women as part of our development cooperation in various developing countries. We announced and steadily implemented more than \$ 3 billion in assistance respectively over the three years from 2013 to 2015 and 2016 - 2018 for women's empowerment and gender equality. Furthermore, as support for girls' education is an important agenda, we renewed our commitment this year to provide quality education and human resource development opportunities for at least 4 million girls and women in developing countries over the course of three years from 2018 to 2020.



Image top left and bottom right: Source: the Advancing Quality Alternative Learning Project in Pakistan implemented by Japan International Cooperation Agency (JICA). Picture and text are unrelated.

IMPACT STORY

# Laibah

Age 11, Pakistan

Laibah is from the same home country as Malala Yousafzai, the 2013 Nobel Peace Prize laureate, but there are many challenges that remain in Pakistan when it comes to basic education in terms of both quality and access. The gender gap is significant, with a primary school enrollment rate of 70% and a secondary school rate of 40% for girls. Poverty, child labor, premature marriage and lack of understanding when it comes to education is resulting in lower literacy rates. In Laibah's case, the education circle is spreading from her to her mother, sister, and nearby women by teaching them what she herself has learned. This is Laibah's story.

In my culture, girls are not permitted to go to school and my father had banned me from attending. As I turned eleven though, I still could not give up on my dream of having an education and so began to go to a nearby non-formal elementary school that was built with the support of the Japanese government. Initially I did not tell my father that I was attending but after some time it made me uneasy that he might find out that I was going to school, and I found it difficult to concentrate on my studies.

One day, as I had suspected, my father finally discovered that I was attending school without his knowledge. Upset, he sent a notice of my departure to the school without my consent. Upon hearing this, even people in the community saw the benefits of an education and tried to persuade my father to allow me to continue studying, but he did not change his mind and I was back where I had started and returned to home life.

As the months carried on, one day my father returned home from work and was surprised to see that I was helping my mother with keeping a household account book!

He asked me how I knew about this and what else I knew about accounts and savings. I told him everything I knew I had learned in school from measuring of weights to the names of various medicines.

My father, to my surprise, was delighted with my growth and the next thing I know he is at the school to express his gratitude to the teachers. He finally saw the value in having an education and the power it can bring. He has become a true HeForShe and is now a member of the community education committee that he had once criticized. He is seeing the struggles to increase the learning opportunities for my sisters and women in the community but I know he will succeed. I have begun to teach literacy to mothers, sisters and women in the community and my passion for learning is connected to the happiness of everyone, including myself and those around me. I hope that my father will continue to advocate for education for all the women and girls in our community and beyond.



HEAD  
OF STATE  
CHAMPION



President

**Paul  
Kagame**

of the Republic of Rwanda

## Rwanda



**For the last three years, Rwanda has been fully engaged in the HeForShe campaign as part of our long standing commitment to Gender Equality. Today, more Rwandan girls are pursuing sciences and Engineering courses than ever before. Rwanda's TVET Program aims to create critical mass of young people with the skills and knowledge required for today's job market.**

Unemployment has been one of the biggest global macroeconomic challenges facing developed and developing countries including Rwanda. To address this challenge, we committed to triple girls' enrollment in TVET (Technical and Vocational Education Training) to advance women's employment opportunities through creating a conducive environment such as gender sensitive laws, policies and institutional frameworks. In 2018, 43.8% of girls joined TVET, from 17.5% of girls in 2010- 2013. In our National Strategy for Transformation (2018-2024), we are committed to ensuring at least 214,000 of the jobs created annually to absorb excess labor supply, 50 percent must be women.

# Sina Gerard

Owner of College Foundation SINA Gerard  
Rulindo District, Rwanda

IMPACT  
STORY



My name is Sina Gerard and I am a Rwandan social entrepreneur, the owner of College Foundation SINA Gerard and food-processing company Urwibutso Enterprise located in the Northern Province of Rwanda.

Before the establishment of the school, women and girls in the community were considered as not being able to carry out any income generating activities. This was due to the negative cultural norms and mind-set towards gender equality as well as women's empowerment which hampered them to achieve their full potential in the community and beyond.

I founded the College Foundation SINA Gerard to contribute and increase the practical skills of all the people surrounding my business but also to challenge the negative cultural norms and attitudes of the community. With the College Foundation, I am providing TVET courses in different fields such as: masonry, carpentry, hair dressing and mechanical engineering to empower both men and women but also to unlock different opportunities to women and girls who may currently be deprived of these opportunities by society because of their gender.

Of course, in this journey, I have been confronted by many challenges including the limited number of students joining the TVET program and how to keep them in school once they do join, however, with accommodation facilities, different places where students can practice the theory they are learning in classes has contributed to more students' coming in, especially women and girls. Currently, 500 students are enrolled in TVET and among them 70% are women and their performance both at school and in the job market is excellent.



“

**Women and girls are able like their male counterparts. I opted to empower women through TVET to support the HeForShe movement because I believe that if you empower a woman, she contributes to her family's development and the country's holistic transformation.**

I am still committed and passionate to increasing the number of girls joining TVET because I believe that by creating a conducive environment, students will get more opportunities and become job creators rather than job seekers. As a result, they contribute to their welfare at a community level, a national level and to global development. I hope that other business leaders will use this as an example to do the same in their own communities so that we can empower women and girls all across Rwanda to fulfill their potential.





THEMATIC CHAMPION



With 50 million young people – boys and girls – part of the World Organization, we have a unique opportunity to empower and educate them when it comes to gender equality so that they enter into the world as advocates for a more equal world; a world in which everyone, especially women and girls, have the right to attend school and receive a quality education, to walk the streets free of violence, harassment and fear, to vote and participate as decision-makers in society and to live and love free of gender stereotypes.

# Ahmad Alhendawi

Secretary-General, World Organization of the Scout Movement

World Scouting  
2018 Data Report



\* Data is not currently available.

# World Organization of the Scout Movement

As a HeForShe Champion, we are inspiring young people to take action for gender equality and have all 50 million Scouts make the commitment to HeForShe by 2020. Through our partnership with UN Women, we have developed a multi-year campaign alongside action kits that will teach and engage our wide membership in pursuing an equitable world. Our education on gender equality aligns with our core values of diversity and inclusion and sands our commitment to achieve the world's largest coordinated youth contribution to the Sustainable Development Goals by 2030.

IMPACT STORY



## Ahmed Gamal Elhalfawy

Scout Leader, Volunteer  
Cairo, Egypt

The Arab Scout Jamboree is the region's largest and most important Scouting event for young people. For us Scouts, this is one of the most anticipated moments: to be together with other Scouts from different countries, all of us sharing the same Scouting values. It's the third time I'm participating and this time as an adult volunteer; this year also had a completely different impact on me and the entire region. Over 1200 Scouts, from 17 Arab countries took part in the Arab Scout Jamboree. This year's Jamboree had as its theme the "Arab Dream", and for the first time in the history of Scouting in the Arab region, young women and female volunteers were welcomed to fully join and participate.

Through a range of fun and educational activities, the Jamboree provided a positive learning experience set in the beautiful mountains and forests surrounding the village of Sidi Faraj, Algeria.

During this amazing and remarkable event, I have delivered alongside a representative from UN Women, several activities from the HeForShe Action Kit. Through the activities and workshops, the Scouts were completely engaged, inspired, willing to act to bring positive change to their communities. We created a safe space where Scouts were happy to share personal histories, how gender equality matters to them in their own countries and families and what they are doing to change the world. I would like to highlight the story that a brother and sister told us. Confident that he did what he could this young boy told me how his father encourages him to study but wouldn't let his sister finish her studies. The young boy Scout took action, talking with other family members to persuade his father. Currently his sister is now

completing her studies. He took action to support his sister as well as all girls in his family. He said that everyone should take action for the right thing. Just like this inspiring story it was amazing for me as a leader to hear young people telling me, proud of their actions, what they are doing to achieve gender equality. All actions count!

What really inspired me during the workshops was the understanding of Scouts about equity and how strongly they believe that boys and girls should be treated equally.

The future looks bright with this mindset and what we need to do as leaders is keep inspiring them to take action.

For me, my goal as Scout volunteer became clearer and stronger to me: to continue inspiring young people – boys and girls – to become champions for gender equality and bringing positive change to their communities.



**Gender equality is not about men and women being the same but about men and women regarded as equal human beings when it comes to values and treatment. What really inspired me delivering the HeForShe Action Kit activities, is the understanding of equity and that young people strongly believe that we should all be treated equally.**

UNIVERSITY  
CHAMPION



## Frédéric Mion

President, Sciences Po

As a HeForShe Champion, we are committed to addressing the issue of gender dynamics in the workplace and equipping our students with training and tools.

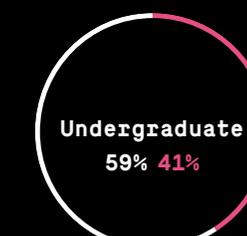
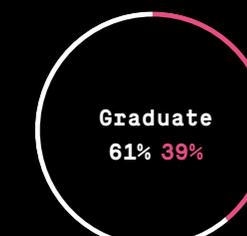
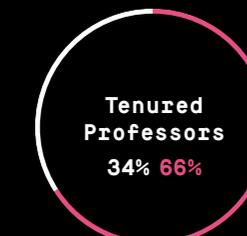
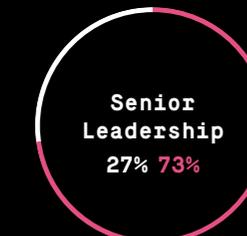
In 2019, we launched a pilot on-site mentoring programme with the simple premise that career guidance is not just verbal but can also be experienced first-hand. The programme involves a 2-5 day period shadowing a high profile female decision-maker with a feedback report at the end detailing observations and learnings specific to gender equality. In June 2019, 11 students have been mentored by 11 female leaders. We also piloted a workshop on "How to deal with sexism at work".

## Sciences Po



By taking on the role of a HeForShe Champion, I have also taken on the responsibility to educate and empower every student at Sciences Po to challenge everyday norms, to remove the stereotypes attached to their role in society based on their gender and to take action for a gender equal world.

Sciences Po  
2018 Data Report





IMPACT STORY

## Sarah Khaddouri

Graduate Student, Sciences Po, Paris France

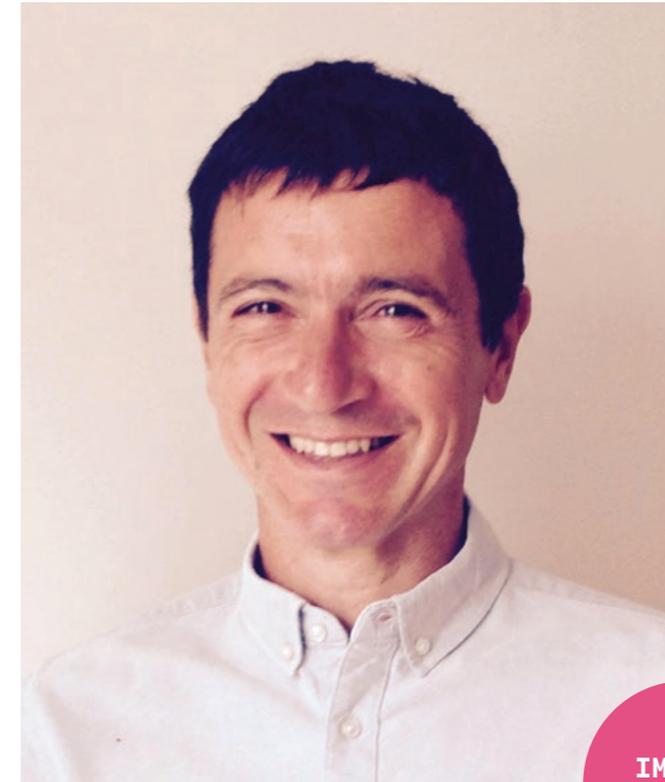
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**I have struggled to express my ideas in the past and it was important for me to figure this out during my studies so that I wasn't missing out on opportunities; thanks to my experience with Marie, I feel much more confident.**

**Sarah Khaddouri was an inaugural participant of the mentoring programme and shares her experience here.**

“Earlier this year, I had an experience with some male classmates during a conversation about sports where I was made to feel that because of my gender, I could not have possibly been right. I felt paralyzed at the time but promised myself that would be the last time I would be made to feel this way – in my personal life and professional life.

Thanks to the on-site mentorship programme, I had the chance to follow Marie who is the head of a fund which provides financial support for research in various communities. The experience was incredible both from a professional and human perspective. I benefited from actionable tips from Marie's own experience across topics such as work/life balance, professionalism and how to be confident while speaking. Being able to gain this knowledge while watching her manage the fund has definitely empowered me and shifted my mindset. Going forward, I will definitely keep in touch with Marie and keep her advice in my mind for the rest of my career.”



IMPACT STORY

## Fabrice Barthélémy

Career Advisor, Sciences Po, Paris, France

**Fabrice Barthélémy is a career advisor who supported the implementation of the mentoring programme.**

“It is clear that gender equity is needed for a better working environment and in today's society we have seen that issues such as the gender pay gap can create further frustration. For the next round of the mentoring programme, I would like to see more male participants. My belief is that this will help our male students deconstruct the stereotypes they might have about female leaders and executives. They will also question if there is even a difference at all. We need men and boys to actively take part in achieving gender equality and this is one way it can be done at Sciences Po.”

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**We need men and boys to actively take part in achieving gender equality and taking part in the mentoring programme is one way this can be done at Sciences Po.**

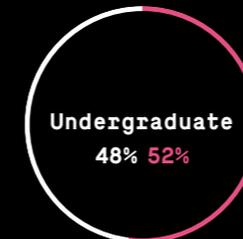
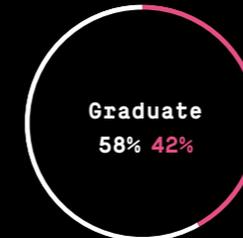
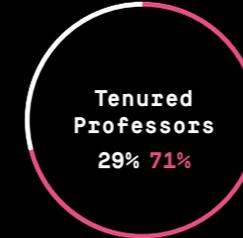
UNIVERSITY  
CHAMPION



## Dr. Michael A. Bernstein

Interim President,  
Stony Brook University

### Stony Brook University 2018 Data Report



# Stony Brook University



We educate our students to become culturally competent global citizens and leaders. Our work in attracting, retaining, and supporting women in STEM fields is scalable, and is significant for the advancement of scientific research, the development of solutions to pressing social problems, and for our students themselves.

One of our HeForShe Commitments is to eliminate the gap between men and women — from matriculation to graduation — by 2020 by increasing women in the STEM fields and increasing male graduation rates. We have made progress in achieving parity in undergraduate enrollment from 46.2% female in 2013 to 48.4% female in 2018. The graduation rate gap of men to women narrowed from 17 to 3 percentage points. We have undertaken a multifaceted effort to increase the success of male students while expanding our Women in Science and Engineering program; adding graduate mentors and programming and developing a first in the nation integration of gender concepts into the engineering curriculum. Our student, Kerris Moore, shares her story here.

IMPACT STORY



# Kerris Moore

Recent Graduate, Biochemistry Major  
Stony Brook University, New York



The Women in Science and Engineering (WISE) Honors Program facilitates individual, institutional and social change. Its goals are to create academic excellence, promote professional development, facilitate research opportunities, maintain community partnerships, encourage collaboration and enact strategies for all levels of education. WISE recruitment events like Admitted Student Day provide opportunities for current student to serve as ambassadors to incoming first year students.

I decided to matriculate at Stony Brook University after attending Admitted Student Day and listening to a panel discussion with WISE students. I discovered that WISE is designed to increase the number of women in traditionally male-dominated STEM fields through outreach, recruitment and retention efforts. I was drawn to what WISE offers its students, in particular a community of women who will all face the same challenges.

Being an active member in WISE helped open doors for me. I always liked learning how things happen in the body at a micro level and the body as a whole system but I never knew all that could be studied in one discipline: biochemistry.

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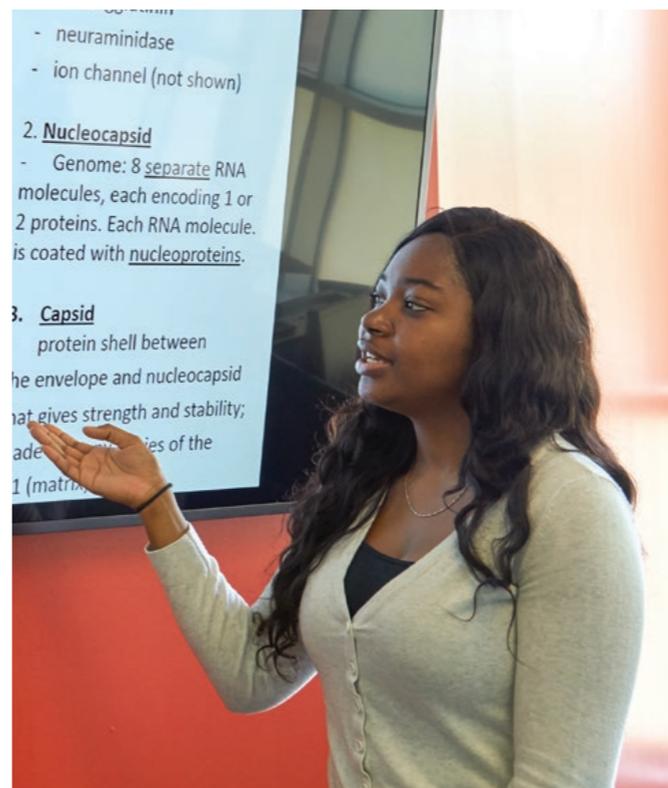
**WISE is an Honors program for undergraduate women in traditionally male-dominated STEM fields. We face similar challenges, and we thrive because we are a community.**

For me, being in WISE automatically let professors know that I was a serious, hard-working student capable of academic success, thereby opening the door for on-campus research opportunities. I really appreciated the unique WISE curriculum, the first of its kind in the country, with its focus on academics, research, service learning and leadership coupled with key soft skills that truly set Stony Brook’s program apart from all others and provided an integrated learning experience.

The four-year retention rate of WISE undergraduate students is 91.4%, and the WISE Mentoring Program is a key driver of this success. As a mentor, I helped first-year WISE biology majors Andrea and Emily adjust to life at Stony Brook. My role as a WISE mentor was about establishing another point of contact if they had a problem. I used my own early experiences in the program to help others. During my first semester, I was not getting the grades I hoped for in one class. I sought help from the WISE academic advisors who provided strategies and tips to improve and become more successful in that class. I was then able to use those same strategies with my mentees when they faced similar struggles.

As Emily puts it, “If I were here alone, I would not know what to do.” Andrea added, “it helped to talk to Kerris,” because of the common stressors, “she knew my complaints.” I admit to being critical and hard on myself during my freshmen year and so when it came to my mentees, I relayed to them the importance of grades but also how to come back from a setback and look for ways to improve instead of creating unproductive worry and stress. For me, mindset is important, academically and in life.

Overall, the WISE community has helped me to create crucial bonds between students and faculty and those bonds created over the course of the academic year are long-lasting.



# Vahan Agopyan

President, University of São Paulo

In 2014, we had the honor of joining the HeForShe movement and being the only institution representing Latin America among the ten participating universities. This has broadened our responsibility for the pursuit of gender equality and the empowerment of women. The HeForShe Commitments we have taken deliver a series of initiatives to overcome gender barriers and create a new culture within the University. One of these actions was the creation of the USP Women's Office that works to address the discriminations between students and university staff and increasing the representation of women in STEM.



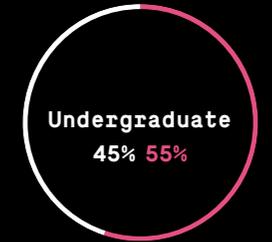
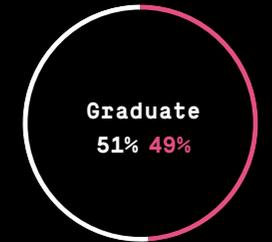
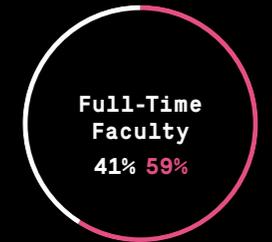
UNIVERSITY CHAMPION

# University of São Paulo

University of São Paulo\*  
2018 Data Report



As a HeForShe Champion, I believe it's all about mutual respect. At USP, we are working on changing the culture to promote gender equality. The challenge of creating a healthy environment is a daily one and must be faced by everyone.



\* Since 2018, USP has had an office specializing in University statistics and metrics. As a result, we are updating all our data.



# Dr. Camila Negrão Signori

Dive into Science USP, Project Coordinator, Professor and Researcher at the Oceanographic Institute, University of São Paulo São Paulo, Brazil

“  
**Projects such as these inspire girls, through day-to-day examples, showing the space women can occupy in Science, Technology, Engineering and Math. A program by female scientists for girls who dream.**

Women in leadership positions are under-represented in research institutes and academia in general in Brazil. Camila Negrão Signori is a young and vibrant microbial oceanographer, researcher and professor committed to change this, particularly in STEM. She heads the successful *Dive into Science USP* project, focused on attracting schoolgirls aged 10-14 into scientific careers in Brazil. This is her story.

My initiative received an award in USP's 2019 Pro-Rectorate of Culture and Extension Awards for Social Entrepreneurship. This award recognizes projects which strengthen our interaction with society, contribute to national development and support the achievement of the United Nations Sustainable Development Goals. The award includes a financial prize of up to US\$ 6,200 and enables projects like *Dive into Science USP* to participate in upcoming rounds for the grand prize.

Sponsored by our Pro-Rectorate of Culture and Extension and hosted by our Oceanographic Institute, the objectives of *Dive into Science USP* are to encourage the insertion of women in the sciences, to humanize the role of scientists, to assert the importance of science in girls' education and furthermore, in Brazil's development. I hope that, from a young age, girls get this positive message. I want to highlight the importance of women in science, providing opportunities for girls from private and public schools. I believe in the transforming nature of education. I believe that girls, from an early age, are influenced to follow professions which involve interpersonal care that are socially expected of women and thus distancing them from science. Low female representation in STEM professions can also discourage those interested.

The current program consists of four full days, free of charge, in which 50 schoolgirls attend classes on subjects such as Astrobiology, Astronomy, Chemistry, Education, Engineering, Microbiology, Neuroscience, Oceanography, Pharmacology, Physics, Zoology and Evolution. The intent is to have the broadest range of topics, showcasing the research of volunteer speakers. The theoretical classes are in a language more accessible to schoolgirls and we also have practical activities supported by USP's lab infrastructure.

*Dive into Science USP* counts on the enthusiastic participation of more than a dozen female researchers from universities from São Paulo, passionate about their fields. In addition, 15 undergraduate teaching assistants are selected to participate. They learn and teach, by guiding these schoolgirls, they also convey some of their experience within the University. They have close contact with the girls and speakers in an exchange of knowledge.

The project has its origins in a 2016 initiative from the National Museum of Rio and in a larger event in 2017, organized by UFSCar, at which I was a speaker. A pilot event was held at USP in 2018, which I also led, after I had just joined the faculty and mobilized a network of volunteers. This pilot was co-funded by the UN through Girl Up and private supporters. Due to its success, the 2019 event is now underway. Feedback from the pilot's attendees and parents was very encouraging and the prospects for future events exciting. The positive repercussions are remarkably fantastic!



### Acknowledgements

We are thrilled to release this year's HeForShe IMPACT Report sharing the inspiring stories of those that are advancing gender equality and those that have been positively impacted by it. We have set parity in our sights with this group of HeForShe Champions—an enormous ambition—and we are deeply thankful to those who have chosen to join us on this journey. In particular, thanks are owed to the hard-working teams implementing the commitments. We would like to thank colleagues from across UN Women and the United Nations for sharing their insights and expertise with us as we work to achieve our goals.

Finally, we would like to thank the team at Alphabetical for their creative vision in building this report.

[alphabeticalstudio.com](http://alphabeticalstudio.com)



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

**HeForShe.org**

**@HeForShe**

**#HeForShe**