

40% Female
60% Male
Overall
percentage
of global
work force

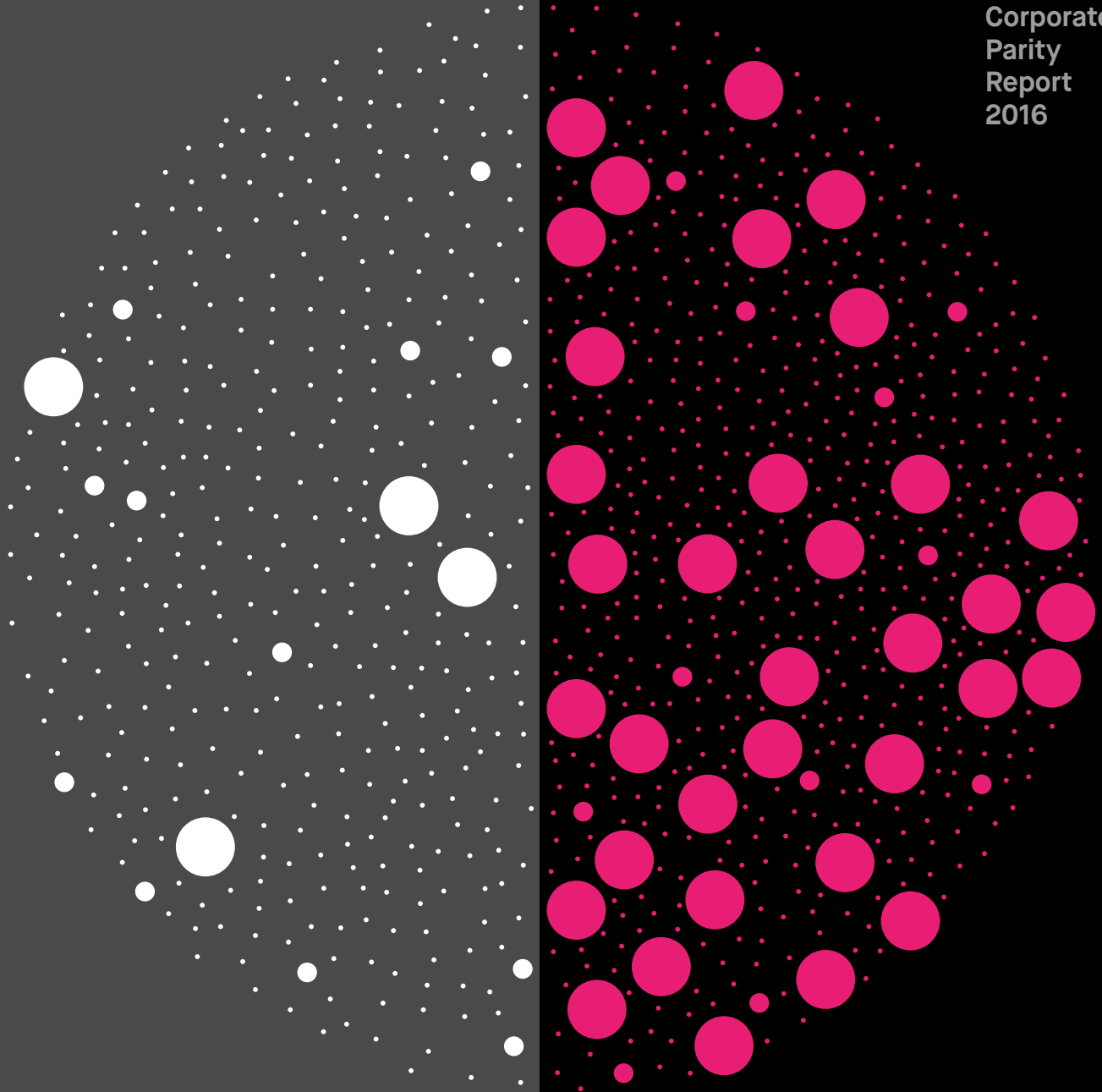
27% Female
73% Male
Overall
percentage
of senior
leadership
positions

29% Female
71% Male
Overall
percentage
of board
members

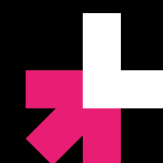


HeForShe
IMPACT
10x10x10

Corporate
Parity
Report
2016



HeForShe is a solidarity movement for gender equality developed by UN Women to engage men and boys as advocates and agents of change for the achievement of gender equality and women's rights. The campaign encourages them to speak out and take action against inequalities faced by women and girls.





Contents

1. Introduction

- 4 A note from the Secretary-General
- 6 A note from the Executive Director
- 8 The executive summary
- 10 The IMPACT 10x10x10
- 12 The Corporate Champions
- 14 This report
- 14 The methodology

2. The United Nations

- 22 The United Nations

3. The Corporate IMPACT Champions

- 26 A note from the IMPACT Champions
- 28 Highlights from the journey to date
- 30 An honest reflection on the numbers
- 32 Where are we with respect to reaching parity?
- 33 What are we doing to reach workforce parity?

4. Company profiles

- 40 AccorHotels
- 46 Barclays
- 54 Koç Holding
- 60 McKinsey & Company
- 66 PricewaterhouseCoopers
- 72 Schneider Electric
- 78 Tupperware Brands
- 84 Twitter
- 91 Unilever
- 96 Vodafone

1. Introduction



A note from the Secretary-General

Ban Ki-moon



The recent adoption of the 2030 Agenda for Sustainable Development marked a landmark in efforts to end poverty and build lives of dignity for all on a healthy planet. It also embodies a strong collective commitment to gender equality as an engine of progress. This is a cause I am proud to have championed throughout my service as Secretary-General, along with many partners. As we embark on efforts to reach the Sustainable Development Goals, we must expand and strengthen this coalition.

We have bold aspirations for an equitable world by 2030

2016
2030

The private sector has a key role to play as an accelerator of social change. Studies show that equality is achievable in the workplace and beneficial for the bottom line. By promoting men and women at equal rates, providing fair parental leave and refusing to accept bias and discrimination, businesses can break down barriers and pave the way to a new future.

At the United Nations, I have taken every possible opportunity to advance the role, rights and well-being of the world's women. The number of women in senior management positions has increased by more than 40 per cent since I took office in 2007. I have also sought to change discriminatory attitudes and combat violence against women, including through initiatives such as UNiTE to End Violence Against Women, Stop Rape Now and the Network of Men Leaders.

I am especially proud to have been the first man to sign on to our global HeForShe campaign.

Under the HeForShe effort, 10 business leaders are serving as IMPACT Champions who are already making a difference. Over the next five years, their 10 companies should serve as incubators for innovation and role models of gender equality. And over the next 15 years, we aim to achieve both the Sustainable Development Goals and full equality through the "Planet 50-50 by 2030" effort being led by UN Women. The IMPACT Champions can help shorten those timelines and drive equality in key areas.

I thank the members of this committed group and commend this report to all those interested in empowering women to create a better world for all.

Ban Ki-moon
United Nations Secretary-General

A note from the Executive Director

Phumzile Mlambo-Ngcuka

EQ

QUALITY

EQUALITY



It is my distinct honour to present to you the inaugural HeForShe Report, reflecting the bold commitments of our HeForShe IMPACT Champions.

UN Women has a single focus: to achieve worldwide gender equality and the empowerment of women and girls by 2030. This is our mission, uniting us all behind a common purpose. For the first time ever, through HeForShe, we have invited men and boys around the world to come with us on this journey. By taking an inclusive approach and working together for equality, we can accelerate progress towards its achievement.

Champions were chosen because they are innovators and advocates. Each one of these companies is on the journey to equality

Achieving and sustaining equality in our lifetimes requires structural, systematic and behavioural change harnessed in tandem. IMPACT Champions are truly global leaders with respect to structural change: their commitments—ranging from equal pay to comprehensive parental leave—tackle leading issues with respect to gender inequality. This group of companies spans 10 industries and almost a million employees around the world; the diversity of their perspectives and experiences will form the foundation of a comprehensive understanding of workplace and workforce equality. Through their experiences, we can identify and scale solutions to transform sectors, and eventually, achieve an equal world.

Champions were chosen because they are innovators and advocates. Each one of these companies is on the journey to equality, but challenges and roadblocks remain. Their willingness to transparently share this journey with us creates a path forward for others. By shining a light on their own challenges, and bravely sharing their data, they define what leadership looks like on this issue. We recognize their courage in charting the way forward, where others have not dared to go.

In this first report, Champions have reflected on the first year of their journey, sharing baseline figures against which future progress will be measured. Over the next five years, we ask our Champions to keep the profile of gender equality high, to share their own experiences, and to continue to raise the bar on our collective aspirations, asking not what has been done but what could be done.

We hope you take from this report a renewed commitment to together achieving an equal world. We invite you to join us on this journey.

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

The executive summary

This first-ever HeForShe Report tells the story of the 10 Corporate **IMPACT Champions:**

- AccorHotels
- Barclays
- Koç Holding
- McKinsey & Company
- PwC
- Schneider Electric
- Tupperware Brands
- Twitter
- Unilever
- Vodafone

This group of 10 companies spans 10 industries and employs more than a million people in 190 countries around the world. Their approaches to women's empowerment are unique and collectively comprehensive, with programs ranging from skill building for farmers to mentorship for c-suite executives. Despite the diversity of their business models, they face common challenges around gender equality, and have made a common commitment to its achievement.

Through HeForShe, they have committed to accelerate progress towards parity in their workforce and throughout their footprints, reporting on progress as they do so. In this first year, companies have focused on implementation. Over the years to come, these 10 companies will work together, testing innovative approaches and sharing proven practices across the group. To establish a baseline against which future progress will be measured, companies agreed to report the representation of women across four roles, described in detail on page 14.

The data disclosure is a critical output of year one, and a bold approach to coordinated and transparent gender reporting across industries. Like their peers across the private sector, these companies have made strides towards overall gender balance: 39.7% of their employees are women.¹

ONE

One in four senior leadership and Board positions are held by women

IN FOUR BOARD MEMBERS

This is representative of broader business trends; according to the World Bank, women represent approximately 40% of the labour force and hold an increasing share of all university degrees. Despite overall progress, the retention and promotion of women into senior leadership remains a core challenge for these companies, with women holding just over one in four senior leadership (26.7%) and Board positions (28.6%). These figures also echo global trends: today, women hold 19.2% of Board seats across S&P 500 companies, and the global average is stalled at 17.0%.² Senior leadership benchmarks are harder to come by, but recent research in the United States estimates that women hold between 23.0 and 27.0% of the types of roles measured by these 10 companies: key leaders and decision makers comprising approximately the top six per cent of employees by role.

Each of these companies has begun to implement its commitments, taking a few new steps forward on the path to parity and equality. Across companies, early progress has been seen in mobilizing male supporters—with more than 60,000 men committed to HeForShe. The men at these companies have reflected on their experiences as well, telling us that HeForShe has given them permission to stand as advocates, and allied them alongside their female colleagues as champions of change. You can learn more about their early successes on page 28 of this report.

In the years ahead, we will continue to share the experiences, challenges, and successes of these companies in the hopes of inspiring and supporting broader change. Thank you for joining us on this journey.

¹ Note: all averages calculated as weighted averages.

² 2014 Catalyst Census: Women Board Directors. New York: Catalyst, 2015.

The IMPACT 10x10x10

On 24 September 2014, UN Women launched HeForShe, a groundbreaking initiative to engage men and boys as agents of change for the achievement of gender equality and women's rights. HeForShe has one bold goal: achieve gender equality by 2030.

To accelerate progress toward this target, HeForShe launched IMPACT 10x10x10, a pilot program engaging Heads of State, universities, and corporations to lead by example in their respective spheres, creating the structural and cultural change we need to achieve equality in this lifetime.

IMPACT 10x10x10 is comprised of 10 leaders across each sector, creating a dedicated team of thirty global visionaries who are innovating on the path to gender equality.

Men
comprise
60% of
the global
labour
force

IMPACT Champions

In alphabetical order by name of institution:

Corporate Champions

Sébastien Bazin,

Chair & CEO of AccorHotels

Jes Staley,

CEO of Barclays

Mustafa V. Koç,

Chair of Koç Holding

Dominic Barton,

Global Managing Director of McKinsey & Company

Dennis Nally,

Chair of PricewaterhouseCoopers Intl. Ltd

Jean-Pascal Tricoire,

Chair & CEO of Schneider Electric

Rick Goings,

Chair & CEO of Tupperware Brands

Adam Bain,

COO of Twitter

Paul Polman,

CEO of Unilever

Vittorio Colao,

CEO of Vodafone Group Plc

University Champions

John J. DeGioia,

President of Georgetown University

Peter Mathieson,

President & Vice Chancellor of the University of Hong Kong

Paul Boyle,

Vice-Chancellor of the University of Leicester

Stephen Goss,

Pro Vice-Chancellor of Oxford University

Seiichi Matsuo,

President of Nagoya University

Marco Antonio Zago,

President of the University of São Paulo

Frédéric Mion,

President of Institut d'études politiques de Paris

Samuel L. Stanley, Jr.,

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

Head of State Champions

President Sauli Niinistö of Finland

Prime Minister Sigmundur David Gunnlaugsson 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

Note: final two Heads of State will be announced in 2016.

The Corporate Champions

This group of 10 companies spans 10 industries and employs more than a million people in 190 countries around the world

Business remains a male-dominated space today: men comprise 60% of the formal labour force and more than 95% of the CEOs of the world's largest corporations.³ In this context, IMPACT 10x10x10 invites business leaders to drive towards a gender-equal corporate landscape through the tangible implementation of bold commitments that advance and empower women. As they visibly enact progress within their companies, IMPACT 10x10x10 Corporate Champions lead as innovators and visionaries on the world stage.

IMPACT Corporate Champions have reputations for strong ethical practices and equitable gender policies. Each champion demonstrates global excellence in its industry, offers global reach, and commits its expertise and other corporate resources to accelerate UN Women's efforts to achieve gender equality. IMPACT Champion commitments translate into actions that meaningfully change business structure and culture for all.

Corporate Champions made three baseline commitments:

- 1 Sign the Women's Empowerment Principles: IMPACT Champions signed the CEO Statement of Support for the Women's Empowerment Principles (WEPs), a set of principles for businesses offering guidance on how to empower women in the workplace, marketplace and community. The WEPs are the result of collaboration between UN Women and the UN Global Compact.**
- 2 Launch HeForShe internally: IMPACT 10x10x10 corporations committed to launch HeForShe mobilization activities within their organisations, including the use of tools such as the HeForShe Commitment API, a geo-located internet application allowing men to register and visualize in real time the number of supporters activated within their organisation, around the world.**
- 3 Champion IMPACT 10x10x10 from the top: IMPACT Champions are required to personally lead and launch HeForShe at their company, speaking and acting as a champion for change.**

In addition, each company developed three specific commitments addressing their barriers and priorities. These goals will dramatically accelerate the pace of change at each institution, aiming for the achievement of parity across key dimensions by 2020. More information on each of these commitments and the approach to measurement can be found under the company profiles from page 38.

Transparency is a pillar of IMPACT 10x10x10. Champions lead by sharing their path towards change, openly acknowledging the unique challenges they face as the pioneers of this global effort. Each Champion shares not only progress against their commitments but also key data points on the representation of women in the workforce, providing for the first time a comprehensive examination of gender balance across 10 global corporations. See "Methodology" on page 14 for more information on the disclosure.



³ Women hold 4.4% of CEO positions in the S&P 500. Women CEOs of the S&P 500. New York: Catalyst, 2015.

This report

This Corporate Parity Report outlines the data and tells the story of the first year of the HeForShe IMPACT 10x10x10 Corporate Champions.

To ensure effective implementation, provide transparency, and share best practices with other leaders, IMPACT Champions agreed to publish an annual report on their progress. Each company has shared its personal experiences, reflecting on the ways in which HeForShe and IMPACT 10x10x10 has begun to take root and evolve its organisation.

This report outlines the Corporate Champions' progress toward reaching their individual IMPACT commitments and includes a transparent accounting of all program data. This includes standard reporting figures on workforce composition as well as qualitative and quantitative assessments of each company's work on gender equality and women's empowerment.

This first ever HeForShe IMPACT 10x10x10 parity report will be officially launched by UN Women at the 2016 meeting of the World Economic Forum in Davos, Switzerland. Going forward, HeForShe will continue to publish an IMPACT 10x10x10 Parity Report on an annual basis to ensure transparency within the program and track progress toward the goal of achieving gender equality by 2030.

The methodology

In the last 10 years, expectations of transparency and accountability have increased. The push for transparency has already proven positive returns in the financial services industry: one recent World Bank report noted a link between reporting, investments, and stock prices, as consumers and the market flocked to companies perceived as trustworthy.⁴ Despite broad recognition of the value of and need for reporting, this standard has not been applied to gender: today, no standard global method or metric exists and the vast majority of countries have no mandatory gender reporting. Commentators and experts around the world have called out the “troubling lack of transparency into workplace gender equality” in the United States and other developed countries.⁵

Men comprise 95% of the CEOs within the world's largest corporations

Recognizing both the importance of this topic and the critical need for progress, IMPACT Champions have taken a bold stance on transparency. They have committed to periodically and publically share standard figures on gender representation, and call attention to the issue with public action and dialogue, shining a light on these numbers so that others may follow. Through this decision, Champions lead by example, showing that honest dialogue is a crucial part of transformative change.

Four figures were selected as a standard baseline across all 10 companies, providing both a holistic workforce view as well as a detailed examination of key roles. This analysis includes three figures that explore the current representation of women, and one leading indicator, which indicates the direction of the company going forward.

Each company shared information from their completed 2014 reporting cycle. This date provides a common starting point for all companies and shows the gender composition at the outset of IMPACT 10x10x10.

Corporate IMPACT Champions are reporting:

- 1** Overall company
- 2** Senior leadership
- 3** Board
- 4** New hires

⁴ Effective and Transparent Financial Reporting is Good for Business. Geneva, Switzerland: The World Bank Centre for Financial Reporting Reform, 2013.

⁵ The Importance of Gender Equality in Corporate Social Responsibility Reporting. New York: Thomson Reuters, 2012.

Global representation of female board members



Current state

Overall representation of women at the company, inclusive of all employees

IMPACT Champions have broad and deep global footprints comprised of factory staff, farmers, and mechanics as well as office staff; this figure enables us to explore these companies' total impact.

Representation of women in senior leadership

For this purpose, we measured the share of women in the most senior six per cent of employees at each organisation. Seniority was defined with respect to role, rather than income. For some companies—like McKinsey and PwC—this figure includes shareholding partners, while for others it is comprised of business unit heads and strategic leaders. For all companies, this figure examines the representation of women amongst the decision makers and strategic thinkers shaping the future of the company.

Companies continue to struggle with low numbers of women leaders, but the business case for change is clear. Research demonstrates that companies with the highest representation of women in executive committees have better financial performance, with average return on equity 47% higher and average pre-tax earnings 55% higher than their less gender-diverse peers.⁶ While this correlation does not demonstrate causality, our hope is that by defining and consistently measuring this figure, we can better understand challenges around promotion and retention, and begin to tailor targeted solutions to shift these numbers.

Representation of women on the Board

For this purpose, we measured the share of women on the Board of Directors at each of the 10 companies. For some, this included Executive and Non-Executive Director positions, while others—like Schneider Electric—measured only Executive roles. As a partnership, McKinsey & Company does not have a comparable board of directors. PwC will track the representation of women in their Network Executive Team.

Public advocacy over the last decade has shaped thinking around the representation of women on Boards, leading to dramatic progress in the UK and parts of Western Europe. Despite these high points, global progress has been slow and stalled: a recent analysis showed Board representation ranging from 2% in Japan and 17% in the UK, to a global high of 34% in Norway.⁷

Alongside the senior leadership figure, the Board analysis allows us to explore the ascension of women into the most senior, visible, and strategic roles. By treating these roles as a pipeline rather than as isolated positions, we can better understand holistic solutions to retain women at the very top of organisations, where the ripple effects of gender equality make a difference across the whole company.

⁶ Women Matter, Gender Diversity at the Top of Corporations: Making it Happen. McKinsey, 2013.

⁷ Gender Diversity in Top Management: Moving Corporate Culture, Moving Boundaries. McKinsey, 2013.

Leading indicators

Representation of women in new hires

Inclusive of all new full-time employees in a given year. Some companies do not currently track this figure; AccorHotels will begin to report it in 2016.

Examining the representation of women in new hires allows us to explore the gender trend line at a given company. It provides a helpful real-time indication of progress, allowing companies to quickly course correct and examine early change. It is important to note, however, that this figure can be misleading.

In many companies, professional staff comprises the majority of annual new hires, while the overall company is a more balanced split of professional and support staff. Women are, on average, under-represented in professional roles and over-represented in support functions. In any company where the composition of roles in new hires varies from the overall composition of roles, this analysis may appear to show a declining share of women.

By tracking the representation of women at various points in their career, we hope to improve our understanding of drop-off points and develop tailored interventions to address those losses. This common set of numbers provides us a foundation on which to make further progress in the years ahead.

In addition to these figures, companies are measuring their own progress against the self-defined targets included in their IMPACT Commitments, which comprise both workforce and broader footprint goals. More information on each of these commitments and their approach to measurement can be found under the company profiles from page 38.

Women represent 39.9% of new hires across all companies

WOWO

Reflecting its institutional commitment to gender equality, along with that of the Secretary-General Ban Ki-moon, the United Nations has also chosen to disclose figures on the representation of women, in alignment with the figures shared by companies. The United Nations will share four figures as of December 31, 2014, including employees from around the world with a contract term greater than one year. More information about the United Nations' approach to staff categories can be found at careers.un.org

Overall representation of women

This figure examines the share of women in the United Nations' more than 90,000 staff in over 180 countries around the world.

Representation of women in senior leadership

For this purpose, senior leadership was defined as director roles through to ungraded roles (see below for more detail). Director positions (D-1, D-2) are the senior-most professional positions, requiring fifteen years or more of work experience.

Representation of women in ungraded positions

This figure serves as a Board equivalent for the United Nations. Ungraded positions, which include the Secretary-General, Under-Secretary-Generals, Assistant Secretary-Generals, Director-Generals, Deputy Director-Generals and Assistant Director-Generals, comprise only 274 of the United Nations' more than 90,000 employees. Much like Board seats, these are appointed positions at the topmost levels of the organisation. Ungraded roles include individuals such as Secretary-General Ban Ki-moon, Executive Director of UN Women Phumzile Mlambo-Ngcuka, Director-General of the World Health Organization Dr. Margaret Chan, and Executive Director of UNAIDS Michel Sidibé.

Representation of women in new hires

For this figure, we examined the representation of women in all new appointments at the United Nations, from 1 January to 31 December 2014. In this period, 11,271 new appointments were made, of which 5,164 were women.

Together, the information shared by these 11 institutions represents a novel level of transparency, which we hope inspires others to join.

WOMAN

2. The United Nations



The United Nations

The United Nations constitutes the world's largest intergovernmental organisation unsurpassed in the diversity of its workforce. It is present in 184 countries through 561 offices or missions, and with more than 90,000 employees representing 189 nationalities.⁸ The organisation is a standard bearer for inclusion and equality – fundamental values that underpin all its work in the service of peace, development and well-being of nations and their peoples.

Given its unique role as the standard-setter for human rights and social justice, the United Nations shoulders a particular responsibility to lead by example and achieve gender equality including the equal representation of women at all levels also within the organisation. In pursuit of this goal, the UN is guided by an international legal and norm setting framework which includes:

- The Charter of the United Nations (1945)
- CEDAW-Convention on the Elimination of all forms of Discrimination against Women (1979)
- Beijing Declaration and Platform for Action (1995)
- Global Sustainable Development Goals contained in "Transforming our World: the 2030 Agenda on Sustainable Development" (2015)

The United Nations System, consisting of multiple entities, each with its own mandate, has consistently progressed towards the goal of achieving an equal representation of women and men. In 2014, women represented 43.4% of UN staff and 45.8% of all new appointments [3].

Notwithstanding this, the United Nations system continues to register a negative correlation between grade and the representation of women in its ranks: with every increase in grade, the percentage of women decreases. In 2014, women represented more than 50% of the workforce at the two lowest professional levels. However, they accounted for only 31.9% of the Director and higher positions, and only 27.7% of the highest decision-making level.

While the UN aspires to be a model for gender equality in the workplace, it remains a microcosm of the world, reflecting its mind-sets, realities and challenges to equality.

To respond to these challenges, the UN is working on multiple fronts, listed on the right.



⁸ CEB, 2014.

- 1** Guaranteeing the highest level of transparency through the production and dissemination of relevant data and statistics, made public biennially in the Report on Improvement in the Status of Women in the UN system.
- 2** Setting guiding quantitative targets to support policy action, and establishing accountability mechanisms like the UN System-wide Action Plan for Gender Equality and Women's Empowerment (UN-SWAP), which monitors the UN performance on gender equality, including on the representation of women.
- 3** Sharing information on good practices and producing analyses of the effectiveness of parity policies already in place, to strengthen action and accelerate progress.
- 4** Tackling issues related to organisational culture— including unconscious bias—that influence inclusivity, retention and career trajectories.
- 5** Establishing of UN Women and, within it, of a separate function, the Focal Point for Women in the UN system, to monitor, report and advocate at the highest levels on the status of women in the UN system.

Most importantly, senior leadership support for gender equality – the tone at the top – is paramount to ensure that gender equality remains a priority and is mainstreamed into the organisation and its work.

For UN Secretary-General Ban Ki-moon, gender equality is a matter of conviction and legacy. He is its most ardent advocate and champion bringing the issue of the achievement of gender equality and the empowerment of women to the forefront. Notably he has appointed more women at the highest levels of the UN system than any of his predecessors.

The United Nations by the numbers:

Overall representation of women: 43.4%

Senior leadership: 31.9%

Ungraded positions: 27.7%

New hires: 45.8%

Please refer to the Methodology on page 19 for more information on how these figures are defined

3. The Corporate IMPACT Champions



A note from the IMPACT Champions

Gender equality should be atop the strategic agenda for business leaders around the world—as an ethical mandate and a business imperative. The case is clear: research consistently shows that gender-balanced teams make better, more innovative decisions, and we know that our own businesses must mirror that of our customers and of the wider world. Utilising the talents of our full population is vital to our growth, productivity and wellbeing. Gender diversity is quite simply a necessity for business success.

Sébastien Bazin

Chair & CEO of AccorHotels

Jes Staley

CEO of Barclays

Mustafa V. Koç

Chair of Koç Holding

Dominic Barton

Global Managing Director of McKinsey & Company

Dennis Nally

Chair of PricewaterhouseCoopers International Ltd

Jean-Pascal Tricoire

Chair & CEO of Schneider Electric

Rick Goings

Chair & CEO of Tupperware Brands

Adam Bain

COO of Twitter

Paul Polman

CEO of Unilever

Vittorio Colao

CEO of Vodafone Group Plc

As business leaders, we are not yet where we want to be, but we cannot wait until we are perfect to lead on this issue; we have a responsibility to take a stand now.

The facts are well known but transformational change has not yet arrived. Women remain under-represented across the leadership ladder, and in particular at the top, where women hold only 14% of executive officer roles and 17% of Board seats.⁹ Most alarmingly, the pace of change is slow: the most recent research by the World Economic Forum suggests we will not achieve parity in business until 2095 unless we change the pace. 80 more years of inequality at work is both a moral wrongdoing and a significant economic handicap.

As business leaders, we are not yet where we want to be, but we cannot wait until we are perfect to lead on this issue; we have a responsibility to take a stand now. By becoming IMPACT Champions, we hope to accelerate progress towards parity at our own companies, and work with others to catalyse change across the private sector. We value transparency and will share publicly our journey towards equality. Our challenges and experiences are representative of our peers'; we hope that by publicly sharing our journey, we can provide both inspiration and tangible learnings that pave the way for others to join us. Gender equality is not a zero-sum game, and we must all work together if we are to achieve it.

We span 10 industries and our employees are spread around the world, but our shared values unite us.

This report tells the story of our first year together. Each one of us has taken a few bold steps forward, testing new approaches and challenging long-held notions of how we do business. Central to the success of our aims is our ability to rally more than one million employees, including more than half a million men, and we are excited to report early progress in activating our male colleagues as leaders on this issue. In the years ahead we hope to share our progress along with information on new approaches and lessons learned that can be implemented more broadly.

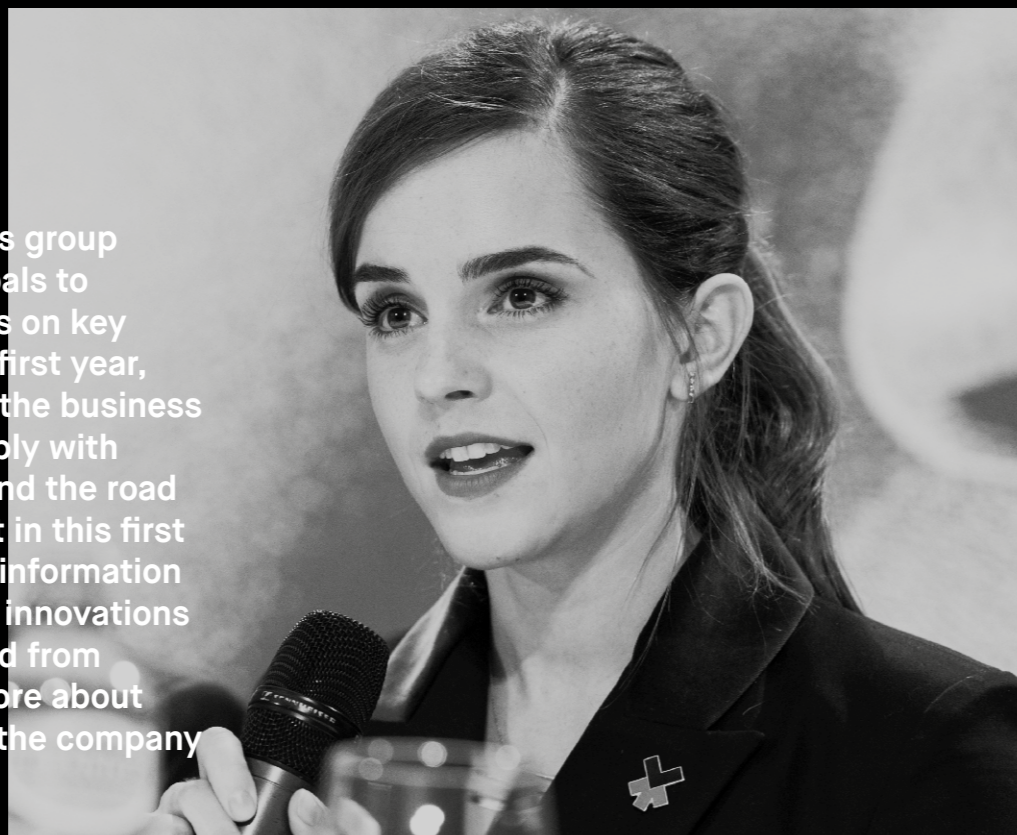
Our experiences to date tell us this journey will not be without its challenges. We are humbled by the scope of the work ahead, but we are committed to the cause, eager to learn, and open to change.

We welcome your feedback and look forward to working together to create an equal workforce and an equal world.

⁹ Quick Take: Statistical Overview of Women in the Workplace. New York: Catalyst, 2014.

Highlights from the journey to date

Each of the companies in this group has articulated ambitious goals to transform their organisations on key dimensions by 2020. In this first year, companies have invested in the business of change and engaged deeply with their employees to understand the road ahead. We have learned a lot in this first year, and are eager to share information on the programs developed, innovations tested, and insights garnered from employees. You can learn more about each one of these efforts in the company profiles that follow.



Across the 10 companies, more than 60,000 men have committed to HeForShe to date.



Mobilization and education of employees on gender equality

Learning and listening was a central theme of this first year, as companies worked with their employees on the topic of gender equality, seeking to change perspectives as much as outcomes. Across the 10 companies, more than 60,000 men have committed to HeForShe to date.

Barclays' internal HeForShe campaign asks colleagues to name actions they will take in support of gender equality. This approach has succeeded in attracting men and women alike; in 2015, 60% of new members to Barclays' Women's Initiative Network (WiN) were men. PwC, which recruits more than 25,000 graduates each year, has taken gender equality directly to campus recruits and new joiners around the world through programs such as Aspire to Lead. Within their network, PwC's HeForShe campaign asks all employees to take action at work and at home. You can learn more at heforshe.pwc.com

Other companies have engaged employees directly in the change process: AccorHotels' gender equality network launched a Hackathon, convening teams from within and beyond the company to develop gender equality tools. Their own team developed the prizewinning solution, a platform connecting mentors and mentees. Schneider Electric has launched two new executive-level groups to drive towards parity, the Leadership Platform for Gender Equality, and the Women Advisory Board. The groups, comprised of country presidents and global leaders, are tasked with cascading the IMPACT Commitments across the company and engaging employees in the change process.

Empowerment of men as advocates for equality

For many companies, HeForShe was the catalyst for a very different approach to gender equality and a new platform for men, who may not have joined in this discussion before. Some of our most interesting innovations from year one have emerged from this space, as companies test approaches to engaging men.

McKinsey this year launched "mostly men's groups." The groups, which comprise 80% men and 20% women, meet monthly to discuss diversity and inclusion in a confidential, safe space. Teams have begun to take ownership for working dynamics and challenged norms. Koç Holding took an approach beyond its company, training dealers to expertly lead in-person gender sensitization trainings across Turkey. In 2015, more than 300 dealers were trained and deployed across the country to spark cultural change. Tupperware, whose three-million-strong sales force is predominantly female, is launching a program to include spouses and partners in the conversation around gender equality. The "TupperMen" initiative will engage and educate male partners, empowering them to create change in their families and communities.

Launch of new efforts to accelerate progress towards workforce parity

While each company had programs in place to address gender imbalance across the talent pipeline, in the last year many have launched new inclusive programs, or redoubled support for women. Parental leave was a key priority this year for IMPACT Champions. To attract and retain talented women, Vodafone this year launched a new standard-setting maternity policy, providing a minimum 16 weeks of leave. The program, which has been launched globally, will support over 1,000 women every year in countries with little or no statutory maternity care. Unilever's expanded maternity and paternity support platform was also launched this year, and has since been rolled out in more than 90 countries. The platform aims to smooth the transition—for all parents—as they start a family and return to work.

Transparency has also been key to this group; Twitter this year publicly shared not only its current representation, but also its 2016 ambitions, making it the first technology company to put specific numbers on representation goals.

An honest reflection on the numbers

40/60

Today, gender data is a patchwork across countries and industries. At many companies, these numbers remain inaccessible even to employees. Voluntary disclosures, such as those seen in the technology sector in the United States, have been industry-specific, with little of the clarifying detail that helps consumers understand what they are seeing. Where comprehensive benchmarks have been painstakingly assembled, companies have largely remained anonymous. Without the facts in hand it is hard to address these challenges and harder still to measure progress.

We see transparency as an integral part of the change process. The data shared by the 10 IMPACT Champions represents one of the first synchronized efforts at transparency around gender equality. It is a principled, intentional step that aims to clear the path for others to follow. All 10 companies have shared a standard framework of figures, described in detail in the "Methodology" section (page 14). This disclosure comprises just four figures but creates a simple, clearly defined starting point against which we will measure future change.

While the industries, goals and baselines of these companies vary, their commitment to transparency places them on equal footing. Each one has honoured their commitment to transparency and equality above all else. They know that we will all be stronger when we are armed with the facts. With that in mind, let's take a look at the numbers:

The challenges seen in this group are representative of broader trends: too few women come in the door, and fewer still are retained into senior leadership roles.

What has been termed the leaky pipeline—the progressive loss of women up the leadership ladder—is on display. According to recent research by PwC, men and women are hired at near-equal rates, but women voluntarily leave at a rate two to three times faster than men once they reach middle management.¹⁰ In addition, research suggests that those women who remain in the workforce face barriers to advancement; recent research on the state of women in corporate America by the Lean In Foundation and McKinsey & Company found a gender gap in likelihood of advancement and expected representation of women 15% lower than that of men, across levels.¹¹

This pattern is seen in our group of IMPACT Champions, where, on average, the representation of women in senior leadership is a third lower than the share of women across the company.¹² All but two companies—Koç Holding and Unilever—have fewer female leaders than would be expected based on the overall representation of women.

Parity is defined as between 40% and 60% of each gender in a given role or group.

The picture at the Board level tells a more complex story: representation remains low, but many companies have actively sought female candidates to achieve gender balance here.

Five companies with a Board of Directors (or equivalent) have fewer women on the Board than in senior leadership roles, with the gap between these positions ranging from one to twenty three percentage points.

For AccorHotels, Schneider Electric, Tupperware, and Vodafone, the representation of women on the Board exceeds the representation of women in senior leader roles, perhaps demonstrating the effectiveness of recent advocacy efforts around the inclusion of women in Board roles.¹³

Research tells us that this phenomenon, where women both progress more slowly and opt to leave, is created by a complicated combination of barriers including lack of sponsorship or mentorship, unconscious bias, and employee attitudes. Across these challenges, IMPACT Champions have made strong commitments. We are eager to better understand, through their work, how we might begin to close the pipeline leaks and increase the representation of women in leadership.

Across all companies, women represent 39.9% of new hires, but for some companies, we also see a "narrow pipeline," whereby too few women are hired. This is particularly apparent in male-dominated sectors such as technology and industrial production, where the number of female graduates in relevant science, technology, engineering and mathematics (STEM) fields remains low. Coupled with challenges in retention, the narrow pipeline constrains the potential to achieve gender parity in these fields.

¹⁰ The Leaking Pipeline: Where Are Our Female Leaders. PwC Global Human Capital Gender Advisory Council, 2008.

¹¹ Women in the Workplace. Lean In Foundation and McKinsey & Company, 2015.

¹² Average share of women across IMPACT Champions was 39.7% in 2014; average share of women in senior leadership roles was 26.7%, average share of women in Board roles was 26.8%. One-third (33.4%) drop-off between all employees and senior leaders.

¹³ For AccorHotels, Schneider Electric, Tupperware, and Vodafone, the share of women on the Board exceeds the share of women in senior leadership roles, by 13, 11, 7 and 1 percentage points, respectively.

Where are we with respect to reaching parity?

Parity is defined as between 40% and 60% of each gender in a given role or group.¹⁴ We have examined our figures both with respect to our goal of parity and existing global benchmarks.

Current state:

Overall representation of women

Half of the IMPACT Champions have achieved parity across their whole workforce: AccorHotels, Barclays, McKinsey & Company, PwC and Tupperware. Across all IMPACT Champions, 39.7% of employees are women, just on the cusp of gender parity.

Representation of women in senior leadership

With senior leadership representation ranging from 11.0% to 33.0%, no company in this group has yet achieved parity in the top six per cent of roles.¹⁵ These figures are part of a global challenge around retention: as of 2013, women held 18.5% of senior management roles globally; amongst IMPACT Champions, this rises to 26.7%.¹⁶ While this group outperforms against global averages, we have set parity as our goal. To that end, the majority of companies have articulated specific targets around the representation of women in senior leadership, which you can read more about in the company profiles from page 38 of this report.

Representation of women on the Board of Directors

At this level, only AccorHotels and Tupperware Brands have achieved parity today. Across IMPACT Champions, women hold 28.6% of Board seats. While we aspire to dramatically increase this number, it significantly exceeds the current global average, of 17.0%.

Leading indicators:

Representation of women in new hires

Across all companies, women represent 39.9% of new hires. Four companies have achieved parity in their new hires: Barclays, PwC, Tupperware and Unilever. With the exception of Unilever, all of these companies have also achieved overall workforce parity. Global averages with respect to new hires are not available. While we did not measure graduate hires across the group, it is worth noting that a majority of these companies have explicit "50/50" parity targets for graduate hires, which you can read more about in their company profiles from page 38.

What are we doing to reach workforce parity?

Research on this topic is definitive; vocal support for gender equality from the CEO down makes a material difference to shift company culture and increase the representation of women. The commitments of these 10 champions are concrete evidence of this concept, and have set us on the right path to accelerate change in the years to come. Both research and the experiences of our IMPACT Champions tell us that measurement makes a difference. Twitter, which has reported workforce composition since 2014, has seen a two percentage-point increase in the representation of women since then, and McKinsey & Company's Managing Director recently noted that gender-based recruiting targets resulted in a five percentage-point increase in the share of female consultants hired.¹⁷

In addition to leadership commitment and transparency, consensus is emerging around key levers for change, each of which some of our champions are addressing via their commitments:

Progressive corporate policies around hiring, retention and promotion

From parental leave and flexible working to innovative policies around promotion decisions, leaders in this space have integrated gender equality into the policy fabric of their companies. Learn more about what our IMPACT Champions are doing in this space by hearing from AccorHotels, Barclays, Schneider Electric, Unilever and Vodafone, among others.

Supportive company culture with bias-mitigation strategies

A majority of women report that they experience bias in their careers, and believe that they are disadvantaged by it, with outcomes ranging from missed promotions to exclusion from key business decisions.¹⁸ In addition, nearly a third of men in one recent study reported that a supportive company culture is the single most important enabler of women's career acceleration.¹⁹ Learn more about what our IMPACT Champions are doing in this space by hearing from Koç Holding, McKinsey & Company, and PwC, among others.

Leadership pathways and training for men and women

At intake, middle management and senior leadership, standard-setters in this space have carved out specific pathways for women to develop as leaders and men to lead on equality. Learn more about what our IMPACT Champions are doing in this space by hearing from Twitter and Tupperware, among others.

Through these changes and others, we are committed to transformation and eager to report progress in the years to come.

¹⁴ Global Gender Gap Report, World Economic Forum, 2014.

¹⁵ Unilever, with 44% of women in senior management, reported the senior-most 9% of roles due to reporting constraints.

¹⁶ The CS Gender 3000: Women in Senior Management. Credit Suisse Research Institute and Catalyst, 2014.

¹⁷ For a Company to Achieve Gender Diversity, The CEO Can't Do It Alone. New York: Wall St Journal, September 2015.

¹⁸ Women in the Workplace. Lean In Foundation and McKinsey & Company, 2015.

¹⁹ Women: Fast Forward, The Time for Gender Parity is Now. Ernst & Young, 2015.

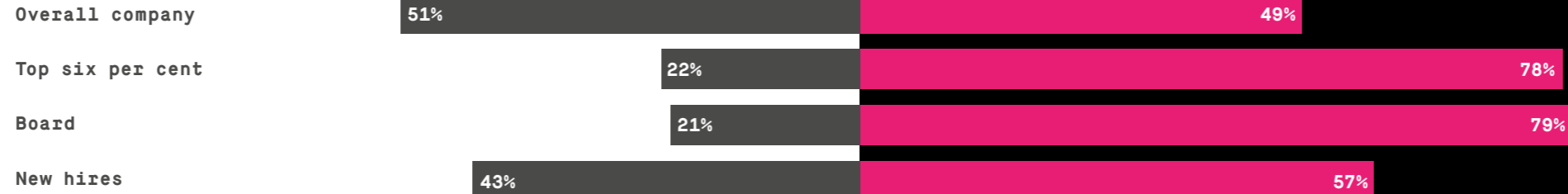
Corporate IMPACT Champion report

All figures as of
2014 reporting cycle

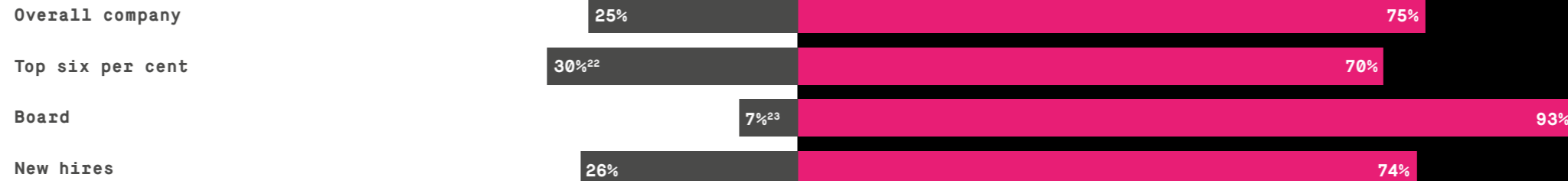
AccorHotels



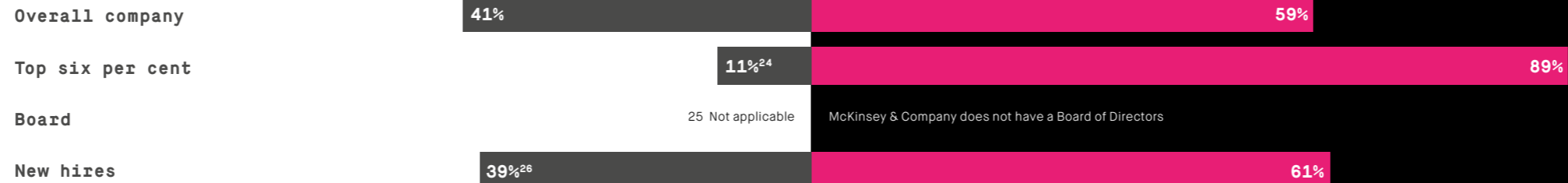
Barclays



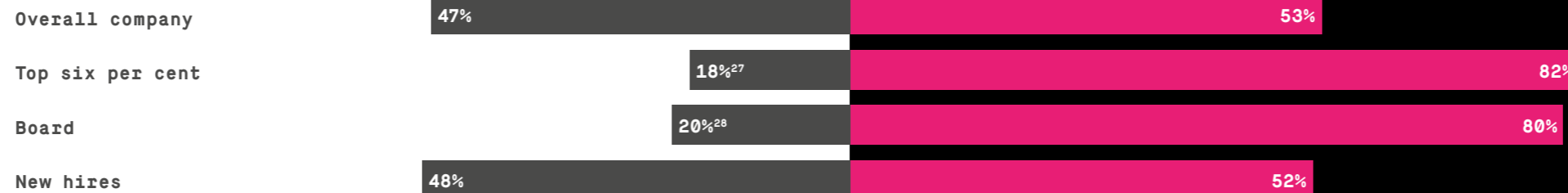
Koç Group



McKinsey & Company



PwC



20 AccorHotels: Senior leadership defined as top ~2% of the organisation, Director position.

21 AccorHotels: New hires not currently available in reporting system, will be included in 2017 report.

22 Koç Group: Senior leadership defined as top 5% of the organisation.

23 Koç Group: Represents the Board of Directors of Koç Holding.

24 McKinsey & Company: Senior leadership includes Principals and Directors as well as senior research and support staff.

25 McKinsey & Company: As a partnership, McKinsey & Company does not have a Board of Directors.

26 McKinsey & Company: Representation of women in all new hires including consultants, research and support staff. Based on employees with a first hire date in 2014, excludes all employees terminated within 30 days of hire.

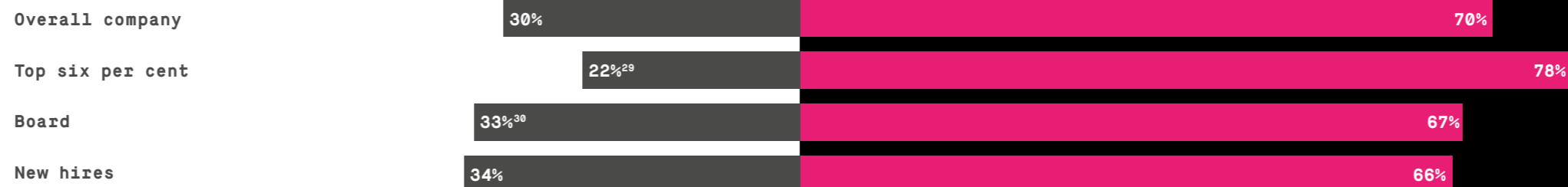
27 PwC: Senior leadership defined as equity partners.

28 PwC: Board defined as Network Executive Team.

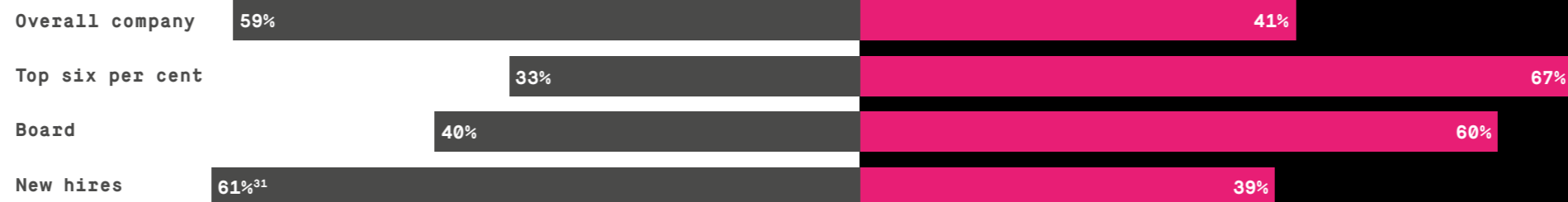
Female employees

Male employees

Schneider Electric



Tupperware Brands



Twitter



Unilever³²



Vodafone³⁴



²⁹ Schneider Electric: Senior leadership defined as N-2, N-1 of the Executive Committee.

³⁰ Schneider Electric: Board figure does not include non-executive directors.

³¹ Tupperware Brands: includes only US and Canada hires, global new hires not available in current reporting system.

³² Unilever: new hires and overall company numbers include all workforce including blue-collar workers.

³³ Unilever: Senior leadership defined as top 9% of management roles.

³⁴ Vodafone data as of March, 2015.

³⁵ Vodafone: Senior leadership defined as top 7% of roles, F-band+.

³⁶ Vodafone: Vodafone Group Plc Board, includes executive and non-executive directors.

Female employees

Male employees

4. Company profiles



Sébastien Bazin

Chair & CEO of AccorHotels



I am absolutely convinced that women should be free to have fulfilling careers and be given the same opportunities as men. As CEO of AccorHotels, I know that we have the resources and capacity to bring about real change. Our values, our Human Resources policy and the WAAG, our internal diversity network, speak for it. Employees, partners and guests, we must all stave off gender-related prejudices, offer a more gender equal remuneration policy, promote more women to managerial positions, ensure that men commit to this change and, through our endowment fund Solidarity AccorHotels, encourage projects that help train and integrate young women in difficulty.

AccorHotels HeForShe IMPACT commitments

AccorHotels is a Group united by a shared passion for hospitality and driven by a shared promise to make everyone Feel Welcome. Over 180,000 women and men in 3,800 AccorHotels establishments look after thousands of guests every day in 92 countries. Headquartered in France, AccorHotels is the world's leading hotel operator. It offers to its customers a large portfolio of internationally renowned brands covering the full spectrum, with luxury and upscale (Sofitel, Pullman, MGallery), midscale (Novotel, Mercure, Mama Shelter) and economy (ibis, ibis Styles, ibis budget) establishments.



1 Drive towards parity in pay and representation of women

AccorHotels is making a truly revolutionary contribution to gender equality, committing to decrease the pay gap for France headquarters, France operations, Spain and Brazil by 2017. This bold pledge is matched by commitments to support female leaders: AccorHotels aims to double the share of women in country COO positions by 2017 and get to 30% of women on the executive committee by 2018. To achieve this transformation, AccorHotels will expand mentoring and training opportunities for high-potential women and implement a comprehensive suite of policies to change the way AccorHotels recruits, retains, and promotes women. Throughout this change process, AccorHotels will report on progress around the world.

2 Create 50,000 HeForShe male champions across AccorHotels

AccorHotels is already a leader in the field of male engagement; their gender diversity network (WAAG) was since its creation open to both women and men. Today, men represent 54% of AccorHotels employees, 72.6% of Hotel General Managers, and 18% of WAAG members. AccorHotels is committed to going further; AccorHotels will launch a groundbreaking workshop series to better understand the drivers of male engagement, and male needs in the workplace. Based on this research, AccorHotels will develop tools to engage men across the world as HeForShe gender equality advocates. Over the next three years, 50,000 of AccorHotels male employees will commit as HeForShe champions.

3 Lead cutting-edge research on the changing workplace, using findings to drive towards equality

Millennials are entering the workforce in great numbers, women are taking up leadership positions, and increasingly, dual-earner families are the norm. AccorHotels is deeply vested in this topic; close to 60% of employees are under 35, and 46% of employees are women. AccorHotels will assume innovative research in this area to close the knowledge gap, tailor its own offerings, and implement targeted programmes with the aim of retaining women, and eventually reaching parity at senior levels. AccorHotels will conduct two groundbreaking surveys to understand the changing workforce, focused on the unique needs of female customers, and on understanding gender stereotypes and unconscious biases across generations.

A conversation with Richard Gagliardi, Director of Operations Midscale – Provence Alpes Côte d'Azur & Languedoc-Roussillon. Marseille, France

How did you become aware of gender-equality issues at work?

I've worked in hospitality for over 20 years. It was when I started moving up the career ladder that I realised gender equality wasn't something we could take for granted. When I was at hotel school, there were as many women as men—maybe more women, even—but when I moved into management, I noticed there were fewer and fewer women. Co-workers would say 'he' when they spoke about women general managers, it was as if they thought women couldn't really manage hotels. As I see it, there's a glass ceiling but there's also a floor: as their peers don't listen, women become less visible, more cautious, and prefer to keep quiet.

What are the upsides and downsides of being managed by a man or a woman?

I've only had one female manager—it was actually a man and a woman in tandem managing a group of franchises. Their styles were complementary, but that didn't have anything to do with gender: one inspired trust and motivation, the other brought the vision and values. We need to remember that diversity—gender diversity as well as social and cultural diversity—comes naturally in our sector. I've always managed mixed teams and have seen loads of advantages there: we enrich each other all the time, and the performance we build lasts longer.

You are a mentor in the WAAG mentoring program: what have you gained from that experience?

I've been a mentor for a year and it's been amazing. It's all about saying freely what we really think. We don't have an agenda when we're talking. I say what I think spontaneously. It's nice to be in a place where we're not surreptitiously thinking about our careers or short-term results. It's refreshing to have such a casual relationship with the woman I'm mentoring. It's a nice break from my day-to-day role as manager, and it's an opportunity to learn about a working environment that's different from mine, to see a new perspective. It's a win-win relationship. I'd be delighted to work on the programme again in 2016.

Do you think AccorHotels is committed to gender equality?

I know we are tackling the issue—and that it's a real opportunity both for employees and as a business. Working with men and women from different cultures, backgrounds, and career paths, creates a sense of inclusion. For employees, the WAAG is working hard to raise awareness and debunk gender equality taboos. It feels good for everyone to work together; it boosts team performance and it's a business opportunity because we need to cater to our women guests' specific wants and needs. It's a civic commitment and a business commitment that I'm 100% behind.

“I've always managed mixed teams and have seen loads of advantages there: we enrich each other all the time, and the performance we build lasts longer.”

Richard Gagliardi
Director of Operations Midscale

AccorHotels

A note from our IMPACT Champion

Spotlight on innovation

The gender equality issue is a challenge at two levels at AccorHotels: it affects our employees and our female clients. We need to pay particular attention to female guests to strengthen our competitiveness. With this dual approach in mind, in October 2015, the WAAG network sponsored a women's innovation Hackathon, in partnership with seven other companies and one university. It aimed, thanks to digital technologies, to build concrete and innovative projects improving women's condition in society. One WAAG team was nominated for the final with their creation of a platform connecting mentors and mentees. This Hackathon was open to everybody, no matter their company or job. In that sense, it initiated an open innovation approach and it was a way to experience other modes of learning. 100 people worked in teams over two days to develop a project linked to women's empowerment. Various projects arose from these two days: a website aiming to inspire women to appreciate informatics, an application called "It Counts" that allows anybody to collect data and then provide statistic information on gender, and a project creating bonds between young girls and professional women. We see this as an innovative way to make new projects emerge.

In May 2015, we stood at the front of our field by committing to champion gender equality across every level and location of our business, around the world. Sparked by the leadership of CEO Sébastien Bazin, our role in HeForShe's IMPACT 10x10x10 program officially took off at our company launch in July. We solidified our role as a key leader in our sector by coordinating the announcement of our HeForShe commitments with our Summer Academy, an event that convenes 200 of our senior managers to reflect on our core mission and values. Since then, we have witnessed a true embrace of HeForShe by our global employees and have achieved significant progress across each of our commitments. We look towards the future with excitement, to continue pioneering what gender equality looks like in the hospitality industry. Across each of our commitments, we are excited to report early progress.

Drive towards parity in pay and representation of women by 2017

Since our company launch, we have driven overall awareness of and commitment to HeForShe both internally and externally. Under the leadership of Arantxa Balson, our new HR CEO, and CEO HotelServices France Sophie Stabile, we have activated a strategy towards this objective. Within the company, we have utilised multiple channels of communication to both inform employees on this priority and to celebrate accomplishments. In addition to ongoing email communication across the company, we have produced and disseminated two videos to all of our employees. Notably, we creatively announced the 1,000th HeForShe commitment made by a male AccorHotels employee by unveiling a live recorder screen highlighting the growing number of male employee commitments on the front page of our intranet. We have also launched high-profile awareness of our engagement externally, with consistent visibility in the press and over our social media channels. This autumn, we dedicated an entire session at the Women's Forum (Deauville, France) to the ways in which AccorHotels empowers women. The event brought our HeForShe AccorHotels Team and the Executive Director of UN Women France together to discuss what gender parity means to and for our company. We also had the pleasure of playing a role in the first-ever #GetFree University Tour, with Arantxa Balson participating in a round table discussion during the tour's stop at Sciences Po.

At AccorHotels we believe diversity is a part of everyday life at work and a key driver of performance; we are committed to creating an environment where all differences and talents flourish.

Structurally, we have made great strides in our global diversity reporting, with both quantitative and qualitative indicators and specific questions on gender equality integrated into our process this October. We are working very closely with a group of seven gender equality experts, located all around the world, to continue elevating this infrastructure. It is our goal as we implement these strategies to ensure the widespread coverage and communication of our gender diversity commitments. By so doing, we equip our global offices with the necessary resources to construct efficient action plans that work towards our HeForShe commitments in specific ways. We chose the method we will apply to drive towards parity in pay: we will collect the labour markets' compensation data, map the position of employees in comparison with the market's median, focus on male and female employees' positions and implement an action plan to close the gap if needed. In our France headquarters, a special budgetary envelope, negotiated with social partners, is dedicated to close the gaps.

Create 50,000 HeForShe male champions across AccorHotels

To outfit this ambitious showing of support by male employees, we have produced a HeForShe implementation kit for human resources and management teams to utilise in their respective country offices. The kit provides a starter "guide to gender," a self-assessment tool to pulse-check gender equality awareness, and a factsheet detailing non-discriminatory HR processes. We launched this project alongside a memo by Sébastien Bazin in October 2015, and have followed it with ongoing communication by our HeForShe AccorHotels Team to ensure implementation. Additionally, we engaged 90 male and female employees in gender diversity workshops held in Paris, Bruxelles and Marseille. Participants worked in mixed groups that addressed five focus areas: hotel management, work-life balance, short lists and parity, implicit standards and men's involvement. Each group was tasked with providing three concrete ideas for gender equality in their focus area. We were thrilled with the success of the event, and are currently working on a white paper for 2016 based on the ideas generated at these sessions.

Lead cutting-edge research on the changing workplace, using findings to drive towards equality

As with each of our commitments, we strive to pursue this objective both internally and externally, across each area of our vast network. In order to determine a baseline understanding of male and female experiences in the workplace, we are currently conducting an employee survey in partnership with the global market research company IPSOS. This survey has already revealed some consistencies across female perspectives indicating particular expectations regarding hotel segments. Externally, Sébastien Bazin continues to publicly champion gender equality, including his participation in the closing plenary session of the Women's Forum in Deauville. The theme of the session was "New leaders for a new world." Mr. Bazin chose this forum to make an exciting announcement: AccorHotels will be launching a shadow Executive Committee made up of an equal number of male and female employees from generation Y in 2016. We look forward to continuing building knowledge and curating solutions through these numerous channels of employee engagement.

At AccorHotels we believe diversity is a part of everyday life at work and a key driver of performance; we are committed to creating an environment where all differences and talents flourish. We have declared our commitment to diversity through our Diversity Charter; two key programs bring this commitment to life for our employees.

In 2012, we created the Women at AccorHotels Generation (WAAG), an international gender diversity network, engaging men and women to dispel stereotypes, and support the personal and professional development of AccorHotels' female employees. WAAG is a space to share experiences and brainstorm strategies. We have leveraged the programme to introduce a number of new employee engagement approaches, including "role model conferences" that raise awareness and break taboos, and workshop series that provide professional development and address negative gender stereotypes.

In 2014, we launched a worldwide mentoring programme for women, which has proven to be powerfully and mutually beneficial across the Group: mentees increase understanding of the company's values and build confidence; mentors are able to share their perspectives; and the company is strengthened by the program's work to elevate performance and promote talent across gender lines.

Jes Staley

CEO of Barclays



As a leader, as a husband, and as a father I believe that enabling true gender equality is a responsibility we all share. At Barclays, we take that responsibility seriously, which is why Women in Leadership is among our stated organisational priorities. Our partnership with the UN and support for HeForShe are indicative of the strength of our commitment to gender equality. We will continue to work with strategic partners to ensure women can contribute fully to society, to industry, and to global economies.

Barclays HeForShe IMPACT commitments

Barclays is an international financial services provider engaged in personal, corporate and investment banking, credit cards and wealth management with an extensive presence in Europe, the Americas, Africa and Asia. Barclays' purpose is to help people achieve their ambitions – in the right way. With 325 years of history and expertise in banking, Barclays operates in over 50 countries and employs over 130,000 people. Barclays moves, lends, invests and protects money for customers and clients worldwide.



1 Reach 2.5M women around the world with financial inclusion programmes

Barclays is committed to empowering the next generation of leaders in communities around the world, providing access to enterprise, employability and financial skills. Through HeForShe, Barclays commits to a bold new global target: reaching 2.5M women around the world with targeted financial inclusion programming. Barclays' programmes will touch women in every age and socioeconomic group, from teenagers in the UK who need information on budgeting to rural cassava farmers in Africa who need access to a bank account. The programmes aim to expand access to credit and banking; teach basic financial literacy skills; and remove barriers to business ownership for women.

2 Increase the representation of women in senior leadership, a percentage point a year

Barclays strives for parity—51% of its employees are women today. Across regions, roles, and levels, though, this varies: women hold 18% of Executive Committee seats, and 21% of Board seats. To close the gap at senior levels, Barclays launched a comprehensive analysis of the global talent pipeline, identifying key challenges. Based on this information, Barclays has rolled out a series of targeted interventions to annually increase the representation of women in senior leadership (to 26% by 2018) and aspires to exceed a 33% target for the representation of women on boards, by 2020.

3 Embed gender equality in the culture, processes and policies of Barclays

Barclays recognises that the banking industry as a whole remains male-dominated. Barclays will launch a series of reforms to the way it works to support and enhance gender equality throughout the organisation. Barclays has rolled out a suite of innovative tools, including: mandatory unconscious bias training for all Directors & MDs in 2013-2015, embedded in its global curriculum for all managers in 2015; the requirement that all candidate shortlists for Director and MD positions have a minimum of 25%-33% diversity on the list; and the requirement that all candidate review panels for these roles include senior women. These changes will build the gender-sensitive work environment needed today to achieve Barclays' aspirations on gender equality in the future.

A conversation between Tom King, CEO of Barclays Investment Bank and Global Executive Sponsor for the Gender Agenda, and Nomkhita Nqweni, Barclays Africa, CEO of Wealth, Investment Management & Insurance

Why do you feel gender diversity is important to Barclays?

TK: The economic empowerment of women is rightly recognised as a significant factor in modern society. Rising female entrepreneurship, trends in wealth distribution, and increasing educational attainment among women are important influencers for the communities we serve. We need to reflect that shifting diversity within our own organisation and influence the improvement towards gender balance in our industry. Hence a core business focus for us continues to be ensuring women have a voice at every level of our organisation. This is reflected in our gender representation goals which are embedded in our Balanced Scorecard, and which cascade to business leaders via contribution goals. We report externally on progress towards the Balanced Scorecard goals, keeping ourselves accountable for the positive change we are committed to.

NN: I believe women offer broader perspectives, partly because of their experience as mothers and nurturers, which brings very positive aspects into the boardroom, to teams, and to an organisation overall. Women often have an inclusive way of doing business, and our focus on gender balance therefore means we are building a pipeline of diverse talent and skills that broadens insight and ideas to continually improve what we do.

What have you personally found inspirational about the concept of the HeForShe movement?

TK: As the Executive Sponsor for Gender, it matters to me that the IMPACT commitments we have set out have the capacity to truly benefit the communities we operate within and enhance our shareholder value proposition. I want all talent to thrive in our organisation and to play an active role in ensuring the culture enables that. As a working father, I value the inclusive nature of HeForShe as it allows me to join others who share my belief in gender equality but may previously have not had such a clear route to demonstrate their support. So I feel energised that Barclays is shaping futures via our partnership with the UN.



Barclays

A note from our IMPACT Champion

“As a working father, I value the inclusive nature of HeForShe as it allows me to join others who share my belief in gender equality but may previously have not had such a clear route to demonstrate their support.”

Tom King
CEO of Barclays Investment Bank and Global Executive Sponsor for the Gender Agenda

“When people understand the issue they can act. We’ve got more to do, but we’re on the right path.”

Nomkhita Nqweni
Barclays Africa, CEO of Wealth, Investment Management & Insurance

NN: We’re seeing good progress in Barclays, but the fact remains today I am in a minority as a woman, as well as a Black South African, in a senior role. That brings with it the responsibility to be a role model to other aspirational women who are forging great careers in our organisation. I also want to ensure my male colleagues feel confident and equipped to inspire and enable those aspirational women to contribute fully and recognise that men can sometimes feel excluded from gender equality initiatives. So for me, HeForShe and the IMPACT commitments are bringing both men and women together on a common goal which is incredibly powerful. The work that Barclays is doing with the UN further demonstrates to me that I can further expand my career in an organisation committed to inclusion, which is very motivational for me.

How have the IMPACT Commitments facilitated conversations about gender equality within Barclays?

TK: The financial services industry has typically been seen as male dominated. A crucial part of the cultural shift towards greater gender equality involves men – as leaders, peers and colleagues – understanding the value of diversity, and being actively engaged with gender equality. HeForShe is an ideal vehicle to spark conversation and engagement. As a founding supporter of the movement we are encouraging leaders to commit to HeForShe, channeling their support towards a targeted number of actions. These range from developing female talent, mentoring or being mentored by female talent, to volunteering for a girl/female-focused charity, and to telling their story as an active gender ally. Their solidarity is acting as a catalyst, creating a more inclusive environment, and nurturing change towards our gender goals. Our commitments are bold; having these mechanisms is vital to bring people together in shared intent.

NN: Turning commitment into action has to be our focus. We are making it simple for people to act, asking them to sign up as a mentor or to be active in our WiN gender network. We’re showing them how to be gender intelligent, and that is making a difference. Inequality is often about the small things; increased conversation is highlighting where unintentional bias plays out, and helping men and women see what they can do to remove or reduce the negative impact. When people understand the issue they can act. We’ve got more to do, but we’re on the right path.

Throughout Barclays’ history, diversity has been central to our ethos. Our 325 year history includes many role models who have taken an empowered stance in advancing gender equality, from female clients who were pioneers within industry in an era when business was a man’s world, to Hilda Harding who made history when we appointed her as the UK’s first female bank manager in 1958. Building on this legacy is important to us, which is why today we are finding ways to leverage our global brand to add further scale to our work and to ensure impact sustains.

Being a founding partner of the UN HeForShe campaign fortifies this intent and enables us to actively invest resources and skills in the movement. Hosting the HeForShe launch events in New York and Singapore was just one way we are enabling and amplifying the global conversation on gender equality. Initiated at the New York launch, the electronic display screens outside our 7th Avenue Times Square building promote HeForShe, inspiring the thousands of people who pass the building each day to engage with the core principles of gender solidarity. To further sustain visibility, in March 2015 to mark International Women’s Day, Barclays ATMs across the UK and Africa included messaging to encourage sign up to HeForShe, reaching 4.9 million users. Internal messaging has been a core focus too. To engage colleagues around the world, our own HeForShe campaign is well underway, empowering men and women from all our regions to play an active role. We have launched a dedicated HeForShe portal on our intranet, seeking commitments from both men and women, sharing information on the campaign, and inspiring employees to take action. 60% of the commitments made so far via this site are from men. In addition to our advocacy work, we have made important strides against our commitments to HeForShe, and are excited to report early progress.

Reach 2.5M women around the world with financial inclusion programmes

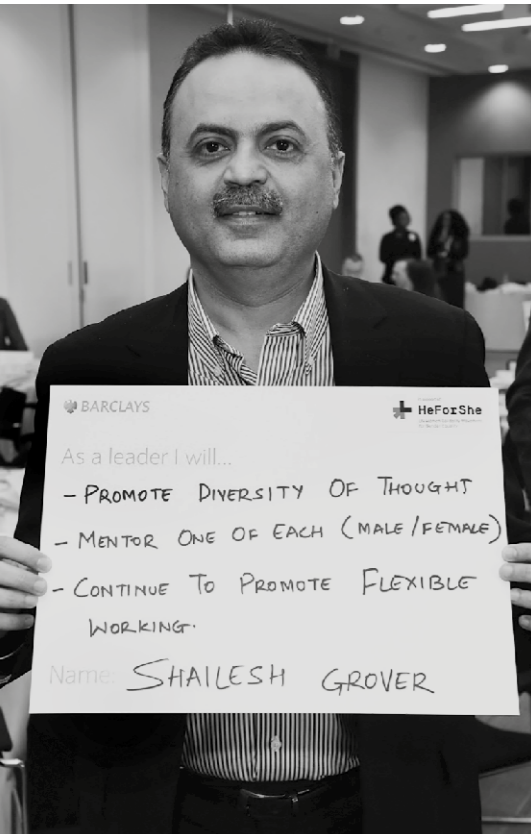
Barclays is deeply committed to supporting the economic empowerment of women by increasing their access to enterprise, employability and financial skills through a range of programmes in the countries where we operate. Financial inclusion is a cornerstone of these programmes; during 2014, Barclays programmes reached more than 460,000 women and girls with financial literacy training and skills development. Through Banking on Change, a savings-led microfinance programme in partnership with Plan UK and CARE International, over 135,000 young women gained the skills to effectively manage their money as part of village savings groups. This access to informal finance enabled many of them to invest in their families and support the start-up of micro-enterprises. Ruth, 24, from Kenya, said that with their savings, “we started a small shop at the hospital. We spotted a gap to sell fast moving items near the mother and baby clinic. We take stock every evening—we know what the profit, loss is, what we’ve sold. We started small but it’s going to become a shopping mall; we aim high.”

Spotlight on innovation

In July 2014 Barclays rang the bell on the New York Stock Exchange to announce the launch of our 'Women in Leadership Index'. The index lists publicly traded US companies with gender-diverse leadership (defined as companies with a female CEO or at least 25% female members on their board). In an industry first, Exchange Traded Notes track the return of the index so investors can support the move towards gender equality. Colleagues from our WIN gender network worked in partnership with business leaders to create the product, providing insight and ideas that shaped every stage. The Index generated significant media and investor interest, and has allowed us to engage in a richer dialogue with many of our investor clients from insurance companies to private banks about their holistic goals for investment.

Barclays

A note from our IMPACT Champion



Shailesh Grover
Managing Director,
Research and Development

In 2014, over 170,000 women benefited from Money Skills, Barclays' financial capability programme in the UK. In partnership with experienced charities, we delivered industry-leading programmes and interactive sessions to help the next generation improve money-management skills, knowledge and confidence. Tanya, 19, from the UK, said: "Barclays has changed my perspective of money altogether. I know where to go for advice. I know what to do now. Before I didn't know—I was struggling."

Through our long-term partnership with UNICEF, Building Young Futures, nearly 40,000 young women gained financial literacy skills, strengthening their financial security. In India, the programme has been scaled across the state of Maharashtra with the potential to reach millions of young women. Supriya, 20, from Chandrapur, was inspired by the training programme to identify two business opportunities, which now pay for her own education and support her family. She gained the confidence to open a personal savings bank account, becoming the first woman in her family to do so. She said, "I realised that I am free. I can do whatever I want. I can take charge of my life and stop living an oppressed existence."

Looking to 2016, Barclays is launching a new citizenship strategy and is committed to collecting more robust demographic data on impact. Through our Balanced Scorecard we will report on our strategic commitments and closely monitor our activities to demonstrate our specific contributions towards gender equality, sustainable economic growth and productive employment. This will ensure we focus our work and can better measure our impact in 2016 and beyond.

Increase the representation of women in senior leadership, a percentage point a year

Our published Balanced Scorecard includes our commitment to increase female representation in senior levels to 26% by 2018. Accountability is cascaded to business leaders with gender contribution goals, using predictive analytics to empower them to sustain progress. Reporting is mainstreamed within the regular business cycle, firmly embedding gender diversity into organisational priorities.

Within the context of an overall headcount reduction, we have since 2012 achieved our one per cent year on year aspiration thanks to a focused programme of action to harness female potential. This began with a global rollout of our Unconscious Bias training which upskilled 8,500 leaders in inclusive talent management, and continued with a commitment for all senior role shortlists to be 25%-33% diverse. In parallel, we have strengthened our pipeline of women with interventions including Mentoring; our Director to Managing Director mentoring programme saw 80% of the initial cohort achieve promotion and has led other business areas to adopt a similar framework. More widely, our 2014 Women in Leadership Forum was the first in what we intend to become a bi-annual signature event. Hosted in four continents simultaneously, it brought

together 500 senior women for personal development and networking and will be repeated in 2016. We are also building profile and capability for women to attain Non-Executive Director roles on FTSE250 Boards, with tailored events combined with bespoke development such as our Women on Boards programme.

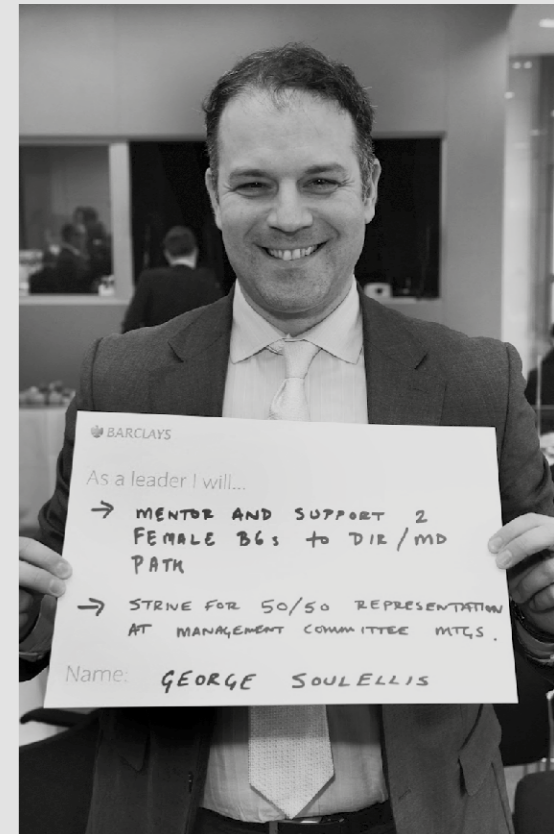
Diversity of our own Board is a focus. Our Board Diversity Policy sets our aspirations for increasing female representation to 33% by 2020. We have welcomed three women to our Board since 2012. 2016 will see a continuation of what we know works well, such as mentoring, alongside innovations such as our new 'Welcome Back' returnership programme for senior women who have paused their corporate careers. Our gender goals will enable us to track the positive impact of our interventions, so that we continue to achieve sustained growth in the representation of women in line with our commitment.

Embed gender equality in the culture, processes and policies of Barclays

Our Barclays Values shape how we operate. Diversity is key to these Values, brought to life by culture-change programmes that involve colleagues globally. Following the success of our Unconscious Bias programme for senior leaders, our 'Everyday Isms' sessions are now widening the audience, creating a shared dialogue at every level of the organisation. Empowering our people to work together to shape change is also the theme of our Gender Intelligence training, which is taking understanding of career progression influencers to a different level. Our gender listening forums are, in addition, strengthening the platform for men and women to speak together, and to speak up for gender equality.

Our successful Dynamic Working Campaign, launched in 2015, asks colleagues "How do you work your life." Building from its UK beginnings, this global agile working intervention has enabled open dialogue about what matters to our people as they integrate professional and personal priorities. More than 4,000 colleagues have been engaged in roadshows and events, and more than 10,000 people have accessed resources via the dedicated Dynamic Working Portal. A recent review of parenting policies has created more consistency across our businesses while ensuring our benefits remain among best in class. Innovations such as our 'Stay in Touch' App make it easier for women off and on-ramp their careers, adding to practical new-parent coaching and a range of resources, helping mums, dads and care-givers focus their attention where they need to. Our employee networks also bring people together with an interest in gender equality. Our internal HeForShe campaign has encouraged colleagues to connect globally via WiN, our Women's Initiative Network, which has chapters in every region. More than 60% of new WiN members are male, thanks in large part to the spotlight that HeForShe has shone on the topic.

2016 will see a continued focus on engaging colleagues practically and actively with what impacts gender equality, so that together we can continue to shape the culture of inclusion.



George Soulellis
Managing Director, Personal
and Corporate Banking

Mustafa V. Koç

Chair of Koç Holding



Stereotypes form prejudices and prejudices inhibit freedom, creativity and development. Empowering women in the workplace and in communities, and having more women in leadership positions would contribute greatly to reversing gender stereotypes. I support diversity and I support women empowerment. As an IMPACT 10x10x10 Champion, I launched programmes within and beyond Koç Holding. We invite our employees and society at large to join us and to take action for gender equality.

Koç Holding HeForShe IMPACT commitments

Koç Group is the largest industrial conglomerate in Turkey. Group sales correspond to 8% of Turkey's GDP and group exports comprise of 9% of Turkey's total exports. Koç has over 85,000 employees.

1 Fund implementation of the HeForShe campaign in Turkey & mobilise 4M supporters by 2017

Koç will mobilise 4M people across Turkey to speak up and join the conversation on gender equality. Koç is lending their considerable local influence to HeForShe. In collaboration with UN Women, Koç developed the HeForShe campaign's communication and PR strategy in Turkey. Since the campaign launch in March, Koç has engaged with the media, sponsored the creation and production of communication materials and worked closely with key local celebrities and opinion leaders to raise the profile of HeForShe. Going forward, Koç will drive HeForShe within and beyond Turkey, using its international brands to disseminate the campaign to over 8,000 employees in countries including South Africa and China.

2 Empower HeForShe mobilisers at Koç to shift gender norms across Turkey, reaching 100,000 people with gender sensitisation training by 2020

Koç's business model includes a broad network of suppliers and SMEs in distribution channel (distributors). This network allows Koç to access traditional communities across Turkey. Distributors of Koç Group are well respected figures in their communities. Koç will target their distributors as messengers, advocates, and champions of change. Using these men and women as entry-points into rural communities, Koç will shift gender norms and biases throughout Turkey. Koç will provide in-person gender sensitisation training to 100,000 people across the country by 2020, rolling out an innovative train-the-trainer model to extend their reach. HeForShe mobilisers will undergo intensive training, empowering them to lead and disseminate gender sensitisation sessions in their own communities. Koç has worked closely with NGOs and field experts to develop the trainings, rolling out as of Summer 2015.

3 Strengthen gender sensitive work environment to drive towards parity

With women representing 25% of Koç employees today, gender parity is a high priority for Koç Group. Koç is developing a series of policies that will create the environment for women's success, transform their corporate culture, and set the gold standard for companies in Turkey. Koç aims to increase the share of women at every level—from entry-level to the executive level. To support and inform this process, Koç will implement a new policy, the Koç Group Principles on Equality, mandating gender-sensitive recruitment practices, flexible systems, and parity in professional development programmes.

Reflections from Ahmet İçyer, 35, Regional Sales Manager. Adana, Turkey

Where I am from, gender norms are strong and strongly biased against women. Even though I have always considered myself an activist and responsible citizen, I had yet to join the gender equality movement, that is, until I was introduced to HeForShe through my employment at Koç.

When I started to learn more about HeForShe, I was shaken. I started wondering when it became acceptable for half of the population to dodge responsibility for one of the world's largest social inequities? What I have found is that it isn't easy to be an advocate of gender equality in a culture with a deeply rooted gender bias. However, thanks to HeForShe and the roadmap provided by Koç Group, I found a voice to speak up for equality in my community and importantly how to teach others to do the same.

My initial goal in joining HeForShe was to prompt the "aha moment" I had when watching Emma Watson's speech within my network of male colleagues. I want everyone to understand the ingrained gender biases present in our culture and to stand up against these biases. I have visited over one hundred Koç Group distributors within my region, and engaged in conversations about the benefits of gender equality and how supporting equality is liberating for both men and women.

At first, I was disappointed to see how deep the ingrained culture bias truly was but, as I continued my journey, I started to see a transformation take root. My conversations were paying off. I learned no matter how ingrained cultural biases are, people can and will act against them when provided with the tools necessary to identify the root causes and understand ways to reverse them. Once presented with this new perspective, our distributors started searching for ways to contribute in individual and institutional capacities. I was deeply touched when a groundbreaking programme was started by SMEs who are in distributors in our value chain. These distributors voluntarily committed to increase their number of female employees, ultimately reaching 50%. More importantly, looking at the tremendous pace of execution of this programme, we are likely to surpass our target of 50%.

The HeForShe movement taught me three important lessons. The first lesson is simple: question the status quo. Being introduced to HeForShe helped me question why I wasn't an advocate for gender equality and recognise the biases unconsciously reinforced in society every day. Second: don't assume it is hard to change deeply rooted social norms. If the cause is justified, people will follow. And lastly: never underestimate the impact of your individual effort in changing the world.

“Being introduced to HeForShe helped me question why I wasn't an advocate for gender equality and recognise the biases unconsciously reinforced in society every day.”

Ahmet İçyer
Regional Sales Manager



Koç Holding

A note from our IMPACT Champion

Spotlight on innovation

Gender equality has not been achieved in a single country in the world, but statistics show that developing countries face a wider gender gap. The gap is still greater in rural areas, where geographical and cultural barriers make it hard to engage with communities. Koç Group is the only Corporate IMPACT Champion headquartered in an emerging economy, and our operator and distributor network extends into every province of Turkey. Using our core business competencies for development is at the heart of our sustainability strategy, and core to our approach to HeForShe. Koç Group distributors are leaders in their communities, and as such, are perfectly placed to champion the gender equality movement. They will be important catalysts in helping us to "translate" HeForShe messages to local sensitivities and to reach traditional communities, towns and cities. Peer-to-peer learning is key to creating behavioural change, and central to outreach strategy. For instance, our distributor in Zonguldak, Ayşen Orhan, used her leadership role to disseminate the training and catalyse change within the city. Thanks to her work, our trainings have already been conducted at the Chamber of Commerce, at local university, and in a leading STEM-focused high school. This is just the beginning, and we are excited to share our approach.

The majority of Koç Group companies operate in traditionally male-dominated industries such as energy and automotive where the historic rate of women's participation has been very low. As leaders in the field, we aim to accelerate this participation by not only embedding gender sensitivity into the very fabric of our companies, but also by inspiring our colleagues worldwide to take action. As we call others to join us in championing gender equality through our own commitments and far-reaching implementation strategy, we enrich our infrastructure, diversify our field, and drive social change in our country. Across each of our commitments, we are thrilled to report early progress.

Fund implementation of the HeForShe campaign in Turkey & mobilise 4M supporters by 2017

In collaboration with UN Women Turkey, we have developed and kick-started a dynamic communication strategy to capture awareness and fuel engagement around HeForShe in our country. We have elevated this drive as a national priority by devising an innovative publicity campaign. Each media outlet with which we engage captures this spirit, from a high-level launch event in early 2015 to a campaign video we produced where Turkey's top celebrities and thought leaders spoke in support of gender equality. Across these diverse approaches, we have reached over 40 million people to date. This number is increasing every day as we focus our efforts on achieving meaningful and individual impact for every citizen. As a leader not only in our field but also of our nation, we know that the footprint of our commitment to gender equality can truly demonstrate global solidarity and expansive progress.

As we look towards achieving parity at Koç, our ultimate goal is to increase the share of women in leadership positions.

Empower HeForShe mobilisers at Koç to shift gender norms across Turkey, reaching 100,000 people with gender sensitisation training by 2020

In support of our ambitious goal, we have set a "train-the-teacher" model in motion as an equally nuanced strategy by which to achieve it. This forum outfits Koç employees to expertly lead our in-person gender sensitisation trainings. Throughout the sessions, an emphasis is placed on holistic comprehension of both HeForShe and of our particular commitments, while participants are equipped with the practical tools and knowledge resources required for successful implementation in future. Additionally, these sessions are tailored to address the needs of each employment group, from blue collar to senior management, and include messages on how these employees can individually contribute to advancing gender equality in their daily activities. Our first training was conducted in July 2015 and engaged over 350 Koç champions. This action plan embodies our belief that with the scope of our target reach, it is crucial to empower these champions as leaders in their immediate work environments. We look forward to moving towards our goal of shifting perceptions of gender by advancing to the second stage of this process.

Strengthen gender sensitive work environment to drive towards parity

Our action plan to achieve parity combines a number of diverse approaches and finds synthesis across our other commitments. To kick-start this project, we distributed group-wide equality principles to all of our offices and production hubs in June 2015. We will be leveraging our gender-sensitisation trainings to ensure the understanding and implementation of these principles within the context of each individual Koç work environment. Finally, we have introduced tailored monitoring mechanisms to systematically measure and track these programme activities. We are collecting the key performance indicators from twenty-three group companies quarterly, and will aggregate an "equality checklist" monitoring the pace of programme implementation annually. These mechanisms enable us to track both the numerical reach and the content of our impact achievements, enacting our priority of uniting the Koç Group around standardised equality principles. As we look towards achieving parity at Koç, our ultimate goal is to increase the share of women in leadership positions. Initial assessment has revealed that closing this gap at the management level requires a wider pipeline. As a result, we will also be launching programmes in 2016 that systematically reduce the gender gap at hiring and in leadership development.

At Ford Otosan, we have an ambitious goal of being the automotive industry's pioneer in gender equality. This industry has persistently fallen short on the volume of female employees. This low participation rate creates an unaccommodating environment for women, which then prevents women from seeking careers within the sector. Consequently, we encounter problems in finding female candidates whereby the unbalanced male/female employment ratio continues. Breaking this vicious cycle requires intervention at the levels of both supply (creating an enabling environment) and demand (increasing the candidate pipeline). To tackle the issue on the demand side, we developed "Honey bees are becoming engineers" project. This project aims to break gender stereotypes in the workplace by engaging with youth at an early age. We aim to empower the next generation to make career choices that are based in interests and abilities, rather than social boundaries and dogmatic visions. The project will be implemented in 81 schools, each located in a different province. To create an enabling environment, we have introduced several diversity policies, awareness raising programmes and employee trainings. For example, our hiring policy now requires a 50% female recruitment ratio for salaried employees and 25% for hourly paid employees. As a result of this recruitment policy, the rate of women employees reached 12.3% as of August 2015, up from 10.2% in 2014.

Dominic Barton

Global Managing Director
of McKinsey & Company

Gender inequality is a multifaceted, entrenched global issue. We don't have all the answers, but our commitment to diversity and inclusion is a part of our firm's history and daily practice. I see it as the business of executives to make the necessary commitment and intervene in the ecosystem of change. I am confident we will, given time, reach our goal. The fact that it won't be easy should only strengthen our determination to do so.

McKinsey & Company HeForShe IMPACT commitments

McKinsey is a global management consulting firm, serving a broad mix of private, public, and social-sector organisations to help them make lasting improvements to their performance and realise their most important goals. McKinsey employs more 20,000 people including 10,000+ consultants and 2,000 research and information professionals in more than 60 countries around the world, representing more than 100 nationalities and 120+ languages. McKinsey is a global firm, collectively owned by over 1,500 partners throughout Europe, the Americas, Asia Pacific, the Middle East and Africa.

McKinsey&Company

1 Launch a global effort to accelerate progress towards gender parity across all roles

McKinsey has launched "All In", a "HeForShe" approach to gender equality that will engage male and female colleagues around the world to address the implicit biases, policies, and processes that hold us all back. To spearhead this initiative, McKinsey has built an internal, gender-balanced team of senior partners, and is working with leading external experts on gender equality. All In will work across McKinsey's 100+ offices globally to implement practices including sponsorship programs, upgraded flexible work arrangements and unconscious bias training. McKinsey will also scale best practices from leading offices, including innovative programming to engage men in support of All In. Internally, the firm will use scorecards to hold offices accountable to ambitious goals.

2 Reach parity at undergraduate intake by 2020 across North America

Women hold almost 60% of undergraduate degrees in the United States, but remain under-represented across the consulting industry. At McKinsey, women comprise 39% of new hires today. To pave the way to parity across roles and regions, McKinsey is starting with a bold aspiration to achieve 50% representation of women at undergraduate intake across 27 North American offices by 2020.³⁷ Almost 40% of McKinsey's entry-level consultants are located in North America today; by starting here, the firm will build its pipeline of future female leaders and set the standard for its global recruiting strategy.

3 Lead cutting-edge research and test approaches to meaningfully advance gender diversity in the workplace

McKinsey's flagship 'Women Matter' series of research reports established the business case for gender diversity; the 2010 report found that a majority of women and men now recognise the link between gender diversity and financial performance. While employees see the case for change, companies have been slow to respond; the same study found that gender diversity was a top-ten strategic priority for only 28% of companies; for a third of companies, it was not on the strategic agenda at all. McKinsey will continue to invest in cutting-edge research on women through the McKinsey Global Institute, including a ground-breaking effort in 2015 to analyse the global gender gap, frame the case for change, identify the 80/20 approach to tackling the highest impact issues for women globally, and develop targeted solutions to close the gender gap. The firm will launch important investments to refine and build its work with clients on gender diversity topics, scaling innovative client-facing coaching programmes such as Centered Leadership and Remarkable Women, and seeking to collaborate with clients to apply and develop new tools to advance gender diversity. To accelerate change, McKinsey will report on best practices in global publications.

A conversation with Brian Rolfes, Partner, Director of Global Recruiting. Toronto, Canada

When did you first become aware of HeForShe?

Dominic Barton, our global managing director, first shared with me his excitement about HeForShe when it was still in its formative stages. Dominic has been involved with UN Women in the past and was eager to have McKinsey be a leading institution in this effort.

How are you involved in McKinsey's IMPACT Commitments?

I lead our global recruiting function, and a large part of our commitments to inclusion and diversity involves recruiting. While we have had a women's recruiting effort for quite a while, our public commitments to HeForShe have spurred us to be even more creative and dedicated in achieving our goal. Our major challenge is getting more women to consider consulting – once women are in our recruiting process and in our firm, they perform just as well as men. One of our commitments is explicitly about recruiting undergraduate students in North America; in the next few years, we will be working hard to hire 50% women into entry-level North American consulting roles.

Why is gender equality important to you? Why is it important to McKinsey?

Since 2007, McKinsey has helped shape the global conversation on the importance of women in the workforce through our breakthrough research Women Matter, which demonstrated a connection between share of women in leadership and corporate performance. We firmly believe having more women in leadership is critically important if we want to bring the best possible teams to our clients and impact the world's most pressing challenges. On a personal note, I have a long-standing interest in human rights: it was my field of study prior to McKinsey, and as one of the founding members of McKinsey's network for gay, lesbian, bisexual and transgendered consultants (GLAM), diversity and inclusion are near and dear to me. I believe our firm needs to be attractive and compelling to the world's best talent, regardless of gender, sexual orientation, race, or ethnicity.

What changes have you seen in the last year?

We have really invested in gender equality over the last year. We have dedicated tremendous resources (both personnel and financial) to the cause of improving our women's recruiting and retention. We have launched two more seminal pieces of research (The McKinsey Global Institute's "The power of parity: How advancing women's equality can add \$12 trillion to global growth"; leanin.org and McKinsey's "Women in the Workplace"). We have this topic on the agenda at partner meetings and internal leadership discussions. We have learned a lot from our research – for example the need to set explicit targets and assign accountability. We set specific goals a little over a year ago and have already seen a 5% increase in our recruiting numbers. Our commitment through HeForShe is pushing us to continue to move the needle. I am excited for what the next year will bring!

"We firmly believe having more women in leadership is critically important if we want to bring the best possible teams to our clients and impact the world's most pressing challenges."

Brian Rolfes
Partner, Director
of Global Recruiting

McKinsey & Company

A note from our IMPACT Champion

Spotlight on innovation

We actively engage men on the topic of gender equality through our “mostly men’s groups” that we’ve rolled out across our four West Coast offices. These groups are composed of ~80% men and ~20% women across different levels. They meet monthly to discuss diversity and inclusion in a confidential, safe space. Short pre-readings or videos introduce a specific challenge. Recent topics have included the research behind “maninterrupting” in meetings, the “double bind”, and Kenji Yoshino’s work on “covering” aspects of your identity to fit in. During the meeting, discussion focuses on how these issues play out in individual teams, and how we might change behaviours. Most importantly, each session ends with a commitment to action. We have seen these groups start to change behaviours—one manager held an “interruption tally” during a team meeting and found the female analyst being interrupted significantly more than the other team members. This led to a robust discussion in the team about their communication and how to ensure the best ideas get brought to the forefront. In 2016 we will scale this programme to more offices as we continue to engage men in our efforts around gender equality.

Our ability to help our clients with their toughest problems depends on attracting and retaining the world’s best people, who can offer the diverse perspectives that enhance creative problem solving. We’re cognizant of how difficult it is to make progress on gender parity. Despite the fact that we have, for a number of years, been conducting research that has helped our firm and many other companies improve their gender balance, we ourselves are not yet where we want to be.

Our research shows that top-down targets make a difference, that closing the gender gap requires people across the organisation to act and that we need to need to rethink the way we work. McKinsey & Company became a HeForShe IMPACT Champion to help accelerate change, both internally and externally. Our HeForShe commitments ask us to put our insights to work for our own colleagues. Across each of our commitments, we are excited to see early signs of progress, and eager to continue to work towards our goals in the years ahead.

Launch a global effort to accelerate progress towards gender parity across all roles

This year, we launched “All In,” our new approach to gender equality at McKinsey that aims to engage all colleagues to address the implicit biases, policies, and processes that hold us all back. Crucial aspects of our programme include: sponsoring (not just mentoring) women at key points in their career, neutralising the effects of parental leave on career advancement, and launching flexibility programmes that enable our consultants to spend more time away from work or to spend more time in a given role before advancing, without sacrificing their career trajectory. These formal changes come on top of a growing emphasis on addressing the cultural barriers underlying many day-to-day experiences that affect our women colleagues. This year, we have expanded our unconscious bias training and have launched a number of programmes that aim to provide space for an open dialogue on gender equality. One of these programs, our “mostly men’s groups” (described in detail in the sidebar) actively engages men in this conversation for the first time.

We found that bridging the gender gap could produce upwards of \$12 trillion of additional global economic output annually in 2025.

Reach parity at undergraduate intake by 2020 across North America

Coinciding with our participation in HeForShe, we set explicit gender goals for the first time in 2014; in just one year after doing so, our global intake of female consultants has increased by five percentage points. We know the impact that targets can have, and are excited to drive towards our goal of parity at intake across North America. To achieve this we launched significant innovations across our North American undergraduate recruiting efforts and early signs show us making good progress. Highlights include: innovative presentations on campus aimed to interest women in McKinsey; a series of scholarships intended to attract women who are interested in public health, economic development, social innovation and technology, and sustainability; and a series of “Undergraduate Women’s Summits” around the country, educating attendees on what consulting is and broadening their exposure to meaningful potential career paths. North America is the hub of our business analysts—the role our undergraduate hires take on—and we hope that by testing innovations here, in the years to come we can scale these efforts across our more than 100 offices around the world.

Lead cutting-edge research & test approaches to meaningfully advance gender diversity in the workplace

In September 2015, the McKinsey Global Institute (MGI) released a report that, for the first time, sizes the economic potential from closing the gender gap and maps gender inequality around the world. MGI analysed 15 gender equality indicators for 95 countries home to 93% of the world’s women and 97% of the world’s GDP. We found that bridging the gender gap could produce upwards of \$12 trillion of additional global economic output annually in 2025. Our Women In the Workplace 2015 report (see sidebar) shows that corporate America is still not on track toward gender equality. In contributing to the fact base on gender equality, we aspire to fuel a HeForShe approach toward greater parity across the private sector.

Women in the Workplace is our latest research about women in corporate America. The research, in partnership with LeanIn.org, had 118 US companies participate and surveyed nearly 30,000 employees capturing their attitudes on work, opportunities, ambition, and flexibility in the workplace. While we saw modest pipeline improvements from our 2012 McKinsey research, we still have a long way to go.

Women in the Workplace found that within corporate America, women are still under-represented at every level in the corporate pipeline. Many people assume this is because women are leaving companies at higher rates than men or due to difficulties balancing work and family. However, our analysis tells a more complex story: women face greater barriers to advancement and a steeper path to senior leadership. Based on the rate of progress over the last three years, it will take more than 100 years to reach gender equality in the c-suite.

We hope that through efforts like the HeForShe IMPACT 10x10x10, we can accelerate this pace of change, achieving equality in this sphere within our lifetimes.

37 North American Offices include: in Canada: Calgary, Montreal, Toronto, Vancouver; in Mexico: Mexico City, Monterrey; in the United States: Atlanta, Boston, Charlotte, Chicago, Cleveland, Dallas, Denver, Detroit, Houston, Miami, Minneapolis, New Jersey, New York, Philadelphia, Pittsburgh, San Francisco, Seattle, Silicon Valley, Southern California, Stamford, Washington D.C.

Dennis Nally

Chair of PricewaterhouseCoopers
International Limited

**Part of my
personal
leadership
vision is
to move
the needle
on gender
equality.**

PricewaterhouseCoopers HeForShe IMPACT commitments

At PricewaterhouseCoopers International Limited, and across the PwC network of firms, our purpose is to build trust in society and solve important problems.³⁸ PwC is the world's leading professional services network, providing assurance, advisory and tax services to clients in 157 countries. The PwC network employs 208,109 people and is also one of the largest graduate recruiters in the world, with 24,601 graduates joining PwC in FY 2015. PwC has been named the second most attractive employer for business students in Universum's 'World's Most Attractive Employer' ranking.



pwc

1 Develop & launch innovative male-focused gender curriculum to reach millions of men around the world

Today, the PwC network reaches hundreds of thousands of students, at thousands of universities across the world with award-winning educational programmes. Lending their educational expertise and footprint to HeForShe, the PwC network will develop an innovative new curriculum to educate and empower men as gender equality advocates. This signature workshop series, developed in partnership with world-class experts, will address the root causes of gender inequality, tackling power dynamics and unconscious biases. PwC will also develop a suite of education tools for its people, to drive awareness and to define why gender parity matters, and what we can all do to achieve it.

2 Launch a Global Inclusion Index to further increase the representation of women in leadership roles

The PwC network has achieved parity at intake, with women representing about 50% of graduate hires. The goal over the coming years will be to dramatically increase the representation of women in senior leadership. For the first time, PwC will complete a comprehensive global evaluation of the rates of women across all levels of the PwC network, with a specific focus on women in leadership. Based on the insights from this evaluation, each PwC firm will be able to develop tailored interventions to address any potential barriers.

3 Raise the global profile of HeForShe with PwC people, clients, and communities

PwC will lend their full network-wide footprint to HeForShe, driving awareness and action within and beyond PwC. People will be encouraged to commit online, and take specific actions towards gender equality. Cascading the HeForShe campaign across the network, PwC will seek commitments from all network leadership teams by September 2015, and 80% of all male employees—80,000 men—by 2018.

Reflections from Dennis Nally, Chairman

Since I became Chairman it's been important to me that leadership diversity be a strong component of my personal leadership legacy. I sought to expand the definition of diversity and move beyond solely gender, because it's only by creating a holistic culture of inclusion for across the PwC network that we'll achieve the best outcomes. But even as we expanded our remit to focus on multiple dimensions of diversity, my ask of the diversity leaders across the PwC network was that every country not only continue focusing on retaining and advancing talented women – an initiative that had been underway globally since 2004 – but that everyone work together towards accelerating that effort.

We are seeing engagement from our leaders and our people at unprecedented levels. For example over 75,000 people engaged in PwC's first Global Diversity Week. During that week, I communicated directly with every single person in the network about the power of difference. I chose to become a HeForShe IMPACT Champion because I believe the journey toward gender equality will accelerate when men are directly involved as stakeholders. The end point of that journey is clear: a better understanding for all of us that gender equality creates a better workplace, better business outcomes, and quite frankly, a better quality of life, for everyone.

In June 2015, I was honoured to host a Twitter chat with the Executive Director of UN Women Phumzile Mlambo-Ngcuka. While the conversation was inspirational and positive, we surfaced a concern: Why should men help promote women to positions they are themselves aiming for? Across the PwC network, we're addressing this and many other questions by hosting conversations to collaboratively and respectfully discuss gender equality. We work to challenge double standards, acknowledge potential blind spots, and further open-mindedness. Gender equality is a win-win for both men and women.

There is no doubt that gender equality is vital to the success of the PwC network. When we bring people together with different backgrounds and experiences, the quality of our work is significantly enhanced. As a leader, I strive to create an environment where every employee feels that their contributions are valued.

Since I became a HeForShe champion, it's been my personal goal to spread awareness of the HeForShe campaign to as many men and women as possible and to educate them on the crucial role we all have to play. I am delighted to see more and more people within the PwC network having conversations about gender equality. Achieving equality isn't an easy task, it won't happen overnight, but with the support of 208,000 people in the PwC network in 157 countries, I'm confident we can make a real difference in the lives of women and girls around the world.

“Achieving equality isn't an easy task, it won't happen overnight, but with the support of 208,000 PwC network employees in 157 countries, I'm confident we can make a real difference in the lives of women and girls around the world.”

Dennis Nally
Chairman

PricewaterhouseCoopers

A note from our IMPACT Champion

Spotlight on innovation

Each year, about 25,000 graduates join the PwC network from universities around the world. This gives our network a unique opportunity to positively influence and educate the youth of the world. The PwC network is proud to have achieved parity at intake with regards to new hires: half (50%) of these new joiners are female.

Working through our women's leadership series, Aspire to Lead, and through our HeForShe launch, the PwC network is taking the message of gender equality to campus recruits and new joiners around the world. PwC will continue to educate this population – potential recruits, new joiners, and those early in their careers – on the benefits of gender parity and specific behaviours people can take to bridge the gender gap within any organisation.

By establishing strong connections with these populations, the PwC network hopes to develop a massive cadre of young HeForShe ambassadors who are knowledgeable about the value of diversity to our businesses and societies, and who understand that gender equality leads to better outcomes for any business.

We are pleased to report substantial progress on our HeForShe commitments in this inaugural report. Across the PwC network, we are engaging both men and women in the movement for gender equality and asking all people across our network to commit to HeForShe.

We firmly believe that in order to create real and lasting change, we need men and women to work together by collectively realising and activating everyone's full potential. We launched our internal PwC campaign during our Global Diversity Week in June 2015. During the same week, we kick-started our own PwC HeForShe website (HeForShe.pwc.org) where people can commit to the movement and find tools through which to support and advance change within their particular organisations and teams. Throughout year one, we have found many opportunities to raise the profile of our work beyond PwC, through a range of exciting events. We were thrilled to host a Twitter chat between UN Women Executive Director Phumzile Mlambo-Ngcuka and PwC Chairman Dennis Nally, a meeting that produced lively discussion with thoughtful questions and comments from people around the world. Going forward, we are eager to continue integrating HeForShe across our network and through our work with global university students. We are proud of what we have achieved in year one, and are excited to report progress across each of our commitments.

Raise the global profile of HeForShe with PwC people, clients, and communities

At the Global Leadership Summit in Tokyo, all PwC network firm senior partners committed to HeForShe. Since then, more than 25,335 people, including 12,424 PwC men, committed to join the movement on our HeForShe site. We're also taking our commitments offline, encouraging PwC network personnel to take tangible steps to support gender equality in their own lives. Examples include challenging double standards, expanding networks and acknowledging potential blind spots. While we have more work to do, we're excited about the future and what we can achieve together for gender equality.

We firmly believe that in order to create real and lasting change, we need men and women to work together by collectively realising and activating everyone's full potential.

Launch a Global Inclusion Index to further increase the representation of women in leadership roles

We have achieved parity at intake, with women representing 50% of new hires. The goal over the coming years will be to dramatically increase the representation of women in senior leadership. In 2015, for the first time PwC completed an Inclusion Index; a comprehensive global evaluation of the rates of women across all grades, with a specific focus on the pipeline of women in leadership. Based on insights from this evaluation, each PwC firm has started developing tailored interventions to address potential barriers. This year, 26% of internal partner admissions were female, an increase over prior years. In addition, women make up 20% of the senior leadership body, the Network Executive Team.

Develop & launch innovative male-focused gender curriculum to reach millions of men around the world

Everybody has a part to play in advancing gender equality. Looking to the future, PwC has partnered with the UN to develop an innovative web-based eLearning programme on the topic of gender, which will be available to learners across the globe in 2016. The training, featuring academic experts and other thought leaders, will educate and empower learners as gender equality advocates, raising awareness on the presence and impact of gender norms on behaviours and perceptions. The aim of the course will be to convey that globally, gender inequality has a high cost and there are massive benefits to gender equality—for all of us.

For Stéphane Garlot, a director based in the Paris office, the real value of HeForShe is that it gives men a credible voice in the conversation about gender equality. "It's not an easy topic," he explains. "When I talk to other men about gender equality, many of them say things like 'but it's not the fault of men' or 'there's more to diversity than gender'. Suddenly we're not talking about the real issue anymore. In our world today, it's normal for there to be fewer women in leadership positions than men. But to me, that's not normal."

As Transformation leader for PwC France's legal arm (PwC Société d'Avocats), Stéphane is familiar with those reluctant to work toward gender equality, "Whenever you try to change something, you should always expect some resistance." Last year, Stéphane spoke at PwC France's Aspire to Lead event, a forum for students around the world on women and leadership. He now mentors two female students he met at the event, demonstrating his strong support for HeForShe.

On getting involved in HeForShe, he says, "just do it. In 20 years' time, we won't be talking about gender equality like we do today; it will be a fact of life, now's the time we can make a difference!"

Jean-Pascal Tricoire

CEO of Schneider Electric



HeForShe is a transformational campaign that will improve the place of women at Schneider Electric and the relationships between all of our employees. Being part of IMPACT 10x10x10 provides us the great opportunity to step up, engage in new initiatives that will serve this cultural transformation and share our best practices with other companies that are truly committed to gender equality.

Schneider Electric HeForShe IMPACT commitments

Schneider Electric is the global specialist in energy management and automation. With revenues of €25 billion in FY2014, our 170,000 employees serve customers in over 100 countries, helping them to manage their energy and process in ways that are safe, reliable, efficient and sustainable. From the simplest of switches to complex operational systems, our technology, software and services improve the way our customers manage and automate their operations. Our connected technologies will reshape industries, transform cities and enrich lives. At Schneider Electric, we call this Life Is On.

1 Increase the representation of women across the pipeline—to 40% at entry, and 30% in the top positions

Schneider Electric is committed to increasing the representation of women across the company; today, women represent 29% of new managers and technicians, and 22% of top positions—Executive Committee, Senior Vice President, and Vice President roles.³⁹ Schneider Electric commits to increase representation of women: at intake to 40%, on the management committee to 33%, and in top positions to 30%, all by 2017. To meet these bold goals, Schneider will double the number of leaders attending an intensive Gender Workshop, dramatically scale their women's leadership programming, and implement a short-term incentive plan that integrates gender into the personal performance incentives and evaluation of nearly 500 leaders across Schneider.

2 Reach 150,000 employees with pay equity by 2017

Today, a salary equity process covers 20,000 employees in Schneider's France office. The Human Resources department annually compares the salaries of men and women in equal positions and where gaps are found, conducts a thorough analysis to understand and rectify the issue. A dedicated budget is allocated to close any validated gaps. By 2017, Schneider will extend this process around the world, reaching 85% of their total work force with a salary equity process that will put men and women on equal footing.

3 Establish dedicated executive-level groups to drive towards gender parity across Schneider

Schneider Electric will establish two groups within the company to lead the way on gender equality. Schneider will build an IMPACT Champions community within the company, inviting the 16 Schneider countries who have signed the WEPs to roll out HeForShe campaigns within their countries, and share their commitments and best practices across the Group as a whole.⁴⁰ The Schneider Women Advisory Board will be sponsored directly by the Executive Committee and include 10 leaders across Schneider's three core regions. This group will serve as a think tank on new initiatives to drive towards parity and a gender-sensitive culture, and will work directly with high-level leaders across Schneider, using their personal commitment to deploy changes across the Group.

Reflections from Eddie Ukpong, Digital Customer Experience Country Leader, Southern Africa. Johannesburg, South Africa

My name is Eddie Ukpong. I'm originally from Nigeria and I work for Schneider Electric out of Johannesburg, South Africa. I joined Schneider Electric from Conlog as Digital Customer Experience Country Leader covering Southern Africa with a great feeling in my heart of possessing the most exciting job so far in my career. I fancy my love for technology and everything digital as the driving force behind my career as an interdisciplinary designer, digital media consultant, lecturer, team player, project leader, critical thinker, son, brother and father to my family.

From my deeply rooted upbringing as a traditional African male, I have evolved in my thinking to appreciate the diverse roles that women play in our modern world as mothers, sisters, daughters, teachers, mentors, counsellors, and thought leaders whom we quite often take for granted. This evolution was strongly influenced by my own mother, who taught our family the values of respect, love and kindness. That is why I have focused my life's work on driving gender awareness in the design of solutions to ensure a safer environment for women in Africa. I believe that the measure of wellness, safety and security in our world can be determined by the levels of empowerment and freedom exercised by the average woman in our communities and workplaces.

As a man in a male-dominated workplace, I find it unique that HeForShe can inspire and support women to reach for their dreams while breaking down barriers. A good challenge in the workplace happens when women are placed at the helm to lead successful engineering projects and solutions. This ensures that women are no longer relegated to smaller roles and responsibilities within the organisation, and sets the stage for gender balance while ensuring the growth of a more competitive workforce. I am delighted that HeForShe has opened up lines of dialogue in Schneider Electric South Africa, enabling honest reflections in the organisation that will help us transform the company. I am confident in the actions by our Country President Eric Leger to create bigger opportunities for women across all levels of Schneider Electric South Africa's workforce. The open commitment of the men in Schneider Electric South Africa to this initiative is an important indication that we are positioning our workforce—women and men—to shape the future of our business and the realisation of the UN's HeForShe movement objectives.

I remain quite proud of my involvement in the local activities and interactions to ensure adequate awareness and participation of Schneider Electric South Africa employees in HeForShe. I have learnt a lot as a result and I will continue to support actions by leadership to support women and to provide the needed platforms for self actualisation and success. Indeed, I am HeForShe.

“I have learnt a lot as a result and I will continue to support actions by leadership to support women and to provide the needed platforms for self actualisation and success. Indeed, I am HeForShe.”

Eddie Ukpong
Digital Customer Experience
Country Leader, Southern Africa.

Schneider Electric

A note from our IMPACT Champion

A Conversation with Anil Chaudry, Country President of India. New Delhi, India

Why does gender equality matter for India? Traditionally, the majority of women in Indian society have been confined to household responsibilities and deprived of their full rights. HeForShe has awakened the consciousness of Indian men to ensure that they provide equal opportunities, prevent violence toward women, raise their voices against discrimination and provide economic empowerment to women. Today, India is on a trajectory of growth. Inclusive development is the key focus of new government. The initiatives launched by the government require expertise of both men and women across all strata. Changes are happening across society and we all want to be part of this change.

Why does HeForShe matter to me as an individual? I am extremely committed to this cause. I personally aspire to build a society and world that is egalitarian and where both men and women are equally respected and empowered. I am committed to improve the standing of women in our society and in our organisation, by ensuring education and employment opportunities for them. I take it as my personal responsibility to increase the number of women in Schneider Electric India and ensure that they get equal opportunities. I am confident to bring about this change to ensure a sustainable future for our society, country and world.

We launched our internal #HeForShe mobilisation on June 19, 2015, and are happy to report more than 24,000 men at Schneider Electric committed to HeForShe, joining the movement for one billion supporters around the world. While we've seen global momentum, several regions stand out, with over 8,500 men in India; over 3,000 in US; 1,000 in France; and 900 in Brazil. We also gave our men a chance to speak publicly and share their testimonials and commitment to gender diversity and equality. Men across Schneider Electric published their selfies in support of #HeForShe, flooding our internal social media network with their photos and commitments.

Many of our global teams organised and published their internal #HeForShe mobilisation campaign photos and posts. Weeks after weeks of our viral communications spread internally and externally, from bottom to top and top to bottom via the strong official commitment of our top leadership and the dedication of our employees around the world, #HeForShe became our collective voice, aiming to change perceptions and behaviours, and engage more men into the global gender equality conversation. Across each of our HeForShe commitments, we are excited to see the change created by this momentum and passion, and eager for the years ahead as we drive towards parity.

Increase the representation of women across the pipeline— to 40% at entry, and 30% in the top positions

In September 2015, our India office announced a bold new step towards gender equality and work life balance, expanding their offering of both maternity and sabbatical leave policies in line with our global commitment to equality. The new maternity leave policies established by this office more than double our previous offerings, placing us at the forefront of employers in India on this topic. In conjunction with our flexi options, this policy provides a fantastic platform for work-life-balance for men and women at a crucial point in their careers. Our expanded sabbatical leave now provides more holistic support, enabling leave for elder care, childcare, and children's education. We hope to learn from this office as we scale supportive, innovative policies around the world.

Reach 150,000 employees with pay equity by 2017

In July we launched a dedicated group to address pay equity, the Schneider Electric gender salary equity task force. The task force has three key objectives: collect data on wage inequities, establish a shared methodology for evaluating the pay gap, and establish corrective actions to close the gap. Launched globally and across 16 countries, this task force is a concrete example of our commitment to ensuring equal pay for all Schneider Electric employees.

Establish dedicated executive-level groups to drive towards gender parity across Schneider

We believe that the achievement of gender equality at Schneider requires high visibility commitment—from our CEO Jean-Pascal to employees in our more than 100 country offices. To that end, this year we launched two important programmes whose mandate is gender equality: our Schneider Electric Leadership Platform for Gender Equality, and the Schneider Electric Women Advisory Board.

Schneider Electric Leadership Platform for Gender Equality. 18 of our country presidents, representing more than 140,000 employees, have signed the Women's Empowerment Principles, becoming a pilot group of champions strongly committed to lead the empiric transformation across Schneider Electric and make it a true Gender Balanced Company. Building on this commitment, we have worked with these top leaders to launch, in October 2015, our Schneider Electric Leadership Platform for Gender Equality, through which each country president established bold new commitments in the style of IMPACT 10x10x10. From "assuring that 40% of the candidates short listed in a given hiring process are women" in Brazil, and "reaching 40% representation of women in managerial levels by 2017" across Southern Africa, to "sponsoring two new university scholarships for women in Energy Management Studies each year" in Germany, these bold commitments strengthen our progress towards equality. The new Advisory Board will reinforce these efforts and support our journey to equality.

Schneider Electric Women Advisory Board. In October 2015, we created a dedicated governance body to support this ambition. The group, which comprises two executive members and nine global leaders (of which three-quarters are women), is tasked with taking the pulse of the company on gender equality, providing vital feedback on employees' perceptions of our actions on this topic. The Women Advisory Board will identify global best practices to achieve breakthrough results, propose new and innovative initiatives to develop a culture of inclusion, and support the deployment of our HeForShe commitments, in partnership with high-level leaders. These groups will guide our actions at the global and country level toward the achievement of our HeForShe commitments.

24,000

Schneider Electric has mobilised more than 24,000 men across the company.



39 Technician roles are professional, 'white collar' roles.

40 US, Canada, Brazil, South Africa, Norway, Denmark, France, Spain, Italy, Germany, Turkey, Russia, India, China, Korea, Vietnam have already signed the WEPS.

Rick Goings

CEO of Tupperware Brands

Tomorrow's prosperity is in the hands of companies, governments and society at-large. We are all stakeholders in gender equality. It's up to the leaders—who are at this point, a male majority—to put words into action.

Tupperware Brands HeForShe IMPACT commitments

Tupperware Brands Corporation is a leading global marketer of innovative, premium products across multiple brands and a leading platform for women entrepreneurs, which comprise 95 per cent of the company's approximately three million independent sales force worldwide. As part of its mission to deliver high-quality products, Tupperware Brands is committed to catalysing women's economic empowerment around the world, both inside the organisation and in the communities in which it operates. Utilising a relationship-based selling method, Tupperware Brands' products and categories include design-centric preparation, storage and serving solutions for the kitchen and home through the Tupperware brand and beauty and personal care products, through the Avroy Shlain, BeautiControl, Fuller Cosmetics, NaturCare, Nutrimerics, and Nuvo brands.

1 Audit the full Tupperware Brands network to drive gender parity to the last mile

Tupperware Brands will undertake a comprehensive audit of each and every piece of its value chain, to drive gender equality at all levels. The audit will include a gender analysis of all permanent staff, including in the 14 factories that produce Tupperware Brands products. Based on the outcomes of the audit, Tupperware Brands will develop a gender action plan to achieve 50/50 equality in every part of the business value and supply chain. Throughout the audit process, Tupperware Brands will publicly report on progress, as a part of its commitment to the Women's Empowerment Principles (WEPs).

2 Lead groundbreaking research on the business case for women's economic empowerment

Tupperware Brands is excited to partner with Georgetown University, on a first-of-its-kind research study that examines the relationship between women's confidence and economic success, with the goal of demonstrating that women's confidence is a key driver of economic development globally. Tupperware Brands will apply these findings to its own corporate social responsibility strategy, deepening its efforts to empower women and advance gender equality around the world.

3 Create a HeForShe workforce, driving towards the 1B target through Tupperware Brands staff and 3M sales force

Tupperware Brands will use its broad national and global reach to drive awareness of and commitments to HeForShe. Tupperware Brands will work from the top down—with Chairman & CEO Rick Goings and other leaders standing up as HeForShe champions, as well as leveraging its global grassroots networks. Tupperware Brands' sales force is comprised of almost 3M people in more than 80 markets around the world. Central to this commitment, sales force members will be educated on HeForShe, invited to commit online, and encouraged to bring their families and communities into the conversation to help HeForShe reach its 1B goal.

A conversation with Georges Jaggy, EVP & Chief Global Marketing Officer

Why is gender equality vital to Tupperware Brands?

Our history is rooted in empowered women, without whom we would not exist today. In the 1950s, Brownie Wise pioneered the Tupperware Party and elevated the company to success, becoming the first woman to be featured on the cover of BusinessWeek. Wise set into motion the chain of successful women that exist in our company today across the globe. In the 80+ markets in which we operate, women are empowered as business leaders and have begun to establish gender equality as the norm in their families and in their communities in spite of continuing cultural challenges and sensitivities in many communities. We have an obligation to our history; to these women, who are personally responsible for the continued success of this company; and to the whole of society to fight for gender equality and economic empowerment.

How has gender equality at Tupperware Brands impacted you personally?

Throughout two decades and many roles at Tupperware Brands I have had the opportunity to view the company from a number of angles. By far the most important thing I have gained is immense respect I have for the sales force. These women are incredible managers who generate hundreds of thousands of sales while raising a family and fulfilling separate obligations to the household. It is these women that motivate me every day, particularly in my role as Chief Global Marketing Officer. Marketing is the catalyst that can bring these individual stories to the general public to spark a cultural conversation about women's empowerment, educating the public about gender equality.

How have the IMPACT Commitments facilitated internal conversations on gender equality and positively changed the working atmosphere at Tupperware Brands?

Gender parity is part of the corporate culture at Tupperware Brands, and we are working with our predominantly female sales force, as well as their families to bring gender equality to all the communities in which we operate. In speaking with the women in our sales force, we know spousal support impacts success and even determines whether a sales force member continues to run her business. We are developing a programme to educate husbands and partners on the importance of women's economic empowerment. When these men see the benefits of women's empowerment, they can establish gender equality as the norm in their own families and ultimately, more broadly in society.



Tupperware Brands

A note from our IMPACT Champion

Tupperware Mexico recently held an internal campaign to rally employees around HeForShe. The campaign invited male associates to join HeForShe and promote the movement via social media across their networks. Office activation included sending email messages to all associates, a video message, and internal posters featuring CEO Rick Goings and the local brand President explaining the importance of HeForShe. Other print and digital communications featured male associates' personal testimonials on the importance of gender equality. To further engage associates, the office offered HeForShe props in the lobby to stage photos that could be shared via social media pages. Furthermore, expanding beyond internal corporate communications, Tupperware Mexico distributed materials in the sales force magazine and invited sales force representatives and their spouses to a HeForShe reception. The sales force also held a promotion around Father's Day and distributed information about HeForShe to customers. Tupperware Brands is integrating the spirit of HeForShe into daily operations and activities will be implemented consistently throughout all markets to ensure continued engagement rather than short-term activations. These efforts spurred almost 400 men in the Tupperware Mexico network to join HeForShe and resulted in more than 11,500 shares and likes on social media.

“We have an obligation to our history; to these women, who are personally responsible for the continued success of this company; and to the whole of society to fight for gender equality and economic empowerment.”

We are developing a programme to educate husbands and partners on the importance of women's economic empowerment. When these men see the benefits of women's empowerment, they can establish gender equality as the norm in their own families and ultimately, more broadly in society.”

Georges Jaggy
EVP & Chief Global
Marketing Officer

Women's empowerment is at the core of Tupperware Brands' DNA. This issue is at the heart of everything the company does: from everyday operations, to marketing and partnerships. Tupperware Brands is proud to be part of this groundbreaking initiative, which not only upholds our global purpose to catalyse women's empowerment but also fosters collaboration towards a more equal future for all. In this first year of HeForShe, we are excited to report early progress on our commitments and look forward to the years ahead.

Audit the full Tupperware Brands network to drive gender parity to the last mile

Tupperware Brands is conducting a comprehensive audit of the gender composition of its entire business that began in late 2015. In 2016, we will use the results to develop an action plan for achieving 50/50 equality throughout the entire enterprise.

Lead groundbreaking research on the business case for women's economic empowerment

We have begun to field our research addressing the impact of confidence on economic success, for women both in- and out-side our company. Survey groups will include current and prospective salesforce members, as well as community members. Research will launch in Chicago and Houston in November 2015 and in Johannesburg, South Africa in December 2015. We aim to share initial findings at the 2016 World Economic Forum.

Create a HeForShe workforce, driving towards the 1B target through Tupperware Brands staff and 3M sales force

We have begun educating our sales force about HeForShe and gender equality by connecting our market leads around the globe with local UN Women offices, fostering relationships and disseminating culturally appropriate information to the sales force members. We are working with staff, sales force members and networks to drive HeForShe commitments. While our sales force is predominantly female, the success of many relies on spousal support. We hope that men will think of Tupperware as an opportunity for the entire family, but we can only achieved this if men understand the importance of women's confidence and economic empowerment. Relationships and local activations are beginning to grow. In Brazil, our office created step-by-step guidelines for staff to join and promote HeForShe. In Mexico, we shared information on HeForShe in the sales force magazine, engaged members in a social media campaign and held a reception for sales force members and their spouses. In Mexico, factory staff attended an educational session and committed to HeForShe. Work is underway and we are excited to report more progress next year.

Spotlight on innovation

To further bring HeForShe to life within the three million Tupperware salesforce worldwide, Tupperware Brands is preparing to launch "TupperMen," an initiative to engage sales force partners and spouses in the gender equality movement. We have seen firsthand how spouse and partner support impacts the success of our sales force. TupperMen aims to encourage spouses to view Tupperware Brands as a vehicle for personal, professional and financial empowerment, and to support their spouses' success accordingly. As part of this initiative, we will distribute educational materials to highlight the importance of women's empowerment, as well as share HeForShe's message and encourage sign-ups. Tupperware will also engage "champion" spouses who are already involved in the fight for gender equality; these champions will lead HeForShe efforts in their local markets using educational tools and materials. Through this, we aim to both raise awareness, as well as develop a HeForShe peer network. Engaging men in the Tupperware network will be mandatory in all local markets in 2016, supported by a framework that can be customised and adapted by the local markets. As TupperMen is implemented across markets, we will measure success not only in terms of positive impacts on the lives of sales force and their families, but also the business, looking at the impact on the likelihood of sales force staying with the company.

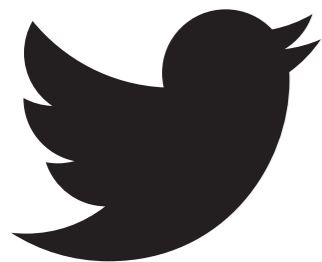
Adam Bain

COO of Twitter

Allowing everyone to have the same opportunity to succeed should be the goal of every business and every industry. We at Twitter are honoured to partner with HeForShe and to help champion a commitment to diversity. This is also personal for me: I look forward to the day when both my daughter and my son can enter the workforce in an environment where women have just as much opportunity as their male counterparts.

Twitter HeForShe IMPACT commitments

Twitter (NYSE: TWTR) is a global platform for public self-expression and conversation in real time. By developing a fundamentally new way for people to consume, create, distribute, and discover content, Twitter enables any voice to echo around the world instantly and unfiltered. The service can be accessed at [Twitter.com](https://twitter.com), on a variety of mobile devices, and via SMS. Available in more than 35 languages, Twitter had approximately 320 million monthly active users as of the quarter ending September 30, 2015.



1 Leverage the Twitter platform to drive towards HeForShe's 1B target

Twitter is a powerful tool to create positive change around the world and is an incredible platform for driving the conversation on key social issues, including gender equality and the HeForShe campaign. To support HeForShe in mobilising one in three men around the world, and following Emma Watson's (@EmWatson) speech at the UN, which kicked off the #HeForShe campaign, the volume of Tweets about "feminism" increased 115% and the number of people discussing the topic nearly doubled. Twitter is partnering with HeForShe to amplify the movement, reaching individuals around the world and working towards HeForShe's one billion goal.

2 Support programmes to build the pipeline of women and increase gender diversity across the tech industry

Twitter supports diversity and inclusion across the company and the tech industry, by working through its employee resource groups and philanthropy programmes to increase the representation of women in technology. As an early seed partner, Twitter has strongly supported Girls Who Code since its inception, hosting summer immersion programmes and Girls Who Code Club programmes across the US. In partnership with Girls Who Code and similar organisations, Twitter will aim to reach more than 300 students across the US each year, with programming to build skills, confidence, and interest in the tech industry. In addition, the company will host, join, and promote such initiatives as Technovation, TechWomen, and Chime for Change to ensure that women and girls have equal access to mentoring and opportunities in science, technology, engineering, mathematics (STEM) and computer science.

3 Increase the representation of women at Twitter through a review of all people and practices

Twitter believes that its mission to reach every person on the planet is more attainable with a team that reflects the rich diversity of the people who use Twitter. In 2014, Twitter, along with others in the technology industry, publicly shared its workforce demographic data. In 2015, women represented 13% of technical roles at Twitter and 34% of Twitter employees overall. We are wholly committed to building a representative workforce at the company, and are dedicated to ensuring fairness in all decisions surrounding people including hiring, promotion, and compensation. Twitter will report publicly on our progress towards equality and share this information to accelerate broader change.

Reflections from Adam Bain, COO

When you think about the future, you often think about your kids. My first two bosses in business were both incredibly inspiring and powerful female executives and I learned everything from them. I want both my daughter and my son to have the same experience that I did, which is to have the opportunity to have female managers and mentors who inspire them to do things they never thought possible. This is why it's imperative we work together to increase the pipeline of women and gender diversity across all industries.

Being a HeForShe IMPACT Champion aligns with the mission of our company and our product. We've built a platform that gives people across the world a voice. It's the ultimate equaliser: Twitter can give anybody a chance to express themselves, capture a moment, or say something to the world and have the entire world listen. Twitter is about giving everybody a platform and I see the work of HeForShe and Twitter's employee resource group SWAT (Super Women at Twitter) as doing the same. We're ensuring that everybody has an equal chance at their own personal platform so they can do amazing things.

In the tech industry, there's this idea around building amazing technology that can help change everything. What's inspiring is that this change should and does happen not from one or two groups of people, but from everyone. And it has the power to change the world. In the technology space, it's truly everybody who is trying to create global change and that change should happen from people universally across the board.

Every day when I walk around the company and spend time with our teams, I'm amazed and inspired by the level of talent we have at Twitter. The operating level of our executives who happen to be women is incredible. These people are the best at what they do. And that's what's so inspiring – coming into contact with people who are the best at what they do not just at the company but in the tech industry.

At Twitter, our goal is to attract and retain the highest quality of talent in the world. The science here is pretty simple. When you look at the various business studies that look at company performance and inclusion numbers, it's just a fact, it's not even a theory, that companies that are more mindful around inclusion perform better. I believe that it's causation and not correlation. "Getting diverse perspectives" and "building a business in a way that makes us proud" are two of Twitter's core values, and those are the two things we're trying to hang our hat on.

“When you look at the various business studies that look at company performance and inclusion numbers, it's just a fact, it's not even a theory, that companies that are more mindful around inclusion perform better.”

Adam Bain
COO

Twitter

A note from our IMPACT Champion

Spotlight on innovation

In 2014, Twitter joined a small number of technology companies that publicly shared workforce representation data, including global gender representation. Those numbers are shared here in our parity report. Since then, we have increased the number of women at all levels. In 2015, women comprised 34% of our global workforce; 13% were in technical roles; 22% were in senior leadership. While we had already been working towards internal diversity at different levels of the company, in August 2015 we decided to publicly share our representation goals for 2016. We did this to be held more accountable as we build a more diverse and representative Twitter – and we are the first technology company to put specific numbers on our representation goals. By the end of 2016, we are committed to increase the representation of women in the company overall to 35%; in tech roles to 16%; and in leadership roles to 25%. We have also set targets for increasing our representation of under-represented minorities in the US. We have a lot of work to do to achieve gender parity both at Twitter and in the tech industry. Twitter is committed to making progress in creating the conditions that make gender equality possible.

In our first year, we have established HeForShe working groups to Educate, Advocate, and Activate our employees. These three groups aim to fuel a deeper discussion on the pursuit of gender equality at Twitter. The Educate group trains staff on the importance of gender equality and eliminating gender biases. Advocate is our marketing group whose mission is to increase the understanding of the value of gender equality across Twitter. Our Activate team aims to have every employee commit to HeForShe. As we work to include all employees in HeForShe, we are excited to report early progress against each of our commitments.

Leverage the Twitter platform to drive towards HeForShe's 1B target

During the 2015 Emmy Awards, our Talent Team worked with Amy Poehler and other top Twitter users to encourage women and girls to Tweet questions using the hashtag #SmartGirlsAsk. In June, we hosted a Twitter chat with fellow IMPACT Champion PwC and UN Women Executive Director Phumzile Mlambo-Ngcuka. In December 2015, our New York office hosted HeForShe's first ever Ideathon. To align with the UN's "16 Days of Activism Against Gender-Based Violence Campaign," the topic was preventing gender-based violence on university campuses. 2016 will bring even more exciting events for the company as we leverage the Twitter platform as a tool for change.

Support programmes that build the pipeline of women and increase gender diversity across the tech industry

Twitter has partnered with organisations across the industry and in communities where we do business. The company sponsors and participates in conferences geared toward women in technology such as the Grace Hopper Celebration of Women in Computing, at which Twitter engineers have presented for the last four years. We also support (by hosting, joining, and promoting) many other initiatives aimed at helping women in STEM fields. Our employee resource groups, @WomEng (Women in Engineering) and SWAT (Super Women at Twitter) are strong collaborators with employee resource groups at other companies. They provide networking and professional development opportunities including at tech fairs, conference events, and mixers.

Increase the representation of women at Twitter through a review of all people and practices

We have committed to the systematic assessment of "metrics that matter." In addition to tracking our representation numbers, we regularly analyse our rates of promotion and attrition, compensation, and organisational survey results. We are also integrating fairness and inclusion practices into our new hire orientation and employee development offerings.

Great ideas often just need a group of passionate individuals. @HeforShe Global Ideathon @TwitterNYC #Vote #SafetyU. @Vandinika

I look forward to the day when my daughter & son enter workforce in equitable opportunity environment. @adambain

@TwitterNYC is proud to host an amazing event to solve #genderbasedviolence on campus. @LyneeLuque

We at Twitter want all of our employees to have full and meaningful lives, which includes removing some of the barriers and friction that may exist between a rewarding professional life and raising a family. For this reason, we have implemented policies and programmes to address the myriad challenges our working parents may face. At the forefront of these is the company's paid parental leave benefits, which give mothers in the US up to 20 weeks of fully paid leave. 10 of those weeks are for bonding time—the same amount of paid time off that non-birth parents receive in the US. Each quarter, Twitter holds "New Moms and Moms-to-Be" roundtables to bring together women around the company who are either going out on leave or just returning. They share their concerns, questions, and best practices, and bond with one another. These discussions have led to several initiatives such as roundtables for dads on leave, a "Mommy Mentor" program, working moms monthly lunches, discussions for managers of parents on leave, and the provision of medical-grade pumps in the mother's nursing rooms. We also have a global benefit for nursing mothers: paying for the supplies and shipping for mothers who are traveling for work to ship their breast milk home. At our headquarters in San Francisco, where most of our employees work, we offer a dinners-to-go programme so employees can take home multi-portion orders of hot meals. We also offer premium memberships to Care.com at no cost, which provide resources for services such as child care, pet care, senior care, and home care.

Paul Polman

CEO of Unilever

On current trends it will be 2096 before women have the same economic opportunities as men. This is simply too slow. The advancement of women's rights and their economic inclusion is a business priority. At Unilever, we have made great progress towards our own commitment of empowering five million women by 2020 focusing on rights, skills and opportunities. The HeForShe initiative is close to my heart, and I will continue to urge others to take action. If we all come together, we can accelerate progress towards achieving gender equality.

Unilever HeForShe IMPACT commitments

Unilever is one of the world's leading suppliers of Food, Home and Personal Care products with sales in over 190 countries and reaching two billion consumers a day. It has 172,000 employees and generated sales of €48.4 billion in 2014. Over half (57%) of the company's footprint is in developing and emerging markets. Unilever has more than 400 brands found in homes around the world, including Persil, Dove, Domestos, Knorr, Hellmann's, Lipton, Wall's, PG tips, Ben & Jerry's, Marmite, Magnum and Lynx. The Unilever Sustainable Living Plan (USLP) commits to: decoupling growth from environmental impact and creating positive social impact; helping more than a billion people take action to improve their health and well-being with focus on hygiene, water, sanitation and nutrition; and enhancing the livelihoods of millions of people by 2020, focusing on human rights, opportunities for women and inclusive business.



Unilever

1 Expand opportunities and provide access to skills and training for women across the Unilever value chain

Unilever believes that creating opportunities and providing access to skills and training is critical to expanding female participation in the economy. Unilever provides training to women in their extended supply chain and distribution channels, including agricultural, business and literacy training. Besides working with smallholder farmers (around 30% of Unilever smallholder farmers are women), Unilever also equips female small-scale retailers with business skills and access to tools and technology to develop successful businesses. In order to drive sustainable growth and transform lives, families, communities and economies, Unilever will continue to build upon existing programmes to provide a holistic approach to skills & training. By the end of 2014, around 168,000 female smallholder farmers had completed qualified skills training delivered or made possible by Unilever and another 70,000 micro-entrepreneurs were trained in India.

2 Improve the safety of women & girls in communities where Unilever operates

One in three women will experience violence in their lifetime. Unilever aims to improve safety for women and girls in the communities where they operate including their extended supply chain. Unilever's approach focuses on the prevention of incidents through increased education and awareness, as well as improving the grievance and reporting procedures. One example is the programme launched in 2013, on the Kericho tea plantation in Kenya, which covers 12,000 permanent workers, and up to 5,000 seasonal workers. Since the programme launch, there have been substantial improvements in the way sexual harassment issues are addressed, as well as opportunities for girls to engage in social activities and mentoring. This programme has a big impact, reaching those who live in company villages on the estates. Unilever will scale this successful programme in the next five years, by identifying the highest priority regions & countries.

3 Build a gender-balanced organisation with a focus on management

Unilever employs more than 172,000 people around the world. As of 2014, 43% of managers at Unilever were female. Unilever believes gender-balanced teams make better business decisions and recognises that management sets the tone for the rest of their business. Some examples of the initiatives to build a gender balanced organisation are: sustained leadership accountability and clear targets continuously reviewed and monitored; inclusion leadership training for employees; programmes to recruit, retain and develop women talent e.g. Balanced shortlists, Maternity & Paternity support, women's development and mentoring programmes and employee engagement communications to build organisational engagement around inclusion and diversity.

A conversation with David Sawe, Estate Manager in the Kericho Tea Plantation, Kenya

David was nominated an Inclusive Leader as part of an internal campaign called The New Faces of Leadership which recognises role models who are committed to making Unilever a truly diverse and inclusive place to work.

Can you tell us a bit about how you are ensuring women's equal opportunities and have positively changed the working atmosphere?

On the Kimugu Estate, I led a team of around 3,000 people, of whom around a third were women. They had different levels of education from basic to high school. While they had a common objective for earnings to improve their livelihoods, they had different perceptions of policies and work instructions. They were paid per kilo of tea, and therefore their objective was to pick as many kilos as possible, with less focus on quality. So I devised ways of communicating with them in very simple language, to make sure that they would achieve both their objectives of increasing their income and our goals for leaf quality. This was done through awareness meetings, including women-only meetings so we could better understand their needs. As a result, our yields increased by around 5%.

What challenges did you face and how did you overcome them?

The biggest challenge has been trying to change the mindset—with tea-picking employees—around productivity and the perception that women supervisors cannot perform as well as men, especially in the estates. We ensured that all employees respect our supervisors, by supporting them, and making male employees aware of Unilever's equal opportunity policy. As a result, women employees in the estate compete equally with men and their productivity has consistently improved, with daily plucking averages even better than men. Most of them today do very well in what used to be perceived as men-only tasks.

How are you contributing to the achievement of our IMPACT Commitments?

Besides promoting more balance in the workforce, we have created welfare programmes such as increasing the awareness of child protection (both girls and boys), gender-based violence and empowering women employees in general. Safety is a key focus of the work we do on women's empowerment in Kenya. [For more information, please see our inaugural Human Rights Report published in June 2015].

What advice would you share with others?

Each of us needs to recognise the fact that we are all different in all aspects. Irrespective of our levels or titles, we are all employees, both managers and manual workers. We need to work together for our own development and the success of the company. As such, everyone wants to be respected and to be treated fairly, to get feedback and make a contribution in the workplace for them to meet their individual needs and contribute to the prosperity of the business.



© Benoit Delamare

Unilever

A note from our IMPACT Champion

At Unilever, we have a holistic approach to women's empowerment, which is grounded on the key elements of rights, skills, and opportunities. We aim to empower women across our whole value chain: from smallholder farmers to distributors, as well as employees and consumers. We are also leveraging the reach of our brands and our presence on the world stage where we partner with organisations and movements to drive transformational change. We want to leverage the full Unilever footprint to drive systemic change and achieve gender equality. Our commitments to HeForShe reflect this approach. As an FMCG company, a central element of this work is developing purpose-driven brands with a specific focus on women's empowerment. For example, the Dove Self-Esteem Project helps girls to build body confidence and strengthen their self-worth. So far, we have reached over 18 million young people with self-esteem education around the world. Our hand dishwash brand Sunlight, is also pioneering new business models by creating a Water Centres programme in Nigeria. Run by women from the community, the centres not only provide access to clean water but also reduce the time spent on collecting water, giving time back to invest in education, working and earning, with their family, or contributing to the community.

The challenges to achieve gender equality are complex and interdependent—this is why we are working as a HeForShe IMPACT Champion. We consider the advancement of women's rights and women's economic inclusion a business priority. And we know that by promoting the formal and active participation of women in the economy, we will transform lives, families, communities and economies not only across our value chain but also across industries and sectors.

This is why in 2014, we strengthened our Unilever Sustainable Living Plan Enhancing Livelihoods ambitions and created an additional area of emphasis: Opportunities for Women. In January 2015, we became a HeForShe IMPACT Champion and in March 2015, we launched HeForShe across the business. Our IMPACT Champion and CEO, Paul Polman, reached out to all employees to join the movement leading to local country launches including Brazil and Turkey. Through social media, we reached two million people globally, along with 16.6 million people through our integrated International Women's Day campaign. We recognise that we must work in partnership with organisations that share our commitment to women's empowerment. For instance, in September 2015, we broadened our partnership with UN Women focusing on areas such as safety and expanding economic opportunities. Over the last year, we have made great progress on our commitments.

Expand opportunities and provide access to skills and training for women across the Unilever value chain

One example of a project that aims to enhance access to training and skills is our Enhancing Livelihoods Fund, a partnership with Oxfam and the Ford Foundation. The fund invests in innovative projects to improve agriculture practices and livelihoods of smallholder farmers and their communities with a specific focus on empowering women. Another example is led by one of our brands. This year in India our haircare brand, Sunsilk, partnered with project Prabhat, an internal programme that contributes to the development of local communities around our manufacturing sites, to empower young women with self-confidence and vocational skills. The implementation partners of the program, listed with the government-recognised National Skill Development Corporation, conducted certified beautician and hairdressing courses. Successful candidates received Sunsilk start-up kits with the tools and resources for women to start businesses of their own. This helped them earn social and financial independence and realise their true potential. We believe that creating opportunities and providing access to skills and training is critical to expanding female participation in the economy.

Through social media, we reached two million people globally, along with 16.6 million people through our integrated International Women's Day campaign.

Improve the safety of women & girls in communities where Unilever operates

Our Safety for Women and Girls Programme in Kenya continues to develop, with recent completion of key social infrastructure improvements reinforcing safety initiatives on the ground, including the installation of solar lights in all houses and security lights in our tea estates.

Build a gender-balanced organisation with a focus on management

Our strategy on gender balance starts with strong leadership commitment and accountability. Our Global Diversity Board, chaired by our CEO, is a cross-functional group comprised of leaders from across geographies to steer strategy and review our performance. The mindset to achieve gender-balance continues throughout the organisation and at every stage of an employees' career. This year, for example, to help build the pipeline for even greater women's representation, we have developed a new maternity and paternity support (MAPS) platform. This helps employees navigate this transition from starting a family to the time they return to the work after parental leave. The site has since been rolled out in more than 90 countries.

Reflections from Alan Jope, Global President Personal Care Category and Unilever Executive member

Unilever's portfolio—from Dove to Surf—is heavily skewed towards serving women; the vast majority of the people who buy our products are women. We believe that it is critical for us to have a good balance of men and women in our business.

The more balanced our business is, the better our understanding of our consumers' needs, wants and concerns will be. And the more that we can use the power of our brands to address the issues that women care most about—from self-esteem to economic empowerment—the more successful we are likely to be.

Although we still have some way to go, I see Unilever is evolving rapidly—particularly as we begin to fully embrace collaborative and agile working. We are approaching a 50/50 female/male ratio at management levels; and almost 40% of our Board is female. However, we do have a 'gender gap' at senior executive level, and this is where we recognise that there is more to be done.

Strong positive senior role models along with progressive and flexible working policies are some of our primary areas of focus. Looking at our own workforce is not enough.

Unilever has committed to empower five million women by 2020. This will be achieved through programmes that benefit women across our value chain – from smallholder farmers who grow crops we use in our products, to small-scale retailers that sell our products in hard-to-reach areas. Importantly, we know we can't achieve this on our own, so we are increasingly working in partnership with diverse organisations across the world.

I see this very much as the beginning. I am convinced that there is huge opportunity to make a real, positive difference – both for our business and for women in society. And I believe that when we succeed, we will be a catalyst for transformational change in what will be the first century of genuine equality.

Vittorio Colao

CEO of Vodafone



I am proud to be a HeForShe IMPACT champion and have personally asked my employees, friends and family, key partners and suppliers to sign up for HeForShe. At Vodafone we are taking every opportunity to leverage our mobile technology to empower girls and women across the world to enhance their health and education, reduce isolation, increase safety and provide real economic opportunities. We are focusing on creating an environment that makes Vodafone a great place for women to work and have made significant progress with the introduction of our global maternity policy. Gender equality is an objective for all of us and a personal mission of mine.

Vodafone HeForShe IMPACT commitments

Vodafone is one of the world's largest telecommunications companies and provides a range of services including voice, messaging, data and fixed communications. Vodafone has mobile operations in 26 countries, partners with mobile networks in 57 more, and fixed broadband operations in 17 markets. As of 30 September 2015, Vodafone had 454 million mobile customers and 12.5 million fixed broadband customers.

The Mobile for Good programme run by the Vodafone Foundation, the company's philanthropic arm, combines Vodafone's charitable giving and technology to make a difference in the world. Globally, the Vodafone Foundation supports projects focused on delivering public benefit through the use of mobile technology across the areas of education, health and disaster relief, with many initiatives dedicated to improving the lives of women. The Vodafone Foundation invests in the communities in which Vodafone operates and is at the centre of a network of global and local social investment programmes.



vodafone

1 Bring mobile education to refugee girls in countries where Vodafone operates

The Vodafone Foundation will scale its programmes, which enhance the health, education and safety of women and girls around the world. The Vodafone Foundation has an ambitious target to champion the education of refugee girls, targeting a potential three million young people in refugee camps across Vodafone's markets by 2020. Vodafone's innovative Instant Network Schools programme provides a portable digital classroom, which enables tablet-based education programmes at schools in refugee camps.

2 Increase the representation of women in management and leadership positions to 30% by 2020

By 2020, Vodafone commits to achieving 30% representation of women across its 7,500 management and leadership positions. Currently, women hold a quarter of these positions. Vodafone will focus on three priorities to increase the representation of women: structural changes, which include its groundbreaking global maternity policy; professional development programmes; and education programmes, with a focus on unconscious bias and inclusive leadership. Vodafone will closely track progress with a quarterly report to its Executive Committee, which will include a detailed dashboard by function and region.

3 Expand access to mobile as a tool for women's empowerment

Mobile technology has empowered people around the world, but today nearly 300 million fewer women than men own a mobile phone, limiting their independence and career opportunities. More than 90 million women without a mobile phone live in markets in which Vodafone operates. Vodafone has committed to breaking this gender barrier by executing a number of programmes to scale services and initiatives across its markets, such as: an M-Pesa-integrated supply chain platform for the Self-Employed Women's Association, a collective of one million female entrepreneurs in India, and the Vodafone Women First programme, which provides access to online marketplaces for female entrepreneurs in Turkey. Through these programmes and others across Vodafone's footprint, the company and its global Foundations will provide women with life-changing education, health, safety, and employment opportunities.

A Conversation with Ramilaben Somabhai Parma, India

Around the world, women are overwhelmingly engaged in the informal labour market, and carry the majority of domestic labour, preventing them from starting businesses, pursuing learning opportunities, or receiving equal and fair pay. In India, for example, just 29% of women are economically active compared with over 80% of men. With this in mind, the Vodafone Foundation in India teamed up with the Self-Employed Women's Association (SEWA) and the Cherie Blair Foundation for Women to use technology to enhance the existing Rural Distribution Network (RUDI).

As a child, Ramilaben longed for an education, which was not economically possible in her household. Ramilaben would supplement her income by going to work in neighbouring fields, or as household help. In 2005, she became part of the RUDI programme. Ramilaben's first job was to market spices in the villages close to her home. She then completed a course in marketing with SEWA and began her current role.

Before RUDI, Ramilaben had never seen a mobile phone. Now, she has her own mobile phone and, following training, she uses it to place orders by text message and record sales and transactions. The RUDI Sandesha Vyavhar (RSV) platform has made her more productive – rather than spending a day travelling to get stock, she uses the time to approach new customers and increase sales – and her income has gone up as a result. Ramilaben has taken out a loan to diversify and buy some cattle. Mobile technology has transformed her business and her life.

She tells us, "Recently, I have started to work as coordinator of the RUDI team and I am able to do sales of about Rs 25,000. Prior to this, it was not even possible for me to keep track of 25 paise. I have changed so much since I joined SEWA. Before this, I had not even seen a mobile phone. Now I enhance my sales using messaging on the mobile that RUDI gave me. After adopting the technology for my business, using the service to take orders, record sales and do other business transactions, I'm able to save a good amount of my productive time. I'm using the time to approach more customers and am, therefore, able to increase my sales. My income has increased to around Rs.5000 out of which I save Rs.500 regularly in savings group. I am able to share in household expenses and provide a better life for my family."



Vodafone

A note from our IMPACT Champion

Spotlight on innovation

Too many talented women across the world leave working life because they face a difficult choice between either caring for a newborn baby or maintaining their careers.

This year, Vodafone initiated a global maternity policy across 30 countries to attract and maintain talented women within the company. The new policy includes a mandatory minimum of 16 weeks maternity leave – which is in line with what the United Nations offers its employees across the world – as well as the ability to return to work for 30 hours a week at full pay for the first six months back to work following maternity leave. This will support over 1,000 Vodafone women employees every year in countries with little or no statutory maternity care. The intention is that this will help attract and retain talented women and it will result in better decisions, a better culture and a deeper understanding of Vodafone’s customers’ needs.

Vodafone’s three commitments are focused on empowering women, including both our employees and women living in the countries in which Vodafone operates. Across each commitment, we are excited to report progress.

Bring mobile education to refugee girls in countries where Vodafone operates

Globally, there are millions of refugee children in need of an education. Displaced children affected by ongoing conflicts currently have no access to quality education. Since April 2013, the Vodafone Foundation has been working with the UN High Commissioner for Refugees (UNHCR) and other ‘in country’ partners to improve education for displaced young people. Over this last year, the Vodafone Foundation’s Instant Network Schools programme has helped young refugees and teachers in some of the world’s largest and most poorly resourced refugee camps to access digital educational content and the internet through tablet-based teaching. To date, 18 schools have been established, 13 in Dadaab and two in Kakuma in Kenya, two in Ajuong Thok in South Sudan and one in Goma in the Democratic Republic of the Congo, with over 28,000 students and 500 teachers benefiting. The continued rollout of the Instant Network Schools programme will focus on the deployment of the Vodafone Foundation’s innovative ‘Instant Classroom’ – a secure and robust 52kg case which is equipped with a laptop, 25 tablets preloaded with educational software, a projector, a speaker and a 3G modem. The tablets can connect to the laptop locally, enabling teachers to deliver content and applications to students without the need to access the internet. All the components can be charged simultaneously from a single power source while the case is locked. After 6-8 hours of charging time, the Instant Classroom can be used for a full day in a classroom without access to electricity.

Increase the representation of women in management and leadership positions to 30% by 2020

Gender diversity continues to be a key focus for Vodafone as the company works towards a better balance in management and leadership roles. The support for this is driven from the top and there is a regular review of progress by Vodafone’s Executive Committee. In addition to launching and embedding the ground-breaking maternity policy this year, people processes are scrutinised through a gender-focused lens – such as how the company recruits, develops, performance manages, rewards and understands and analyses the reasons when women choose to leave. Where imbalance is identified, deep dive analysis is conducted to understand the underlying challenges and barriers through extensive interviews with men and women across the business. As a result, specific interventions are designed for that market to further support the attraction and retention of talented women. Vodafone continues to focus on building an inclusive culture, training managers on unconscious biases that impact decision-making. All leaders will go through enhanced unconscious bias training over the next 18 months.

Expand access to mobile as a tool for women’s empowerment

Driven by our belief in the transformative power of mobile, we are developing new approaches and services tailored to women’s needs. We have created acceleration units across the company aimed at providing access to mobile technology, enabling women to enhance their livelihoods.

As an example, our “Vodafone Women First” programme in Turkey is a social business model combining all services targeting women that include mobile products and services, information services and social initiatives, and aims to enhance women empowerment in social and economic life. One of the key elements of this program is “The Women First in Entrepreneurship,” which provides training on entrepreneurship and leverages mobile communication technology to promote women employment. We aim to reach 10,000 women in 10 provinces with our entrepreneurship trainings in this year. We then help these women sell their handmade products through a website supported by the government to help promote the home-made products of women; or the Women First Advertisement Service – a service we set up and integrated to the largest e-trade site of Turkey. Women can send information about their products via a simple text message and a third party agency, funded by Vodafone, posts their advert online. Almost 18,000 advertisements have been received on the Women First Advertisement Service to date.

“Vodafone’s new maternity policy will allow me to spend more time with my newborn babies. It will also allow me to save money on childcare costs.”

Amy Riccardi
Human Resources Business
Partner, Vodafone Americas

Conversation with Wafaa Mohamad Ramadan

More than one third of the women in Egypt are unable to read or write and the number is often higher in rural areas. Vodafone Egypt Foundation saw an opportunity to help improve this statistic by using mobile technology to align with our third commitment. They established the ‘Knowledge is Power’ programme, which was created in partnership with Egypt’s General Authority for Literacy and Adult Education and local NGOs. The programme combines classroom and mobile learning to improve literacy skills. Students can download the free Vodafone literacy app onto their smartphones, giving them the flexibility to learn at home, in their own time and around other commitments. Wafaa Mohamad Ramadan is a graduate of the programme. She once signed a document without knowing what it said and, by doing so, signed away her possessions. Another time, she gave her child the wrong medicine because she could not read the label. By participating in the Knowledge is Power programme, attending classes and using the app at home, Wafaa learned to read and write. She is also teaching her neighbours and her children how to use the literacy programme. Mobile technology has transformed Wafaa’s life – in her own words, she says she has “come out from darkness into light.”



Acknowledgements

We are thrilled to release this first HeForShe IMPACT 10x10x10 Corporate Parity Report. We have set parity in our sights with this group—an enormous ambition—and we are deeply thankful to those who have chosen to join us on this journey.

We are indebted to the tenacity and vision of the 10 companies who are a part of the IMPACT 10x10x10: AccorHotels, Barclays, Koç Holding, McKinsey & Company, PwC, Schneider Electric, Tupperware Brands, Twitter, Unilever and Vodafone. In particular, thanks are owed to the hard working teams implementing the commitments at each company. In addition, we would like to acknowledge the universities and Heads of State who stand alongside the companies, together comprising our global team for change.

We would like to thank colleagues from across UN Women for sharing their insights and expertise with us as we work to achieve our goals.

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

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

