



G20 EMPOWER Best Practices Playbook // 2021

# EMPOWERING WOMEN TO LEAD THE “NEW NORMAL” WORLD





# **EMPOWER** **Vision**

**Be the most inclusive and action-driven alliance among businesses and governments to accelerate women's leadership and empowerment across the G20 countries.**

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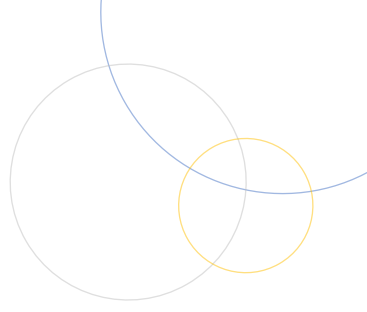
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# Welcome to the G20 EMPOWER Best Practices Playbook 2021

Women's empowerment and advancement to leadership positions in the private sector are lagging behind, and this is no longer acceptable. Under the 2021 Italian G20 EMPOWER Presidency, the Alliance focused on three key axes of work to close this gap: Measuring to improve; Building and nourishing an efficient and sustainable women talent pipeline; Enabling women to lead the future.

To accelerate concrete change within the business world across G20 and guest countries, the G20 EMPOWER Alliance released its final Communiqué outlining policies and actions to be adopted by the private sector and by governments on these three axes. To complement this policy document, the Alliance worked in parallel with its network of over 400 advocates, meaning CEOs, heads of foundations/associations or organizations across G20 and guest countries, and collected concrete insights of what private companies are doing to drive this change.

We are very pleased to present the final product, the G20 EMPOWER Best Practice Playbook. This Playbook regroups over 150 best practices from 23 countries, providing examples of policies and actions adopted by the private sector to strengthen companies' commitments and performance on the three axes of work of the G20 EMPOWER Alliance.

The Playbook is designed to:

- Study best practices/policies from other countries across private sector industries and organizations, in order to acquire ideas and insights which can be adopted and implemented in the context of each organization;
- Enable G20 countries' governments to learn about the best practices implemented across the private sector and inspire policies to reinforce the best practices at the country level;

- Allow the G20 EMPOWER Advocates to share their best practices publicly with organizations and countries promoting women’s leadership and empowerment;
- Connect companies and leaders to learn from each other and reinforce the G20 EMPOWER network across G20 countries.

The 2021 Playbook is part of an on-going effort of the G20 EMPOWER Alliance to collect and share insights across the private sector and governments. It builds on the practices collected in 2020 under the G20 EMPOWER Saudi Presidency, supported by the OECD, and led to the publication of the G20 EMPOWER report “[Policies and Practices to Promote Women in Leadership Roles in the Private Sector](#).” It aims to be a living knowledge sharing platform for organizations and leaders working on accelerating women’s leadership and empowerment in the private sector and beyond.

On behalf of all the G20 EMPOWER representatives, we would like to thank each contributing organization and Advocate for being part of this important project and enabling us to build shared knowledge and practices on how to accelerate change in the private sector, enabling women to be the leaders of today and tomorrow.

**Italy**

G20 EMPOWER 2021 Presidency  
Paola Mascaro

**Japan**

G20 EMPOWER Co-chair and Project Lead  
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# Executive Summary

In recent years, gender diversity has become a critical agenda item in the business community. Sustainable Development Goals (SDGs) and Environmental, Social, and Governance (ESG) initiatives have also urged companies to improve their policies and systems to ensure gender equity. One area of slow progress, however, has been women's advancement in leadership positions (while all S&P 500 companies have at least one woman on the board, 90% of Fortune 500 CEOs are men<sup>1</sup>).

The G20 EMPOWER Best Practices Playbook 2021 presents a broad spectrum of approaches to overcoming the challenges women face: **167 practices** submitted by **139 organizations** from **23 countries** and a **variety of industries** (25% manufacturing, 75% services). The best practices focus on three areas: **measuring to improve, building a women talent pipeline, and enabling women to lead the future**. Of the 134 best practices analyzed, the most common area is building a women talent pipeline (68%), then enabling women to lead the future (19%) and measuring to improve (13%). In the last year, the world has changed dramatically due to the pandemic, and many of the best practices for women have become practices for all, inspiring and enabling women to **lead the "new normal" world**.

**Key learnings from the Best Practices** collected in this G20 EMPOWER Playbook include:

- **Total commitment:** From CEOs to frontline managers, successful companies commit to creating a truly diverse and inclusive workplace by linking corporate vision and purposes to D&I, allocating resources, and aligning policies, such as mandating that D&I be included in managers' goals and evaluations.

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<sup>1</sup> BCG publication "[It's Time to Reimagine Diversity, Equity, and Inclusion](#)", May 2021

- **Solid and consistent measuring:** Setting KPIs, assessing the status quo, and establishing goals are a starting point. Successful companies also monitor and improve implemented practices
- **Constant communication with women and stakeholders:** Listening to women and other stakeholders including management and male employees through 1-1 meetings, resource groups, committees, and surveys, using their feedback to establish policies/initiatives and sharing the progress with them.
- **Combine hard and soft approaches:** Implementing corporate policies to guarantee women opportunities for growth, promoting cultural change to overcome bias, investing in leadership skill development, and supporting each person with mentorship and sponsorship programs.
- **Redefine and update current practices:** Due to changes in climate, the pandemic, the economy, and social values, companies have an opportunity to apply a gender lens to redefine and update their current practices, including hiring, evaluation and promotion, flexible work arrangements, and care leaves.
- **Implement persistently to get desired results:** To realize gender equity at all leadership levels, the best practices should be embedded in day-to-day operating model and implemented persistently.

Governments can play a key role in supporting the private sector by:

- **Fostering cultural change in society** by publicly advocating against stereotypes, revising school programs to achieve a more gender-neutral education, and investing in STEM studies for girls and women.
- **Rewarding virtuous companies** by certifying those that commit to attaining gender equity at all levels of leadership, and publicly recognizing them and the results they achieve.
- **Implementing policies and support services** to relieve caregivers from double burdens, including free pre-school childcare, all-day schools, subsidies for care services, and flexible working arrangements.
- **Further co-working with the G20 EMPOWER Alliance** at the national level to understand needs and establish effective policies for the private sector to achieve women's empowerment and leadership.

**Now is the time to act on this opportunity for reshaping organizations to attain a truly diverse, equitable, and inclusive culture and contributing to a more sustainable and humanistic economy across the G20 countries and beyond.**



# Key Findings and Insights

## GENERAL OVERVIEW OF COMPANIES

139 COMPANIES IN 23 COUNTRIES

### AMERICAS 16

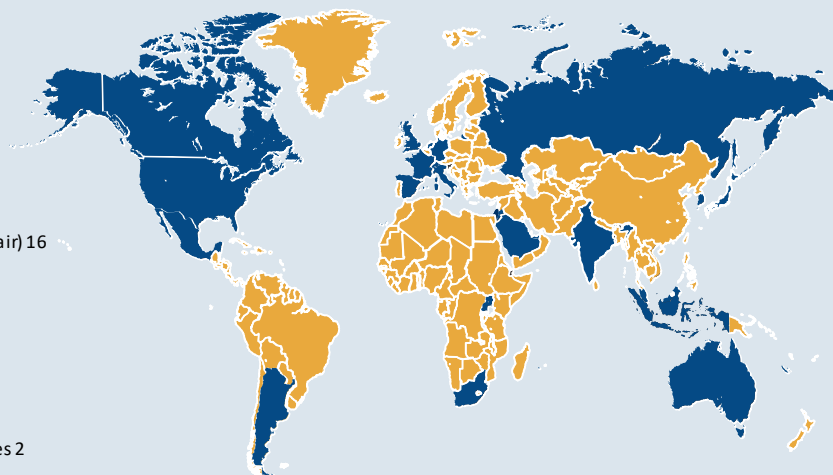
Canada (co-chair) 6  
Argentina 1  
Mexico 5  
United States 4

### EMEA 81

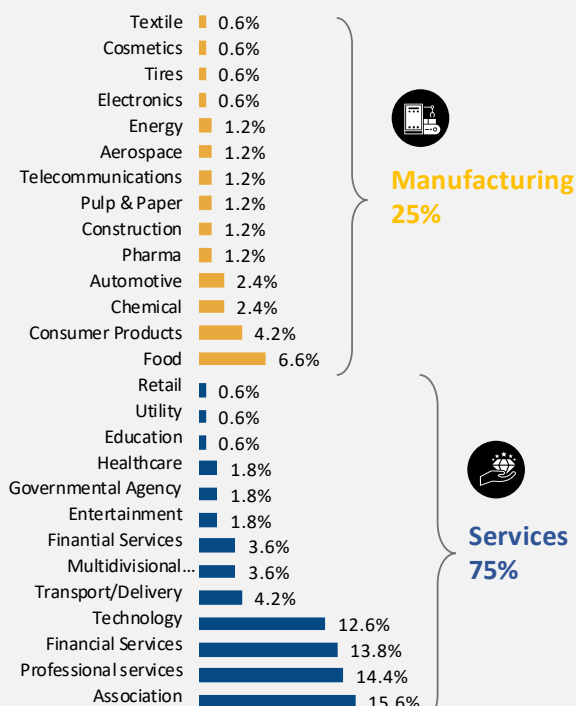
Italy (chair) 10  
Saudi Arabia (co-chair) 16  
France 5  
Germany 9  
Jordan 3  
Netherlands 8  
Rwanda 1  
South Africa 2  
Spain 4  
Switzerland 5  
United Arab Emirates 2  
United Kingdom 16

### ASIA-PACIFIC 42

Indonesia (co-chair) 22  
Japan (co-chair) 12  
Australia 2  
India 1  
Russia 2  
Singapore 2  
South Korea 1

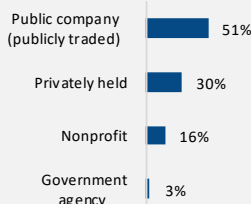


## REPRESENTED INDUSTRIES

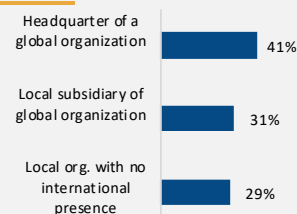


## COMPANY TYPE

### Type of ownership

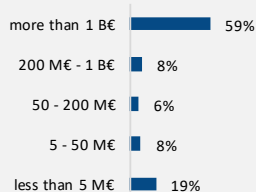


### Type of subsidiary

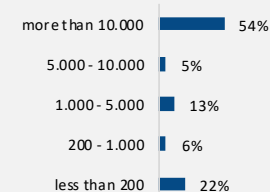


## COMPANY SIZE

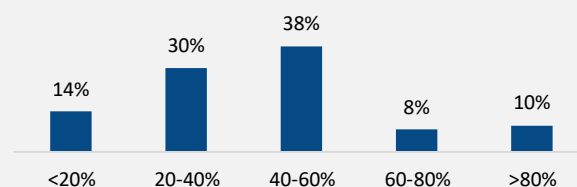
### Global sales



### # of global employees



## FEMALE PRESENCE in WORKFORCE



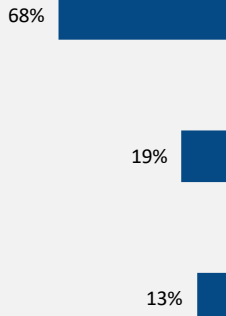
### Of the 139 companies (167 best practices):

- **5 companies (4%)** submitted best practices in more **countries** (1 in 5 countries, 1 in 3 countries and 3 in 2 countries)
- **18 companies (12%)** submitted more than 1 best practice in a single country (12 submitted 2 and 6 submitted 3)
- **112 companies** (134 best practices) were included in the best practices analysis shown in the following pages

# GENERAL OVERVIEW OF BEST PRACTICES

134 BEST PRACTICES IN 3 AREAS OF FOCUS

## AREA OF FOCUS



### Women talent pipeline

Looking to diversity, inclusion and equity practices and enablers to address systemic barriers surrounding the advancement of women.

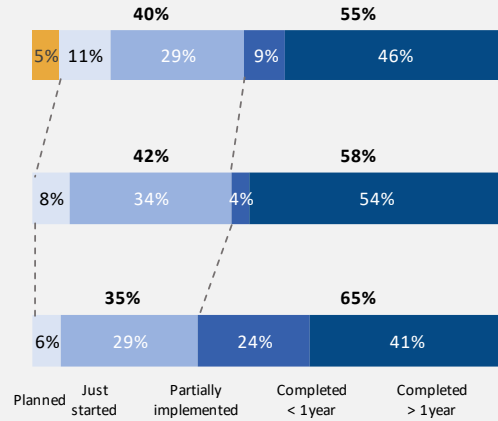
### Enabling women to lead the future

Addressing gaps in the availability, adoption, and implementation of programs that foster the skills and qualifications needed for women to meet and lead the technological, digitalization and sustainability challenges of the future.

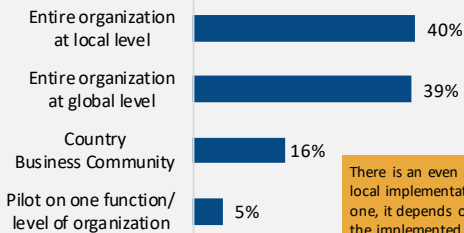
### Measuring to improve

A fundamental area for businesses to set goals and be accountable across their organization for the advancement of women in leadership roles.

## LEVEL OF IMPLEMENTATION

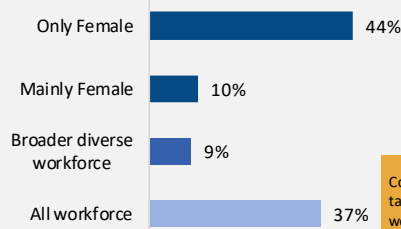


## PERIMETER OF IMPLEMENTATION



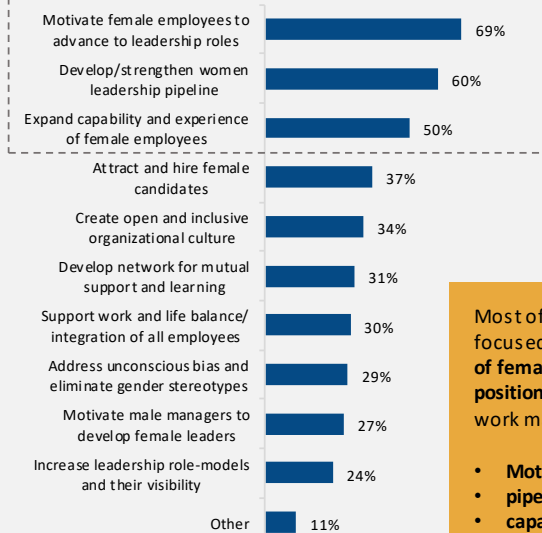
There is an even split between local implementation and global one, it depends on the nature of the implemented measure

## WORKFORCE FOCUS



Companies are widening the target population from only women to all workforce

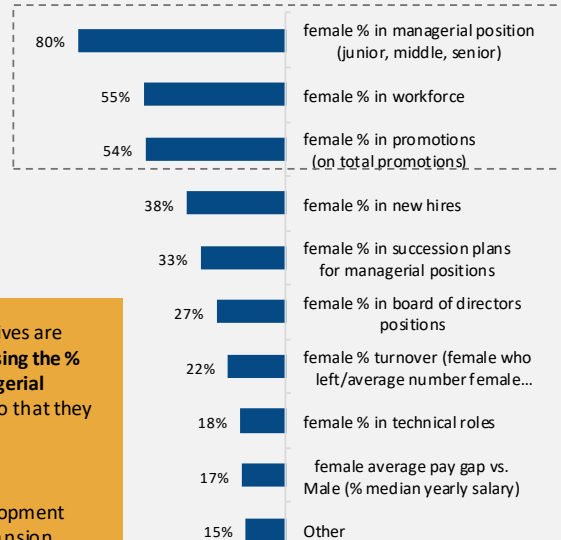
## MAIN GOAL OF INITIATIVE



Most of the initiatives are focused on **increasing the % of female in managerial positions** and to do that they work mainly on:

- Motivation
- pipeline development
- capability expansion

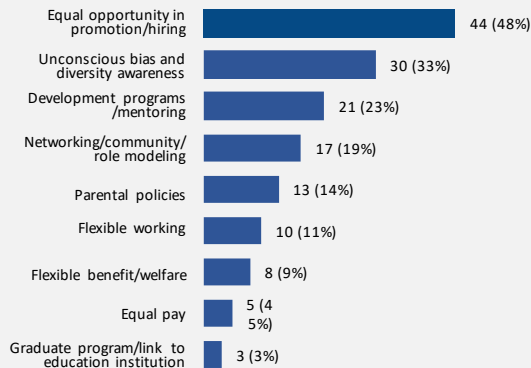
## IMPACTED KPI



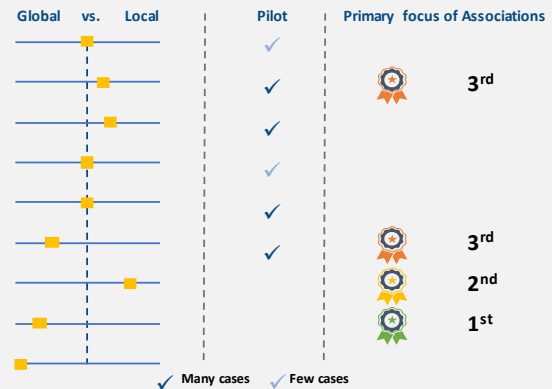
# FOCUS AREA WOMEN TALENT PIPELINE

91 BEST PRACTICES (68%)

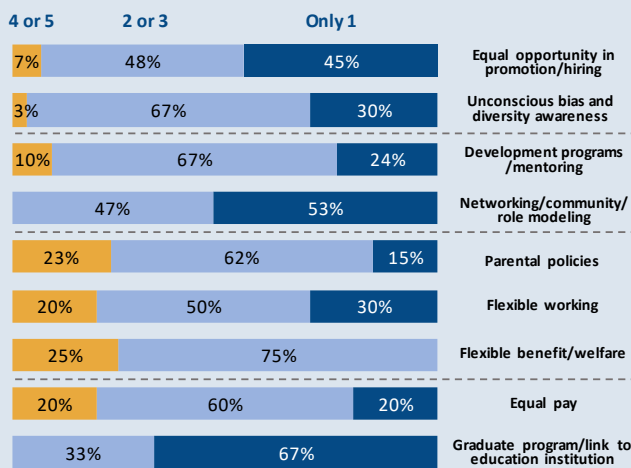
## INITIATIVES INCLUDED IN THE PRACTICES



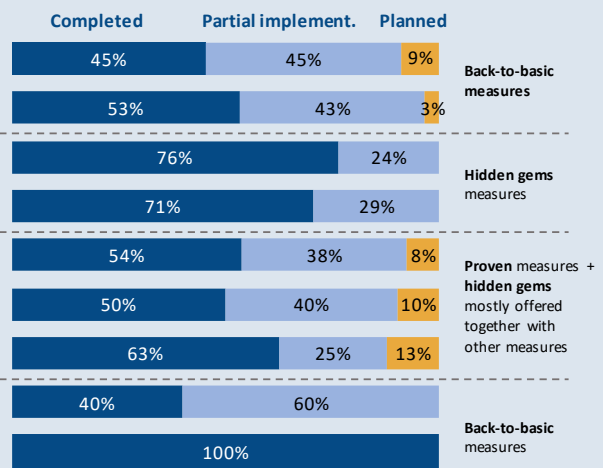
## PERIMETER OF IMPLEMENTATION



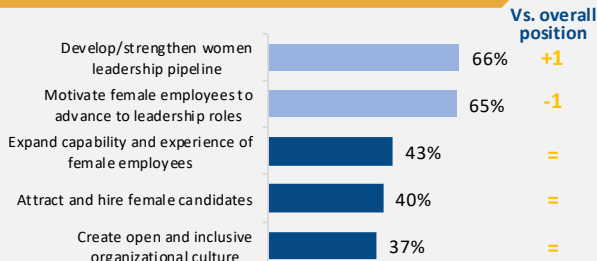
## NUMBER OF INITIATIVES INCLUDED



## LEVEL OF IMPLEMENTATION



## TOP 5 MAIN GOALS



## TOP 5 KPIS



**Unconscious bias:** the interviews confirm that culture and unconscious bias are still key challenges for women to be addressed in the workplace, together with training programs some companies choose to use anonymous profiles in hiring and promotions processes

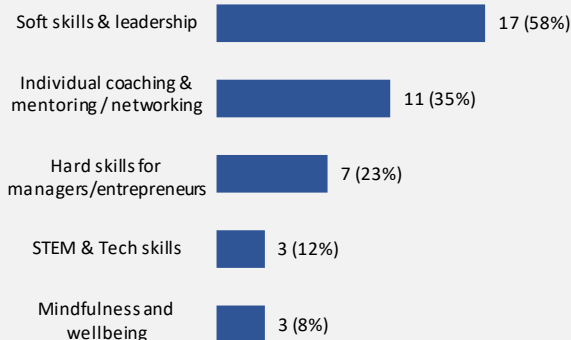
**Flexible working:** the pandemic imposed a revision of flexible working considering not only the location (where), but also the working time (when) and the way of working (how)

**Wider target population:** many policies are widening their target to include a broader diverse population and guarantee access to all, men and women, to parental policies so that men start sharing the caregiving burden

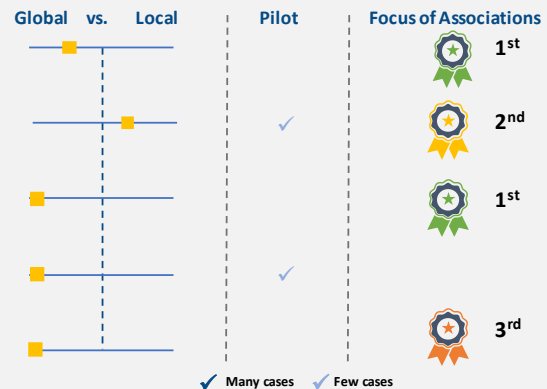
## FOCUS AREA ENABLING WOMEN TO LEAD THE FUTURE

26 BEST PRACTICES (19%)

### INITIATIVES INCLUDED IN THE PRACTICES

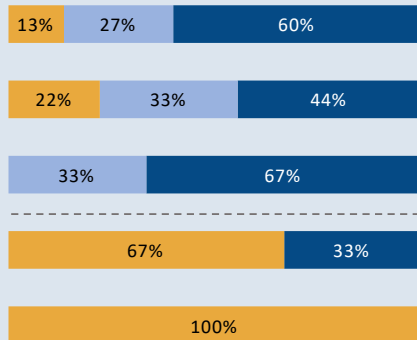


### PERIMETER OF IMPLEMENTATION



### NUMBER OF INITIATIVES INCLUDED

4 or 5    2 or 3    Only 1



Soft skills & leadership

Individual coaching & mentoring / networking

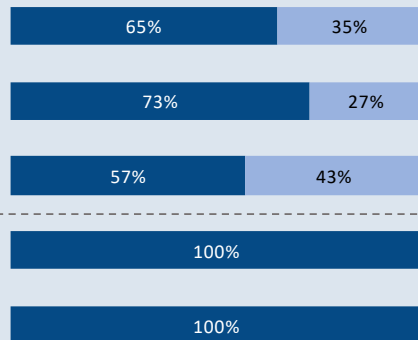
Hard skills for managers/entrepreneurs

STEM & Tech skills

Mindfulness and wellbeing

### LEVEL OF IMPLEMENTATION

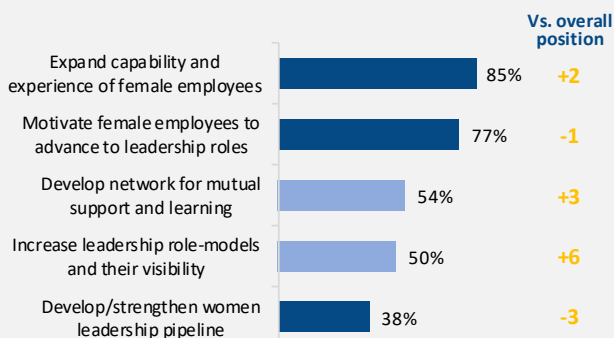
Completed    Partial implement.



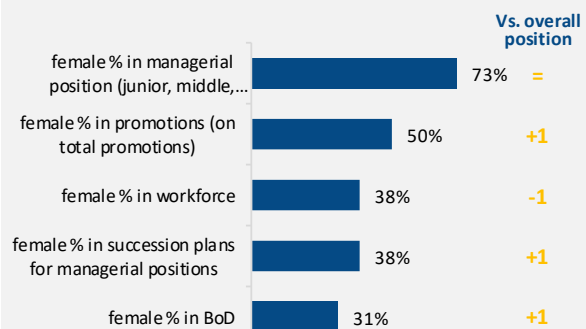
Leading initiatives, mostly implemented alone or together with few others

New initiatives, mostly implemented together with others

### TOP 5 MAIN GOALS



### TOP 5 KPIS



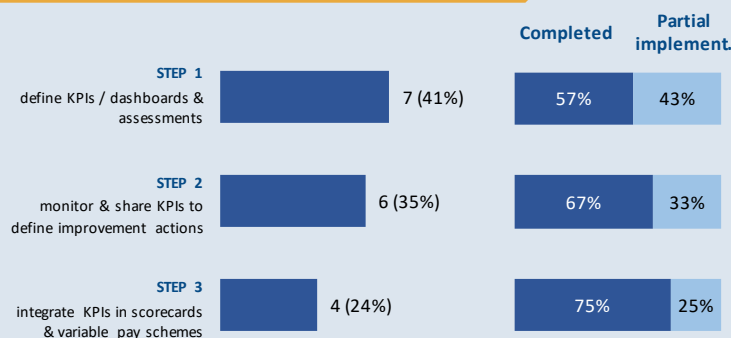
**Coaching and mentoring:** supporting women development with coaching and mentoring is key to overcome potential barriers that might arise and boost women potential

**Mindfulness and wellbeing:** there is an increasing attention to psychological aspects based on the principal that to perform well skills are not enough, you also need to feel good; Covid pandemic has had a negative influence on stress related issues and there might be more need for this programs

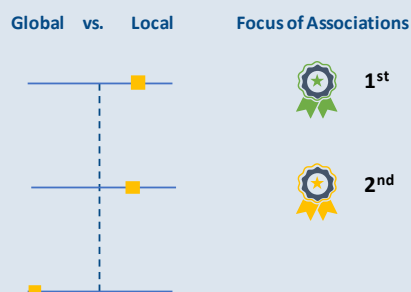
# FOCUS AREA MEASURING TO IMPROVE

17 BEST PRACTICES (13%)

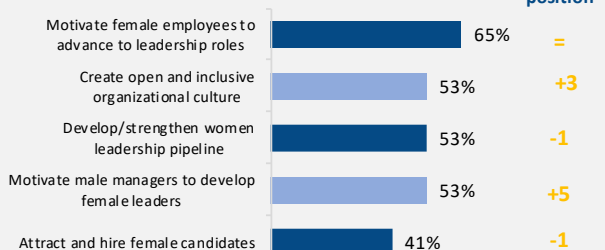
## INITIATIVES INCLUDED IN THE PRACTICES



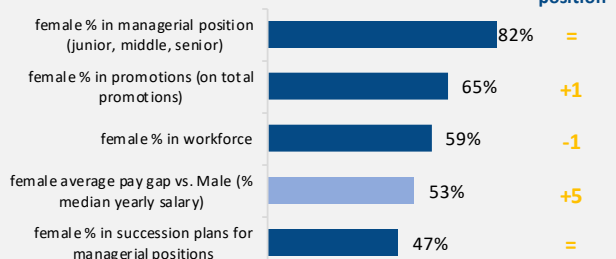
## PERIMETER OF IMPLEMENTATION



## TOP 5 MAIN GOALS



## TOP 5 KPIS



### Define KPIs / dashboards & assessments

Highlights from good practices: **how to set the baseline**

- Assess the Gender Equality starting point
- Define KPIs to monitor
- Build dashboards and monitoring systems (HRIS platforms)

Most considered dimensions in assessments:

- **Composition of workforce** at each seniority level
- **Pay equity**
- **Equity in hiring and promotion**
- **Equity in talent management and succession plans**
- **Gender equality and unconscious bias training**
- **Number of support policies in place** for women (e.g. flexible working, ...)
- **Measures against gender-based harassment**
- **Leadership development** programs for women
- **Alignment to business priorities**
- **Processes/tools to listen and keep listening** to the target population (employee survey) and checking the impact of measures.

### Monitor & share KPIs to define improvement actions

Highlights from good practices: **how to monitor and share**

- Pledge to an industry, country or global goal**, to adhere to a more formal monitoring of the KPIs and increase urgency on the topic
- Get **external Gender Equality certification** to force an even stronger accountability of company management tracking progress in a more objective and structured way
- Monitor results** by department/function and country, keeping single units accountable for their own results and for **implementing proper improvement actions**

### Integrate KPIs in scorecards & variable pay schemes

Highlights from good practices: **how to impact scorecards and compensation**

- Recognize results with annual award
- Impact variable pay with diversity goals

Most considered dimensions in the scorecards:

- **gender pay gap**
- **proportion of women and men getting salary increase**
- **proportion of women and men in Senior Management**
- **proportion of women and men getting a promotion**
- **proportion of women and men in hiring**



**KPI:** be creative to point out potential blind spots, eg for pay gap consider "proportion of women in top 10 compensation"

**Communication:** communication progress is key to increase accountability, engage stakeholders and have a bigger impact in the community (set example)

**Organization:** create the Head of Diversity role directly reporting to CEO and independent from HR, with dedicated resources

**Employee opinion counts:** do not forget to survey employee needs and check their opinion on the effectiveness of implemented measures

# INSPIRING A "NEW NORMAL"

13 INTERVIEWS FROM COMPANIES IN 7 COUNTRIES



## WHAT CHALLENGES WOMEN ARE STILL FACING

- **Unsecure bubble:** more than a glass ceiling there is a **sticky floor**, women do not take opportunities if they don't feel that they have all the skill needed or even more than what is needed
- **Unconscious bias:** this is an obvious issue, but so deep inside people's thinking and, precisely, unconscious, which is difficult to limit
- **Male-dominated culture and stereotypes:** the leadership model is a male one and female specific skills are less valued. Women therefore have to work twice as hard to demonstrate their value; men, not feeling the issues directly, have no need to change the status quo
- **Double burden:** caregiving activities are mainly a woman's burden, increasing the risk of losing female talents after their critical moments of life (marriage and maternity) and forcing many women to give up their careers for the family
- **Tech skills:** too few women decide to enroll in STEM studies, resulting in a lack of female profiles with the competencies needed for the future jobs



## WHAT COMPANIES CAN DO FURTHER

- Tackle **unconscious bias**: it is a high priority, because it takes time and consistency to change the way people think, it needs to be included in all the trainings for employees at all levels
- **Involve men as allies** and support the "HeforShe" mentality, encouraging men to share the double burden (paternal leave) and to become mentors for female employees, recognizing the business value that derives from a more diverse employee and managerial workforce
- Address **diversity** in a new "**personalized**" way: each employee should feel empowered and respected with his/her individual strengths, companies should define policies for all employees addressing specific needs and not just target populations
- **Design a "new-normal"** more human and respectful of diversity and, generally, employees' needs
- **Involve employees** to design the D&I policies and to constantly monitor their effect over time



## WHAT GOVERNMENTS CAN DO FURTHER

- **Education:** work in schools to raise a generation more aware and respectful of gender diversity (guarantee gender-neutral education and awareness campaigns) and empower women with STEM studies
- **Communication:** publicly supporting D&I issues and raise awareness on it
- **Social programs:** design and implement social programs to actively involve women in the workforce, incentivize companies to hire women, especially those who lost their jobs or those who would like to go back to work after having taken care of family for many years
- **Support services:** reinforce services for families (free pre-school childcare, all-day schools, for caregiving services, ...) and subsidies to have access to those services
- **Job policies for flexible working:** simplify work national contracts and introduce fiscal benefits for companies which adopt a more sustainable way of working (work from home, flexible working time, ...)

The G20 EMPOWER Best Practices Playbook 2021 is a collection of company-implemented initiatives, most of which combine measures that impact multiple KPIs. In order to highlight some common features and trends, 134 of the 167 best practices submitted have been included in the analysis (the other 33 are listed in the “additional best practices” section), and they have been assigned to the area of focus that best represents the measures described.

The G20 EMPOWER alliance prioritized three main areas of focus:

1. **Measuring to improve: 17 best practices (13%)** focused on how businesses track progress, set goals, and monitor trends in the advancement of women in leadership roles
2. **Building and nourishing an efficient and sustainable women talent pipeline: 91 best practices (68%)** focused on how diversity, equity, and inclusion policies can be enablers to address and overcome systemic barriers surrounding the advancement of women – shifting organizational and social culture and values
3. **Enabling women to lead the future: 26 best practices (19%)** focused on how the availability, adoption, and implementation of programs aimed at providing women with the skills, qualifications, and opportunities needed to meet the challenges of the future should be an urgent corporate and public priority

The analysis of the best practices in each area of focus highlights key learnings.

**Measuring to improve:** as agreed to by the G20 EMPOWER alliance, is key to assessing initial situations, setting goals, and making the organization accountable for the advancement of women in leadership roles.

The BCG survey on diversity and inclusion measures<sup>2</sup> states that as important as the selection of which initiatives to implement is how they are implemented, and “**metrics and tracking**” is one of the three aspects that needs to be taken into careful consideration to get the implementation of the initiatives right (the other two being “leadership commitment” and “tailored actions to drive change”). Based on the simple principle “if you can’t measure it, you can’t improve it,” top performing companies set clear and quantifiable goals, measure progress over time, and report it publicly to foster transparency and inspire change.

Although the best practices related to “measuring to improve” are less frequent in the analyzed group, they are the ones with the highest level of implementation (63% are already completed), indicating that this should be the first fundamental step to be implemented.

Three types of best practices can be identified in this area of focus:

- Practices that **define KPIs and dashboards to monitor them over time** (seven best practices, 41% of the ones in this area of focus)
- Practices that not only define KPIs, but also **communicate them internally to inspire change inside the company or externally to be accountable to various stakeholders** (six best practices, 35% of the ones in this area of focus)
- Practices that include **the KPIs in the employees’ scorecards**, particularly at the management level, **impacting directly their variable pay** (four best practices, 24% of the ones in this area of focus)

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<sup>2</sup> BCG publication “[Fixing the flawed approach to Diversity](#)”, January 2019, based on BCG Global Diversity Survey 2018, surveying 16 500 people worldwide



Among the best practices that share an assessment framework, the most common dimensions considered are:

- Composition of workforce at each seniority level
- Pay equity
- Equity in hiring and promotion
- Equity in talent management and succession planning
- Gender equality and unconscious bias awareness training program in place
- Number of support policies in place for women (such as flexible working arrangements)
- Measures against gender-based harassment (identification of issues and corrective actions to be taken)
- Leadership development programs (training, mentorship, sponsorship, etc.)
- Alignment with business priorities, to testify to the commitment of leadership
- Processes/tools to listen to the target population (employee surveys) and check the impact of measures

Companies can monitor KPIs internally by department/function/country and make each unit accountable for its own results, encouraging it to take improvement actions. An example of this is a company that conducts quarterly discussions on KPIs with all organizations of the Group, identifying the gaps and defining a specific plan to improve the KPIs in the analyzed unit and report to the employees on the progress made.

Externally the company can either pledge to an industry or global goal to adhere to a more formal monitoring of the KPIs and increase urgency on the topic or get an external certification to force an even stronger accountability of company management that tracks progress in a more objective and structured way.

To promote employee commitment to diversity and to align behaviors with the D&I goals, four best practices are about including equity KPIs in employee scorecards (two in reference to senior managers and two in reference to all employees).

A powerful way to signal the importance of D&I in the company strategy is the appointment of a **Director of Diversity and Inclusion who reports directly to the CEO, is independent from HR, and has a dedicated budget and people.**

**Building a women talent pipeline:** the best practices include a variety of steps and methods to address and overcome systemic barriers surrounding the advancement of women.

BCG research<sup>3</sup> identified three types of initiatives: **back-to-basics measures** (commonly recognized as necessary), **proven measures** (those that management and employees agree are effective), and **hidden gems** (those considered effective by women but undervalued by company leaders).

Among the 91 best practices focused on building a women talent pipeline, nine different types of measures have been identified. The most popular measures are those that can be classified as “**back to basics**” measures: **policies for equal opportunities in hiring and promotions** (quotas in candidate shortlists or in succession planning), featured in 44% of best practices, and programs to **raise awareness about unconscious bias** and D&I topics in general featured in 29% of them. These two are mostly implemented as unique measures but may be grouped with one or two others.

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<sup>3</sup> BCG publication “[Fixing the flawed approach to Diversity](#)”, January 2019, based on BCG Global Diversity Survey 2018, surveying 16 500 people worldwide



Not surprisingly, these two types of measures are the most often implemented. Most of the companies interviewed identified **unconscious bias and culture** as the main **challenge** to advancing women in their careers, so implementing programs to highlight the bias and force an equal consideration in hiring and promotion might help women's career advancement.

The following most frequently implemented measures in our sample of best practices are two that the BCG survey defines as hidden gems, considered effective by women but undervalued by company leaders. Specific **development programs and mentoring for women** featured in 18% of best practices, and the **creation of communities** where women have **networking opportunities** and can be inspired by **female role models** featured in 14% of best practices. Both these measures have a very high level of implementation (completed in 76% and 71% of cases respectively) and are complemented by one or two other measures.

In fact, one of the challenges that women face, as highlighted by the interviews, is their **bubble of insecurity**, their fear of speaking up or taking on challenging roles without being 100% sure they have the right skills. They need to support one each other, be mentored by senior leaders who believe in them, and be inspired by female role models to boost their self-empowerment.

The less frequently implemented set of measures can be grouped in two of the BCG clusters: proven measures and hidden gems. The first measure is one of the most important hidden gems (most appreciated by women and mostly undervalued by leaders): **parental policies**. It featured in 12 best practices (13%) which in most of the cases targeted parents in general, both men and women (only 4 of 12, or 33%, targeted only women). This is in line with the new trends in diversity and inclusion that tend to broaden the target population by considering not only strictly personal characteristics such as gender, race, religion, or sexual orientation, but considering needs instead (parents have different needs from non-parents, independent of gender, race, religion or sexual orientation).

A measure that can be paired with parental leave is **flexible benefits or welfare programs** that offer people access to the support they need (childcare or company nurseries, lactation rooms, subsidies for nursery schools, psychological support). This measure is featured in 9% of the best practices focused on Women Talent Pipeline and is the one with the higher percentage (13%) of practices in the planning phase. This type of measure is probably the one that best allows companies to offer a variety of opportunities to satisfy the different needs of employees, as well as design programs with employee input in defining their most urgent needs. Therefore, it would be a good approach to creating programs that resonate with the largest group. It is almost never implemented alone, but as a complement to other measures.

The last type of measure in this group is **flexible working arrangements** (featured in 11% of best practices), a measure that has become standard in the last year due to the pandemic, and that has evolved towards a real flexibility designed to meet the employee's needs, including when where and how to work.

The WEF Global Gender Gap Report 2021<sup>4</sup> confirms what the interviews of the G20 Empower advocates highlight: during the pandemic women had to manage a **double burden of paid and unpaid work**—jobs and caring for the family. With schools closed and care services not always available, the burden has almost tripled. One of the interviewed companies highlights how it offers the opportunity to work from home, giving priority to

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<sup>4</sup> [World Economic Forum Global Gender Gap Report 2021](#)

women, and how it allows flexibility on reaching required target goals without changing the expected level of results.

Some of the interviewed companies stressed that they have even seen an increase in productivity with remote working, despite the interruptions caused by home-schooling.

**Equal pay policies** are featured in 4% of the best practices. The low representation does not mean the issue is not important, but it is due to the fact that this measure can be considered a back to basics one, like equal opportunities in hiring and promotions, so many policies approach it indirectly without specifically addressing it (in fact 27% of practices focused on building a women talent pipeline are affecting the pay gap KPI).

The last four measures described are mostly implemented together with other measures as part of a complete D&I program.

**Enabling women to lead the future:** best practices are focused on programs that foster the skills and qualifications needed for women to lead in the new world where issues related to technology, digitization, and sustainability are the reality.

There are 26 best practices focused on enabling women to lead the future and the majority of them (58%) featured the **development of soft skills and leadership skills**. It is recognized that men and women have different leadership styles. Women are more compassionate, open to listening, and honest in relating to others—key skills for the new age post-COVID. There are other skills that women should develop further, such as the courage to move outside their comfort zone, take on challenges, and be proud to propose and defend their own ideas. Leadership and skill-building programs should not work on making women more like men, but on reinforcing the skills they need to lead, knowing that, in the end, **it's the complementarity of men and women that creates the winning recipe**.

Two other frequent features of the best practices focused on enabling women to lead the future are **individual coaching and mentoring paired with network opportunity** (featured in 35% of best practices) and **hard skills for managers and entrepreneurs** (featured in 23% of best practices).

Many interviews underlined the fact that women's insecurity may stop them from taking any role they don't feel completely qualified for. For this reason, it is important to pair **programs that develop the hard skills** needed to lead companies (managers or entrepreneurs) with **mentoring and coaching to overcome potential barriers** and guarantee the skills developed become a valuable lever for women. Also, **networking opportunities among women and with female role models** is a valuable source of inspiration and advice on managing all the challenges that may arise in a woman's career.

The last two types of measures in the enabling women to lead the future focus area are marginally within best practices and mostly complementary to other measures: **STEM and tech skills**, featured in 12% of best practices, and **mindfulness and wellbeing** are featured in 8%.

The pandemic has **accelerated the digital transformation** of many businesses, impacting labor market digital disruption. Three of the eight jobs tracked as “jobs of tomorrow” show severe underrepresentation by women and are closely related to STEM skills (data and AI, engineering, and cloud computing)<sup>5</sup>. Women are still **underrepresented in STEM studies** (only 30% of all female students select STEM-related fields in higher education according to UNESCO data) so it is important to focus on initiatives that prepare women to take a leadership role in the digitally transformed labor market.

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<sup>5</sup> [World Economic Forum Global Gender Gap Report 2021](#)

Measures that would develop STEM and tech skills are less common than others, probably because most of the measures related to STEM and tech skills are focused more on hiring women who already have those skills than developing them inside the company.

During the pandemic, with schools closed and daycare services not always available, the burden has almost tripled for women, contributing to an overall increase in **stress and anxiety**, not only about health but also about job security<sup>6</sup>. That is probably why we see a new trend in implementing measures focused on mindfulness and wellbeing, based on the principles that happy employees are more productive and that to be happy you must feel good about yourself.

We can learn a lot by reading the best practices that have been shared. We have highlighted the key points in the executive summary, but it is important to also explain the process for choosing and implementing the right measures to advance women (as well as employees in other diverse groups) in leadership positions:

1. **Define KPIs** to assess the baseline and monitor progress
2. **Define the policies and initiatives** that better respond to employee needs, thinking more broadly about the specific needs each employee may have and not guessing what they might be. This is done by **establishing two-way communication with employees**, asking what they need more of and what works and what doesn't
3. **Frequently review policies to adjust and improve**, specifically for the programs related to skills that might change rapidly in the near future and make them open to additional or different needs that might arise

Building on this last point, *"a system built for yesterday's homogeneous workforce cannot successfully serve a new and diverse generation."*<sup>7</sup> Therefore, we need to rethink D&I policies: there is diversity among women and each of them has different needs and priorities. We should design D&I solutions based on a holistic understanding of an individual (demography, context, attitudes, or emotional needs).

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<sup>6</sup> Accordingly to the report, women felt more stressed due to changes in work routine by 6-8 percentage points compared to men in the same condition (with or without kids) and women with kids felt much more than other employee cluster the stress due to family pressures (8 percentage points more than men in the same condition and 24 percentage points more than women without kids) and a reduced productivity (7 percentage points more than men in the same condition and 8 percentage points more than women without kids).

<sup>7</sup> BCG publication "[It's Time to Reimagine Diversity, Equity, and Inclusion](#)", May 2021

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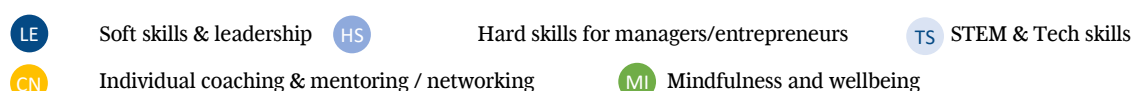
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# How to navigate through the Best Practices

**General information:** at the top left of each form there is a box containing general information about the company implementing the best practice. In particular, the box contains information regarding the company name, industry, size, type.

*Note that the companies were assigned to a specific industry cluster and that according to the information provided and publicly available data, either local or global sales of the company were selected. For the Associations sales are not relevant. By company type we regard the options as Public (publicly traded), Private, Nonprofit and Government Agency.*

**Impacted KPIs:** at the top right of each form there is a box highlighting the KPIs impacted by the best practice.

*Note that among the 9 possible KPIs proposed, only those directly impacted by the best practice are highlighted in orange. This selection was made in order to focus on the priority KPIs.*

**Infographics:** at the middle of each form, 3 infographics are shown:

- % of female employees of the company, when it is relevant or disclosed
- Area of Focus of the best practice, the 2021 Empower Playbook focuses on 3 key areas of focus:
  - Measuring to improve
  - Building and nourishing an efficient and sustainable women talent pipeline (Women talent pipeline)
  - Enabling women to lead the future (Leading the future)
- Level of implementation of the best practice

*Note that, for simplicity, each best practice was assigned to only one area of focus (this meaning that the best practice is mostly or entirely covered by the area of focus assigned, even if some points of the best practice would also belong to the other areas of focus).*

**Main goals:** at the bottom of each form there is a box describing the initiative in more details. On the left side of the box the main goals of the best practice are shown.

*Note that among the 10 possible main goals, only those directly achievable by the best practice are presented. This selection was made in order to focus on the priority goals.*

**Workforce focus:** 4 different workforce focus are presented:

- All workforce
- Only female
- Broader diverse workforce
- Mainly female (when the best practice is mostly focused on women)

**Perimeter of implementation:** 4 different perimeters of implementation are presented:

- Pilot on one functional level
- Entire organization at a local level
- Entire organization at a global level
- Country business community (for those associations and companies whose best practices are focused on helping other organizations within the country).

# Argentina

## Susana Balbo Wines – Equal opportunities



### General Information:

**Country:** Argentina

**Type of Company:** Private

**Industry:** Manufacturing – Food

**Sales:** Globally 10M – 50M €

Locally < 5M €

**Employees:** Globally < 200

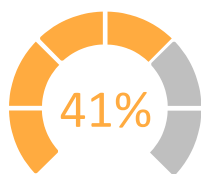
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

#### Perimeter of Implementation:

Entire organization at local level

#### Workforce Focus: All workforce

### Extended/Detailed Description

As a principle, the company has always had the same number of female and male positions within their Board of Directors. As for executive positions, they have a policy of equal salary for equal work. In the technical team, the same number of female and male workers share tasks and responsibilities and, in the operations area, women usually outnumber male workers. As an example of good practices, when it comes to staff selection, gender is not taken into account for any position. They offer all workers equitable working conditions for the same position and the same growth opportunities, plus the possibility of working from home when necessary, especially in cases of childcare or maternity leave.



# Australia

## Male Champions of Change (MCC)



### General Information:

**Country:** Australia

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally 200 - 500

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce

% in promotions

Pay gap vs Male

% in BOD

% in managerial roles

OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goal:

- Motivate male managers to develop female leaders

#### Perimeter of Implementation:

Country Business Community

#### Workforce Focus: All workforce

### Extended/Detailed Description

MCC represents a group of 230 Australian leaders who use their individual and collective leadership to elevate gender equality as an issue of national and international social and economic importance. For example, the Male Champions of Change Panel Pledge works to substantially improve women's representation in public and professional forums. The pledge requires leaders and organisations to actively encourage women's voices, raise the issue of gender balance when the opportunity arises, make their commitment to the pledge known, honor the pledge when invited to speak, and encourage others to take-up the pledge. MCC has also partnered with Chief Executive Women, an organisation that strives to educate and influence all levels of Australian business and government on the importance of gender balance in leadership through targeted research-based programs, advocacy and scholarships. Together they developed the Leadership Shadow tool, which helps leaders identify blind spots in their approach to women's leadership. The tool encourages leaders to think about what they say, what they prioritize, what they measure and how they act. This tool is designed to help leaders drive efforts to achieve better gender balance in their organisations.

# Suncorp – Eliminate Gender Pay Gap



## General Information:

**Country:** Australia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Other – Pay equity

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Suncorp has committed to reduce its Gender Pay Gap by 5 percentage points over 5 years, by 30 June 2025 (from 20.5% to 15.5%). This initiative has two key pillars:

1. **Achieving Role Pay Equity:** Role pay equity examines the pay for employees in like-for-like roles compared to the external market median pay for that role to ensure our pay levels are competitive. Gender pay equity examines any variances in pay positioning to the market, by gender to ensure pay is fair and equitable across the genders.
2. **Reducing the Gender Pay Gap:** Suncorp also calculates its gender pay gap, which is published by the Workforce Gender Equality Agency (WGEA) annually. This is calculated as the average pay difference between all males and all females in the organization (excluding the group CEO) and is expressed as a percentage of male pay. It is a function of workforce composition (the work that men and women do across the organization and the associated salaries for that work – it is not a gap in pay for doing like-for-like work).

Closing the Gender Pay Gap will help us remove one of the significant barriers to the full and equal participation of women in the workforce. The main strategies implemented to achieve this result are:

- Remuneration review and annual pay equity corrections
- Education and Awareness Campaigns – The Gender Pay Gap

## Learning Insight

Key findings from the Workplace Gender Equality Agency indicate that while it has continued to slowly decline, men still out-earn women, on average, by 20.1% (equating to \$25,679 per annum). In 2020, the Financial and Insurance Services Industry had a Gender Pay Gap of 23.6%. Suncorp's Gender Pay Gap, has consistently decreased year on year over the last 5 years (and has historically been lower than peers).

Addressing the gender pay gap requires a multi-initiative approach, it is not just about increasing females' pay by 20%, which is expensive and will not solve the longer-term problems. Instead, we require a bold goal that the organisation can rally behind.

Our goal - "Eliminating the Gender Pay Gap, starting with a 5-percentage point reduction over five years" is double what has been achieved over the last five years.

Achieving this goal will:

- Remove one of the significant barriers to the equal participation of women in the workforce
- Ensure we do not fall behind community expectations
- Set ourselves up for attracting and retaining the right talent for the future.

In order to achieve this goal we have different strategies in place:

- Education and awareness – The Gender Pay Gap
- Gender Pay Gap targets in leader scorecards
- Annual remuneration reviews and equity corrections

# Suncorp – Gender balance across all levels



## General Information:

**Country:** Australia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

While women outnumber men at Suncorp, women are overrepresented at lower pay bands, and underrepresented in senior roles. Whilst Suncorp has done well in building awareness and understanding the business case for change, we need to continue to shift the demographics of our workforce to ensure both **role pay equity** and **gender pay equality**. Therefore we plan to achieve equal representation of males and females at Senior Leader levels by 2025.

In order to achieve this we have different actions and strategies in place:

- Attract, recruit and retain diverse talent to embed gender equality at all levels of Suncorp
- Targeted Development of High Potential women
- Leadership Pipeline and Targeted Talent Reviews

# Canada

## BBTV – Female Talent Pipeline



### General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services - Entertainment

**Sales:** Globally 200M – 1B €

**Employees:** Globally 200 - 500

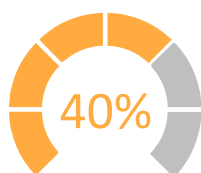
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Address unconscious bias and

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

- **Equal opportunity hiring:** At the screening level for candidates of all seniorities, to the extent that it's possible, we interview at least two qualified women for every open role. Each open role at BBTV goes to market with a job description that includes inclusive 'Equal Opportunity Employer' language in an attempt to welcome people from all backgrounds, regardless of race, family status, sexual preference or any protected class.
- **Event strategy:** From a hiring perspective and to create a strong funnel of top talent, BBTV also has an 'Event Strategy' KPI that aims to have the team either attend, host or sponsor an event targeted at diverse demographics, from women in technology hiring fairs, to young women in business hiring fairs, to indigenous people hiring fairs, to foreign worker hiring fairs, etc.
- **Equal opportunity promotions:** In addition to Diversity, Inclusion & Equity hiring practices, BBTV practices equal opportunity promotions whereby the most qualified candidate is selected for an open role or promotion regardless of background. It is encouraged to propose a qualified woman for a promotion at the same time a man would be proposed.
- **Flexible Work:** We understand how important it is to be flexible with life's demands and we've therefore built flexible work arrangements into our culture to support female employees who may be in the parental stages of life, so not to disadvantage their professional progress in any way.
- **Parental Leave Policies:** At BBTV our Parental Leave Policy provides an equal opportunity for any new parent, whether natural or adoptive, as long as they are the primary caregiver, to receive the maximum amount of paid time off support.

# BBTV – Measuring to Improve



## General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services - Entertainment

**Sales:** Globally 200M – 1B €

**Employees:** Globally 200 - 500

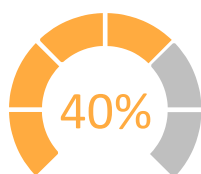
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
**Measuring to improve**



Level of Implementation  
**Completed > 1 year**

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description “Ongoing Tracking & Measurement of Performance to Goals” & “Minimum 40% Female Board Participation”

BBTV operates as a Quadruple Bottom Line business, which means we measure success across People, Environmental, Social, and Financial pillars. Each of these pillars have individual goals and KPIs that the company tracks to on a monthly, quarterly and yearly basis.

Goals for gender equality include gender pay gap (0% achieved), gender balance at all levels (40%+ achieved), gender balance at management levels (40%+ achieved), and execution of 100% gender equity interviewing. This has proven to be a strong methodology in keeping the business accountable to its KPIs in each of the pillars.

BBTV's board representation is now maintained at a minimum of 40% in order to represent the company's goals of gender parity within the organization.

### **Learning Insight**

Female % in workforce - 40%

Female average pay gap vs. Male (% median yearly salary) - 0%

Female % in managerial position (junior, middle, senior) - 45%

Female % in new hires - 95%+ Gender Equity Interviewing

Female % in board of directors positions - 40%



# Loblaw Companies Limited – Go Further

## Women



### General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services - Retail

**Sales:** Locally > 1B €

**Employees:** Locally > 10.000

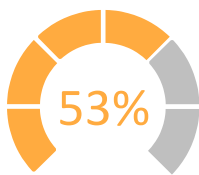
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

### Extended/Detailed Description

At Loblaw, we have a long-standing commitment to diversity, equity and inclusion and we have been focusing on gender equity for more than a decade.

We have a dedicated Diversity, Equity and Inclusion team within our Talent department, and we have an Inclusion Council with more than 20 senior leaders from across our business. We have four employee resource groups – Able, Proud to Be Me, Embrace Your Roots, and Go Further Women. With our Go Further Women group, we are committed to increasing the representation of women in leadership positions and creating a better culture of inclusion and sense of belonging. With self-identification data, we monitor representation in our talent programs, including recruitment, development, mentorships, scholarships, succession planning, top talent and more. We have a diversity policy for our Board of Directors, where we have committed to maintaining 40% female directors. We have also committed to increasing the representation of women in leadership to 40% executives and 43% management in 2024. We monitor engagement and sense of inclusion and belonging in our engagement surveys, hold networking and development events and panels with women and leadership, and have Peer Circles for high potential female talent. Women in STEM is an area of focus for our Technology, Digital and Analytics teams, and we host various recruitment events and campaigns to attract female talent. We hold mandatory and optional diversity, equity and inclusion workshops and online training for our workforce on inclusivity, allyship, bias, microaggressions and more. See our 14th annual CSR Report, which includes our diversity equity and inclusion commitments: <https://www.loblaw.ca/en/responsibility/>

# Manulife Financial – VP+ Women 30% Club



## General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only female

## Extended/Detailed Description

Our global Diversity, Equity, and Inclusion (DEI) aspiration is to cultivate a diverse, equitable, and inclusive workplace in which all employees are inspired to bring their authentic and whole selves to work, enabling them to thrive personally and professionally to best serve our customers, business partners, and communities.

In 2017, Manulife made a commitment to join the 30% Club, whereby we set a goal to reach 30% of women at the VP+ level by 2022. To make this happen, we set in place a robust governance and accountability framework to ensure this metric is always top of mind for the organization, as we look at different opportunities to increase the % of women in our leadership levels. To strengthen leadership and business accountability, we've introduced customized leader DEI dashboards on progress made against our gender goals, which are reviewed quarterly by our CEO and ELT, and we have included DEI, including gender goals, in all people leadership goals. All segments and functions also develop their own action plans to improve diversity and inclusion, including gender representation, based on their specific challenges.

### **Quantitative Outcome**

While we are still one year away from our target of reaching 30% women at VP+ by 2022, we are very close, currently tracking (end of Q1, 2021) at 28.7%

### **Learning Insight**

In order to reach multi-year robust targets, we had to keep it top of mind for our leadership and hold them accountable to the data. This review and accountability is not done on an annual basis, when it may be too late to impact the results. Rather we reviewed these dashboards on a quarterly basis, where they have a clear line of sight on trends, and time to action changes to ensure they are meeting targets and goals. Having our leadership engaged at such a level is what has made this program such a success for Manulife.

# France

## BNP Paribas – HE FOR SHE



### General Information:

**Country:** France

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

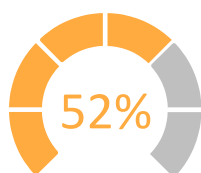
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

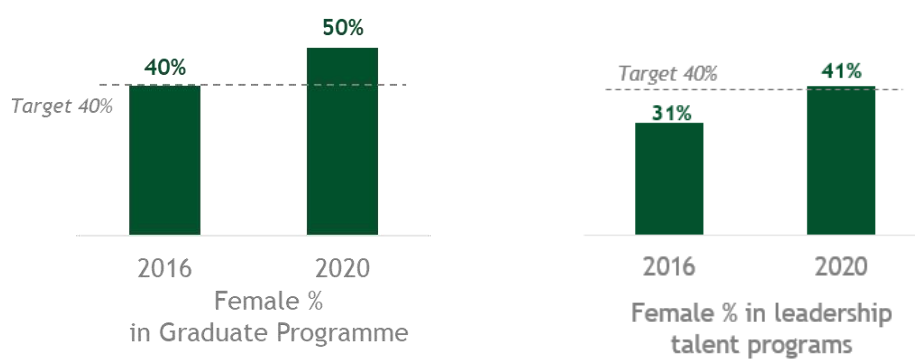
In March 2018, Jean-Laurent Bonnafé became a Thematic Champion of the “HeForShe” programme. Within the organisation, he has committed **to implementing concrete solutions to promote gender balance**.

As part of our three-year partnership, we committed to increasing the proportion of either men or women recruited to key positions in Human Resources, which traditionally has a preponderance of female staff, and Global Markets, a field traditionally dominated by men. For example, we have a target of 40 per cent female employees participating in Graduate and Talent programmes for financial markets activities over the period. As part of our HeForShe commitments and in partnership with UN Women, we also reached out to women entrepreneurs in Senegal, working to develop their economic rights and building a climate resilient agriculture in the Sahel. Although the participation of women in the workforce and their level of education are increasing and are in many countries equal or even greater than those of men, many roles are still gender-dominated – for example, men are often in the Front-Office or IT and women in Human Resources or Communications. This can be due to male and female employees’ awareness, biases and stereotypes during the recruitment process, issues around mobility, past experiences, educational background, differing priorities and work-life balance issues. We wanted to create an environment that guarantees the development of all the individual’s talents as well as our long-term collective performance. That meant becoming best in class in our industry in terms of gender balance representation regardless of role. We believe that even if the educational system has not changed, companies can.

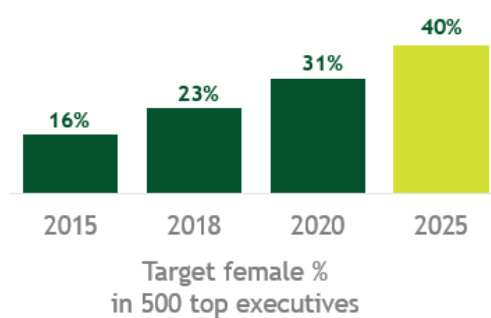
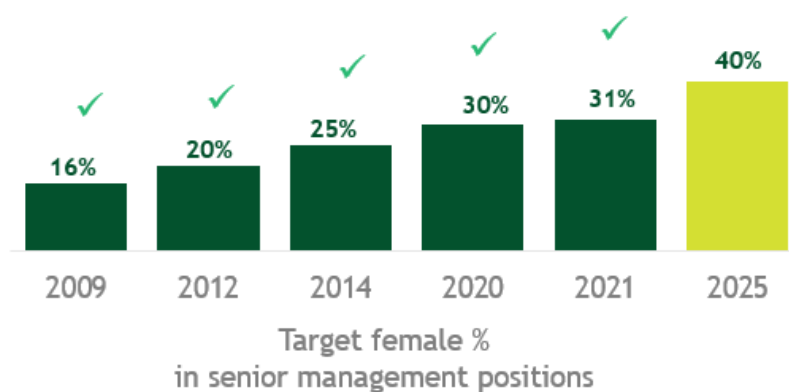
A real launch pad, HeForShe initiated a new approach to progress on gender diversity issues throughout the Group, in particular thanks to the Nudge methodology. “Nudging is a gentle incentive to adopt virtuous behaviour, vis-à-vis oneself, the community, the planet and the company. This approach, based on behavioural economics, consists of creating an architecture of choice that encourages the adoption of the desired behaviour without constraint. Although applied in many areas, nudging played a role as part of the Group’s HeForShe targets. An example of a Nudge to attract women in Global Markets is “the business line female interviewer”, where we decided to always have at least one woman from the business side interviewing the candidates. This enables us to create a reference point for the female candidate, who can imagine herself in that position. This revised process also sends a message of inclusivity to male candidates. Examples of Nudges designed to attract and recruit more men as HR Business Partners include “the male redactor” pattern, where the job description is written by one or more men occupying this role, so that the requested skills are expressed using a variety of terms that speak to both men and women.

The Group’s IT function has set an ambitious target of recruiting 1,000 women within three years, to increase the proportion of women in this field from 32% to 37%, which will consolidate the Group’s lead over other companies in the sector.

## Quantitative Outcome



These two graphs refer to the overall Group figures and are not directly related to the HeforShe initiative



# GEODIS – GEODIS WOMEN's Network



## General Information:

**Country:** France

**Type of Company:** Private (state-owned)

**Industry:** Services – Transport/Delivery

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

Locally > 10.000

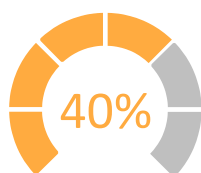
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All Workforce



### Extended/Detailed Description

GEODIS WOMEN Network : this is the internal organization (included women and men all over the world) working on good practices to contribute positively to gender equality.

It gives a role to employees who want to be empowered as ambassadors of gender equality (they have to be member of the Geodis Women Network) with specific mission :

- Lead actions /propose initiative into their function /region / loB
- Aware top management about GWN stakes
- Organize minimum 1 event a year
- Collect initiatives and work close with GWN team leaders and HR
- Actively post on social media (LinkedIn)
- Cascade matters to central committee
- Set up biannual KPIs related to recruitment and actions which promote women representativeness at GEODIS

### Quantitative Outcome

% of female in managerial position: from 18% in 2020 to 25% in 2023



**GEODIS**  
Women's network

# Johnson & Johnson – Women Leadership & Inclusion



## General Information:

**Country:** France

**Type of Company:** Public

**Industry:** Manuf. - Consumer Products

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local and global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Women Leadership & Inclusion is an Employee Resource Group based on volunteering. Each member of the local chapter is invited to contribute to several initiatives:

- Advancement, a national mentoring program involving 200 mentors and mentees in France, including 25% of men and 75% of women;
- Community, a national campaign to recruit more male members and acculturate the teams on allyship;
- Inclusion, a training on unconscious biases which will help everyone in the company to know more about stereotypes and fight against them.

Advancing women—whether it's ensuring access to critical healthcare or having opportunities in the workplace— and developing female leadership is at the heart of everything we propose through WLI.

<https://youbelong.jnj.com/pathway-to-belonging/employee-resource-groups>

## Learning Insight

Very important to find new ways/routes to have men actively volunteering and contributing to the change. A strong focus for WLI this year will be to have more men actively engaged and supporting the efforts for the development of women leadership, world wide.



# Schneider Electric – Championing equal pay for equal work



## General Information:

**Country:** France

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

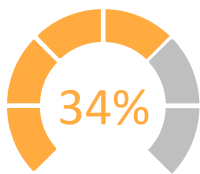
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Early in our Diversity, Equity & Inclusion (DEI) journey, we identified pay equity as a necessary condition for gender equality and inclusion in the workplace. Ensuring that all employees are rewarded fairly became a top priority for us.

We started our pay equity journey from the top, with sponsorship by our CEO and country presidents, launching our global Pay equity initiative in 2015 across 16 countries. Pay equity was also added to the Schneider Sustainability Impact metric, which defines and annually captures global key performance indicators (KPIs) linked to employees' short-term incentive plans. We set a 2020 goal of having 95% of employees working in a country with a commitment to, and process for, achieving gender pay equity. The success of this program was the result of four key steps:

- 1. Executive Commitment and accountability:** Achieving pay equity requires leadership buy-in and transparency. This means making an ambitious commitment at the leadership level, actively sponsoring an action plan to meet this commitment, and ensuring accountability through reporting.
- 2. Education and capacity-building:** Pay equity is a complex and ever-evolving concept so it requires having a clear vision, adopting definitions that are simple to understand, and ensuring all stakeholders are comfortable using them.
- 3. Local implementation of global approach:** Build one common, global approach to address gender pay gaps and empower local HR to implement it in a way that is tailored to the local context. Our global framework included four parts:
  - a. A clear, consistent global methodology was defined and applied to identify potential unjustified pay gaps, which has been integrated into our annual pay review process.
  - b. Automation of analytics and reporting through the HRIS platform resulted in greater accuracy and tracking of data and allowed for an easy integration of the pay equity adjustment process into the annual global salary review.
  - c. A cohesive communication and education program was deployed to all stakeholders to support the Pay Equity Framework global roll-out.
  - d. A robust governance structure with ongoing oversight to ensure accountability and transparency. We conduct quarterly reviews of compensation gaps and actions, both at the country and global level, and covers all key drivers of the employee lifecycle from hiring, performance assessment, and salary adjustment to career moves.
- 4. Sustainable HR Framework:** Create a fair and equitable ecosystem of HR processes and take proactive actions to prevent new pay gaps from being created when pay decisions are being made when hiring, promoting, and assessing talents.

Our approach to the topic of pay equity has driven greater levels of clarity and transparency through our reward philosophy, pay equity framework, and tools. And today 99% of our employees across the 100+ countries where we operate are covered by our global pay equity framework.

## Quantitative Outcome

The implementation of our pay equity framework was one of our Schneider Sustainability Index (previously our Planet and Society Barometer) key indicators since 2015. We committed to ensuring 95% of our employees work in a country with a commitment and process in place to achieve gender pay equity. We started at 12% at the end of 2014 and achieved 99.6% at the end of 2020.

## Learning Insight

As a result, our pay equity strategy over the last five years has been truly transformational. Moving forward, we will broaden our ambition to look beyond gender, and we have committed through our Schneider Sustainability Essential objectives to lowering – and then maintaining – the pay gap below 1% for all employees by 2025.

## Global Pay Equity Framework



## Sustainable HR Ecosystem Framework

Take effective actions on gaps created by Talent practices



# Schneider Electric – Equal Opportunities through Gender Diversity (50/40/30)



## General Information:

**Country:** France

**Type of Company:** Public

**Industry:** Services – Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

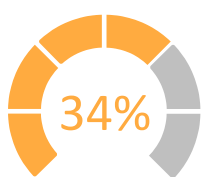
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Schneider Electric is strongly committed to building a diverse organization at every level, with a workforce that reflects the diverse markets in which we operate.



In that context, we have identified increasing the share of women in our workforce and leadership as an absolute priority. Our journey towards becoming a more gender-balanced organization began more than 10 years ago: we stated ambitions on increasing female representation in the overall workforce and in specific segments like leadership roles, technical and sales functions. To achieve said ambitions, we focused on providing equal opportunities to all and creating a diverse, equitable, and inclusive culture. Our approach yielded tangible results: total female representation increased to reach 34% in 2021, and women went from making up 18% of our top leadership in 2015 to 25% in 2021. In addition, the share of women on the Board of Directors went from 33% in 2014 to 42% in 2021, and Schneider Electric's Executive Committee is now 44% female (compared with 6% in 2014).

However, while we have made significant progress in the representation of women on the Board and ExCom, we still have a long way to go at lower levels in the organization. With this in mind, we just refreshed our Sustainability strategy and reinforced our commitment to female representation via our Schneider Sustainability Impact, with bold targets for 2021-2025: by 2025, we want women to make up 50% of our new hires; 40% of our frontline managers; and 30% of our leadership. We decided to focus on 30% representation at the leadership level because research has shown that 30% is the tipping point for diversity to have a real impact on teams. This approach is informed by critical mass theory, which takes its roots in physics, where a minimum 'critical mass' is needed to sustain a nuclear chain reaction. When it comes to diversity on teams, 30% has been identified as the critical mass number.

With these bold targets, Schneider Electric is committed to being held accountable. Since 2011, our executives' incentive plans are tied to the achievement of our sustainability KPIs, which include our female representation KPI, and as of 2018, all employee's short-term incentive plans are linked to the achievement of our Schneider Sustainability Index. In 2020, Schneider Electric also launched its first sustainability-linked bonds, which are tied to the achievement of three of our sustainability KPIs, including our gender diversity target ("Increase gender diversity, from hiring to front-line managers and leadership teams (50/40/30)"). Under the present conditions, if Schneider Electric fails to meet these targets by 2025, the company shall pay in respect of each bond an amount equal to 0.50% of their nominal unit value. With these mechanisms, we are holding ourselves accountable through these ambitious targets to achieve our goal of building a more diverse and gender-balanced company.

## Quantitative Outcome

In early 2021, we announced the acceleration of our sustainability journey with the launch of our 2021-2025 Schneider Sustainability Impact (SSI) transformational program. Our target to "increase gender diversity in hiring (50%), front-line management (40%), and leadership teams (30%)" is part of a series of ambitious sustainability KPIs, which we will continue to report on, on a quarterly basis. Our 2020 baseline was 41% women in new hires, 25% in frontline managers and 24% in leadership. As of Q1 2021, we have made good progress, reaching 44% women among new hires, 25% among frontline managers and 25% in leadership.



## Learning Insight

As a business in an industry at the crossroad of energy and automation and historically very male-dominated, one challenge we faced was to increase our share of women in leadership. We believe that focusing on building a robust gender pipeline is key to unlocking sustainable change. This requires strategic planning, targeted development, accountability mechanisms, and most importantly, the support of everyone in the organization, starting with anyone involved in hiring or promotion decisions. We count on each leader to make “every decision count” when making a hiring, performance, or promotion decision to help advance our overall goal to create a more diverse workforce for the future.





## WomenEntrepreneurs4Good

### General Information:

**Country:** France

**Type of Company:** Private

**Industry:** Services - Association

**Sales:** Locally 5 – 10M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce

% in promotions

Pay gap vs Male

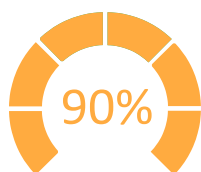
% in BOD

% in managerial roles

OTHER % KPI

*Other impacted KPI's:*

- Female % in entrepreneurship



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Increase leadership role-models and their visibility
- Other - Close the entrepreneurial gender gap
- Other - Increase the number of women entrepreneurs with positive impact

#### Perimeter of Implementation:

Country business community

**Workforce Focus:** Only Female

## Extended/Detailed Description

In March 2021, the Women's Forum for the Economy & Society has decided to launch WomenEntrepreneurs4Good, an initiative designed to inspire and foster female entrepreneurship for the green transition in Europe.

In partnership with P&G and the HEC Paris Innovation & Entrepreneurship Center, the WomenEntrepreneurs4Good is an annual accelerator program, supporting women entrepreneurs with unique resources and capabilities to innovate and grow businesses aligned with the European Green Deal strategy.

This program helps spring innovation and drive positive economic outcomes for women entrepreneurs by providing coaching, visibility, technical support, exposure and access to an ecosystem of stakeholders and global partners providing a variety of resources and business opportunities.

During the kick-off phase, the top 100+ women entrepreneurs will receive support for market opportunity and customer research, and an opportunity to participate in a startup sprint. In the second phase, the 9 finalists will be offered a 5-month online incubator program with experts to coach and mentor them on a wide range of topics from business development, organisational development to impact, and much more. At the end of the program, these enterprises will also be ready to apply for funding from the European Green Deal. This will help to boost their chance of success in European and international markets, and to bring onto the market new innovative products, services and business models that drive our green transition. We plan to scale up the initiative in the next 5 years and bring onboard more committed partners with an aim to support and nurture more women entrepreneurs with impact.

<https://www.womenentrepreneurs4good.com/>

## Quantitative Outcome

- Population: Increase the number of women entrepreneurs;
- Impact: Reduce the carbon emissions;
- GDP: Increase the growth rate and market shares of these women-led businesses we support,
- Jobs: Increase the number of jobs created once the businesses are scaled up.
- First year (2021): supporting +65 projects and +100 female entrepreneurs in the first phase; welcoming 9 finalists to the incubator program to take their businesses to the next level

# WomenEntrepreneurs4Good

by the Women's Forum for the Economy & Society

# Germany

## HHLA – Female Management Targets



### General Information:

**Country:** Germany

**Type of Company:** Public

**Industry:** Services - Transport/Delivery

**Sales:** Globally > 1B €

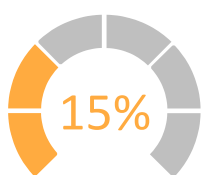
**Employees:** Globally 5.000 - 10.000

**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed < 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

Diversity management has been anchored in the strategic personnel management for several years. HHLA is convinced that a balanced relationship between different cultures, genders and age groups is the prerequisite for successful entrepreneurial activity.

The Supervisory Board has set a target of 25% for the proportion of women on the Executive Board by June 30, 2022 and has already met this target. For the two management levels below the Management Board, the Board has set a target of 30%. As of December 31, 2019, the proportion of women in the first management level was 27% and in the second management level 22%, the proportion of women employed by HHLA in Germany (including trainees) was 15.3%.

The majority of jobs at HHLA are in a segment of the labor market in which men are traditionally employed and women are under-represented. However, the positive trend from previous years has largely continued and the proportion of women employed by HHLA in Germany has increased almost continuously.

For the vast majority of employees in Germany, pay and working conditions are regulated in collective agreements. This results in a transparent grouping and thus compensation structure that is gender-independent.

HHLA increasingly uses occasional female testimonials in public and media appearances to emphasize that women play a relevant role in all areas, job profiles and levels in the company.

HHLA has been using a specially developed structured selection process (assessment center) since 2013, which takes diversity and personal aspects into account. In all selection processes in which women are represented in the applicant pool, at least one woman takes part in the selection committee.

# India

## Welspun – Female Leadership Pipeline



### General Information:

**Country:** India

**Type of Company:** Public

**Industry:** Manufacturing - Textile

**Sales:** Globally > 1B €

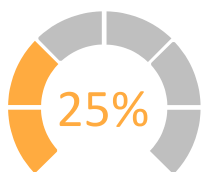
**Employees:** Globally 1.000 – 5.000

**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Planned Initiative

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

Welspun is firmly committed to the empowerment of women, creating opportunity, providing training and fostering an environment that enables them to earn a livelihood and be self-reliant.

We strongly believe that when you empower a woman, you not only empower her but also the society and the nation at large! And being an agent of change, Welspun is bringing a disruption in the patriarchal community of rural India and increasing women in leadership position

Textile sector in India is male dominated, but Welspun is the only large company which is led by a woman CEO for more than a decade. Percentage of Women workforce has increased from 6% to now 25% under her leadership and we intend to make it 35% by 2022. Multiple initiatives under Education, Empowerment and Infrastructure, for Women working in Welspun factories, offices and its surrounding areas:

## **Empowerment**

### SPUN

SPUN is a tale of three stories: one that speaks of tradition & art, the other that invests in welfare of community & third which enables Sustainability & Circularity. Spun products are developed from factory fabric scraps. Innovative use of little shreds of material resulted in a collection of contemporary and sustainable furnishings. 2 tons of factory wastes upcycled per month. Spun products are created at the local village centres by women with the objective to create a global brand identity which is influenced by handcrafted traditions of India. These products are hugely popular in both domestic and export markets. This initiative has led to 3X increase in women income. This has empowered the local women to lead to a better life and also send their children to schools

### W2

Multi-operation facility which is run solely by 800 empowered women. Livelihoods for women are front & centre to create sustainable prosperous world. In the male dominant manufacturing industry, women are barely seen and considered out of place in what is considered a man's job. To break the stereotype in rural India, we have started an entire cut and sew unit in Anjar which is run only by women. All operations of production, maintenance, material movement, etc including the security guard of the unit, are performed by women

### Wel-Netrutva

With an aim to encourage sanitation practices in women and empowering them to earn a better livelihood, Welspun Foundation has initiated a project on promoting menstrual hygiene management in the villages. The prime objective of Wel-Netrutva is to empower women by creating livelihood opportunities, thereby improving their health. We've educated women in the neighbouring villages on sustainable livelihood and reproductive health, and encouraged them to opt for healthy sanitation practices by giving them access to high-end, affordable sanitary pads.

## **Education**

### **Wel-Accelerate**

The objective behind Wel-Accelerate is to enhance the teaching & learning process for teachers & students with the use of technology. In order to enhance teaching and learning for teachers and students respectively, we've digitized government primary classrooms to make them technologically equipped. In addition to that, with our community-driven initiatives, we've also spread awareness among the neighboring communities about the significance of education.

- Our initiative to improve the quality of education at schools covers over 150+ schools, 1500+ teachers and 50,000+ students.
- Quality Education Project in > 50 government schools in Gujarat for teachers
- Adult Literacy Education for women

### **Infrastructure/Workplace initiatives**

- Hostels: Safe, Comfortable & Integrated residential facility for single women working in the Plant. Modern dining facility and recreation center
- Sexual harassment cell to safeguard woman's right to safe workplace. Internal complaints committee, presided by a woman officer
- Inclusiveness: Increasing percentage of Women with disability



# Indonesia

## Asia Pulp & Paper – Woman Empowerment in Workplace and Community



### General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Manufacturing - Pulp & Paper

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

Asia Pulp & Paper (APP) Sinar Mas' sustainability commitment is captured in its Sustainability Roadmap: Vision 2030 (SRV2030), covering three main pillars of Production, Forest and People. A target under the SRV2030 is increasing the number of women in senior management position to 30% by 2030. In achieving this target, we implement programs to empower women in the workplace, such as socialization to increase awareness, capacity buildings and improving relevant policies and procedures. We ensure there is no gender-discrimination in the recruitment process, equal opportunity and payment for all employees, providing nursery rooms as well as providing maternity and paternity leaves. To strengthen its commitment, APP's companies pledge to the Women Empowerment Principles (WEPs) in 2018, which provides a framework to promote gender equality and women's empowerment and drive positive outcomes for society and business. APP's companies have been assessed using WEPs Gap Analysis Tools (GAT) to identify strengths, gaps and opportunity, to improve the performances on women empowerment, as well as joining the training for the implementation of WEPs.

The WEPs has also been implemented in the communities. Our Desa Makmur Peduli Api (DMPA) programme, a participatory community empowerment program through creating livelihood diversification. To drive the programs on women empowerment, we launched collaboration with partners such as Martha Tilaar Group, Yayasan Doktor Sjahrir and Vinto Craft in programs that encourage women to improve their livelihood. This includes trainings for more than 1,000 women on entrepreneurship and vocational skills, which has seen many participants become successful business women who can support their family economy.

Further, we participate in the Target Gender Equality, an accelerator programme to deepen the implementation of the WEPs and to strengthen contribution to Sustainable Development Goal (SDG) 5.5 which calls for women's full participation and equal opportunities for leadership, including in economic life, by 2030.

## Quantitative Outcome

The target under APP sustainability commitment is increasing the number of women in senior management position to 30% by 2030.

# Bank OCBC NISP – Kami Wanita OCBC NISP (KAWA) – OCBC NISP Women Council



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Locally > 1B € (total assets)

**Employees:** Locally 5.000 – 10.000

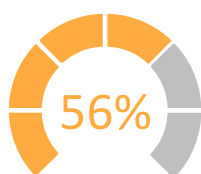
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Kami Wanita OCBC NISP (KAWA) was formally launched on the 21st April 2021 in conjunction of Indonesia's Hari Kartini Celebration. The goal of KAWA establishment is to create a safe place and a community in order to empower, create a support system and to share knowledge on both hard and soft skill as the embodiment of a conducive and inclusive working environment at Bank OCBC NISP.

Even though the OCBC NISP Women Network has been informally sustained since several years back, but now with the formal establishment of KAWA, it strives to empower more staffs (not only women) through various program which will cover diversified themes from mental health awareness, health issues to the integration of work, life, family and self.

These discussion points are selected in hope to create strong individuals and inclusive community so we can further contribute as members in the community in our respective roles. Bank OCBC NISP understands the challenges faced by our female employees and we have put program initiatives to elevate the burden and provide support for our employees. For examples:

- **The bank has Day Care program** during Eid Holidays allowing parents to have a piece of mind while working while the children are in the day care centre. The program itself was ran by a professional day care centre who are in charge to create fun and activities throughout the day care period. Due to the pandemic, the 2020 children program transformed into online school holiday program, which help parents especially mothers to do fun activities with their children.

- The Bank also create webinar programs for children to help them to cope with the pandemic situation. We strongly feel that the children need are not solely are beyond fun activities, mental health is important for children to cope with the current changes. Furthermore, we also conducted activities for our employees that involves not only physical programs but also mental health webinar sessions and online psychology. These programs were previously offline, but ever since the pandemic, we have transformed our programs into online webinars and activities. In 2019 we have start commencing training program that are aim for all employees to reskills-upskills their knowledge to equip them with the today's working environment. In 2021, the bank has just launched support group for woman (KAWA). This support group aims a supportive environment for working moms to be able to share their concerns and gain support from others.

Documentation of the event : [https://www.instagram.com/p/CN9VHjbMZ-c/?utm\\_medium=copy\\_link](https://www.instagram.com/p/CN9VHjbMZ-c/?utm_medium=copy_link)

## Quantitative Outcome

For KPI – female % in managerial position: among senior management, we have 43 % are female leaders. Among the Board of Directors 4 out of 10 BODs are women. From total employee composition, 56 % are female (per December 2020).

## Learning Insight

Having been established for more than 80 years, Bank OCBC NISP has supportive core values and Human Capital policy which provide equal playing field for all employees. Having these embedded in the process allow all employees to have the same opportunity, trainings and benefits. The policy is implemented at all roles, job levels. As we progress, we will continue to promote gender equality program despite gender and age.

# Bluebird – Empowering women leaders and talents



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Services - Transport/Delivery

**Sales:** Locally 200M – 1B €

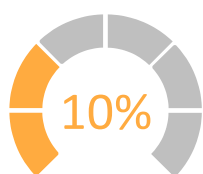
**Employees:** Locally 1.000 – 5.000

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

### EQUAL OPPORTUNITY FOR WOMEN LEADERS

Equal opportunity for women leaders to take senior leadership positions (Vice Presidents, Director, CEO)

- Provide training, coaching
- Provide working flexibility
- Allow them to manage and maintain their own balance of professional and personal life
- Provide competitive and equal compensation and benefits to both female and male leaders

### KARTINI BLUEBIRD

Provide opportunity to participants will get end-to-end supplies to ensure the program is sustainable:

1. Infrastructure: Blue Bird established Kartini Blue Bird Production House in which there are various learning and production facilities for household industry in the field of convection and food.
2. Ability / skill: Blue Bird holds classes learning sewing, embroidering, bedding, cooking, and baking, with teachers who are also housewives. The Kartini Blue Bird will also get training in how to market goods and grow the business. Blue Bird employees who have experienced this will be teachers on both topics.
3. Business financing: Blue Bird provides soft loan funds to help mothers produce and market their products. The funds were obtained from Blue Bird as well as SME soft financing in cooperation with third parties. Loan repayments are not made with funds, but rather in the form of products.

Both Kartini Blue Bird and Equal Opportunity for women leaders were initiated by Mrs. Noni Purnomo as CEO of PT. Blue Bird, TBK where she wanted the wives and daughters of Bluebird Group drivers to follow the supply aimed at improving their own quality and ability.



# GRAB – Safe and Respectful Workplace



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services – Transport/Delivery

**Sales:** Globally > 1B €

**Employees:** Globally 5.000 - 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

SRW (Safe and Respectful Workplace) is a set of accelerative actions towards the safety and well-being of employees, this policy is developed with the aim to enable Grabbers (a term used to address Grab employees) to drive greater and sustainable high performance through a common understanding of how to create a safe and respectful workplace. This is done in alignment with our Principles of Honour, Hunger, Heart, and Humility, to allow Grabbers to work in an environment that allows them to feel safe to give their best at work.



To ensure that all Grabbers can thrive, one significant part of that is to build a workplace that is safe and respectful for everyone.

This regional policy applies to all persons involved in Grab's operations, including, but not limited to, Grabbers, customers, vendors, partners, contractors, agencies, suppliers, and visitors.

Grab works with non-governmental organisations such as Institut Perempuan, in training internal ombudsman team who will address complaints about gender inequality in the workplace, and Yayasan Pulih, who are in collaboration with Investing in Women from the Australian Government, to deliver a capacity building program about rethinking Work-Life Balance for Grabbers. Grab is also part of IBCWE, an alliance of Indonesia's private companies that are conscious and promote gender equality in their workplace, as well as supporting women empowerment in their line of business.

### **Learning Insight**

Grab tracks its employees' engagement every semester using a personalised survey where safety at the workplace, well-being, as well as COVID-19 climate check are some of the key questions. Aside from the rating system, it also has open-ended fields where Grabbers can submit their thoughts on how to improve the situation at the workplace. Once aggregated, the result is cascaded to leaders of every team where they have to make a plan to act based on the outcome.

SRW is one of the impacts of the previous engagement survey results where Grabbers aspire to have a safer and more respectful workplace.



# HHP Law Firm – GATs - 40:40:20



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Locally 10M – 50M €

**Employees:** Locally 200 - 500

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

As a member firm of Baker & McKenzie International, HHP Law Firm supports the Baker McKenzie's people initiatives such as a Gender Aspirational Target (GATs) of 40:40:20 by 2025. This target means that the number of women in leadership roles, such as principals and partners of the Firm and managers of the business support function of the Firm, will be at least 40%, and it could even exceed since the 20% is intended to be a flexible allocation for any gender.

Fortunately, there is no gender equality issue between women and men relating to legal profession in Indonesia where HHP Law Firm operates. There is no gender differentiation under Indonesia's Advocate Law, in advocate society, and in the advocate code of ethics. Since the inception of HHP Law Firm in 1989 our internal policies such as performance evaluation, remuneration, and promotion have always been based on objective measure on performance and not on gender. Our commitment to diversity and inclusion also means that we have non-discriminative policies for training opportunities and for exposure to diverse types of work. The combination of hard and soft skill training that are open to all levels and initiated globally, regionally and locally and work exposure have helped us to develop a pool of women talent ready to become excellent professionals. To keep women professionals motivated, we also introduced several wellbeing programs to address systemic barriers surrounding the advancement of women. Programs such as options for agile working, and access to coaching and counseling have been well received.

Currently in our office, our overall gender ratio is 53% women and 47% men. However, unfortunately the gender ratio in leadership roles shows a decrease in women participation, it becomes 26% women and 74% men. Therefore, to develop creative ideas that foster women to advance into leadership roles, we reached out to other women leaders across our network of member firms with diverse cultures to find best practices that can be applied in our office. Our interaction has been eye opening as it introduced us to initiatives which we thought were not possible in our culture. We have been making conscious decision during recruitment selection to hire not only qualified women but also those with standard required to face the challenges for advancement as leaders in the technological, digitalization and challenges of the future.

# Indonesia Business Coalition for Women



## Empowerment – GEARS

### General Information:

**Country:** Indonesia

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

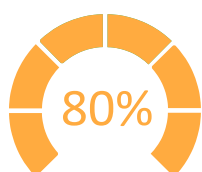
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in new hires
- Female % in turnover
- female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture
- Other - Develop the gender reporting indicators for private sectors

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

## Extended/Detailed Description

We conduct the assessment for our member companies to measure the condition of workplace gender equality and encourage them to share their assessment result and action plan as part of their gender initiative through sustainability report or annual report. The assessment (Gender Equality Assessment, Result & Strategies - GEARS) is covering 10 topic areas:

1. Strategic alignment of gender equality and business priorities
2. Leadership and accountability
3. Gender pay equity
4. Detailed gender composition of the workforce
5. Mainstreaming flexible work for performance and support
6. Preventing and addressing gender based harassment and discrimination, sexual harassment, domestic violence
7. Professional development, mentoring, sponsorship
8. Recruitment, selection and promotion
9. Talent management and succession planning
10. Workplace gender equality training

## Quantitative Outcome

To have a dataset to be monitored as the commitment of our members to promote workplace gender equality initiative within their companies.

## Learning Insight

Testimony for our members:

“GEARS provided insight to develop mothers – friendly policy

Based on the GEARS assessment conducted by IBCWE on Telkomtelstra, we found findings related to Telkomtelstra’s conditions. From there, we became aware of which focus areas needed improvement.

One of the GEARS’ recommendations that we implement is disaggregating HR data by gender. We found insight from this practice in which 75 percent of female employees resigned due to family reasons were young mothers who had just given birth to their first child. The insight helps us to develop young mothers – friendly policy which in turn improves Workplace Gender Equality in our organization.“

Ernest Hutagalung  
CEO Telkomtelstra

# Indonesia Global Compact Network – Seven

## Virtual Learning Series on Women's Empowerment Principles



### General Information:

**Country:** Indonesia

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce

% in promotions

Pay gap vs Male

% in BOD

% in managerial roles

**OTHER % KPI**

### Other impacted KPI's:

- We measured the impact of participating companies/organizations' level of understanding on WEPs
- Participating companies/organizations' level of understanding on WEPs



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

Women's Empowerment Principles (WEPs) is a set of principles for business offering guidance on how to empower women in the workplace, marketplace, and community. They were developed by UN Women and UN Global Compact in 2010.

In order to enhance private sector awareness to implement WEPs, IGCN in collaboration with UN Women conducted Seven Virtual Learning Series on WEPs. The objectives were to:

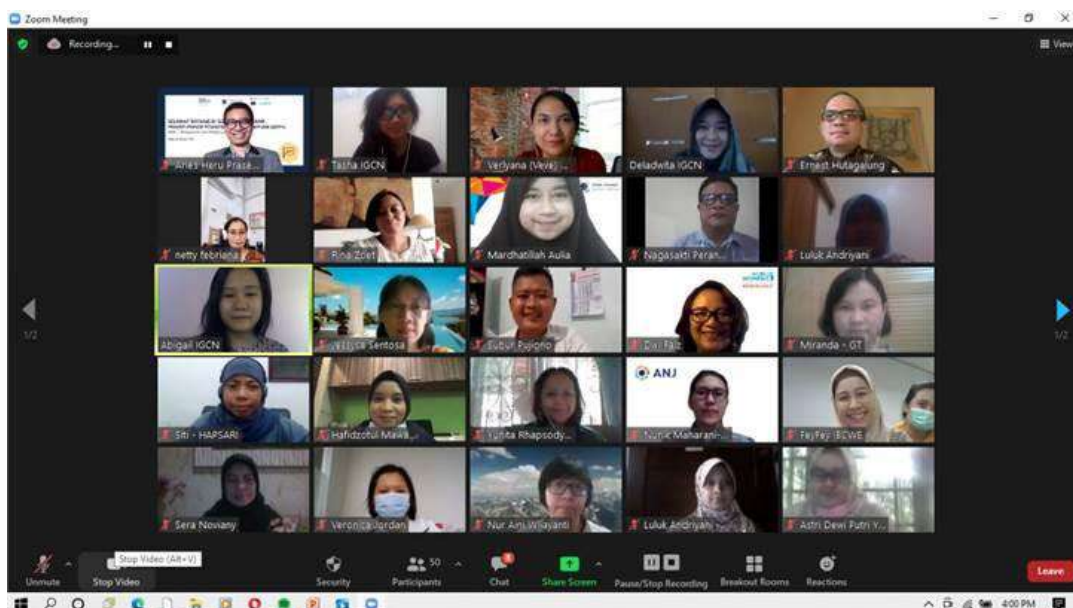
1. Strengthen knowledge and understanding among key stakeholders about WEPs
2. Increase understanding of the key stakeholders on the benefits for WEPs implementation for business
3. Encourage stakeholders to implement WEPs in their workplace, marketplace, and community

These are the 7 principles:

- WEP 1: Gender-equal corporate leadership
- WEP 2: Gender equality in the workplace
- WEP 3: Employee health and safety
- WEP 4: Education and training for women
- WEP 5: Enterprise and supply chain development
- WEP 6: Equality through community advocacy
- WEP 7: Measurement and reporting

## Quantitative Outcome

In the scale of 1 to 5, the participants' level of understanding of WEP increased by 1.15 points, from 1.83 to 2.98.



# Indonesia Global Compact Network – Target Gender Equality



## General Information:

**Country:** Indonesia

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

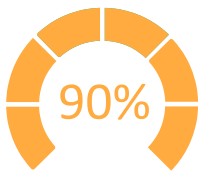
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions
- Other - Participating companies' level of understanding on Target Gender Equality Program



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Other - Encourage companies to set ambitious goals in women's representation and leadership

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

Target Gender Equality (TGE) is a gender equality accelerator programme for participating companies of the UN Global Compact, including in Indonesia. Through facilitated performance analysis of Women's Empowerment Principles (WEPs) Gender Gap Analysis Tool, capacity building workshops, and peer-to-peer learning at the country-level, TGE supported companies in setting and reaching ambitious corporate targets for women's representation and leadership, starting with the Board and Executive Management levels. TGE program allowed companies to deepen implementation of the WEPs and strengthen their contribution to Sustainable Development Goal 5.5, which calls for equal women representation, participation and leadership in business globally. Throughout the program, companies were equipped with the latest data and research supporting the business case for gender equality and gained insights from UN partners and experts on how to accelerate progress on gender equality.

The TGE capacity building workshops covered three modules:

### - **Module 1: Diversity Target - Defining Ambitions.**

The first module discussed about diversity are one of the important things in company and why should they have diverse employment and start to set their own diversity target. It also provided companies with Action Planning Guideline in setting and realizing target.

### - **Module 2: Strategies for Success**

The second module discussed various ways to step by step achieving their target or goals. Because the approach to diversity, equity, and inclusion efforts as determining what actions to implement depends on multiple variables. However, effective diversity, equity, and inclusion (DEI) strategies do share common attributes, including:

- They are supported by senior leadership.
- They are communicated effectively to employees.
- They engage employees widely across the organizations.
- They have built-in accountability mechanisms and ways to track progress

### - **Module 3: Measuring and Communicating Progress**

In the last module, participant provided with explanation about how can they measure and communicate their Diversity, Equity, and Inclusion (D&I) progress. One way most organizations measure diversity is through workforce representation. Yet, changes in representation data over time only provide a high-level view of progress and may not show them detailed insights into their workforce. It is important because company needs to understand which DEI efforts are working, and which are not is essential to drill deeper into other change metrics such as hiring, advancement, and turnover data. This information can also be enhanced by measuring the direct impact of specific programmes. Furthermore, communicating progress is also essential to increase accountability, engage stakeholders, and create favourable market reputation for bigger impact in community.

More information: <https://www.unglobalcompact.org/take-action/target-gender-equality>



## Quantitative Outcome

From the first session to the third there are increasing number in some of participants responses:

- Understanding the importance of the company's target ambitions for gender equality.

Before 1st session: 36.4%

After 3rd session: 85.7%

- Understanding how to set the company's ambition targets for gender equality.

Before 1st session: 18.2%

After 3rd session: 28.6%

- Understanding how to develop strategies to realize the company's ambitions for gender equality.

Before 1st session: 0%

After 3rd session: 28.6%

- Understanding how to overcome challenges in achieving the company's ambitious targets for gender equality.

Before 1st session: 0%

After 3rd session: 28.6%

- Understanding how to measure the progress of achieving company ambitions related to gender equality.

Before 1st session: 9.1%

After 3rd session: 42.9%

## Learning Insight

The insights from TGE program:

- The importance of high level commitment to support women's empowerment
- The importance of creating enabling environment for women in the leadership

**MENGUKUR EFEKTIVITAS PROGRAM**

Bagaimana berbagai komponen inisiatif DEI Anda berkontribusi pada kemajuan?

Program Pendampingan (Mentoring)

Kelompok Sumber Daya Karyawan

Fleksibilitas

Amin Fransiska

Sera-APP

# Indonesia Stock Exchange – Strengthening Gender Equality & Women Leadership



## General Information:

**Country:** Indonesia

**Type of Company:** Nonprofit

**Industry:** Services - Financial

**Sales:** Locally 50 – 200M

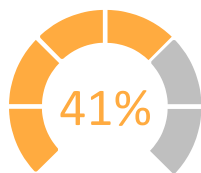
**Employees:** Locally 500 – 1.000

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Every aspect of Human Capital practice in IDX, from recruitment, training and development, performance management, to career management is based on equal opportunity and is carried out transparently and systematically, focusing mainly on candidates' skills and competencies regardless of gender. This principle is reflected in our internal policies & practices, such as:

### **IDX Internal Policies:**

- a. Employee Code of Conduct: Our ethic code is against discrimination of gender, race, ethnic, religion and all other forms of discrimination. We embrace diversity and inclusion to enhance teamwork and collaboration in a workplace.
- b. Career & promotion policies: ensuring equal opportunity for male and female employees who meet qualifications.
- c. Flexible Work Arrangement: Implementing remote working by allowing employees to work from home (WFH) , so that they remain productive while improving their wellbeing and finding a balance their multiple roles in life.
- d. IDX New Normal Protocol: when we first implemented WFH at the beginning of the pandemic, we prioritized pregnant and breastfeeding female employees to WFH.
- e. Maternity and Paternity Leave: 3 months paid maternity leave (a statutory leave but in IDX the employees decide the timing). We are planning to provide more paternity leave for male employees to support their wife after giving birth.
- f. Whistle Blowing System: any internal or external parties can report any matters related to fraud indication of transaction, policy violation by employee, sexual harassment, etc.

### **IDX Practices:**

- a. Employee Assistance Program: Provide counseling program for all employees with a certified psychologist or professional coach which include domestic violence and sexual harassment, parenting, career advice, personal problem, etc.
- b. Sharing Session on Gender Equality: Organize IDX corporate sharing session or contribute to other organization's webinars as panelist, on the topic of gender equality, women empowerment, such as "Planet 50:50 Business Contribution to the 5th SDG" in partnership with IBCWE & GRI on 16 Dec. 2020, "Fostering a High Performing Organization through Gender Equality" in partnership with IBCWE on 22 Dec 2020 to commemorate Indonesia's Mother's Day.
- c. Women Empowerment Activities: Host the annual "Ring the Bell for Gender Equality" with IGCN, UN Women, IBCWE, and IFC to commemorate International Women's Day (March 2019 & March 2021), as well as celebrate the annual "Kartini Day" on April 21 to commemorate the birth of national heroine Raden Ajeng Kartini, who is hailed as a symbol of women's empowerment in the country for promoting gender equality and women's rights during the Dutch colonial era.
- d. Nursing Room: Provide a comfortable nursing room in the office for female employees who are breastfeeding.
- e. Day Care: Provide a day care facility to help employees to care for their children while they work, before and after Eid-Al Fitr holiday in the absence of their nannies and maids.
- f. Financial Clinic: Provide financial planning consultation for employees with a Certified Financial Planner to help managing and preparing their personal & family financial goals.

To improve our gender equality practices, we completed GEARS (Gender Equality Assessment Results & Strategies), a pilot project conducted by IBCWE (Indonesian Business Coalition Women Empowerment) in October-November 2020, in order to capture the current status, identify areas of improvements and determine action plans to address gaps in our gender equality practices.

In the future, as part of IDX commitment to support Indonesian Government and G20 Empower's female leadership empowerment initiatives, aside from improving our gender equality practices, we also plan to:

1. Give more focus on our leadership development program for female employees to develop their competencies and skills.
2. Increase the number of female employees in our talent pool.
3. Motivate and encourage female employees to apply for leadership roles in IDX.
4. Encourage current managers to nurture and develop female talents in their teams as future managers/leaders of IDX.
5. Provide various development programs and give more opportunities to female talents to contribute and create impact in IDX and their social environment.

### **Learning Insight**

We would encourage other organizations or companies to do GEARS assessment in order to improve or strengthen their gender equality practices. From the results, we follow up with the easiest initiatives first (the low hanging fruits). We became more aware of gender equality issues, we were able to identify gaps between our current state and ideal best practice and determine the necessary steps to address the gaps.

We believe it would be much easier to implement women leadership initiatives once these gender equality gaps have been addressed. We hope our policies and practices regarding gender equality can be leveraged as an IDX unique value to attracting external talents and retaining existing talents, especially women.

Our existing programs received very positive responses from our employees. It encourages us to continue our journey to improve women empowerment in IDX. We believe that this empowerment will lead to greater employee engagement, higher performance and, ultimately, stronger business sustainability.

## *An interview with...*

Ms. Risa Effennita Rustam  
*Director of Finance and HR*  
Indonesia Stock Exchange (IDX)



### **When and Why did you decide to advocate for G20 EMPOWER?**

I was invited to be one of Indonesia G20 EMPOWER advocates from Indonesia by the Indonesian Ministry of Women Empowerment and Child Protection in February 2021. I was happy to accept this invitation because, first, as a member of UN Sustainable Stock Exchange initiative and a partner of UN Global Compact, one of IDX's **SDG targets is gender equality (goal no. 5)**, which is also the mission of G20 EMPOWER. Secondly, when IDX started the journey to look at our workplace gender equality condition, we learned some new things about equal opportunity: that women have different life experience than men, therefore, some affirmative actions are needed to encourage our women talents to advance. Currently I'm the only woman on IDX Board of Directors, and only the 2nd female CFO & CHRO in IDX so far (the 1st was 20 years ago). Studies have shown that diversity and inclusion in decision making level are good for business. So, joining as G20 advocate is a great opportunity for me to create impact and **to promote the benefits and opportunities that come with gender diversity in the workplace to our stakeholders**, which include over 700 listed companies and around 100 exchange members.

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?**

There are some universally recognized challenges for women:

- **Double burden**, that with the pandemic it is becoming triple. Due to their maternal role, women have slower pace in their careers. While many women managed to return to work after maternity, many more women are unable to go back to the workforce due to reasons related to being mother and wife; for this reason, some industries are facing scarcity of talented women.
- **Low confidence level**, especially when applying for promotions or taking new challenges;
- **Unconscious bias**: there is a lack of female talent at the highest level because of gender inequality and bias that create barriers for women.

It is important for businesses to recognize these challenges and address them strategically, otherwise we lose female talents, and we have to face a worse talent scarcity in the market.

### **What strategy is your organization currently pursuing to address these issues?**

We implemented a variety of initiatives:

- Increased the overall percentage of women by **hiring more women** this year (65% of women in new hires compared to 41% last year).



- **Carry out all aspect of IDX's HR practices** from recruitment, training & development, performance management, and career management, **transparently and systematically by prioritizing on the candidates' skills and competencies without differentiating gender and/or race.** For example, we **remove candidates' personal data and photos** during selection and promotion processes to avoid bias, disclosing them only after the selection of technical competencies has been made.
- Perform **talent mapping** to identify female successor for managerial positions; and provide **Leadership Development Program** for employees, including the selected women talents.
- **Encourage our women talents to apply for promotions** by reaching out to them individually and give them extra encouragement to boost their confidence.
- Ask **female managers** to be career **coaches and mentors** for other female employees, share advice and practical tips in career advancement.
- Organize **women leaders sharing session** with inspirational female leaders/figures on how to build and develop career, share practical advice, to motivate and inspire our women employees.
- As part of IDX commitment to gender equality, we participated in **GEARS (Gender Equality Assessment Results and Strategies)** last year, a pilot project conducted by IBCWE (Indonesian Business Coalition of Women Empowerment), that gave us insights and feedbacks on areas that we must improve continuously. The most favorable result is IDX's implementation of flexible work location through working from home mechanism during the pandemic, and flexible work hours in IT divisions even before the pandemic, facilities to support women employees to perform their dual role better, such as lactation room, daycare facility around Eid al-Fitr. On the other hand, there are areas for improvement, such as gender equality training, regular monitoring and evaluation of its implementation and effectiveness. Before participating in GEARS assessment we thought we were doing enough, but after the assessment we discovered that we need to do a lot more.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

COVID-19 has the **worst effects on women** because working from home, despite of the benefits, adds **additional burden on women**. Women have been more likely to step up with taking care of education of children when schools are closed, and with sick family members. All these extra responsibilities may lead to overstressed and mental breakdown and eventually will affect their productivity.

From the early days of the pandemic, we gave **priority to pregnant and nursing women employees** to work from home first, and prohibiting them to work from the office. We also hold **sharing sessions about parenting in a pandemic** for all employees. The downside of technology as enabler is that the pace of working demand is increasing for both men and women. However, since women have triple burden, it becomes more challenging for them. To help with all the stress and perhaps depression, we provide an **Employee Assistance Program** which provides counseling with professional psychologist and coach for all employees for any type of issues, including domestic violence and sexual harassment.

**What more do you believe is necessary to do for advancing women in your country?  
How can the Government help in achieving this target?**

By becoming a role model, we hope that IDX can inspire our stakeholders to start their journey in addressing the workplace gender equality and advocating women economic empowerment and give a strong encouragement for exchange members and public listed companies to transform their policies and practices by using gender lens. But first, we have to look inside our organization and improve our gender equality practices, before starting to encourage our stakeholders to do more. We have **to walk the talk**.

We want **to increase awareness about the benefits of gender equality and women empowerment** among all our employees and to integrate gender equality in all trainings for employees at all levels. In August this year we will launch a workplace gender equality and mental health survey and, based on the results, we will design a gender bias awareness training which will be done from September 2021 until March 2022.

We are trying to do many things ourselves and have an independent partner to assess what we are doing, so that IDX can set an example for the larger capital market community.

I think it is also important to have **men openly supporting gender equality**. Initiatives currently promoted by women could also be promoted by men and this would boost the effect.

The **Government can do its part by supporting initiatives** focused on women empowerment and policies supporting working mothers. Government institutions, like the Financial Services Authority (Otoritas Jasa Keuangan or OJK) and the Ministry of Women Empowerment and Child Protection, can work together to encourage and/or implement changes and initiatives for women because it carries more weight to our stakeholders if it comes from them and can help with the **overall shift of mentality**. **Their involvement and collaboration** with us will be fundamental to achieve better results.

# IWAPI – Road to Growth through Diversity



## General Information:

**Country:** Indonesia

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions
- Other - Female % in executive and legislative bodies



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Other - Increase membership
- Other - Strengthen the organization to become the role-model of women organization
- Other - Improve leadership qualities at all levels

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only female



## Extended/Detailed Description

To address the barriers faced by micro-scale enterprises owned by women who are unbankable, our organization has initiated partnerships with non-banking financial institutions to finance their business and teach business owners how to manage their finance.

Other barriers faced by micro and small-scale enterprises are that they cannot cope with the speed of new technology, their limited access to the market, and the small scope of their networking. The other problems are the packaging of the products, the food and beverages product do not have halal certificates and licence from the Government. Most of the micro, small and medium-scale enterprises did not know the proper procedure to get the licence and certificate for their food and beverage products, and they did not know about technology to improve these problems. To attend to those problems, our organization broaden our network by developing our partnership with various ministries and government institutions that have the information and capacity by signing some Memorandum of Understanding and Cooperation Agreement with private and government institutions to strengthen our partnership. We encourage women to improve their knowledge in internet technology and computer literacy to increase their sales and expand their businesses. We provided various training and seminars to deliver information on how to improve the quality of their product's packaging, how to improve the quality of their products, how to get licence and certification of their products. We conducted leadership training. We provided a seminar on legal matters and taxation which apparently have been the obstacles faced by our members.

During the Coronavirus Pandemic, we did not stop sharing information nor providing seminar and training. In fact, we are able to conduct more virtual meetings, seminar, training with our members during the Covid-19 Pandemic. Then we conducted more seminars and training by offline and online or hybrid on various matters e.g., on ICT: we conduct a series of training on e-commerce, digital marketing, we also have developed e-flyers to promote our products online using different digital platforms to market our product, including learning to develop a website and brochure using computer and smartphones. We encourage our members to swift their businesses to adapt to the Pandemic situation, e.g., before pandemic we provided plant seed to grow oranges trees, provide corn seeds and rice seeds for our members in cooperation with the Ministry of Agriculture. Then during Pandemic, we provide training on hydroponics, seminar on franchising, and technology. Our millennial members are participating actively. IWAPI participates in submitting advice on government regulations related to women's and economic issues through legislative and executive bodies. We also participate actively at the regional and level as an organization. IWAPI has been appointed to Chair the ASEAN Women Entrepreneurs' Network from 2021 to 2023.

## Kiroyan Partners (PT Komunikasi Kinerja) –



# A Bolder Approach to Women Empowerment & Gender Equality

### General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Locally < 5M €

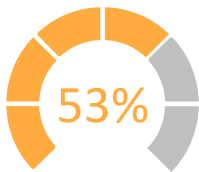
**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence globally affiliated with KREAB Worldwide

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Planned Initiative

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Kiroyan Partners (KP) is a research-based public affairs and strategic communications consulting firm established in 2006. Since its founding, the company has always been holding to ethical and responsible business practices. Our decision to become United Nations Global Compact (UNGC) signatory since 2008 embodies our commitment to uphold the principles of human rights, ethical business practices, labor protection, and fights against corruption. The abovementioned set of values and principles have guided every aspect of our operations, particularly on human resources management that plays a pivotal role in securing and retaining an exceptional pool of talent with clear set of expertise and professionalism -a critical factor of our business performance, given the nature of the service industry.

At KP, we do not recognize discrimination from the process of recruitment to resignation. The hiring process is conducted transparently, professionally, and merit-based. This policy has seamlessly allowed the promotion of female employees to managerial positions and even to be a member of Board of Directors- which took place in 2018. At the end of 2019 (until at present), for the first time KP has a female CEO who was once also an employee and part of the consulting team.

The company has been implementing anti-discrimination principles and merit based system firmly to promote gender equality and women leaders at workplace. However, there has yet to be a formal policy enacted. Therefore, in 2020, our CEO and a male employee acting as company's representative took part in 7 sessions of Women Empowerment Principles Workshop held by Indonesia Global Compact Network (IGCN). Through our participation we aimed to attain essential knowledge and understanding to produce a systemic effort that supports women empowerment and gender equality at our place and within the industry nationwide and globally.

This year, KP will take a bolder step through the formulation of clear policy guidelines that will ensure stronger enforcement of women empowerment and gender equality within and outside our organization. We are confident that these baby steps we are taking at the end will, among others, help drive success and realize our vision to become a leader in the active promotion of sustainable business practices in Indonesia



# Martha Tilaar Group – Beautifying Indonesia

## based on 4 Pillars



### General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Utility

**Sales:** Locally 5 - 10 M€

**Employees:** Locally 500 - 1.000

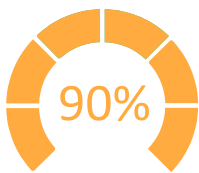
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

First of all, the company was built by a woman, Martha Tilaar, from scratch. With her strength, dedication, hard work and great ideas, along with our loyal employees which mostly comprise of women and 50% of management positions are held by them, the company has now been in business for 50 years producing women's products.

At Martha Tillaar Group, we recognize that women have the ability and potential to lead and carry out great responsibilities; we also believe that in terms of education, achievement, potential and abilities, women are equal to men.

By consistently applying the four pillars of the company that consist of beauty education, beauty culture, beauty green and empowering women, to all that we do, we held a programme for empowering women that has been carried out since 2005. We provided scholarships for many women from low-income families to be trained as spa therapists for salons and spas, giving them tools to succeed in business. We also collaborate with other parties, institution, local government and the community to carry out the women's empowerment programme in hopes that this partnership could also contribute to the achievement of the SDGs in Indonesia – particularly Goal 3: Ensure healthy lives and promote well-being for all at all ages, Goal 5: Gender Equality, Goal 8: Decent Work and Economic Growth, and Goal 17: Partnerships for the Goals.

Last but not least, we also build a supportive community to source from women entrepreneurs who are taught through the Martha Tillaar Group's empowerment programme to succeed through many activities such as creating unique local products and herbal product, batik creations, beauty classes and branding & packaging services.

## Quantitative Outcome

In Martha Tillaar Group, we believe that gender equality in the workplace – or in any aspect of life for that matter – is very important. In order to open more opportunities for women and help women feel empowered; Martha Tillaar Group's women's empowerment programme has been our strong commitment since the beginning. We believe that by giving more skills through education to Indonesian women and involving them in the business line, we can empower under-privileged women to be independent individuals, able to support themselves and their families. This effort has a long-term contribution in reducing women trafficking, raising gender equality in the community and helping to increase the economic scale of the nation.

We had reached the goal of training more than 2,500 women by early 2021 in advancement in the beauty industry. We are pleased to say that even during the pandemic; we managed to conduct the training online. The hope is that this programme can create entrepreneurial opportunities in the community as a sustainable alternative livelihood for women and also to facilitate young women to get opportunity for scholarship programmes for spa therapists. We wish to double the number by next year. Meanwhile, through programme held by our training centre alone, we had trained approximately 6,000 young women as spa therapists who are now able to support themselves as well as their family by having their own salon or work in the spa & hospitality industry.

# Parentalk ID – Productive Moms



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Entertainment

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only female

## Extended/Detailed Description

Parentalk is a creative digital content creator. We provide pregnancy, baby, toddler, relationship and parenting contents across all of our digital platforms to first-time millennial parents. We realized that women still have to improve their abilities once they get married or have their first child. Our value is to improve fathers role and involvement in parenting and to improve mothers productivity as a mom, wife and worker.

We support work and life balance in our workspace, so that the mothers have their flexibility to play role as a worker and a mom.

We believe in digital era that can influence people, young parents, and our peers through our contents. That is the main reason why we regularly produce contents about father involvement and parenting which is not always easy. We embrace our failures, our mistakes, our vulnerabilities as a person, as our role, to be a better parent.

Our main objectives are :

- to take care of mothers mental health
- to develop mothers' self-esteem
- to improve awareness about equality in marriage

Check out our PLATFORMS:

instagram <https://www.instagram.com/parentalk.id/>

website <https://parentalk.id/>

youtube <https://parentalk.id/videos/>

[https://www.youtube.com/channel/UCEmKMeMPxHYaVtLByUD\\_G4A](https://www.youtube.com/channel/UCEmKMeMPxHYaVtLByUD_G4A)

podcast <https://parentalk.id/podcast/>

# PT Amarta Mikro Fintech – Amarta Women

## Support Community



### General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Financial

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

### Initiative description:

#### Main Goal:

- Develop network for mutual support and learning

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

A community for all women employees of Amarta, serves as a platform to share knowledge and experience regarding career, parenting, relationship, and other interests.



# PT Gajah Tunggal Tbk – EDGE Certification



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing – Tires

**Sales:** Globally 200M – 1B

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
<b>Other impacted KPI's:</b> <ul style="list-style-type: none"> <li>Female % turnover</li> </ul>	



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

### Workforce Focus: All workforce

## Extended/Detailed Description

The Company obtained EDGE certification by Intertek in 2019. EDGE is the only global assessment methodology and business certification standard for gender equality. The EDGE certificate helps companies to create an optimal workplace for both women and men and to benefit from it. The certification process assesses policies, practices and numbers across 5 different areas of analysis: equal pay for equivalent work, recruitment and promotion, leadership development training and mentoring, flexible working and company culture. PT Gajah Tunggal Tbk is the first tire manufacturer in Indonesia to be EDGE certified.

# PT Kalbe Farma Tbk – Leaders Create Leaders



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing - Pharma

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

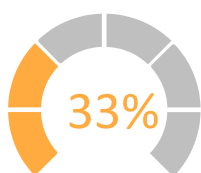
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % turnover
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Planned Initiative

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Entire organization at local level

### Workforce Focus: All workforce

### Extended/Detailed Description

Our company treats both genders equally and provides career path for both based on their competency through Leader creates Leaders approach. With this approach, both genders can develop themselves to reach a higher level of leadership. Aside from this approach, Kalbe develops programs to ensure working women can have a balanced life with multiple roles they have to run. Specific development programs for women are also developed to enhance and encourage women to adopt leadership role. These programs aim to put more women in the top management level in our company.

# PT Nestlé Indonesia – Female Talking Talent

## Session for Leadership Position



### General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing - Food

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

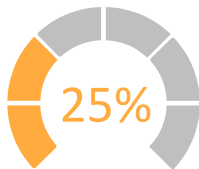
**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions
- Other - % of women in Mentoring Programs
- Other - % of All Employees trained in Unconscious Bias Training & Sexual Harassment and Prevention
- Other - % of leaders positions with at least 2 women successor
- Other - % Implementation of Parental Policy



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Nestlé's commitment to enhance gender balance in our workforce and empower women across the entire value chain has been established since many years ago. We serve the whole of society and do it better when our organization reflects its diversity. From putting more women into top positions in our workplace to economically empowering those along our supply chain, we are helping more women join a global wave of change. Internally, we are building a more diverse company, through our Gender Acceleration Plan. We have strengthened several of our policies and associated training programs to create truly inclusive workspaces, including our best practice parental leave policy and our robust training to prevent sexual harassment. Externally, we are working to change the economic outlook for women along our supply chain, including through initiatives that help women in agricultural communities diversify their incomes. Nestlé has made progress in recent years increasing the number of women in managerial positions globally. We enable practices supporting women through our talent management practices and by enhancing mentoring programs to prepare high-potential women for senior executive positions. Nestlé is committed to supporting the WHO (World Health Organization) recommendation on breastfeeding, to help ensure that mother and baby both get the healthiest possible start in life. Nestlé does all it can to foster a supportive environment (breastfeeding room), through strong maternal safeguards and help for all our employees to care for their children. In recognition of International Women's Day in every March, we also held an internal global webcast and local webinar events where top Nestlé leaders made their own personal commitments toward gender equity on top of Kartini's Day, Parent's Day, Mother's Day celebration.

Key steps for acceleration:

- In June 2015, we launched a new Nestlé Global Maternity Protection Policy to gives all our employees as primary caregivers of newborn babies, including male employees and adoptive parents – a minimum of 14 weeks paid maternity leave and the right to extend their maternity leave up to six months.
- Supporting all managers to foster an inclusive workplace and ensuring that they are trained on unconscious bias
- Encouraging the use of Nestlé's paid parental leave program and flexible work policies in place in all Nestlé operating companies
- Enhancing mentoring and sponsorship programs to prepare high-potential women for senior executive positions (Female leader mentoring program)
- Enhancing women talent pipeline and accelerate expatriation
- Women talking talent session for leadership position, we keep maintaining succession plan rate for more women in senior executive positions (female leaders)
- Reviewing results with senior leaders to promote gender balance and ensure progress
- Women career advancement through supportive working environment.

Nestlé has embedded gender balance in all its Human Resources practices.



Nestlé Good food, Good life

## WOMEN'S SUPPORT IN THE WORKPLACE

- NESTLÉ ID -



TOGETHER STRONG

WFH Working from Home:

**Working from Heart**

**Winning from Home**

NEW Flexible Working Arrangement



No Meetings  
Beyond 17:00



Short-Day  
Leave



Long  
Absence  
Leave



### PARENTAL POLICY

Nestlé launched Improved Parental Policy that is extended from one week into four weeks of full paid leave effective in February 2020. While for Maternity Leave is 6 months.



### EMPLOYEE ASSISTANCE PROGRAM (EAP)

7 Webinars

556 Employees



### POP UP DAY CARE

Pop Up Daycare is an annual program since 2016 during the Eid fitr holiday season.



### MOTHER'S ROOM AT HO, FACTORIES, DC



### GENDER BALANCE WOMEN LEADERS

# PT Procter & Gamble – #WeSeeEqual



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing – Consumer products

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 500 – 1.000

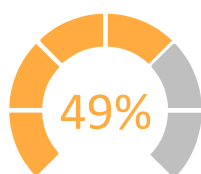
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

We aspire to build a better world for all of us, inside and outside of P&G. A world free from gender bias, with equal voice and equal representation for all individuals. A world where everyone sees equal. When we do this, economies grow, communities are healthier, businesses can thrive, and the world is a better place for everyone.



At P&G, we are focused on three areas where we can have the greatest impact. First, we leverage our significant voice in advertising and media to tackle gender bias. We remove barriers to education for girls and economic opportunities for women through corporate and brand programs and policy advocacy. We create an inclusive, gender-equal environment within P&G, while advocating for gender and intersectional equality in workplaces everywhere. In each of these areas, we partner with highly-engaged organizations that share our commitment, combining our resources, talents and skills to have a bigger impact. As one of the biggest advertisers in the world, we leverage our powerful voice to help tackle bias and motivate change. Every girl deserves access to education. And as a woman, she deserves to live to her fullest potential. Economic equality can only make our world stronger. Through our company and brand impact programs, we help to make gender equality possible. We commit to create a culture where everyone is treated equally and can contribute to their full potential. It is why achieving a 50/50 representation in all parts of our company is a top priority.

Every day we work towards a world that sees equal, but not alone. To strengthen and increase our impact, we partner with organizations that share our commitment to gender equality. One example is project ANJANI in Indonesia, where we initiate a Women Entrepreneurs Development Program (WEDP) to accelerate the opportunity and capability for women entrepreneurship in Indonesia through economic empowerment. In this program, P&G leverages its expertise and culture of innovation to help women entrepreneurs to stay ahead. We help remove barriers to economic opportunities for women through sustainable measures and advocacy efforts. In doing this, we partner with WEConnect International to identify, reach out and certify the right women-owned businesses and connect them to qualified buyers at P&G across the globe. This is one example. P&G in Indonesia launches variety of programs to support women advancement at all levels, including those living in marginalized economy and society.

#WeSeeEqual <https://us.pg.com/gender-equality/>

ANJANI Project <https://weconnectinternational.org/gerakan-maju-wanita-indonesia-anjani/>



# PT. Unilever – Women in Engineering Fellowship (WULF) Program



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing – Consumer Products

**Sales:** Globally > 1B€

**Employees:** Globally > 10.000

Locally 5.000 – 10.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Increase leadership role-models and their visibility

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

## Extended/Detailed Description

Women in Engineering Fellowship (WULF) program supports Indonesian women in their engineering career, which is currently dominated by men. The activity was initiated since 2017 and has been attended by 90 female civil engineering college students from various well-known Universities both inside and outside the country.



The program which was held in Unilever Cikarang factory aimed at providing an overview regarding supply chain in Fast Moving Consumer Goods (FMCG) industry to female college students. Chosen participants will obtain opportunity to listen directly to inspirational stories related to career developments and work experience from our Company leader. Sharing sessions, focus group discussions, workshops, and mentoring were also carried out to develop participants' skills and insights, as well as provide opportunities for them to discuss and get career training.



# PT Van Aroma – Women Empowerment Committee



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Manufacturing - Food

**Sales:** Globally 10M – 50M €

Locally 5M – 10M €

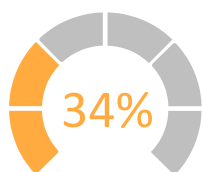
**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Van Aroma is actively engaged with UNGC for women empowerment, and other strategic goals. Van Aroma has established a Women Empowerment Committee which consists of Female Leaders from various departments within the company as well as decision makers. It has monthly meetings to report progress of good practices of women empowerment implemented in each department, and also has discussions and roadmaps on developmental programs to enable women in a wide variety of key roles.

# Sintesa Group – He for She



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Services - Multidivisional  
Conglomerate

**Sales:** Locally 200M – 1B €

**Employees:** Locally 1.000 – 5.000

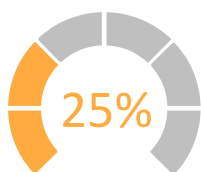
**Type of organization:** Local  
organization with no international  
presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

As a strategic investment company with the vision of transformation towards a sustainable excellence company, Sintesa Group has developed Road Map of Sustainable Development Goals: Sintesa for The Earth. The road map consists of our commitments within the Environment, Social and Governance area, as well as the Goal 5 of SDGs: Gender Equality as one of our top commitment among other things.

We believe that gender equality is a good fundamental for any company to operate upon. It inspires us to provide equal opportunity and treatment for men and women, as it is the right thing to do. We believe that this desire is aligned with the laws and international norms based on the principles of non-discrimination and fairness.

To ensure the implementation of our commitment, we conduct a strategic partnership with UN Women and Indonesia Business Council for Women Empowerment (IBCWE), both who have been assisting our group to develop and create an optimal workplace for women and men.

In order to do that, we created the He for She campaign. It is Sintesa Group's initiative, an internal movement as a part of the implementation of Goal 5: Gender Equality. Through the campaign, we are harnessing the way our subsidiaries apply gender equality guidelines into their operational and value chains. He for She is our way in communicating – both internally and externally – how Sintesa Group and all of our subsidiaries commit to the importance of gender equality and equity in the workplace.

Our subsidiaries have obtained the Economic Dividends for Gender Equality (EDGE) certification scheme that plays an important role as a business approach towards gender equality. The methodology of this global certification uses an approach that incorporates benchmarking, metrics and accountability, while also assessing policies and practices across six different yet important areas:

1. Equal pay for equivalent work.
2. Recruitment and promotion.
3. Leadership development.
4. Training and mentoring.
5. Flexible working arrangement.
6. Company culture.

In order to achieve the target for gender equality, we communicate diverse stories of people through our internal and external communication channels, to ensure that no one is left behind. It is our way to boost internal engagement, so that everyone in the company plays a significant role as ambassadors and voice of the company.

We also implement equal employment opportunity and incorporate Women's Empowerment Principles into our policies, in order to:

1. Define and set high-level corporate leadership for gender equality to achieve balanced representations of women and men in all level in order to improve gender balance
2. Ensure inclusivity, diversity and non-discrimination
3. Ensure health, safety and well-being of all women and men workers (flexible work practices)
4. Promote education, training and professional development for women
5. Measure and publicly report the progress in achieving gender equality

## Learning Insight

1. Availability of policy and procedure of equal pay for equivalent work with specific to gender.
2. Conduct gender pay gap assessment to get accurate data of gender pay gap.
3. Ensure all candidates for management position are systematically interviewed by both male and female managers by revising policy & procedure of recruitment & promotion.
4. Conducting awareness training of gender biases and ensuring syllabus and schedule of awareness training of gender biases.
5. Systematically require gender diverse candidates pool for all management positions.
6. Setting target of composition of management level based on gender start with the ratio of management level composition will be : 70 (men):30 (women).
7. Write a policy on non-discriminatory employee professional development with a specific mention of gender.
8. Create specific unit who will be responsible to handle all matters regarding sexual harassment.



## KARTINI DAY

#HeForShe  
Story Telling



CONGRATULATIONS TO OUR WINNERS!



### WARIUS ZS PT SINTESA DUTA SEJAHTERA

Sebagai sebuah konstruksi sosial yang telah mengakar dalam masyarakat, adat istiadat kerap menghadirkan kesenjangan yang sulit dihilangkan antara perempuan serta laki-laki. Salah satunya, dalam hal pembagian tugas dan peran dalam keluarga. Namun, hal ini dicoba diubah dalam keluarga **Bapak Warlus ZS (PT Sintesa Duta Sejahtera)**.

Dalam kehidupan sehari-hari, pekerjaan rumah tangga dikerjakan Warlus bersama dengan istri, seperti menyapu, mengepel, mencuci piring, mencuci pakaian, semua dikerjakan sama rata. Menurutnya, segala kegiatan dalam keluarga pada dasarnya adalah tugas bersama. Menjalankan pekerjaan rumah pun dilakukannya sebagai bentuk rasa sayang serta menghargai sang istri, tak lupa menjadi teladan bagi anak-anaknya untuk kehidupan mereka masing-masing di masa depan.

HADIAH: **HAPPY CALL PAN**



### SARNUBI SINTESA PENINSULA PALEMBANG

Pekerjaan rumah bukanlah tanggung jawab salah satu pihak dalam rumah tangga. Itulah yang diyakini **Bapak Sarnubi (Sintesa Peninsula Palembang)** dan keluarga. Karena itu, meskipun ia serta istri sama-sama bekerja, mereka juga bersama-sama menyelesaikan tugas rumah tangga. Misalnya, saat istri mencuci maka suami yang mengemul, saat suami menyapu rumah maka istri yang mengepel lantai, saat istri memasak dan menyiapkan makanan maka suami yang mencuci piring, dan sebaliknya. Komitmen ini senantiasa mereka jalankan untuk memberikan contoh kepada selis keluarga mengenai makna kesetaraan gender yang sebenarnya.

HADIAH: **MITO FOOD CHOPPER CH-100**



### INA PT MENARA DUTA

Nasib tidak pernah pandang bulu, apa pun status sosial, usia, maupun jenis kelamin kita. Di hadapan takdir, semua orang setara. Inilah yang terjadi dalam kisah yang dibagikan **Ibu Ina (PT Menara Duta)** mengenai sahabatnya, **Efie**, seorang ibu rumah tangga yang kini harus menjadi tulang punggung keluarga.

Ketidakmampuan suami bekerja akibat stroke yang diderita menempatkan Efie dalam situasi yang sulit. Ia harus memutar otak, mencari cara untuk terus membiayai keluarga terutama tiga anaknya. Untuk menolongnya memenuhi kebutuhan sehari-hari, Ina tergerak untuk membantu sahabatnya ini. Menggabungkan keahlian memasak Efie serta pemasaran oleh Ina, mereka lantas membangun bisnis makanan dan menjualnya secara online. Akhirnya, Efie kini mampu mencari penghasilan dari bisnisnya dan mendukung keluarganya.

Pada akhirnya, kita belajar bahwa mencari penghidupan bagi diri serta keluarga bukanlah tugas pria saja. Semua manusia mampu untuk berdaya, tanpa pandang jenis kelamin, pria ataupun wanita.

HADIAH: **SHARP EO-28LP**



# Telkomtelstra – Brilliant Connected Women



## General Information:

**Country:** Indonesia

**Type of Company:** Private

**Industry:** Manufacturing - Telecommunications

**Sales:** Locally 10M – 50M €

**Employees:** Locally < 200

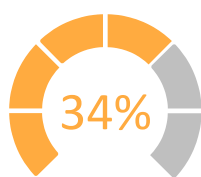
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All Workforce

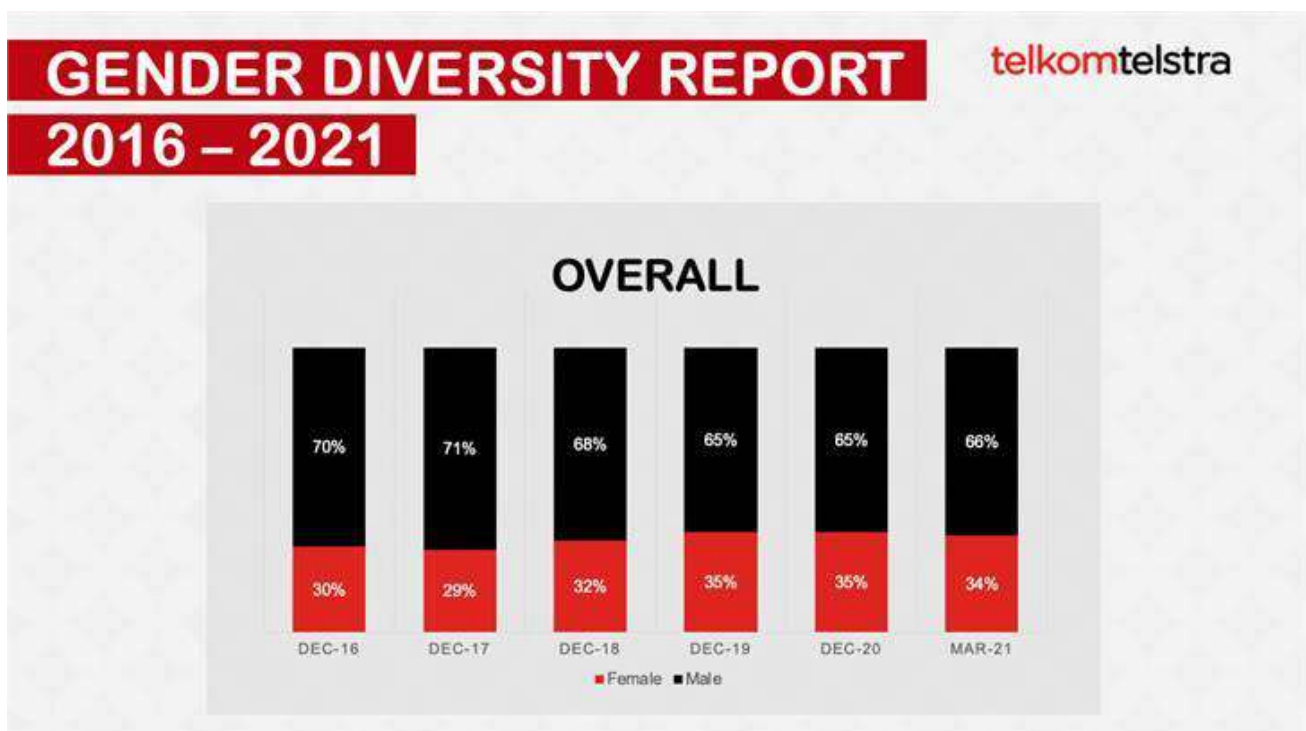
## Extended/Detailed Description

Brilliant Connected Women (BCW) is a network designed to connect women across Telkomtelstra and engage our leaders in more actively recruiting, retaining and developing female talent. Activities:

- 1). Coordinating forums with Senior leaders or influential external speakers who share insights into their success;
- 2). Facilitating networking and mentoring opportunities with people from around the world;
- 3) Fostering a vibrant community on Yammer and other social media platform, where we share stories and uncover some of the best ideas and freshest thinking.

## Learning Insight

- Commitment and support from management
- Create a safe environment for open and respectful communication
- Transparent and published reporting helps the company to improve





# XL Axiata – Women & Gender Equality Program



## General Information:

**Country:** Indonesia

**Type of Company:** Public

**Industry:** Manufacturing - Telecommunications

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally < 10.000

Locally 1.000 – 5.000

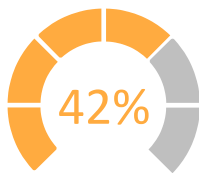
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

- Inclusivity & Diversity is also implemented internally by providing employee capacity building programs, such as the Axiata champion and the Xseed Program, where selected employees get career assistance opportunities. Having 247 leader-level employees consisting of 29.9% are women, which almost closes the gap with national norms of 30%, 2 out of 6 members of the board of directors are also women. The recruitment process is based on soft skills and hard skills, without gender restrictions or gender-based special treatment.
- Leave for Gives Birth, miscarriage leave for 45 days and menstruation leave for 2 days (first day and second day), labour costs born also by the company. Facilities provided by the Company; Comfortable breastfeeding room including its storage area, priority working shift is male (night shift to morning), Kid Zone, as a work area while keeping children in a safe room, for working women who have children. Children can while playing or sleeping.
- In XL Axiata, we have a Sustainability program called Sisternet which focuses on developing the capacity of Indonesian women entrepreneurs. Currently Sisternet has successfully assisted approximately 40,000 women-owned SMEs. With a mission to digitize 1 million Indonesian women-owned SMEs by 2025, Sisternet provides a series of programs such as providing educational content and free online classes every week through the Sisternet application available on the Play Store and App store.
- In supporting education without gender boundaries, XL Axiata Future Leaders is here for intensive leadership development for two years to foster Indonesia's Future Generation. Through this program beneficiaries are equipped with knowledge to help them adapting to changes occur as well as sharpening their leadership skills to prepare them to enter the professional world. For more than 9 years, XLFL reach more than 200.000 youth beneficiaries, accepted 1.310 awardees, and more than 40.000 elearn.id beneficiaries.

## Quantitative Outcome

Sisternet and XL Future Leaders are permanent programs from XL Axiata, always innovating to become educational solutions and leveling up skills for their beneficiaries through digital & technology acceleration. For more than 5 years, Sisternet has successfully assisted approximately 40,000 women-owned SMEs. In 9 years, XL Future Leaders reach more than 200.000 youth beneficiaries, accepted 1.310 awardees consisting of 51.61% female and 48.39% male, and more than 40.000 elearn.id beneficiaries. Total employee working for XL Axiata is +1600 permanent employee and +900 non-permanent consisting of 42.44% female and 57,56% male, with 247 leaders across the organization (29.9% are female, closing the gap to national norm of 30%) and 2 out of the 6 member of the BOD are female.



## An interview with...

Ms. Dian Siswarini  
President Director  
XL Axiata



### When and Why did you decide to advocate for G20 EMPOWER?

First of all I'm honored to become advocate of G20 Empower. We really support G20 Empower goal and we want to **be part of this global movement** to empower women around the globe, because it is aligned with both my personal aspirations and the company would like to do for Indonesia.

### What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?

I see the following as main challenges for women:

- **lack of self-confidence:** currently there are misconception of technology and STEM in general being only a men's world. Growth of women in this area is very slow, in fact in term of ratio of gender representation in the technology sector women presence is very low
- **misconception from society:** there is a misconception that technology is a men world and ambition from women is seen negatively, while from men is seen positively
- **double burden:** women also need to juggle between career and family, in fact they need to be successful in both, and family efforts are never asked to men, producing an unfair competition in the career track. If a woman is successful in business she is asked how does she balance work and life, the same question is never asked to men
- **gender bias in corporate world:** females are questioned in their success and the credibility doesn't come naturally with what they have done, but they have to prove their capabilities multiple times. Women have to work twice or even three times harder than men to get the same appreciation.

### What strategy is your company currently pursuing to address these issues?

To improve women in technological sector we need to start with the source, with the students. We need to raise awareness in the students that technology is friendly to females and to explain how much they can do knowing technology. Women have the same capabilities as men: **in the technology arena you need the brain non the muscles!**

Once they enter the company, we need to encourage them to become leaders. Companies should build female friendly environment and policies.

In our country we have support systems (nannies, cooks, drivers, ...). But in the company we can provide other support services like **nursery rooms, daycare, maternity leave** and we set **quotas targets in management**. We also provide **special coaching** to improve female confidence and empower them to take new challenges and we support women who have family issues and special personal situations

Additionally, we do not have **pay gap** between men and women and we guarantee **equal opportunities in hiring and promotion**, considering a balance of female and male profiles.



If we can provide women a better environment, they become more productive, and the company profit increases. The more effective tool is a **female-friendly environment**, quotas alone without environment will not work.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

This pandemic **affected more women** than men, probably because women naturally think more than men about the people around them.

Additionally, working from home creates more challenges for women with young kids. We supported them giving more **flexibility**: flexibility on how **to achieve the assigned targets (that haven't been reduced)** and **flexibility in using the benefits to buy what they need to work at home (a good chair, a better notebook, ...)**. We have seen **productivity even go up** thanks to the elimination of long commute that wasted time for employees they can use time for work, cooking, working out, developing hobbies.

We also offered access to psychological support to share the worries they have and the challenges they are facing, sometimes only sharing can help to relieve the burden.

We are never going back to the old normal, only **progress towards the new normal**. In fact, we are probably never going again to work 100% from office, but also we will not work for sure 100% from home, because **we are still social animals and we need interaction with other people**.

### **What more do you believe is necessary to do for advancing women in your country? How can the Government help in achieving this target?**

We believe it is necessary to **empower women with technology** especially with internet connection and to support them throughout the whole journey with the use of **mentoring, role-models**, specific programs, personal assistance.

Female and male are different, the value comes from making women and men work together: balanced teams worked better since the decision making process is more healthier and richer integrating different perspective.

In order to do more we think **all stakeholders should be involved**, like institution, the school system, government, NGOs, communities to work together and sustain a radical change. **Government should do its part by implementing the right policies**. Starting from education systems that empower women, to properly address harassment issues and guarantee a safe working environment.

# Italy

## A2A – GEA2A PROJECT



### General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Manufacturing - Energy

**Sales:** Locally > 1B

**Employees:** Locally > 10.000

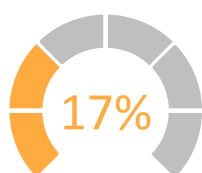
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- female % in technical roles



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female (GEA2A)/Broader diverse workforce(other)

## **Extended/Detailed Description of Female-focused initiatives**

**GEA2A PROJECT:** the Gender Equality programme, dedicated to the empowerment and development of female leadership, aims to develop transversal actions to value genders, setting objectives, raising employee awareness, thanks to the work of groups of women and men ambassadors. The GEAgents are involved in an empowerment path, with the aim of creating awareness of unconscious bias and coaching leadership behaviours to influence cultural change, until an action plan was identified.

The **#Rispettiamo** INITIATIVE is part of the GEA project and is aimed at promoting and building a culture of respect based on common values in all company relationships, enhancing the plurality/heterogeneity present in the company and strengthening the feeling of belonging among employees. A path to work on: awareness, sharing and evolution and to develop the culture of respect.

**INSPIRATIONAL TALKS:** Since 2018, A2A has been involved in training young people and creating the human capital of tomorrow's country, with specific attention to girls and their access to professions in male-dominated sectors. Female Role models are people who motivate and encourage people to follow their own inclinations and to think big about their future.

## **Learning Insight of Female-focused initiatives**

**GEA project:** The initiative aims to encourage and to promote, through a bottom-up project and with the support of a cross-functional team, the empowerment on gender issues.

**"#Rispettiamo" Initiative:** The advantage of this project is to create a real culture of respect in the company towards any kind of diversity, because we all represent a diversity. Respect for others is the basis of inclusion and is essential for achieving goals and a source of competitive advantage.

**Inspirational Talks – Female Role Models:** The Inspirational talks initiative that involved female Role Models, was very effective for students to discover and better understand jobs STEM. The Role Models, by sharing own experience, increase the engagement, learn a language close to young people and bring the world of school closer to the future professions. Employer branding, allows to enter young women with the target and influence professional choices, greater visibility, inclusive brand and greater pool from which to draw in the future

## **Extended/Detailed Description of other initiatives focused on a broader workforce**

**NUOVE ENERGIE PROJECT:** designed in 2020 with the aim of defining an organizational model of disability management to facilitate the involvement of people with disabilities in company projects. The project will resume in 2021 with the administration of survey questionnaires to both managers and workers with disabilities to identify a targeted action plans. In 2020, an agreement was signed with the national trade unions aimed, among other things, at setting up a bilateral observatory as a valuable tool for sharing and monitoring the initiative.



**MENTORING** an experimental process dedicated to potential managers to support growth paths and key steps in the life of the company, prepare people to best meet their challenges, promote the development of a shared managerial culture, and knowledge of talent within the organization and enhance the inclusion of diversity through a balanced mix of seniority/gender/skills.

**NURSERY SCHOOL:** there is the daycare and nursery school at the A2A HQ in Brescia available for the children of the Group's employees and those of other affiliated companies

**SOCIAL-PSYCHOLOGICAL ASSISTANCE:** involving the entire company population, which can access it if necessary in a completely free manner (available also online).

**FLEXIBLE BENEFITS:** A2A gives its employees the possibility of converting the result bonus into a welfare credit. A real value that increases the purchasing power of individuals, allowing them to choose services and benefits ranging from reimbursement of expenses (education of children, babysitting, gym, health, home care, etc.)

**HEALTHCARE:** Service designed to give an immediate and concrete response to Group employees and their families by offering supplementary services to the National Health Service.

### **Learning Insight of other initiatives focused on a broader workforce**

**Nuove Energie Project** - Programmes to enhance the value of workers with disabilities - The project promotes the development of an inclusive culture to value all diversities, in order to leave no one behind and bring out everyone's talents.

**Mentoring** – work in progress –  
The project promote the development of talent for greater empowerment

**Nursery School**  
The initiative offers a service to support the parent's role. For each child the company makes a contribution.

**Social-Psychological assistance**  
One more service to support employees, for any requirement (personal or professional) to guarantee a good employee well-being

**Flexible Benefits**  
The service supports family management

**Healthcare**  
Service dedicated to promoting health and employee well-being

### **Quantitative Outcome**

'% Female in positions of responsibility: 21% al 2020-30% al 2030; % Female in BoD: 26% al 2020-40% al 2030; % Training D&I themes: 50% al 2020- 100% al 2030; % Female in succession plans: 18% al 2020- 30% al 2030; % Female among the candidates: 21% al 2020 - 35% al 2030

# Avery Tico – Enabling Women to do any job



## General Information:

**Country:** Italy

**Type of Company:** Private

**Industry:** Manufacturing - Pulp & Paper

**Sales:** Globally > 1B €

Locally < 5M €

**Employees:** Globally > 10.000

Locally < 200

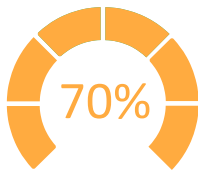
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in technical roles



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goal:

- Expand capability and experience of female employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

“I lead a manufacturing plant and, when I joined many years ago, it was clear that some functions in Production, Operations and Supply Chain were reserved only to men as it was a "men's job". Over the years, I supported a woman as the Operations Manager of our plant, through soft skills training, visibility, involvement in European projects and kick off, coaching and giving her new challenges to make her find her path to growth. Recently, I decided to appoint a skilled woman as the machine operator, first time in our company. She's got the same technical skills needed to run this machine as her male peers.”  
Avery Tico Plant Director

## Learning Insight

It is helpful to give the example to lower down the integration barriers and to fight the unconscious bias related to "men's" job positions, open them up to women and empower them (with training and support).

# Chiomenti Studio Legale – Partner Individual Coaching



## General Information:

**Country:** Italy

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally 50M – 200M €

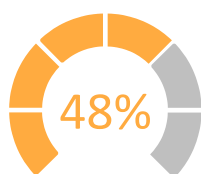
**Employees:** Globally 200 - 500

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Develop network for mutual support and learning

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

### Extended/Detailed Description

Individual Coaching for woman Partners with the scope of supporting them in their role, improving their performance levels, enhancing leadership potentials and engagement. The path lasts 10 months and it's organized in individual bimonthly meeting. Two group coaching meetings are planned to underline teamwork aspects.

# COFACE – Talent Program (Compagnie Française d'Assurance pour le Commerce Extérieur)



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

Locally 10M – 50M €

**Employees:** Globally 1.000 – 5.000

Locally < 200

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

We have a Regional mentoring program aimed to support the development and growth of women and we organize locally a Talent Program, which include our female Talent, focused on the development of competences to be a Leader of the Future (innovation, responsible leadership, creativity, executive presence...)

# COFACE – Women in Leadership (Compagnie Française d'Assurance pour le Commerce Extérieur)



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

Locally 10M – 50M €

**Employees:** Globally 1.000 – 5.000

Locally < 200

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

We have an internal Gender Index through which we measure the gender equity based on 5 criteria 1) gender pay gap 2) proportion of women and men getting salary increase 3) proportion of women and men getting a promotion 4) proportion of women and men in Senior Management 5) proportion of women in Top 10 Compensation. The increase of the gender Index is included in the bonus objectives of Senior Management.

In addition, we set the following targets (Group level)

- 32% or more of women in senior management
- 30% or more of women in succession plans of regional boards and exec team

# COFACE – Women to Win (Compagnie Française d'Assurance pour le Commerce Extérieur)



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

Locally 10M – 50M €

**Employees:** Globally 1.000 – 5.000

Locally < 200

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** all workforce

## Extended/Detailed Description

We have a policy for flexible work (3 days per week) and we support part-time role giving them same opportunity of development and salary increase. Our salary review and talent review are based on criteria of gender equity and reduction of gender gap by monitoring the proportion on men and women who gets salary increase and promotion. We encourage a culture of diversity and inclusion through our Women to Win Network that promote trainings, webinars and meetings focused on gender bias and women empowerment.

# Danone – Our journey to support childcare and caregivers



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Manufacturing - Food

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000  
Locally 200 - 500

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce



## Extended/Detailed Description

Since 2011, the company in Italy has approached inclusion and valuing diversity by turning its attention to the issues of motherhood and fatherhood with the aim of supporting new parents from a cultural, psychological, organizational and economic point of view. This is how the Baby Decalogue was born, i.e. ten simple "rules" that help mums and dads in this delicate phase of life to reconcile work and family life. The main objectives of this Decalogue include the possibility for the new father to have 10 days of paid paternity leave; the mother's optional leave is paid at 60% instead of the 30% provided for by INPS; new parents are allowed to flexibly manage their entry or exit, should they need to, during the nursery or kindergarten phase; psychological and nutritional support is offered both during pregnancy and when they return to work. In addition, new parents are helped financially through the Welfare package, which allows them to reimburse specific expenses related to childcare and education (welfare amount has increased over time and it'll be of 2,300 € per year net in 2022).

The Baby Decalogue has evolved over the years. Observation over the years has shown that supporting parents represents a value not only for society but also for companies: it increases people's managerial skills.

In 2017 Danone at Corporate level launches the "Danone Global Parental Policy", inspired by the Baby Decalogue;

- In 2018 Danone companies in Italy join the e-learning training programme MAAM - "Maternity as a Master" dedicated to parents with children up to 3 years old, through which parenthood become a training tool;

- At the end of 2018, the Lactation Room is inaugurated in the Company;

- At the end of 2018 Danone in Italy join the HeForShe movement, the global commitment of United Nations Women that pursues Gender Equality all over the world through a subscription on social media. In 2019, moreover, the Italian case was included within the HeForShe Impact Report 2019 ([https://www.heforshe.org/sites/default/files/2019-09/HeForShe 2019 IMPACT Report\\_Full.pdf](https://www.heforshe.org/sites/default/files/2019-09/HeForShe%202019%20IMPACT%20Report_Full.pdf)) that reports on virtuous cases around the world in terms of gender equality and support for women in professional and private life.

In 2020 we introduced the CAREGIVERS POLICY to support all those within the organisation who take care of an elderly parent or a fragile family member. It was born through the voluntary active contribution of a working team formed by caregivers. It stems from the idea that care activities create better professionals for businesses and society as a whole. In addition, Caregivers Policy "humanizes" organizations by recreating the contract that binds people and companies because the concept of the employee is replaced by the idea of the human and social value of people as workers. Caregivers Policy is based on four pillars, PSYCHO-AFFECTIVE, CULTURAL, ORGANIZATIONAL, ECONOMIC. Family care for children and fragile people is a key tool to achieve equality.

## Quantitative Outcome

100% mums come back to the workplace after maternity leave

+7% new borns in Danone also in 2020

45% women manager (2020)

71% women promoted in 2020 (+19% vs 2019 e +7% vs 2018)

20% of our promotions has gone to mums after maternity leave in the last 3 years

100% dads has taken 10 days of paternity leave (2020)

0.7% absenteeism rate (vs 5.4% Italy)

# Hewlett Packard Enterprise (HPE) – European Women Leadership Council



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

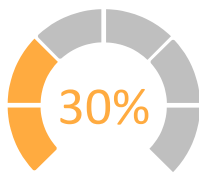
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in turnover
- female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly female

## Extended/Detailed Description

At Hewlett Packard Enterprise, inclusion and diversity are part of who we are today because we know it's what will drive the innovation. By empowering our team members, HPE can make a greater impact, working together to achieve our common purpose of advancing the way people live and work. So, we foster a culture that is unconditionally inclusive that encourages everyone to contribute their differing ideas and experiences. The European Women's Leadership Council (EWLC), is one of HPE's internal I&D programs, focused on empowering women at HPE. The main goals are to raise female participation in management, increase visibility of female contribution at work, remove barriers to career advancement, support physical and emotional well-being, enable talent development and promoting gender equity. The EWLC strategy is designed around three pillars with multiple programs, events, competitions and webcasts: 1) Women in Leadership, 2) Tech Women and 3) Physical and Emotional well-being. A specific Mentoring program is designed to support the initiatives.

- 1) Women in Leadership program – This program is open to selected candidates to best fit their busy schedules, so that with self-paced content and prerecorded webcasts, they can plan the training according to their time. The program gives participants the opportunity to interact with senior speakers and offers them a chance to raise their own profile, understanding their career path, providing one-on-one time with the local HR leads, to gain visibility into leadership roles that may be of interest.
- 2) Tech Women – The program seeks to help promote the tech industry to young female talent, with the aim of increasing the number that apply for roles in tech companies and HPE. Female Tech Women Champions are colleagues who have worked in IT for several years and want to encourage other women to join the technology sector. Our male colleagues participate as allies sharing their positive experiences of working with female colleagues, showing that women are key to success.
- 3) Physical and Emotional Well-being – HPE offers a wide range of well-being program to our global team members such as free subscriptions to "Headspace", mindfulness and meditation app, "StartOrganic", Home Gardening Series, and the "Global Wellness Challenge", our company-wide step challenge across the globe. We also include "Breast Cancer Awareness Campaign" and the "How To Simplify your Life" inspiring courses that help in being more comfortable in step-up personal barriers, to improve relationships and living better.

Finally, the "European Women's Leadership Council Open Mentoring Program" is a company-wide program as a powerful way for skill and career development for all parties involved. The goal of the EWLC Mentoring Program is to enable employees' growth and career development, bridge the gap across generations and create a safe platform for employee engagement, starting to build good mentoring relationships.

## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in turnover



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

- 2015: launched NTT Donna.

Just in the first year, 100 new professionals were hired and 15 were appointed as managers.

- 2017: signed manifesto for women's employment and gender gap reduction during high-profile conference with Italy's Minister of Equal Opportunities.
- 2018: The initiative takes on a global dimension by joining the NTT DATA WIN (Women Inspire NTT DATA) program led by NTT DATA employees, which operates in many countries.

In Italy, every year the initiatives are dedicated to a different area of NTT DATA Italy: in 2020 to the Consulting area and in 2021 to the Security area.

Within the framework of these programs:

- **We are addressing 5 challenges women might face in their career:**

1) Women confidence & aspirations: mentoring programs dedicated to female colleagues through partnership with associations for women's empowerment (Valore D, Professional Women Network, Young Women Network).

2) Lack of female role models: we held internal talk event with a female guest to share experience and inspire both men and women.

3) Lack of female STEM talents: Coding in schools, Security Ninja and Act for School initiatives in the primary/secondary school to attract girls to STEM studies.

4) Work-life-balance: smart working pilot for both men and women.

5) Creation of leadership programs: we designed a unique leadership manifesto as a mix of male and female skills and attitudes now running.

- **We present the stories of our women on our social media**

- **We propose training interventions** in universities and programs for the dissemination of STEM subject

We fight gender stereotypes right from the start with training during childhood with Coding in schools, Security Ninja and Act for School projects, with participation in events, lessons at high schools and Universities and by participating in programs to spread interest in STEM subjects (STEM in the City program and SheTech).

A new program will be launched in the next months with Everis on gender and generations 'unconscious bias.

- **Road to 2023 Manifesto**

Our commitment to greater inclusion and diversity is one of NTT DATA's hallmarks, which has been translated into a concrete plan in our Road to 2023 Manifesto: to have 80% women and young people in the workforce and 30% of management roles held by women.

- **D&I Learning Program**

June 2021: we will activate an ongoing training program for men and women on 2 specific macro-topics, implicit bias and women empowerment, implemented through webinars, virtual classrooms and virtual learning labs.

October: a mentoring program, community on gender issues.

Following, personal coaching paths for talented women.

A Social Learning channel on D&I is already active.

## Quantitative Outcome

We monitor monthly the number of women in the company (currently 30%), the age and generational status (54% millennials and centennials) of the company population, the pay gap, the situation of women managers (25%) and in executive positions (14%) for the female.



## *An interview with...*

Ms. Francesca Micheli

*Head of Diversity*

NTT Data



### **When and Why did you decide to advocate for G20 EMPOWER?**

First of all, I really like this initiative because it projects us into the future and it is interesting to see how **the involvement of private companies can be a way to promote culture and well-being in every country**. It is fascinating that even if companies usually have been competitors, with regard to this issue they are becoming allies. Therefore I believe it would have been a strategic mistake not to join such a great initiative.

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?**

The first issue is a cultural one, in fact Information Technology is a sector typically still male-dominated. In fact, in our company we have 30% women and 70% men. However we have such a low number not because we don't hire women but because they are really difficult to find. This seems a common complain, but it is proven that finding women who work in IT is not easy. The challenges are above all **cultural** because these are jobs that women do not normally choose and, even if they do it, sometimes they have to discuss with their the families.

The second, very deep challenge, on which we are working a lot are the **biases**. This is another obvious issue but it is so profound that it is difficult to overcome. For this reason we have started to train people on biases, in particular of gender and generation.

Our mission is to **allow people in decisions-making positions** like team leaders, managers and project managers **to recognize biases and fight them**. As a matter of fact, in our company women are very satisfied, there is no organizational obstacle to their career but if we look at the number of female managers we have 25% so more or less broadly we are in line with the general percentages. But when we start to rise to the top senior leadership the number of women decreases to 14%. There is no objective motivation but we are working precisely because these biases have a drastic impact on these numbers.

### **What strategy is your company currently pursuing to address these issues?**

We have three main areas of focus for our initiatives:

- **Education:** The first one regards all the work we do with the different schools from the universities to the elementary schools. This is very important because we look to the the future of our society and we need to increase the number of people in **STEM studies**, with a special attention to women.
- **Inspiration:** The second activity we are doing is related to educational and inspirational programs focused on **unconscious bias**.

We also have another program called "Women Inspired" in which every month on our social Intranet/internet channels we share the story of a woman who tells her own story. It is a very important program which affects the whole population telling them to a **female role model**.

Another example is program that I called “Diversity Day“ which is one day a month aimed at **raising awareness** on the value of **diversity and inclusion**. In particular, this year the focus is on gender and generations which are the two major issues we have in our company. In fact, considering that in the company we have more or less almost 1300 women and that 54% of the population is made up of millennials and generation Z who have a profoundly different culture from the previous generations, we need to educate our people about these differences.

- **Diversity & Inclusion Committe:** We recently started the diversity and inclusion committee composed by me and some men and women of our company which has precisely the objective to **conceive and implement projects and proposals** regarding these important topics. Some examples are defining and monitoring additional KPIs, helping the leadership team to define the right strategy and define new results. In order to permeate the initiatives in the company and get new ideas, we also created a network of D&I ambassadors.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

It definitely had a positive impact in terms of business and flexibility. In fact even if we had already started remote working 1 day a week this situation forced us to expand it. Another important factor is that it allowed women **much more flexibility** but at the same time it forced them to an **extra load of responsibilities** by taking care of all the missing activities in their children lives. To capture the positive aspects of this pandemic experience, we should listen to these women (and men) who have developed and enhanced soft and digital skills that are valuable to companies during lockdowns.

The experience of managing a meeting and young children, or remotely teaching children while preparing a meeting with a client, requires new skills, creativity, problem solving, leadership, emotional intelligence, innovation...

### **What more do you believe is necessary to do for advancing women in your country? How can the G20 and the Government help in achieving this target?**

I believe it is necessary that we keep tackling the unconscious bias issue and in fact, for example, we are working on a software that detect any bias from any text. Applying technology to our issues will be our next steps in order to keep advancing women.

In my opinion, initiatives like these are essential and I would ask governments for **certification policies for the companies, and improvement concrete and measurable actions**. Just like women's quotas which, despite being heavily criticised, have brought women into contexts where they would never have entered in normal situations. Another important point is to create **many more educational projects for the younger generations** because the companies efforts are not enough.

One last point to propose to governments would be **subsidies to companies for the hiring of women over 40 who are not employed** and who are also given specialized training courses. As a matter of fact, there are many women who have lost their jobs, perhaps to follow their family, and since they are already over 40 they can no longer find a job because they are difficult to relocate, for outdated skills, cost reasons, etc



# Procter & Gamble – Share the Care



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Manufacturing – Consumer products

**Sales:** Globally > 1 B

**Employees:** Globally > 10.000

Locally 1.000 - 5.000

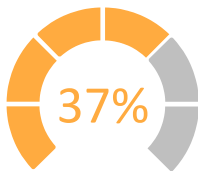
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Support work and life balance/integration of all employees,
- Address unconscious bias and eliminate gender stereotypes,
- Create open and inclusive organizational culture

**Level of Implementation:** Entire organization at local level

[initiative implemented also in other P&G countries worldwide]

**Workforce Focus:** All workforce

## Extended/Detailed Description

After many initiatives focused on women, we concluded that to eliminate the biases, stereotypes and concrete barriers that prevent the women to grow and develop professionally up to the highest level of the hierarchy, we should re-focus on men. Taking care of the family has no gender. P&G's parental leave policy in Italy guarantees up to eight weeks of fully paid leave for fathers of newborns or adopted children (also extended to unmarried and / or homosexual couples).

During the eight weeks of leave, P&G complements the statutory provisions up to 100%, guaranteeing the full salary to the employee. We are convinced that the "ShareTheCare" policy represents not only a unique opportunity for fathers to live the experience of paternity during the first months of life of the child, thus developing a higher sense of responsibility regarding the care, development and growth of the child BUT ABOVE ALL, it helps to break the existing stereotypes on the role of women within the family and in the professional life, giving both parents the freedom to choose how to organize themselves with respect to the childcare and the professional life in a more balanced way without assuming this is an exclusive responsibility of the woman . If one of the main causes of the inequality between men and women in the professional world is the role of the women as main childcare giver, sharing this responsibility will help over time to flatten the differences and restore the equity of roles within the family and in the professional environment. More than 50 colleagues enjoyed the policy launched 2 years ago. All of them reported positive feedbacks on the experience from a personal growth point of view as well as the acquisition of new skills (time management, resiliency, organization skills, etc.) and their determination to continue contributing to family life in a more active way, sharing all responsibilities.

**Learning insight:**

Our men colleagues who joined the initiative are now much more responsible in many other family and house care responsibilities.



# Sopra Steria – Together for Greater Balance



## General Information:

**Country:** Italy

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

Locally 50 - 200 M€

**Employees:** Globally > 10.000

Locally 500 – 1.000

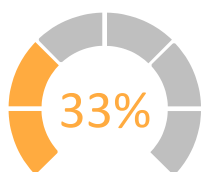
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

TFGB is the program designed to share our initiatives in gender equality at work. Launched in 2019, the program is focused on internal and external actions to act for gender equality, all year long.

Best Practice: Training paths to leadership, the impact of stereotypes, mentoring programs and that help support women as they evolve, awareness campaigns are some of the many essential tools enabling everyone to take action and help bring about change.

## An interview with...

Ms. Stefania Pompili

CEO Italy

Sopra Steria



### When and Why did you decide to advocate for G20 EMPOWER?

This is the end of a long process that takes place with the formalization of the signature that certifies our concrete and effective commitment to embrace the themes of diversity and inclusion brought on by the United Nations. We believe in the G20 Empower actions that are concretely aimed at **bringing a real concrete change that is measurable** in these topics and then because the issues dealt by this organization are priorities of our agenda. Indeed, it is important to implement these policies if we, as a company, truly want to **contribute to changing the future of the world** and allow future generations to find a better world. We are faced with a trivial challenge and therefore first by joining Valore D and then by joining this project, these are mandatory steps to testify the **concrete and effective commitment** that this company has to ensure this change.

### What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?

I think there are three key challenges:

- **Culture:** First of all there are obstacles that we women set ourselves and that arise from our culture. The problem of the gap we have on gender arises from the stratification of our culture, from the fact that the **women are educated to be perfect while the boys are educated to dare, be courageous and try**. Therefore this aspiration of perfection limits us very much because we only come out of our shell when we are sure of succeeding otherwise maybe we don't even try or we give up. So, in my opinion, this is the first thing to address, even if it is a very difficult and complicated topic. On the other hand, there is also a theme of eradicating prejudices from our culture and remove some conventional ways of thinking that produce as a result a limited number of female in the STEM studies and industries. We have to educate women that is fine to do mistakes: they do not have a lot of self-esteem, so we have to work a lot to increase it and to make them understand that making a mistake is okay and it allows to learn and improve.
- **Social Support:** there is the whole theme of support, **caregiving is mainly on the shoulders of women**, and it has worsened with the pandemic. I am not just talking about children but also about people with serious disabilities and older parents. Even if PNRR (Recovery Fund Next Gen EU) includes a series of investments in this area it is still not enough. It is really necessary to **strengthen the system and the social network** of support for women so that women can choose. In fact, taking care of the family is also a beautiful choice but it must be a choice and as of today is not a free choice.
- **Education:** there is the theme of education, especially considering the importance of making people understand the opportunities behind **STEM degrees**. Starting in high school is already late so you have to **go to middle school where the girls decide about their future**.



I believe that only by working closely with schools, with the Government and with the private companies we can make coherent plans and align demand with supply. As a matter of fact today there is a huge mismatch of skills and, if we add to this the slowness of the university in reviewing its training plans and the consequent inability to respond to changing needs, we **must accelerate our efforts**.

### **What strategy is your company currently pursuing to address these issues?**

First of all we set **measurable objectives** that we constantly measure and that will be reported and published in our sustainability report. As of now our percentage of women is 32.5% globally and 30% in Italy. We have set ourselves the goal of bringing the presence of women in the executive committee from 12 to 30% and from 15 to 20% in the management level by 2025. An important aspect is that the achievement of these targets are **linked to managers salaries**.

Then we launched in January 2019 the **Together For Greater Balance program** precisely aimed at creating that **support network** and **changing the culture** starting from the prejudices to when our role models go to schools to tell their story.

Even if **smart working** was a policy in place already before the lockdown, we improved it as we believe that it will be part of the **new normal**.

Another important part of our strategy is **supporting women in their growth path** by meeting their needs, providing **coaching** and giving them **flexibility** so that they do not have to choose between a time-consuming career and their families.

Finally the last two areas that we monitor are the **percentage of promotion of women** through the different level, still without discriminating our male employees, because it needs to be organic within the organization and **merit-based**. The last KPI that we monitor is the **equal pay** to ensure to never create a potential gap.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

Yes, it definitely had a positive impact. In fact, while when in 2018 we launched smart working to make our managers digest the granting of one day a week of smart working to be managed remotely it seemed impossible because they had to have control of the resources. Then, suddenly, at the end of February 2020 everything became feasible and so it was that **accelerator** that proved that certainly, with some level of complexity for managers, but **managing teams remotely is possible** if you shift the focus away from control to the measurement of results. This has certainly **helped women** because they had **greater flexibility** especially at a time when they might have had to give up work because they had to manage their children's distance learning. In addition it was an accelerator to make people understand the **importance of the digital world** in our lives and to underline that it is possible to manage people in a remote way.

### **What more do you believe is necessary to do for advancing women in your country? How can the G20 and the Government help in achieving this target?**

As of right now we are working on the "new normal" focusing mainly on how to solve three challenges: how to make the **resources grow** in this new environment, how to **retain the talent** and how to provide the **right tools to help women progress** better in their career. When talking about the Government I really like the idea of a **gender equality certification**, especially for those initiatives that will use PNRR funds, but I hope it will be concretely applied without exceptions.

Government should also **strengthen the social support network** by investing in nursery schools and home care services.

Finally, I think it is necessary to **better inform** students about the **opportunity of tech** industry to encourage **STEM studies**.

Government should listen more the private sector needs and work closely with companies and education institution.

## Valore D – D&I as strategic objective



### General Information:

**Country:** Italy

**Type of Company:** Nonprofit

**Industry:** Association

**Sales:** N/R

**Employees:** Locally 50 - 200

**Type of organization:** Local organization with no international presence

### Expected/Delivered results:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

### Extended/Detailed Description

Valore D counts 11 years of experience in supporting companies in a Diversity & Inclusion strategy and in particular contributing to an increase in the share of women in leadership positions.

In particular Valore D develops different communication campaigns both for the corporate world and the society

- 1) **Positioning of the D&I topic in the agenda of the CEO's as a strategic objective:** A Manifesto for the employment of women, a document conceived and drafted by Valore D and composed of nine points aimed at promoting gender equality in companies, signed by CEOs of companies documents the commitment and allocates the signing companies at the forefront of the fight against the gender gap and have begun to implement cutting-edge policies to eliminate or reduce the gender gap.
- 2) **Social communication strategies towards the general public to raise awareness on the D&I topic**

#### ***#nopaygap***

The campaign #nopaygap promoted by Valore D has received the patronage of Pubblicità Progresso (social innovation communication committee) and was broadcasted on all the main Italian public and private television networks in order to help increasing and improving the debate on gender pay gap. The purpose of the campaign firstly lie in the need to eliminate gender remuneration inequalities, nurturing a culture of inclusiveness and equality towards female talent and employment as well as in the acknowledgement that this inequality represents a huge loss of opportunities both for economic growth of the country as a whole.

#### ***#MyRoleModel***

#MyRoleModel is an InspirinGirls social campaign, it deals with the importance that role models have for the new generations. Four exceptional testimonials tell their stories: the actress Cristiana Capotondi, the content creator Muriel Elisa De Gennaro, the Paralympic swimmer Arianna Talamona and the prima ballerina of the Teatro alla Scala Nicoletta Manni. Everyone needs positive role models to believe in themselves and pursue their goals, but at the same time each of us, by telling their life experiences, can become a source of inspiration for others. #MyRoleModel campaign won the IKA 2021 award in category 09 "Environment, responsible consumption, non-profit initiatives and social equality".

#### ***#FillThePanelGap***

It happens too often in panels that only or mainly one gender takes part in the discussion of important topics, especially those related to global challenges and economic growth. The presence of only "half of the story" is lost in terms of value, information, culture and perspective.

Conferences that do not take gender diversity into account explore only a part of the story; and, surprisingly enough, often those conferences are moments which have been created to deepen the discussion on female labour participation. With the digital campaign #FillthePanelGap, Valore D aims to increase awareness on this issue and involve the scientific community, organizing committees and single participants into the discussion, giving opportunity to sign a pledge, a paper which provide information and pragmatic suggestions to anyone who intends to organize a discussion panel.

but to do it with an active engagement in making diversity a true value and inclusiveness as an element of wealth.



## Valore D – Inclusion Impact Index



### General Information:

**Country:** Italy

**Type of Company:** Nonprofit

**Industry:** Association

**Sales:** N/R

**Employees:** Locally 50 - 200

**Type of organization:** Local organization with no international presence

### Expected/Delivered results:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

### Extended/Detailed Description

Valore D counts 11 years of experience in supporting companies in a Diversity & Inclusion strategy and in particular contributing to an increase in the share of women in leadership positions.

**Culture of measuring:** The commitments to promote female talent within companies must be accompanied by a constant tracking of the numbers by gender, by age, by position. A diagnostic tool was developed and put in place to give the companies the possibility to monitor their numbers, the gender gap in detail and also the gender pay gap over time and benchmarking with others.



Governance



Attractiveness



Development



Retainment



## Valore D – InTheBoardroom



### General Information:

**Country:** Italy

**Type of Company:** Nonprofit

**Industry:** Association

**Sales:** N/R

**Employees:** Locally 50 - 200

**Type of organization:** Local organization with no international presence

### Expected/Delivered results:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Mainly Female

### Extended/Detailed Description

Valore D counts 11 years of experience in supporting companies in a Diversity & Inclusion strategy and in particular contributing to an increase in the share of women in leadership positions.

To support the process of gender rebalancing on Boards of Directors, in 2012 Valore D launched "InTheBoardroom", a high-level executive training program with the aim of promoting the inclusion of talented women on Boards of Directors, today the Alumnae network counts 390 women, out of which 2/3 are currently board members.

Starting 2021 InTheBoardroom will open up to men. The new edition, supported by long-standing partners Egon Zehnder, London Stock Exchange Group, Linklaters and DLA Piper, aims to accelerate the adoption of an inclusive culture and enhancement of diversity to meet the challenges of sustainability, a priority issue on the boards' agenda which requires men and women sharing the inclusive mindset and working together. It will be the first mixed women and men class, trained in the hard and soft skills needed to be effective in the role of directors and prepared to manage the increasing diversity within boards and organizations.

**Valore D offers also complementary specific training programs for female empowerment:**

- Experimental training workshops for women and men regarding critical topics (leadership, self-empowerment, unconscious bias, ...) to encourage the development of inclusive leadership facilitating networking between participants of different companies
- Inter-company workshops to promote the sharing of good practices, methodologies and tools. The main target are HR managers.
- Training paths, classes regarding critical topics with a homogenous target (cluster such as young employees, middle manager, senior manager) which meet regularly for several lessons during the year with the aim of maximizing the impact of the training and to promote the development of the participant's skills, network and career path.
- C-Level School, an exclusive pathway designed for women belonging to the C-Suite, with the aim of strengthening cross-disciplinary skills and developing the relevant abilities to handle more complex roles through training focused on technical skills, soft skills and key trends and encourage networking through the creation of a network of women with significant potential
- Cross-company mentoring programs over nine months including monthly meeting arranged independently by the mentor and mentee and with the constant support of a dedicated coach for methodological insights and any critical issues for each pair and in addition group coaching sessions for the mentees and networking meetings between all mentors and mentees.
- Tailor-made projects to support companies in the development of their organizational models through the shared planning and implementation of a diversity and inclusion strategy as part of the strategic business objective and a sustainable growth.
- Executive training program over a whole year with the aim consolidating skills – both technical and soft skills – in preparation talented women for joining a board of directors and making a valuable contribution.

# Japan

## AIG Group – WiLL (Women in Leadership Learning)



### General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1 B€

Locally > 1 B€

**Employees:** Globally > 10.000

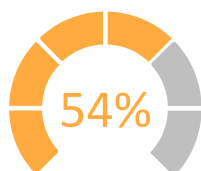
Locally 5.000 – 10.000

**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Just started

### Initiative description:

#### Main Goal:

- Motivate female employees to advance to leadership roles

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

AIG group in Japan has developed and led 2 flagship training programs for women at a junior and mid-career level. The aim of WiLL is to bring alumni of both of these programs – along with senior women including lateral hires - together in a women-led training initiative that is for women, run by the women we want to see in leadership roles.

Following a series of listening sessions we heard that some key areas holding our women talent back were self confidence, broad business acumen, public speaking ability, English language usage, and networking. The 200+ women were asked to raise their hands to serve as a leader in one of these areas with other leaders and an executive sponsor for each area. While still in the early stages, the number of women leader volunteers exceeded our expectations, and we are excited to see what women will plan for their own collective development and we hope that by leading the program themselves (with support) women leaders will acquire some of the skills necessary to succeed in the business as well as providing meaningful learning opportunities for their colleagues, which will include male colleagues on occasion.

### **Learning Insight**

The program was launched in April 2021 with all target women and their managers invited to an explanatory session, this started with a message from the group CEO in Japan James Nash on why more women in leadership roles was important for our business and why therefore initiatives like this are important to our business. It was a very inspiring message and many women said it inspired them in some way which we believe was led to the higher number of volunteers than anticipated. As well as engaging the managers of the target women from the outset, we also think having volunteer executive sponsors – including male allies - in place was important. Putting involvement in this program in evaluation goals was another learning from previous initiatives to demonstrate the work was important for our group. Going forward we think the support of external vendors will be key too in bringing in an outside-in perspective and maximizing the learning opportunities.



WOMEN IN LEADERSHIP LEARNING

# Deloitte Tohmatsu Group – All-Round Intensive Development Programs for Women



## General Information:

**Country:** Japan

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B

Locally > 1B

**Employees:** Globally > 10.000

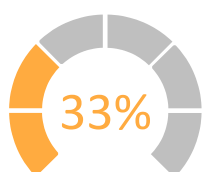
**Type of organization:** Local subsidiary  
of global organization

*(Member of Deloitte, without any capital  
relationship with other member firms)*

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goal:

- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

To strengthen female leadership pipeline, we have various talent development initiatives at the group level as well as at each business entities for each job levels. For early leadership candidates, it is designed to tackle any imposter syndromes and start drawing the picture of their leadership models in a diverse way. For senior candidates, it is designed to reaffirm and articulate what they have drawn and how to get there with various empowerment from diverse role models and programs of development.



- **Talent development for female managers:**

Females who are about to become a manager may worry about balancing work and home life. We provide various development plans to encourage them and improve retention, as well as to provide networking opportunities so that participants can build strong network all around them. For Senior Staffs (before Manager):

- Female Forum: Consists of one's own career analysis, group discussion and presentation to CEO/Executives regarding women empowerment at a workplace etc.
- Leadership Training: Understanding one's leadership style and how to show leadership in teams during remote work
- Career Design Workshop: Thorough discussion with facilitators (Managers and above), to plan one's career for the next 10 years

- **Talent development for female partners (executive management):**

- Female management training: Intensive trainings to possible future partners/executive candidates out of the current senior manager levels, so they understand what is expected upon becoming partners/executive management at an early stage. Through lectures on mid/long-term business strategy planning by the top management and panel discussion by female management, it is designed to prepare and present action plans and impact they will be making when they become partners. Feedbacks will be provided to brush up the action plans and to strengthen further career development.
- Women in leadership: A program for managers and above, where participants will be divided into teams and make presentations in tournament. Winning team will present to the top management.
- Her Leadership Stories: A program for managers and above, where female partners/executive management shares stories about their career journey. Participants can learn from the challenges those female management has faced and how they have overcome those. Strong message from the management improves the motivation to develop participants' career.
- Individually Customized Talent Development Plan: Individually assigned talent development lead to create customized talent development plan for each female candidates.
- Sponsorship: Sponsors with strong influence in/out provide support to getting important assignments, gaining exposure to the top management, as well as connecting to important network to support female candidates.

## Learning Insight

Through the above trainings and surveys, female members shared similar challenges in career development in each stages of their career journey, and we recognize the importance of having various programs to develop their potentials from staff levels to management levels with the support of their managers and leaders, in a sustainable way - not just have one training at a time. We need an approach to show various role models so that each member can visualize their own and unique career development.

Also, further creation of various opportunities and improve female members' eminence through different perspectives, such as the Panel Promise initiatives (as per our previous submission: <https://www2.deloitte.com/jp/ja/pages/about-deloitte/articles/group-diversity/panelpromise.html>) to enhance their skillsets and cultivate mindset, and to establish market positions.

# EY – LEAP (Leadership Enhancement & Acceleration Program)



## General Information:

**Country:** Japan

**Type of Company:** Private

**Industry:** Services - Professional

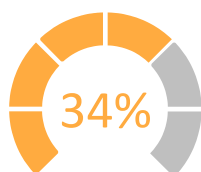
**Sales:** Locally 200M – 1B

**Employees:** Locally 5.000 – 10.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goal:

- Motivate female employees to advance to leadership roles
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

In order to enhance diverse mix of the leadership of the organization, the program provided with female managers with opportunities to acquire necessary skills and mindset thereby being more positive and specific plan about becoming partners in future. High-potential women managers across different service lines get together once a month for half a year.

They discussed complicated issues and participated in role plays to deeply understand the theme of each session. While acquiring necessary skills and mindset, the participants also gained more visibilities within EY and built network across service lines.

### **Quantitative Outcome**

6 out of 40 participants were promoted from managers to senior managers

### **Learning Insight**

- LEAP was held monthly for half a year to ensure education effect thereby helping participants retain learning and building network.
- An executive was assigned to each session in order for the executive to communicate their commitment to advance women and to demonstrate a role model with different leadership styles, while the participants were able to be known and to communicate their enthusiasm to the executive sponsor.
- The high potentials were able to know their "good rivals" as the class were comprised of only women of the similar ranks and ages.
- The group was able to review their work, career and experience objectively by networking with professionals of different service lines"

# JERA – Sponsorship for Female Managers



## General Information:

**Country:** Japan

**Type of Company:** Private

**Industry:** Manufacturing - Energy

**Sales:** Globally > 1B €

**Employees:** Globally 1.000 – 5.000

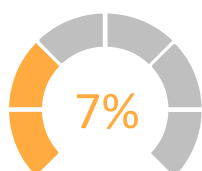
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

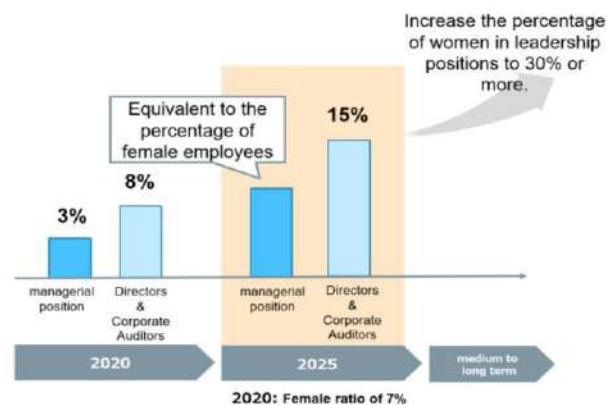
## Extended/Detailed Description

**Our vision is summarized into the two core beliefs below:**

- The company must make every effort to help all employees and associates feel happy and motivated at JERA, to the benefit of themselves, their partners, families and communities.
- Our Vision & Mission can only be achieved by happy and motivated employees and associates.

**Increase the percentage of women in leadership positions:**

A key focus will be increasing the percentage of women in leadership positions. To do this, we have committed to the following numerical targets. These targets are supported by a range of internal career development, talent review and gender awareness initiatives..



### **Sponsorship for female managers:**

In order to take advantage of diverse values and ensure fairness, our company has set a numerical target for the ratio of women in leadership positions (executives and managers) and is working on career development for female employees.

This program was introduced in April 2021 to the development of female employees towards the management level with business responsibilities. The outline of the measures is as follows: A senior leader close to the top management will be assigned as a sponsor for a selected female manager with good performance and potential. Through receiving support from the sponsor in raising awareness of career development among such women managers, proactively encouraging them to seek development and opportunities, and building networks, this sponsorship program will increase the probability of their success in key work experiences and challenges for promotion and advancement.

**Jera**  
Energy for a New Era

# KEIDANREN – Challenge Initiative for 30% of Executives to be Women by 2030 #HereWeGo 203030



## General Information:

**Country:** Japan

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

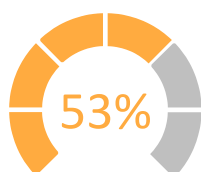
**Employees:** Locally 200 - 500

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goal:

- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The keys to sustainable capitalism are the inclusion and co-creation of diversity. Corporations are being called on to establish environments that will draw out to the fullest the ability of diverse people to co-create value. If the differences in the environment between men and women in corporations, the home, and society as a whole no longer existed, given the male-to-female population ratio, it would be a natural conclusion for women to account for around 50% of leadership positions. It is important we continue to pursue the ideal of realizing such a society, and new, high targets should be set that would provide a driving force toward their achievement.

In the context of above circumstances, Keidanren will accelerate the “promotion of active participation in the workforce by diverse people” in order to achieve inclusion and co-creation of diverse value—the keys to sustainable capitalism—as part of “The NEW Growth Strategy” that looks ahead to the post-COVID-19 era.

To accomplish this, we have set the aspirational target for 30% of executives to be women by 2030. Furthermore, we entered into a memorandum with 30% Club Japan in December 2019 and will work with the campaign to achieve our common goals.

As business leaders, we will promote diversity and inclusion with the following four points in mind to create a movement to achieve this target, and lead growth through innovation and the creation of a sustainable society. <https://challenge203030.com/EN.php>

## Quantitative Outcome

186 Supporting Companies as of June 9, 2021.

- 1.Positioning diversity and inclusion as key corporate strategies, we will carry out initiatives that lead to business impact.
- 2.By focusing on boards of directors—the decision-making bodies of companies—we will accelerate initiatives to apply the perspectives of a diverse range of people, including women, to the execution of operations and governance.
- 3.We will provide support in line with each career stage, from hiring to leadership development (including identifying candidates), in order to strengthen the talent pipeline.
- 4.We will pursue the creation of organizations and environments that can maximize the performance of all employees by breaking away from previous employment practices and reforming the organizational culture.

## Learning Insight

Examples of points that business leaders should check are as follows.

- 1.It is important to believe in and work towards the expected effects and results.
- 2.In these rapidly changing times, it is important to work persistently and tirelessly towards the target.
- 3.It is important to proactively develop and appoint enthusiastic and capable people with diverse attributes.
- 4.It is necessary to consciously work to eliminate bias, which everyone has wherever you go.
- 5.Assignments that aren’t necessarily connected to previous experience or precedents lead to growth for both the individual and the organization.
- 6.It is important for leaders to continue to convey the message in their own words.



# #HereWeGo203030



# Kirin Holdings – Career support and fostering leaders



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Manufacturing - Food

**Sales:** Globally > 1B €

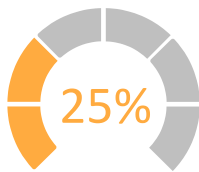
**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goal:

- Motivate female employees to advance to leadership roles

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

## Extended/Detailed Description

The Kirin Group believes that creating an environment in which diverse personnel can exchange ideas and maximize that strength is essential for creating value that fulfills the expectations of the increasingly diverse customers in the beverage, pharmaceutical and bio business, as well as important in order to increase the Kirin Group's competitive position. From this standpoint, focus is being placed on promoting diversity as an important topic in the management strategy, and efforts have been made from early on to realize an organizational culture in which women can utilize independence and creativity to actively participate in the workplace.

Given this, the following are several of the initiatives for career support and to foster leaders with the aim of increasing satisfaction at work among female employees and promoting an awareness of continued personal growth.

① Career workshops

Workshops have been held every year (end of November) since 2014. Female employees in the third year with the company and their immediate superiors participate, and it is used as an opportunity for the female employees to think about how best to balance their life events and careers.

② Kirin Women's College (KWC)

Select training program for young and mid-career female employees that began in 2014 and is held for the purpose of training next generation leaders with good business literacy.

It is made up of a total of 7 sessions (June-December), and the time of each session is set so that female employees with young children can comfortably attend (10:00-17:30). In addition, it is possible to apply for the training program while on childcare leave.

③ Mentoring program

Conducted since 2008, the program targets young employees who have had a chance to personally think about their future career & life plan. An opportunity to interact and receive advice from an older female employee with the requested attributes is arranged, and OJT training is conducted with the aim of increasing the desire to participate and contribute as a Kirin employee.

## Quantitative Outcome

- ◆Female leader ratio: 4.2% in 2013 → 10.9% in 2021
- ◆Selected as a Nadeshiko Brand, an award created to highlight corporations that actively promote the employment and advancement of women, in FY2018, FY2019 and FY2021, and as a Semi-Nadeshiko Brand (a secondary award) in FY 2017 and FY2020.

## Learning Insight

Female employees increasingly strive to achieve personal growth, and there have been cases of new value creation that have originated from female employees.

For example, the Chateau Mercian Mariko Winery is an innovation originating from a female Mercian employee who graduated from the select training program. The proposal of a “winery resort concept” in which the “winery is not just a production site but rather seeks to create a new economic zone together with the local community” led to the realization of the new winery. She showed good leadership involving others throughout the process from planning to construction and then opening, and the winery opened its doors in 2019. Last year, it beat out famous European wineries to be ranked No. 30 in the “World's Best Vineyards 2020”, making it the top ranked winery in Asia. It was an opportunity to promote not just Mercian but also the quality of Japanese wine overall. Another good example is the establishment of the craft brewery “Spring Valley Brewery” by a young female employee. A female employee in her 5th year with Kirin Brewery felt that “beer is traditionally a beverage with more diverse appeal, and conveying that depth is key to creating a strong future for beer”. Upon consulting directly with the president, the go sign was given, leading to the start of the new business. Presently, in addition to the original brewery in Daikanyama, Spring Valley Brewery has locations in Yokohama and Kyoto.

- ◆Chateau Mercian Mariko Winery :

<https://www.chateaumercian.com/winery/mariko/index.html>

- ◆Spring Valley Brewery : <https://www.springvalleybrewery.jp/>

## *An interview with...*

Mr. Toshiya Miyoshi  
*HR and General Affairs Director*  
Kirin Holdings



### **When and Why did you decide to advocate for G20 EMPOWER?**

We **respect individuality and provide support to talent to be realized**. We started promoting women empowerment from 2006 and we set numerical target to increase women in management while working on a new long term plan (by 2030). Exactly at the time of developing our plan we were offered the possibility to take the Empower pledge and we were happy to do so in order to **make ourselves accountable in the long run** and respect our plan.

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?**

**Gender equality is very important at work and at home**, in fact the reason we lose many of the female talents is because of events that happen in their personal life, like marriage or childbirth. However, this is something that one company alone cannot change, we need to **change the society and its historical mindset** and **motivate men to change** their behavior also at home. There are also other barriers, like the **engagement of women in college**: in the only-female program it is very high but in mixed college the women engagement and participation is very low. It seems that women have difficulties raising their hands and speaking up when confronted with their male peers.

### **What strategy is your company currently pursuing to address these issues?**

Our strategy includes **tripling ratio of women in management**, which is now 10%, expand the ratio of women in senior decision-making positions especially focusing on succession plan. In addition we are providing **early career development plan** in order to help resolve the issue of losing female talent. In fact if a woman has already a clear career path in front of her she will be able to return to work and resume her work journey. Finally we believe we need to think about **accessibility and flexibility** for improving participation of women to mixed programs.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

**Working mother really struggled** because of closed school with the increased stress and pressure they had to endure. So we gave the possibility to **work from home** and also **provided some allowance**. After school reopened many people had continued to take advantage of the remote work flexibility. At the same time, this covid-19 crisis **changed the mindset and allowed more flexibility** like being able during the weekdays to also enjoy cooking meals and conciliating the work with the home. Now that everybody has experienced this new way of working we will not go back to the “old normal” but we will find a blend between the two.

**What more do you believe is necessary to do for advancing women in your country?  
How can the G20 Empower and the Government help in achieving this target?**

It would be helpful in the next few steps to **not only involve women but also their manager and bosses to make a real change**. It is also very important to **enhance female pipeline by addressing personal issues**, while at the top level we have already an experienced and better risk management thanks to diversity in BOD. When looking at the internal managerial pipeline we need to improve and we want to reach parity 50/50. From the G20 Empower we would like to get some valuable input for our long term strategic plan 2030 from companies that have already experienced the same issues. As a matter of fact we can learn so much from some advanced practices and from what global companies may have already experienced.

On a final note, as I have said, just one company cannot do much, therefore we hope that EMPOWER can help **recommend governments legal and public support to solve these social problems**.



# LIXIL Corporation – D&I strategy



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Manufacturing - Construction

**Sales:** Globally > 1B

Locally > 1B

**Employees:** Globally > 10.000

Locally > 10.000

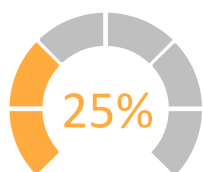
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Planned Initiative

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

We have updated its Diversity and Inclusion strategy as a key pillar in April 2021. The new strategy includes setting ambitious new gender equity targets for 2030.

The updated enterprise-wide D&I strategy will achieve 50:50 gender ratio for Directors and Executive Officers, and female representation for managerial positions of 30% across the organization by 2030. In addition, specific targets will be set to reflect regional priorities, such as maintaining equal gender ratio for all new graduate hires in Japan.

To achieve these goals, we will take steps at all stages of the employee journey to embed D&I; this includes its talent acquisition strategy for both new graduate and mid-hires, as well as ensuring D&I planning is embedded into promotion and development processes.

LIXIL's corporate purpose is to make better homes a reality for everyone, everywhere. We serve a consumer base as diverse as society itself with its solutions, so it can only achieve its purpose by being consumer centric and truly understanding the needs of consumers.

Starting with gender equity as a proxy to broader transformation, we will pursue its new D&I strategy through concrete action plans to strengthen and embed D&I practices globally. Valuing female representation is important for business, and by implementing policies and approaches to support women can we build a more inclusive environment for all. Inclusion is our goal, and the consequence of our effort will help make better homes a reality for everyone, everywhere.

[https://www.lixil.com/en/news/pdf/20210426\\_DI\\_E.pdf](https://www.lixil.com/en/news/pdf/20210426_DI_E.pdf)



# Mitsubishi Chemical Corporation – Women’s Council



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Manufacturing - Chemical

**Sales:** Globally > 1 B€

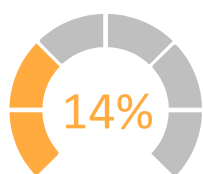
**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goal:

- Motivate female employees to advance to leadership roles

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

The "Women's Council" was launched in August 2018 as a new company-wide project at head quarter for the female employee’s participation and advancement. The members of the Women's Council are composed of both male and female executives. The members of the Women's Council are considering measures to promote the active participation of women, prompt development of the female management, and actions to foster workplace cultures and these members are leading this changes and movements in the organization.



Clear message and communications from the top management team to all employees: The president and the top management team directly communicate with employees regarding the clear company's message of the female employee's participation and advancement.

Networking among female employees: Building networks among female employees within the company aiming at providing wider opportunities to learn various working-styles and career experiences from others and creating opportunities to discover role models and mentors by themselves.

Workshops with external speakers to change mindset of female employees when they become managers: Organizing the workshops by inviting guest speakers to expand views and change mindset of the female employees to support their career development.

Direct and frank dialogues between top leaders and female employees to deliver the voices: Understanding even small obstacles of the organization that cause the difficulties for female employees to continue working by the direct and frank dialogues between the top management and female employees. The voices can be heard and issues are tackled directly from the top of the organization. This also contributes to the communication on how much the top management care and support the female employees at the same time.

Career Encourage Seminars by outstanding external female leaders to inspire both male and female employees: Implementing the series of the monthly lunch time Career Encourage Seminars by inviting external female top leaders from various fields such as business and academics to share their precious experiences so that not only inspiring the female employees but also male employees and line-manages can learn the external outstanding female role models and how to support their female team members when they are facing challenges.

Panel discussion with top management on The International Women's Day to raise awareness: On the International Women's Day, organizing panel discussions that was led by the top leaders to raise awareness. All employees had the opportunities to think about the female employee's participation.

Until FY2020, we have been mainly engaged in career support and networking for female employees but from FY2021, we will move to the next phase to develop activities that will be opportunities for line-managers who have female team members to consider about their career support and for the female employee's participation and advancement.

# MS&AD Insurance Group Holdings - Female



## Heads of Department Network

### General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Financial

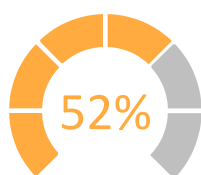
**Sales:** Globally > 1 B€

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goal:

- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

### Extended/Detailed Description

Female Heads of Department Network across the group companies was established to develop female leaders who will be the source of organizational revitalization and innovation, and to empower them to further step up to the next levels. Some of those females are selected to be assigned to a non-executive director of the affiliated companies to expand their management experience.

### Quantitative Outcome

- Promoted two, increased three female directors across the group (as of April 2021)
- # of female heads of department: 68 (as of April 2021)
- # of female directors of the affiliated companies: 16 (of which 13 are from the Female Heads of Department Network) (as of April 2021)"

# SAP – Increasing women participation



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

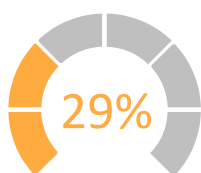
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

We aim to increase female participation in SAP Japan with our “30/20/10 by 2025” goal (30% women in the workforce; 20% women in management and 10% women in Leadership). We provide a “Global Female Leadership Program” to future female leaders. We are also providing the “Aspiring Female Talent Leadership Programs” as a local program. We increased flexibility on Parental/Childcare/Family Nursing shorter working hours and Telework that meet the needs of our female talent and provide flexible workstyle practices.

# Slack – RISE Program



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Software

**Sales:** Globally 200M – 1B €

**Employees:** Globally 1.000 – 5.000

Locally < 200

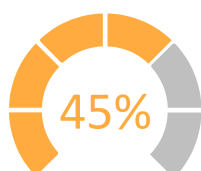
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The mission of the RISE program in Sales & Customer Success is to attract, engage, and retain top talent from diverse backgrounds, genders, ethnicities, companies, and socioeconomic status.

#### Program Goals:

Increase visibility and access to company wide resources on racial equality, allyship, and inclusive hiring

Build a more fair and equitable path for Growth & Dev for all Sales&Success

Create a mentorship program for Women and URM employees

#### 4 Pillars of success:

##### **1) Education & Allyship**

- Anti-Racism & Allyship Hub, Intro to Institutionalized Racism
- Inclusive Hiring Training (Mgr.), Leading Amid Change (Mgr.), Unconscious Bias Training, Ally Training
- Measuring Learning Track Attendance, Engagement Survey (Belonging questions will be linked to RISE)

##### **2) Hiring Excellence**

- Trainings: How to Build Diverse Teams, Inclusive Hiring, Evidence-based Feedback
- Resources: Diversity Hiring Guide
- Recruitment Marketing: Social Media Campaigns, Sourcing & Referrals, Talent Mapping Tool, ERG Engagement

##### **3) Thriving Team**

- Create an employee resource guide to introduce the different community groups at Slack
- In partnership with leadership, develop manager guide for welcoming new employees to Slack. Foster sense of belonging.
- Re-Vamp Career Development Frameworks, Ensure 3rd Party Review of Compensation+Promotion Data

##### **4) Build Community**

- Create "Find your Community at Slack" guidebook
- Use VTO (Volunteer time off), join your local Slack for Good(Community for volunteer activities) Channel
- Participate in the Engagement Survey, Ask questions at All-Hands and Town-Halls, Reach out to your People Partner (A safe space and resource for any employee at any time)

# Slack – Rising Tides Program



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Software

**Sales:** Globally 200M – 1B €

**Employees:** Globally 1.000 – 5.000

Locally < 200

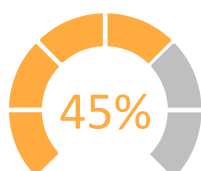
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## **Extended/Detailed Description**

To support the careers of our Womens and underrepresented minorities or URM's (defined in the United States as Black or African American, Hispanic or Latinx, Middle Eastern, Native Hawaiian and Pacific Islander, and American Indian, Indigenous or Alaska Native, and Asian employees), Slack is providing a 6 month Mentorship program to raise visibility, increase support and nurture talent within the Sales & Success Org. Sales&Success Senior Leadership (SLG) will act as Executive Sponsors.

Studies have identified visibility as the most critical factor for getting promoted to a high level: more important than technical competence, business results, or team leadership ability.

### **Program Expectations:**

- Professional Development focused on specific skillsets
- Executive Sponsors: Personal session with executives regularly
- Professional Coaching through access to BetterUp Coaching platform
- Cohort Support: lunch/meeting with full cohort



## Slack – Women ERG (Employee Resource Group)



### General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Services - Software

**Sales:** Globally 200M – 1B €

**Employees:** Globally 1.000 – 5.000

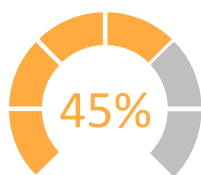
Locally < 200

**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Female (and those who are concerned about supporting to strengthen female leadership pipeline)

## Extended/Detailed Description

Employee Resource Groups play a central role driving belonging by giving employees tools, professional development opportunities, and the support they need to create community with others who share their experience, whether that's fellow Black employees, women, veterans, LGBTQ and more.

Women ERG focuses on women empowerment, promoting women to manager/leadership. Our OKRs are

- Encourage Growth: Empower women by supporting their personal and professional learning and development
- Expand Access: Elevate women through advocacy, opportunity & network internally and externally
- Build Community: Engage women in a belonging community at Slack
- Engage Allies: create a space for education and support for allies of women at Slack (to in turn support women professionally at Slack)

### Activities

As a global wide, Women ERG is providing a professional leadership coaching to female employees, subsidy for infertility treatment(US only), fireside chat with women leadership at Slack.

As a Japan locally, we do regular online event/study session with other companies sharing best practices, creating #women-japan community to have a safe community and support each other, and recently our VP and Country Manager Sasaki spoke at International conference for women in business as a speaker and sponsor.

<http://www.women.co.jp/conf25th/index-j.html>

<https://slack.com/intl/ja-jp/blog/news/diversity-at-slack-2021>

## *An interview with...*

Mr. Seiji Sasaki,  
*VP and Japan Country Manager*  
Slack Japan K.K.



### **When and Why did you decide to advocate for G20 EMPOWER?**

Our vision at Slack is a world in which organizational agility is easy to achieve, regardless of size. Slack is a tool for everyone—and inclusivity should be reflected in the people who imagine and build the product itself. From the company's beginnings in 2009, we've prioritized diversity, engagement and belonging in our hiring, practices and workplace culture. We are a company of global citizens that can only grow together when everyone feels safe, heard, and sees their path to growth. We wanted **to be a part of this initiative because it aligns perfectly with our values and ideas.**

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?**

In Japan, there are several serious challenges women face on their path to leadership. **We have a declining birth rate, which will ultimately result in a shortage in the workforce,** as well as difficulty retaining skilled female talent due to a lack of understanding, and support for, working mothers. Women inside organisations also tend to struggle **to gain the visibility** they need to ultimately achieve recognition, promotion and appropriate reward for their work and contribution.

### **What strategy is your company currently pursuing to address these issues?**

At Slack, we provide **a range of mentorship programs and training for specific situations that women may face in their careers.** We strongly believe that mentoring employees at all levels is a key way to increase the number of women and underrepresented employees in leadership positions.

Two examples of these programs are **RISE and RISING TIDES.** RISE is an education program for increasing visibility and access to company-wide resources focused on racial equality, and inclusive hiring. RISING TIDE is a six-month sponsorship program for a talented and diverse group of high performers and emerging leaders at Slack. These programs pair participants with executives who share their advice and experience on how to manage career challenges, such as having difficult conversations and topics associated with team management.

**It's critical that organisations** better understand and support women in the workforce, including by putting in place flexible working policies for women as they embark on life events like childbirth and parenting.

Slack has also formed several **Employee Resource Groups (ERGs).** In Japan, we have a female-led **Women's ERG,** which encourages other female employees to self advocate for fair treatment in the workplace and to support their career development.

Slack has also launched an awareness program where women's leaders share their experiences in the workplace. As part of this program, Slack invites external female leaders from other technology companies in Japan to speak to women in a community of women that have opted to be part of the program.

**In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

Yes, the pandemic has greatly impacted the way we all work. From the beginning of the shutdown, we have been monitoring attitudes and responses to the new normal of work, and we have discovered that **flexible working hours** (93% of respondents) are more important than a flexible location (76%). Flexible working has provided **many benefits, especially to working mothers**. How we have responded, and adapted our work models, to the shutdown have shown us that there are **important benefits to flexibility** that should remain.

**What more do you believe is necessary to do for advancing women in your country? How can the G20 Empower help in achieving this target?**

We need to **raise awareness of the importance of diversity and inclusion**, and we still have a long way to go in this regard in Japan - both in business and in society as a whole. Empower G20 has the potential to have a major impact in changing the current mindset in our society by bringing the topic of diversity and inclusion front and center, demonstrating its relevance in all our lives, and **bringing together a network of experts in innovation and policy that extend beyond our geographical borders**.

# Sony Group Corporation – Female Talent Pipeline



## General Information:

**Country:** Japan

**Type of Company:** Public

**Industry:** Manufacturing - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All Workforce

## Extended/Detailed Description

Sony promotes variety of initiatives which target not only female but all the employees, aiming to have substantial ratio of women at every job level. Especially in the past few years, it has been focusing on the development of team leaders as the candidates of managers to enhance the female career pipelines.

The activities have been accelerated since the “Diversity Statement” was established in 2013. Programs such as “Women Leader Development Workshop” and “Women Leader Ikusei-Juku” have been instituted since 2013 and 2014 respectively. The objectives of these programs are to have female employees clarify their own leadership image, to develop and implement their own action plans in their workplaces. There are programs for managers so that they can effectively support these female employees to implement their own development plans in their workplaces. Both female employees and their managers learn about unconscious bias and experiential learning to encourage the implementation. As the result, the female representation in managerial levels of Sony group companies in Japan almost doubled compared to that in five years ago.

There have also been the mentoring program by board members and external programs for female managers, and workshops to enhance internal network of female senior managers since late 2000s, to support further career advancement of female employees.

### **Quantitative Outcome**

- Increased the number of female board members: from 1 (2013) to 3 (2020)
- Increased the female ratio in the manager levels: from 4.8% (2014) to 9.3% (the end of FY2019)



## *An interview with...*

Mr. Ambe Kazushi,  
*Senior EVP*  
*Human Resources and General Affairs*  
Sony Group Corporation



### **Why did you decide to advocate for G20 EMPOWER?**

A culture of diversity, equity, and inclusion has been embedded in Sony's history since its founding 75 years ago. As our founders said "**Diversity is a journey to empower each individuals**" and Sony has made this one of our core values. For me, diversity is not only for morale but it is also the **real driver for value creation**. Of course, the reality is more challenging, and therefore to completely empower every individual we need to overcome some differences that are present between men and women to achieve this goal, we happily advocate for the G20 Empower initiative.

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels, especially in your country?**

Our company is technology-driven and, unfortunately, there is a very **limited number of women in STEM studies** that can emerge and take one of the management roles. There is a small talent pool of female engineers, while the majority are still men, and this unbalanced structure sometimes leads to problems and issues for women. It is a fundamental problem in Japan that we need to overcome and equal opportunities should be offered to females. Another issue coming from the structure is **unconscious bias**, which often comes into play, making it a real challenge to be solved.

### **What strategy is your company currently pursuing to address these issues?**

Diversity has always been Sony's DNA from the beginning, and it is believed as a source of new value creation. We are taking every possible action to overcome these challenges. For example, starting from the top, **40% of our BOD are females**. We hope that **by showing examples the entire organization can embrace this culture** and hopefully everyone will be encouraged to make a change. In order to achieve this, we have two different approaches. The first one is to choose the management teams with the right mix of diversity which hopefully will cascade down to lower levels. The other one is more straightforward which is to set a numeric goal of women % to reach in a certain period, such as we did in 2010.

It is fundamental for the entire company to embrace the **culture of inclusion** that can make us grow and improve ourselves. We keep running **Diversity week** in each region where we organize many events and workshops to **raise awareness on diversity and gradually change the culture**. We are also **promoting female role models** in the company through articles, events, and panel discussions highlighting skills such as creativity and making them visible to all employees.



Additionally, diversity at Sony is led by our CEO Kenichiro Yoshida and he always explains why diversity matters in every speech. Every year one of the top executives takes the lead in DIVI (Diversity Initiatives for Value Innovation@Sony) activities, an initiative linked with Sony's Purpose & Values and funded on the perspective that " through diversity and diverse people sharing different viewpoints we create better outcomes ". It is a company-wide project which any employees can participate in innovating the company business.

**In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

It represented a **huge challenge**. However, it also **gave us a great opportunity** because work from home enables **employees to be free from constraints**, especially for those who are taking care of their families, parents, and the house allowing them to have more flexibility and to participate in activities, which otherwise they couldn't do before due to other commitments (bring kids to schools etc.). Even the Diversity week had many more employees participating thanks to the fact that they can connect online instead of participating in person. This has been particularly important for people living outside of Tokyo. We should take advantage of opportunities that came with the pandemic and **design a "new normal"** which is different from before.

**What more do you believe is necessary to do for advancing women in your country?**

We need to continue our efforts and bring our focus to our youngest generations and **promote diversity, equity, and inclusion at the student's level**. Especially, we would like to raise awareness of STEM subjects at the school level also to encourage young women to pursue these careers. We also need to reach out to artists and creators.

The other great challenge that we need to keep **tackling is unconscious bias** and, in the next few years, we want to make further efforts to eradicate it.

I believe it is essential for **each employee to feel empowered and to respect his or her individual strength**, we are reinventing diversity with the new People's Philosophy "**Special you, Diverse Sony**". If each individual feels fully empowered and has the freedom to speak up and to live in one's life and design their career, resulting in true diversity.

**The government should design policies to empower each and every individual**, removing any constraints in the society. Private companies, governments, and educational institutions should collaborate all together.

# Jordan

ILO (International Labour Organization)



## JORDAN – Work4Women Programme

### General Information:

**Country:** Jordan

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Globally 1.000 – 5.000

Locally < 200

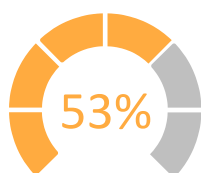
**Type of organization:** Local subsidiary  
of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

#### Perimeter of Implementation:

Country business community

**Workforce Focus:** Mainly Female

### **Extended/Detailed Description**

Work4Women Programme goal is to address gender and decent work challenges, particularly among women and youth. It addresses crucial issues, such as violence and harassment in the world of work, maternity and paternity protection including childcare, pay equity and wage protection, and leadership and equal opportunity. This work is being implemented in close partnership with the Government of Jordan (GoJ), General Federation of Jordanian Trade Unions (GFJTU), Jordan Chamber of Industry, the Jordanian National Committee for Women (JNCW) and civil society organisations (CSOs) and with the support of the Swedish International Development Cooperation Agency (SIDA), and the Government of Norway.

For a more detailed description: [https://www.ilo.org/wcmsp5/groups/public/—arabstates/—ro-beirut/documents/publication/wcms\\_787222.pdf](https://www.ilo.org/wcmsp5/groups/public/—arabstates/—ro-beirut/documents/publication/wcms_787222.pdf)

# Jordan National Commission for Women (JNCW) – Fast Leadership Program



## General Information:

**Country:** Jordan

**Type of Company:** Government agency

**Industry:** Services - Association

**Sales:** N/R

**Employees:** N/A

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Develop network for mutual support and learning

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only Female

## Extended/Detailed Description

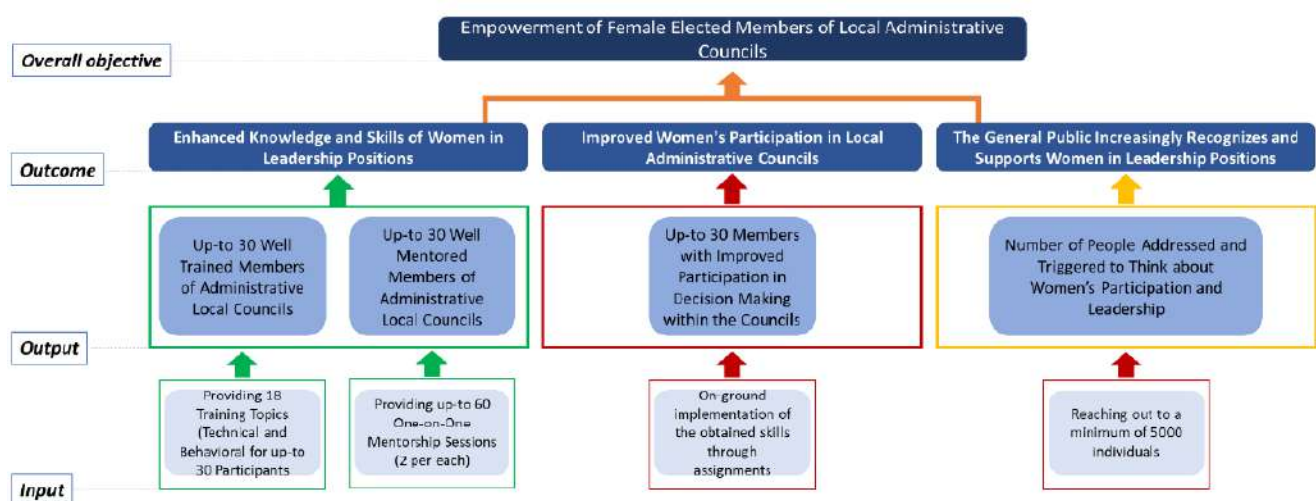
JNCW leads the gender mainstreaming efforts at the policy, strategies and services level with recent focus on the Sustainable Development Goals for 2030 especially the goal five “gender equality and empower all girls and women”.

JNCW has created the Nashmiyat Network in 2009, the Network consisted of a total of 115 female members from local, municipal and governorate councils covering nine areas in Jordan. Through the Nashmiyat Network, JNCW assessed the knowledge and experience of female elected members against their identified roles and responsibilities by law. As a result of this assessment, JNCW published a study under the name of “Educational Path”, which provided a full analysis of the needs of female elected members of administrative councils and an outline of the existing gaps between the common understanding of the roles of the members and the actual ones determined by law.

JNCW has created a consortium of entities that can be clustered into 3 categories; 1) National Strategic Partners represented by the Ministry of Local Administration and Cities and Villages Development Bank, 2) Academic Institutions represented by Princess Basma Center in Al Yarmouk University and the 3) Center of Women Studies in Jordan University. Then on implementation and technical part, JNCW formed a steering committee presented experts in the field of local administration, its role is to provide input and insights on the program topics.

The program methodology took into consideration that only qualified and committed participants are the ones to receive the full graduation certificates. Each participant should pass three modules, the ineligible participants should be identified and excluded of the program by the end of each module.

The pilot program was implemented in 2019-2020 and targeted 30 female elected women in Local administrative councils passing three modules.



# Mexico

## DANONE – Female talent Pipeline



### General Information:

**Country:** Mexico

**Type of Company:** Public

**Industry:** Manufacturing - Food

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

Locally > 10.000

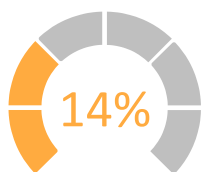
**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in technical roles



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Develop network for mutual support and learning

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

1. **Mentoring Circles:** We seek to develop our female talent through accompaniment of women in leadership positions. Groups that meet regularly in order to generate and share learning together to support each other in the achievement of objectives. Participants in similar career stages, seeking similar learning, but with different backgrounds.
2. **Women in Operations:** Increase our women in operations in EDP through different strategies:
  - PROACTIVE RECRUITMENT
  - REFERRAL PROGRAM
  - TALENT DEVELOPMENT MERCHANDISERS
  - INCLUSIVE DIVERSITY SENSIBILISATION CAMPAIGN
  - MENTORING
3. **Línea Rosa (Production Pink Line):** a Production Line operated 100% by women in our Bonafont Toluca Plant
4. **UN Women Alliance:** Strategic alliance between UN Women and Bonafont  
The three pillars of our partnership:
  - Sensitise society about gender equality, fostering a debate about what is happening
  - Internal transformation of Bonafont
  - Economic recovery of areas affected by earthquakes through economic women empowerment
5. **Global parental policy:** a Global policy that creates the conditions for all our employees to live their journey as parents and to be recognized as a parent friendly company and culture. With the Danone Global Parental Policy we will stand next to our employees: - as upcoming and new parents, for a healthy start in life of their children - as working parents, for their well-being & a successful transition back to work We commit to support parents in their individual choices during their child's first 1000 days, between the start of a pregnancy and the second year of life. This policy applies to all permanent employees across the world and will set in place common foundations for both primary and secondary caregivers. Common foundations will be applied on the basis of caregiver status regardless of whether the employee is the mother, father or adoptive parent of the child.

## Quantitative Outcome

1. **Mentoring circles:**  
Increase of 1.6BP from the end of 2018 to the end of 2020 in women in management positions (L7 – L99).  
39.3% of women in management positions FY 2018 vs 40.9% FY 2020
2. Pre-sellers: (+125% since 2018)  
Warehouse: (+124% since 2018)  
Delivery: (100% since 2019)



**3. Key Technology positions now occupied by women:**

- a. Palletizer
- b. Labeller
- c. Filler

Flagship: A visible and strong statement towards diversity

State of the art Technology

Robots & Digital Tooling

90% Overall Efficiency

+2% Operational Efficiency

100% Recycled Bottle

0 LTA & 0 NON LTA

+6% Better Product (Quality KPI)

Lower Absenteeism vs other lines

**4. 200% Growth of women in management positions vs 2019**

39% of Our Managements and Headquarters are Women (= as of Dec 2020)

50% of our hires at management levels and heads were Women

28% Women Presales and Promoters

Global Parental Policy Implementation at 100%

+15 of our sites with flexible working schemes

+2000 employees trained in unconscious bias

**Learning Insight**

1. Key to make sure that participants in mentoring circles are at similar career stages so that the group is beneficial to all. Keep the circle small, between 8-10 participants. Have a framing session with the participants where the rules of the game are established. Something that worked really well for us is to have the participants establish the topics that they want discussed in the sessions. Have meeting guides for the facilitators.
2. Have the objective clearly defined and be a part of the company's KPIs
4. This alliance drive the change in our culture but not just in our company, this alliance has an big impact in Mexico Country

# DIARQ Holdings – Dalia Empower



## General Information:

**Country:** Mexico

**Type of Company:** Private

**Industry:** Services - Education

**Sales:** Locally 5 – 200 M

**Employees:** Locally 500 - 1.000

**Type of organization:** Local organization with virtual international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Other - Prepare women in C Suite to be "Board Ready"

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Female and male allies

## Extended/Detailed Description

Dalia Empower is a lifelong learning global project dedicated to support women in reaching their personal and professional goals and finding their inner power. It is designed to help women entrepreneurs, women in the public sector, women in corporations and women entering board positions. Dalia Empower also provides programs and tools for corporations to measure, implement and improve their gender and diversity policies.

Dalia Empower developed a **Gender and Diversity Index** for companies of any size to be measured and certified. We are convinced that what is not measured cannot be corrected. Companies need to be measured, correct their gender and diversity imbalances to be able to achieve the **Gender and Diversity Certification** and be published and acknowledged as companies that are part of this Index.

The pandemic has disproportionately impacted women. Due to job losses and furloughs, many were pushed out of the workforce and others voluntarily withdrew to act as caregivers. As a result, many women have found themselves in need to start their own businesses. Most are doing it with no previous experience and lacking crucial tools and entrepreneurial expertise. As business leaders, we have the responsibility to help these women succeed. Therefore, we at Dalia have diverse programs designed to provide the necessary advice, skills and training to make their companies succeed and also, we have developed a full immersion acceleration program that aims to provide founders and early-stage start-ups with the tools and resources necessary to scale their business to the point where they can be funded by VC Funds. This 60+ hour program includes advisory sessions with experts in a diversity of field such as tech, finance, marketing, operation, distribution and design, among others, as well as coaching sessions for four months, ending with a venture day pitching to investors. It can be virtual or hybrid, replicated in other countries and translated to other languages.

## An interview with...

Ms. Gina Diez Barroso  
President and CEO  
DIARQ Holdings



### Why did you decide to support the G20 EMPOWER work?

As a woman entrepreneur I strongly believe we should work together to support women in investing in themselves and find their own power to impact. Women and men are so different that they should learn to complement each other in order to contribute to a real advancement of society.

### What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?

I think there three main challenges that women are facing:

- **Stereotypes:** classic stereotypes that can hold women back, for example in Mexico if you don't have a child by the time you are 30, you are pressured into getting married and having one. **Women need to be themselves**, they can be either austranauts or housewives, it's their choice. What is important is that they decide for themselves and without any constraints or pressures to conform.
- **Lack of finding and recognizing your own power:** nobody can empower you, only yourself can do it. There is a tendency of women to not stand up for themselves and only "let the good job speak for themselves". But it does not work this way. For example, women miss opportunities by not negotiating efficiently their salaries which often contributes to pay gaps. Also, women pitch too insecurely and therefore miss out on opportunities.
- **Education and culture:** when babies are born, they have equal opportunities, regardless if they are boys or girls. However, education and cultural conditioning subsequently come into play, setting them up for different opportunities and outcomes in life. It seems that women are always in an **insecure bubble**.

### What strategy is your company currently pursuing to address these issues?

We are encouraging all companies to be measured and certified through our *Dalia Gender and Diversity Certification*. We believe that what is not measured cannot be improved. We encourage even small companies to look into their gender and diversity policies and improve them, thus making them part of the cultural change.

### In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?

The Covid-19 crisis forced families to stay at home, compelling them to deal with uncertainty and additional pressures. Unfortunately, in this context, **violence against women has increased**. For women it is important to get together, speak, share stories, be in a safe space, and, unfortunately, the Covid pandemic has had a negative impact limiting the opportunity to do so.

In addition, another problem - with additional negative effects by the covid crisis - was the **loss and shortage of jobs for women** and also the **damages in mental health** both for women and the entire family.

However, as the Chinese say, all crises bring opportunities. The pandemic brings the opportunity to create a positive impact in society. We can use **this opportunity to reshape our values and lifestyles** in a way that pushes women forward.

**What more do you believe is necessary to do for advancing women in your country?**

**How can the Government help in achieving this target?**

One of the goals of governments is increasing the GDP. It is important to convince governments that this goal will not be attained without creating incentives to further integrate women in the economy and enacting – and implementing - **policies to promote a greater number of women in leadership positions**. It is also important to achieve better results at the bottom of the female talent pipeline. However, if most of the resources are geared towards the decision-making levels (and real changes are achieved at that level), the whole pipeline will improve.

# Grupo PRODENSA – Flex Time and Flex Workspace



## General Information:

**Country:** Mexico

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Locally 10M – 50M €

**Employees:** Locally 200 - 500

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
<i>Other impacted KPI's:</i> <ul style="list-style-type: none"> <li>Female % turnover</li> </ul>	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

### Extended/Detailed Description

Allow people to have full flexibility on their working hours and working location, and focus only on goals and results. This has allowed people, and special women of the organization that have the ability to balance motherhood and professional life better and not having to decide over family or professional carrier.

Also, this allow women to continue on their growth path in the organization until having access to top managerial and executive jobs.

### Quantitative Outcome

Move from 36% to 45% of women on middle and upper management positions.

### Learning Insight

Breaking the paradigm that not all positions can be flex time and flex workspace. Our implementation was well before COVID and we were able to break this paradigm by making all positions eligible for the program.

# ManpowerGroup – Inclusion & Diversity



## General Information:

**Country:** Mexico

**Type of Company:** Public

**Industry:** Services - Professional

**Sales:** Globally > 1B

Locally 200M - 1B

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

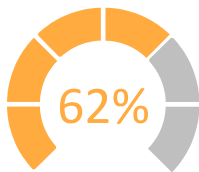
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- % Internal job rotation



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global and regional levels

**Workforce Focus:** All workforce

## Extended/Detailed Description

Create inclusive organizational culture and motivate the females employees to advance to leadership roles, pay equally between males and females.

## Quantitative Value of Outcome

- 50% of our Board of Directors in the LATAM region is female 2021 (vs. 37% in 2019). ManpowerGroup Latin America set the goal of having 50% of women in BOD by 2021, which has been accomplished.
- KPI % Internal job rotations: 65% female > 35% male



## An interview with...

Ms. Monica Flores  
*President LATAM*  
ManpowerGroup



### Why did you decide to advocate for G20 EMPOWER?

I truly believe that we all must accept that **women are able to enrich the organization in different ways** (from giving another perspective to provoking innovation). All kinds of minorities have to demonstrate that they can do great things. In Latin America there are **many cultural issues** (male-dominated culture) that hinder the promotion of female talents and **it's up to people in organizations and governments to stand up**. The world deserves and needs more inclusion. I am responsible for what I can do for women in this regard (from young girls to elderly people). Diversity is a must and companies as ManpowerGroup, who truly believe that diversity is the right thing to do, are responsible to promote actions supporting it.

### What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?

I see few key challenges:

- **Cultural issue:** in Latin America, the macho culture is widespread, together with traditional values that women are supposed to take care of the family, elder parents or kids, stay at home or that they do not have the right to travel or go out at nights. This, in my opinion, is the main issue.
- **Stereotypes** at a global level, that put a lot of pressure on female employees.
- **Triple threat:** Women are over-represented in sectors that are not growing (and hit by the pandemic stronger than others), under-represented in sectors that are growing, there are not enough women at senior levels that take decisions. Such threats put a lot of negative pressure on women development. Generally, the largest gap between men and women is found at the promotions level.

I particular:

- Companies do not have enough **career paths with a special emphasis on women**
- **Women lack of access to sponsors**
- There are not enough **influential and support networks**, this is something women have to learn from men.
- **Retention issue:** another important issue is that even if we promote young women, once they get **married or pregnant**, many of them resign. We need to retain them and convince them that it is ok to be a mom and be a boss. In Latin America is very strong the stereotype that the man is the provider and that the women has to take care of the household. More importantly, Latin America **lacks female role models**. Therefore, we need to increase the exposure of the female role models that are successful, without stereotypes, as something aspirational.

## What strategy is your company currently pursuing to address these issues?

We need to start with women (neither men nor society). Women have to believe in their selves and their own talent.

The strategy that can work better would be:

1. **Female Role models** that support you, sponsor you, which young girls at schools can follow is the starting point. Then, we can change the culture. Successful women **tend to be very discrete**, instead they have to speak out loud and be visible (learn this from men).
2. The other thing is to **have conversation with the parents** of these young girls. We need to incentivize educational organization that, in turn, need to encourage women to pursue STEM careers rather than traditional female careers.

To achieve this ManpowerGroup is producing papers and studies to highlight:

- the **importance of diversity** in organizations
- the simple **actions** women can undertake **to advance** in their career path
- the current **scarcity of talents**: employers should be aware that we are facing a huge scarcity of talents worldwide (69% of employers report that they were unable to find the right candidates, which is the highest number in 15 years)
- **the skills that are most demanded**: it is important to emphasize that many of them are those skills that are naturally more closely associated to female employees (communication and teamwork as an example).
- the use of blank CVs to allow employers to focus on the skills of the talents without sharing information about gender, nationality...

Internally, we have very strong **follow ups in succession plans**, to make sure to arrive to 40% women in top leadership positions by 2024. Moreover, we promote a number of internal programs for **coaching, mentorship, flexible models** that allow women to work even with a family. We have flexible practices for both genders, while also specific practices for women to retain them. We used to have **physical spaces for children** to allow parents to come to work rather than having to stay at home with their kids.

We were one of the companies that many years ago already achieved gender parity in the board. Because of this, we try to be as clear as possible on the policies we implement because **we are an example to other companies**. I was the first female regional president within the company, and our global CEO is convinced that advancing women is the right thing to do, and we live by example. It's not just about implementing a new program or the right thing to say, **we live this culture and the company is strongly committed to offering equal opportunities for all**.

## In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?

One of the learnings is that we **need to be more human** from a company perspective. We need to **adapt to every single person** as a company, not to a gender, religion. Every person is different and with different motivators. Both men and women were almost in the same situation and with the same challenges.

Women should invest time in **skill, reskill and upskill** themselves, otherwise they become obsolete, because the word is changing very fast. Resilience and emotional intelligence are key skills. In the post-Covid world, the most requested skills are soft and are those that naturally in women are stronger than in men.

**What more do you believe is necessary to do for advancing women in your country?  
How can the Government help in achieving this target?**

In the near future, we need to **regain the things we lost with Covid: women**. Women in Latin America mostly belong to the informal economy and in those sectors like tourism, entertainment, real estate that are not growing, are not reaching pre-Covid levels and were hit the hardest by Covid. It's crucial to transition them to healthcare, IT and other rapidly growing sectors.

We need to change leaders' mindsets, to champion women for success. **We should start asking "Why not?" instead of "Why?"**.

We can have **more alliances with governments** to promote change in the long term and for everybody, especially in rural areas. We need to change education and the language we use, promoting a culture against "Micromachismos" (macroaggression). We have to work against stereotypes that women should be sexy, pretty and men have to be strong, brave, rude.

# SAP – Business Women’s Network



## General Information:

**Country:** Mexico

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B

Locally 200M - 1B

**Employees:** Globally > 10.000

Locally 500 – 1.000

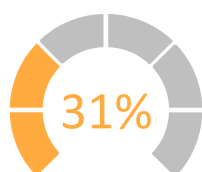
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in turnovers
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Create open and inclusive organizational culture
- Other - Foster on an external network and close collaboration with different organizations and NGOs

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

SAP Business Women's Network (BWN) is an employee-driven network that helps women advance their careers and the company's business. By sharing professional insights, best practices, education, and experience, we help one another develop skills and career advancing opportunities to drive SAP's success. The BWN strives to make a global impact with the help of our 86 chapters and over 14,000 members.

In BWN Mexico we are committed to:

- Foster an inclusive atmosphere at SAP where everyone can fully realize their individual potential.
- Lead and expand female leadership skills, our professional development opportunities, and our business vision with the support of the entire organization.
- Strengthen and extend our professional ties by building mutually beneficial relationships inside and outside SAP.
- Enhance SAP's reputation as an employer to attract and retain the best female talent.
- Contribute to SAP's social sustainability objectives.

## Quantitative Outcome

SAP BWN is committed to specific targets and objectives:

1. Foster a diverse and inclusive atmosphere at SAP – We are ranked as a company with a high performance in gender equity by “Ranking PAR”. Since 2017 SAP Mexico is recognized among the private sector for its inclusive practices, by placing in first place in the PAR Ranking in the Top 5 of Private Companies from 201 to 1000 employees, and in second place at the national level in the Top 10 category of Private Companies in Mexico.
2. Lead and expand female leadership development and skills – We have more than 400 trainings in leadership, mentoring and coaching programs that support all our female talent through their development journey. In 5 years, we have increased our women in leadership 36.5%, reaching a 27.3% of our employees in management team are women.
3. We have increased our women workforce in 5 years 8.27% reaching a 31.4% female talent in SAP Mexico.
4. The network has grown 80% in 5 years internally having almost 20% of all the employee workforce participating actively creating an inclusive and diverse environment."

## Learning Insight

One of our biggest lesson learned had been to understand that we cannot reach a gender equity by having a woman only network. The participation of our men allies has been essential to achieve our objectives and goals.

# Netherlands

## Aon – Apprentice Program



### General Information:

**Country:** Netherlands

**Type of Company:** Public

**Industry:** Services - Professional

**Sales:** Globally > 1B €

Locally 200M – 1B €

**Employees:** Globally > 10.000

Locally 1.000 5.000

**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

### Extended/Detailed Description

Aon's apprentice program is an alternative route into a permanent role that normally requires a specific degree or professional experience by providing motivated high potential individuals with the required training on the job and in the class room, professional skills development, mentorship and experiential learning to bridge the gap. By removing some of the traditional barriers to entry-level employment, Aon contributes to local workforce development and cultivates talent within key metropolitan areas across the US, UK, Brazil and Ireland.

<https://www.aon.com/careers/us/apprenticeships/index.jsp>

<https://aon.mediaroom.com/2020-11-12-Aon-to-Invest-30-Million-and-Create-10-000-Apprenticeships-Nationwide-by-2030>



# Aon – New Executive Team to lead the firm forward



## General Information:

**Country:** Netherlands

**Type of Company:** Public

**Industry:** Services - Professional

**Sales:** Globally > 1B €

Locally 200M – 1B €

**Employees:** Globally > 10.000

Locally 1.000 5.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

### Extended/Detailed Description

On July 28th 2021, Aon unveiled its new executive committee which consists for 43% of women. The committee will be responsible for seeing through the broker's four-pronged Aon United Blueprint, which aims to "create new sources of value for clients, deliver more effective client service, drive innovation at scale and ensure a unique and sustaining colleague experience". <https://aon.mediaroom.com/2021-07-28-Aon-Establishes-New-Executive-Committee-to-Lead-the-Firm-Forward>



# Arcadis – Top Roles appointments



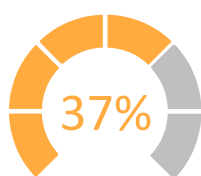
## General Information:

**Country:** Netherlands  
**Type of Company:** Public  
**Industry:** Services - Professional  
**Sales:** Globally > 1B €  
**Employees:** Globally > 10.000  
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

We recently launched our Transformation journey and as part of our strategy update "Maximizing Impact" we are dialing up on our culture of inclusion and accountability. We have used the opportunity for appointments in senior roles as part of our new aspired structure to define our ambition and deliver on this ambition to appoint many talented female leaders in all areas, increasing our senior female leadership to 23%.

A significant step forward and recognized by the organization. Our new Executive Leadership team (ELT) is 50/50 and that is the ambition we are working to. We have set up a strong governance structure with ELT ownership and commitment and supported by our talent management team to drive for continued success.

### **Quantitative Outcome**

We have seen an increase in our female leadership ranks from 19% to 23% in recent months due to active talent management & appointment for female leaders.

### **Learning Insight**

- Ownership and role modelling at the top
- Continuous communication
- Metrics
- Mentoring

# Fugro – Diverse leadership



## General Information:

**Country:** Netherlands

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

Locally 10M - 50M €

**Employees:** Globally 5.000 - 10.000

Locally 500 – 1.000

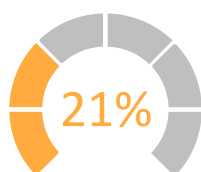
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The basis for the effort in this field starts first and foremost with the belief at the top of the organisation (the complete leadership team) that things have to change to be successful. At Fugro we try to set the example at the top of the organisation with rapidly changing to a more diverse senior leadership team. During senior management meetings, diversity and inclusion is a topic of discussion to raise awareness and to stimulate males and females to change behavior.

Secondly there is a strong belief that it all starts with inclusiveness. Unconscious bias training for the whole of the organisation was a good starting point (2019), with the ultimate goal to build an inclusive environment where everyone feels welcome and comfortable to speak up. Specifically, for the group of upcoming senior female leaders in the company, a tailormade Female Leadership Programme was implemented (2019) and is further matured this year (2021).

The second initiative was focused on the entry level of the organisation. Diverse hiring is possible and straightforward, even for technical companies like Fugro. Globally we experience differences in the speed of adoption and change, where in particular Europe and Americas moving faster than the other regions in the world. Nevertheless, progress is clearly visible in the younger workforce.

The challenge starts thereafter and is the next element the company will focus on. Allowing for parental leave across the world fully embedded in the career paths of the employees, needs additional attention. It is a critical phase in their career, where often the type of job that fits the busy life in these years are different and could easily be adapted to the circumstances. However, this is not the preferred way. In the end not enough women end up in P&L driven roles and therefore the pool of women with this kind of experience is shrinking when the group becomes older. This requires proactive action to ensure that this almost logical flow is not pursued and that there is room created to continue in managerial positions even during these years.

## Quantitative Outcome

- Min 30% female board of directors, Board of Management (2021), Supervisory Board (2015)
- Min 30% female senior leaders (2024)

## Learning Insight

- Without an inclusive organisation, diversity will not last long
- The top of the organisation needs to believe in it and live by example (starts at the top)
- Despite awareness training, unconscious bias will not disappear
- Not all senior female leaders are a good example for the future generation of female leaders
- Building an inclusive and diverse organisation takes years
- A certain group of male executives will struggle to accept a female leader
- Hiring more female employees is straightforward, also in technical companies, however keeping them in the long run and grooming them for leadership roles, takes a lot more effort
- The number of female leaders with extended years of P&L and larger group of people responsibility, is very limited in the market

# RHDHV – Future Leaders



## General Information:

**Country:** Netherlands

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally 200M – 1B €

Locally 200M – 1B €

**Employees:** Globally 5.000 – 10.000

Locally 1.000 – 5.000

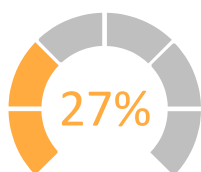
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Development of our 'Future Leaders':

Our Future Leader profile is at the basis of the selection, we looked at it with the lens of diversity as well to see if the language is not biased towards masculine behaviors.

There is significant room in the profile for Learning agility/Growth mindset and emotional intelligence, elements that we know are (also) important for female participants.

We do not ask the business leaders to nominate candidates, but let our talent apply themselves, and thus we take away potential bias ('like me' – bias for example) from the business leaders. This led to 39% female in the original list of applicants (which is significantly higher than in our target audience).

By looking at every stage in our selection process through the diversity lens, we have made it as unbiased and objective as possible. It led to a 44% female applicants being selected, which is much higher than the percentage of female employees in the target group.

### **Quantitative Outcome**

44% female participants in Future Leaders Development program, compared to 27% in workforce.

### **Learning Insight**

Diversity lens over all phases of the process: profile, application, selection, program content and set-up.

# SHV – Taking the Stage



## General Information:

**Country:** Netherlands

**Type of Company:** Private

**Industry:** Services - Multidivisional  
Conglomerate

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of  
a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
**Women talent pipeline**



Level of Implementation  
**Partially implemented**

## Initiative description:

### Main Goal:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

At SHV our Purpose is the Courage to Care for Generations to come and one of our values is inclusivity. To support our D&I ambitions and to ensure our organisation is a place where women can flourish, we have introduced the “Taking the Stage” development programme, designed to give female colleagues support and allies on their leadership journey.



‘Taking the Stage’ provides a unique environment for women to not only learn, but also to connect and network with other women within the organisation in a safe space. There are four topics addressed: embracing your leadership identity, the leaders script and language of leadership, the voice of a leader and lastly, a leaders presence.

The programme is delivered by trained “in-house” facilitators, either virtually or face to face and is licensed by The Humphrey Group.

The initiative was launched in 2019, with our first facilitators being trained - 16 female colleagues coming from all SHV Groups and with different nationalities – who subsequently went on to deliver the programme to hundreds of women from across SHV. The programme is extremely appreciated by participants and demand to join is high. That’s why, in 2021, we trained another 18 facilitators, with plans to accelerate the roll out over the coming years.

### **Learning Insight**

Role modelling of our senior leaders is crucial. In Taking the Stage we often invite senior leaders (male or female) to join the programme as a guest - to share their leadership stories - not only does this create two way engagement but it is highly appreciated by participants, who have the opportunity to identify role models for their own leadership ambitions.

# Russia

## Bank Otkritie Financial Corporation -



## FlexiMama

### General Information:

**Country:** Russia

**Type of Company:** Public

**Industry:** Services - Financial

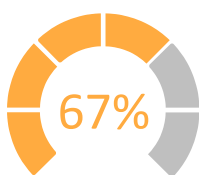
**Sales:** Locally > 1B€

**Employees:** Locally > 10.000

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's: <ul style="list-style-type: none"><li>female % turnovers</li></ul>	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Planned Initiative

### Initiative description:

#### Main Goals:

- Support work and life balance/ integration of all employees

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

#### Extended/Detailed Description

FlexiMama is a project we are about to implement that provides female employees who stay in maternal leave an opportunity of remote work (2 4h per day, 3 5 days per week) in various departments: call center, operational unit, etc.. It allows women to have additional income, stay engaged into the company's activity, reduce the adaptation period after the maternity leave and learn new skills. Moreover, it provides the company with extra staff to deliver the best performance at peak hours, it allows the bank to keep the expertise within the company as well as to avoid time-consuming search for new temporary employees.

## An interview with...

Ms. Nadya Cherkasova  
SME Senior VP and Director  
Otkritie Bank

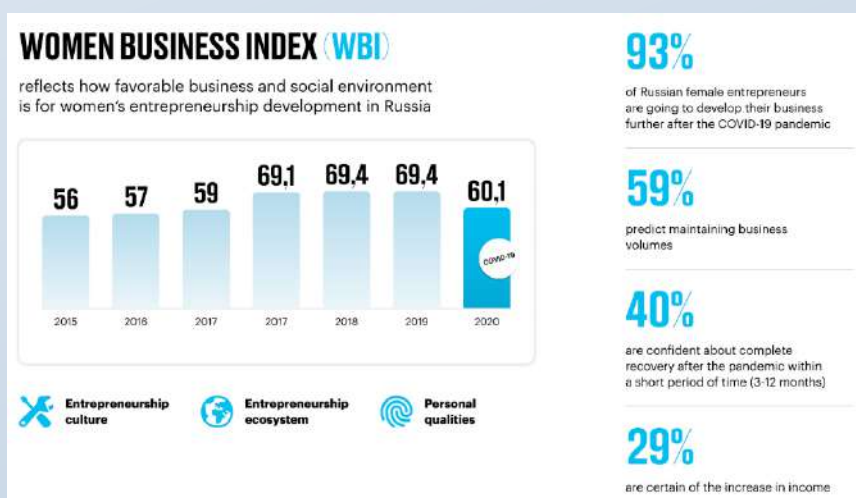


### When and Why did you decide to advocate for G20 EMPOWER?

Back in 2007 I took part in a women's contest ran by Shell and World Business Magazine. Entering the top-35 of the most successful under-35 women in business, I realized that I would like to proceed my career in this direction. So now I am the chairperson of the Committee for Women's Entrepreneurship Development "Opora Russia", which unites over 63 thousand women entrepreneurs from 65 cities of Russia. Participation in such an international Alliance as G20 EMPOWER is **an opportunity to exchange good practices** with colleagues from other countries, to **combine our efforts** in working to empower women in leadership positions.

### What do you think are the biggest issues and challenges that women face throughout their career towards leadership levels specifically in your country?

In our Bank, we conducted a research at corporate level to figure out what stops women from building their career. As for the industry in general, we have created special tools, such as the **WBI Index (Women Business Index)**: it measures women's entrepreneurial activity. This Index determines the **share of women entrepreneurs** in Russia, as well as the **attitude of society to women's entrepreneurship**. In addition, it helps us to identify obstacles to women's participation in business. It reflects the availability of educational programs and state support tools, the level of digitalization of business, and much more. We have been conducting this research on the annual basis for the past six years, and it helps us answer many questions.



What does our statistics show? The population of Russia is 121 million people, 75 million of which are of working age. In turn, the working-age population is divided into men and women: 38.8 million men, 36.5 million women. Almost equally. Now let's see what is happening with small and medium-sized businesses. There are slightly less than 6 million small and medium-sized businesses in Russia, and the share of women entrepreneurs is no more than 30%. That is, slightly more than 1.5 million enterprises.

According to our studies, women see 3 main barriers when choosing to become an entrepreneur:

1. **Fear and self-doubt**
2. **Lack of necessary knowledge and competences**
3. **Lack of seed capital**

Women often face an internal barrier called the "**sticky floor**". This means that **women often don't believe in their own strength and don't look for opportunities to start business**. Here **stereotypes** play a role: the society imposes that women are more fit for assistant positions rather than top-managerial ones. That is why our team would like to easier the access to entrepreneurship development as one of the levers to women empowerment.

### **What strategies are your association and your company currently pursuing to address these issues?**

Our company follows the Diversity and Inclusion principle. As we know, women have **two major hard periods**. These are at the **beginning of their careers** and **after maternal leave**. For our female employees we have elaborated a program flexi-mama, that allows them to come back to work after giving birth without worrying too much. We give them the chance to work **flexible hours** or to change job role temporarily.

We have also created a program for our female clients: MAMA-Entrepreneur is an **educational program** that give mothers an opportunity to boost their knowledge and **establish their own business** when being on the maternal leave. This program takes place in 69 out of 85 regions of Russia.

### **In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

Last year, everyone was forced to stay home. For women it meant to be 100% of the time with their kids. They had a **double load of work** – they had to support their team at work and children at home. Doing these two difficult tasks at the same time wasn't easy. So, we decided to start so called marathon of insights within our department. There they could share the experiences and give each other some tips and advice. It helped women to handle this challenging situation.

Here we can also refer to the results of WBI in 2020, during the pandemic, they are particularly relevant. Our research shows that **women are optimistic** about the prospects of the market and are willing to continue their business. 93% of women plan to further develop their business. 59% of respondents say that they managed to quickly adapt to the new realities.

### **What more do you believe is necessary to do for advancing women in your country? How can the G20 and the Government help in achieving this target?**

We are going to start a **mentorship program**. I believe it's very **important to have support from CEO**. It's significant when the top official is the ambassador of Diversity & Inclusion policy. In autumn we are going to launch a couple of new courses at our online corporate university. The first one is about work-life balance, the second is about ways how to continue building a successful career.

I think the main goal for the G20 Empower is to **share best practices within the global community**. It is a union of different countries and cultures where we can learn from one another. So, I expect that representatives share more, learn more and implement some of these practices in their countries.

I think that the **government** could help by **designing and implementing social programs** to actively **involve and engage more women in the economy**. This will be able to start a positive cycle that can increase the number of small-medium enterprises which will increase taxes paid and GDP of the country producing a positive effect.

# Women's leadership Forum



## General Information:

**Country:** Russia

**Type of Company:** Private

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only Female

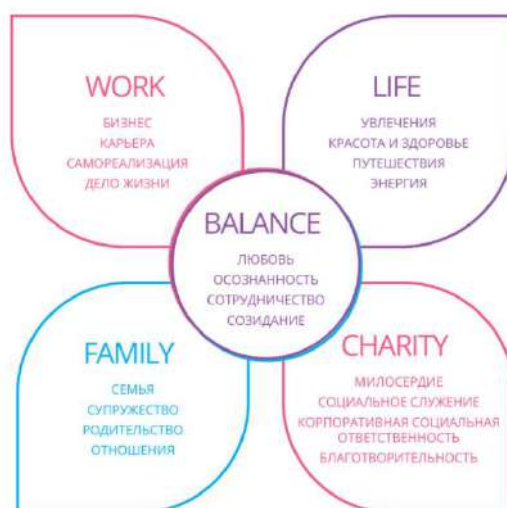
## Extended/Detailed Description

Women's Leadership Forum is a business community of successful women who have realized their profession, favorite business, family life. Our members strive for harmonious development in different spheres of life and contribute to positive changes in business, family and society.

The community was created in 2014 and since then has hosted hundreds of meetings for active and successful women.

Since 2016, a Club of Clubs has been developing in the WLForum community, uniting the leaders of existing women's clubs of corporations, as well as representatives of companies intending to create such a club as part of the Diversity & Inclusion (D&I) agenda. The main goals of Club of Clubs are:

- creation of a networking space as an ecosystem for the exchange of experience and resources, speakers and experts, effective D&I practices to establish intercorporate cooperation
- support and maintenance of existing corporate clubs
- assistance in the creation and development of new corporate clubs
- popularization of the D&I agenda in corporate culture



## Club for corporation



### Community

the ability to identify proactive employees / employees within the company



### Communications

exchange of knowledge and effective experience between various divisions of the corporation, as well as other companies within the Club of Clubs



### Role models

acquaintance of employees with top managers of the company and their personal successful strategies



### Development

independent development and implementation of D&I initiatives



### Involvement

raising awareness and involvement of employees in social projects of the company



### Networking Wednesday

creating a space for networking and development for employees both in achieving personal goals and in solving company problems



## *An interview with...*

Ms. Alina Barinova,  
Co-founder  
Women's Leadership Forum



### **Why did you decide to advocate for G20 EMPOWER?**

It has been already seven years since we have started setting up a dialogue between corporate women clubs and communities industrial clubs in order to make horizontal network and therefore we really appreciate the G20 Empower mission and we gladly joined.

### **What do you think are the biggest issues and challenges that women face throughout their career towards leadership levels specifically in your country?**

The main issue is that in Russia, **the main competition** is not between women and men, but rather **between women**. Also, historically, for the past 100 years the number of women in the workforce has been more or less equal to men therefore the gender agenda and gender equality is very much underestimated by the society and by the government as well. This is why it is very hard to promote something that would target at women rights.

**Only younger generations like millennials and gen z are addressing these issues while all the leaders** and bosses are still “soviet union girls“ who struggle to understand and see the different challenges. The problem is that all the women leaders that we have now have already achieved everything and they don't see the needs to promote initiatives necessary to allow for more women to be succesful. On the other hand younger generations have acces to many more resources to inform themselves to be able to ask for more rights and policies.

Another problem in Russia is not the presence of a “glass ceiling“ but rather the **presence of a “sticky floor“**. By this I mean that there is not a lack of opportunities but rather **women decide not to take advantage** of them and prefer to avoid the possible extra-work of a corporate career because they are already **loaded with the burden of taking care of their families** (children, husband, parents). The most frequent family type in Russia is single mother with two kids, therefore for women the priority is to have enough money for living an taking care of kids and parents, that usually earn very little money. There is a widespread social issue where the woman is only seen in relation to everybody else and never alone with her life, we need to be able to give the women the ability to live their lives independently.



**What strategy is your association currently pursuing to address these issues?**

Our strategy is to **increase the awareness about these topics and start the discussion about gender issues**. The idea of Women's Leadership Forum it is to **create a link among the leaders of different corporate women's clubs** and industrial clubs in Russia, creating an horizontal network to share ideas, initiatives and best practices. Especially We have 3 tracks: Corporate, Community and Common (mentoring from role models). Especially the last track is very important in Russia, where is not easy to find women role models, and we organize workshops and forums to make this role models visible.

A new project. Women's Strategy Club, is focused on **supporting women as panelist** in forums and conventions, offering them all the services they need (style, speech writing, ...). We decided to do this because once we were looking for women panelists and 50% declined for various reasons. The club is also encouraging women to create a community and help each other (sisterhood).

**In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

Unfortunately the **education industry was definitely not ready** for a crisis like this, without any digital devices or infrastructure. In addition there was a shortage of babysitters that usually come from different countries and all of these factors **added more pressure and workload on the mothers**.

**What more do you believe is necessary to do for advancing women in your country?  
How can the G20 and the Government help in achieving this target?**

We need to **give space to women strategy** as well, since for now only male strategy is present in all of the spheres of the Russian society but we want to progress also the female one.

For me, the main expectation, is just to enter into a network to know how it's working in other countries and **learn from any best practice to get inspiration**.

# Rwanda

## Rwanda Chamber of Women Entrepreneurs



### General Information:

**Country:** Rwanda

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only Female

### Extended/Detailed Description

Chamber of women Entrepreneurs is an umbrella organization of women entrepreneurs in Rwanda that was formed in 2005 with mandate to empower women in businesses in response to the different barriers faced by Women in business and operating under private sector Federation.

# Saudi Arabia

## Banque Saudi Fransi – Winning is Fun



### General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Locally > 1B €

**Employees:** Locally 1.000 – 5.000

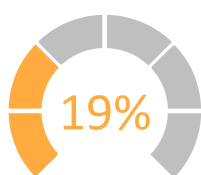
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

In BSF's 5-year strategy that was articulated in 2018 and launched in 2021, our six values came to life. One of which is titled "Winning is Fun", fostering a motivation to achieve while keeping track of the journeys towards our main goals.

We drew a direct path to winning in female inclusion and equal opportunity, measured not only with the number of female colleagues per year, but also with our efforts and initiative to provide trainings, exposure, experiences, and opportunities to excel.

Banking has been one of the most progressive industries when it comes to female participation. We see females in prominent positions across most of our local banks. Having said that, the next five years will with no doubt show a big shift up as many banks have made commitments to increase real participation and inclusion across all levels. At our bank we have an annual target that we actively work towards. Our vision is one that focuses on inclusion and diversity and not a mere quota. We need to move away from a simple number and really examine how we are increasing females, what levels, the nature of participation etc. A lot needs to be done in order to make sure this actually takes place including: targeted development programs, mentoring programs internally, sponsorship from the leadership, and creating tangible examples of successful females in key positions. We are also focused on providing awareness as there are unconscious biases that have accumulated over years in our industry, these will be addressed through active working groups, listening, and targeted initiatives.

At BSF the aim is to provide equal opportunity for both genders. We have two tracks; a pull and a push to serve this agenda effectively: We attract the right talent with the potential to progress and offer learning opportunities and exposure. We also educate decision makers and leaders on the value of inclusion and diversity and we make sure that this topic is covered in all decisions related to one's career (pay, promotions, and opportunity in general). We have succeeded in having prominent examples and we continue to aim for more. We were one of the first banks to appoint female management members, we were also amongst a very small group of banks that successfully merged male/female branches while appointing females to manage. Lastly, we make our commitment to quality public as it is a bank wide promise to our people, community and our government.

- We also pledged to "Gender Equality", which has a long history at the bank throughout its journey, and was officially commenced by signing the United Nations' (UN) Women's Empowerment Principles in March 2020 with Tadawul during the "Ring the Bell for Gender Equality" ceremony to empower women.
- Driven by our passion to be viable members and enablers of our society, we collaborated with Alnahda association to be a W20 enabler in supporting the various causes of the global agenda for Women in the corporate world

# Bupa Arabia – Diversity & Inclusion



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Healthcare

**Sales:** Globally > 1B €

Locally 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

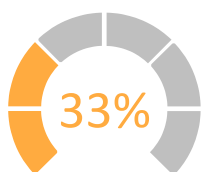
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

### Extended/Detailed Description

We have inclusive policies and practices that support people in bringing their true selves to work and reflect the culture of inclusion. We have established updated policies for maternity leaves, child care leaves, additional direct of kin care leave, half a day leave, new recreational facilities. Forming local & International representatives to actively collaborate, share experiences and best practices of female empowerment and Diversity. Creating a culture where everyone feels free to bring themselves to work and deliver their best by setting up a Story Telling competition for the female population to create inspiration, support, and recognition across the organization locally and globally.

**Female Talent Pipeline:** Our leaders create and enable high performing teams from diverse backgrounds giving everyone the opportunity to grow and be their best through enrolling females in leadership programs, mentorship programs, and enrolling them in a career development program that will prepare them for the next level. We are also attracting female talents from top reputed local universities by campus presence and enrolling them in internship and Future Leaders Programs.

### Quantitative Outcome

2021 Overall representation: 34%  
2021 Managers and above representation 23%  
2021 Sr. Management Team representation: 15%



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 200 - 500

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles

### Perimeter of Implementation:

Entire organization at global level

### Workforce Focus: All workforce

## Extended/Detailed Description

The Cisco Networking Academy: Acknowledging the importance of developing human capital. Cisco has also partnered with local academic, public and private institutions to deliver its Networking Academy (NetAcad) in Saudi Arabia. Focused on facilitating regional demand for skilled IT professionals, Cisco's NetAcad was established in the Kingdom in 2000 and currently has over 100 active networking academies in the country. Each academy specializes in providing training in fields such as networking, IoT, programming and cybersecurity. Through NetAcad, Cisco is aiming to inspire and uplift the Saudi youth, while also ensuring the existing workforce is upskilled and prepared for the jobs of tomorrow. Since its establishment in the Kingdom, NetAcad has welcomed 136,894 students and has one of the highest female student participation rates not only in the region, but globally. As Cisco continues to focus on encouraging diversity and inclusion, in the past 12 months alone, 35% of NetAcad students in Saudi were female. With materials delivered in both English and Arabic, expanded reach has enabled the program to contribute towards enhancing the skills of existing IT professionals and qualifying those wishing to enter the industry.



# Cisco – Cisco Sales Associates Program



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 200 - 500

**Type of organization:** Local subsidiary of global organization

## Expected/Delivered results:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates

### Perimeter of Implementation:

Entire organization at global level

### Workforce Focus: All workforce

## Extended/Detailed Description

Internship programs managed by Cisco like Cisco Sales Associates Program (CSAP): This 1-year program develops top university graduates who aspire to become the next generation sales leaders at Cisco. Every year 80 new grads joined Amsterdam hub one of the central hubs for these associates in EMEAR. A tightly packed agenda full of learning, team building and fun. Our CSAP leaders drive the associates through a successful year with their many milestones, exams, course work, shadowing and recognition. We expect this hub in the Netherlands to keep growing each year with different grads from different countries.

# Cisco – Women Of Cisco



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 200 - 500

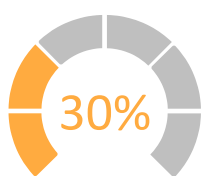
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at global level

### Workforce Focus: Only Female

## Extended/Detailed Description

- The environment that we work in, an environment with full spectrum diversity and inclusion. We encourage an atmosphere of dignity, respect, fairness and equity with an eye towards diversity and inclusivity.

- In Cisco Saudi, we have a well-established “Women of Cisco” chapter, part of the global “Women of Cisco” community, with the vision to attract, develop, retain and celebrate female talent at Cisco. The “Women of Cisco” aims to:
  - o Create excitement and ‘community’ on the positive impact of women in Cisco
  - o Provide opportunities for women to develop and network beyond their job role
  - o Share of best practices and learnings from around the globe
  - o Promote Women of Cisco as a Network to help teams address their gender diversity challenges
  - o Promote Cisco as a Great Place to Work for women
  - o Our activities include networking activities, professional development and an Executive Shadowing program. We also focus on building relationships externally through business and community outreach activities
- Women of Cisco community started in Saudi Arabia since 2013 with 20 members, Today the number of members is more than 40 employees



# Dr. Suliman Alhabib Medical Group – Gender Diversity & Women Empowerment



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Healthcare

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

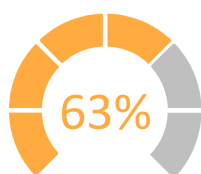
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

HMG is committed to promote a culture of diversity, gender equality, and women empowerment through a number of policies/practices. Today, women represent 63% (7364 women) from 67 different nationalities across all organizational business units and levels.

This was a results of the following:

- 1) We adopt EQUAL hiring/internal promotions opportunities by ensuring that 50% of the CVs are for women.
- 2) We provide a SAFE environment by implementing Anti-harassment/discrimination policies and enforcing safety standards at workplace all the time.
- 3) We promote a SUPPORTIVE culture, through our Daycare, transportation, accommodation and organized re-creation facilities/programs.
- 4) We promote continuous LEARNING through our academy (Dr.Suliman AlHabib Academy) or directly through our annual learning programs.
- 5) We invest on latest technologies and encourage out-of-the box initiatives.
- 6) We sustain the above, through our on-boarding programs of newly hired/promoted managers.
- 7) We implement an open-door policy and welcome feedback from all our employees for further development.



# Dr. Suliman Alhabib Medical Group – Leadership Development - HIMMAH Program



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Healthcare

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

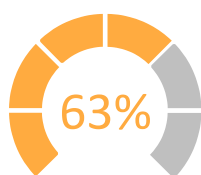
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

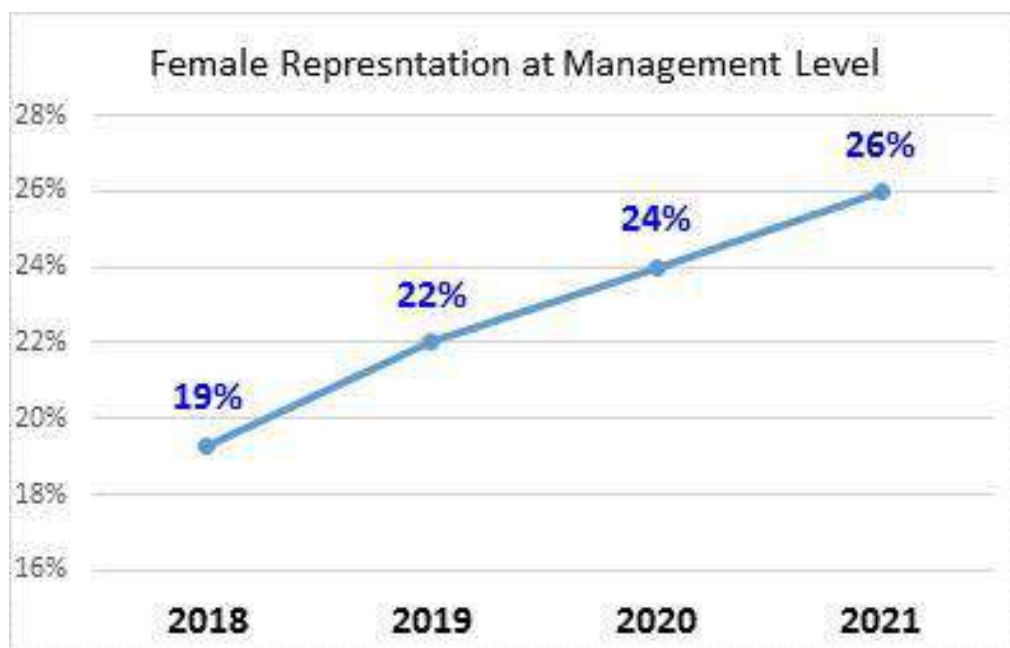
Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

The employees development and career advancement is a key priority for HMG to maximize our people productivity and fuel our business growth from within.

HIMMAH is an in-house structured program that was designed and implemented to identify employees with high growth potential across HMG and help them to grow into their next career level. The representation of women in this program is approximately 40% with an aim to increase the representation of women at senior positions by at least 5% next year. Through the program, selected candidates will be provided with a mix of learning activities, coaching sessions, and practical projects. Upon successful completion of the program, participants will move to their new position/level. This program will be conducted every year and will be used as vehicle to enable our potential leaders to demonstrate their capabilities and readiness for greater scope of responsibilities.





# ENAYAH - Gender Diversity

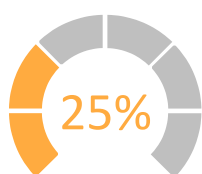


## General Information:

**Country:** Saudi Arabia  
**Type of Company:** Private  
**Industry:** Manufacturing - Pharma  
**Sales:** Locally 50 - 200 M€  
**Employees:** Locally 500 – 1.000  
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
<b>Other impacted KPI's:</b> <ul style="list-style-type: none"> <li>Female % in new hires</li> <li>Female % turnover</li> </ul>	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

### Gender Equality- Context:

ENAYAH manufactures an extensive range of single-use healthcare products. Products include surgical gowns, packs, accessories, protective appeals, sterilization wrap, and procedure packs.

The story of diversity within ENAYAH's factory started in the early 2000s when women's opportunities at the manufacturing faculties were minimal. The factory was operated by men expatriates who had very competitive wages compared to Saudis. However, there was nothing men could do to contribute to ENAYAH's output that women couldn't do. This offered an opportunity for ENAYAH to give women who were beneficiaries of NGOs or charities an opportunity to join the workplace, earn a dignified living, and transform their lives.

By early 2021, women constituted 80% of Saudis and 24% of the total workforce that produce around 20 million masks annually, amongst other products.

#### **Enayah's Commitment to Women's Economic Advancement:**

The company sought to increase the variety of jobs held by women and not make it limited to the sewing function. For this reason, HR created a unique training program designed only for women who wanted to rotate between different positions. Productivity levels saw a significant increase, and as a result, the company started adopting this program for the men's section.

As the numbers started growing, it was necessary to offer growth opportunities for loyal and high-performing women. For example, two women sewers from the group that first joined the company in 2002 grew to be team leaders, trainers to the newcomers, inspectors for output quality, and lastly, they became supervisors to both the women's and men's production output. These promotion opportunities enabled some women to increase their salary by more than three times.

ENAYAH expanded its talent pool to hire more qualified women across the quality control, human resources, and safety functions with the aim to introduce women in all job levels. For example, the human department attracted a woman with a biomedical background in 2017 and promoted her to a managerial position in only two years; they also transferred one of the sewers to work as an HR coordinator to better utilize her capabilities. ENAYAH offered opportunities for Saudi women to accommodate their family needs by regularly giving them the option to choose the time of their working shifts using a survey tool. The company provided them with vacation days more than the labor regulations requirements on special occasions. For example, they were offered to get ten days off in the last month of Ramadan instead of only five days.

Diversity and inclusion efforts are better enhanced when there is a leadership commitment at the company level. ENAYAH has one woman setting in their board of directors; one of her mandates is to closely monitor women's employment and empowerment plans at the factory to ensure the journey does not stop here. The best is yet to come.

#### **Quantitative Outcome**

Female % in workforce: from (12%) in 2017 to (25%) in 2020.

Female % in new hires: from (35%) in 2017 to (45%) in 2020.

Female % turnover: from (32%) in 2017 to (11%) in 2020.

## Learning Insight

Increasing the level of engagement is crucial to improving retention rates. ENAYAH hired one of the woman experts who used to provide soft skills training in her career as a social worker in the factory. The communication gap between the women who had low educational backgrounds and the company's management was drastically reduced. It also helped to empower women by addressing their training needs at the technical and personal levels. The higher engagement reduced attrition by 166% between 2018 and 2020.

The social worker humanized the work environment by regularly arranging social events for the women, conducting satisfaction survey's on different work culture elements, and even shedding light on outstanding talent. For example, one woman was talented in doing some maintenance jobs, which allowed her to transfer from being a sewer to being an assistant in the maintenance department. Other women proficient in drawing were allowed to showcase their work in a corner within ENAYAH, which later led to some employees buying some of the paintings.

To increase affinity with ENAYAH's output and recognize efforts, the company gave the women a chance to visit health care providers and hospitals to see how valuable and critical their contribution is to society at large. The medical clothing (e.g., surgical gowns, isolation gowns, and coveralls) produced by women protects both patients and doctors from transferring infectious microorganisms and body fluids, thus saving lives.

Despite overwhelming challenges caused by the Covid-19 pandemic, women at the ENAYAH factory went above and beyond what was asked of them. In nearly every calendar month in 2020, the women's section exceeded production outputs by impressive margins in both the Gowns and Packs sections. For example, their production efficiency increased from 83% in 2019 to 97% in 2020. The company recognized the high performers by giving them a chance to be featured on media platforms within Saudi.



# KPMG – Lean In Circle and Female Leaders Network (FLN)



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

At KPMG, Inclusion, and diversity (I&D) is both a business and moral imperative that helps us build trust with our people, our clients, and the communities in which we live and operate.

We focus on creating an inclusive and diverse workplace that recognizes and appreciates every individual's unique experiences and capabilities, which in turn encourages innovation and ethical behavior at our firm.

Our KPMG Values also help strengthen our culture and relevance to the broader society. One of our values (Together) highlights that we respect each other and draw strength from our differences. This is also reflected in our long term I&D strategy that focuses on Gender diversity.

KPMG developed a female network for mutual support and learning. Lean in and Female Leaders Network (FLN).

**Lean In Circle.** It is a support group where female employees gather regularly and discuss their progress in a space where they respect each other and draw strength from their differences and accomplishments. This initiative is adopted from the global community dedicated to helping women achieve their ambitions, based on a book written by Sheryl Sandberg, the Chief Operating Officer of Facebook. The purpose of creating a Lean in circle is to help identify the employees higher purpose in life, pursue their dreams and, grow personally and professionally.

The Lean In Circle Values:

Confidentiality, Communication and Commitment: Everyone should be invested in your Circle's success and be fully present at meetings.

Lean In Circle Topics and activities:

The Lean in is conducted through team organizers in every office. The team organizers are employees who were volunteered to I&D team and who wants to have a good impact they have a regular to discuss ideas. For example:

- A talk on Inclusion and Gender Diversity equals Optimized Business Outcomes. A guest speaker Ms. Nancy Speidel who is the co-founder and Executive Director of ISAW. 40 Females in the office attended her session. The Participants learned that Women help women supported by amazing men is what is needed for the next valuation of humanity.
- I am Remarkable series by Google. This is a Google initiative to empower women and other underrepresented groups to celebrate their achievements in the workplace and beyond.

Breast Cancer Talk, Virtual circle about Women wellbeing during COVID 19, Special Edition Newsletter only for female, How to manage inner Critic building your personal brand many more.

**The Female Leaders Network (FLN).** This network was established during COVID 19. As the need of support from different angles. It was a safe place for bringing female leaders closer to discuss issues that affect their professional and personal growth.

FLN also started a series of Leadership sessions the (Centered Leadership model) adopted from Lean in website. It is a small designed circle for leaders to learn different skills includes four parts: Meaning, Framing, Connecting, Engaging, and Energizing.

## Quantitative Outcome

- Female in managerial position, number has increased from 6 female managers in 2017 – to 33 females in 2020
- Numbers of new female hires has increased from 30 new female hires in 2017 – to 153 new female hires in 2020
- Female Partners has Increase from 0 in 2017 to 3 female partners in 2020



## Learning Insight

- The networks helped us with wellbeing of our females that they are not alone.
- Gave them new skills learned and experienced stories and cases.
- Gave them confidence to speak up, learn from each other and get to know each other better.
- Was a good opportunity to find issues if any to solve faster? Example: focus on some soft skills training needed by participants time management workshop
- Small issues mentioned by females where solved faster. For example, a joiner staff will explain how she is depressed with a certain case that happened in the office and a manger or a partner will give advice.
- Good connections together and with clients.
- Safe place to discuss issues.
- Learning more leadership skills

### KPMG Lean In Values:

We really value in KPMG the following:

- Confidentiality**  
We ensure anything discussed in the circle is confidential and will stay in the circle.
- Commitment**  
The Lean In team is very committed to prepare very well before each session to gain the best experience, and similarly, commitment from the team is expected to help each other.
- Honesty**  
Lean In circles are open spaces for anyone. It is about being real with yourself and others about who you are, what you want and what you need to live your most authentic life.
- No Judgment**  
We don't judge in circle. We accept you for who you are.

### KPMG Lean In Objectives:

Lean In In KPMG symbol is created by Ms. Lujain Masriah an Executive Assistant in Audit and a lean In team member in KPMG Jeddah. It's super women with 3 circles.

The goals of circle to keep in mind are:

- Self and Business Development
- Work Life Balance
- Leave an Impact

### History of Lean In:

In 2018 three female colleagues in KPMG Jeddah Amel Alsayyid, Ruthimeh Alkhatib and Dina Alshew, where talking about Working in a corporate world, how often they feel alone in the teams they face at work. After several discussions between them, they realized that they have been facing similar challenges. Amel Alsayyid was being her about a support group named Lean In Jeddah. This initiative adopted from Global Lean In by the founder of Facebook CEO and author Sheryl Sandberg. Amel recommended this to the team where she approached Dina Alshew as she knew she was part of the Lean In Jeddah. They got Ruthimeh with the intention to pursue support Group "Lean In Group". The last that three they are in this together, they have created a circle for KPMG employees (and KPMG leaders especially) who want to make more of their careers and look to get support from each other and help each other grow. They asked them self What could we get out of this group?

1. Support. We would have a support circle meeting every two weeks or every month to discuss a topic that could help us at work.
2. Inspiration and motivation: we can invite good examples of women who made it to inspire us in some way. This wouldn't necessarily be the prominent businesswomen that we all know about, but we will also have women with a business story who can also be our role. Of course, the main can around them (IF WE ALLOW THEM IF)

In 2017 Sarah Palestinian loved the idea and mentioned that we must take this across KPMG. She encouraged us to talk to this. Khatia Jorani was intensely supportive and excited about the idea. It has grown till today. We are very proud if I said we want to support more.

### Welcome to Lean In KPMG.

To help you settle in we have created this Manual for you.

- 1. What is Lean In Circles?**  
Lean In Circles are small groups of women who meet regularly in an encouraging environment to learn and grow together. The initiative is adopted from the global community dedicated to helping women achieve their ambitions, based on a book written by Sheryl Sandberg, the Chief Operating Officer of Facebook.
- 2. What is the purpose of this Circle?**  
The sole purpose of this circle is to help you identify your Higher Purpose in life, pursue your dreams and, grow personally and professionally. Every individual is born with a Higher Purpose in life. However, only those who can identify their goal, attain this higher level of human achievement.
- 3. Why join Lean In Circles in KPMG?**  
The initiative is to support our female team members and colleagues. During the monthly Lean In Circle meeting, we discuss our progress in a space where we respect each other and draw strength from our differences and accomplishments.

We recommend you visit the Lean In website at:  
<https://leanin.org>  
to have a better understanding and more information to guide you.

Once you do, please join our group:  
<https://leanin.org/circles/kpmg-saudi-arabia>  
and spread the word amongst females in the firm to join this group.

# KPMG – Mentoring Program



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

KPMG is very committed to empowering women and developing them professionally by providing training and development programs and different initiatives that support national female's advancement and retention.



The percentage of female representation at KPMG has steadily increased over the last three years. We are proud that majority of our female employees are Saudis and 44% of our Saudi employees are females.

The KPMG leadership noticed that while individuals can seek out mentors on their own, there is great value in offering a structured format for this type of relationship to develop. An organized mentoring program makes it easy for ambitious employees to find willing advisors who aim to help them achieve their professional goals. The Mentoring Program is a development program that is designed to help improve performances. The value of the program lies in its contribution to initiating and developing talents within the firm in addition to giving back to the local community by helping to develop the country's youth and future leaders. The main objectives are:

- Retention of national employees and help them reach their full potential
- Visible commitment from Senior Leadership to develop and support the career growth of national employees within the firm
- Effective succession planning
- Creation of future role models who can apply effective mentoring techniques to future National employees

The Mentees were chosen based on:

- Assessing the levels of engagement
- Factoring in performance ratings
- Recommendations and overall feedback
- Mentor Persona
- Prospective mentors would typically be Directors and Senior Directors.
- Well known and display good people skills and leadership styles.
- The best Mentors would be people that grew within the firm starting from entry level or slightly higher.
- Potential mentors could also be from groups that we would like to grow in the firm (ex. Female Managers and above).

### **The Mentoring Process:**

#### 1) Applying for the program

Applications should be initially filtered through criteria to do with ratings, years at the firm, feedback, there will be opportunities for nominations.

#### 2) Defining the mentor-mentee relationship

The relationship is a joint responsibility but the ownership of maintaining the mentee-mentor relationship is primarily on the Mentee.

#### 3) Mentorship duration

The duration of the program will be around one year.

#### 4) Logistics and timing of meetings

Ideally, 12 sessions should be done in the year but given time restraints and schedules a minimum 9 sessions must be done throughout the year with clear objectives and goals laid out in the initial meeting.

#### 5) How will success be tracked:

- Engagement levels of national employees (survey, GPS, and retention stats)
- Performance ratings of national employees
- Feedback from the Project Managers and performance.
- Positive completion of the Mentorship cycle.
- Training was provided for both Mentor and Mentee to have the right tools.

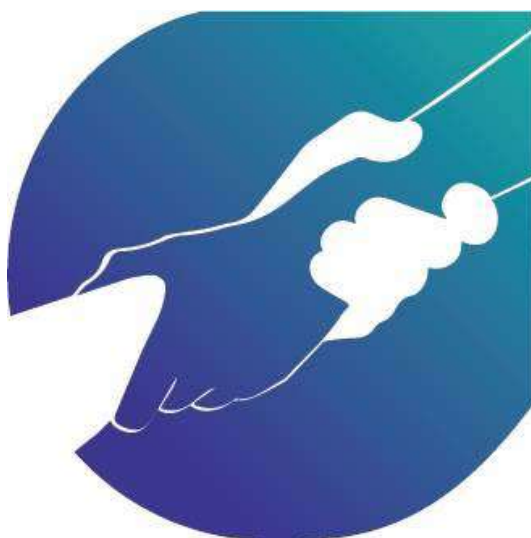
## Quantitative Outcome

- Female in managerial position, number has increased from 6 female managers in 2017 – to 30 females in 2020.
  - Number of new female hires has increased from 30 new female hires in 2017 – to 153 new female hires in 2020.
  - Female Partners: number increased from 0 in 2017 to 3 female partners in 2020.
- The mentoring program first batch started in 2021. Although it is not focused on women, already 38% of the participants (mentees) are females A few other expected benefits of the program include:
1. A natural increase in learning and development.
  2. Increased employee engagement.
  3. An increase in female promotions and retentions.
  4. Attraction of top talent to the firm.

## Learning Insight

When designing and running your mentoring program you must answer the below questions:

- Who is the sponsor for this program?
- Who is the program open to?
- How long will this program run and how will you measure success?
- Do you want to ‘set up’ a program for others to manage, or do you want to ‘manage’ a program? If so, who will carry out these roles?
- How will you advertise the program to get interest from mentors and mentees?
- Who will be your mentors and how will you select them e.g. have they the skills needed for this mentoring program. Do they need any additional training? Who will provide that?
- Before you start your program make sure you have enough mentors to meet demand.
- Have you defined a process for matching mentor / mentee relationship? Who will be responsible for the matching? Do you need to set up a local time code for this program?
- Who will be available to deal with any issues that arise between mentors and mentees?



# MSC – Empowering Women



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services – Transport/Delivery

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

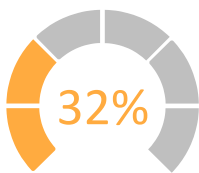
**Type of organization:** Local subsidiary of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

Empowered to lead by hiring female workforce in key leading roles, Succession Planning to lead in the future, supporting female workforce for higher studies.



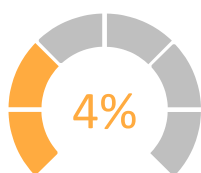
## General Information:

**Country:** Saudi Arabia  
**Type of Company:** Private  
**Industry:** Services - Multidivisional Conglomerate  
**Sales:** Globally > 1B €  
**Employees:** Globally > 10.000  
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

Nesma hosts an annual Diversity & Inclusion Forum (formerly called the Nesma Women's Forum) to encourage a diverse workforce, defined as diversity in terms of nationality, gender, age, personal experience, physical abilities, and other factors that make the workforce unique.

The forum takes place in two locations each year, in order to maximize attendance and outreach to the various women in our companies: one is held in the Eastern Province and the other in the Makkah Province.

The first Nesma Women's Forum was launched in 2012 to reach out to the female employees working in our companies and to provide them with a safe space to network and discuss their career aspirations. The forum became an annual event to send a message to the women at Nesma that they are valued and appreciated. Each forum had a theme and appropriate branding that reflected the position of women in the company and in the country as well.

Looking back at the evolution of the forum over the years, there was a gradual progression and push for women's empowerment:

2012: "Get Ready for a Journey" - جهزي نفسك لرحلة - we see you and we appreciate you

2013: "In your Hands بيدك - our career success is up to us; we have what it takes inside us to thrive

2014: Together we take off معاً ننطلق - team building and self-development activities

2015: The Power of 4: 4 workshops, for networking opportunities, 4 leadership subjects to develop women at a personal and professional level

2016: What the next? وبعدين؟ - a chance to reflect on 5 years and plan how to open more doors for women at work

2017: Build Your Own Happiness - اصنعي سعادتك - a holistic view of women to encompass all aspects of a woman's life and happiness, encouraging work/life balance and kindness to one's self

2018: We've arrived! وصلنا - a celebration of government announcements to allow women driving and the opening of sports and gyms for women.

2019: Diversity & Inclusion Forum- to bring men into the conversation and focus on women's integration into the work environment

## Breaking Barriers for Women in Unconventional Fields

Nesma has been on the cutting edge of women's empowerment, ensuring that women who work in the company feel valued and appreciated, and striving to open new and pioneering employment opportunities for women in every one of our businesses. We believe that women are an essential part of the workforce, without whom our company and society cannot reach their full potential.

The women of Nesma are employed in diverse roles – as managers, administrators, chefs, pilots, and port operators – and are offered training and support to grow within our company. Since 2006, the number of women employed throughout Nesma Group has grown by an average of nearly 200% annually. This would not be possible without the safe environment and range of woman-friendly services, such as childcare and the annual Nesma Women's Forum, available to Nesma women.

In an effort to further embed women's empowerment in the "DNA" of Nesma, we have recently completed the application process to become a member of Saudi Aramco's Gulf Region Organization for Women (GROW). GROW is a strategic platform that promotes policies to improve the professional development opportunities for women in the workforce.



Women's Employment at Nesma





# Pepsico – Aspire



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing – Food

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

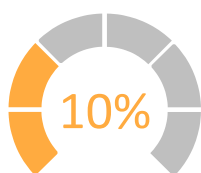
Locally 1.000 – 5.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

**Aspire:** An accelerated development program for our best emerging women talent to transform capabilities and offer learning experiences that empower them to grow into future leadership roles. Its a 6 month program covering 4 Blended Modules, Peer Learning Groups, Leadership connect and individual coaching



# Pepsico – Tamakni



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing – Food

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

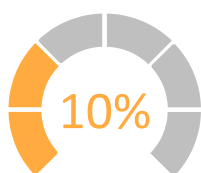
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only female

## Extended/Detailed Description

**Tamakni:** is a dedicated PepsiCo program to support, guide and inspire women in the workplace. Tamakani focuses on five key areas: Supporting women with their work-life balance, career growth, overcoming challenges, assigning mentors, and engaging people as champions to support women as co-workers and family members.

This year, with the support of the PepsiCo Foundation, and in partnership with Injaz Al Arab, a regional NGO, we launched an entrepreneurship challenge with a sustainability theme, aimed at encouraging and promoting young female entrepreneurship. The program, which started in 2020, invited 500 female students from four Saudi universities to go through a specially designed entrepreneurship competition. 5 teams were shortlisted and had the opportunity to present business ideas aimed at creating a more sustainable planet. 3 teams won a grant from the PepsiCo Foundation to bring their ideas to life. Injaz AlArab also paired the winning teams with a local Saudi incubator to help them set up their businesses. The judging ceremony and results happened in February 2021.

We also implement other initiatives in the same area of focus:

**Female Opportunities:** We are committed to making GCC& LF more diverse and inclusive. By promoting the 1st female ever in the history of the company to LT & improving women representation in Sales. We have in Saudi the 1st field female Sales Manager, Key Accounts Managers and Presellers in OT are females. In UAE, Key Account Manager and Business Development Manager are females.

**Pay Equity:** We are on of top in Bus in the sector when it comes to female pay equity. 100.2% Vs male base pay.

# Procter & Gamble – Virtual Career Fair



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing - Consumer products

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

Locally 500 – 1.000

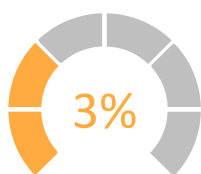
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goal:

- Expand capability and experience of female employees
- Attract and hire female candidates

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

A virtual capability session for the students/graduates targeting female campuses, titled "Building Your Personal Digital Presence". The session is one hour that includes an intro, the topics & a Q&A session. This will help the students to build their presence online and more

## Quantitative Outcome

Female% in new hires - Attracting new female hires through virtual sessions given to female campuses across Saudi



## Are you a student or a graduate & interested in building your digital presence?

Have you ever thought what does brand equity means? How do you build your own personal brand? How your presence online looks like?

Throughout this session you will get to learn more about:

- Personal Brand Equity
- How to Market "Yourself" Online
- Tips for Managing Your Online Presence

### When?

Join us on **24<sup>th</sup> of February at 4:00 p.m (Saudi Time)** and enjoy the ride with P&G Professionals!



### About the speaker

Hala Qattan is a Senior Manager in Supply Network Operation Department.

She joined P&G in 2016 post **obtaining her degree in Industrial Engineering.**

She did **multiple roles in the company from Logistics, Optimization and Project Management.**

Hala **is passionate** about problem solving, creating positive culture, capability building, and Diversity & inclusion.

Due to her strong believe in the power of words and communication, she **participates in many leadership programs and discussions both locally and globally representing Saudi youth.**

You can hear Hala talking about her experience with gender diversity in P&G's Powered by Purpose Podcast.

### How to join?

Register by filling your information below.

[bit.ly/BuildingPersonal](https://bit.ly/BuildingPersonal)



# SABB – Gender Equality: Actions in the Community



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

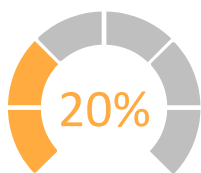
**Employees:** Globally 1.000 – 5.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Address unconscious bias and eliminate gender stereotypes
- Other - Community Financial Literacy

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

SABB is committed to support the community which we serve, through several Corporate Social Responsibility programs, as part of our overarching ESG commitment.

The Khaznah financial awareness project aims at enhancing behaviors of targeted group and their communities through workshops that provide them with the skills and knowledge to manage their budgets, investment, spend and borrowing. Our target during the first year was 120 beneficiaries however the programme attracted 213 beneficiaries, 85% of which are female. Our aim is to deliver 8 workshops in 2021, to 120 beneficiaries.

The Riyali Programme aims at educating youth on financial literacy, empowering them with the personal financial skills required to achieve a desirable standards of living. The Programme is integrated in the SABB Youth Ambition pillar, which also promotes financial literacy. The programme trained, in the past years, over 1.5M students in the Kingdom at 2,600 schools in 16 different cities. Due to Covid-19, the programme launched a competition this year to encourage students enrolling to the programme. The competition enjoyed the highest participation rates Kingdom-wide, with over 370,000 students and over 30,000 teachers/ ambassadors. Many of the participants are female, and overall the program fosters inclusiveness and diversity, educating all on financial awareness and providing them useful knowledge for the future.

The Sabb Academy Programme aims at preparing recent graduates for a career in the banking and insurance sectors. Over 600 graduates from across the Kingdom have attended the program over the past four years, with a mix of male and female. SABB plans to continue the program in 2021.

# SABB – Training and Talent Review



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally 1.000 – 5.000

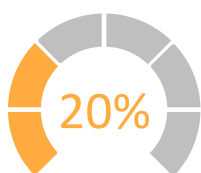
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at global level

### Workforce Focus: All workforce

## Extended/Detailed Description

SABB provides industry-leading training programs to graduates and its staff, with diversity and gender equality at the core. For example, the Management Development Program (SMDP) is designed for recent Saudi graduates (Bachelor and Master Degrees) who intend to pursue a career in banking. Participants undergo different training experiences including job rotation and coursework.



Upon successful completion of the program, the trainee will be offered a full-time position at SABB.

SABB encourages a balanced participation for both males and females in its training and development programs. Investing in the development of female talent is a priority, whether at an executive level or as part of our graduate management development program.

Succession planning and talent development is also very important in SABB's strategy. The bank undergoes deep-dive reviews of the female management population to identify future talent and potential for succession in a two-year timeframe. Feedback is delivered mid-year and in the annual review process. Mentorship opportunities are available through formal and informal channels with accomplished female leaders.

On the recruitment side, SABB targets having a minimum of 50% females on shortlists for generic roles, where possible, and actively working with headhunters to achieve this. SABB committed to increasing female hiring and participation in the workforce. We also have a 25% internal redeployment of female talent, and looking to have a minimum of 50% female hires into the graduate program.

We are also prioritizing succession planning, identifying 35% of succession for female leaders, and achieving a greater balance in gender diversity across businesses / functions at all levels, including closing the gender pay gap.

# SABB – Women in management positions



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally 1.000 – 5.000

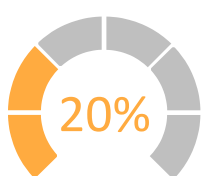
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Women play a pivotal role in representation on the SABB Board and its Subcommittees, our wholly owned Subsidiaries Boards and Subcommittees, as well as SABB's Executive Management Committee.

In fact, SABB is one of the few financial institution in the Kingdom with a nearly even split for male/female on the executive team. We stand at over 40% female representation on the executive Management Committee, with 6 of the 14 members being female leaders. Furthermore, SABB is a pioneer in the Kingdom, with a female Chair, and promoting senior female participation on its board subcommittees, as well as on the board and subcommittees of its wholly-owned subsidiaries. The female participation rate across the board is firmly over 11% overall, and, in some instances, as high as 25%. These are examples of achievement and opportunities for women in the top levels of the organization, but there are, as previously indicated, ample instances at all levels of the organization where women contribute dynamically, and the bank is continuously looking to expand on these. Diversity & inclusion, and gender equality are priorities for SABB, both for its staff and internal operations, as well as in the communities we serve. We are one of the leaders in the banking sector in the Kingdom, with nearly 20% bank-wide female participation in the workforce. This varies across the various business areas and functions, but is as high as 21% in our wholesale business, with females in front line roles, as well as supporting functions. SABB believes in equal opportunity for genders at all levels of the organization. Women are encouraged to apply for and fill senior management positions, as this is paramount to the success of the organization and the strategy. Consequently, over 24% of our senior managers are female, with significant investment to enhance our future succession pipeline and advance more women to senior positions.

# SABIC – HR Practices



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing - Chemical

**Sales:** Globally > 1B €

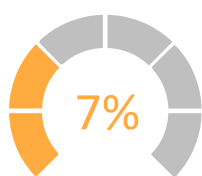
**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPIs:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

SABIC's Corporate HR team leverages several internal practices intentionally designed to improve the gender diversity of our future talent pipeline as well as improving the gender representation within our existing talent pool.

Two example techniques are:

- **Gender Representation in Leadership Development Opportunities:** Gender representation is one of the diversity selection considerations used by SABIC HR when finalizing rosters for SABIC-sponsored leadership development experiences such as formal courses, mentoring relationships and other developmental experiences. This practice helps ensure that while maintaining cohort eligibility requirements, access of women participants is fair and equal in terms of opportunity. Example actions resulting from this practice are decisions such as increasing cohort size and accelerating the enrollments of women to earlier cohort waves.
- **Focus on Future Pipeline;** investing in the gender-diversity of the future talent pipeline increases the possibility of a gender diverse talent pool to recruit and promote from. For example, in Saudi Arabia we have now achieved 50:50 gender representation across SABIC's total KSA co-op population. Additionally, we have expanded our SABIC Scholarship Program to include women scholars. Both of these actions are aimed at enhancing the gender diversification of our early career leadership pipeline in the Kingdom of Saudi Arabia.

SABIC HR and the SWN have developed a trusted and credible relationship that has empowered shared success. Some prime examples of this collaboration over time include but are not limited to: supporting the onboarding and engagement of the first women employees joining our KSA facilities, supporting female travelers from other regions traveling to KSA for SABIC business. for the first time.

Example: Following the SABIC leadership decision to begin onboarding women employees for the first time to SABIC's key KSA locations, Corporate HR reached to the SABIC women's network who instantly identified two executive female employees that could be a focal point and mentor for these planned new hires.

Our observation is that this demonstrated a positive effect for all parties. By engaging senior female executives, the organization's ability to add-value was accelerated. In a few cases, these leaders helped remove barriers facing new joiners. These mentors also helped the new hires to be confident in their own ability to overcome common global workplace challenges and to become more comfortable sharing any needs or concerns with SABIC line management and the respective HR team.

We are proud to share that some of the women from those very first cohorts have now attained senior manager positions at SABIC and that they will be able to replicate and enhance this practice for the next generation of female new hires."

# SABIC – Recognizing Women in Manufacturing and Technology



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing - Chemical

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

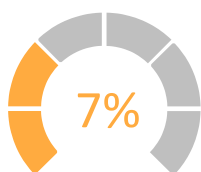
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in technical roles



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

## Extended/Detailed Description

SABIC believes that Manufacturing and Technology provide opportunities for meaningful, lifelong careers and that women have an important role in both these domains. Recognizing that worldwide, women remain underrepresented in these fields, SABIC is collaborating with industry organizations such as the National Association of Manufacturers in the USA and participating in programs that recognize women manufacturing leaders across the industry.

In 2020, we are proud to share that three SABIC female employees were selected as winners of the STEP Ahead Awards. Programs and achievements like this create valuable moments we can all celebrate. These award winners were promoted in our internal news program and given the opportunity along with their families to virtually meet with Manufacturing leadership and receive formal recognition and appreciation.

# SABIC – SABIC Women’s Network (SWN)



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Public

**Industry:** Manufacturing - Chemical

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

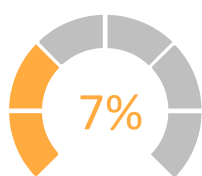
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- 



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

## Initiative description:

### Main Goals:

- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

The SABIC Women’s Network (SWN) is SABIC’s longest running employee resource group (ERG) with SWN hubs in every country in which we operate. As an ERG, the SWN serves to create opportunities for members to develop personally and professionally, by to fostering a sense of community that enhances the SABIC employee experience.



- **Developing Leaders:** By design, the SWN global structure intentionally creates opportunities for SABIC women to take a leadership role above and beyond their job assignment, creating exposure and experiences with local and regional leaders. This accelerated organizational leadership experience adds valuable experience and exposure helps support readiness to advance in their career choices.

- **Professional Development:** SWN hubs provide local, regional, and global access to professional development programs throughout the year.

For example in 2020:

- At the global level, the SWN collaborated with SABIC Corporate HR, to drive participation in a global mentoring program resulting in selected women from each region being matched with key leaders and engaging in a formal mentoring program. This included goal setting and check-ins throughout the year.
- At the local level and despite the pandemic, SWN hubs were empowered to organize cross-functionally through virtual sessions for this talent segment to meet with leaders of key corporate programs and role model events inviting perspectives of women holding C-suite positions.

- **Community of Role Models:** As women navigate their careers in SABIC, a value the network provides is normalizing dialogues around strategies and techniques SABIC women use to power their ambitions inside and outside the workplace. From sharing approaches on topics like geographic relocations, dual career, elderly care, childcare, challenging assignments and most recently the pandemic, the SWN provides a forum that encourages authentic conversations and empowers women to design strategies that can help drive their development and progress.

A key value from this sense of community is creating focus on employee wellbeing. The SWN helps ensure that open discussions about women's health topics happen at SABIC, with hubs in each region routinely hosting sessions with local health experts on topics such as women's heart health, mental health, breast cancer and other women's cancers.

Sponsoring the next generation of women: SWN hubs engage in local efforts with the youth in the communities around our SABIC locations. From programs such as food and backpack drives helping tackle food scarcity and educational equity to offering interview and job preparation workshops for women in university, each year. SWN hubs lead employees in their location to deliver meaningful outreach to the children, including girls and young women in their community.

# Sunbulah Group – Diversity & Inclusion



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Manufacturing - Food

**Sales:** Globally 50M - 200M €

**Employees:** Globally 500 – 1.000

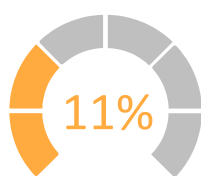
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

In 2018, we set upon a Diversity & Inclusion strategy; to drive the diversity agenda within the group. The strategy has many components that would ensure quality and sustainable hiring took place.

One of those key components was hiring and developing "Female talent's pipeline as the key to women leadership" on a year-on-year basis, which has resulted in driving the right focus to double our % of female inclusion in the group. We started the journey with 5% of our total workforce as female talent; today, we are at 11%, and the journey has not yet concluded.

The "Female talent's pipeline as the key to women leadership" component was delivered through various focused initiatives to enrich our managerial national talent with capable females. This helped in setting the right pace for the delivery. In addition, some enablers helped drive the growth in %: our ability to adapt as an organization, create the culture of inclusion, and create the optimum workplace environment to attract the required talent. Some success stories include having a female talent part of our board of directors; our Saudi managers represent 25% of our total management pool, out of which 46% are females, and from our total 11% female employees, 12% are managerial, and 36% are supervisory roles.

### **Quantitative Outcome**

- Our female % of total staff is 11%, out of which 12% are managers, 36% are supervisors, 40% are operational staff, and 12% are trainees
- Our national staff % is 27%, out of which 41% are females
- Our national managers in the group are 25%, out of which 46% are Saudi females

### **Learning Insight**

- It is essential to foster the correct work culture that will enable sustainable growth for female talent
- Keeping a well-distributed % among the roles (senior, mid, and junior) will help create the right path for development
- It is essential to foster the learning environment, to be able to build a proper talent pipeline
- Aligning company growth with position growth is key to maintain and grow talent

# Takamol – Equality at work



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Locally 50M – 200M €

**Employees:** Locally 200 - 500

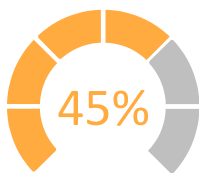
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

### Workforce Focus: All workforce

## Extended/Detailed Description

Since the establishment of Takamol, females were an essential part of the company. Takamol was able to build many procedures in order to have the equality as a main focus of the company culture. The following has been applied in Takamol which made it a role model for female empowerment in Saudi:

### **1- The Human Capital strategy:**

the company believes in providing policies and procedures that is conducted for optimal performance :

- A. Since 2013 the company encourages young professionals to join it, all job announcements were published with no gender preference.
- B. Our pay structure is based on systematic approach such as: experience and qualification.
- C. Our career progression offers many opportunities to young professionals to be promoted to supervisory, managerial or leadership roles based on the achievement records for each employee. Many young professionals were promoted to lead national platforms and achieved substantial results. 33% of our joiner level employees has reach a managerial/ supervisor level.
- D. Throughout giving fair opportunities and the right tools females were able to reach 21% of Takamol executives and managers.
- E. We have built our culture to accommodate all employee needs, throughout providing many programs such as: wellness program which cares about the health of the employees themselves and their family members, moreover, established a cost-free daycare in the company premises to support our working moms. It is operated by Takamol to make sure that we provide the best childcare.
- F. The training and development is an essential factor in Takamol culture, we always care about selecting the best business schools to train our employees. All employees can travel and attend any business schools/institutes that will help to expand their knowledge and acquire new methods to deliver their work.

### **2- Takamol has also a major supporter for female participation in the national workforce.**

Since its inception, Takamol has conducted studies to understand the challenges women face in the country that stand against their employment. Through that understanding, Takamol has designed, developed and managed on behalf of the government some of the most successful women enablement programs such as Wusool “female transportation support” Qurrah “childcare support” and Telework which supports women in rural areas of Saudi Arabia.

### **Quantitative Outcome**

1-Female Percentage of total leadership is (21% )

2-Progress of hiring female in Takamol

2015 21%, 2016 23, 2017 31%, 2018 33%, 2019 38%,2020 47%, 2021 45%

# The Olayan Group – Gender Diversity Tracker



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services - Multidivisional  
Conglomerate

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

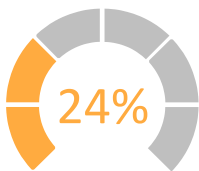
**Type of organization:** Headquarter of  
a global organization

## Most Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPIs:

- Female % in new hires
- Female % turnover
- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

In 2013, the CEO established the Head of Diversity role to activate women's employment and empowerment across the Group in Saudi. This was a unique role at the time, establishing the company as a pioneer in the region. Diversity is independent from HR, with a dedicated team and a steering committee.

The high-level leadership commitment and support from men colleagues can accelerate women's advancement. That is why the Olayan Women Network (OWN) Steering Committee is comprised of both men and women executives. They play a crucial role in guiding our strategy and support initiatives to enrich the career exposure of women within the Group. For example, in 2019, 44% of talent working on special assignments outside their operating companies were women.

The Diversity Team supports operating companies to achieve gender equality and promotes women's empowerment through different measures. These include and are not limited to setting targets, conducting yearly visits to every company to align on the year's diversity KPIs, and follow up on the individual development plans for the high performers.

Since 2013, we have incorporated (KPIs) around women's recruitment, development, and promotions for each company; it is factored into an algorithm determining annual bonuses. In addition, the overall progress is monitored using an automated online diversity dashboard with over 20 different indicators, varying from the distribution of women by occupational levels, promotion, hiring, resignation rates to simply women to men ratios. OWN rolls out an "Annual Work Culture survey" to all our women colleagues within the Group. It measures their satisfaction rate across different work culture elements and identifies opportunities for improvement within their respective companies. The quantitative and the qualitative feedback allows us to assess each company's progress, help encourage the discussion, and initiate action.

Diversity recognizes companies with high diversity scores and positive survey results through the "Annual Diversity Index Award," a Diversity Trophy with a certificate of appreciation is presented to the General Managers of winning companies, and their respective teams.

Gender equality measurements are integrated in different functions to ensure sustainability. For example, our auditing procedures enable us to ensure equal pay for work of equal value to men and women. The Human Resources Department reports employee data broken by gender to relevant committees. The quota of at least two women resumes for every man resume in job openings amongst others.

The Diversity agenda is set by shareholders to the board of directors and trickles down throughout the organization; this includes providing diversity inductions to all new joiners at all levels.

## Quantitative Outcome

Measurement works! A critical KPI is an assessment of women in managerial roles. Since 2013, women's promotions have increased by a factor of 37, and the number of women in managerial positions has increased six-fold.

Women play a prominent role in representation on the boards of the Group, Olayan Financing Company's (OFC) and Olayan Saudi Holding Company's (OSHCO) subsidiaries, operating companies, and listed equities, they constitute:

- 3 of the 4 board members of the Group Shareholders' Board.
- 2 of the 6 board members of the Group Corporate Board.
- 7 of the OFC subsidiary entities' Boards.
- 17 of the OSHCO subsidiary entities' Boards.

Women as % of total Saudi workforce: from 20% in 2016 to 24% in 2020.

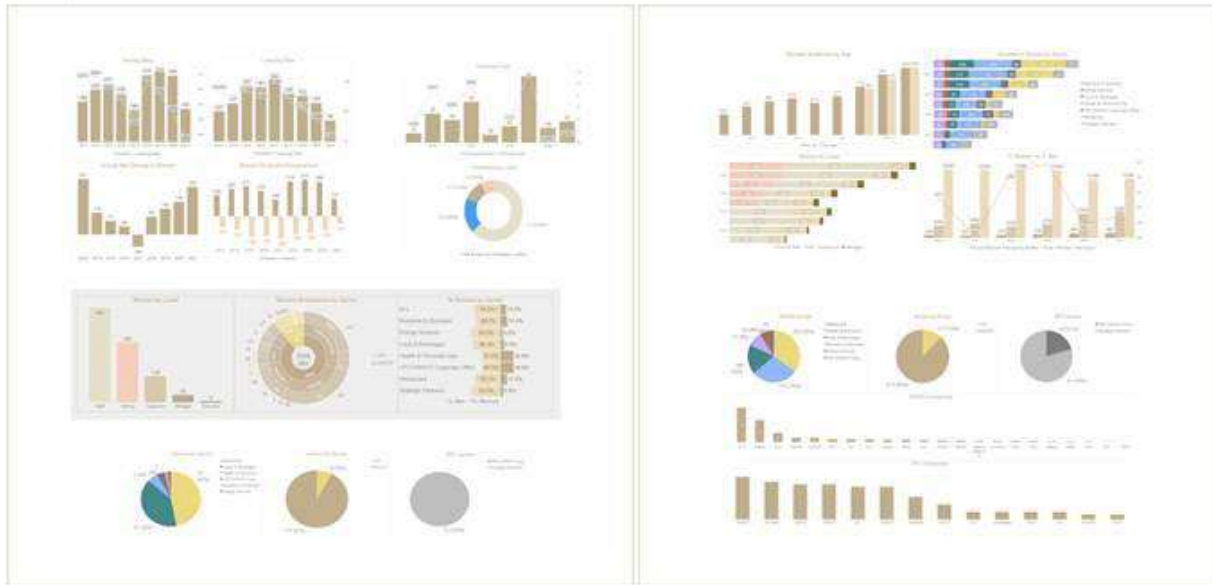
Women Turnover: from 34% in 2016 to 14.5% in 2020.





## Diversity Automated Dashboards

Olavan Women Network



# The Olayan Group – Olayan Women Network (OWN)



## General Information:

**Country:** Saudi Arabia

**Type of Company:** Private

**Industry:** Services - Multidivisional Conglomerate

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

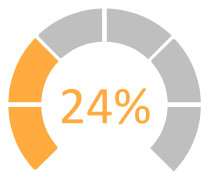
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % turnover
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

In September 2011, the CEO founded the Olayan Women Network (OWN) to support Olayan Financing Company (OFC), Olayan Saudi Holding Company (OSHCO), and their respective 33 operating companies in achieving gender diversity and to promote the empowerment of women across the Group.

Underpinning this corporate obligation is undisputed evidence that gender equality is pivotal for personal, social, and economic development. Genuine inclusion of women into the development formula is an essential element for achieving most of the UN Sustainable Development Goals, exponentially affecting positive outcomes for future generations: <https://www.youtube.com/watch?v=E1eecXnx8XU>

OWN has a strategic framework focusing on four main pillars to provide women with the opportunity to rise through the ranks: Employ, Empower, Engage, and Evolve.

- **Employ:** efforts aim to ensure women's access to all job openings across the Group. These include monitoring Key Performance Indicators, enhancing an inclusive work culture for women using annual surveys, utilizing the HR management trainee programs to attract qualified women, and conducting Diversity Exit Interviews to get women's feedback and explore retention solutions. In addition, the HR policies are updated to include diversity objectives and the latest global best practices, amongst others.
- **Empower:** we ensure women take ownership of their aspirations and careers while fulfilling the Group's purpose. Aside from monitoring women's promotions, OWN capitalizes on the Group's diverse business sectors to provide talent with critical business exposure assignments; advancing women to senior positions is included under the KPIs of every company. In addition, the "OWN Recognition Award" is presented to the high women performers who actively engage with OWN initiatives, along with the "OWN Mentor Award" for the seniors who demonstrated commitment to the diversity agenda.
- **Engage:** we proactively engage internally and externally with relevant stakeholders to achieve OWN's purpose. The Diversity Team conducts annual visits to the management of every company to finalize action plans. In addition, the Feedback, Awareness & Networking Sessions combine skill development and networking opportunities for participants across the Group. The Annual OWN Forum brings together the women community with the executive management to share their ambitions, successes, and challenges.
- **Evolve:** we continuously enhance the role of women within the Group and in the society at large. For example, the Group participates in the "Takafu Initiative" that produces periodic reports on gender gaps in the Saudi private sector. Not to mention sharing knowledge and best practices through engaging in business case studies and promoting the UN Women's Economic Empowerment Principles amongst other things.

This holistic strategic framework, the House of Diversity, was recognized as a best practice by the World Economic Forum in December 2013.

## Examples of Specific Initiatives

We utilize fast-tracking programs to drive more women to senior positions. The Human Resources Department conducts detailed psychometric assessments through a third party when selecting talent. This helps identify capabilities, eliminates gender bias, and increases women's enrollment in existing development programs:

### **Olayan Future Leaders Programs (OFL)**

The program's objective is to attract top talent, including women, from local and international universities. We prioritize women's resumes around three different streams: Olayan Management Trainees (OMT), Olayan Finance Trainees (OFT), and Olayan Engineering Trainees (OET).

Candidates undergo a rigorous selection process, including psychometric assessment, a comprehensive assessment center that has different exercises, including a presentation, one-to-one discussion, role play and a group activity. Internal interviews are then conducted. Should candidates perform well across all assessment points, they are selected to join the program in one of our operating companies. The OFL development program runs over one year and includes:

- Eight learning modules
  - Coaching sessions to accelerate development
  - An action learning project sponsored by a member of our senior management team.
- Participants learn on the job while delivering real business results.

Some of the learning projects of previous OFL groups include launching new products, reducing waste, and launching e-commerce websites to improve production lines. Worth noting that, since the OFL program's start in 2013, 38% of graduates are currently in senior positions within their companies, 37% of whom are women currently reporting to company general managers (GM) or vice presidents (VP) in one of OSHCO's sectors. In addition, the retention rate is higher for women graduates compared to their men counterparts.

### **Talent Review Process**

Olayan's talent review process, otherwise known as Raising Outstanding Olayan Talent (ROOTS), focuses on selecting internal talent based on our business strategy to provide succession planning, risk mapping, as well as provide candidates for talent development. One of the mandates of the process is to ensure that women are fairly represented within all our talent development activities across all career stages.

We also capitalize on our diverse sectors and businesses to create promising career paths or to trigger different career interests. This not only helps us retain and engage talent, but also serves another key objective – succession planning. We identify functions that have low female representation and encourage the businesses to correct that.

Between 2013 and May 2020, the number of positions held by women increased from 118 to 240 at different career stages. As examples: VP of Strategic Planning, Diversity Manager, Sustainability Manager, Business Excellence Manager, Legal Litigator and Director, Architecture Engineer, Merchandiser, and Forklift Operator.

### Management Development Program (MDP)

The MDP targets internal talent at the supervisory level to develop their skills for managerial positions. Using seven learning modules based on a specific competency framework, the program covers various topics from Valuing Diversity at the Workplace to Finance for Non-Finance.

The program also includes an action learning project sponsored by a senior manager, either a company general manager (GM) or a given sector's vice president. The participants can learn by delivering specific business results lead by the sponsor. The program also provides participants with several coaching sessions to support their development efforts.

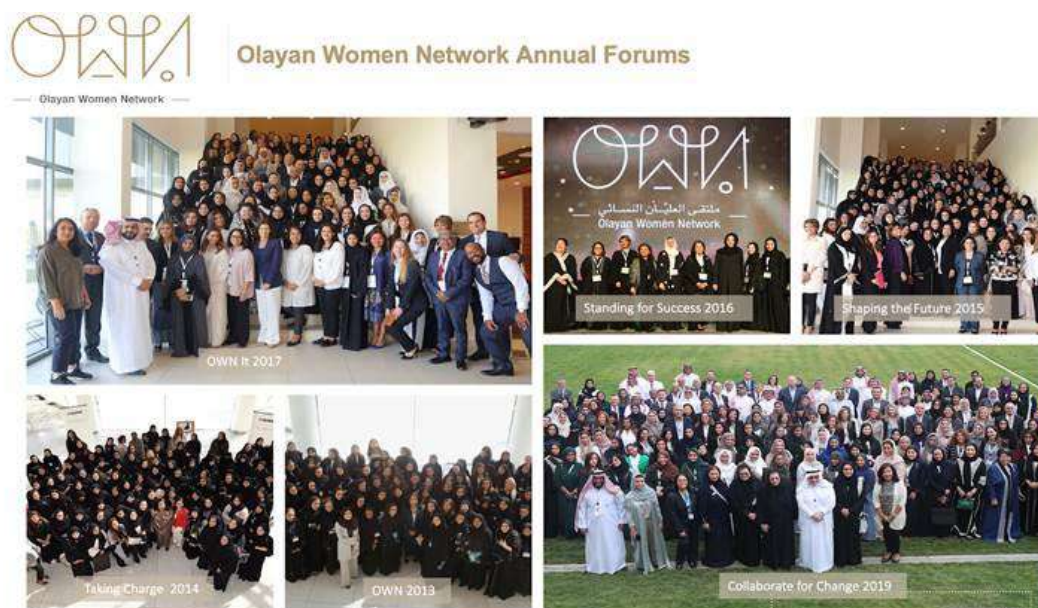
Women made up 33% of MDP graduates in the year 2019. Women constitute 60% of the total participants in our 2020 MDP class.

### General Management Development Program (GMDP)

The GMDP targets talent at the managerial level and develops their skills to become general managers. In delivering the program, we partner with top-rated executive education providers, like Duke University and INSEAD, who have tailored it to our competencies and development needs.

The GMDP, like the MDP, is delivered through a blended learning approach and requires the completion of a major project that provides a strategic contribution to the Group. Members of the senior executive team then evaluate the project's outcome. Finally, the participants' performance across all learning activities within their GMDP program is assessed to determine their succession. Since the program started, women who have developed to senior managerial roles represented 14% of the overall participants.

These are merely exemplars of achievement and opportunities for women in the organization, but there are countless other instances at all levels of the organization where women contribute dynamically, and the Group is continuously looking to expand on these.





## *An interview with...*

Ms. Lynn Fleifel,  
VP Corporate Affairs & Head of Diversity  
Olayan Saudi Holding Company



### **When and Why did you decide to advocate for G20 EMPOWER?**

At Olayan, we have been advocates for workplace diversity and women's empowerment before our then CEO Lubna Olayan became co-chair of G20 Empower as Saudi Arabia representative. It is important because **the work done with the G20 Empower sets an example for the entire world**. Even as a global company, our focus around G20 is on Saudi Arabia and the Middle East region where we see ourselves **as a leader in the empowerment of women**, as we have been on this critically important journey for more than two decades now.

### **What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?**

If women don't have a **clear career path** or know how to invest in their own career development, especially in big companies, they can miss out on great opportunities to advance. It starts with opening up opportunities, shifting mindsets among middle managers and empowering women to take advantage of each occasion for professional growth and development to keep them rising within their fields and businesses.

### **What strategy is your company currently pursuing to address these issues?**

Diversity isn't just a strategy at Olayan, it's a core value in everything we do. In fact, we have a **dedicated function in gender diversity** that reports directly to the CEO and is independent from HR. This sends a loud and clear signal to everyone in the organization that this is a priority and is integrated into all our business strategies. We make sure the career path pipeline at every level is developed and each woman has the mentoring and resources necessary to advance through a specific **framework that we call the Four E's: Employ, Empower, Engage and Evolve**.

A fundamental step in supporting women is **monitoring and reporting**, because we can only manage what we measure. Our **Diversity Committee** surveys, analyzes, and reports back to our managers and people about which strategies are working, and which need to evolve and improve. The Committee defines KPIs and strategies on how to advance the four E's agenda year over year and monitors the results monthly.

We also **identify top performers** at the various career levels and make sure that everyone has an **individual development plan** that also includes soft skills training to prepare them for managerial and leadership roles.

Most importantly, we **tie everyone's bonuses in the company**, from the most senior to the most junior, to **hitting our gender diversity** goals that include recruitment, retention, promotion and engagement. We also host an annual recognition, mentoring, and awards event called OWN [Olayan Women's Network] and feature key voices inside and outside of our Olayan community to showcase great new female team members and established leaders who serve as important mentors to new talent at the company to ensure their success.

**In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

Surprisingly, aside from some team members directly impacted by the virus, we experienced some very positive effects during the crisis. **Work from home (WFH)** gave our people more flexibility, eliminated the time spent commuting and gave people more time with their families. We also maintained both wages and benefits, including childcare policies, with no negative impacts due to Covid. Initially, we were not very open working part-time before the pandemic, but now that the Saudi government has introduced part-time contracts to its employees, we are reviewing these opportunities for both men and women.

**What more do you believe is necessary to do for advancing women in your country? How can the Government help in achieving this target?**

There is always more to do! Internally at Olayan, we seek lead by example, and that started with **shifting the mindset** of our male and female team members who are all participants and beneficiaries of our diversity policies. This mindset shift is needed throughout the Kingdom, and the government can and is playing a major role in that change. Saudi Arabia is moving very fast on integrating women into the workplace so much so that many companies are now competing for highly talented women employees.

To help drive this change in Saudi Arabia a **"HeForShe" mentality** needs to be fostered both in the private and the public sector because men can be the primary champions of this change. Secondly, **quotas work** but they need to be combined with constant monitoring and review so that we're not just reaching parity in numbers, but also in retention, promotion, and leadership. We believe that **Mentorship is of great value** and should be included in the HR function of all companies, especially for the top performers. Lastly, every employee deserves **clearly communicated career paths with well-defined stages**, and especially for women, so they know where they are headed and the incredible contributions they can and will make in the world of business, government and non-profit organization throughout the Kingdom and the Middle East as a whole.



# Singapore

## DBS – Diversity as a source of strength



### General Information:

**Country:** Singapore

**Type of Company:** Private

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

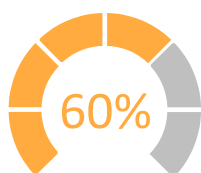
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

At DBS – the diversity of our employees is seen as a powerful performance lever. In a world where women continue to be underrepresented, we have focused on building a respectful and inclusive workplace that provides equal opportunity and growth. The women at DBS comprise 60% of our workforce, 40% of our senior management and a third of our Group Management Committee, have been a key driving force behind the bank's consistent record performance.

We are committed to diversity, which we believe is a source of strength. As an example, we have been recruiting more female talent in technology – an area that is conventionally male-dominated – through targeted hackathons. DBS' policies are designed to help empower women employees in the workplace. They include flexible time arrangement, sabbatical leave arrangement and maternity leave.

On the hiring front, DBS has been recruiting more female talent in technology – an area that is conventionally male-dominated – through targeted hackathons. DBS Foundation, the first foundation in Singapore dedicated to championing social entrepreneurship, supports and funds numerous social enterprises that empower disadvantaged women and girls. DBS is also a supporter of the Impact Investment Exchange's Women's Livelihood Bond Series, which closed a second USD 12 million bond to help create sustainable livelihoods for more than 250,000 underserved women in the region. The bank also celebrates International Women's Day across all key markets to raise awareness around gender equality.

At DBS – flexible work arrangements provide employees with various options to allow them to be at their best. From part-time, to flexi-time, to working from home or taking sabbaticals, depending on their personal requirements.

Critical in these pandemic times, we also put in place a slew of programmes under our TOGETHER employee movement to help our people manage their physical, emotional and mental well-being. With the pandemic looking to be more protracted than hoped, we have introduced more initiatives such as: keeping Friday afternoons free from internal calls and meetings, flexibility to work from home 100% of the time for up to six months to care for newborn or newly adopted children and family members recovering from critical illness or injury, as well as a firmwide mental wellness campaign to equip our people with practical tools to combat burnout and protect their mental well-being. Through our programmes, we aim to normalise employees saying "I'm not OK" and encourage frank conversations on mental health.

### **I. Board diversity agenda**

Diversity is one of the key considerations in the board renewal process to ensure that the Board is appropriately balanced to support the long-term success of the company. Some progress has been made in the area of gender diversity with room for growth.

## **II. Flexible work arrangements**

Companies have recognised flexible work arrangements reduce absenteeism, allowing employees to better manage their work and other commitments such as family responsibilities, study or personal interests. This is especially supportive for female employees who are traditionally primary care-givers of the family. At DBS – flexible work arrangements provide employees with various options to allow them to be at their best. From part-time, to flexi-time, to working from home or taking sabbaticals, depending on their personal requirements.

## **III. Mentorship and development programmes for female leaders**

Such programmes are critical to provide the social access and business opportunities. This means women in positions of power need to utilise that power to mentor and lift other women up.

Women mentorship programmes have helped create professional networks and more opportunities for women, open doors to leadership and entrepreneurship.

# South Africa

## Commercial Transport Academy – Women inspiring women to lead in transport Activity



### General Information:

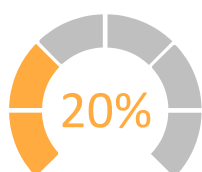
**Country:** South Africa  
**Type of Company:** Private  
**Industry:** Services – Transport/Delivery  
**Sales:** Locally < 5M €  
**Employees:** Locally < 200  
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees  
(% in the transport sector)



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only Female

### Extended/Detailed Description

The Activity goal of this initiative is to contribute to or create an ecosystem of women's economic empowerment in the transport sector by:

- a) Developing 450 female and 45 male commercial drivers. Selected candidates will participate in a short skills programme, acquire their commercial driver's licenses, and receive valuable work experience to build skill and confidence, which will assist them in securing employment.
- b) Enrolling 120 middle management female professionals onto the “Candidacy Programme” hosted by the Chartered Institute of Transport and Logistics (CILT). This unique internationally accredited programme, specifically designed for women in the transport, logistics and supply chain sector, will prepare the selected female professionals for growth and leadership opportunities through practical and theoretical learning experience.
- c) Partnering with 300 female entrepreneurs of micro-enterprises, to build their entrepreneurial technical and soft business skills utilizing the Bizzco and Growth Wheel business tools. <https://c-t-a.co.za/>

## Quantitative Outcome

WOMEN TRUCK DRIVERS Make up less than 1,8% of the working driver population in South Africa this initiative would like to move it to 2.5%. Women amount to around 20% of working professionals in the transport and logistics sector in South Africa this initiative would like to move it to 23%

## Learning Insight

1. Develop partnerships with rural communities and the private sector (employers) committed to gender diversity.
2. Recruit women who meet the minimum criteria and profile to become a successful driver.
3. Fund the process of acquiring their commercial drivers license and professional drivers permit.
4. Enroll them onto a 42 credit, short skills programme: Professional Driving.
5. Secure a host who can provide workplace training to develop driving confidence and skill.
6. Secure employment



## An interview with...

Ms. Nicci Scott

CEO

Commercial Transport Accademy



### Why did you decide to advocate for G20 EMPOWER?

**The academy shares very similar values of the G20 Empower.** I have been in the transportation sector for over 20 years, which has allowed me to build up a network and recognize gaps in the sector where women either do not participate or are not retained long enough to have a positive impact on the organizations. This realization drove us to investigate how can we could advance women in non-traditional occupations, starting with the transportation sector.

We aim to further advance women in agriculture, mining and the construction sectors. We want to create a talent pipeline of women at various stages of the business and career cycles. In particular, we want to see the advancement of women participating in the economy through self-employment and entrepreneurship. By advocating for G20 Empower, we aim at **creating a sustainable and incremental change in the transportation industry.**

### What do you think are the biggest challenges that women face throughout their career towards leadership levels specifically in your country?

There are three key challenges:

- **Lack of female role models:** Data from Stats South Africa reports that the transportation sector has been very slow to transform its workforce, whereby women only accounting for 17.8% of the working population. A 2019 study by Mastercard reports that only 10% of organizations that supply services or products are owned or partly owned by women; and female truck and bus drivers working in the sector account for less than 1%. With such a low representations, how would young girls and women identify with the sector and see the opportunities when she does not see other women in her family champion the vision?
- **Lack of male sponsors:** As with all non-traditional occupations or sectors, where women are the minority, they will only thrive if they have the support of the men, who are willing to recognize their strengths and support their endeavors for growth and promotion. All too often in male dominated cultures the men get to spend time with their leadership and executive teams over a game of golf or something similar, whereas women are not included in these events and don't share the same amount of face time with executives. This leads to a disproportionate amount of time that women have with the decision makers, which impacts on their ability to be recognized for promotions and ultimately to allow them to start impacting the organizational culture in ways that facilitate the employment and promotion of women.
- **Low retention:** Women don't stay with organizations where they are not heard and valued. All too often women feel the need to change their personality, voice and tone in order to be heard, have a meaningful dialogue or gain the respect of their male colleagues. This behavior change is often observed when the undertones and feedback they receive from their male colleagues leads them to believe that they need to act in a certain way, or try to balance being overly prude or too flirtatious. Women need to bring their unique differences to the workplace and positively impact where possible.



- **South African policies:** It is positive that South African has been recognized for having one of the best constitutions and has implemented progressive gender legislation. It is worth noting that this legislation has the capacity to drive a wedge between men and women because some men perceive that women are only being appointed because of the quota system, and not because they deserve to be there. While experts agree that gender equality has been addressed in a formal sense, but below the ground of laws and policies, inequality continues. To overcome this bias belief, we need to embrace an organizational culture that promotes men and women to cohesively work together instead of competing with each other.

### **What strategy is your organization currently pursuing to address these issues?**

We would like to make a difference in the industry and truly impact on the representation and participation of women in the transport sector, whereby men can support women and champion their career journey: To achieve this, we have designed three programmes that support and empower women at various levels of their careers or businesses journeys.

- **Female truck and bus driver's program:** to overcome the very poor representation of women working as truck or bus drivers, we secured funding to develop 450 women. Our programme is four months in duration, whereby we assist women acquire the commercial license, cover the theory of being a responsible driver and work experience. Our goal is to increase the number of women working as commercial drivers, to at least 5% representation by 2026. Due to a number of risk factors associated with being a long distance driver in South Africa, we believe that it would not be a responsible business practice to appoint women drivers on long-haul routes (where they would have to sleep at truck stops overnight), however short haul and local deliveries would be perfect. Being a safe commercial driver requires more than just having good driving skills. We believe that we need to take a holistic view and inform and educate women on various elements of being a driver, including but not limited to health and wellness, overcoming adversity and staying safe, truck and trailer technology and opportunities for upward mobility (junior fleet and truck controller). Our programme encourages blended classes of men and women encouraging conversation and collaboration through shared experiences and assisting them overcome unconscious biases and stereotype beliefs.
- **Logistics and supply chain program:** the goal of this internationally recognized transport and logistics diploma is to advance women who are already employed in the industry. The program is 8 months in duration and builds upon the individuals natural leadership skills and technical abilities. The rationale behind this program is that for women to fully participate in organizational decision making and ultimately to lead teams and be promoted. Furthermore, we believe that if we assist them build and participate in the transport **ecosystem** (various industry associations and partners) we can expose them to best practices and world-class cutting-edge technologies across various industries, and around the globe. We also want to assist them adopt the tools to apply their knowledge of the sector in their daily work.
- **Entrepreneurship programme:** In addition to the above two categories, we will be developing 300 entrepreneurs for the transport sector. This program is also 8 months in duration. The entrepreneurs are coached using international tools to assist them make decisions and take action. Furthermore, we wish to assist the entrepreneurs, build capacity and scale their organisations by implementing sound systems and solutions that will make them more resilient. The program incorporates personal life coaches and business mentors.



**In what way does Covid-19 crisis have an impact, if any, on women issues or the way of addressing them?**

While Covid-19 has had a devastating impact on societies and business across the globe, we have seen many positive outcomes of the Covid-19 pandemic. It has changed the way we do business, such as being more flexible with employees who work from home or who need to have more **flexible working hours, due to family commitments**. In some cases the **barriers to entry now are lower** (the cost to start a business is much lower, and this of course favors young female entrepreneurs). We became **more humanized and tolerant**. **Data suggests that unemployment** has increased and that women are amongst those hit the hardest.

**What more do you believe is necessary to do for advancing women in your country?  
How can the Government help in achieving this target?**

We need support and funding to conduct more research of women in all non-traditional careers, occupations or industries. It is essential that we understand in which industries women are succeeding, why and what the industry is doing to enable them to succeed (if anything), and what more can be done.

In respect of the transport sector, we would want to know if local data stacks up to international data, supporting that women drivers are safer drivers, (have few accidents, higher levels of customer service and improved fuel consumption and lower wear and tear of the vehicles), all of which has a positive impact on the organisations bottom line. If we can prove this, then we have a fighting chance to promote the development and appointment of women drivers in spite of any operational constraints in appointing women in these demanding positions.

South Africa has implemented the Broad-Based Black Economic Empowerment(B-BBEE) codes of good practice to promote the economic participation of Black People in the South African economy. Each organisation is measured against the B-BBEE scorecard annually. The scorecard comprises of seven elements of focus and compliance i.e. ownership, management control, employment equity, skills development, preferential procurement, enterprise development and socio-economic development. The primary objective of the scorecard and codes is the advancement of transformation, with a focus on participation of historically disadvantaged communities and in particular previously disadvantaged women. Provision for women specifically, are included in all seven elements of the scorecard.

In an effort to transform, businesses are legislated to comply with the B-BBEE codes and there is a social responsibility on businesses to invest in previously disadvantaged communities. We are aware statistically that there is an increasing number of women who are responsible for maintaining and providing for their households. As a responsible business, the activities that we adopt internally can have a high impact and reach on the external environment. This can be achieved through the empowerment of women in the communities we operate in. Through the adoption of this mindset, positive change can be implemented to break the cycle of poverty and unemployment ensuring the creation of sustainable households and communities.

# Procter & Gamble – The F-Word



## General Information:

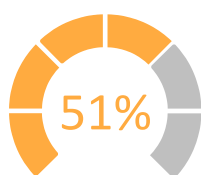
**Country:** South Africa  
**Type of Company:** Public  
**Industry:** Manufacturing - Consumer products  
**Sales:** Globally > 1B €  
**Employees:** Globally > 10.000  
 Locally < 200  
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Despite gender equality being one of P&G's core priorities in the Equality and Inclusivity space, as well as having some of the best workplace policies in-place, P&G South Africa was still experiencing high attrition of women and general discontent.

The F-Word was thus established in 2018 by the women of P&G SA for the women of P&G SA to understand and address some of the critical gender equality issues. The F-Word strives to bring to light the frustrations, fears & experiences of women in an uncensored way and have inclusive and honest conversations around gender unconscious/conscious bias, thus driving organizational wide action and change. Our aim is to do this in partnership with men, which truly sets us apart in our journey towards gender equality advancement. The F-Word developed a 3 pronged approach.

1. Driving awareness through edgy and thought-provoking trainings, videos and in-office campaigns under the umbrella of our motto #BreakYourbias
2. F-Word Circles (based on the Lean-In model) & various events which drive inclusive and honest conversations amongst men & women of the SA org.
3. South African Lead Team partnership to ensure learnings from our events, circles and trainings have a closed-loop and enact real change for the organization

The aim of the approach was to uncover, understand and address the unconscious and conscious gender bias that existed around us, specifically those bias's which were negatively impacting the experiences of women and men alike in the work place. In our efforts to address bias's we still wanted to continue driving traditional gender equality strategies & action plans such as Lean-In circles, inspirational events and improving organizational scorecards/plans with the local lead team.

This mandate ensured we remained an employee-lead cause at our core, whilst bringing about real change for our colleagues. Additionally, we've been the first within our region to create and execute the ""F-Word Listening Pods"" which regularly bring together women and men in small groups to discuss and share thoughts on gender equality and bias using a structured conversation guide and materials created by the F-Word team. In our journey to driving reach and impact of the F-Word, we have also partnered with a local women's empowerment NGO, giving our colleagues an opportunity to volunteer their time and skills to underprivileged young women.

More recently, we have partnered with the Asia, Middle East & Africa #WeSeeEqual team to find synergies and best practices that will further propel the gender equality journey outside of South Africa.



# South Korea

## Kyobo – Diversity and Inclusion Program



### General Information:

**Country:** South Korea

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally 1.000 – 5.000

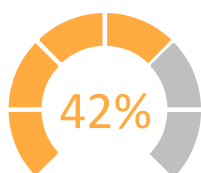
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

### Extended/Detailed Description

Kyobo Life Insurance Co., Ltd., a major financial institution in Korea set up a Diversity and Inclusion Program in 2012 with the vision to create a culture of “respecting the difference of others.” The Program organizes nation’s signature Women Conference KWIN, which stands for Korea Women’s Innovative Network.

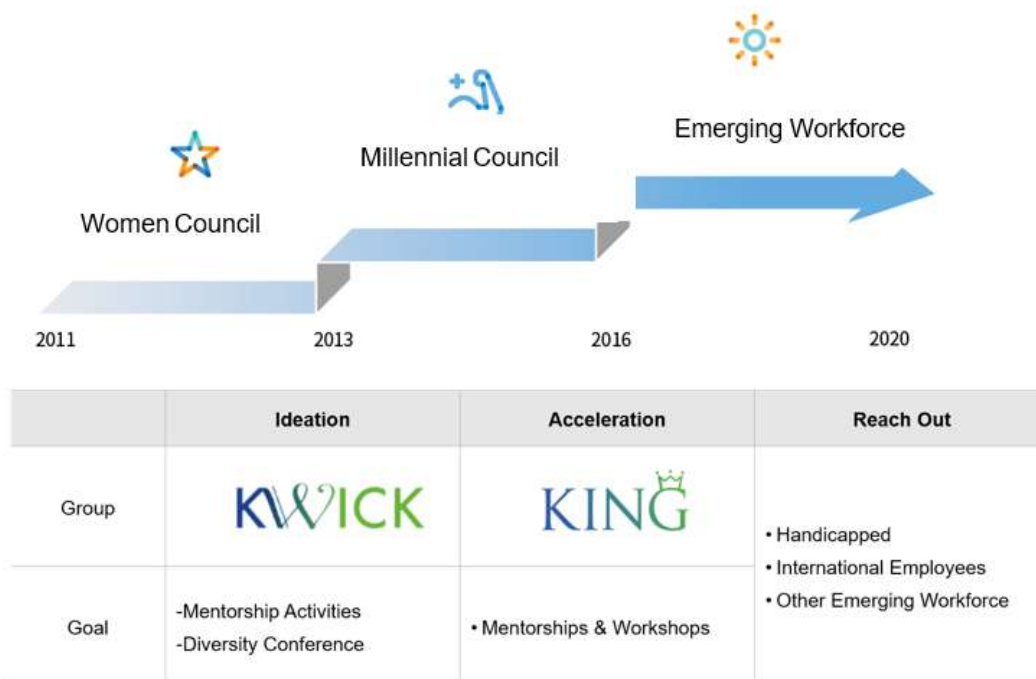
Kyobo has been organizing a Diversity and Inclusion conference since 2012 which attracts over 500 people annually. The conference called the “KWIN” conference which stands for Korea Women’s Innovative Network has now become one of the most popular and symbolic women conferences in Korea. The purpose of the conference is to help women managers get promoted to higher positions and at the same time bring about changes to Korea’s social paradigm.

In 2020, KWIN conference collaborated with the G20 Empower Alliance and organized a virtual conference in November. KWIN has invited G20 Empower Alliance Representatives to join via video messages and share their perspectives on Leadership qualities required for the next normal.

Kyobo’s D&I started with a women council and then extended to millennials and is now planning to add emerging workforce group to maximize and attract top talent, and drive innovative results.

Mentorship program runs on an annual basis where volunteer mentors and matches with mentees. All mentors are trained based on 5 Step Coaching of the International Coach Federation. The Leader for the D&I initiative Kumjoo Huh trained herself to become a coach and provided Coach training to the Mentors in the company. At the year- end wrap up sessions, mentees present their learnings and career development plans. This had led to a tremendous increase in the number of female managers. Women managers now account for approximately 10% of the entire staff and amongst female employees 40% are now in middle management positions and above. They are now in the female talent pipeline of the company moving up to higher positions in the company.

Kyobo’s Diversity and Inclusion Roadmap is shown below



# Spain

## Gender Leadership – Female Leadership



### “Chicas Imparables”

#### General Information:

**Country:** Spain

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

#### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in new hires
- Female % in technical roles



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

#### Initiative description:

##### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

##### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Only Female



### Extended/Detailed Description

We promote women empowerment and female leadership with two actions: firstly, courses for girls and young women, through our #ChicasImparables program; secondly, raising awareness on strong women leaders to create major figures in society.

#ChicasImparables is a leadership training program for young girls between 16 and 18 years old.

It is a leadership path of 5 sessions over the course of 5 weeks in line with the Sustainable Development Goals – SDGs.

The program focuses on the development of group projects, involving entrepreneurship, finance, communication, technology, digital marketing, brand and reputation, team building and presentation training. The development of skills and the importance of networking are also essential. Together with 50&50 GL, CEOE and Fundación CEOE are also promoters of this initiative. ESADE Business School is the academic partner.

### Quantitative Outcome

Female % in workforce: 33% - 60% -> + 27%

### Learning Insight

Gender equality is such a basic concept in modern society, we just don't conceive not implementing it in our company.





# CEOE - Confederation of Employers and Industries – PROMOCIONA PROJECT



## General Information:

**Country:** Spain

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

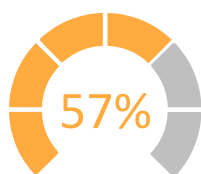
**Type of organization:** Local organization with international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Mainly female

## Extended/Detailed Description

Promociona Project - Executive Programme for Women in Senior Management - launched in 2013 by CEOE with the aim of increasing the presence of women in leadership positions by identifying and promoting female talents. It consists of a comprehensive programme to strengthen the professional and leadership skills of women.

This project seeks to develop the competences that the female executives taking part need in order to lead their organisation successfully, while making the greatest possible impact on the organisation itself, their teams and other female managers. Throughout the project, attention will be focused on those barriers and difficulties identified as particularly relevant for women in senior management; on a better understanding of how women can become influential and inspiring leadership models, and how they can drive change and innovation; and on overcoming the obstacles and/or historical and cultural gender stereotypes to achieve a better balance.

On the other hand, Promociona Project seeks to foster business awareness with regards to female leadership. To date, over 1050 senior managers from more than 600 companies have participated. This programme has been exported to Chile (4th edition) and Portugal (2nd edition). In June 2021, the kick off of the 9th edition of Promociona Project has taken place.

Main goals:

- **Develop:** a strategic vision and analyse the key aspects of creating value in organisations with reference to senior management positions.
- **Gain:** insights into the strengths and the potential of each participant, to prepare them for effective leadership in a complex global environment.
- **Enhance:** the knowledge, tools and competences that female executives need to consolidate their management within the strategic parameters of the organisation and to impact the organisation through their leadership.
- **Build:** networks, establishing valuable and deep-rooted links between participants, faculty members and management staff, in order to explore market challenges and opportunities together.
- **Analyse:** and proceed to tackle those barriers and difficulties identified by studies as particularly relevant for women in senior management, such as: self-confidence, visibility, creation of professional networks, salary negotiation, power and influence on the organisation, conciliation and co-responsibility.
- **Create:** an individual plan of action that will enable participants to achieve their professional goals, and assist their promotion and transition to senior management through personalised coaching and mentoring programmes.

Structure of the Programme: 1) Training Programme; 2) Coaching sessions; 3) Cross-mentoring Process.

ESADE Business School (Madrid) is CEOE's academic partner

<https://proyectopromociona.com/>

### **Quantitative Outcome**

Over 1050 senior female managers participated

More than 600 companies

Companies repeat their participation in the programme in the different editions

51% of women promoted

### **Learning Insight**

Drawing on a Forbes article that pinpoints specific challenges faced by women executives, Promociona covers 10 of these, while helping to promote cultural changes and remove gender stereotypes in organizations



# CEOE - Confederation of Employers and Industries – PROGRESA PROJECT



## General Information:

**Country:** Spain

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

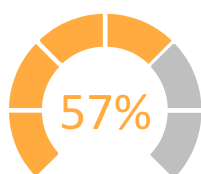
**Type of organization:** Local organization with international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** Mainly female

## Extended/Detailed Description

Progresa Project - Emerging Leaders - launched in 2019 to provide middle female managers with the tools and skills necessary to advance in their professional careers and assume high-responsibility positions in organizations in the future. Focus on middle - managers. The project is aimed for companies committed to equality and professional promotion of women. To achieve this shared leadership today, specific support is needed to help women overcome the visible and invisible entry barriers encountered in society, in companies and inside themselves.

In this regard, Progresa Project provides its participants with a space where professional support networks can be created between female and male mentors, female participants and alumni in previous years and similar programmes such as Promociona Project. A space for on-going dialogue that really opens up a place for women in the business world. On the other hand, Promociona Project seeks to foster business awareness with regards to female leadership.

Main goals:

- **Boost:** each participant's career by enabling access to greater responsibilities and professional outreach. A customised road map will be used to define an action plan spanning specific business management and leadership knowledge, and particular aspects of each participant's background.
- **Strengthen:** management, leadership and team management capabilities by improving skills in this realm. People and teams are the development cornerstone of organisations today. In this respect, participants will experience and understand how to lever individual talent along with team work and the sense of belonging to the team.
- **Develop:** communication skills within the organisation and its environment. Aspects related to effective communication, personal branding and stakeholder management are crucial.
- **Get away from routine:** by viewing the company as a whole, understanding the company's strategy and main levers for change. This approach will make it possible to align the value contributed by each participant's department or area of responsibility with the company's global goals.
- **Enhance:** each participant's relational ecosystems by creating, consolidating and fostering personal and professional relations not only in the immediate surroundings of the programme (participants and teaching staff), but also by expanding into other worthwhile networks.

Structure of the Programme: 1) Training Programme; 2) Coaching sessions; 3) Cross-mentoring Process.

ESADE Business School (Madrid) is CEOE's academic partner

<https://www.proyectoprogresa.es/>

### Learning Insight

The ProgresA Project born as a result of the demand of companies and participants of the Promociona Project, a clear example of the need of this type of initiatives.



PROYECTO  
PROGRESA

# Toyota España SLU – Agile Diversity Team



## General Information:

**Country:** Spain

**Type of Company:** Public

**Industry:** Manufacturing - Automotive

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

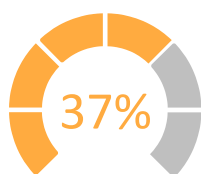
Locally < 200

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate male managers to develop female leaders
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Our Ambition: Create a truly inclusive work environment that attracts and retains diverse talent and enables each TES employee to express and use their full potential.



To achieve our ambition, We created in June 20 an AGILE DIVERSITY TEAM as initiative to promote diversity and Gender Equality inside our organization.

Team is formed by 8 people (50/50 Male/Female, different nationalities, Business Roles and Job positions Top-Down in the Organization) and we apply AGILE methodology Management in our way of working: Think Big, Start Small, move fast.

TES CEO and Steering Committee sponsored this program and they participate in the decision level for implementing different Countermeasures. At the beginning of this program we counted with a external Consultancy company as Partner for setting the TES starting point in Gender Equality and potential GAPS to be closed with our Team management.

WE defined together- AGILE DIVERSITY Team and External Consultancy- a ROADMAP for developing a 360° Action plan for our FY20 (April 20 – March 21) with a Yearly high-level revision and Priority under rate of Value - Speed of implementation. We worked in Key Areas as Selection, development, work life balance, compensation, communication, protection with more than 16 Countermeasures launched during FY20 focused on Gender Equality as 1st Level. As an example of these 16 countermeasures, we developed a TBP (TOYOTA BUSINESS PRACTISE) for understanding the problem of "crystal Roof" in Senior Manager Role for females in our organization and to define a countermeasure plan for attack the root cause.

We work as an AGILE - SCRUM Team for accelerating our plans based on next ideas:

1) Supported by Agile Coach Support 2) Applying Agile - Lean Methodologies 3) Weekly follow ups - virtual stand ups 4) Using Virtual kanvan planner 5) Cocreation with TES associates in different Working Groups 6) Surveys for getting precise information and opinions 7) Always on in internal Communication withing whole organization.

On top of, we are fully aligned with our European Headquarter guidelines and direction about Diversity and Inclusion. At the end of our FY20 in April.21 we shared with all TES associates all programs developed by Diversity TEAM and we receive congratulations from all colleagues. This FY21 we have created a new figure to support AGILE Diversity Team which is volunteers for being part of Pool of associates who may be part of special working groups together with permanent Team. (more than 15% people presented their candidate). This FY21 (April 21-March 22) we are already working in a new Year Action plan to be developed. We are sure our company is an example of diversity and all associates are engaged with our company and supporting our Diversity & Gender Equality plans.

## **Quantitative Outcome**

Our Current Female% is 37% (strongly above Automotive % average) and our ambition in 2025 is to achieve 40%

At Director level, as part of Steering committee, we are really good positioned with 40% female but in Senior Manager Level (Crystal Roof) female % is 20% with Our ambition to achieve 30% in 2025.

## **Learning Insight**

Working as a Agile Diversity TEAM is much more effective for the implementation than a pure HR Management. ( direct possitive impact in Engagement and participation )

# Switzerland

## Accenture – Gender equality by 2025



### General Information:

**Country:** Switzerland

**Type of Company:** Public

**Industry:** Services - Professional

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in new hires
- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

**Accenture applies a wide range of measures to achieve gender equality by 2025:**

**1) Make gender diversity part of the business agenda and manage accordingly:**

Definition and communication of goals internally & externally and supporting business case Continuous progress tracking and reporting on D&I metrics

- Sustainable success by focus on entire pyramid rather than senior women only
- Rigorous program management across all elements of the broad diversity program
- D&I is a top strategic priority of the business leadership incl (female) CEO and is performance relevant (i.e., included in individual KPIs of each manager and above, anti-discrimination policies)
- D&I is anchored as a core value in Accenture culture (e.g., active solicitation of different views, unconscious bias/diversity training for all employees)

**2) Execute programs and practices along entire employee journey (examples)**

*a) Attract female talent*

- Specific targets for female recruits
- Specific recruiting events and workshops for female talent
- De-biased recruiting practices (anonymized CVs) and unconscious-bias trainings with recruiters

*b) Empower female talent*

- Female leadership trainings (for both junior and senior levels)
- Functional trainings for women, e.g. presentation/"rock the stage" training
- Women networks and initiatives in all countries around the globe
- KPIs for progression that are gender neutral and objectively measurable
- Promotion slates need to represent appropriate share of women

*c) Retain female talent*

- Specific sponsorship by senior Managing Directors for manager and above female promotion candidates
- Mentoring program for women
- Favorable parental leave policies
- Support programs for employees returning from parental leave
- Working parent networks
- Highly flexible part-time arrangements (monthly adjustment of work capacity)
- Equal pay

**3) Visible internal and external commitment to Diversity**

- Frequent communication on (social) media and public commitment up to CEO
- Support of and membership in associations (such as advance) that promote gender diversity

# Advance – Gender Equality in Business



## General Information:

**Country:** Switzerland

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

## Extended/Detailed Description

Advance is the leading business association for gender equality in Switzerland, a network of 120 Swiss-based companies committed to increasing the share of women in management. As an association, we represent 500'000 employees, which is 10% of the Swiss workforce.

Advance members have to sign the Advance Charter, a pledge committing to leadership accountability, D&I targets, engaging in a regular dialogue with Advance on progress and impact, and by sharing best practices and challenges, striving for gender equality, including equal opportunities and pay.

Advance offers companies a suite of programs, research, campaigns and flagship events, supporting them to reach their D&I objectives and turn diversity into a competitive advantage. Concretely, we offer 4 program pillars, each with a distinct offering, through which we aim to have impact:

**1. Skill Building Workshops** - equip talented women with the core skills and leadership mindsets that are critical to climb the corporate ladder. 40+ workshops per year offered with a fast pivot from face to face to online in 2020.

**2. Cross Company Mentoring** - on an annual basis, matching high-potential female mentees (80) with senior executive mentors from a different company to create unlimited partnerships that foster development.

**3. Connect@Advance** - sessions (online & in-person) where hundreds of people network, discuss and learn from outstanding female top executives, with a key aim to make more men aware and show them how to engage.

**4. Future Workplace** - bi-monthly best practice sharing sessions among HR/ Diversity experts and line managers from different companies.

**5. We also conduct research: The 5<sup>th</sup> Gender Intelligence Report** - [www.advance-hsg-report.ch](http://www.advance-hsg-report.ch) - is based on the anonymized data of approx. 350'000 employees from 90 companies – these are Advance member companies or companies participating in the St.Gallen Diversity Benchmarking - [www.diversitybenchmarking.ch](http://www.diversitybenchmarking.ch) - and is conducted in cooperation with the Competence Centre for Diversity & Inclusion at the University of St.Gallen. The report shows hard facts and benchmarks with regard to gender equality in Swiss Business, including the Gender Maturity Compass (mapping participating companies in four stages of Gender Maturity), Trends, Best Practices and actionable recommendations on key focus areas impacting gender equality in business. The GIR 2020 had 6.5 million views overall in media in 2020.

**Awareness campaign:** Advance accompanies the launch of the study's results with an awareness campaign with social ads. The 2021 campaign is called 'Career Games – Same Game. Different Rules.' You find it here: <https://youtu.be/LK8dMCerjcU>

Example social ad here:

<https://www.linkedin.com/feed/update/urn:li:activity:6843478144016515072>

**6. Media Campaign & IWD - 2021** "Let's Change the Face of Leadership" classic and social media campaign with a flagship live-streaming IWD event reaching across all media 2.5 million people.

**7. CEO Breakfasts** - historic meetings with 30 CEOs and Country Heads of leading corporations discussing their role as leaders for a gender-equitable business world. The ambition as always is to move beyond words to taking concrete actions, which, at the 2020 CEO Breakfast were:

- We business leaders are passionate sponsors of our female talent to make our companies successful.
- We ensure a gender balanced pipeline bottom to top.
- We demand gender diverse promotion/hiring slates at all levels.
- We commit to setting gender goals and measuring progress.
- We will follow up on progress at next year's CEO Breakfast (2021) - the date is set for September 24 2021.

## 8. IMD - 2020 event - 'How to be a 'real' man: a look through generations.

### Quantitative Outcome

At its founding in 2013, Advance stated the goal of reaching 20% women in top management over all Advance Members by 2020. As the results of the Gender Intelligence Report (GIR 2020) show, this goal has been achieved. With the new ambition for 2030, the Advance Board raises the bar:

“Our objective is to reach a sustainable minimum of 30% female representation on all management levels across all member companies by 2030.”

### Learning Insight

Advance's mission is to increase the percentage of women in management positions in Switzerland and to make an impact in the Swiss economy - increase innovation, productivity and profit as a result of having mixed gender management teams. We are a team of 7 people, attracting, engaging, onboarding, and developing our member companies with the goal to retain them and grow the association to be even stronger - there's a parallel with what needs to be done for women in Swiss business. We have great leadership and a powerful, diverse and committed Board and excellent Ambassadors in our member companies to help us achieve our mission. If anyone would like to know more about any of our program pillars, research, campaigns and flagship events go here:

<https://weadvance.ch> or here: <https://www.linkedin.com/company/weadvance/> and of course feel free to contact us at: [contact@weadvance.ch](mailto:contact@weadvance.ch).



International Women's Day

**LET'S CHANGE THE FACE OF LEADERSHIP**

Monday, March 8, 2021  
Online Live Broadcast

WOULD I BE WHERE I AM?

FaceApp

Advance





# PwC – Diversity & Inclusion Dashboard



## General Information:

**Country:** Switzerland

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B

Locally 200M – 1B

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

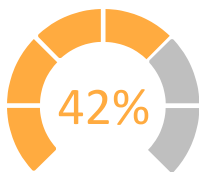
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions
- Fairness in performance ratings according to gender (tested and monitored statistically)



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Other - Increase leadership awareness regarding gender equality at different levels of the organisation
- Other - Focus the interventions where it can make the greatest real impact on the careers of women.

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce



## Extended/Detailed Description

PwC Switzerland's D&I dashboard is designed to support data driven decision-making from a D&I strategy perspective, at the level of HR and Top Management. The concept first came about as a tool for PwC Switzerland's internal D&I planning and monitoring. It proved to be a highly effective means for securing Top Management engagement and ownership of PwC Switzerland's D&I initiatives. As a result, PwC Switzerland made it available outside of the organization as well.

The dashboard is offered in Microsoft Power BI software and is designed to be highly interactive. It is built on known metrics used within the firm. These include KPIs tracked globally and at European level by our network of firms, as well as KPIs we monitored in the context of our regular management reviews; this notably included KPIs recommended as part of the EQUAL-SALARY Certification process. It posed an interesting challenge to find a way to make the dashboard both comprehensive in its content and intuitive to use. To find the right balance, we used an agile approach where we did not spend time in lengthy meetings to conceptualize the dashboard. Instead, we started building it based on a short brainstorming session, democratized a beta version, and continuously improved subsequent versions of the dashboard using design thinking and based on iterative feedback from user-stakeholders.

The D&I dashboard provides insights at firm level but also by department, unit and even team level. It allows for trend analysis thanks to access to historical data going back 3 to 5 years. This was a challenge we had to overcome as the new HR system meant that historical data was not readily available, so we had to access it via two different systems. It was worth it – having historical data is the only way to track real progress against D&I KPIs. And we went a step further. We incorporated a predictive functionality, which allows us to understand the future impact of our past and current decisions and take preventive, preemptive and corrective actions where needed.

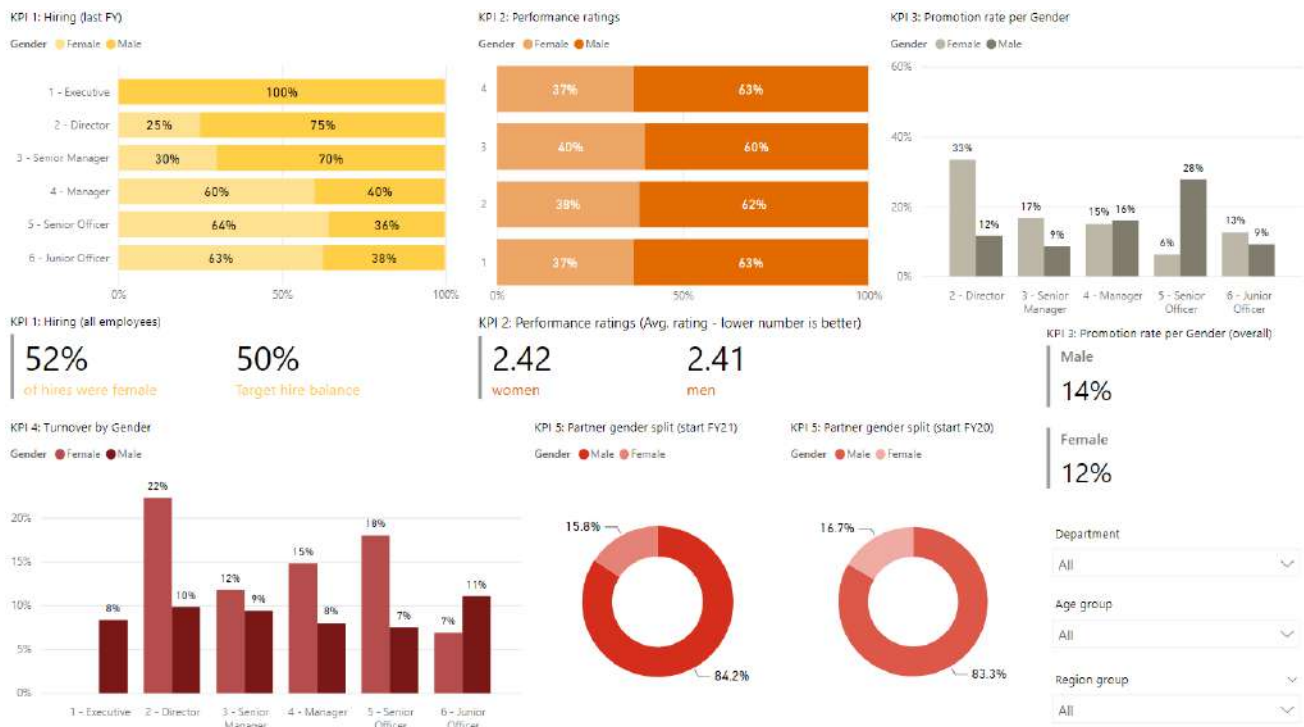
The D&I dashboard is used to inform our regular D&I strategy update meeting with the senior leadership. Since we have been showing such comprehensive data the frequency of these meetings has increased from once a year to quarterly. The dashboard provides insights into key HR processes, enabling a data-driven approach in deep-dive sessions with the different HR teams (e.g. recruitment, talent management). Departments and units are compared against each other in terms of D&I progress using input from the dashboard, which is increasing leaders' felt personal accountability for D&I. It has helped us to prioritize areas for further improvement and to learn from those parts of the firm that are most advanced in fostering genuine diversity.

You can read more about the Dashboard and have a look at some visual samples here: <https://weadvance.ch/best-practices/pwc-data-tells-the-story-as-the-pwc-switzerland-di-dashboard-demonstrates/>

## Learning Insight

What we learned:

- We took an agile and design thinking approach: we did not lose momentum in a long design process but started working with the beta version and fine-tuned the tool on the go.
- We built it with our own capabilities and on pre-existing metrics that are relevant in other contexts as well but went one step further with the predictive functionality.
- We made it a flexible tool: it can be further evolved based on need. For example, we plan to include well-being data and employee satisfaction information from surveys.
- Most importantly we got stakeholder engagement (HR and non-HR): especially senior leadership was involved early on in testing the tool, which helped gain buy-in as well as ownership of actions decided based on the insights we got from the dashboard. Together with the senior leadership we developed a ranking system which is helping us to engage the business in D&I even further.



# SkyGuide – Mentoring as an effective instrument for growth



## General Information:

**Country:** Switzerland

**Type of Company:** Government Agency

**Industry:** Services - Transport

**Sales:** Locally 200M – 1B €

**Employees:** Locally 1.000- 5.000

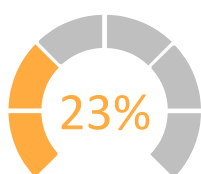
**Type of organization:** Local organization with no international

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female in succession plans for managerial position



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

We launched a Mentoring pilot program in 2014 with 6 pairs of mentees: hand-picked women with potential and interest in personal and professional development, and mentors on the level of executive and top management. The program had very clear specifications for both parties and they signed a confidentiality charter. It put the mentee under an obligation to steer the mentoring process and make a commitment. For 9 months, the pairs met once a month for 1 to 2 hours, exchanging experiences and career paths, discussing professional issues, job opportunities and more.

Our Executive Board became the mentors, securing ongoing commitment. The mentoring program now has up to 10 pairs per year. HR and Diversity Managers shortlist both those selected and those who have applied, and the participants of each annual mentoring wave are finally selected by the Executive Board, who are also the mentors. To make it fair, interviews are conducted with the candidates, who talk about their motivations and perspectives. The Executive Board chooses the candidates and creates the mentor-mentee-pairs. The mentees introduce themselves at an Executive Board meeting at the beginning of the mentoring and at the end, the mentees present their feedback. Since 2018, mentees and mentors have also been exchanging experiences and growing with our partner organization Advance – Gender Equality in Business. The insights into other industries and company styles is extremely enriching for both sides.

In addition to the rewarding contact and stimulating discussions, the exchange within the Advance mentoring program with a manager from another company allowed me to discover another corporate culture.

We have now gone beyond national borders and skyguide is a partner of the international Inspired Women Lead (IWL). We are part of IWL's intercultural mentoring program with mentors and mentees from all five continents. It consists of two parts: being mentored for six months and for the next six months being a mentor to another woman, thereby paying it forward.

## Quantitative outcome

Mentoring meets its purpose and lands results: 63% of mentees have stepped up! Of the 38 mentees who took part in the program between 2014 and 2019, 63% have taken on expanded tasks, a new function and in some cases a higher position. All of them achieved greater visibility throughout the company and were asked to participate in new projects.

## Learning Insight

Implement mentoring if you are not already doing so. Even if the number of participants eligible for a mentoring program seems small in your company, don't let this put you off. We warmly recommend introducing an organized and structured mentoring program no matter what the size. Mentoring is suitable for all levels or career stages: Experienced managers sharing their know-how with those that might be at a career crossroads is powerful. Mentoring is a great way to encourage development. The time for those exchanges is well invested and mentors learn as much and become sensitized to areas of D&I they otherwise may not be.

# UBS – Equal Pay for Equal Value



## General Information:

**Country:** Switzerland

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

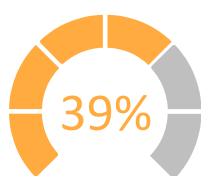
**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goal:

- Other – Pay equity

### Perimeter of Implementation:

Entire organization at global level

### Workforce Focus: All workforce

## Extended/Detailed Description

Ever questioned if your organization takes pay equity seriously? Or wondered if you are paid fairly versus your colleagues? UBS is not afraid to be challenged on this issue. Our commitment to ensuring equal and fair pay was recently recognized when we received certifications for our equal pay practices in Switzerland, the UK, the US, Hong Kong and Singapore from the Swiss Foundation EQUAL-SALARY.

Making sure that our employees are fairly compensated for their work that is the making of our success, both in real terms and relative to others. Equal pay principles have long been embedded in all of UBS' HR policies and practices, not just in terms of compensation, but development and promotion decisions as well, and from hiring and onboarding through to retirement. ""We pay for performance and are committed to pay all our employees fairly,"" noted Group Head Human Resources Stefan Seiler. "We conduct regular internal as well as independent external equal-pay reviews, including gender pay-equity analysis, to make sure we're getting it right."

At UBS we know that Gender diversity, equal opportunity and pay equity are critical to our long-term success. Excellent people-management processes help us attract and retain great employees, and we want them to feel confident that we're paying them fairly and equitably.

Getting certified was an extensive, multifaceted process

In fact it considered far more than simply the base pay as might be suggested by the foundation's name. The auditors we invited in started by looking at all of our HR policies and practices in each location, evaluating compensation, development and promotion decisions across the employee lifecycle, from hiring through to retirement. In addition to reviewing reams of data on employees' salaries and variable incentives, they completed reviews and interviews with senior leaders, HR specialists and randomly selected employees and line managers across our locations. Questions put to interviewees included their views on equal treatment, equal opportunities and pay equity.

When all the research was tallied, an independent assessor confirmed that statistical wage differences between female and male employees in each of the locations they examined were very low, and well within the EQUAL-SALARY Foundation's parameters for certification. The findings support those of a separate wage analysis commissioned across the whole of the firm, which found that the unexplained differential in salaries for men and women was less than one percent.

Our commitment to pay fairness is further demonstrated by the successful completion of the equal pay analysis in Switzerland as required by the newly introduced Swiss Federal Act on Gender Equality in 2020. The analysis found that our statistical wage difference in Switzerland is 0.6% and thus significantly below the 5% regulatory requirement and standards. This achievement also reflects our ongoing efforts to address any unexplained pay gaps as we uncover them.

# United Arab Emirates

## Saleh Al Gurg Group – Women Empowerment



### General Information:

**Country:** United Arab Emirates

**Type of Company:** Private

**Industry:** Services - Multidivisional  
Conglomerate

**Sales:** Locally 50 – 200M

**Employees:** Locally 1.000 – 5.000

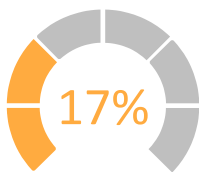
**Type of organization:** Local  
organization with no international

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Just started

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

**Perimeter of Implementation:** Pilot  
on one function/level of organization

**Workforce Focus:** Only Female



### **Extended/Detailed Description**

One of our biggest achievements last year, was amending policy to extend fully paid maternity leave from 45 to 90 days. By doing so, the Easa Saleh Al Gurg Group is one of the first private sector companies in the UAE to implement this change.

We Easa Saleh Al Gurg Group implemented Mentorship and Leadership skill-development learning opportunities and Merit-based increase of women representation in the workforce. We have clear goals to achieve gender balance in the workplace through carefully developed policies and programmes.

Assess current state in terms of gender inclusion from the perspective of women employees: both quantitative and qualitative measure to enable managers inclusivity in terms of intent & exhibited behaviours.

# Standard Chartered Bank – Progression of women into senior roles



## General Information:

**Country:** United Arab Emirates

**Type of Company:** Private

**Industry:** Services - Financial

**Sales:** Globally > 1B €

Locally 200M – 1B €

**Employees:** Globally > 10.000

Locally 1.000 – 5.000

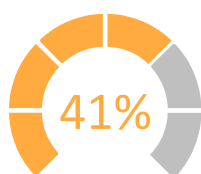
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in turnover
- female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

To promote gender equality in the workplace, marketplace and community we have developed the following

**Workplace:** We have reviewed all our people processes through the lifecycle of our colleagues in the organisation, with a gender lens to ensure they drive fairness and equality. Our Fair Pay Charter sets out principles which guide all our reward and performance decision-making. One of the principles is our ongoing commitment to rewarding colleagues in a way that is free from discrimination based on diversity, including gender. A Fair Pay Report is published to all colleagues with information on how we are progressing with our commitments - <https://av.sc.com/corp-en/content/docs/2019-Fair-Pay-Report-External.pdf>. In the UAE, the 2020 report shows that there is no pay gap at the same level and in the same business area.

We measure representation of women in senior roles across the organization. We ensure that during hiring and promotion process we have diverse shortlist and diverse interview panels to minimize any bias. We also focus heavily on building an inclusive culture where everyone feels heard and respected. All our people leaders go through inclusive leadership training, so they understand their own biases and have tools to minimize. We also provide online training – We are all included- for all our colleagues. Accelerating the development of women in the workplace through our Global Talent Accelerator program which prepares mid-senior management for leadership roles. We run coaching and mentorship program for female leaders to build talent pipelines.

Each country has a D&I Council which is chaired by the Country CEO to ensure governance around our D&I plans.

We have flexible working policies which allow colleagues to work remotely a few days a week or with time flexibility. 60% of our colleagues in UAE have opted for flexible working approach which was launched this year. Compared to the UAE law and market practice, we provide richer maternity and paternity leave of 20 weeks and 10 days respectively.

**Marketplace:** In 2019, we introduced Women in Tech incubators in five markets including UAE, to support women-led ventures. The incubators were designed to help address gender disparity in technology sector and use technology to tackle social challenges faced by communities.

**Community:** Futuremakers launched in 2018 addresses economic inequality in our markets through education, employability and entrepreneurship. Our Goal programme gives girls the tools to shape their own future. In UAE this programme has covered over 1500 girls and provided them with mentorship amongst other tools. As part of our role in community we now have a focus on diversity of our suppliers by providing opportunities to female owned businesses as vendors for the Bank. In the UAE we also partner with our clients and government entities to share best practices and create awareness of D&I challenges and to progress the gender equality agenda in the UAE.

## Learning Insight

It is important to build a culture of inclusion, policies and processes that provide fairness and equality and not just have targets in isolation.

# United Kingdom

## Association of British Insurers – Making Flexible Work Campaign and Charter



### General Information:

**Country:** United Kingdom

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally < 200

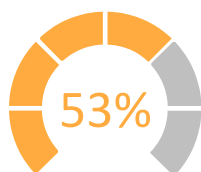
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

### Extended/Detailed Description

The Association of British Insurers launched the Making Flexible Work Campaign and Charter on 28th April 2021. It coincides with the publication of new industry research that shows despite more women (58%) than men joining the insurance and long-term savings sector, women are under-represented in the Board room (29%) and in executive teams (24%).

This campaign aims to reduce the gender seniority gap and attract and retain the best talent from all backgrounds to the sector. The campaign will also respond to the changing expectations of all employees and firms post-pandemic – where data from the UK Government Equalities Office shows that nine out of ten jobseekers are looking for greater flexibility. As of 28th April 2021 - 27 firms have signed the Charter and we anticipate that many more will follow suit. This marks the biggest ever expansion of flexible working in UK Financial Services and the Charter is open to all firms in the Insurance and Long Term Savings sector.

Firms who have signed the Charter, along with the ABI, have committed to 3 pledges:

- **Making it clear** – publishing details of their flexible working policy so that it is publicly available for employees and prospective candidates alike.
- **Making it possible** – advertising the majority of roles as being open to flexible working, including part-time working (if appropriate) and / or as a job-share if the role is full-time.
- **Making it happen** – putting in place processes and guidance to support and promote different forms of flexible working, including job sharing.

Signatories need to achieve these commitments within 12 months of signing the Charter.

Further information can be found on the ABI Diversity Hub -

<https://www.abi.org.uk/flexible-working/> and there has been positive media coverage in the Financial Times and a range of other media outlets too following the latest press release:

<https://www.abi.org.uk/news/news-articles/2021/04/insurance-and-long-term-savings-industry-to-lead-a-flexible-working-revolution-with-27-firms-signing-up-to-new-campaign/>

## Quantitative Outcome

ABI data for the Insurance and Long Term Savings sector in the UK shows that 58% of entry-level employees were women in 2020, but women make up only 27% of Directors and 24% in executive teams. The data also shows that women make up 29% of those at Board level industry wide and the average gender pay gap (median) across companies remains at 23% with the average bonus gap at 50%. The new Making Flexible Work campaign aims to increase the level of women in senior roles in the Insurance and Long Term Savings Sector in the UK and improve flexible working for everyone.



# Atkins – INSPIRE: Women's Development Programme



## General Information:

**Country:** United Kingdom

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

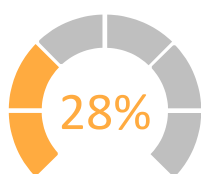
Locally 5.000 – 10.000

**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

INSPIRE - Women's Development Programme, which is designed to help women in all parts of our business advance their careers. The programme is delivered through our training partner Skills 4 and its unrivalled training experts in the engineering and construction sectors. We've been offering this multiple award-winning training to our female colleagues for ten years. The programme is open to all female employees in UK & Europe region and consists of four, one-day workshops. The workshops enable participants to take stock of their career to date, assess their current strengths and achievements and create a targeted action plan for career success. Access to one-to-one coaching is also part of the core programme to further support participants as they take what they learn into their day-to-day roles. They are also put in smaller 'growth groups' (4-5 participants) to provide peer-to-peer support throughout the programme.

# AXIS Network – AXIS Pledge



## General Information:

**Country:** United Kingdom

**Type of Company:** Nonprofit

**Industry:** Services - Association

**Sales:** N/R

**Employees:** Locally 1.000 – 5.000

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate male managers to develop female leaders
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Country Business Community

**Workforce Focus:** All workforce

## Extended/Detailed Description

AXIS Network is Aberdeen's cross-industry gender balance action group, supporting individuals, leaders and organisations operating in the Aberdeen energy sector with actions to support gender equality. In 2019, to accelerate progress on gender equality, we launched the AXIS Pledge, aiming to make the business of good gender balance a leadership and business issue.



40 organisations - ranging from international oil majors to small independent companies - have signed up to the pledge, which asks them to examine their gender gaps and analyse them, create a plan to close them, and report to staff on progress made against this. As a group, we commit to auditing the organisations to ensure compliance with the commitments related to the pledge, to provide support and guidance on actions which can support their plans, and to take a critical friend role in holding them accountable to good practice, and their own commitments. We already produce an annual report commenting on the pledge signatories progress towards closing their gender pay gaps and their associated related activity, and plan to expand this to cover other measures related to compliance with the pledge. Finally, we host leaders round tables, in which we bring pledge signatory leaders together to share best practice, and peer-to-peer support with gender-related business activity.



# Lloyds Banking Group – Gender target



## General Information:

**Country:** United Kingdom

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goal:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Lloyds was the first FTSE 100 company to establish a target for women in senior management. From 2014 to 2020 the proportion has increased from 28% to 37% directly as a result of the set of initiatives put in place to help women make progress. Initiatives have been across recruitment, development, promotion and monitoring leavers. All aspects need to be measured. The most important contributors to achieving this success have been targets at divisional level and including the targets in balanced scorecards.

## Quantitative Outcome

Women as proportion of senior management increased from 28 to 37%

## Learning Insight

Delegate the targets and monitor every month

# Mars Incorporated – Female Talent Pipeline



## General Information:

**Country:** United Kingdom

**Type of Company:** Private

**Industry:** Manufacturing - Food

**Sales:** Globally > 1 B€

**Employees:** Globally > 10.000

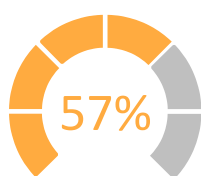
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Mars is committed to advancing gender diversity and equality at every level of the business, and our goal is to unlock opportunities for women in our workplaces, marketplaces and our supply chains. Women play a powerful role in Mars' history and current leadership, and the evidence is clear that women's advancement and empowerment provides a high return on investment.

# Virgin Money – Career Sponsorship Programme



## General Information:

**Country:** United Kingdom

**Type of Company:** Public

**Industry:** Services - Financial

**Sales:** Locally > 1B €

**Employees:** Locally 1.000 5.000

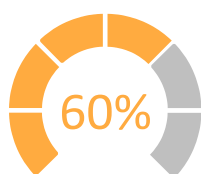
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % turnover



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

We have a programme dedicated to women returning from maternity to help re-integrate and then accelerate their careers. The focus is on helping them get back up to speed quickly and to get traction as the female leaders of the future. We have run a number of cohorts and been very successful in retaining and promoting from this programme.

# Willmott Dixon –Women’s Leadership Development Programme



## General Information:

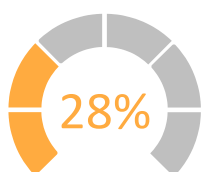
**Country:** United Kingdom  
**Type of Company:** Private  
**Industry:** Manufacturing - Construction  
**Sales:** Locally > 1B €  
**Employees:** Locally 1.000 – 5.000  
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Just started

## Initiative description:

### Main Goal:

- Expand capability and experience of female employees

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

To help us progress our Gender Diversity strategy, we brought together a focus group comprised of our female leaders to brainstorm what they could do to support the company to improve gender diversity. Through this, we created a programme to develop gateways for women into the construction industry and once there, support the progress of high potential women into leadership positions.

Our drive for equality has attracted interest from across the industry sector and in 2020 we successfully applied for £54k of Construction Industry Training Board (CITB) funding to help us develop a pilot programme to create a new generation of female leaders. To be led by our Interiors business, the 12-month programme will be delivered to 17 high-potential female leaders from Willmott Dixon and our supply chain partners. Activities will incorporate a blend of classroom style learning delivered by Cambridge University's, Cambridge Judge Business School, alongside an internally led development programme, including:

- Dedicated mentoring from Willmott Dixon directors and other senior figures in the business
- Opportunities to gain insight and experiences through shadowing senior management and attending strategic meetings, including those at board level
- Opportunities to participate in task teams and project groups across different business disciplines, further enhancing cross-sector skills
- The building of a strong alumni of exceptional female leaders to mentor those entering the industry.

Alongside Cambridge Judge Business School, throughout the programme we will be working closely with CITB, sharing learning and best practice to benefit the industry for years to come.

Dawn Hillier, Head of Standards and Qualifications Strategy at CITB commented on the programme:

"We're delighted to be supporting the Women's Leadership Development Programme, which focuses in on a key benefit of influencing organisational culture through leadership and management training. The training delivered as part of the programme will provide much needed support for new and existing female employees to develop the skills, knowledge and behaviours needed to be successful in senior management roles within the company."

By the end of the programme, our cohort will feel more supported in their professional development. Further success criteria include seeing an increase in female successors, promotions, and the ratio of female leaders at senior management levels and in board positions, as well as improving the retention of high-potential women within the construction industry.

We are extremely proud of the programme and our partnership with CITB. We are confident it will provide an excellent springboard for many of our rising female stars to achieve the very highest positions of leadership and, in the process, become important role models who will inspire even more women to choose construction, and Willmott Dixon, for a career of a lifetime.

<https://www.willmottdixon.co.uk/blog/accelerating-female-leadership-in-the-construction-industry->

# United States

## EY – Corporate Finance Woman of the Year



### General Information:

**Country:** United States of America

**Type of Company:** Private

**Industry:** Services - Professional

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

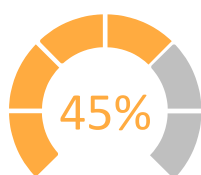
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in new hires



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

### Extended/Detailed Description

The EY Corporate Finance Woman of the Year is a global competition that recognizes talented women currently studying at university level or equivalent with the potential to have a fulfilling career in EY [www.ey.com/cfwy](http://www.ey.com/cfwy).



The program aims to inspire the next generation of exceptional female talent to pursue an exciting and fulfilling career area outside their expected directions. We hope to foster a community where women from varying backgrounds can learn, be challenged and develop relationships that will last a lifetime and build a better working world. To help companies drive inclusive growth by focusing on their capital and transaction strategy through to execution, it's vital we build diverse and purpose-driven teams. We hope that participants will be inspired and emerge from this program with a greater awareness of the exceptional opportunities available at EY.

Why is EY so passionate about investing in the development of future female leaders? Numerous global studies have shown that women's advancement and leadership are key to business performance and economic prosperity. EY's dedication to gender equality is deep rooted in our vision and mission which led to the creation in 2015 of our Women. Fast forward platform, encompassing multiple programs to build women in leadership, scale women entrepreneurs and encourage the next generation to enter historically male-dominated career paths.

One of these programs, also launched in 2015, examines the value proposition for female millennials and how this can be conveyed in a more compelling way externally — with the objective to significantly improve both the number and proportion of high potential women hires globally. The EY Corporate Finance Woman of the Year (CFWY) is just one of the workstreams within the attraction plan.

The CFWY program is a global campus case competition designed to build a pipeline of exceptional, graduate-level female talent. Female students apply with a CV and criteria as specified in their local markets. The selected candidates participate in country run competitions, where they demonstrate a range of skills. The winner from each country participates in individual and group challenges at the global final, for a chance to be named the EY Corporate Finance Woman of the Year. The EY people involved also benefit as they grow their brand, work in new ways, connect with the market, build their careers, and be socially responsible for the next generation of workforce.

Many of the CFWY student participants are extended employment offers with EY. In addition, participants and winners are invited to join various local or global alumni programs. These programs are intended to expand participants' networks, engage with like-minded peers and female leaders, participate in mentorship relations, and pay it forward inspiring the next generation to go further. CFWY is EY's long term commitment to participants to build their careers and achieve aspirational goals.

## Learning Insight

- Giving young women opportunities to see others in roles – so they can see what potential opportunities
- Ensure branding campaign and platforms are aligned to the target audience
- Do pay extra attention to candidate care (pre, during and post events)
  - o Use informal channels of connection (Whatsapp group, LinkedIn, holding informal drop-in sessions such as networking, learning, personal brand)
  - o In country mentorships
  - o Don't underestimate the value of networking: allow time for formal and informal networking and relationship building within the participants themselves
  - o Create a keep in touch with local EY offices and teams
- Keep a whole of organization approach front and center, tapping into other EY DEI initiatives positively impacted participants.
- Including men in the program is valuable to create more inclusive work environments and change collective expectations.

# Mars Incorporated - I&D strategy



## General Information:

**Country:** United States

**Type of Company:** Private

**Industry:** Manufacturing - Food

**Sales:** Globally > 1 B€

**Employees:** Globally > 10.000

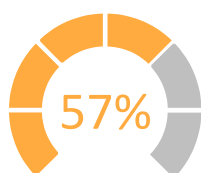
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in turnover
- female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Mainly Female

## Extended/Detailed Description

At Mars, we have a legacy of building and creating programs to help support the professional growth and development of women across the world. While there is still more work for us to do, we have made some significant changes over the last 5 years, which have resulted in sizeable improvements in our representation of women at senior level positions. Last year, we launched our global I&D strategy with specific goals related to gender balanced leadership, inclusion and workforce representation. Specifically, on gender, it is our goal to have 100% of our leadership teams to be gender balanced (40-60% of any one gender) within the next 5 years. To enable this, we have been working on developing programs and strategies that will help all women realize their potential in our organization. We recently launched our 'Full Potential' platform, designed to address gender inequities across our workplace, sourcing communities and marketplace. Specifically for our workplace, in addition to our global strategy, we are identifying ways to advance the Mars approach to flexible working beyond the pandemic, encouraging our Associates to choose the environment that has the optimal conditions for the work and task at hand. Furthermore, we are committed to equal pay for male and female Associates across the business. A study completed in 2019 confirmed that we pay our Associates equitably regardless of gender, but we will continue to review our pay practices and policies to ensure our pay remains equitable.

We have also implemented development programs including our award-winning program "Women leading purposefully", created in partnership with Harvard University. This program is designed to empower and equip women within our organization to lead more confidently, providing mentoring and sponsorship support to enable this. We are also currently scoping out new opportunities to further enable our senior leader women through specific executive leadership programs.

We have a strong network of women-led Associate Resource Groups (ARGs), which provide an additional support infrastructure for our women in Mars. This will be further strengthened through a new global approach to ARGs, which will be coming later in 2021. Finally, we are working hard to ensure that all our talent policies and processes are able to effectively mitigate any form of bias. This starts from how we source and attract our talent, right through to how we develop and promote our Associates. With open lines of feedback from our Associates, we look forward to continually building on and improving our approach to ensure all women can reach their full potential.

## Learning Insight

Bringing the voices of the employees (Associates) and creating a platform for deeper conversations drives a stronger sense of inclusion and individuality and allows leaders to hear more from employees what really matters to them and therefore enables subsequent actions.

# Procter and Gamble – #ShareTheCare



## General Information:

**Country:** United States of America

**Type of Company:** Public

**Industry:** Manufacturing – Consumer Products

**Sales:** Globally > 1B €

Locally > 1B €

**Employees:** Globally > 10.000

Locally > 10.000

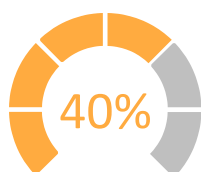
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes,
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

#ShareTheCare: At P&G, we want to build a world and workplace free from gender bias, with equal voice and equal opportunity for all individuals. We believe that equality at work begins with equality at home and that caring for home and family has no gender.

When all parents have access to paid leave and the ability to share in caregiving, it's healthy for children, parents, families and companies. Importantly, paid parental leave – specifically paid paternity leave – is key to keeping women in the workforce.

#ShareTheCare is a global minimum standard for paid parental leave, which offers all parents the opportunity to care for and bond with children new to their family.

Reflecting our commitment to gender equality, our new ShareTheCare global policy sets 8 weeks of fully paid leave as the minimum standard for all parents whether in a business center, research facility or a manufacturing site. In addition to the 8 weeks minimum paid leave for all parents, birth mothers will receive an additional 6 weeks fully paid birth and recovery leave, for a minimum of 14 weeks of paid leave.

ShareTheCare applies to all situations in which a permanent P&G employee becomes a parent by natural birth or adoption, or in any situation in which there is an actual and/or legally recognized parental relationship with a new child. This includes biological parents, domestic partners, adoptive parents, and parents of same sex couples.

Establishing a bond with a new child requires an extended period of time dedicated to the role, so we require leave to be taken in a continuous block with a maximum of one break. This single break provides flexibility for the father/domestic partner/adoptive parent to take a few weeks when the new child arrives in the family and then the remaining weeks together at a later date, when it makes sense for the family.

Importantly, we are putting our advertising muscle behind this effort. P&G is one of the world's largest advertisers reaching millions of consumers every day. Today, our Pampers and Luv brands reflect diapering dads and diapering moms (we call that diapering parents). Additionally, through our advertising we are working to close the chore gap at home – something that exponentially grows as children are added to families and disproportionately impact women. Today our advertising reflects men as full partners and parents – doing laundry, washing dishes, cleaning homes as well as changing diapers. We believe that when men are full partners and parents at home, they are more likely to be inclusive leaders in the workplace – and that is good for all employees.

#ShareTheCare will be fully launched in all countries around the world where we have permanent employees by the end of 2021.

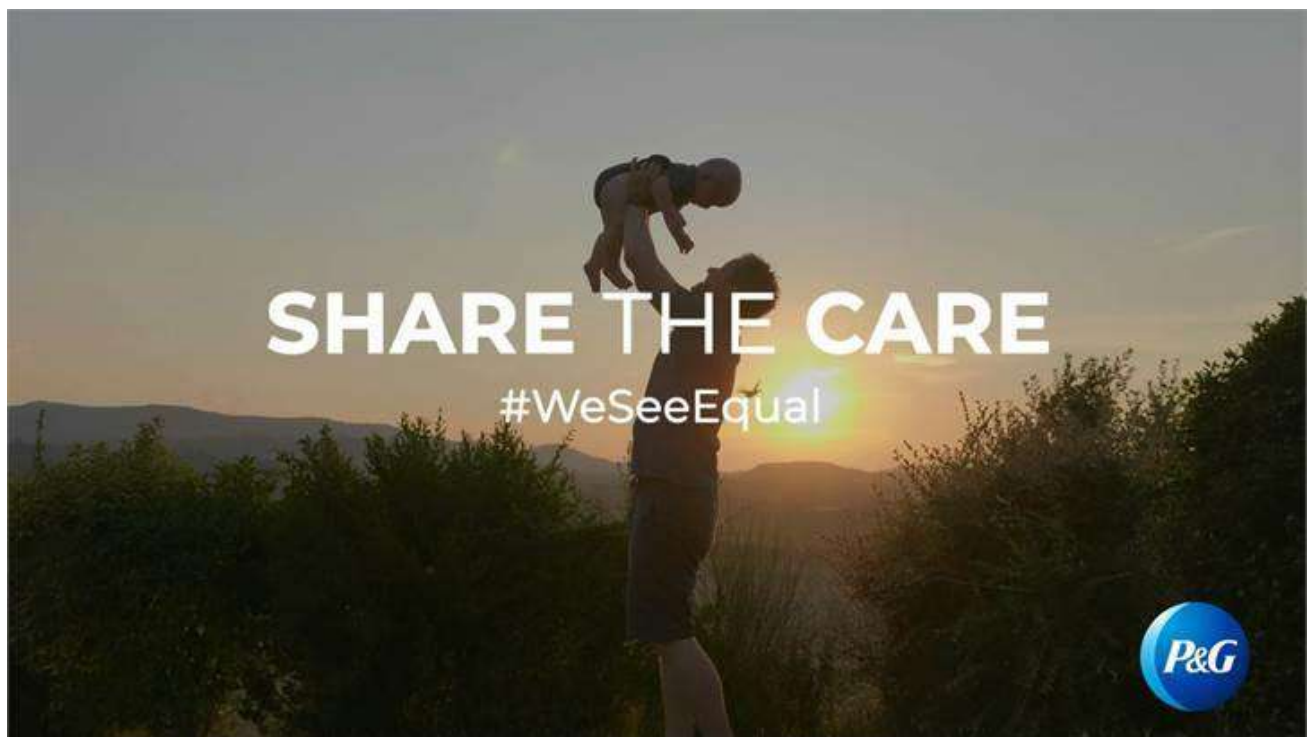
## Quantitative Outcome

Research shows that impact of paid parental leave – and specifically paternity leave - on achieving gender equality is far reaching. There is a direct link between an equitable approach to paid parental leave and women's success in the workforce—impacting pay, advancement, health and shared care-giving.

Moreover, when both parents are home during a child's early stages it's proven to have positive, long-lasting outcomes for the child's development – such as improved cognitive, emotional and physical health. For birth mothers, there's an acknowledgement by employers that caring responsibilities fall on both parents, which leads to a more gender-equal workplace. It also allows fathers and domestic partners to be more involved in their child's development, resulting healthier lives, better relationships and more personal satisfaction.

## Learning Insight

This has been extremely well received by our global employees. Our intent was to both operate with an equity lens to parental leave and address the caregiving gap between men and women. With this backdrop, we believe having only one potential break in the leave is critical. It helps build parenting competency and responsibility early in a child's life that we believe will span the full child care life cycle. This is also an critical initiative designed to support our LGBTQ population and our adoptive parents.



# UPS – Women Exporters Program (WEP)



## General Information:

**Country:** USA

**Type of Company:** Public

**Industry:** Services – Transport/Delivery

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Other - Female business % presence in international trade



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Other - Boosting women in the international scenario by enhancing female led business capacity to access and compete in the international market.

### Perimeter of Implementation:

Worldwide Business Community

**Workforce Focus:** Only Female

## Extended/Detailed Description

UPS recognizes the opportunity - or better, the responsibility - to make its resources and industrial know-how available to promote greater women and their businesses' participation to international trade.



Women have the potential to catalyze exponential economic growth. Data have long reflected that female-owned firms that export pay more, are more productive, employ more workers and have above-average sales; they invest 90% of their earnings in their families and communities, create resilience and encourage social change. However, both in emerging and more advanced countries, women's businesses face unique barriers (legislative, capital access and lack of networks). In Europe, only 1 out of 5 exporting companies is led or owned by a woman; among these companies, those that export are on average smaller and concentrated in sectors with less international potential. During last year, Covid 19 has aggravated this situation.

Therefore in January 2018, UPS and the UPS Foundation launched the Women Exporters Program - WEP, a global effort to enable women-owned businesses to learn more about exporting and to consider selling their products around the world. To achieve this, WEP works a three-pillars approach focusing on capacity building among women entrepreneurs, increasing their market access, and advocating for regulatory frameworks that support women-owned businesses. The program was launched in 4 countries (Mexico, Nigeria, UAE and Vietnam) and has now expanded to 17 more countries (Chile, Turkey, Poland, India, Argentina, Brazil, Costa Rica, Panama, Honduras, El Salvador, Peru, Colombia, Jamaica, Guatemala, Dominican Republic, and Puerto Rico) and reached 6,000 female entrepreneurs in 35 events. Capacity building is provided through learning modules on topics related to the export activity and efficient logistic management (tariffs and commercial regulations, customs clearance, ecommerce, warehousing, etc.), direct consultancy for women entrepreneurs, and live webinar. Together with the International Trade Center (ITC), UPS has also created dedicated courses on the SheTrades platform, made available to women participating in WEP. ITC and the UPS Foundation launched a pilot in Nigeria to identify 80 export-ready women entrepreneurs for training on different skills. The pilot was put on hold due to COVID-19, and now ITC and UPS are reassessing the needs of the women entrepreneurs to better support their international growth. We are happy to report that up to 50% of the participants have started or continue to export. UPS has also partnered with USAID and the World Bank to provide market access for women entrepreneurs in ISMEA, Asia, and LATAM.

## Quantitative Outcome

With respect to the results achieved to date in the Countries where the initiative was launched, we highlight the following ones (not the only ones): with respect to training activities, in Mexico, 94% of the participants reported that they have improved their knowledge on access to international markets, while in Nigeria, 88% improved their packaging, labeling and marketing knowledge; in the UAE, 88% report having improved access to global markets through e-commerce; in Vietnam, 78% have increased skills and understanding on how to finance their business. In 2020 alone, in India, Mexico, Vietnam and Nigeria the women entrepreneurs that went through the program generated in business and investment USD 463,857 and created 86 new jobs.

# Additional Best Practices

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# Canada

## Hootsuite – Hootsuite’s DEI Strategy



### General Information:

**Country:** Canada

**Type of Company:** Private

**Industry:** Services - Technology

**Sales:** Globally 50 – 200M €

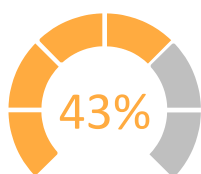
**Employees:** Globally 1.000 – 5.000

**Type of organization:** Headquarter of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

### Extended/Detailed Description

Hootsuite has been re-establishing its people strategy with DEI as a core focus. The company's leadership recognized that although the gender split among employees was near equal, there was a clear lack of women and POC in positions of senior leadership. The desire to ensure a strong pipeline of talent that would provide the opportunity to elevate women within the organization was a distinct component of a larger DEI strategy. The goal was to create an inclusive, productive and empowering work environment.

In 2017, Hootsuite underwent a DE&I audit by Paradigm the results of which encouraged a focus on the promotion process due to data that suggested lower promotion rates for women and Asian employees. Upon receiving these results, the team communicated transparently with employees around these inequities, and worked swiftly to enact necessary change. The shift to a new promotion process focused on removing systemic barriers for underrepresented groups. When Paradigm re-produced the assessment in 2019, there were no statistically significant disparities in promotion rates.

Paradigm also looked at pay disparity, and where identified, Hootsuite worked swiftly to reach pay parity across all demographics. It has committed to an annual audit to ensure it continues to remain at full parity. It's long term commitment was cemented through the signing of the Unbounce #PayUpForProgress pledge.

"New research from Deloitte Global indicates that the pandemic has seen a confluence of events for women specifically—namely an increase in their workloads at work and at home. Many are at a breaking point, leaving the workforce in record numbers. But employers that give women the culture and support to enable them to succeed have a more productive and motivated workforce and are likely to report greater retention, the research found," said Forbes. To help address that, Hootsuite is reimagining the future of work that aims to give all employees a sense of harmony in their lives by supporting work-life balance through initiatives such as family care leave and providing quality time for employees to spend with their families to rest and regenerate.

To further address, Hootsuite recently launched its Distributed Workforce Strategy that provides maximum flexibility, where possible, and a trust-based approach to work. It empowers employees to choose the work environment that best suits them, whether that be full time in the office, full time remote, or a hybrid. Employees have expressed that the trust and flexibility shown with this new strategy has enabled, for instance, an easier management of school hours with their children, or provided more time with their families. For those who do choose to work in the office, in Vancouver, Hootsuite is adding a wellness room that can be used by nursing mothers. In addition, the employee benefits program has been revamped to include fertility treatments, gender affirmation and increased mental health support.

## **Quantitative Outcome**

Pay Parity - The Gender Pay Gap (Female vs. Male) at Hootsuite is 2.4%. This is not statistically significant. In other words, Hootsuite's pay program is equitable from the perspective of Female vs. Male (Delivered Result).

Female engagement - Global increase in female engagement by employee level: 13%, median



# Linamar – Female Talent Pipeline



## General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Manufacturing - Automotive

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
N/A

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at the global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

### **1. Representation of Women on Boards**

For the last five years Linamar had a very stable board of six Directors. Of the six members of the Board, one has been female, and is the Chief Executive Officer and one of two large minority shareholders of the Company. This year, the Board proposes to replace one of our retiring male Independent Directors with another female independent candidate to assist with, among other things, the gender diversification of the Board. The Company has a written policy approved by the Board: its stated objective is to see a proportionate representation of women at all levels of management at Linamar, including its Board. More specifically, its goal is to attain a comparative level of female representation at each level of management commensurate with the overall representation of women in the Company's overall workforce. The Company is currently in compliance with this policy including at the Board level.

Linamar's policy made it eligible to become a founding member of the Catalyst Accord, which sets objectives and requirements for the representation of women on boards in Canada. One of the key Catalyst objectives is to increase its members' current percentage of women on its boards. This strategic collaboration with Catalyst has the objective of expanding opportunities for women on boards and in executive positions in business, which Linamar wholeheartedly supports. Ms. Hasenfratz, the Chief Executive Officer, is a member of Catalyst's Board.

### **2. Consideration of representation of women in director identification and selection process**

Historically, the automotive industry has been very male-dominated and although the majority of people in the industry are still male the landscape has been consistently changing over the last 20 years and particularly the last 5 to 7. Linamar is very committed to women in the trades and in Science, Technology, Engineering and Math (STEM) and has been actively involved with local schools in initiatives working in conjunction with its local university to encourage high school girls to enter into the trades, engineering, science and technology professions. Although it takes time to effect change with respect to gender representation overall in the industry, and therefore, in more senior positions in the automotive industry, great progress is being seen overall with percentages of women in both skilled trades and engineering, science and technology programs dramatically higher than what it was a decade ago and momentum continues to build. When a director or executive candidacy opens up, the HRCG Committee evaluates the most qualified candidates for nomination and election, regardless of gender. The Company actively encourages inclusion of a diverse variety of qualified candidates in this process, which of course includes women.

This commitment is further exemplified by the announcement in 2017 of a \$5 Million scholarship at Western University, funded by Linamar and the Hasenfratz family. This fund will provide 10 scholarships per year to women enrolled in the combined engineering and business dual degree program. Recipients will also receive work terms and a job offer upon graduation. The Company looks forward to seeing the broad impact of encouraging more women in STEM careers of this program and more specifically, seeing more female engineers at Linamar as a result.

### **3. Consideration of representation of women in executive officer appointments**

As mentioned, Linamar is actively involved in many projects encouraging women to enter the trades & STEM in the automotive industry. The Company's CEO, Linda Hasenfratz, is deeply committed to encouraging women to enter increasingly senior positions and has worked extensively with the Vice President Global Human Resources (also a woman) to encourage women to be properly groomed and considered for promotions within the Company. There are currently 27 women under evaluation and training to step up into critical positions within Linamar as positions become available. The representation of women at each level of management in Linamar is slightly over-representative of the overall percentage of women in the Company.

### **4. Targets regarding representation of women on the Board and in executive positions**

As noted above, Linamar has established a target of proportionate representation of women on its Board and in executive positions, commensurate with the number of women in its overall workforce demographics. In 2019, women comprised 23.0% of Linamar's overall workforce in Canada. Globally, 19.2% of Linamar's workforce is women. Currently, women account for approximately 20% of management positions at Linamar globally with some levels as high as 22%, which is somewhat over-representative of its overall workforce. Catalyst reports that women's participation in motor vehicle manufacturing is 17.7%<sup>2</sup>. Linamar's current participation of women in its senior ranks exceeds that average.

Despite exceeding the average, Linamar aims to increase the number of women in senior positions to 25% and to have at least one additional woman on its Board by 2025.

### **5. Number of women on Board and in Executive Officer positions**

The current level of representation of women on Linamar's Board is at 17% (or one of six Directors). Should the new nominee for the Board be confirmed by shareholders at the Annual General Meeting, that percentage will rise to 33% (or two of six Directors). As noted above, the current representation of women in executive officer positions in Linamar<sup>3</sup> is 20%. Further, throughout the Company and its major subsidiaries there are 12 women in senior positions of director and above and 1 woman on the senior operations team called the "AIM" team (in addition, there are 2 women in "back-up" positions if primary members of the AIM team are not available for meetings).

<https://www.linamar.com/sites/default/files/reports/2019%20Management%20Information%20Circular.pdf>

# Manulife – Female Talent Pipeline



## General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services – Financial

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
N/A

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at the global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

### **1. Putting DEI at the forefront of leaders' agendas**

Different diversity metrics are tracked in different markets depending on the regional legislative requirements and frameworks. To strengthen leadership and business accountability for diversity, we've introduced customized leader DEI dashboards, which are reviewed quarterly by our CEO and ELT, and we have included DEI in all people leadership goals. All segments and functions also develop their own action plans to improve diversity and inclusion based on their specific challenges.

### **2. Providing equal opportunities**

Manulife is an equal opportunity employer. We are committed to fair and unbiased recruitment, retention, and advancement practices and we administer all programs based on qualification and performance and without discrimination on any protected ground.

Removing barriers to equal access to employment is a priority. A Human Resources representative will consult with applicants contacted to participate at any stage of the recruitment process who request any accommodation. Information received regarding the accommodation needs of applicants will be addressed confidentially.

### **3. Paying for performance**

In order to attract, motivate, and retain the best and brightest employees, we invest in our employees' development and provide them with the opportunity to receive superior rewards when they exhibit superior levels of performance. Our pay for performance philosophy ensures that pay is fairly differentiated based on individual levels of contribution and fully considers both what was accomplished versus objectives, and how the results were achieved in alignment with our values.

Because we are committed to pay equity, we take steps to identify and mitigate the risk of unconscious bias in our pay practices and decisions. We monitor developments in this area and routinely review our compensation programs to maintain compliance with legal and regulatory requirements.

We also regularly perform comparative pay analyses to ensure that pay for employees with comparable job grades, geographies, job families, performance levels, and experience is consistent. The results of our recent analysis showed that, on average, at year-end 2020, the pay received by women globally was greater than 99% of that received by men, after accounting for factors such as role, performance, tenure, and geography.

### **4. Investing in networks and communities**

We have 12 employee resource groups (ERGs) with 32 chapters and over 11,000 members. Open to all employees, ERGs support local employee engagement, champion our larger DEI initiatives, and provide opportunities for personal and professional development.

[https://www.manulife.com/content/dam/corporate/global/en/documents/pas/MFC\\_SR\\_PAS\\_2020.pdf](https://www.manulife.com/content/dam/corporate/global/en/documents/pas/MFC_SR_PAS_2020.pdf)

# RBC – Female Talent Pipeline



## General Information:

**Country:** Canada

**Type of Company:** Public

**Industry:** Services – Financial

**Sales:** Globally > 1B€

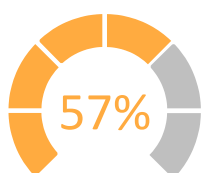
**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
N/A

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at the global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

### **1. Attracting diverse talent with fresh ideas and skills**

Having a diverse workforce that reflects our clients and communities has always been a competitive advantage. Targeted campaigns included our Diversity Works Here® event series (20+ workshops and 50+ webinars), Career Edge Internship (have onboarded 1,200+ persons with disabilities, newcomers and new graduates since 1996) and Indigenous Peoples Development Program (97% increase in applicants and 40% increase in hires since 2019). We also expanded our talent outreach with 15 virtual events attracting over 1,000 participants and aimed at supporting the job search and business hiring needs of newcomers to Canada, persons with disabilities and members of the BIPOC community. In 2020, 51% of our new hires were women, and 35% were from the BIPOC community. We also had one of our most diverse student cohorts with 43% women and 44% BIPOC.

### **2. Leadership Development Program (LDP):**

Designed to build future leaders, this accelerated two-year program consists of four six-month rotations where LDP associates collaborate with leaders on complex assignments while developing their skills through formal training. In 2020, we held eight virtual events targeting Master/MBA students, received over 1,300 applications and hired 24 individuals (50% women and 70% BIPOC).

### **3. RBC Career Launch® Program:**

Since 2014, this one-year paid internship has prepared over 600 recent graduates (58% women, 46% BIPOC) for the jobs of tomorrow with practical work experience across our branches, head office and local charity partners. In March, in response to the COVID-19 pandemic, we quickly shifted the program so our 2020 associates could work remotely, with their first six-month rotation supporting our Wealth Management and Personal & Commercial Banking operations teams. As a result of the program, 84% of our alumni who responded to our program survey felt the experience increased their confidence, 88% felt they gained valuable skills and 82% of our most recent graduating class secured employment at RBC and other organizations.

### **4. Diversity in leadership:**

We believe a stronger future relies on a pipeline of diverse leaders, so we align talent management strategies and succession planning with our business strategies and our Leadership model. In our approach to succession planning, we assess, identify and develop executives and high-potential talent to build their leadership capabilities and ensure we have a diverse group of leaders who drive our performance. The representation of women and BIPOC in executive and senior management roles is an important measure of our progress in building a diverse leadership pipeline, and we set specific, time-bound goals to increase the diversity of our leadership.

### **5. Flexible work arrangements:**

Focusing on inclusion is essential when working remotely may make us feel less connected with others. Our employees have always had options available to balance their personal and professional needs. As the pandemic causes all businesses to reimagine how and where work gets done, we are reminding employees about options such as reduced hours, modified work weeks, job sharing and other flexible work arrangements. 89% of our employees who participated in our well-being surveys stated that they “have the flexibility to do their job”, while 83% stated “I feel well connected to my team.”



## **6. Childcare support:**

Working parents have faced tremendous pressures due to the pandemic, particularly at its height in 2020. RBC's Employee Care Program is available 24 hours a day, 7 days a week, to help our employees access support, including emergency backup child care and trained counsellors. In addition to flexible work arrangements, we provided on-site employees with up to 20 days of paid leave so they could manage any disruptions to child care. We offered "Support for Kids (and their grown-ups)" virtual programming, which included summer coding camps and on-demand storytime. RBCers also took the initiative to create the Kids@home Marketplace, with content and programs to share crafts, games and learning opportunities.

## **7. Supporting our commitment to pay equity:**

We are committed to the principles of pay equity for all our employees. We undertake actions to address pay disparities between men and women performing equal or comparable work. We conduct gender-based compensation analyses as part of regular compensation review processes and review pay differences, taking into consideration factors such as position level and tenure, business or function, and geography, all of which may contribute to differences in pay.

In addition, we complete gender and pay equity analyses and filings annually, where required, to comply with Canadian federal Employment Equity legislation and provincial and federal Pay Equity legislation. Since there are a number of variables that are considered in establishing pay levels, we periodically carry out statistical analyses to eliminate factors that may explain variations in pay, including levels of proficiency and performance, education, accreditation, and role accountabilities, to surface gender-based pay differences.

We performed gender equity in pay analytics in 2020 on six years of data, investigating our business segments and functions, analyzing over 1,200 business units, and close to 65,000 employees. As a result of our work, we built new tools, repeatable procedures and training activities to increase manager awareness of potential biases that could impact performance evaluations or compensation.

<https://www.rbc.com/community-social-impact/assets-custom/pdf/2020-ESG-Report.PDF>

# Germany

## Business and Professional Women Germany e. V. – Campaign: Equal Pay Day

### General Information:

**Country:** Germany

**Type of Company:** Non-Profit

**Industry:** Other

**Sales:** Locally < 5M €

**Employees:** Locally > 10.000

**Type of organization:** Local

Subsidiary of Global Organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

According to the Federal Statistical Office, women earn 18 percent less than men in Germany on average. The gender pay gap is the percentage difference between men's and women's pay relative to men's pay. In recent years, the number has declined only very slowly. Part of this wage gap can be attributed to so-called structural differences. Many women learn lower-paid professions, work less often in management positions and more often in part-time or mini-jobs. But even if you take these factors out and look at women and men who work the same amount in the same industry and in the same position, there is still an unexplained wage gap of 6% in Germany.

Causes and objectives:

1. Lack of women in certain occupations, sectors and at the higher levels of the career ladder
2. Women interrupt or reduce their employment due to family reasons, e.g. parental leave or caring for relatives more often and longer than men
3. Typical female occupations continue to be undervalued
4. Lack of pay transparency makes it impossible to see unequal treatment of pay on the basis of gender
5. Common role stereotypes continue to influence women's career choices

The aim of Equal Pay Day is therefore to bring the debate on the causes of the pay gap to the public, to raise awareness of the issue and to mobilise decision-makers to close the pay gap.

The day for equal pay in the USA was created. The American Business and Professional Women (BPW) - BPW is one of the largest and oldest professional networks for employed and self-employed women - created the Red Purse Campaign in 1988 as a symbol for the red numbers in women's wallets. BPW Germany took up this idea and launched the Red Bag Initiative in 2007, which laid the foundation for the nationwide introduction of Equal Pay Day. In 2009, on the initiative of BPW Germany, a national action alliance was formed and was able to mobilize around 60.000 citizens nationwide in its first year and recorded around 180 actions. From year to year, the number of active and committed people is growing: At Equal Pay Day 2018, around 1.000 actions in Germany were reported and received a lot of media and political attention. To mark the 10th anniversary of the campaign in 2017, a major congress was held in Berlin. Together with all participants, a catalogue of measures for the implementation of pay equity was drawn up and included in the Agenda for More Pay Equity.

Agenda's goals:

1. Implementation of the legal framework
2. Setting tax frameworks for families
3. Questioning role models and gender stereotypes
4. Encourage cultural change in work and companies
5. Enabling learning and education without stereotypes
6. Re-define working hours
7. Enabling Flexible work
8. Distribute care work equitably and compensate
9. Implement transparency at all levels

<https://www.equalpayday.de/startseite/>

# EAF Berlin in cooperation with VW AG – Promoting Flexibility and Diversity



## General Information:

**Country:** Germany

**Type of Company:** Private

**Industry:** Manufacturing - Automotive

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

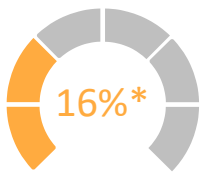
**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Other - Development and piloting of different flexible working models for better reconciliation of work and family life in production (three-shift operation).



**Female employees**  
\*16% overall  
11% in management positions



**Focus on**  
**Women talent pipeline**



**Level of Implementation**  
**Completed > 1 year**

## Initiative description:

### Main Goals:

- Support work and life balance/integration of all employees
- Create open and inclusive organizational culture

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Broader diverse workforce

### Extended/Detailed Description

The project "Promoting Flexibility and Diversity" was carried out by EAF Berlin (non-profit consulting, research and educational organization) together with VW AG. With the aim of increasing the attractiveness of the production sector especially for women, promoting a team culture based on partnership and better reconciliation with family or private demands, practical tests were carried out on how working hours and working models can be made more flexible; via three-shift operations. VW, like other car manufacturers, is a traditionally male-dominated group. The automotive industry is facing major challenges: The technological transformation to electromobility goes hand in hand with social changes - changing role patterns and increased employee needs for more flexibility and better reconciliation.

The promotion of equal opportunities for women were integrated into this broader context, enabling a wider range of employees in different life phases, age groups and qualifications to be reached.

The project was implemented in 2 pilots at the Kassel and Wolfsburg sites over a period of 3.5 years. It worked closely with key stakeholder groups: managers, HR, healthcare, works councils and, above all, the employees themselves. One of the project's guiding principles was therefore "learning from the shop floor". This participatory approach has proved very successful. In this way, the following models were developed with the support of EAF Berlin, the project pilots from VW's diversity management and other company experts:

- Flexible swapping of shifts and enabling short-term absences (e.g. childcare emergency) with the help of a flexi attendant
- Improved onboarding processes for new production lines, e-mobility
- Knowledge tandems: older and younger employees
- Job sharing models, e.g. also for master and sub-department managers and part-time management
- New forms of part-time work and shift assignments, more flexibly tailored to the needs and qualifications of employees

A new comprehension and upgrading of part-time work benefited female employees in particular, who make up the vast majority of part-time workers. Accompanying awareness-raising workshops were offered for managers and other multipliers.

Due to the Corona pandemic, the workshops had to be held virtually from 2020 on. This was excellently mastered even by employees who had no previous experience with digital formats.

The project was funded in equal parts by VW and funds from the ESF program "Securing the skilled labour base: vocational training and education and gender quality". The ESF-program seeks to support the social partners and in-company stakeholders in securing the supply of skilled labour and adapting to demographic change – via promoting further training and gender equality within companies. It is a joint initiative of the Federal Ministry of Labour and Social Affairs, the Confederation of German Employers' Associations and the Confederation of German Trade Unions.

## Quantitative Outcome

With the participation of around 150 female and male employees from different age groups, qualifications, and life phases, nine different models for more flexible working oriented to the different life phases and needs of employees were developed and tested in practice. Successful pilots are to be rolled out on a larger scale at VW in the future.

## Learning Insight

Success factors:

- Combining top-down (top management support) with bottom-up.
- Direct involvement of employees (participative approach)
- No prefabricated models, but tailor-made development on site
- Intensive communication with all stakeholders
- Partnership-based "give and take", balancing of interests
- Equal opportunities and advancement of women integrated in the context of the transformation of the world of work

Further information:

<https://www.eaf-berlin.de/projekt/vielfalt-flexibilitaet-vereinbarkeit/>

# FPI Fair Pay Innovation Lab – Universal Fair Pay Check



## General Information:

**Country:** Germany

**Type of Company:** Non Profit

**Industry:** Services – Other

**Sales:** Globally < 5 million €

**Employees:** Globally < 200

**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Create open and inclusive organizational culture
- Certify organizations for fair pay

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

Our goal: Fair pay for all

Our goal is to ensure non-discriminatory pay structures in every organization around the world - and to close the gender pay gap as well as all other pay gaps. Anyone who ensures that all are paid equally for equal work of equal value independent of gender needs pay structures that are neutral, objective, and non-discriminatory for everyone – regardless of where the employees come from, who they love or what they believe in. Those who consistently ensure fair pay create equal opportunities for all.

FidAR was founded at the end of 2006 by women in management positions in business, science and politics with the aim of significantly and sustainably increasing the proportion of women on German supervisory boards. FidAR now has around 1,100 members - men and women - who hold important positions in business, science and public life.

FidAR calls for measures to significantly increase the proportion of women on the supervisory boards of German corporations and institutions and to increase the proportion of women in top management.

The annual documentation of women on the supervisory and executive boards of the 180 listed companies with equal participation plays an important role. By publishing and surveying the proportion of women in management levels, FidAR e.V. creates transparency and creates a basis for changes. The ranking in the publications leads to public pressure on companies to increase the number of female employees in top positions.

The solution: Fair pay closes all gaps

Whether it is a mentoring program, diversity training, or leadership initiative – anyone who measures the success by whether income differences continue to exist has both an unbeatable objective criterion and an extremely effective lever at hand. The regular analysis of the compensation system clearly shows which measures are effective and where readjustment is required. In other words, those who bundle the various measures and orient them solely towards a fair remuneration system will reach their goal faster; those who consistently pay fairly, automatically close all demographic pay gaps in the organization.

To zero in three phases: Universal Fair Pay Check

The aim of the UNIVERSAL FAIR PAY CHECK is to close all internal pay gaps in three phases and to implement fair pay for all employees. Under the patronage of the German Federal Minister of Labor Hubertus Heil, companies enter an active exchange on fair pay, analyze their pay gaps and – depending on the starting point – implement various interlinked measures and enter regular monitoring. The organizations are accompanied by the FPI in analyzing their pay data, implementing fair pay, and adopting appropriate measures. In the process, progress is regularly reviewed.

Throughout the whole process, the focus is on sharing best practices: right from the start, companies and organizations share their experiences and challenges in expertise workshops, and discuss suitable tools and methods, from analysis through to closing all pay gaps. The UNIVERSAL FAIR PAY CHECK is being registered as an EU certification mark.

- As Universal Fair Pay Analyst, the organization carries out an analysis of the pay structures for all its employees and formulates suitable measures for closing the calculated gaps.
- As Universal Fair Pay Developer, the organization implements the measures that have been set out and achieve an adjusted gender pay gap of +1 to -1 percent.
- As Universal Fair Pay Leader, the organization shows an unadjusted gender pay gap from +10 to -10 percent, engages in an active exchange of best practices, and goes transparent in its communication about the pay gaps.

The UNIVERSAL FAIR PAY CHECK explained in 150 seconds:

<https://www.youtube.com/watch?v=aipipvDk4BE>

The UNIVERSAL FAIR PAY CHECK : [www.universal-fair-pay-check.org](http://www.universal-fair-pay-check.org)



## Quantitative Outcome

Pay Gap vs Male

Other impacted KPIs:

- Unadjusted gender pay gap, for base pay, bonus payments, and total compensation
- Adjusted gender pay gap, for base pay, bonus payments, and total compensation
- Other calculated pay gaps, for sexual orientation / LGBTIQ+, ethnicity, nationality, age, disability

## Learning Insight

Organizations that analyze their remuneration systems and have all pay gaps on paper immediately aim to close these gaps. Thereby, organizations actively address their salary structures and the processes for recruitment and promotion, reconciliation policies, and the organizational culture. Successful implementation of measures is made transparent and is effective publicity as part of strategic organizational communication.

Fair Pay is clearly a sustainable goal. Depending on the starting point, organizations need several years to close their pay gaps entirely and to counteract any renewed widening of the income gap over the long term.



# FidAR – Frauen in die Aufsichtsräte e. V. – Women on Board Index (WoB-Index)



## General Information:

**Country:** Germany

**Type of Company:** Non Profit

**Industry:** Other

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local

Organization with no International Presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

### Extended/Detailed Description

FidAR was founded at the end of 2006 by women in management positions in business, science and politics with the aim of significantly and sustainably increasing the proportion of women on German supervisory boards. FidAR now has around 1,100 members - men and women - who hold important positions in business, science and public life. FidAR calls for measures to significantly increase the proportion of women on the supervisory boards of German corporations and institutions and to increase the proportion of women in top management.

The annual documentation of women on the supervisory and executive boards of the 180 listed companies with equal participation plays an important role. By publishing and surveying the proportion of women in management levels, FidAR e.V. creates transparency and creates a basis for changes. The ranking in the publications leads to public pressure on companies to increase the number of female employees in top positions.

FidAR publishes two studies that rank organizations based on the number of women on supervisory boards and in upper management. The Women on Board-Index ranks regularly stock-listed companies, and the Public WoB-Index ranks the 263 major public companies in Germany.

The main goal is to strengthen the representation of women on boards by monitoring both private and public companies against the background of the quota. The annual publications prove clearly that the German Quota Law (on supervisory boards of about 105 listed companies) is successful. Significant results are: Since the implementation of the quota law in 2015 all organizations subject to the regulation have successfully fulfilled the mandatory quota (of 30%) with an average of 35,9 % female representation, whereas companies not affected by the mandatory quota only show an average of 24,5 % female representation. However until now there was no binding quota for women at executive board level, which manifested itself in slow change in this regard. FidAR's WoB-Indices show:

Without a mandatory quota at this level, there was very little progress. There were only 13% women represented on executive boards of the 186 companies surveyed. FidAR e.V. is therefore significantly involved in improving the legal situation in terms of a quota on level of executive boards. In an alliance with 21 women's associations and allies, the „Berlin Declaration“ was founded to jointly formulate demands to politicians. The WOB-Indices published by FidAR e.V. are contributing significantly to an improvement of female board representation by creating transparency, identifying the need for action and exerting public pressure. The analyzed facts and numbers form the basis of our (mainly volunteering) initiative for more female representation on boards“in Germany. Find more facts, numbers and analysis [www.wob-index.de](http://www.wob-index.de) [www.fidar.de](http://www.fidar.de).

**The fundamentals of FidAR e.V. :  
WoB-Index & Public WoB-Index**

**186 WOMEN-ON-BOARD-INDEX 2021**

**263 öffentliche Unternehmen**

**FidAR FRAUEN IN DIE AUFSICHTSRÄTE**

**Public Women-on-Board-Index**

„Mit dem zweiten Führungspositionen-Gesetz wird der Druck für mehr gleichberechtigte Teilhabe zunehmen. Bewegung gelingt bisher nur mit gesetzlichen Vorgaben.“

„Gesetzlicher Druck kann dabei helfen, das Ziel der paritätischen Besetzung der Gremien mittelfristig zu erreichen. Eine nachhaltige Gleichberechtigung kann jedoch nur durch ein gesamtgesellschaftliches Umdenken erfolgen.“

Analysen und Ranking zum Anteil von Frauen in Aufsichtsräten und Top-Managementpositionen der 263 größten öffentlichen Unternehmen in Deutschland

Eine Studie von  
FidAR – Frauen in die Aufsichtsräte e.V.  
(Stand: 1. Januar 2021)

gefördert durch  
Ministerium für Wirtschaft, Arbeit und Frauen  
des Landes Berlin

**Find more facts, analyses and numbers**  
[www.wob-index.de](http://www.wob-index.de)  
[www.public-wob-index.de](http://www.public-wob-index.de)  
[www.fidar.de](http://www.fidar.de)

FidAR Frauen in die Aufsichtsräte e.V.  
Initiative für mehr Gleichberechtigung von Frauen in Führungspositionen  
FidAR ist eine Initiative von Frauen in der Wirtschaft, die sich für mehr Gleichberechtigung von Frauen in Führungspositionen einsetzen. FidAR ist eine Initiative von Frauen in der Wirtschaft, die sich für mehr Gleichberechtigung von Frauen in Führungspositionen einsetzen.

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# QUBIC – Transfer Competence Hospital – TransKok



## General Information:

**Country:** Germany

**Type of Company:** Private

**Industry:** Services – Other

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The majority of employees in hospitals are women. Nevertheless, the promotion of professional careers for female doctors and nurses does not constitute a systematic part of personnel development in most hospitals. The purpose of the project “TransKoK – Transfer competence Hospital” is the implementation of concepts and the respective qualification with focus on equality, diversity and integration becoming an integral part of the overall personnel development in hospitals. Whilst the project tackles its objectives via various measures and target groups, its mentoring approach is specifically designed to support female employees in hospitals. The project’s mentoring approach aims to specifically support female employees in achieving leading positions. Target groups are women from medical service, nursing, and patient-related service areas. For women with migration background a supplement program was developed.

The mentoring method consists of three pillars:

- Tandem meetings between mentee and mentor
- Accompanying qualification program with seminar events and workshops for mentees and mentors as well as
- Network meetings and collegial advice

The qualification topics are tailored to the respective target group and the specific framework conditions of the respective hospitals (considering existing training offers). Main topics are:

- dealing with power and hierarchy/micropolitics,
- male versus female approach,
- the way of self-presence,
- self-assertion in daily professional life (Wendo),
- career anchors,
- strategic network analysis,
- unconscious bias,
- the finance-orientated management simulation game for hospitals.

Executives who wish to take part as mentors in the program are trained to sharpen their awareness to deal with diversity and difference among employees and to increase their professional competence. Mentoring is a useful personnel development tool that supports women in their professional development. It also supports diversity management and aims to make the diversity of women with a migration history, their experiences, and competencies, visible. The mentoring program of TransKoK is implemented in three hospitals in Germany, based on experience from previous mentoring programs. Diversity managers and works councils are actively involved in the operational implementation. The project “Transfer competence – Hospitals – TransKoK” is funded by the ESF program “Securing the skilled labour base: vocational training and education and gender quality”. The program seeks to support the social partners and in-company stakeholders in securing the supply of skilled labour and adapting to demographic change – via promoting further training and gender equality within companies. It is a joint initiative of the Federal Ministry of Labour and Social Affairs, the Confederation of German Employers' Associations and the Confederation of German Trade Unions.

## Learning Insight

The project basically had two strands: On the one hand, there were the larger events, where, as I said, we learned a lot about aspects of equality that at least I hadn't really thought about before. And then there were the meetings between me as a mentee and Dr. K. as a mentor, where we simply exchanged ideas. Personally, I benefited very much from this, because over time you really noticed that there was someone there, that Dr. K. also fulfilled this role on an ongoing basis, and that I was able to discuss difficult and complicated issues with him in a completely non-judgmental and open manner. That is more difficult in my own department and without such a formal framework. For men as junior employees, it is easier to identify such reference persons - simply because there are more male managers, and increased contact with a manager of the opposite sex is quickly accompanied by a certain amount of whispering. For men, this is less of an issue: You have immediate points of contact during your studies, and later in your career you very quickly build up a network with more experienced colleagues in your own company." (Field report of a mentee, excerpt from QUBIC Praxis 2/2021).

For further information:

<https://transkok.transfer-projekte.de/>

<https://www.qubic.de/leistungen/projekte/transkok-transferkompetenz-im-krankenhaus/>

<https://www.qubic.de/leistungen/projekte/fachkraeftesicherung-durch-gleichstellungspolitik-im-krankenhaus/> (book for download)



# SAP SE – VaCANt: the internal Jobfair



## General Information:

**Country:** Germany

**Type of Company:** Public

**Industry:** Services – Technology

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce

% in promotions

Pay gap vs Male

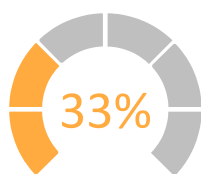
% in BOD

% in managerial roles

OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Vacant is an internal, all virtual and monthly Jobfair, where the roles of Hiring-Managers and Applicants for a position switches in the beginning. The Hiring Managers highlight their vacant Expert and Management Positions towards an all-female audience in a 5 Minutes "Sales Pitch" on a virtual platform.

They are supposed to share what the job really is about, what is attractive about it and why Female Talents should choose to work in their Teams.

The Set-Up is modern and fun.



The Managers are shortly trained by the Diversity Office about the Keyelements of a successful pitch, what to mention and what to avoid. After the Pitch-Session, the Managers are waiting in so called "Breakout Sessions" for female Talents from the audience, where they can raise their questions and deep-dive into the position a bit more - but only 15 minutes. If a female talent is interested, she can book a "VACANT one:one" Meeting" on a separate date - and now it is HER turn to pitch and so present herself and her skills. If these two think they could be a match, the job position is NOT filled automatically. She has to apply in our normal recruiting processes and will be checked and interviewed in the normal application processes. The process makes Feamler Talents visible, but also makes jobs visible in areas, where female are underrepresented.

### Learning Insight

High acceptance amongst Hiring managers. Vacant tackles the "diversity fatigue", which can occur if everyone is aware that they need to improve with Diversity in their teams, but do not know "how". Female Talents like the initiative



# Siemens AG – Belonging Transforms



## General Information:

**Country:** Germany

**Type of Company:** Private

**Industry:** Manufacturing – Electronics

**Sales:** Globally > 1B €

**Employees Globally** > 10.000

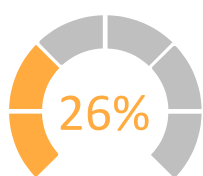
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

At Siemens we strive to transform the everyday - for our customers, employees and society. Committing to this transformation means committing to Diversity, Equity and Inclusion. Through a spirit of Belonging we empower our people, finding untapped opportunities for everyone's growth. Belonging enables the creation of technology with purpose. A successful company for us is one that encompasses everyone.

## Learning Insight

In times of change, it is more important than ever to strive for diversity and inclusion. Diversity strengthens the competitive and innovative ability of Siemens, empowers our people to realize their full potential and thereby contributes directly to business success and social development. At Siemens, diversity stands for the inclusion and collaboration of different ways of thinking, backgrounds, experiences, competences, and individual qualities across all levels and dimensions of the company. Fairly representing women at all levels is one of our key strategic objectives. We aim to increase the share of women in Top Management to 30% by 2025. Additionally, we promote diversity and equity by creating a working environment that is open to all. Our commitment to human rights is anchored in the Siemens Business Contact Guidelines (BCGs). We do not tolerate discrimination of any kind. They clearly state: “We respect the personal dignity, privacy and rights of each individual”. The BCGs make it clear that Siemens undertakes to maintain a workplace that is open to everybody regardless of skin color, ethnic origin, religion, age, disability, sexual identity, world view, and gender. In November 2019, Siemens AG and the company’s Central Works Council agreed on the Diversity Charta of Siemens AG for Germany. The strategic relevance of diversity and the key principles for valuing diversity are anchored in this charter. We regularly hold events on the topic of diversity at all relevant Siemens companies and businesses to raise awareness of this important matter. We continually review the measures that we derived from our diversity strategy.

# Volkswagen AG – We live diversity



## General Information:

**Country:** Germany

**Type of Company:** Private

**Industry:** Manufacturing – Automotive

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

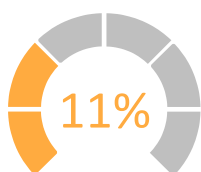
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires



Female employees  
In top management



Focus on  
Women leading the future



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The diversity of a person is made up of many dimensions. We refer to the definition of the German Diversity Charter which we accompany as a signatory since 2007. Diversity and inclusion are created by psychological safety: An atmosphere that forms the basis for an open and respectful exchange of opinions, and in which errors are seen as a learning process, are part of everyday work and individual strengths, talents and abilities are valued.

As part of our DNA, we focus on diversity when it comes to cultural change: “We live diversity”. The task of diversity management is to sensitize employees to the topic and to promote a culture in which diversity is a matter of course and visible in the company. Our conviction: diversity is no longer merely a soft success factor, but business-relevant added value and essential for the transformation of our group - worldwide.

We aim to be the leading supplier of sustainable mobility in the world. To achieve this, we need people who are diverse and think diversely, and who drive the transformation. So, every day we are working towards creating an ideal working environment in which our employees can apply their talent and skills. Diversity is not only part of the corporate principles, the management model and the code of conduct, it is also firmly anchored in our Group strategy 2030 "NEW AUTO - Mobility for Generations to Come". Diversity is essential for corporate success, required by law, and integral to our guidelines and processes.

If the right person is in the right position in the right place at the right time - regardless of their gender, cultural background, sexual orientation or other diversity dimensions – then we can say that we have achieved our goal. As such, our diversity strategy takes a holistic approach: we have established minimum standards around the world, which we track using a diversity index. We are committed to ensuring that our HR processes are fair and without prejudice. We offer training for management and employees as well as a work-life balance program. We are in close collaboration with employee resource networks. And we contribute to remaining an attractive employer for future generations by defining and offering measures for the management level and the workforce that make the issues of diversity and inclusion visible.

Therefore, our diversity goals are

- the measurable increase in diversity using the mood barometer and Group diversity index,
- the concentration on dimensions such as gender, internationality, talent and experience,
- the setting-up of transparent (HR) processes with equal opportunities,
- the living and managing of diversity in all brands, regions, companies, locations and departments and
- the reflection of diversity in all of our appearances, publications and advertising to finally anchoring an inclusive culture in our company and live it in all its facets.

# Italy

## Procter & Gamble Italy – Inspiring Girls & Future Female Leaders Initiatives



### General Information:

**Country:** Italy

**Type of Company:** Privately held

**Industry:** Other

**Sales:** more than 1 billion €

**Employees:** more than 10.000

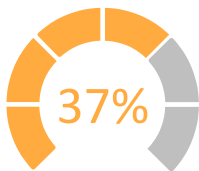
**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- more than 90 female leaders involved and more than 1200 students reached



Female employees  
In top management



Focus on  
Women leading the future



Level of Implementation  
Completed < 1 year

### Initiative description:

#### Main Goals:

- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

#### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Inspiring Girls is an international program that aims to inspire girls to express their potential through the examples of role models that visits secondary schools to share their personal and professional stories and stimulate conversations about diversity and the future. It is in fact in the pre-adolescence period that most gender stereotypes begin to grow and take root, limiting future aspirations (already at 5/6 years old children classify things and activities as male and / or female and at 12 years old aspire to professions based on gender stereotypes). In Italy the program is led by ValoreD under the patronage of MIUR (Ministry of Education, University and Research) and is aimed at middle school children (10-13 years). P&G Italia is a member of the Inspiring Girl program since 2 years. In the last year, despite the COVID-19 emergency and the difficulty for schools in organizing extra-curricular activities, P&G managers - more than 90 role models across the organization (including plant and sales people in the field) - have reached more than 1,200 students in 16 Italian provinces in 12 different regions. With the same objective, P&G Italy organizes events, together with universities, specifically dedicated to female students, aimed at raising the awareness of future generations on the importance of diversity and on the opportunities that P&G offers in some functions, such as Commercial or Information Technology generally, but erroneously, considered only for men. During these events, young female students have the opportunity to get to know more in depth these functions and interact with female managers at all levels of the organization of these functions with the aim of broadening their horizons and professional interests.



# Procter & Gamble Italy – Women entrepreneurship4good and Pantene Initiative



## General Information:

**Country:** Italy

**Type of Company:** Privately held

**Industry:** Manufactury - Chemical

**Sales:** more than 1 billion €

**Employees:** more than 10.000

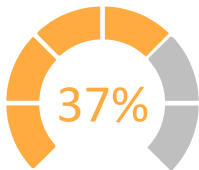
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees  
In top management



Focus on  
Women leading the future



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

In the past year, covid-19 has prisoned the world. Unfortunately, the impact of this crisis has not been felt uniformly by all, with women disproportionately bearing the burden of economic and social fallout. If we look at the data that emerged from the Ipsos "Women's Barometer" research, 75% of the women interviewed are afraid of the future, 60% suffer from anxiety or forms of depression and in any case women declare themselves more often tired and stressed than men. The female entrepreneurs have had to deal with the difficulties caused by the virus, both on the economic and family fronts. It is already more difficult for women to cope with the complex management tasks of reconciling corporate, private and family responsibilities in an ordinary context, we can imagine with a pandemic. Businesses led by women are also more vulnerable due to their size. For many female entrepreneurs, the reduction in business income threatens the livelihoods of their families and studies show that around 90% of female businesses have experienced a significant reduction in income as a result of the crisis. Last but not least, stereotypes about the role and position of women in society are still widespread i.e. balance between work and career, "you cannot make a career and be a good mother" etc., increasing the risk of women withdrawing from the world of work. The people interviewed by Ipsos agree that gender inequality exists and is widespread in all G7 countries but in Italy it is higher. Closing the gender gap in Italy is therefore a priority by addressing which could generate beneficial effects for society, the economy, employment and wages.

As part of the partnership that P&G has at European level with the Women's Forum for the Economy and Society, the company supports an initiative to promote female entrepreneurship in Europe named: "entrepreneurhip4good". The project, which also sees the collaboration of the HEC-Business School of Paris, aims to equip female entrepreneurs and female businesses with the resources and skills to support and grow businesses in line with the European Green Deal strategy. The 2021 initiative involved female start-ups in a specific call to action, concentrating resources on 9 of these based in Europe (Italy, France, Germany), with the highest growth potential and a proven business model. Among the selected start-ups, one is Italian: Zerobarracento. The project proposed, Z.W.A.F.M. an (acronym of Zero Waste Automated Fashion Manufacturing) has the objective to reduce to zero the waste produced in making the garments with the zero-waste pattern making technique. The project works to develop a technology to allow automated cutting, involving both hardware and software.

In addition to this, for the launch of a new Pantene capsule collection initiative signed by Chiara Ferragni, in July the brand has launched a call to action to female start-ups to help the development of few of them providing economic support.

# Procter & Gamble Italy – Aula 162: job aid and social inclusion initiative



## General Information:

**Country:** Italy

**Type of Company:** Privately held

**Industry:** Manufactury - Chemical

**Sales:** more than 1 billion €

**Employees:** more than 10.000

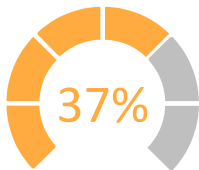
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees overall  
(47% in management)

**Focus**  
Social Inclusion  
Initiative



Level of Implementation  
**Partially implemented**

## Initiative description:

### Main Goals:

- Create open and inclusive organizational culture
- Help women to recover from difficult situations

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

In Italy, the pandemic has burned 333,000 jobs, and unemployment rate stands at 16.9%. There is a very high number of Neet, young people between 15 and 24 who are not looking for a job and are not involved in programs of education and training. Goal 8 of the UN 2030 Agenda invites us to find new models that encourage lasting, inclusive and sustainable economic growth, full and productive employment and decent work for all, and Pope Francis in the Encyclical "Brothers All" writes "There is no worse poverty than that which deprives the dignity of work".

The work and social inclusion initiative implemented by the Next Association and Procter & Gamble in Italy takes its name from paragraph 162 of the Encyclical and is part of the corporate citizenship program "P&G for Italy". It has been built to provide free training to people in need including migrants, refugees, women coming from difficult situations, unemployed young people or adults who have lost their jobs due to covid-19 or for other reasons, with the goal to create a bridge with Companies that search for qualified workforce and often do not find it.

The "Aula 162" project provides training classes and job placement for people in need throughout Italy in collaboration with the Italian Red Cross, ManpowerGroup and the Human Age Institute Foundation.

From January 2021 to date we have relocated over 50 people, 25% of them are women. At the same time, Gillette launched a program to support Doppia Difesa, the ngo of the famous showgirl Michelle Hunziker and the lawyer Giulia Bongiorno that provides legal and psychological assistance to women who have been abused for years. Through the Aula 162, P&G Italy will help women who ask for help to Doppia Difesa to re-enter in the society offering concrete employment opportunities. This is huge importance as those women, by knowing that there is an opportunity for them to get a job and become economically autonomous, can find the courage to denounce their aggressor. We know by Doppia Difesa experience, that the lack of an economical independence it is among the main causes for which those women remain victims of violence.



# Procter & Gamble Italy – Protect the health of women with Susan G. Komen Italy



## General Information:

**Country:** Italy

**Type of Company:** Privately held

**Industry:** Manufactury - Chemical

**Sales:** more than 1 billion €

**Employees:** more than 10.000

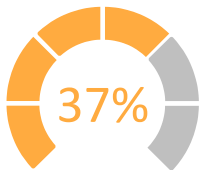
**Type of organization:** Local subsidiary of global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Protect the health of 2500 women offering free medical screenings



Female employees overall  
(47% in management)

### Focus

Protect the women health to ensure they can continue to have an impact in the society



Level of Implementation  
**Partially implemented**

## Initiative description:

### Main Goals:

- Protect the women health to ensure they can continue to have a positive impact in the society

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The protection of women's health is fundamental for the well-being of the entire community, due to the key role that women play in the family, at work and in society. Among the dramatic effects of the pandemic, there is also the delay in the diagnosis of many other diseases such as breast cancer. It is estimated on average that in the last year in Italy there has been a 35% drop in cancer screening with a consequent long delay in diagnosis and treatment.



For this reason, Susan G. Komen Italia, for 20 years at the forefront in the prevention and fight against breast cancer and Procter & Gamble Italia, with the corporate citizenship program "P&G for Italy", launched the initiative "Together we are stronger", a project to take care of women's health in support of the "Caravan of Prevention", the traveling program to offer free clinical and diagnostic prevention services, especially to the most disadvantaged categories, on throughout the national territory. Thanks to the support of Procter & Gamble Italy, four high-tech mobile units, equipped with all the necessary equipments for the early diagnosis of breast, gynecological and other prevalent female oncological diseases, will reach the suburbs and areas of greatest discomfort in the center Southern Italy. A journey of 10 stages, which in the coming months will touch 9 Italian cities to offer for free clinical visits and diagnostic tests. We plan to reach about 2500 women.



# Jordan

## Inter-Ministerial Committee for Women's Empowerment – Gender Data Dashboard



### General Information:

**Country:** Jordan

**Type of Company:** Government agency

**Industry:** Services - Association

**Sales:** N/R

**Employees:** N/R

**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Just started

### Initiative description:

#### Main Goals:

- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Entire organization at the local level

#### Workforce Focus: All workforce

### Extended/Detailed Description

The goal of the Gender Data Dashboard is to unify the efforts for collecting data within the relevant ministries and institutions and link these entities with the Inter-ministerial Committee for Woman Empowerment in order to generate reports that will inform decision makers of the gender status in the different sectors. The reports generated through the dashboard will assist in having a comprehensive vision of the achievements made in gender and evaluate these achievements and national efforts which will enable taking the needed steps and identify the priorities in a better manner. In addition, the data generated will enable each ministry and institution to monitor and evaluate its activities related to gender through identifying points of strengths and available opportunities for further improvements through sharing this data with the decision makers at the level of the ministry/institution. Currently the platform is in its initial phase of collecting gender data and is considered the baseline for future collected data.



# Netherlands

## Aegon – Let’s Talk Inclusion & Inclusive Leadership



### General Information:

**Country:** Netherlands  
**Type of Company:** Public  
**Industry:** Services – Financial  
**Sales:** Globally 10M – 50M €  
**Employees:** Globally > 10.000  
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Measuring to improve



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Motivate male managers to develop female leaders
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

### Extended/Detailed Description

Aegon’s blended approach to the achievement of the global target on gender diversity has five elements.

Firstly, tracking the data and reporting on it was essential, so it became part of Aegon's Integrated Annual Report, published externally, and it became part of the non-financial indicators for the Aegon N.V. Management Board members. Along with internal reporting on the make-up of our talent pipeline and access to global development programs. In addition, we implemented a digital learning experience ("Let's Talk" series), available across all our markets globally, which focuses on unconscious bias (what it is, why it affects all of us, how it can impact inclusion and what we can do to counteract it) and inclusive leadership. This digital experience included digital tools and activities which are used in practical situations to support inclusive decision making for example, during recruitment & selection, talent & performance discussions, when allocating stretch projects or development opportunities. In some markets, this digital learning experience has already been supplemented with leadership sessions that takes it from awareness to action, this includes the Aegon N.V. Management Board. Further embedding of this learning program is planned for 2021.

Aegon also looked at more practical changes to recruitment which included minimum numbers of women applicants, diverse interview panels, changes to agencies with a strong track record of finding diverse talents.

Research into barriers to women progressing continues to be an important element in understanding the real challenges to advancement. This includes the "missing middle" research in AUK and the "glass ceiling" research in ANL and the gender deep dive conducted at Group level. This research has resulted in mentoring / sponsorship programs for Women aspiring to Leadership in AUK, AI, ANL, TA, and includes in some markets the opportunity for tailored leadership development.

Another output from the research was the insight that we are not attracting women at rates equal to the availability in the market for either entry, intermediate or senior level roles. To address this, Aegon has implemented a software pilot in three country units to support inclusive communications in all its recruitment adverts. This software will help Aegon attract more diverse talent by altering the language used within job adverts to be more inclusive (e.g. gender neutral), thereby appealing to a more diverse range of applicants. On completion of a successful pilot, our aim would be to roll out to other country units to extend the positive impact of this software.

All these elements make-up the blended approach and provide Aegon with a clear pathway to making a lasting difference and to achieving the global target.

## **Quantitative Outcome**

2020 Gender diversity in Senior Management – target 30%, achieved Dec 2020 32%

2021 Gender diversity in Senior Management – target 34%, by end of Dec 2021

## **Learning Insight**

By combining a hard target and then following up with supporting activities (e-learning and practical inclusion tools, changes to recruitment practices, focus on inclusive talent management, action planning with Leaders) we create not only an ambition but a practical road map to achieving it. In addition, we are benefitting from intersectionality, as the delivery of the Let's Talk Inclusion digital learning along with the focus on more diverse hiring and talent pipeline has positive opportunities for creating greater diversity across a range of underrepresented groups. It is important to ensure these benefits are highlighted in communications to ensure no-one feels overlooked, despite the target only relating to gender diversity in senior management. Also ensuring that there is sufficient local ownership that they implement solutions that take account of their context and the level of maturity they have on I&D.

# Cooperatie VGZ – Positioning a CEO who truly believes in the power of D&I



## General Information:

**Country:** Netherlands  
**Type of Company:** Public  
**Industry:** Services – Financial  
**Sales:** Locally 200M – 1B €  
**Employees:** Locally 1.000 – 5.000  
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed < 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

In November 2020 a new CEO was appointed: Karien van Gennip. It was a conscious decision by our Supervisory Board to appoint a strong candidate that would fit the job and be able to build a diverse and inclusive culture within the organisation.

Karien has shown in the months that she is now leading Cooperatie VGZ that she walks the talk. She sparks discussions and conversations about how diverse and inclusive we really are. She drives initiatives to become more diverse and demands results in the area of D&I. Doing our best is not good enough.

Concrete results:

- \* % of female leaders in topstructure has gone from 40% to 60% (potentially 67%)
- \* significantly more hires of people who are challenged in the labour market by bringing in an external partner to support searches and job crafting
- \* Increase internal and external communication in the area of D&I to raise awareness and spark the discussion how diverse and inclusive we really are.
- \* Raised the bar for goalsetting on female leadership positions
- \* Inspired an initiative with bi-cultural employees to collaborate with one of our clients (big Dutch city) on how to increase the vaccination coverage in bi-cultural groups.
- \* The women leadership pipeline is made visible by sharpening the succession planning with this lense.
- \* And so on...

<https://www.cooperatievgz.nl/cooperatie-vgz/nieuws-en-media/nieuwsoverzicht/karien-van-gennip-nieuwe-voorzitter-raad-van-bestuur-cvgz>

<https://www.vno-ncw.nl/forum/karien-van-gennip-vgz-mooie-momenten-moet-je-vieren>

[https://nl.wikipedia.org/wiki/Karien\\_van\\_Gennip](https://nl.wikipedia.org/wiki/Karien_van_Gennip)

## Quantitative Outcome

Recently, mid-June, the top structure of Cooperation VGZ moved towards an Executive Committee of 6 members. Currently 5 positions are filled - 3 females and 2 males (60% female). Before the Management Team consisted of 5 positions of which 2 positions were filled by a woman (40% female).

The overall impact of these changes is too soon to translate towards more quantitative value. In combination with the aforementioned initiatives (question 13) we trust that we will make a leap in filling overall more leadership positions with women.

## Learning Insight

This good practice describes the importance and impact of "tone at the top". Equally important is to ensure -in parallel- that open discussions throughout the organisation take place, continuously. It requires time and attention to make sure all organisation members are able to speak up on how they can contribute based on their own personal diversity. It is a fine balance to pay (more) attention to certain groups and at the same time not exclude other groups by doing so.

This information was provided by Marjolijn van der Molen (m.vandermolen@vgz.nl): responsible for Talent Development and D&I. Questions can be directed to her.

# Randstad N.V. – Hire Hope



## General Information:

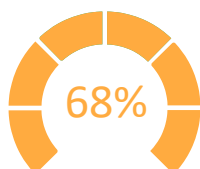
**Country:** Netherlands  
**Type of Company:** Public  
**Industry:** Services – Professional  
**Sales:** Globally 10 – 50M €  
**Employees:** Globally > 10.000  
**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in workforce of our clients & employability of female candidates



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

The Randstad US Hire Hope program provides 26 weeks of career-readiness training, paid apprenticeship and job placement services to women in the community who are survivors of homelessness, exploitation and human trafficking. Hire Hope is executed by leveraging community-based partners and through the dedication of Randstad's own employee volunteers.

Since its inception in 2014, more than 300 women graduate from Hire Hope each year. Over 90 percent of Hire Hope participants graduate the program and are awarded apprenticeships and job placement opportunities. Hire Hope has received numerous awards, including the American Staffing Association (ASA) Elevate Award Honorable Mention Distinction and the Freedom Council Impact Award in Excellence and Commitment by the Alliance for Freedom, Justice, and Restoration (AFRJ). The Chief Diversity & Inclusion Officer is the executive sponsor of the program and ensures continuous evolution by engaging various client corporate partners to help graduates thrive upon graduation. The Hire Hope program transforms lives. Many women have been able to move out of transitional housing to more stable environments as a direct result of completing the program and being successfully placed in a job opportunity.

### **Quantitative Outcome**

Since its inception in 2014, more than 300 women graduate from Hire Hope each year. Over 90 percent of Hire Hope participants graduate the program and are awarded apprenticeships and job placement opportunities.

### **Learning Insight**

It is a partnership with a client, creating shared value for our candidates (that suffer from a distance to the labor market), for our clients, and for our own organizations. By collaborating we achieved the best results.

# Saudi Arabia

## Saudi Aramco – Female Talent Pipeline



### General Information:

**Country:** Saudi Arabia

**Type of Company:** Government Agency

**Industry:** Manufacturing – Energy

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

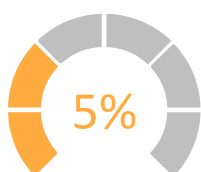
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % turnover
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female



## Extended/Detailed Description

**1. Gulf Region Organization for Women (GROW):** A forum that connects corporations, educational institutes, service providers, individual women, and men champions to build a collectively impactful model to enable the advancement of women and create opportunities through a coordinated effort that expedites and optimizes results.

**2. Mentorship Program:** A 12-month commitment in which mentors and mentees connect for one hour each month. It connects younger colleagues with experienced mentors to help them build and develop their professional skills, share best practices, set goals, and enhance their network. Around 500 participants in the Mentorship Program ranging in disciplines, age, experience, and locations across the Kingdom and abroad.

**3. Women in Business Program:** Three-day workshop (in person or virtual) in which participants focus on: their personal brand, intergender communication skills, achieving work-life balance, networking strategies, and attend a panel discuss with female leaders at Saudi Aramco. Over 2,000 women employed at Saudi Aramco have participated in the workshop since it was introduced in 2010.

## Quantitative Outcome

1. Creating access to thought leaders in the gender equality space.
2. Best Practice Sharing activities.
3. Member organizations are from the government and private sector, and from various countries.
4. Content was created in house by experienced instructional designers and facilitators knowledgeable about the Company's culture as well as the culture in Saudi Arabia.
5. As alumni they are able to participate in other women development programs like: Emerging Women in Leadership, Women in Leadership, and the Mentorship Program.
6. Role Model Panel where participants get to hear from female supervisors and leaders about their journey in the workforce. For many participants, the role models are an example of possibility and hope of what can be possible at Saudi Aramco.
7. Our Mentorship Program has been accredited by the International Mentoring Association.
8. 63% of male participation.



# Singapore

## HFW – Gender Equality Strategy



### General Information:

**Country:** Singapore

**Type of Company:** Private

**Industry:** Services – Professional

**Sales:** Locally 50 – 200M €

**Employees:** Locally 1.000 – 5.000

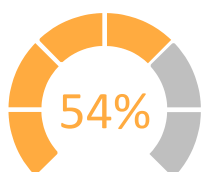
**Type of organization:** Local subsidiary of global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Create open and inclusive organizational culture

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

In November 2020, we launched a new global gender equality strategy for HFW, backed by a series of ambitious targets that include women accounting for at least 40% of all lateral hires and internal promotions over the next three years.

The strategy is based on seven core principles for gender equality, which form the foundation of gender action plans that have been adopted by each of our six global industry groups.

Jeremy Shebson, Managing Partner, HFW:

"When we started as a new management team in April 2019, one of the first things we did was to undertake a fairly wide-ranging review of various aspects of our business, including diversity and gender equality. During our review, it quickly became clear that we were going to fail to achieve our target of having at least 30% female fixed-share partners by 2020. While we have made real and measurable progress as a firm since that target was set in 2015 – we've gone from 17% female fixed-share Partners to 27% over that period – things were not moving quickly enough and we agreed as a Board that a fresh approach was required in order to drive the meaningful change that we're all seeking."

Our Global Head of Construction, Carolyn Chudleigh, was appointed as the Management Board's first dedicated diversity representative, and was tasked to work with others across the firm to come up with a new gender equality strategy.

"Where our previous target just looked at our percentage of female fixed-share Partners, we will now be working towards a series of broader targets that focus on the actions that directly impact gender equality at the firm. Our new targets cover internal promotions and external hires, not only to the Partnership as a whole – both fixed-share and equity – but also to our Legal Director role."

New Gender Equality Targets

- A minimum of 40% of new internal Partner and Legal Director promotions to be women between now and 1 April 2023.
- A minimum of 40% of new external Partner and Legal Director hires to be women between now and 1 April 2023.
- 50% of Associate Leadership Programme attendees – the firm's pre-partnership development programme – to be women between now and 1 April 2023.

Core Principles For Gender Equality

- Each pitch team to include female and male representation.
- Each matter team to include female and male representation.
- Women and men within matter teams to be given fair opportunity to participate in tasks.
- Clearly identify and put in place plans to support top female and male talent in preparation for promotion, and at the same time work towards the firm's Partner and Legal Director 2023 target.
- Actively include women candidates for role recruitment – including lateral Partners and Legal Directors.
- Each major marketing event to consider suitability for women and men to be able to participate and the need for gender-balanced panels.
- Each industry group to identify an equality champion or champions, to work with group management and Partners to achieve the above KPIs.

## Quantitative Outcome

It is too early to determine direct outcomes of our new gender equality strategy. However, here are some other KPIs relating to gender equality at HFW over the past five years:

- Over the past five years, the percentage of female partners at the firm globally has increased from 11% to 18%.
- Women currently account for 33% of our Business Services heads and 47% of our Legal Director and Of Counsel roles, which offer our lawyers either an alternative career path or a stepping stone to partnership.
- Women currently account for almost 90% of participants in our Associate Leadership Programme – our development initiative for those focused on securing a senior role within the firm.
- Two thirds of the internal promotions to equity partner this year were women;
- Women have accounted for 42% of all ALP participants since it was launched in 2017.
- We now have three female members of our global Management Board, with our Global Head of Construction, Carolyn Chudleigh, serving as the Board's dedicated equality representative.

## Learning Insight

As a firm, part of the fresh approach to gender equality and diversity & inclusion generally was to ensure the initiative was not an isolated project or a standalone set of targets but, rather, was embedded in everything we do. For example, as part of the firm's Sustainability Strategy, one of the 3 core pillars of focus is "People and Projects" (the other 2 being "Clients" and "Environment"). Within the "People and Projects" pillar, our sustainability champions also promote the global gender equality strategy as it is clear that firms that are diverse, inclusive and have women in leadership improve their own ability to be sustainable in business.

# Spain

## Spanish Association of Executives and Directors EJE&CON – Code of Best Practices for Corporate Talent Management and Competitiveness



### General Information:

**Country:** Spain

**Type of Company:** Nonprofit

**Industry:** Other

**Sales:** Locally < 5M €

**Employees:** Locally < 200

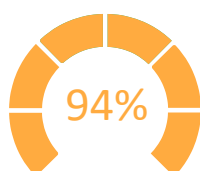
**Type of organization:** Local organization with no international presence

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % turnover
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline

#### Perimeter of Implementation:

Entire organization at local level

#### Workforce Focus:

All workforce

## Extended/Detailed Description

The Spanish Association of Executives and Directors was created in 2015 to bring continuity to the professional links fostered among its founding partners, all of whom participated in the Executive Programme for Women in Senior Management, Promociona Project, promoted by CEOE and with ESADE Business School as academic partner.

EJE&CON was founded with the aim of promoting the presence of women in senior management positions and on boards of directors. Our initial challenge: to become a body for promoting change, by raising awareness that priorities professional capabilities and skills for accessing positions with high levels of responsibility, promoting diversity, competitiveness and the sustainability of companies.

Over 1.150 executives and directors - of the vast majority of listed companies, multinationals and other unlisted companies operating in Spain - form part of EJE&CON. Therefore, the association represents those women who have achieved significant positions in major companies, and who develop their professional careers in an environment known for a worrying lack of diversity.

It also represents all sectors, making it a multi-sectoral association with a broad vision and knowledge of the corporate world and society. It is a true social movement that strives to achieve better talent management for business competitiveness.

The EJE&CON Good Corporate Governance Committee, made up of a group of professionals in the areas of law, corporate responsibility, strategy, finance, universities and human resources, has drawn up this Code of Best Practices for Talent Management and Building Business Competitiveness. Its aim is to make it easier for Spanish organisations to adopt specific measures that allow them to improve their competitiveness and results, ensuring that talent flourishes without gender bias and facilitating women's access to senior management positions on equal terms and in similar proportions to men.

Based on four main principles, the Code provides organisations with ten specific recommendations associated with each of these principles.

More than 140 companies have adopted EJE&CON Code of Best Practice, including multinationals, listed companies and other unlisted companies (see image).

This community of companies contribute to our Survey for Monitoring the Code. EJE&CON has prepared the 1st Survey for Monitoring the Code in collaboration with the prestigious IESE Business School as academic partner. The study allowed EJE&CON, companies and society in general, to evaluate in an aggregate way by sectors the situation of Spanish companies in the field of Equal Opportunities. EJE&CON organized workshops where companies that have adopted the Code share initiatives to reduce the main gaps revealed by the Survey.

This survey will take place periodically to trace the evolution of organisations in their transformation according to the new inclusive, egalitarian, diverse and sustainable paradigm proposed by the Association.

## Quantitative Outcome

16% of companies with incentives for business units to achieve better positioning in gender indicators in our first Survey for Monitoring the Code of Good Practices

45% of companies that include gender diversity as a priority in promotion plans

37% of companies that analyze equal pay.

This were the main gaps identified in the survey in 2019, 2nd Survey will take place later this year to see evolution.

## Learning Insight

<https://ejecon.org/en/ejecon-code/>





# United Kingdom

## AB5 Consulting Ltd – Leading the way, creating opportunities



### General Information:

**Country:** United Kingdom

**Type of Company:** Public

**Industry:** Services – Financial

**Sales:** Globally < 5 million €

**Employees:** Globally < 200

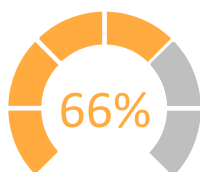
**Type of organization:** Headquarter of a global organization

### Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

#### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % turnover
- Female % succession plans for managerial positions



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

### Initiative description:

#### Main Goals:

- Expand capability and experience of female employees
- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Develop network for mutual support and learning
- Address unconscious bias and eliminate gender stereotypes

#### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

### **Extended/Detailed Description**

The contribution of women in SMEs is critical, and yet there is constant under-representation of women in leadership in SMEs and start-ups. AB5 Consulting, a woman-led SME, spinning off start-ups welcomes regularly senior high-school and higher education students for work shadowing under the leadership of a woman. This empowers young female professionals and supports male experience of female leadership.

### **Quantitative Outcome**

Created direct opportunities to a ratio of 5 students for each employed staff over the past 4 years.

Increased action over covid crisis in 2020 and 2021.

Supported over 60 female entrepreneurs in emerging countries through a network of female leaders in environment and tech in 2019-2020, especially during covid crisis.

### **Learning Insight**

It is very important that schemes are designed to support SMEs and start-ups female leaders through networking, opportunities and EDI incentives for government and international organizations' led procurement and actions.

# Airbus Operations Ltd– Review of family leave for improving inclusivity



## General Information:

**Country:** United Kingdom

**Type of Company:** Private

**Industry:** Manufacturing - Aerospace

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

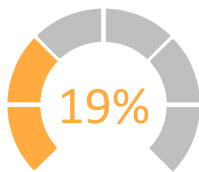
**Type of organization:** Headquarter of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Other - Creation of a family-friendly environment



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Support work and life balance/integration of all employees

### Perimeter of Implementation:

Entire organization at local level

### Workforce Focus: All workforce

## Extended/Detailed Description

In 2018/19 the Company recognized that the existing entitlements and approach to family leave (maternity, adoption, paternity and shared parental leave (SPL)) needed to be reviewed to improve inclusivity and offer working parents the opportunity to balance the needs of family life with that of a career.

The review of family leave entitlements was a group effort, involving the HR Social Policy team, Inclusion and Diversity lead, our employee resource group for Gender Balance, payroll and key leaders in the business, who together looked at the following areas of family leave:

- Leave and pay entitlements
- Policy structure
- Guidance and support

The review was completed and the changes implemented in June 2019.

After undertaking some benchmarking activity with other companies both inside and outside of the industry, it was recognised that whilst our entitlements were good, they were not in the upper quartile of entitlements offered. Additionally, the Company places great emphasis on encouraging women to work in STEM careers and to be retained in the workforce. Without the underpinning policies - and recognising the financial impact that women and families go through when taking family leave - the Company would not be considered to be reflecting those principles.

Therefore, it was agreed that to balance the needs of the business with the impacts on women in particular, the entitlements of family leave would be increased.

This saw an increase of 5 weeks maternity/adoption leave being paid at enhanced rate, paternity pay increase from 2 days to 2 weeks enhanced pay and shared parental leave (which potentially had the biggest impact) changed from offering statutory only to up to 23 weeks enhanced pay.

The review and changes to Family Leave was well received by employees and managers. The increased leave and pay have supported many employees to balance their work and family life and the number of employees taking some SPL has increased.

Ultimately, this is a project we believe has improved the opportunities for women in both Airbus and external to Airbus through increasing the financial entitlements available to support parenthood and improving the opportunity for people to balance parenthood with a career, which ultimately enables women to be better supported in the workplace.

### **Learning Insight**

Ensure that stakeholders across the business are included in policy review including business leaders and union representatives.

# C W Fletcher & Sons – Recognise and Reward a Diverse Workforce



## General Information:

**Country:** United Kingdom  
**Type of Company:** Private  
**Industry:** Manufacturing - Aerospace  
**Sales:** Locally 5 – 10M €  
**Employees:** Locally < 200  
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Develop/strengthen women leadership pipeline

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** All workforce

## Extended/Detailed Description

At C W Fletcher & Sons we want to recognize and reward our female talent pipeline by making progression within the company more accessible and focused. We have implemented a role evaluation policy to ensure that individual roles are fairly evaluated and rewarded regardless of gender. We are currently in the process of evaluating all roles within the business and any new role is evaluated before approval. We will ensure that all roles are open & accessible to all employees and offer tangible benefits, that support our diverse workforce and their needs.

We have used these new ways of working to recently promote 2 female leaders within CW Fletcher. To achieve fairness in promotion, we have worked with our workforce to ensure development plans are in place with achievable milestones and associated rewards. We develop our talent within their role by supporting with professional qualifications, on the job coaching and mentoring. We are also designing a new leadership programme to start delivery Q4 2021. This will provide our talent the skills & behaviours required to be successful in leadership roles and continue to build a successful career with CW Fletcher.

Our senior leadership team is 50% female which sets a positive example of gender equality at the top of the business. This will now drive the culture across all levels to ensure we are providing a work environment that recognizes equality, diversity and provides a fair and attractive landscape for all genders to achieve their ambitions.

We have also reviewed our role descriptions to appeal to women and other underrepresented groups. We have used language and benefits that will attract women to the industry to ensure diversity and promote equality.

At C W Fletcher & Sons 66% of internal promotions in the last 6 months have been female. This has created an strong internal benchmark for what success looks like to us. We will build off this to attract more female talent as new hires and share female success stories on how they have been given and drove opportunities for themselves. We will create and open door where female talent can join CW Fletcher and achieve a rich and rewarding career.

# Civil Aviation Authority – Attracting and recruiting more women to the organization



## General Information:

**Country:** United Kingdom

**Type of Company:** Government Agency

**Industry:** Services – Association

**Sales:** less than 5 million €

**Employees:** Locally 1.000 – 5.000

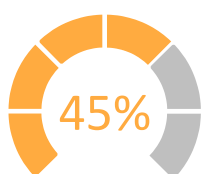
**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Female % in new hires



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates

**Perimeter of Implementation:** Pilot on one function/level of organization

**Workforce Focus:** Only Female

## Extended/Detailed Description

Our Aviation Security division regulates security arrangements at UK airports and for air carriers, cargo, and in-flight suppliers to ensure compliance with UK and international security requirements. It's crucial to our effectiveness, that we continually recruit the best people for the best roles and to that end, we run an annual recruitment drive for new auditors.



In 2019, that recruitment drive was reviewed and refined at every stage, from the screening of applications, running assessment centres and finally appointment to role. Instead of seeking traditional skills and experience, we streamlined our focus to 3 core competencies - quality management, stakeholder engagement and experience of policy and process. This enabled us to shorten and refine job descriptions. Consequently, we saw an increase in the number both of applicants and those assessed at our assessment centre. The pool was more diverse than ever before with 6 of the 9 appointed auditors female. We are proud to report that the intake of auditors achieved the highest scoring delegation we have ever seen in qualifying exams.

To further improve the diversity of those we attract to the CAA overall, in 2018 we introduced and embedded into our recruitment process software that ensures the language in our job adverts and job descriptions is inclusive. As a result, between 2019 to 2020 we had a 31.5% increase in female applications to the CAA.

We track and monitor our progress with regular reporting on our recruitment data to our senior leadership.

Such initiatives have also helped to contribute to a year on year improvement in our gender pay gap figures:

Mean: March 2019 - 31.9%, March 2020 - 30.4%, March 2021 - 30.2%

Median: March 2019 - 40.1%, March 2020 - 38.1%, March 2021 - 35.2%

# Future Asset – Future Asset



## General Information:

**Country:** United Kingdom

**Type of Company:** Nonprofit

**Industry:** Services – Financial

**Sales:** Locally < 5M €

**Employees:** Locally < 200

**Type of organization:** Local organization with no international presence

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Other - Number of girls in education reached in schools across Scotland



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Increase leadership role-models and their visibility
- Address unconscious bias and eliminate gender stereotypes

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Only Female

## Extended/Detailed Description

Future Asset works hard to encourage high school girls in Scotland to consider a future career in the world of investment. Investment management has traditionally been seen as an elite, male-influenced field, but not anymore! Future Asset believes that being female should never be seen as a barrier to progressing in the career you choose.

Investment and asset management is traditionally a well-paid career, offering secure jobs, good training and progression and a range of additional benefits. For too long, it has been seen as a suitable career mainly for men, especially in senior positions. Data available - such as that now being published in gender pay gap reporting and through the UK's women in finance charter shows that there is still more to do to change this.

Future Asset is a program that works to make sure even more girls can see how personally rewarding a field it can be. In investment you can develop interpersonal skills, confidence, problem-solving powers and resilience. Thanks to increasingly influential fields such as responsible and ethical investing, you can also change the world around for the better.

Future Asset consists of a directly employed team of two, a steering group of largely female professionals actively engaged in the Scottish financial sector - many of whom are in senior roles and so provide visible aspirational role models.

Drawn from a range of different firms in the industry, members are united in their determination to increase diversity in recruitment practices and provide a supportive pathway from school through to employment. Future Asset is a charity trading name of Didasko, the Financial Education company, and is sponsored by major Scottish asset management companies, Baillie Gifford, Stewart Investors and Walter Scott Investment Management.

Visit the website at <https://www.futureasset.org.uk> to read more. A video from the 2019 conference can be found here: <https://youtu.be/68QgVv3lDOE>

The team organises conferences, interactive experiences, workshops and a flagship annual investment competition for girls across Scotland. Key speakers at the annual conference have included Nicola Sturgeon, first minister of Scotland, as well as some of the most senior figures in the industry.

## **Quantitative Outcome**

In 2019, through regional roadshows, teacher events and a national conference, the programme worked with 484 girls and 113 teachers from 87 schools across Scotland. (2020 delivery in schools was disrupted due to the Covid-19 pandemic)

We are also, anecdotally, seeing evidence of it translating in to applications for early career recruitment in to the industry, and we continue to 'join up' pathways to make this even easier.

## **Learning Insight**

We find that not only does the programme break down barriers to the industry through educating girls about the sector, it also is highly engaging and rewarding for firms and their employees who take part. The age old saying of "you can't be what you can't see" highlights the importance of young girls seeing visible role models of their own gender, who have succeeded in investment and are passionate about the career it has offered them and what it can offer future generations.

# Royal Aeronautical Society – Alta Mentoring Scheme



## General Information:

**Country:** United Kingdom

**Type of Company:** Non Profit

**Industry:** Manufacturing - Aerospace

**Sales:** Globally 5 – 10M €

**Employees:** Globally < 200

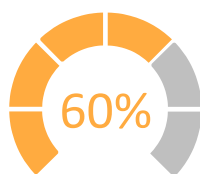
**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

*Other impacted KPI's:*

- Other - to reach 1000 women by 2023



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Expand capability and experience of female employees
- Motivate female employees to advance to leadership roles
- Develop/strengthen women leadership pipeline
- Develop network for mutual support and learning
- Other - Empower women to connect and support each other across organizations

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Only Female

### Extended/Detailed Description

Alta is a collaboration between Airbus, the Royal Air Force, University of the West of England, the RAeS and Little Blue Private Jets Ltd, to design, build and run an online mentoring platform for women in aerospace and aviation, alongside a programme of supporting events, guidance and training.

Women are underrepresented in key roles within aerospace and aviation, especially engineering, the flight deck and at senior levels; alta aims to enable women to identify female mentors and role models who can support their career development and progression - addressing the gender gap and helping to attract, empower and retain women within the sector. Alta was launched in response to an academic study which engaged with women across the industry to identify what they wanted from an industry-wide mentoring scheme. A key outcome of the research was the wish for a safe space to connect with women both within and outside their organisation and discuss key issues with those who shared similar experiences.

Following a pilot phase, the full alta platform was launched on International Women's Day, 2019. Since then, over 450 women have engaged with the platform with now over 350 active users area of expertise, personal experiences, career development goals and location. The platform uses algorithms to help women identify mentor/mentee matches based on questions such as area of expertise, personal experiences, career development goals and location. There are also training and guidance materials while registrations are moderated by RAeS staff. In addition, the steering group – made up of founding partner representatives - work closely with the RAeS Women in Aerospace & Aviation Committee to organise supporting events, such as in-person speed mentoring and networking events pre-Covid, to online webinars and networking opportunities during the pandemic. Themes include inclusive leadership, building networks, managing remote working as well as more informal gatherings. While many aerospace and aviation companies are supporting their female employees through internal networks, alta is unique in providing an industry-wide platform for women to connect. This is particularly valuable to SMEs where women may not have access to other women internally for support, or for women who would like an external viewpoint. Cross-sector learning of business practices and personal development also benefits employees internally, while alta events and networking are also helping to create a community of women with mentoring skills. Although companies can choose to donate to the programme, alta is free to all individual women who need it, has no geographical restrictions, and mentors and mentees come from around the world. Our aim is to ensure that more women feel confident in planning their career development goals, navigating their way in a male-dominated industry and have the tools to share their experiences to ensure greater retention and progression of women into senior roles which will in turn inspire younger women into the sector for a sustainable future.

## Learning Insight

Any time is a good time to become or seek a mentor but in the current Covid-19 climate, mentoring has taken on particular significance. While all kinds of mentoring programmes are important, it is also clear that many women find value in receiving advice, guidance and support from other women who have undergone similar experiences or challenges. In particular, many women in the sector have been directly impacted by the Covid-19 pandemic and with civil aerospace and aviation particularly affected by the downturn in global travel, resulting in redundancies and furlough or the challenges of balancing remote working with home schooling. The UK has led on Charters to support Women in Aviation & Aerospace and Women in Defence and tools such as alta provide a platform to keep women connected and support goals to ensure that a diverse, inclusive and gender balanced workforce is embedded in recovery. Alta forms a central part of the RAeS Diversity and Inclusion strategy which aims to support cultural change within the Society's own activities and across the wider industry.

For more information about the programme please see:  
Platform: <https://alta.onpld.com>  
General information: [www.aerosociety.com/alta](http://www.aerosociety.com/alta)



# Standard Life Aberdeen plc – Parental Leave Policy



## General Information:

**Country:** United Kingdom

**Type of Company:** Public

**Industry:** Services – Financial

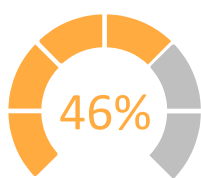
**Sales:** Globally > 1B €

**Employees:** Globally 5.000 – 10.000

**Type of organization:** Headquarter of a Global Organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI
Other impacted KPI's:	



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- Support work and life balance/integration of all employees
- Address unconscious bias and eliminate gender stereotypes
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at local level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

Standard Life Aberdeen has developed ambitious and progressive HR policies to support its aims to improve gender balance at all levels of the company. Their parental leave policy was developed to lead how UK companies support families of every type and be at the forefront of changing societal expectations.



It is a tangible step to ensuring equality of opportunity and to ensure that becoming a parent doesn't limit anyone's career progression. It has since been recognised as world leading.

The policy means that for all UK employees welcoming a new child into their family, they offer 52 weeks leave, with 40 weeks at full pay, regardless of gender or length of service. This can be taken in up to three separate periods over two years. The policy changes the nature of the expectations for employees of all genders, and - when added to the wider range of special leave and smarter working policies that support various life experiences and expectations of employees, e.g. older workers, sandwich generation, those with a disability, with caring responsibilities, and in early career stages - is transforming the culture to support a more diverse and multi-generational workforce.

### **Quantitative Outcome**

Since launch, 126 colleagues have made use of the flagship parent leave policy, the majority of them men (55% men, 45% women) Of the men who have taken or are on leave, the average time off is 95 days.

### **Learning Insight**

As well as the specific measured impact in relation to the individuals who have directly benefited from the additional leave to spend time with their families, as time goes on, we are finding it is having a very positive impact on expectations of future careers for men and women - in other words, it is expected that both men and women may have similar ambitions after becoming parents. We have found it valuable to give visible and vocal support from senior leaders to people to reassure them they can take leave and it will not compromise their future prospects, and take-up continues to grow. In time, we believe this will also have a positive correlation with increasing progression for mid-career women. Gender data for annual reporting shows the % of women in leadership positions continues to grow exceeding the company's publicly communicated targets.

# UK Charters – Charter for Women in Finance, Women in Aviation and Aerospace and Women in Defense

## General Information:

**Country:** United Kingdom

**Type of Company:** Non Profit

**Industry:** Services – Financial

**Sales:** Locally > 1B €

**Employees:** Locally > 10.000

**Type of organization:** Local subsidiary of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in technical roles
- Female % in new hires
- Female % in succession plans for managerial positions



Female employees



Focus on  
Women talent pipeline



Level of Implementation  
Partially implemented

## Initiative description:

### Main Goals:

- Attract and hire female candidates
- Motivate female employees to advance to leadership roles
- Motivate male managers to develop female leaders
- Develop/strengthen women leadership pipeline
- Increase leadership role-models and their visibility
- Create open and inclusive organizational culture

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** All workforce

## Extended/Detailed Description

The aim of these Women Charters is about committing to a pledge for gender balance - to work together to build a more balanced and fair industry. They have been supported by UK Government, but led by business leaders in each sector. The Charter asks companies to sign up to 4 key commitments and then measure outcomes, report progress annually and share best practice:

1. CEO/ExCo sponsorship – appoint one person in the Senior Executive to have responsibility for gender inclusion
2. Targets - set internal targets in the organisation for gender diversity in senior management
3. Measurement – measure progress annually against targets and publish results
4. Reward – commit to the intention of linking pay and reward to delivering these targets on gender diversity

These Charters have galvanised organisations to align some key objectives on women's economic empowerment and make gender progression a priority with an annual report showing progress and outcomes. The UK Government has helped in promoting and building awareness for the Charters on an ongoing basis, with signposting from government websites and a Government Minister speaking regularly about progress being made. The signatories of these Charters have ranged from the largest companies to some smaller suppliers, but all were important in making these pledges for their organisations. A Steering Committee was set up for each one, with usually the most senior woman in the sector, taking a very active lead as Patron/Champion, to encourage other companies in their sector to sign. The annual report and ongoing discussions have been effective in sharing best practice and collaborating on shifting the dial for more women in the sector.

The first charter was set up in 2015, when the Government asked Dame Jayne-Anne Gadhia, former CEO of Virgin Money, to lead a review into the representation of women in financial services, focusing on the talent pipeline at the executive population below board level. 330 firms across financial services have now signed up, from global banks to credit unions, the largest insurance companies to the smallest fintech start-ups, with HQs in UK, USA, Europe and Asia.

Women in Finance Charter (330 company signatories)

<https://www.gov.uk/government/publications/women-in-finance-charter>

<https://www.virginmoneyukplc.com/corporate-sustainability/women-in-finance-charter/>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/969905/HM\\_TREASURY\\_WOMEN\\_IN\\_FINANCE\\_ANNUAL\\_REVIEW\\_2020.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/969905/HM_TREASURY_WOMEN_IN_FINANCE_ANNUAL_REVIEW_2020.pdf)

Women in Aviation & Aerospace Charter (219 company signatories)

<https://www.gov.uk/government/publications/women-in-aviation-and-aerospace-charter>

<https://www.wiaa charter.com/news-events/exec-summary-gender-balance-industry/>

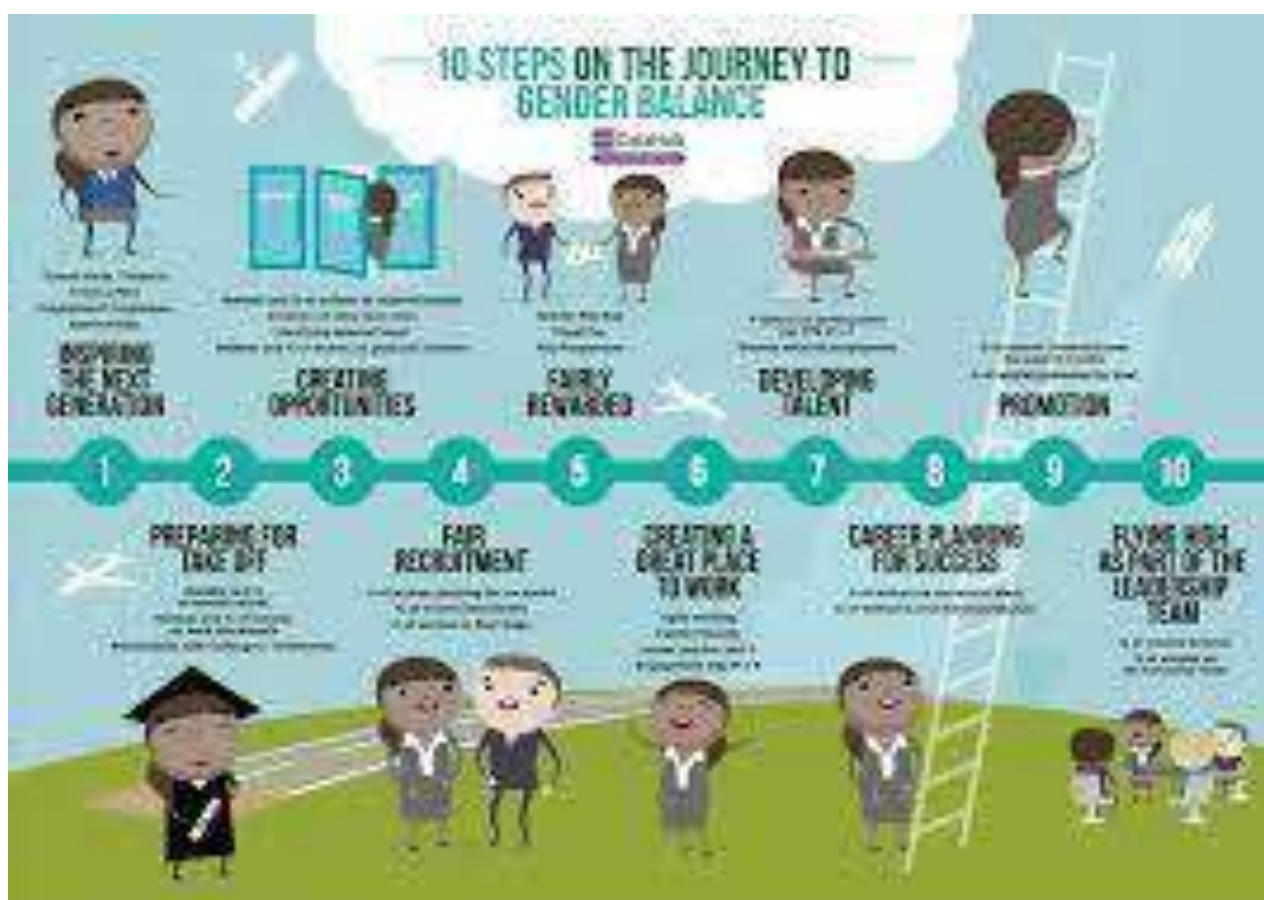
<https://www.wiaa charter.com/wp-content/uploads/2020/11/Propelling-a-Gender-Balanced-Industry.pdf>

Women in Defence Charter (more than 49 company signatories)

<https://www.gov.uk/government/publications/women-in-defence-charter>

## Learning Insight

- CEO/senior executive leadership engagement and sponsorship is crucial for measurement to take place and an effective action plan to be implemented.
- There is brilliant energy and focus around collaborating within a sector, as well as announcing annual progress and results.
- Everyone is on a different stage of the journey, but this Charter allowed them to set their own targets that were right for them given the stage they were at.
- The Charter was a supportive and encouraging tool, where it has been used to share best practice, with the aim of making progress faster.



# Women in Aviation and Aerospace Charter



## General Information:

**Country:** United Kingdom

**Type of Company:** Nonprofit

**Industry:** Manufacturing - Aerospace

**Sales:** Globally > 1B €

**Employees:** Globally > 10.000

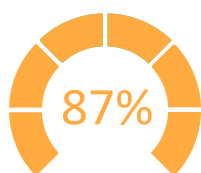
**Type of organization:** Local subsidiary of a global organization

## Impacted KPIs:

% in workforce	% in promotions
Pay gap vs Male	% in BOD
% in managerial roles	OTHER % KPI

### Other impacted KPI's:

- Female % in new hires
- Female % turnover
- Female % in succession plans and managerial positions
- Other - Monitoring of data supplied by signatories and providing resources to support companies improve their metrics



Female employees



Focus on  
Women leading the future



Level of Implementation  
Completed > 1 year

## Initiative description:

### Main Goals:

- To build a more balanced and fair industry for women, supporting the overall diversity of the aviation and aerospace sectors

### Perimeter of Implementation:

Entire organization at global level

**Workforce Focus:** Broader diverse workforce

## Extended/Detailed Description

The WiAAC gives signatories real and achievable commitments to ensure that more women enter the industry. It helps support the progression of women into senior roles in the aviation and aerospace sectors and aspires to see gender balance at all levels.

A Steering Board, representing companies within the industry, trade bodies, academia and government was set up to help drive progress. The Board has helped run many initiatives including events, panel discussions and research projects. The focus of which has included encouraging a more diverse talent pipeline, raising awareness on the importance of improving gender balance in the sector, and maintaining the focus on diversity and inclusion as the industry starts to recover from Covid-19. Since launching, the WiAAC charter now has more than 220 signatories. Member organisations have also been launching their own initiatives as part of their commitment to delivering on the pledges they have made as supporters of the Charter. For example, The Royal Aeronautical Society has launched a free online mentoring platform to help women working in the industry progress their careers.



# List of Advocates

Company/ organization/ individual	Country
50&50 Gender Leadership	Spain
A2A	Italy
AB5 Consulting Ltd	United Kingdom
ABB	Italy
ABRH Associação Brasileira Recursos Humanos-Brasil	Brazil
Accenture	Switzerland
Accenture Italy	Italy
Accrenus	Argentina
Achmea	Netherlands
ACWA Power	Saudi Arabia
ADIMRA	Argentina
Advance	Switzerland
Advanced Petrochemical	Saudi Arabia
Aegon	Netherlands
AIG Group	Japan
Air Canada	Canada
Airbus Operations Ltd	United Kingdom
Ajinomoto	Japan
Aldukheil Financial Group	Saudi Arabia
Almarai	Saudi Arabia
Alstom Italia	Italy
Anna Zanardi	Italy
AON	Netherlands
APG	Netherlands
Arcadis	Netherlands
Asia Pulp & Paper Sinar Mas	Indonesia
ASLA Associazione Studi Legali Associati	Italy
Association of British Insurers	United Kingdom
Atkins	United Kingdom
Autogrill	Italy
Auto-móvil SRL	Argentina
Avanade	Italy
Avery	Italy
AXA	France
AXIS Network	United Kingdom
Banca di Credito Popolare	Italy
Banca d'Italia	Italy



Company/ organization/ individual	Country
Bank OCBC NISP	Indonesia
Bank Otkritie Financial Corporation	Russia
Banque Saudi Fransi	Saudi Arabia
Barilla	Italy
Bayer	France
BBTV	Canada
Behavioral Management Consulting Co	Saudi Arabia
Binden Group	Argentina
Biosidus	Argentina
Birra Peroni	Italy
BIVA	Mexico
Bluenergy Group	Italy
BMI Group	Italy
BNP Paribas	France
BOLTON FOOD	Italy
Bombardier Inc.	Canada
Bosch	Italy
Bouygues	France
BP Berau, Ltd.	Indonesia
British American Tobacco	Italy
Bupa Arabia	Saudi Arabia
Business and Professional Women Germany e. V.	Germany
C W Fletcher & Sons	United Kingdom
CAMPOFRIO FOOD GROUP	Spain
Canadian Government	Canada
Cassa di Risparmio di Bolzano - SparKasse	Italy
CCE (Business Coordinating Council)	Mexico
Ceetrus	Italy
CEO CAMPUS	Spain
Cesare Fiorucci	Italy
Chiomenti	Italy
Chiomenti Studio Legale	Italy
Cisco Saudi	Saudi Arabia
Citi	Italy
Civil Aviation Authority	United Kingdom
Cleary Gottlieb Steen & Hamilton LLP	Italy
Coca Cola Amatil	Indonesia
Coface	Italy
Commercial Transport Academy	South Africa
Comune di Milano	Italy

## Company/ organization/ individual

## Country

Cooperatie VGZ	Netherlands
Daiwa Securities Group	Japan
DANONE	Mexico
DANONE - SPECIALIZED NUTRITION	Italy
Dassault Systemes Italia	Italy
DBS	Singapore
DCH-Organización Internacional de Directivos de Capital	Spain
Decent Work for Women Program, ILO	Jordan
Deloitte	Italy
Deloitte Tohmatsu Group	Japan
DENSO	Italy
Deutsche Bank	Italy
DHL	Italy
DIARQ Holdings	Mexico
DLA Piper	Italy
Dr. Sulaiman AlHabib Medical Group	Saudi Arabia
EAF Berlin in cooperation with VW AG	Germany
Edge	Italy
Edison	Italy
EMAAR - KSA	Saudi Arabia
ENAYAH	Saudi Arabia
Eneco	Netherlands
ENI	Italy
Eugenio Sidoli	Italy
Evides	Netherlands
EXS Italia	Italy
EY	United States
EY Japan	Japan
Fastweb	Italy
FB&Associati	Italy
Fondazione Bellisario	Italy
FPI Fair Pay Innovation Lab	Germany
Frauen in die Aufsichtsräte e. V.	Germany
Fugro	Netherlands
Fujitsu	Japan
Fuori Quota	Italy
Future Asset	United Kingdom
Gajah Tunggal Group	Indonesia
GE AVIO	Italy
GEODIS	France

Company/ organization/ individual	Country
GILEAD SCIENCES (Spain)	Spain
Globant	Argentina
Google Italy	Italy
GRAB Indonesia	Indonesia
Grafica Latina SRL - Security Prints	Argentina
Grupo Delia Flores	Argentina
Grupo Muchnik	Argentina
Grupo PRODENSA	Mexico
Gruppo CAP	Italy
Hadiputranto, Hadinoto & Partners	Indonesia
HarperCollins Italia	Italy
Hearst Magazines Italia	Italy
Henkel Italia	Italy
Hewlett Packard Enterprise	Italy
HFW	Singapore
HHLA	Germany
Hootsuite	Canada
HSBC Bank	Italy
IBM	Italy
IDEAL ISLAMIC MICRO FINANCE COMPANY	Jordan
ILLIMITY	Italy
Indonesia Business Coalition for Women Empowerment	Indonesia
Indonesia Global Compact Network	Indonesia
Indonesia Stock Exchange	Indonesia
Indonesian Business Women's Association	Indonesia
Inter-Ministerial Committee for Women's Empowerment	Jordan
Inwit	Italy
Isabel Tocino	Spain
IWAPI	Indonesia
Jabal Omar	Saudi Arabia
Japan Association for Female Executives	Japan
Japan Association of Corporate Executives	Japan
Japan Institute for Women's Empowerment & Diversity Management	Japan
Japan Toboco	Japan
Java Medivest	Indonesia
JERA	Japan
JLL Italia	Italy
Johnson and Johnson Group	Japan
Johnson&Johnson	France

## Company/ organization/ individual

## Country

Jordan National Commission for Women	Jordan
Just Eat Takeaway	Netherlands
Keidanren	Japan
Kirin Holdings	Japan
KLM	Netherlands
Kone	Italy
KPMG	Netherlands
KPMG Saudi	Saudi Arabia
Kyobo	South Korea
Laura Biagiotti Group	Italy
Learning Edge	Italy
Lenovo	France
Linamar	Canada
LIXIL Corpooation	Japan
Lloyds Banking Group	United Kingdom
Loblaw Companies Limited	Canada
Lottomatica	Italy
Ma'aden	Saudi Arabia
Magna	Canada
Male Champions of Change	Australia
ManpowerGroup	Mexico
Manulife Financial	Canada
Mars	Italy
MARS	United Kingdom
Mars Incorporated	United States
Marsh	Italy
Marsh & McLennan Companies	Italy
McDonald's Italy	Italy
Mediterranean Shipping Company Saudi	Saudi Arabia
MetLife Spain and Portugal	Spain
METRO	Italy
MICROSOFT	Italy
Microsoft	Netherlands
Mitsubishi Chemical Corporation	Japan
Monte dei Paschi di Siena	Italy
MS&AD Insurance Group Holdings	Japan
NATIONAL Public Relations	Canada
Nesma Company	Saudi Arabia
Nikkei Woman Empowerment Project	Japan
NN Group	Netherlands

Company/ organization/ individual	Country
NTT DATA Corporation	Japan
NTT Data Italia	Italy
Olayan Saudi Holding Company	Saudi Arabia
Oracle	Saudi Arabia
Panasonic Corporation Connected Solutions Company	Japan
Parentalk.id	Indonesia
PepsiCo	Italy
PepsiCo	Saudi Arabia
PFIZER	Italy
Philadelphia Chocolate Manufacturing Company	Jordan
PHILIPS	Italy
Post NL	Netherlands
Procter & Gamble	Saudi Arabia
Procter & Gamble	South Africa
Procter & Gamble Holding	Italy
Procter and Gamble	United States
PT Amarthia Mikro Fintech	Indonesia
PT Blue Bird Tbk	Indonesia
PT Kalbe Farma, Tbk	Indonesia
PT Komunikasi Kinerja	Indonesia
PT Martina Berto, Tbk (Martha Tilaar Group)	Indonesia
PT Nestlé Indonesia	Indonesia
PT Procter & Gamble Home Products Indonesia	Indonesia
PT Riau Andalan Pulp and Paper	Indonesia
PT Supra Boga Lestari, Tbk	Indonesia
PT Van Aroma	Indonesia
PT. Unilever Indonesia, Tbk	Indonesia
PwC	Switzerland
QUBIC	Germany
Rabo Carbon Bank	Netherlands
Randstad	Netherlands
Republic National Distributing Company	Argentina
Resona Holdings	Japan
RGI	Italy
Riyad Bank	Saudi Arabia
Rolaco Holding	Saudi Arabia
Roman Dusenko	Russia
Royal Aeronautical Society	United Kingdom
Royal Bank of Canada	Canada
Royal Haskoning DHV	Netherlands

**Company/ organization/ individual****Country**

Rwanda Chamber of Women Entrepreneurs	Rwanda
Ryerson University's Diversity Institute	Canada
SABB	Saudi Arabia
SABIC	Saudi Arabia
Saleh Al Gurg Group	United Arab Emirates
Salesforce	Italy
Salvatore Ferragamo	Italy
SAP Japan	Japan
SAP Mexico	Mexico
SAP SE	Germany
Saudi Aramco	Saudi Arabia
Saudi Telecommunication Company	Saudi Arabia
Scania	Argentina
Schiphol	Netherlands
Schneider Electric	France
SECNewgate	Italy
SHIMIZU Corporation	Japan
Shoppers Drug Mart	Canada
SHV	Netherlands
Siemens AG	Germany
Sintesa Group	Indonesia
SkyGuide	Switzerland
Slack	Japan
SNAM	Italy
Sociolla	Indonesia
SOMPO Holdings	Japan
Sony Group Corporation	Japan
Sopra Steria	Italy
Spanish Association of Executives and Directors EJE&CON	Spain
Spie	Netherlands
Standard Chartered Bank	United Arab Emirates
Standard Life Aberdeen plc	United Kingdom
STC	Saudi Arabia
STIGOL&Asociados	Argentina
Sumitomo Mitsui Financial Group	Japan
Sumitomo Mitsui Trust Holdings	Japan
SUNBULAH	Saudi Arabia
Suncorp	Australia
Supervielle	Argentina
Susana Balbo Wines	Argentina

<b>Company/ organization/ individual</b>	<b>Country</b>
Takamol Holding	Saudi Arabia
TeamSystem Group	Italy
Teleperformance	Italy
Telkomtelstra	Indonesia
The Language Grid	Italy
The Livekindly Collective	Netherlands
Toffoletto De Luca Tamajo	Italy
Tokio Marine Holdings	Japan
TOYOTA ESPAÑA	Spain
UBS	Switzerland
UK Charters	United Kingdom
UNES	Italy
Universidad Siglo 21	Argentina
Università Bocconi	Italy
University of Newfoundland	Canada
UPS	United States
Valore D	Italy
Vector	Italy
VENCHI	Italy
VGZ	Netherlands
Virgin Money	United Kingdom
VMware	Japan
Volkswagen AG	Germany
VOPAK	Netherlands
Welspun	India
WestJet	Canada
WHT Wine Partners	Argentina
Willmott Dixon	United Kingdom
Wolox	Argentina
Wolters Kluwer Italia	Italy
Women in Aviation and Aerospace Charter	United Kingdom
Women's Leadership Forum	Russia
Women's Forum for the Economy & Society	France
Wujud	Saudi Arabia
XL Axiata	Indonesia
YAM112003	Italy
Zain KSA	Saudi Arabia
Zimmer Biomet	Italy





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